



Annex to the Recovery Action Plan

Redevelopment Plan

City of Panama City, Florida

October 16, 2020

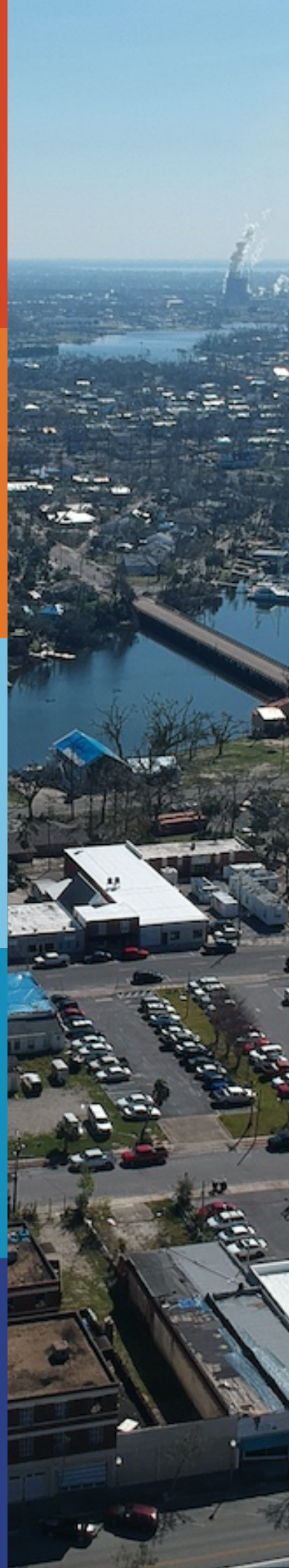


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Executive Summary

After Hurricane Michael, the City of Panama City's leaders recognized an opportunity not only to build back from the hurricane, but to build back better. The unfortunate consequences and destruction of the hurricane have created space for residents and public officials alike to reimagine and reshape the City's future. The projects and activities that the City will implement to achieve its long-term vision of success are contained in this plan.

The Redevelopment Plan is intended to serve as an annex to the Recovery Action Plan, because many of the projects and activities contained within are a continuation of efforts initiated as part of recovery from Hurricane Michael. The activities identified in this plan are intended to promote long-term growth and increased resilience for the City of Panama City over the months and years to come.

The Redevelopment Plan identifies priorities in detail, identifies responsible parties to implement, provides supplemental resourcing and timelines to those priorities, and links them back to identified needs based on the direct and indirect impacts of Hurricane Michael on the community in 2018. This Plan presents a long-term vision for the City of Panama City and develops strategies for actions and projects that extend beyond Hurricane Michael impacts and funding.

The Redevelopment Plan is laid out in five sections.

1. **The City's Vision for 2050** is the foundational goal that the plan strives to achieve, which lays out principles that redevelopment actions must adhere to through implementation. This section also provides an overview of key recommendations established through background research and layers of public input.
2. **Background and Context** summarizes the history of the Redevelopment Plan and context of the update and planning process.
3. **City Capacity and Vulnerabilities Report** analyzes the City's capacity to redevelop and withstand a future disaster and identifies vulnerabilities that put the City at risk.
4. **Plan Maintenance** identifies a process to update and maintain the Redevelopment Plan.
5. **Redevelopment Roadmap** instructs plan users, including City officials, on how to read and implement the redevelopment actions, step-by-step.



The City's Vision for 2050

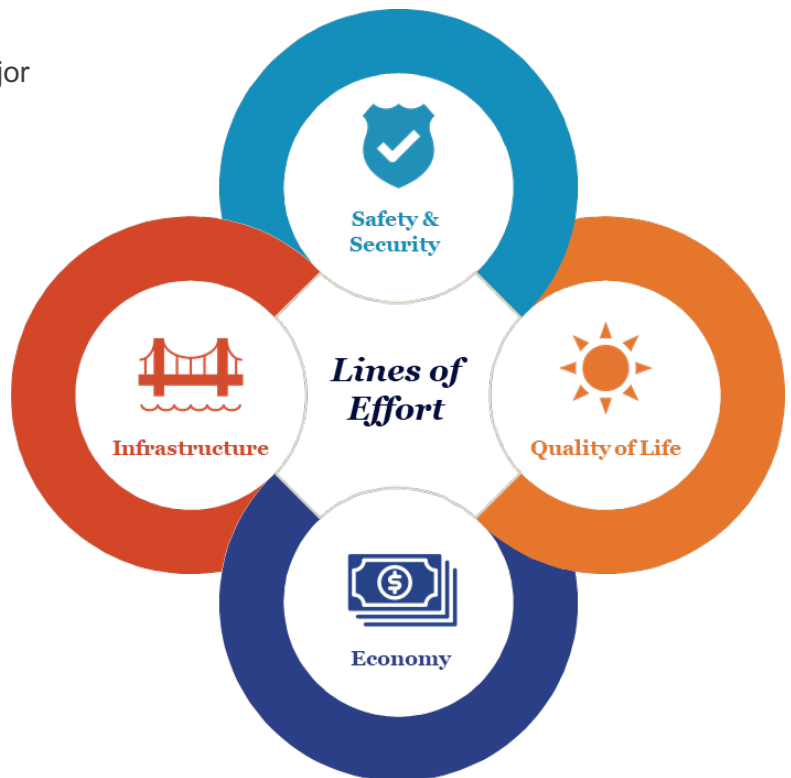
The City's Vision for 2050 represents the City's desired end state, years after Hurricane Michael. This section the City's foundational approach to redevelopment and a vision of the future.

City of Panama City: A Premier Destination

The City of Panama City has an opportunity to expand on its own potential and create a vibrant, thriving community for its residents and visitors. The City of Panama City's redevelopment vision is the guidepost against which all future work is measured. The **vision presents an overarching goal, or framework, of the City's aims for the future**, and holds all redevelopment accountable for contributing to this vision.

The City of Panama City aspires to create a resilient, innovative, safe, sustainable, and attractive community in order to become the premier City in the Florida Panhandle.

To implement this vision and develop a city for the future, the City of Panama City focused on four major priority areas: Safety and Security, Infrastructure, Economy, and Quality of Life. Together, these four focus areas organize the City's unique assets and profound sense of community to guide redevelopment and build a world-class City.





Plan Overview

This section provides an at-a-glance view of the recovery action recommendations and projects.

Recovery Action Plan Overview

The **Redevelopment Plan** serves as an **Annex to the Recovery Action Plan** to support projects and activities that promote long-term growth and increased resilience and are a continuation of efforts initiated as part of recovery from Hurricane Michael. Similar to the Recovery Action Plan, the Redevelopment Plan contains a series of goals, strategies, and actions to guide the City into 2050.



Goals serve as the broad, yet attainable ambitions that the City should strive to achieve. These align with the four lines of effort identified by the City: Safety and Security, Infrastructure, Economy, and Quality of Life.



Strategies contain a series of key priority areas that are necessary for the achievement of the respective goals. Each strategy is assigned a unique identifying number under one goal.



Actions are the specific projects, policies, and activities that must be implemented and completed to fulfill the Plan's strategies. Each is assigned a unique identifying number that aligns with the strategy that the action falls under.

The following pages present the four goals of the Redevelopment Plan, which align to the four lines of effort, followed by each of the strategies and actions for the corresponding line of effort. **While actions fall within unique lines of effort, they are interdependent, interrelated, and contribute to the same overall goal.** Taken together, the next four pages represent an abridged version of the Redevelopment Plan. To read more about a specific action, readers can advance to the corresponding section of the **Redevelopment Roadmap**.



Restore and Improve Safety and Security.

OVERVIEW | Safety & Security



Provide residents with safe and clean streets.

- Clear all storm-related debris using a combination of City and community resources while minimizing illegal dumping.
- Create and implement cohesive City street lighting strategy.
- Establish and implement comprehensive street signage program.



Provide Panama City residents with access to high-quality healthcare facilities.

- Enact temporary solutions to meet pressing healthcare concerns for disaster survivors.
- Hurricane-proof hospitals and medical facilities.



Establish a culture of safety and security for all.

- Complete and standardize the City after-action process.
- Assess and implement soil stabilization techniques to mitigate losses during future events.
- Implement accessibility measures throughout the City.
- Enhance City preparedness by building facilities that can withstand a Category 5 hurricane and provide continuity of life-safety services.
- Develop preparedness, recovery, and redevelopment plans to enhance economic vitality, resilience, and quality of life.



Rebuild and Enhance Hazard-Resilient Infrastructure and Utilities.

OVERVIEW | Infrastructure



Restore infrastructure that expands access to the City's amenities and commercial centers.

- Enhance roadway system.
- Repair and restore sidewalk and existing non-motorized transportation pathways.
- Restore parks, public green spaces, recreational facilities and opportunities; increasing access to amenities and improving health of natural resources.
- Restore Panama City Marina to promote business, sense of community, and recreational activities.
- Restore St. Andrews Marina to promote business, sense of community, and recreational activities.



Implement strategies to restore, modernize, and make more resilient the City's energy, water, and wastewater systems.

- Develop Citywide comprehensive stormwater management plan that utilizes sustainable infrastructure.
- Harden and leverage power and communications infrastructure to bolster resilience.
- Modernize water, wastewater, and stormwater system infrastructure.
- Relocate the Millville Wastewater Treatment Plant.



Support an Accelerating and Thriving Economy.

OVERVIEW | Economy



Develop resources that support a diverse and vibrant economy.

- Create and promote a suite of business development and recovery assistance programs.
- Support catalytic redevelopment.
- Strategically address blight to generate revenue, increase property value, and attract new investment.



Reclaim the City's role as the Panhandle's primary economic engine.

- Publicize and attract businesses and visitors to the City of Panama City.
- Assess next steps for a Civic Center and Convention Center.



Create a Vibrant Community with a High Quality of Life.

OVERVIEW | Quality of Life



Invest in an attractive housing market that is affordable to the City's workforce.

- Compile and disseminate housing resources and assistance information.
- Reassess and capture post-storm housing needs.
- Create affordable, inclusive, and live-work housing through code revision, incentives, and development requirements.
- Modernize public housing.



Provide accessible community services to all residents and visitors.

- Provide school children and their families with stability and safety through facility repair and health services.
- Establish a Long-Term Recovery Committee in the City to empower residents on the road to recovery.



Honor Panama City's unique sense of place.

- Restore citywide tree canopy.
- Repair historic buildings from previous disasters and identify opportunities to increase their resilience to future disasters.



Establish Panama City as the premier destination for arts and culture in the Panhandle.

- Support and encourage local artists to remain in the City and preserve the City's identity as an arts community.



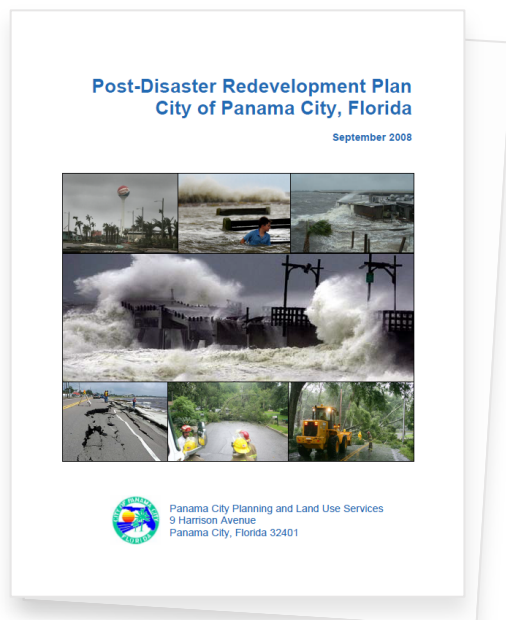
Background & Context

This section provides background information about past redevelopment planning efforts in the City and explains the planning process for this version of the Redevelopment Plan.

Background and Context

In October 2010, the Florida Department of Community Affairs and the Florida Division of Emergency Management produced the Post-Disaster Redevelopment Planning: A Guide for Florida Communities. The intent of this publication was to encourage Florida communities to evaluate their vulnerabilities to disasters and plan ahead for redevelopment before the next disaster struck—reducing the stress and chaos frequently associated with post-disaster recovery. The guidance document contains recommendations on planning best practices, topics and issues to include, and considerations for plan implementation and updates.

The City of Panama City was selected in 2008 to serve as the first pilot community to develop a Post-Disaster Redevelopment Plan. As a pilot community, the City received technical and financial assistance from the State and Federal Government. Results from the City planning process informed the development and release of the statewide guidance (Post-Disaster Redevelopment Planning). The Panama City Post-Disaster Redevelopment Planning Executive Committee led the development of the citywide plan. The committee consisted of Mayor-appointed representatives from City and county agencies as well as non-profit organizations, economic development leaders, and other stakeholders in the community. The Executive Committee assessed the City's capabilities, vulnerabilities, and existing plans to identify redevelopment issues and pre- and post-disaster strategies to address them.



The Committee identified five major post-disaster redevelopment goals and issues:

- 1. Land Use and Community Development**
- 2. Economic Redevelopment**
- 3. Long-Term Infrastructure Repair**
- 4. Communications**
- 5. Post-Disaster Financing and Capacity**

The goals and actions identified from the 2008 Plan informed the 2019 planning process and plan development. The goals and issues align with the City's identified lines of effort to recover from Hurricane Michael. Actions from the 2008 Plan that were still ongoing or had not yet been completed were carried over and integrated into the Redevelopment Plan. More information on the City's history and planning background can be found in the Background and Context section of the Recovery Action Plan and in the Downtown Master Plan. Both plans seek to understand the historical context of the City and honor its uniqueness through strategies, actions, and initiatives that preserve its character and long-term vision.

Planning Process

The Redevelopment Plan was developed concurrently with the City's Economic Development Plan, Downtown Master Plan, Pre-Disaster Recovery Plan, and Recovery Action Plan to lay out a comprehensive strategy for recovery and redevelopment in the City. **The Redevelopment Plan will serve as a living document, alongside the other four planning documents created after Hurricane Michael, to lead the City through recovery and redevelopment over the next 20 years.** Each Plan serves an important role in this recovery, which is described below and in **Figure 1**:

- **Recovery Action Plan:** A roadmap to address immediate recovery needs that identifies funding and resources to support implementation.
- **Pre-Disaster Recovery Plan:** An organizational structure and process for recovery.
- **Redevelopment Plan:** A roadmap to address long-term recovery and redevelopment needs that identifies funding and resources to support implementation.
- **Downtown Master Plan:** A vision and plan for the City's Downtown and its waterfront.
- **Economic Development Plan:** Strategies to grow the City's economic environment beyond pre-storm conditions.

The recommendations in the Redevelopment Plan represent an evolution of priorities that had been identified during the development of the Hurricane Michael Impact Analyses and the Existing Conditions Report, feedback collected during an extensive community engagement campaign in June 2019. This campaign included 30 public events such as focus groups, town halls, and design studios, totaling 75 hours of engagement over two weeks. The purpose of this engagement was to gather input from the public, key community leaders, local organizations and businesses, and City officials to identify critical needs and determine key priorities to inform plan development.¹ The plan was updated in 2020 to reflect the progress that the City has made and capture the recovery efforts still underway. Over the course of three weeks in 2020, 14 interviews were conducted with City officials and other stakeholders to discuss the City's recovery progress, which informed changes to the plan. Information gathered during neighborhood strategy charrettes in 2020 also helped cultivate a greater understanding of the City's recovery progress.

Figure 1: Integrated Project Vision and Collaboration



¹ More information about the engagement process can be found in **Appendix C: Community Engagement in the Recovery Action Plan**.

Prioritization of Recovery Actions

To help City officials navigate the arduous process of objectively prioritizing the redevelopment actions that were identified, a methodology was developed to help City officials rank activities as high, medium, or low priorities.

The priority level was determined by assigning a score for each of the criteria shown in **Table 1** and using the aggregated, weighted total to assign an overall priority value. These criteria were selected and weighted by City staff and officials with inputs from best practices in social equity and resilience. By using this approach to prioritize projects, the City can develop a clear, unbiased road map and timeline for redevelopment.

Table 1: Prioritization Criteria

Criteria	Question
Addresses Unmet Need Prior to Storm, Cornerstone Idea, or Need in the Existing Conditions Report	Does the action tie directly to a project or need that the City or community had identified and/or initiated prior to the storm, or has been identified as a Cornerstone Idea or a need in the Existing Conditions Report?
Addresses/Updates a Critical Facility/System	Does the action support activities/projects that update/retrofit a critical facility or system?
Economic Cost-Benefit	Does the action provide a higher than average benefit-cost ratio that's either quantitatively or qualitatively defined?
Financial Feasibility	Does the action have access to existing or known funding/financing resources to cover costs within timeframe and be sustained into the future?
Community Support, Cultural Significance and Identified Champion	Does the action have above average level of community-support, relate to a culturally significant place, and/or there is an identified champion?
Technical Feasibility	Is the action compliant with current government initiatives, regulations, and plans (i.e., would the action require modification to existing policies)?
Social Equity	Does the action primarily benefit low-moderate income or other socially vulnerable population group?
Co-beneficial/Cross-Cutting	Does the action meet multiple lines of effort or otherwise work towards a combination of improved economic, environmental, and societal outcomes?



City Capacity and Vulnerabilities Report

The City Capacity and Vulnerabilities Report provides users with an understanding of the City's strengths, vulnerabilities, and opportunities to bolster its resilience and enhance the City through redevelopment.

Capacity Analysis

The Capacity Analysis examines existing local capacity to execute the Redevelopment Plan. Local policies and plans were reviewed to understand if they aligned with post-disaster redevelopment goals, and therefore supported redevelopment action implementation. Similarly, human resources (defined as City staff) are responsible for carrying out identified redevelopment strategies. Thus, limited human resources can negatively impact the successful implementation of the Redevelopment Plan.

Plans

Expanding and enhancing plans and resources serves as the first step to increasing the City government's ability to implement redevelopment actions successfully. Community plans can inform the redevelopment process and provide insight into the policies, procedures, and strategies that contribute to the City's overall resilience. Plans highlight strengths, opportunities, and gaps, which the City can use to define a path forward in bolstering its resilience and preparedness.

Panama City's Comprehensive Plan Am For A Prosperous Tomorrow	1
<p>The purpose of this element is to establish future land use patterns consistent with the goal, objective, and policies of this Plan. Future land use patterns are depicted on the Future Land Use Map (Exhibit 1) contained within this element.</p> <p>goal 1A:</p> <p>ESTABLISH A DEFINED PATTERN OF LAND USE INTENDED TO GUIDE THE PROVISION OF PUBLIC FACILITIES AND PROVIDE PREDICTABILITY IN MANAGING DEVELOPMENT.</p> <p>objective 1.1a:</p> <p>Maintain a Future Land Use Map which coordinates future land uses with appropriate topography, soil conditions, conservation of natural resources, availability of facilities and services, and compatibility of adjacent land uses.</p> <p>policy 1.1.1a:</p> <p>The City shall regulate land use through designation of land use districts on a Future Land Use Map. The Future Land Use Map (Exhibit 1) shall be used to determine the location and extent of development within the City consistent with conservation of natural resources, availability of public facilities and services, and compatibility of adjacent land uses. Land use districts depicted on the Future Land Use Map shall be described as follows. (In the following descriptions of Future Land Use categories, density standards shall apply to residential development and intensity standards shall apply to non-residential development.)</p> <p>1. Preservation</p> <p>(a) Purpose and Intent - This category is intended to provide areas for the preservation and protection of environmentally sensitive areas, land and water resources, and critical habitats.</p> <p>(b) Designation Criteria - Environmentally sensitive resources, including, but not limited to, wetlands, wetland buffers, flood zones, shorelines, aquifer recharge areas, greenways, certain flora and fauna habitat, and dedicated conservation elements.</p> <p>(c) Density - None allowed, except for quarters owned or operated by the U.S. Depart-</p>	<p>ment of the Interior or a state agency.</p> <p>(d) Intensity - Floor area ratio is 0.00.</p> <p>(e) Impervious Surface Area - No more than 0.05 lot coverage. Impervious surface is limited to that which supports passive activities such as the development of a boardwalk or nature observation point. Parking is limited to previous surfaces with exceptions for what is required for conformity with the Americans with Disabilities Act.</p> <p>(f) Allowable uses - Those uses that are strictly passive in nature, such as walking trails, observation points, open space, and boardwalks. Utilities and roadways are allowable uses only when necessary to connect existing or proposed developments located outside of the preservation category.</p> <p>(g) Improvement restrictions - A 30 foot undisturbed, vegetative buffer shall be required between development and FDEP jurisdictional wetlands; and a 75 foot undisturbed, vegetated buffer shall be required between development and any streams or creeks.</p> <p>2. Recreation (REC)</p> <p>(a) Intent - This category is intended to provide opportunities and sites for public and private recreation.</p> <p>(b) Designation Criteria - Recreation districts will be allowed in all land use districts as considered appropriate by the Planning Board and the City Commission.</p> <p>(c) Impervious Surface Area - No more than 0.40 lot coverage.</p> <p>(d) Density - None.</p> <p>(e) Intensity - The floor area ratio shall not exceed 0.20.</p> <p>(f) Allowable Uses - Uses specifically intended for recreational purposes.</p> <p>3. Silviculture (SIL)</p> <p>(a) Intent - The intent of this category is to provide areas for active silvicultural and agricultural use. Very low density residential development may be allowed.</p> <p>(b) Density - Maximum density shall be no more than one (1) dwelling unit per 20 acres.</p>

future land use element

October | 2018



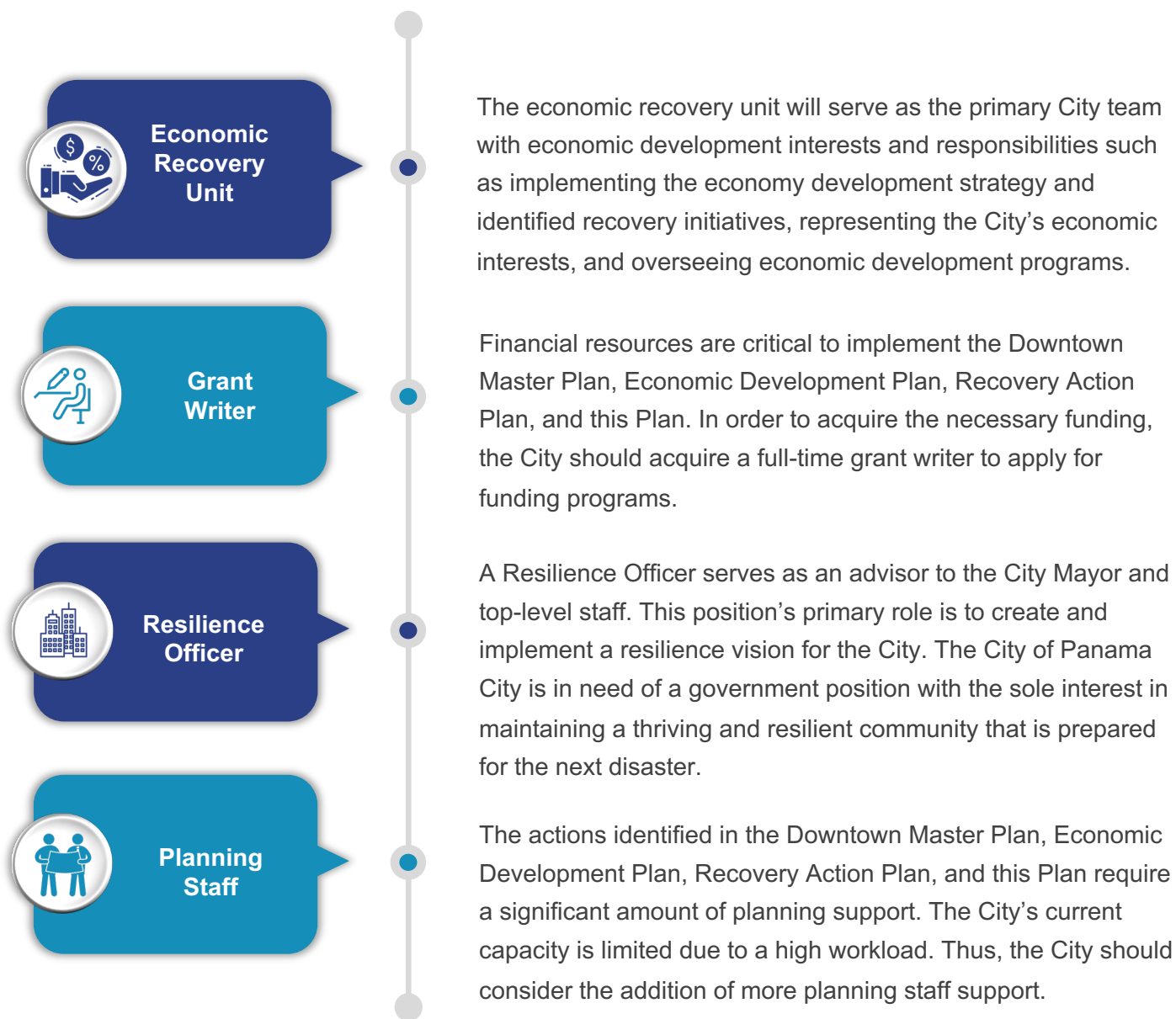
	 No  Needs Update  Yes	Does the City have this plan? If no, is it addressed through other plans? ²	Has this plan been updated in the past 5 years?	Are there identified revisions and/or updates needed to this plan?
Local Mitigation Strategy				
Local Comprehensive Plan				
Post-Disaster Redevelopment Plan				
Capital Improvement Plan				
Resilience Plan				
Disaster Cost Recovery Plan				
Economic Development Plan				
Emergency Operations Plan				
Evacuation Plan				
Open Space/Greenway Master Plan				
Natural Resource/Conservation Plan				
Hazard Mitigation Plan				
Historic Preservation Plan/Ordinance				
Land Development Code				
Building Code				
Stormwater Management Plan				
Comprehensive Land Use Plan				
Continuity of Operations Plan				
Flood Response/Mitigation Plan				
Watershed Management Plan				
Wildfire Protection Plan				
Subdivision Ordinance				
Recovery Plan				

² This analysis excludes countywide plans.

Resources

Resources refer to financial (both local funds and potential outside funding) and human resources (e.g., staff, stakeholder volunteers, and non-governmental organizations and private-sector support) that help support the implementation of redevelopment actions. The graphic below and on the following page identifies areas where the City can expand upon human resources and reduce workload of current staff. These needs were identified through the planning process by the City, a review of the City departments and staffing, and subject matter experts. More information on financial opportunities and potential partners and organizations can be found in Appendix A and Appendix B.

STAFFING AND DEPARTMENT NEEDS



PARTNERSHIP NEEDS

The following are considered priority partnerships, based on the subject matter expertise of the planning support team. These organizations can support the implementation of recovery and redevelopment in collaboration with the City. Many partnerships have been outlined in the redevelopment and recovery actions. The partners listed below are considered priority, or those with explicit authority or capabilities that can support the implementation of actions. The City should work to enhance these partnerships and relationships to support redevelopment goals.



PARTNERSHIP NEEDS (CONTINUED)



Bay Economic Development Alliance

Bay Economic Development Alliance works with Bay County and other partners to promote economic growth around the county. This organization would serve as a partner that could facilitate job and business growth and help maintain the existing businesses and economic base.



Bay County Government

Various departments within the Bay County Government provide an opportunity for partnership as many of their interests align and intersect with those in the City of Panama City. Moreover, areas where authority resides with Bay County (e.g., school districts), it will be essential for the City of Panama City to utilize collaboration and partnerships to facilitate redevelopment.



CareerSource Gulf Coast

CareerSource Gulf Coast facilitates job placement and business support services to ensure the workforce meets the area's employment needs. The City should work to establish a strong partnership with this organization to promote job training and placement among City current and future residents.



Local, Regional, and National Nonprofits

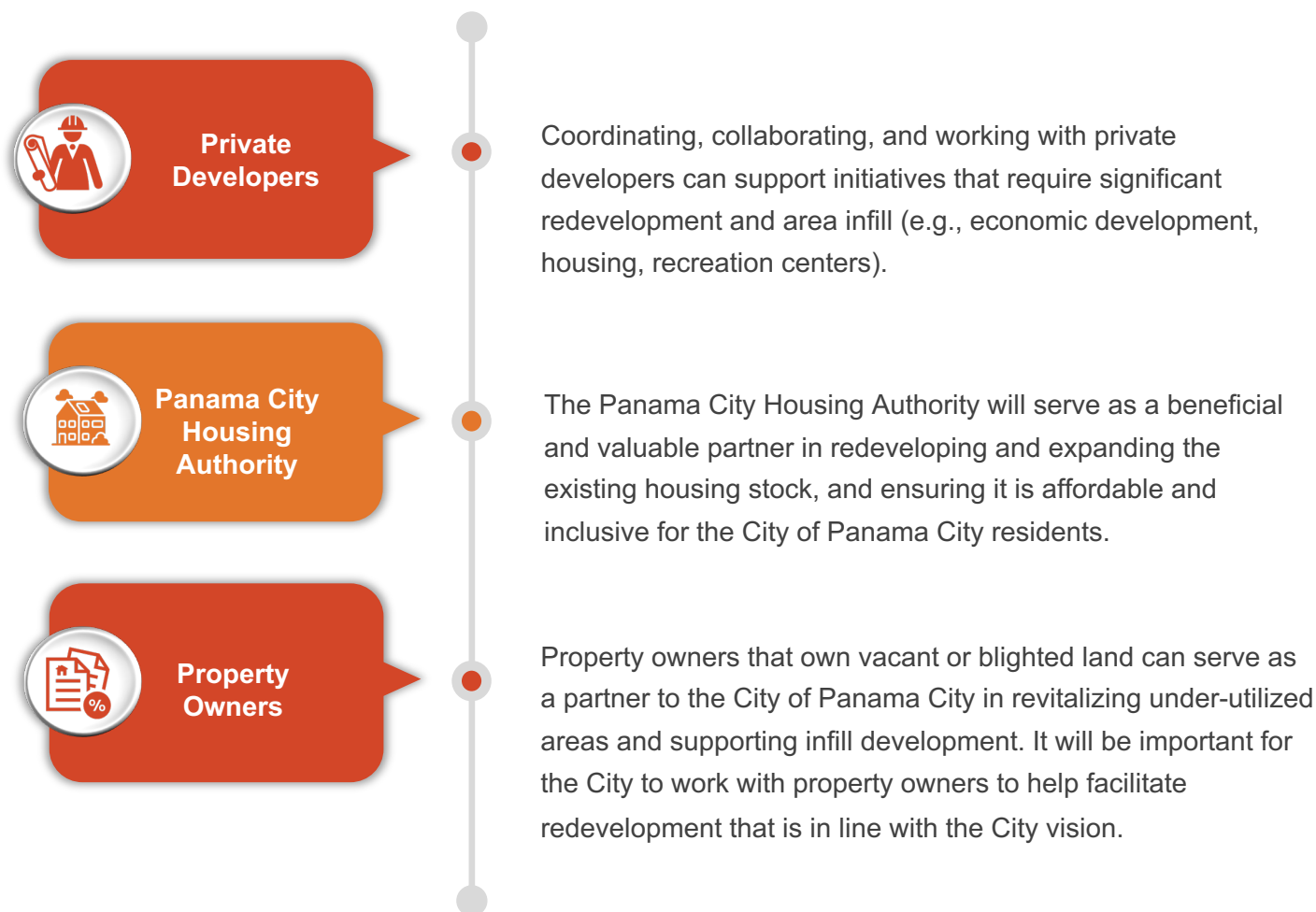
Local, regional, and national nonprofits can provide additional support to implement recovery and redevelopment actions that may extend beyond City capacity and resources, as well as provide technical assistance and expertise in a particular subject area. Partnerships with these organizations that ensure the best actions are being implemented through organizations with existing capabilities.



Bay County Chamber of Commerce

The Bay County Chamber of Commerce is a countywide organization that provides business support to the City of Panama City businesses. Cementing a partnership with this organization will help facilitate actions geared towards maintaining and growing economic activity in the City.

PARTNERSHIP NEEDS (CONTINUED)



Recommendations for Improving Capacity

During the 2008 and 2019 redevelopment planning processes, the City identified and validated capability gaps that can have a diminishing effect on its resilience. These capability needs offer an opportunity for the City to expand its capacity and concentrate resources and planning to support a vision for a resilient, prepared, and vibrant City of Panama City by ensuring that the City is prepared to perform activities related to redevelopment. The following recommendations can help address identified needs.

1

Need:
Continuity of
Operations Plan

Recommendation: Develop a Continuity of Operations Plan for the City.

The City should plan how the local government would function in the event that municipal buildings are damaged by a storm. This plan also should include methods for backing up and accessing all important data.

2

Need: Debris
Removal Plan

Recommendation: Draft and Maintain a Debris Removal Plan.

The City currently has pre-arranged debris removal contracts as well as possible sites for the staging of debris; however, a detailed plan does not currently exist to address this issue. It is recommended that the City draft a detailed plan that includes back-up sites, specific sites for different types of debris, etc.

3

Need:
Temporary
Housing
Strategy

Recommendation: Draft a Temporary Housing Strategy.

The City does not currently have a clear strategy in place with regard to temporary housing following a disaster. It is recommended that the City draft a detailed strategy that is integrated with that of Bay County.

4

Need: Agency
and
Organization
Training

Recommendation: Train Involved Agencies and Organizations.

It is recommended that each agency be trained on their roles and responsibilities defined in this Plan and create internal processes that details what tasks will need to be taken as well as who will take on each task to maintain accountability.

5

Need:
Coordination
with
Surrounding
Jurisdictions

Recommendation: Coordinate with Surrounding Jurisdictions.

It is suggested that the City of Panama City coordinate among jurisdictions within the area regarding post-disaster redevelopment planning. Encourage other jurisdictions to undertake this process and strengthen the plans by integrating all of them into a countywide Redevelopment Plan.

6

Need:
Increased
Involvement
with
Countywide
LMS

Recommendation: Become More Involved in the Countywide Local Mitigation Strategy (LMS).

Currently, two City representative sits on the LMS Steering Committee for Bay County. It is recommended that more representatives be involved with the committee. Also, additional projects (both structural and non-structural) should be developed and included on the prioritized project list to further the City's resiliency through mitigation.

7

Need:
Increased
Involvement in
CEMP Planning
Process

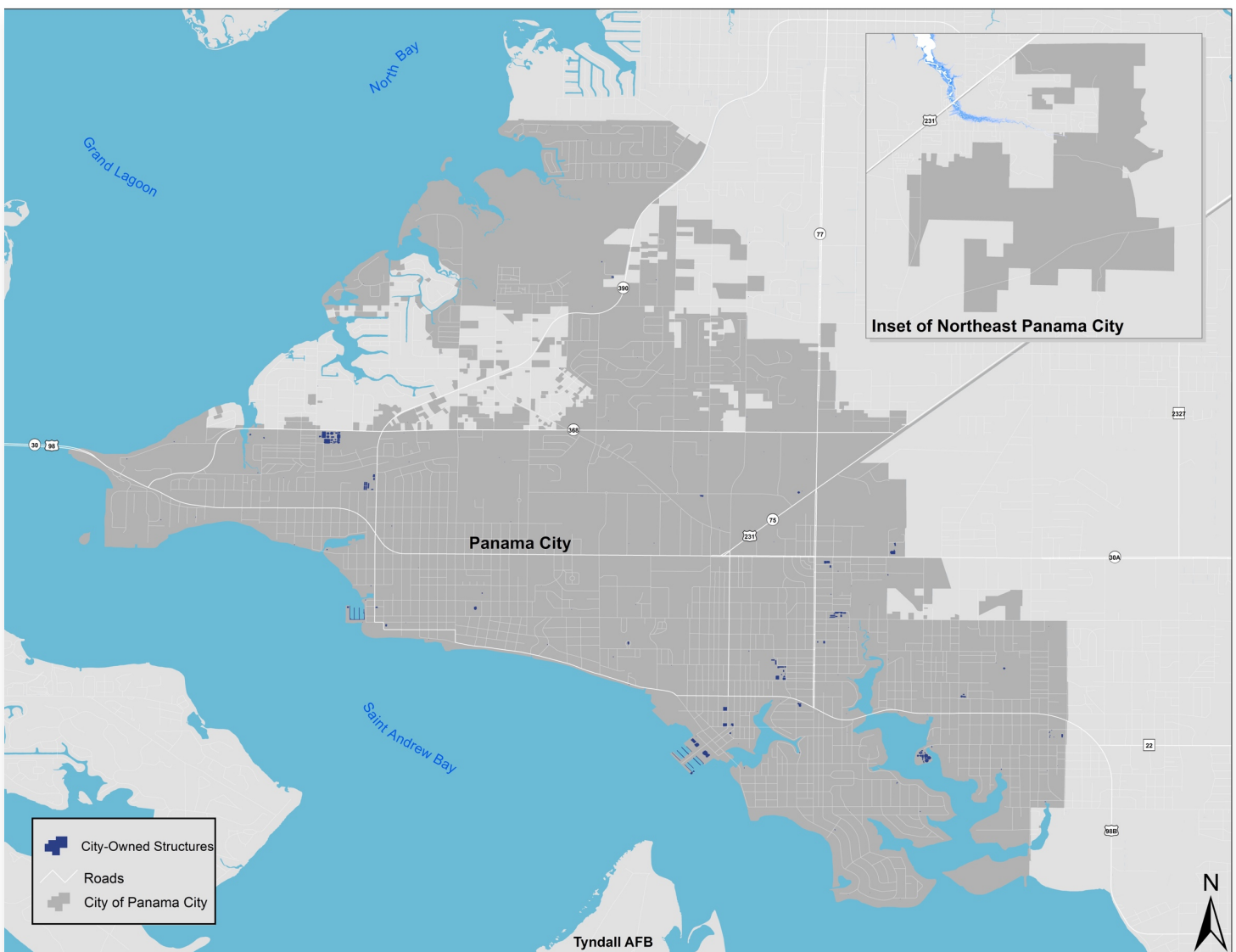
Recommendation: Participate in the Bay County Comprehensive Emergency Management Plan (CEMP) Update.

The Bay County Department of Emergency Management maintains the countywide CEMP. The county currently handles short-term recovery and response for the City. It is recommended that the City participate in the update of this plan to determine how it can become more involved in this process.

Vulnerability Analysis

The Vulnerability Analysis provides an overview of hazards that could potentially impact the City. To avoid duplicating the effort spent on developing the Bay County Local Mitigation Strategy, the Vulnerability Analysis focuses on three hazards that are extremely likely to affect the City in the future: flooding, water level rise, and storm surge. The following maps showcase the widespread impact each of these hazards could have on the City, which will guide future redevelopment strategies. The City will be able to identify areas of high vulnerability in order to avoid redevelopment in these areas and concentrate growth in low-risk communities, ensuring the safety and security of residents. Similarly, redevelopment strategies can focus on projects (e.g., low impact development) to mitigate risk in areas where it is high. This analysis should form the basis for discussion regarding redevelopment and expand with the creation and release of updated spatial data.

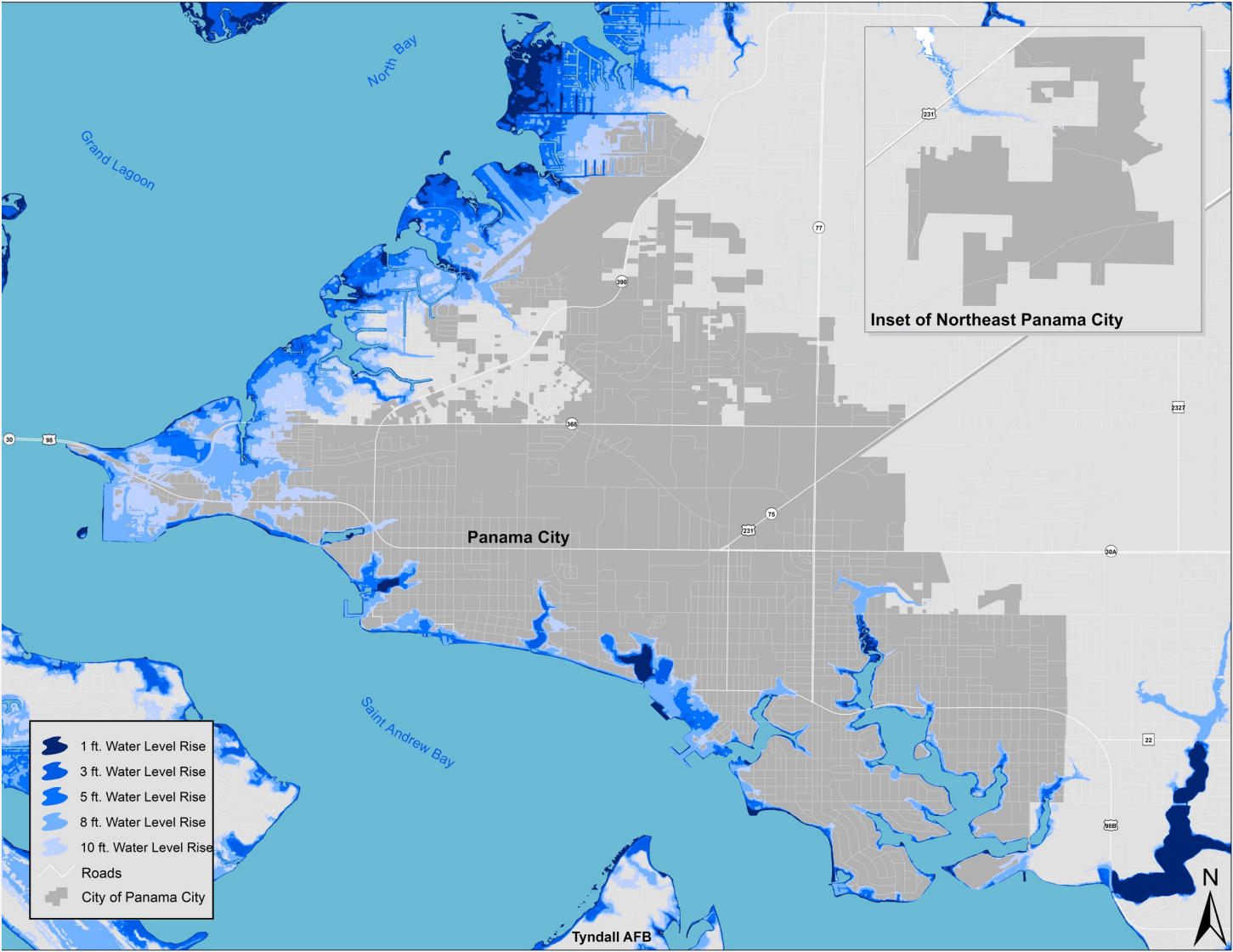
City of Panama City



Data Source: Bay County Geographic Information System Services, City of Panama City Geographic Information System Services

Water Level Rise

The following image showcases water level rise scenarios between 2040 and 2100 ranging from 1 foot to 10 feet of water level rise. These scenarios were developed by the National Oceanic and Atmospheric Administration and details the severity of water level rise for the City of Panama City.

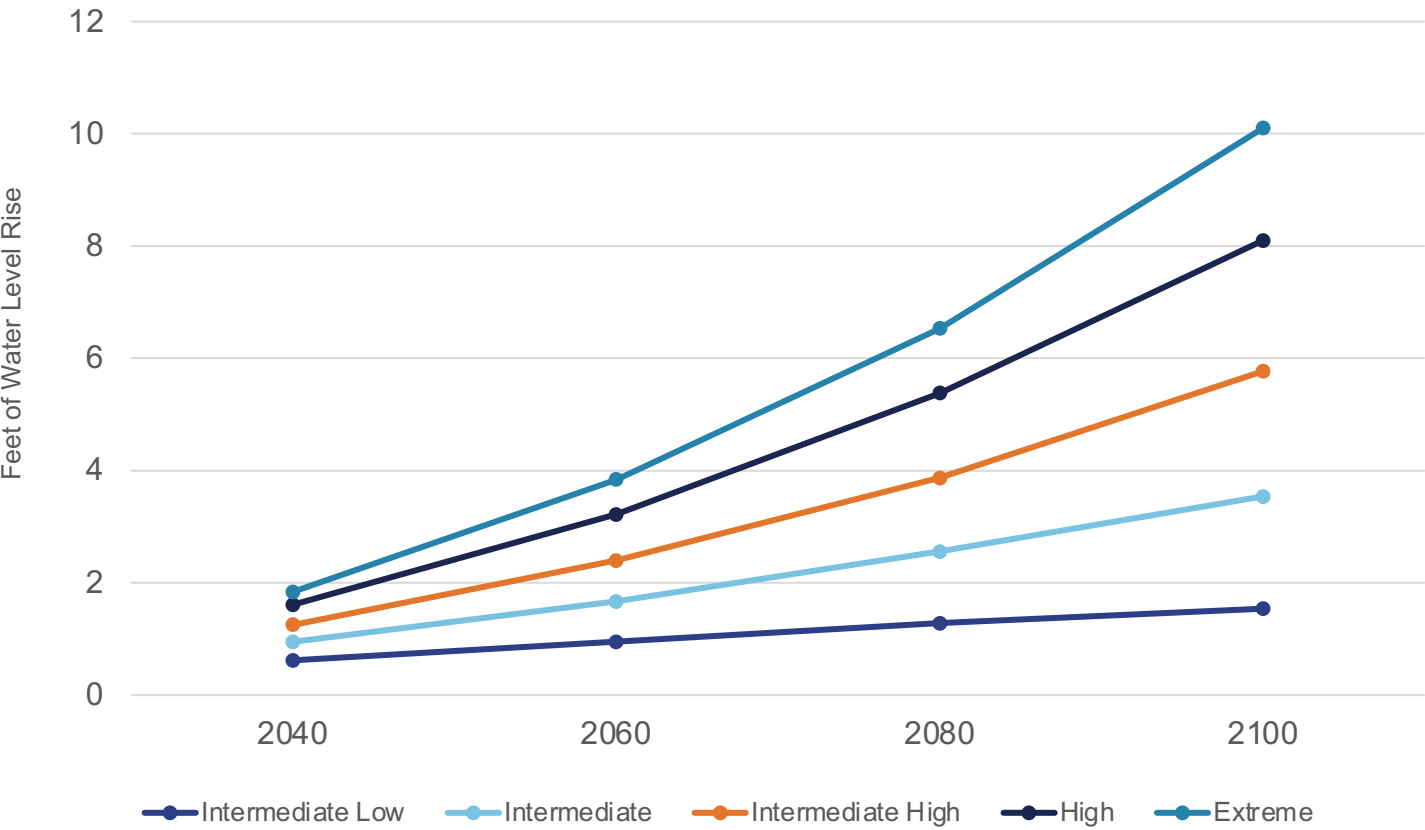


Data Source: National Oceanic and Atmospheric Administration, Bay County Geographic Information System Services

Water Level Rise

The following chart shows the estimated increase in water level between 2040 and 2100 for each scenario developed by the National Oceanic and Atmospheric Administration for the City of Panama City. This information, supplemented by the water level rise map, will allow the City of Panama City to adequately prepare for water level rise.

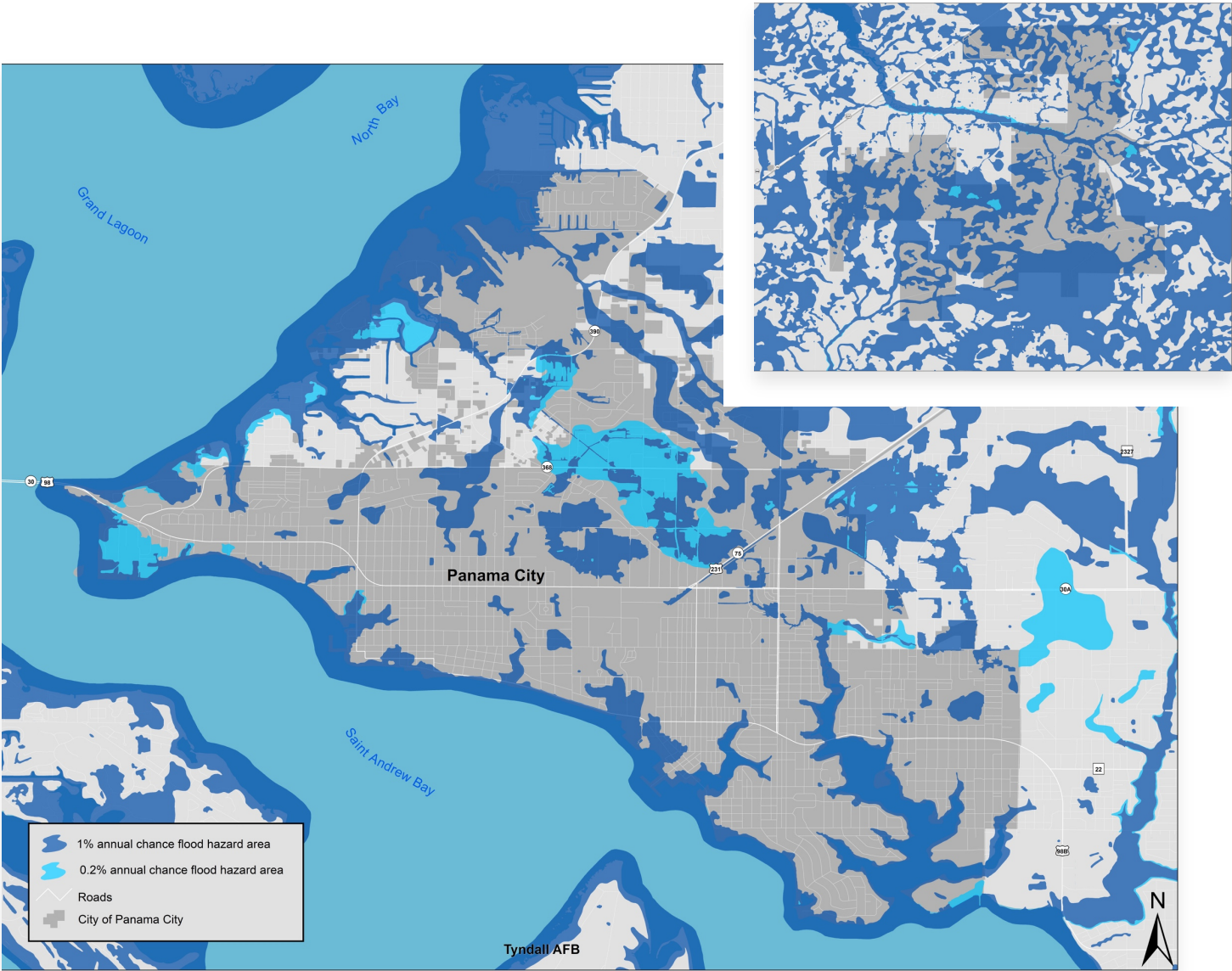
Water Level Rise Scenarios



Data Source: National Oceanic and Atmospheric Administration Sea Level Rise Viewer

Flooding

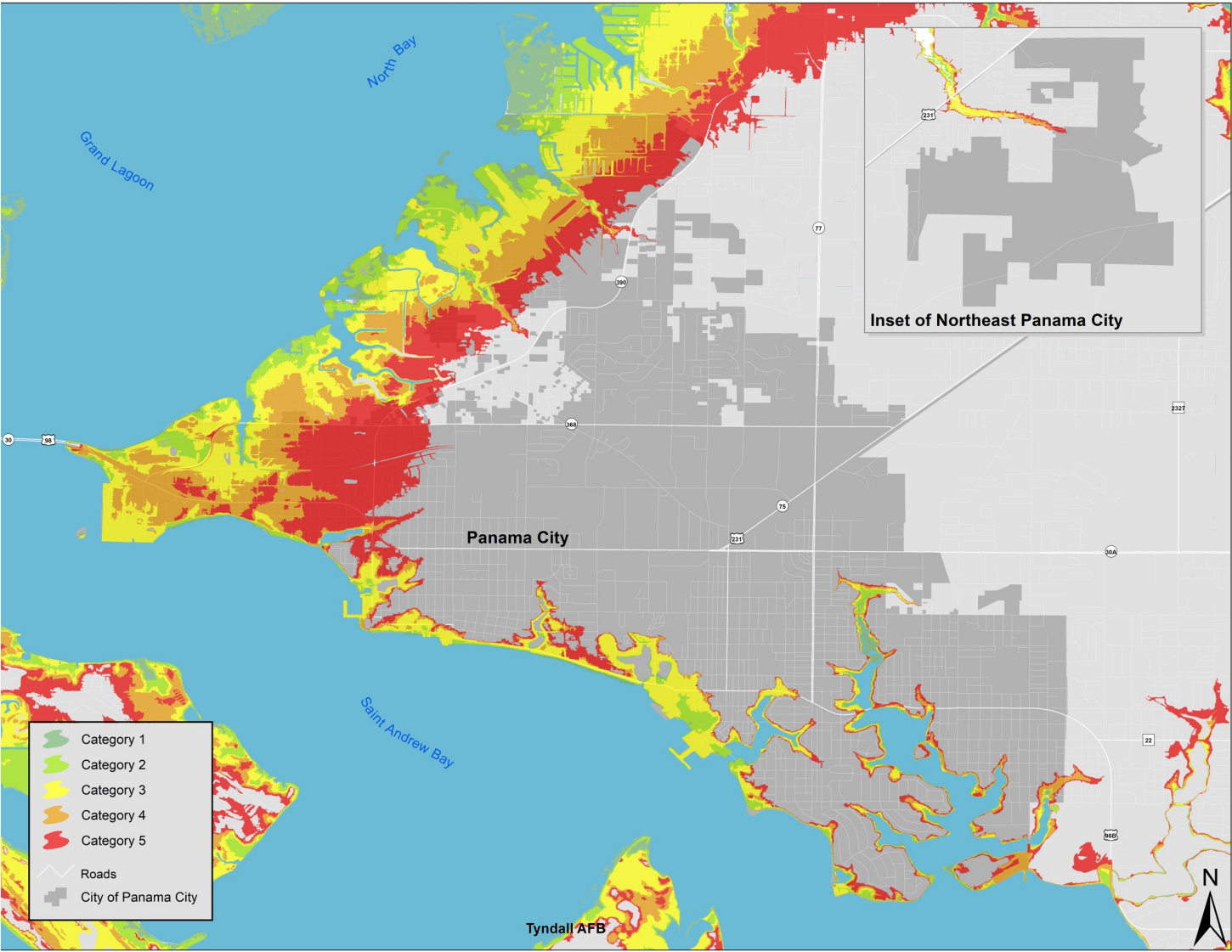
The City of Panama City is at a high risk of flooding due to its adjacency to water. The following map showcases data available as of June 2019 from the Federal Emergency Management Agency. The map showcases the 1% and 0.2% flood zones. The 1% annual chance flood hazard area, as shown in dark blue, is area that has a 1% chance of being inundated by a flood event in any given year, whereas the 0.2% annual chance flood hazard area, shown in light blue, is area that has a 0.2% chance of being inundated by a flood event in any given year.



Data Source: Federal Emergency Management Agency , Bay County Geographic Information System Services

Storm Surge

Storm surge is defined by the National Hurricane Center as an abnormal rise of water generated by a storm, over and above the predicted astronomical tide. The following map presents data as developed by Bay County to show the estimated range of storm surge between a Category 1 and a Category 5 hurricane in the City of Panama City.



Data Source: Federal Emergency Management Agency , Bay County Geographic Information System Services



Plan Maintenance

The Plan Maintenance section provides a strategy for maintaining and updating the Redevelopment Plan on a regular basis.

Plan Maintenance

Recovery is a continuous and ongoing process. While the actions presented in this plan reflect the current priorities and needs of the City of Panama City, the plan needs to be regularly revised to accurately reflect the current needs of the City to serve as an effective recovery tool. For the purposes of this plan, maintenance includes:

- **Monitoring:** progress towards the completion of recovery actions must be monitored. Project completion will be reported to City Leadership by the Recovery Team and tracked using the Recovery Action Progress Tracker.³ In order to accomplish this, the Recovery Team will be in charge of monitoring the Recovery Action Plan.
- **Updating:** requires periodic revision to the Recovery Action Plan to ensure that it reflects the City's needs over time. Updates should be made annually to the plan's goals, strategies, and measures of success, as well as other action-related components, such as costs, funding, and action leadership. Updates shall be made by the Recovery Team after validation by City Leadership. It is suggested that the plan is reviewed and updated at least once per year. The most recent update to the plan was completed in 2020.
- **Progress Reporting:** includes the high-level review and evaluation of the status of principles, needs, and lines of effort concurrent with the Recovery Action Progress Report. This reporting shall occur annually and will allow the Recovery Team to provide an update to City Leadership.



³ Refer to the *City of Panama City Pre-Disaster Recovery Plan* for the progress report template.

The background of the page is a photograph of a marina. In the foreground, a wooden dock is visible with several sailboats moored alongside it. The water is calm, reflecting the boats and the sky. In the background, there are more sailboats and a line of trees on the shore. The overall scene is peaceful and scenic. The text is overlaid on the left side of the image, with a dark grey semi-transparent box behind it.

Redevelopment Roadmap

The Redevelopment Roadmap provides guidance, including the resources, funding, and steps needed to complete the projects in this Redevelopment Plan. The Redevelopment Roadmap is organized by the four goals and contains detailed information on the various strategies and subsequent projects that the City of Panama City can undertake to achieve successful recovery and redevelopment.

How to Read an Action

ACTION TITLE AND NUMBER

Each action has a unique title that briefly describes its purpose, and unique identifying number. The number indicates the strategy that the action supports: Safety and Security [SS], Infrastructure [I], Economy [E], and Quality of Life [QL]. This number is followed by a unique number, for easy reference.

LEAD

The lead represents the primary organization or position charged with overseeing the action's implementation.

DESCRIPTION + PROGRESS

This section provides a high-level overview of each action that explains its purpose in the Recovery Action Plan and progress made.

COST

The estimated cost to complete the action.

RESOURCES

The resources are identified information, guidance, and/or equipment necessary to support implementation.

WHERE ELSE IS THIS ACTION INVOLVED?

Many actions relate to strategies included in the Downtown Master Plan, Economic Development Strategy, Bay County Long-Term Recovery Plan, or other actions in the Recovery Action Plan. Connections to relevant planning documents are noted in this section.

IMPLEMENTATION STEPS

The steps outline actionable tasks that are needed for implementation at three phases.

Action SS.1.2

Create and implement cohesive City street lighting strategy.

LEAD: City of Panama City Public Works Department

Action Description + Progress

Many of the City's streetlights were damaged or destroyed by high winds from Hurricane Michael. Though many have been repaired, broken streetlights remain a primary security concern for residents. Making repairs will eliminate this concern and secure streets for the City of Panama City residents.

TOTAL COST:

\$1,000 - 1,300
per light

POTENTIAL FUNDING SOURCE:

- Public Assistance

Resources

- Damage Assessment Findings
- Record of streetlights ineligible for repair by federal funding
- Maintenance schedule
- Record of streetlights repaired by federal funding

WHERE IS THIS ACTION INVOLVED?

Downtown Master Plan.....Strategy 2, 44

Implementation Steps

0. PROGRESS AT TIME OF PUBLICATION (Storm-Month-0)

- Inventory streetlights damaged as a result of the Hurricane.
- Establish cost estimations for repair of streetlights.
- Initiate application for federal funding programs to cover the cost of repair/replacement.
- Identify strategy to fund repairs to streetlights.

1. IDENTIFICATION / PLANNING (0-1 Years)

- Identify an approach to repair streetlights damaged by Hurricane Michael that are ineligible for repair under the Public Assistance Program.

OBJECTIVE SS.1

PRIORITY LEVEL

100% *In-Progress*

MET NEEDS

Safety & Security	Infrastructure	Economy	Quality of Life
2	2	1	1

MEASURES OF SUCCESS

- 15% of streetlights repaired and updated to light-emitting diode (LED) technology each year

PARTNERS:

- Recovery Subject Matter Experts/Contractors
- City of Panama City Police Department
- Gulf Power

IMPLEMENTATION (1-3 Years)

Implement strategy to fund repairs to streetlights that were damaged by Hurricane Michael but were not eligible for repair under Federal Emergency Management Agency Public Assistance. Complete repairs of streetlights damaged by Hurricane Michael.

EVALUATION (3+ Years)

Maintain restored streetlights in accordance with maintenance schedule; evaluate the need for revision to maintenance schedule.

Actions may require assistance from community partners, which are noted here.



Safety and Security

Restore and enhance the infrastructure, capabilities, services, and practices that contribute to a safe and secure community for City residents.

RECOVERY NEEDS:

- ✓ Access To Healthcare Services
- ✓ Public Safety
- ✓ Emergency Response
- ✓ Accessibility



Goal 1: Restore and improve safety and security.

Strategies & Actions

Provide Residents with Safe & Clean Streets

The City will need to maintain streets and promote programs that enhance the safety and security of roadway and pedestrian networks.

SS.1.1: Create and implement cohesive City street lighting strategy.*

SS.1.2: Establish and implement comprehensive street signage program.*

SS.1.3: Enhance Downtown safety.

Provide Panama City with Access to High-Quality Healthcare Facilities

The City of Panama City has a strong healthcare and medical services industry. In order to leverage this advantage, the City will need to undertake initiatives that strengthen this industry, promote equitable access across the City, and ensure its resilience to future storms.

SS.2.1: Create and maintain long-term healthcare services through community health centers.*

SS.2.2: Continue preemptive outreach to healthcare facilities to promote hazard mitigation.*

Establish a Culture of Safety & Security for All

Safety and security has been identified as a primary concern by residents. The City will create plans and initiatives that prioritize safety and security as a top issue, bolster the City's preparedness, and enhance the overall culture of safety and security.

SS.3.1: Promote a culture of preparedness.*

SS.3.3: Implement accessibility measures throughout the City.*

SS.3.4: Build facilities that can withstand severe weather and provide continuity of life-safety services.*

SS.3.5: Update and maintain preparedness, recovery, and redevelopment plans to enhance economic vitality, resilience, and quality of life.*

* Represents an action that is a continuation from a Recovery Action Plan project

Action SS.1.2

Create and implement cohesive City street lighting strategy.

OBJECTIVE SS.1

PRIORITY LEVEL



In-Progress

LEAD: City of Panama City Public Works Department

Action Description + Progress

Prior to Hurricane Michael, certain neighborhoods and areas of the City lacked adequate street lighting, contributing to a feeling of insecurity for some residents. Beyond addressing Hurricane Michael repairs, the City will create a cohesive street lighting strategy that includes repairing and upgrading non-impacted streetlights with newer technology (e.g., light- emitting diode [LED] lighting) and adding additional streetlights on poorly lit streets. These actions will enhance the pedestrian experience and increase the safety of roads (refer to actions I.1.3, and I.1.9 for more information on transportation enhancements, and I.2.6 for infrastructure and smart city retrofits).

POTENTIAL FUNDING SOURCE:

- City budget

Resources

- Maintenance schedule
- Record of streetlights ineligible for repair by federal funding
- Insight to areas of inadequate lighting

WHERE IS THIS ACTION INVOLVED?

Redevelopment Plan..... Strategy I.1.3, I.1.6, I.2.6

Downtown Master Plan..... Strategy 2, 44

MET NEEDS



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

MEASURES OF SUCCESS

- 15% of streetlights upgraded/installed per year

PARTNERS:

- Recovery Subject Matter Experts/Contractors
- City of Panama City Police Department

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Inventory streetlights in need of repair/upgrade that are ineligible for repair under the Public Assistance Program.
- Coordinate with City of Panama City Police Department to identify areas that are poorly lit and/or where additional or upgraded lighting could improve safety and security.
- Establish cost estimates for repair and addition of new streetlights.
- Develop a phased approach to upgrading existing streetlights or installing new streetlights based on the City's budgetary capacity. Prioritize installation and upgrades in areas where additional lighting will have the greatest positive impact on safety and security. Ensure that the strategy includes considerations for placement, style, and maintenance; use of light-emitting diode (LED) lights; and pedestrian-scaled lighting (as part of identified Downtown streetscape retrofits).

2. IMPLEMENTATION (1-3 Years)

- Implement strategy to fund repairs to streetlights that were not damaged by the hurricane.
- Implement plans to install new street lighting in accordance with the strategy designed in the Identification/Planning Phase.

3. EVALUATION (3+ Years)

- Maintain new and restored streetlights in accordance with maintenance schedule; evaluate the need for revision of the maintenance schedule.
- Review streetlight design plan to identify additional lighting needed in the future.

Action SS.1.3

Establish and implement comprehensive street signage program.

LEAD: City of Panama City Public Works Department

Action Description + Progress

Repairing broken and damaged street signs creates a safer and more secure community. In addition to improving signage in areas that are not well-marked, the signage program will provide local artists with an opportunity to improve quality of life and showcase the City's unique talent pool. The City will implement a comprehensive street signage program to improve wayfinding for residents and tourists.

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.

POTENTIAL FUNDING SOURCE:

- City Budget

Resources

- Best practices for community engagement strategies
- Record of street signs ineligible for repair with federal funding
- Interested local artists

WHERE IS THIS ACTION INVOLVED?

Redevelopment Plan..... Strategy QL.1.4

 OBJECTIVE SS.1

PRIORITY LEVEL



In-Progress



MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Identification and installation of new signage within 18 months
- ☐ Installation of lit street signs on mast arms within City limits

PARTNERS:

City of Panama City Police Department

Bay County Sheriff's Office

Bay Arts Alliance and local artists

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Inventory street signs in need of repair or upgrade that are ineligible for the Public Assistance program.
- Establish cost estimates for repair/upgrade of street signs.
- Develop a phased approach to upgrading existing or installing new street signage based on the City's budgetary capacity.
- Evaluate opportunities for partnership with local artists to create attractive temporary signage or other wayfinding indicators (e.g., street paintings, flags, banners). If willing partners are identified, devise a strategy and timeline for implementation and initiate activity as soon as possible.
- Create a comprehensive street signage enhancement and wayfinding program strategy.

2. IMPLEMENTATION (1-3 Years)

- Implement comprehensive street signage enhancement and wayfinding program strategy.
- Monitor artists' progress creating temporary signage and time removal of temporary signage with installation of new or repaired permanent signage.
- Gauge community interest in transitioning temporary installations to permanent landmarks via community outreach and engagement.
- Prevent blight by monitoring artists' temporary wayfinding landmarks and street signage over time (or assign responsibility to the artist) to determine an appropriate time to remove or replace installations.
- Evaluate success of artist-created signage and evaluate opportunities to duplicate this effort in other areas or for finite periods of time and/or special events (e.g., Independence Day, annual arts festivals).

3. EVALUATION (3+ Years)

- Maintain restored street signs in accordance with maintenance schedule; evaluate the need for revision of the maintenance schedule.

Action SS.1.4

Enhance Downtown safety.

 OBJECTIVE SS.1

Priority Level



Pending



LEAD: City of Panama City Public Safety

Action Description + Progress

City residents have indicated that they do not feel safe in certain areas of the City, including Downtown areas, due to a high volume of loitering. To improve safety and security in this regard, the City should implement various tactics and design initiatives to enhance the overall feeling of safety in the community. As the City begins to redevelop through other actions (e.g., streetscape enhancements, placemaking initiatives, live-work housing), the City will gain natural surveillance to enhance the safety of Downtown. Four community service personnel have been deployed to focus on city-wide safety efforts, but otherwise the City’s focus has been on returning staff levels to pre-storm numbers.

POTENTIAL FUNDING SOURCE:

- City Budget

Resources

- Best practices in urban design that promote community safety and security

WHERE IS THIS ACTION INVOLVED?

Redevelopment Plan..... *Strategy SS.1.1, I.1.1, QL.1.3, QL.4.1, QL.4.2*

Downtown Master Plan.....*Strategy 45, 46*

MET NEEDS



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

MEASURES OF SUCCESS

- ☐ 100% fire flow for the City within 10 years
- ☐ Proper staffing identified for emergency services

PARTNERS:

- City of Panama City Police Department
- City of Panama City Quality of Life Department
- City of Panama City Development Services
- Bay County Sheriff’s Office

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Assign Community Redevelopment Agency (CRA) officers to the historic Downtown and other CRA areas.
 - Create strategy to improve safety and security of Downtown; leverage community engagement to involve the community in the planning process. Include actions such as:
 - Building police-community partnerships through neighborhood events.
 - Promoting neighborhood camaraderie events to bolster community trust and relationships among residents.
 - Continuing code enforcement in blighted and vacant areas that were not impacted by Hurricane Michael.
 - Maintaining cleanliness of streetscape.
 - Researching and implementing urban design strategies that can reduce crime.
 - Creating a neighborhood watch program that leverages 5G technology to monitor Downtown.
 - Validate the proposed strategy with leaders of other design enhancements (e.g., streetscape, live-work housing, placemaking initiatives) to coordinate safety enhancements with general enhancements, both Downtown and across the City.
-

2. IMPLEMENTATION (1-3 Years)

- Identify and work with priority areas to reduce loitering.
 - Prioritize streetscape improvements as strategies to reduce loitering and improve a sense of safety and security.
 - Conduct research on equitable strategies to reduce loitering and crime.
 - Coordinate with Bay County Sheriff's Office to improve collection and analysis of dispatch data to better quantify the geographic location of security needs and areas of high priority.
 - Implement safety and security strategy.
 - Restore fire flow capabilities.
-

3. EVALUATION (3+ Years)

- Evaluate strategy's effectiveness in eliminating loitering and maintaining principles of equity, social justice, and a sense of safety and security in the City.

Action SS.2.1

Create and maintain long-term healthcare services through community health centers.

LEAD: Florida Department of Health in Bay County

Action Description + Progress

Long-term monitoring of healthcare needs and access to care to meet those needs is necessary to safeguard the City’s health and wellbeing. To support this effort, the City should evaluate the feasibility of establishing ward-specific community health centers at community anchors (i.e., areas of high prominence and importance within the community) to provide comprehensive health services for residents. Community health centers expand quality healthcare to low-income, vulnerable, and minority populations at lower cost than other healthcare facilities. Many healthcare facilities are still under construction. Medical capacity and the number of available hospital beds in the City is still lower than it was before the storm, though the City recently recruited a group of physicians open a practice in the City..

POTENTIAL FUNDING SOURCE:

- 330 Statue Funding

Resources

- Guidance and regulations on establishing and operating a community health center
- Healthcare staffing and professionals
- Equipment (e.g., healthcare, transportation)

OBJECTIVE SS.2

PRIORITY LEVEL



In-Progress



MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Community health centers created to meet ward-specific needs

PARTNERS:

- Bay Medical Sacred Heart
- Heart to Heart International
- Wards I-IV
- Bureau of Primary Healthcare
- Florida Community Health Centers, Inc.
- Gulf Coast Regional Medical Center
- Healthcare Providers
- City of Panama City Fire Department
- Medical/health non-profits

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Identify unmet community health needs and required services.
- Estimate the cost of constructing and funding a community health center via coordination with contractors and local or regional public health professionals.
- Determine the future location of community health centers; prioritize their location at or near community anchors (i.e., areas of significance for each respective ward).
- Determine community and health-related ward-specific needs (e.g., using polling software).
- Create a healthcare consortium and partner with non-governmental organizations, non-profits, and healthcare providers to help provide targeted care.
- Coordinate with the Florida Department of Health to acquire funding, in partnership with the established consortium and interested residents/volunteers.
- Coordinate with the Florida Department of Health and work with the Bureau of Primary Healthcare to ensure that the community healthcare center complies with federal and state regulations in order to receive funding benefits.
- Work with the Florida Department of Health to create an operations and maintenance strategy for each facility to be constructed, including appropriate emergency response plans.
- Coordinate with contractors and local or regional hazard mitigation specialists to ensure that facilities are built to withstand severe weather impacts and are not located in highly vulnerable areas of the City.

2. IMPLEMENTATION (1-3 Years)

- Facilitate the development of community health centers with the Florida Department of Health.
- Reassess community needs regularly and continue to provide health services.
- Promote the creation of operations and maintenance strategies with community centers.

3. EVALUATION (3+ Years)

- Regularly assess community needs to identify in-demand services and resources.
- Coordinate with the Florida Department of Health and community health centers to acquire funding to maintain operations, as needed.
- Encourage community health centers to maintain and revise operations and maintenance strategies and plans.

Action SS.2.2

Continue preemptive outreach to healthcare facilities to promote hazard mitigation.

LEAD: Florida Department of Health in Bay County

Action Description + Progress

Healthcare facilities' resilience to future disasters has a direct impact on the safety and security of residents. During a disaster, the loss of function of healthcare facilities can further contribute to loss of life and injury, by preventing healthcare professionals from providing care to those in need. It is important for the City to understand healthcare facilities' vulnerabilities and encourage them to implement mitigation techniques that will reduce or eliminate impacts in the future.

POTENTIAL FUNDING SOURCE:

- City Budget

Resources

- Bay County Local Mitigation Strategy
- Damage Assessments
- Best practices for community engagement strategies

WHERE IS THIS ACTION INVOLVED?

Redevelopment Plan..... Strategy I.2.6

Downtown Master Plan..... Strategy 150

OBJECTIVE SS.2

PRIORITY LEVEL



In-Progress

MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Collaborate with local healthcare facilities to identify vulnerabilities
- ☐ Share information with local healthcare facilities about hazard mitigation techniques and funding

PARTNERS:

- Bay Medical Sacred Heart
- Heart to Heart International
- Gulf Coast Regional Medical Center
- Healthcare Providers
- Medical/health non-profits

Implementation Steps

0. IDENTIFICATION / PLANNING (0-1 Years)

- Review vulnerability assessments conducted through the hazard mitigation planning process and Hurricane Michael Damage Assessments to understand at-risk health facilities.
- Form relationships with key personnel and decision-makers of at-risk health facilities.
- Develop outreach and educational campaign with the Florida Department of Health to promote and encourage mitigation practices at private and nonprofit entities. Pre-script messaging to facilitate outreach to at-risk facilities and convey their position and potential partners, projects, or activities to mitigate risk.

2. IMPLEMENTATION (1-3 Years)

- Implement outreach and educational campaign with the Florida Department of Health that encourages:
 - Relationship-building between and across private and nonprofit health entities.
 - Identification of pre-disaster strategies to enhance or harden healthcare facilities against risk.
 - Planning, training, and exercises to increase the capacity of healthcare professionals to respond to emergency situations and minimize loss of life or damage to property.
- Support the implementation of mitigation strategies by coordinating with the Florida Department of Health to help identify funding sources for projects and promoting mitigation techniques in the local mitigation strategy.

3. EVALUATION (3+ Years)

- Evaluate success of the outreach and educational campaign.
- Identify new or existing partners that may be able to maintain the momentum of the effort and assume the City's role as a leading partner and mitigation advocate within the healthcare community. Transition the responsibility out of the City's and State's purview.

Action SS.3.1 ●●●●●

Promote a culture of preparedness.

 OBJECTIVE SS.3

PRIORITY LEVEL



In-Progress



LEAD: City of Panama City Public Safety

Action Description + Progress

There are a number of ways that the City can improve its resilience and preparedness before the next disaster. Implementing preparedness initiatives during redevelopment and steady-state operations will ensure the City addresses lessons learned from Hurricane Michael, is prepared for the next disaster, and able to respond and recover faster. This includes drafting emergency response and recovery plans, conducting exercises and trainings, developing facilities dedicated to supporting emergency response and recovery operations, and retrofitting infrastructure. (Refer to actions I.2.6 for more information on infrastructure retrofitting.)

POTENTIAL FUNDING SOURCE:

- Emergency Management Preparedness and Assistance Grant
- Emergency Management Performance Grant
- Homeland Security Grant Program

Resources

- FEMA Planning Considerations: Evacuation and Shelter-in-Place
- Construction equipment for regional training facility
- Best practices for multi-jurisdictional planning

WHERE IS THIS ACTION INVOLVED?

Redevelopment Plan..... Strategy I.2.6
Downtown Master Plan..... Strategy 67, 180

MET NEEDS



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

MEASURES OF SUCCESS

- ❑ One training and/or exercise held before 2020 hurricane season

PARTNERS:

- City of Panama City Purchasing
- Bay County Emergency Management Division
- City of Panama City Public Works Department
- City of Panama City Engineering Department
- City of Panama City Fire Department
- City of Panama City Police Department

Implementation Steps

0. PROGRESS AT TIME OF PUBLICATION (*Storm-Month-0*)

- Implement emergency purchasing system.

1. IDENTIFICATION / PLANNING (*0-1 Years*)

- Connect and build relationships between military personnel and City of Panama City Public Information Officer.
- Enhance public communications, including interactive City calendar (via website), and disseminating Citywide alerts (e.g., traffic alerts, school closures) to assist access and functional needs populations.
- Prioritize implementation of critical preparedness projects that were ongoing before the hurricane (e.g., installation of new radio system).
- Create City Joint-Readiness Plan, inclusive of fire, police, emergency medical services, and emergency communications. This should include a Multi-Year Training and Exercise Plan.
- Create a new function under the Public Safety Director that includes communications (e.g., 911) and other emergency management responsibilities. This new position would coordinate laterally with fire and police departments.
- Coordinate with private utility companies to build up and protect utilities by increasing water pressure to hydrants.
- Identify resources, tools, and services that can support first responders in enhancing their resilience.
- Coordinate with other jurisdictions to establish Memorandum of Agreements to support emergency operations and housing support.
- Coordinate with Bay County to develop multi-jurisdictional evacuation and sheltering procedures and plans (e.g., determine pet sheltering policies, consider Tarpon Bridge as evacuation route). Address tourists/visitors and permanent residents that may need transportation assistance (e.g., because they do not have personally-owned vehicles) in procedures and plans.

2. IMPLEMENTATION (*1-3 Years*)

- Coordinate with surrounding jurisdictions and Bay County to record services that are provided through mutual assistance plans in the event of an emergency.
- Form partnerships with state organizations and other jurisdictions to share preparedness best practices.
- Implement the Joint-Readiness Plan, including Multi-Year Training and Exercise Plan by hosting interdepartmental and multi-jurisdictional exercise and trainings related to emergency response and recovery procedures. Include a training on facilitating Emergency Support Functions.
- Provide resources, tools, and services identified in Phase 1 to support first responder resilience.
- Identify additional plans, policies, or processes to improve the City's preparedness, response, and recovery capacity. Scope projects and activities and implement where possible. Formalize new responsibilities within the newly established emergency management function.

3. EVALUATION (*3+ Years*)

- Evaluate success of trainings and exercise.
- Periodically revise, update, or modify recovery or response plans, processes, or policies.
- Evaluate the need for additional resources, tools, and services for first responders.

Action SS.3.3

Implement accessibility measures throughout the City.

LEAD: City of Panama City

Action Description + Progress

The City can improve and expand building accessibility, communications technology, and transportation infrastructure to better accommodate individuals with access and functional needs. It is important for the City to upgrade existing social and physical infrastructure to become more accessible, inclusive, and accommodating to all residents.

POTENTIAL FUNDING SOURCE:

- Surface Transportation Block Grant
- City Budget

Resources

- Americans with Disabilities Act Guidance
- Best practices in improving equity and social justice

WHERE IS THIS ACTION INVOLVED?

Redevelopment Plan..... Strategy I.1.1, I.1.2

Downtown Master Plan..... Strategy 12

OBJECTIVE SS.3

PRIORITY LEVEL



Pending



MET NEEDS



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

MEASURES OF SUCCESS

- ❑ Implement social and physical changes to address accessibility barriers throughout the City

PARTNERS:

- St. Petersburg College Center for Public Safety Innovation
- Disability Resource Center
- Agency for Deaf Advocacy and Services
- City of Panama City Public Safety Department
- Healthcare providers and social service organizations

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Create an Americans with Disabilities Act Office, headed by an Americans with Disabilities Act Coordinator, within the City of Panama City. This position will oversee and enforce accessibility initiatives and regulations.
 - Develop a comprehensive strategy to enhance accessibility citywide, including accessibility and Americans with Disabilities Act improvements in Downtown. This strategy should be phased, address a multitude of needs, and be validated by community members and stakeholders who will be directly impacted by its implementation.
 - Research training opportunities to include in the City's comprehensive strategy that relate to accessibility, equity, and social justice. These trainings can help to deepen the City's capacity to interact with and provide for populations with access and functional needs (and other minority populations).
 - Develop a strategy to improve public engagement with access and functional needs populations, to keep them informed of long-term recovery progress and improvements to the City over the next three years. Leverage means of communications accessible to those with access and functional needs, ensuring that the quality of service or equipment used is sufficient for access and functional needs population participation (e.g., use certified American Sign Language interpreters at public events).
-

2. IMPLEMENTATION (1-3 Years)

- Implement the strategy designed in Phase 1 to improve building accessibility and community awareness of accessibility across the City.
 - Implement the City's strategy for public engagement with access and functional needs populations and provide opportunities for them to provide ongoing feedback and insight on completed projects to inform lessons learned, future improvements, and long-term redevelopment.
 - Continuously engage access and functional needs populations for feedback and insight, as projects are being implemented and completed.
 - Host trainings and educational sessions on integrating equity, social justice, and accessibility considerations into City responsibilities.
-

3. EVALUATION (3+ Years)

- Reevaluate priorities and develop a long-term strategy to improve the accessibility of the City.
- Identify opportunities for collaboration with unique partners, such as tourism-focused organizations, forging alliances to make Panama City a premier destination for all visitors.
- Evaluate the success of trainings and educational sessions.

Action SS.3.4

Build facilities that can withstand severe weather and provide continuity of life-safety services.

LEAD: City of Panama City Police Department

Action Description + Progress

This initiative would expand on the City’s development of an emergency operations center (that can withstand a Category 5 hurricane), known as the joint-readiness center, to include additional resources and services for first responders and emergency efforts. The joint-readiness center would operate in steady-state as fire and police department headquarters and training facility, which could also support emergency operations during a disaster. The integration of these activities may help streamline emergency response and recovery efforts, enhancing the safety and security of City residents.

POTENTIAL FUNDING SOURCE:

- Hurricane Loss Mitigation Program
- Hazard Mitigation Assistance
- Revenue from 911 calls
- Insurance
- Capital revenue
- Hazard Mitigation Grant Program

Resources

- Guidance on developing training facilities
- Guidance on materials and construction to build a facility that withstands high-wind events.

WHERE IS THIS ACTION INVOLVED?

Redevelopment Plan.....	Strategy 1.2.6
Downtown Master Plan.....	Strategy 69

OBJECTIVE SS.3

PRIORITY LEVEL



In-Progress

MET NEEDS



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

MEASURES OF SUCCESS

- ☐ A joint-readiness center is established
- ☐ The joint-readiness center is equipped with resources to support the training and collaboration of response and recovery personnel

PARTNERS:

- City of Panama City Fire Department
- Bay County Emergency Management Division

Implementation Steps

0. IDENTIFICATION / PLANNING (0-1 Years)

- Determine construction needs of regional training facility within joint-readiness center.

1. PROGRESS AT TIME OF PUBLICATION (Storm-Month-0)

- Identify development needs beyond scope of Hurricane Michael funds and identify funding sources to construct regional training facility and materials within joint-readiness center.
- Develop a request for proposals to solicit bids for construction, in accordance with local and state regulations.
- Work with the selected contractor to appropriately scope and establish a timeline for construction on the facility.

2. IMPLEMENTATION (1-3 Years)

- Develop a maintenance and operations strategy for the facility, to include a description of the types of activities that will take place and who is responsible for maintaining the facility.
- Ensure that the facility is appropriately staffed to support its daily operation.
- Develop strategy to integrate the fire department, police department, communications, and additional emergency operations at joint-readiness center. Ensure the center supports temporary living.
- Begin and complete construction on regional training facility or expansion of existing joint-readiness center (dependent on joint-readiness center progress).

3. EVALUATION (3+ Years)

- Relocate fire department and police department headquarters to joint-readiness center.
- Evaluate additional needs to support joint-readiness center.

Action SS.3.5

Update and maintain preparedness, recovery, and redevelopment plans to enhance economic vitality, resilience, and quality of life.

LEAD: City of Panama City (Departments Vary); City of Panama City
Community Development

Action Description + Progress

The City will need to develop frameworks and plans that enhance its resilience and preparedness before the next disaster. The plans that have been identified as missing from the Capacity and Vulnerabilities Report will serve as the foundation for identifying needs and developing plans through comprehensive planning processes. To ensure these plans are robust and inclusive of community needs, the City should actively involve neighborhood associations and community organizations to provide input and validate plans. Neighborhood associations and community organizations contribute to inclusive planning and preparedness efforts by giving communities a stronger voice in public decision-making. Additionally, neighborhood associations and other organizations can serve as partners in implementing actions identified through the planning process by providing community services like neighborhood cleanup, community gardens, and training programs.

POTENTIAL FUNDING SOURCE:

- Dependent on plan

Resources

- Best practices for community engagement strategies

WHERE IS THIS ACTION INVOLVED?

- Redevelopment Plan..... Strategy QL.2.3
- Economic Development Plan..... Page 78
- Bay County Long-Term Recovery Plan..... Strategy 313, 316, 319

 OBJECTIVE SS.3

PRIORITY LEVEL



In-Progress



MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Plans are updated each year
- ☒ Develop at least one plan that is directly informed by neighborhood associations and/or community organizations

PARTNERS:

- Community organizations
- City of Panama City Commission
- City of Panama City Quality of Life Department

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Identify plans to develop and update based on the City's Capacity and Vulnerabilities Report (page 17).
- Facilitate a robust public engagement process to understand community, business, and local government stakeholder needs and priorities.
- Coordinate with Bay County to identify key stakeholders to create a mitigation task force.
- Approach national associations to request technical assistance to create active neighborhood associations. Concurrently, approach national and local mission-minded organizations about supporting the establishment or expansion of community development organizations.
- Support community engagement and new or growing neighborhood associations with public space, communications and outreach to convene community conversations.
- Apply for funding for projects.

2. IMPLEMENTATION (1-3 Years)

- Utilize community feedback, past performance, and research to develop identified plans.
- Coordinate with the mitigation task force to develop the local mitigation strategy and identify key tasks and projects to implement pre-disaster to bolster the City's resilience.
- Stay active in countywide planning processes (e.g., Bay County Local Mitigation Strategy development).
- Develop and publish the plans identified in Phase 1.
- Implement the activities and projects contained in each of the published planning documents and record additional projects or activities that would help fulfill the purpose of each document.
- Continue to engage the community and key stakeholders in the planning and implementation of preparedness and recovery initiatives with each review and update cycle.
- Identify potential funding opportunities for additional preparedness/resilience activities.
- Identify implementation structure (e.g., additional personnel, contractors) and implement plan actions.
- If additional funding is required to support project implementation, continue applying for/securing funds.
- Submit plans that require approval (e.g., Debris Management Plan, Local Mitigation Strategy) to the Federal Emergency Management Agency for review and approval. If denied, make necessary corrections and resubmit.

3. EVALUATION (3+ Years)

- Maintain and update plans according to the schedule contained in each document.
- Update the community and key stakeholders on progress and engage in the update and implementation of plans.



Infrastructure

Restore, repair, and redevelop the physical infrastructure, utilities, and community amenities that contribute to a functional City.

RECOVERY NEEDS:

- ✓ Stormwater management and retention
- ✓ Energy efficiency
- ✓ Repair and restoration of infrastructure and utilities
- ✓ Enhanced mitigation
- ✓ Telecommunications technology upgrade
- ✓ Parks and recreation
- ✓ Increased Multimodal transportation





Goal 2: Rebuild and enhance hazard-resilient infrastructure and utilities.

Strategies & Actions

Restore infrastructure that expands access to the City's amenities and commercial centers

The City will work to restore infrastructure that connects and enhances community hubs, parks, green spaces, commercial areas, and other amenities.

- I.1.1: Maintain and evolve roadway system.*
- I.1.2: Establish and implement comprehensive city sidewalk and non-motorized transportation program.*
- I.1.3: Implement citywide parks and recreation master plan, that includes programming, strategies to activate green space, and increased recreational opportunities and features.*
- I.1.4: Expand and continue developing Panama City Marina to promote business, sense of community, and recreational activities.*
- I.1.5: Expand access and programming around St. Andrews Marina to promote business, sense of community, and recreational activities.*
- I.1.6: Enhance public transportation opportunities, infrastructure, and overall City connectedness.

Implement strategies to restore, modernize, and make more resilient the City's energy, water, and wastewater systems

The following actions will support the City's goal to bolster the resilience and enhance services of existing power, communications, water, and wastewater infrastructure.

- I.2.1: Monitor and evolve citywide comprehensive stormwater management to address vulnerabilities and meet demand.*
- I.2.4: Identify City-based infrastructure for relocation.*
- I.2.5: Implement Bay and waterfront clean-up and restoration efforts and continue water quality monitoring system.
- I.2.6: Harden and retrofit City-based infrastructure.
- I.2.7: Incorporate and incentivize higher energy efficiency standards.

* Represents an action that is a continuation from a Recovery Action Plan project

Action I.1.1

Maintain and evolve roadway system.

LEAD: City of Panama City Public Works Department

Action Description + Progress

As the City of Panama City redevelops, it is important to ensure the City roadway system is well connected and prepared for the next disaster. While recovery and repair is ongoing, it is important to assess and address new network demands, roadway resilience, and connectivity. The integration of new technology also presents opportunities to improve the safety and security of City of Panama City roadways. (Refer to actions I.2.6, and SS.1.2 for more information on technology upgrades.)

POTENTIAL FUNDING SOURCE:

- Surface Transportation Block Grant Program
- Better Utilizing Investments to Leverage Development Grants

ORGANIZATIONS WITH POTENTIAL FUNDING:

- Florida Department of Transportation
- Federal Highway Administration
- U.S. Department of Transportation

Resources

- Roadway construction/repair equipment

WHERE IS THIS ACTION INVOLVED?

- Redevelopment Plan..... Strategy SS.1.2, I.1.2, I.1.6
- Downtown Master Plan..... Page 9, 10, 11, 13, 14, 25, 27
- Bay County Long-Term Recovery Plan..... Strategy 29, 40

OBJECTIVE I.1

PRIORITY LEVEL

Pending



MET NEEDS



- Safety & Security

Economy
- Infrastructure

Quality of Life

MEASURES OF SUCCESS

- ☐ Finalized agreements with Florida Department of Transportation and Bay County
- ☐ Increase in mileage of streets that meet definition of complete streets
- ☐ Implementation of the ten cornerstones (Downtown Master Plan)

PARTNERS:

- Florida Department of Transportation
- Bay County Roads and Bridges Division
- City of Panama City
- US Department of Transportation

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Update Harrison Avenue streetscape redesign construction drawings per Downtown Plan recommendations.
 - Assess road needs based on areas of high vulnerability and routing based on community needs.
 - Identify projects that can be funded with alternative funding opportunities, including projects that incorporate new technology (e.g., sensors) into transportation infrastructure.
 - Assess the need for zoning and design code revisions to ensure the construction and maintenance of a safe, resilient, and efficient roadway network.
-

2. IMPLEMENTATION (1-3 Years)

- Implement Harrison Avenue streetscape redesign, including Four Points Plaza.
 - Plant street trees & sustainable infrastructure on Harrison Avenue (structural soil cells).
 - Design and construct roundabouts to improve intersection safety and mark gateways to the historic Downtown: 6th Street / Beach Drive and 6th Street / Harrison Avenue.
 - Work with Florida Department of Transportation to adopt context codes for Panama City streets.
 - Monitor roadway reconstruction to ensure network system is streamlined and accessible via all neighborhoods and communities.
 - Update zoning and design codes, as necessary.
 - Integrate a streetscape design that includes comprehensive lighting (i.e., light emitting diode [LED] lights) and new technology.
-

3. EVALUATION (3+ Years)

- Finalize construction of identified roundabouts and improvements to intersection safety.
- Reassess roadway needs every 10 years, or as needed after a disaster/emergency event.
- Continuously identify initiatives to enhance roadway resilience and connectivity and include these initiatives in future planning and redevelopment efforts.
- Continue to connect the roadway system to planned community hubs.
- Regularly evaluate zoning and design code and make revisions, according to established City protocol.

Action I.1.2

Establish and implement comprehensive city sidewalk and non-motorized transportation program.

LEAD: City of Panama City Quality of Life Department

Action Description + Progress

Establish interconnectivity across the City in the form of pedestrian, bike, and cycle paths. This will allow for multimodal transportation around the City. Additionally, increasing access to alternative modes of transportation will make it easier for low-income households to access jobs, education and other opportunities. This network of bike and cycle paths should be aligned and connected with current and future county bike infrastructure, specifically including a bike path/boardwalk between Downtown and St. Andrews.

POTENTIAL FUNDING SOURCE:

- Better Utilizing Investments to Leverage Development Grants
- Infrastructure for Rebuilding America
- Parks and Open Space Florida Forever Grant
- Land and Water Conservation Fund
- Surface Transportation Block Grant Program

ORGANIZATIONS WITH POTENTIAL FUNDING:

- U.S. Department of Transportation

Resources

- The Office of Greenways and Trails coordinates and provides assistance to implement the Florida Greenways and Trails System Plan
- Guidance on bike and pedestrian path materials and cost




WHERE IS THIS ACTION INVOLVED?

Redevelopment Plan.....	Strategy I.1.1
Downtown Master Plan.....	Page 3, 4, 10, 13, 18, 66
Economic Development Plan.....	Page 84
Bay County Long-Term Recovery Plan.....	Strategy 24, 85, 281

OBJECTIVE I.1

PRIORITY LEVEL

Pending



MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Finalized agreements with Florida Department of Transportation and Bay County
- ☐ Mileage of streets that meet definition of complete streets
- ☐ Implementation of the ten cornerstones (Downtown Master Plan)

PARTNERS:

- City of Panama City Public Works Department
- City of Panama City Engineering Department
- City of Panama City Community Development
- Vision Zero Network
- Community Transportation Association of America
- Florida Department of Transportation
- Neighboring Municipalities

Implementation Steps

0. IDENTIFICATION / PLANNING (0-1 Years)

- Research potential public-private partnerships to bring public transit alternative solutions to Panama City, such as bike shares, that could support the Capital Improvement Plan.

1. PROGRESS AT TIME OF PUBLICATION (Storm-Month-0)

- Coordinate planning bike and pedestrian pathways with parks and green space design and planning.
- Pursue land acquisition or easements for walking paths and Waterfront Promenade, as needed.
- Work with community groups to design and extend these important walk/bike connections.
- Create mobility plan (i.e., a plan for pedestrian, bicycle, and vehicular transportation) that identifies strategies to enhance and increase opportunities for non-motorized travel, such as:
 - Quality bicycle and pedestrian infrastructure, created by designing and constructing multi-use paths along the Waterfront Promenade and in low-income neighborhoods, including amenities (e.g., lighting, trees, swings).
 - Walking paths throughout the City that identify ecological or cultural resources to highlight along the route.
 - A loop of protected bikeways to provide space for cyclists.
 - Bikes and motor scooters available for rent.

2. IMPLEMENTATION (1-3 Years)

- Implement strategies from the mobility plan.
- Identify additional community partners to expand streetscape transition.
- After Harrison Avenue, retrofit additional Downtown streets as Complete Streets that re-size vehicular lanes to provide space for sidewalks/trees and protected bike facilities. Priorities include Jenks Avenue (south of 7th; may connect north); Magnolia Avenue (South of 7th; may connect north); 6th Street (from Beach Drive to Allen Avenue); Beach Drive (south of 6th); Beach Drive (west of Downtown to St. Andrews). Street retrofit / improvements should occur at the same time or following any needed repair/upgrade of below-grade utilities.

3. EVALUATION (3+ Years)

- Finalize phased build of walking and biking paths, including assessing and implementing site-specific safety and security measures.
- Establish maintenance procedures to ensure that pathways remain safe, clean, and clear.
- Develop site-specific programming to expand use of walking paths, focusing on the unique community identity of the City of Panama City.
- Assess implementation of streetscape transition, including identifying opportunities or areas that transition could be replicated to support new or growing commercial or residential development in the City of Panama City.
- Expand community partnerships to identify funding, maintenance, or management support of streetscapes citywide.
- Evaluate mobility plan implementation; revise the plan as needed.

Action I.1.3

Implement citywide parks and recreation master plan, that includes programming, strategies to activate green space, and increased recreational opportunities and features.

LEAD: City of Panama City Quality of Life Department

Action Description + Progress

The City’s parks, green spaces, trails, waterfront and open space amenities are under-resourced and underutilized, and therefore can be leveraged to increase the quality of life for the residents in the City of Panama City. Access to the bay is the City of Panama City’s biggest quality-of-life asset, yet the City’s current public recreational amenities lack programming and do not provide consistent access to the waterfront. Increasing capital and operating expenditures for public recreational and green spaces to expand amenities within parks, trails and recreational programming can create significant economic benefits for the City of Panama City. Currently, the City is pursuing Public Assistance funding to restore and improve many of the City’s parks and green spaces. Going forward, the City should undertake a careful evaluation of existing green space assets and of potential capital investments and program strategies to enhance the City’s environmental and recreational amenities.

POTENTIAL FUNDING SOURCE:

- Land and Water Conservation Fund
- Outdoor Recreation Legacy Partnership Program
- TD Green Space Grants
- Parks and Open Space Florida Forever Grant
- Florida Forever Program
- Community Development Block Grant

ORGANIZATIONS WITH POTENTIAL FUNDING:

- Florida Department of Environmental Protection

Resources

- Guidance on park development and maintenance best practices




WHERE IS THIS ACTION INVOLVED?

Redevelopment Plan.....	Strategy I.2.1, I.2.5, E.1.2, QL.4.2
Downtown Master Plan.....	Page 4, 19, 20, 26, 51, 68, 69
Economic Development Plan.....	Page 64
Bay County Long-Term Recovery Plan.....	Strategy 171, 215, 223, 239, 299

OBJECTIVE I.1

PRIORITY LEVEL

In-Progress



MET NEEDS



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

MEASURES OF SUCCESS

- ❑ Completion and implementation of a strategic master plan for parks and recreational programming

PARTNERS:

- City of Panama City Manager
- City of Panama City Commission
- City of Panama City Development Services
- City of Panama City Community Redevelopment Agency
- City of Panama City Public Works Department
- City of Panama City Engineering Department
- Bay County
- National Oceanic and Atmospheric Administration
- Gulf Coastal Plain Ecosystem Partnership
- Waterfronts Florida
- Tyndall Air Force Base
- Economic Recovery Unit

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Locate sites for desired recreational facilities (e.g., splash pads, skateboard park, dog parks).
 - Identify several key park and waterfront investments that increase access to natural resources (e.g., bicycle and pedestrian trail network, public beaches, waterfront parks).
 - Engage a parks and recreation consultant to prepare strategic master plan for parks and recreation sites, facilities, and enhanced programming, including investing in key parks and facilities or repurposing public spaces to support access to natural resources, resilience, and stormwater management. Coordinate with Tyndall to identify opportunities for recreation (e.g., public golf course).
 - Implement a "Friends of the Parks" strategy to coordinate smaller improvements (e.g., boat launches, planting).
 - Identify community partners and work with "Friends of the Parks" organization(s) to implement programming at parks and recreation facilities, increase use of parks facilities, coordinate small-scale upgrades and improvements, and celebrate the City's unique community identity.
 - Identify parks-centric solutions from the Downtown Master Plan, specifically features and/or spaces that support stormwater management.
-

2. IMPLEMENTATION (1-3 Years)

- Design and construct recreational facilities (e.g., splash pad, skateboard park, dog parks).
 - Improve park amenities through mobile programming and partnerships with nonprofits and community groups.
 - Locate "water-smart" parks or mini parks in Downtown.
 - Develop and support recreational opportunities and family-oriented programming in City parks and along the waterfront (e.g., sailing school, kayaking, working boats).
 - Promote events that involve recreational opportunities (e.g., regattas, fishing tournaments).
 - Improve park amenities through mobile programming and partnerships with nonprofits and community groups.
 - Expand key features that provide dual purpose of quality of life and resilient infrastructure, including developing shorefront parks that accommodate storm surge or floodplain management, connect to the City's comprehensive stormwater management plan, or "pocket parks" that provide small-scale green solutions throughout the City, building on success and lessons learned in the Downtown Master Plan.
-

3. EVALUATION (3+ Years)

- Evaluate use of existing and newly constructed recreational facilities (e.g., splash pad, skateboard park, dog parks).
- Continue to support recreational opportunities.
- Invest in larger park assets (e.g. splash park, boat launch, public swimming pools).
- Periodically revise and update the parks strategic master plan and programming activities to align with community needs.

Action I.1.4

Expand and continue developing Panama City Marina to promote business, sense of community, and recreational activities.

LEAD: City of Panama City Quality of Life Department

Action Description + Progress

The City's waterfront is critical not just to the economy of the City of Panama City, but also to its unique history and identity. While retaining the character of Panama City Marina, redevelopment will focus on building a marina that is more resilient to the impact of future storms, more accessible for the community, and financially sustainable. As one of the featured areas of the Downtown Plan, working towards a new and improved Panama City Marina area will be a cornerstone for additional economic development investment and offer connectivity to other future waterfront initiatives. As of 2020, projects are underway to add new boat ramps and build new bulkheads at the marina. Additionally, the lease agreement for a new five-story hotel at the Panama City Marina was approved by the City in August 2020 and construction will begin in 2021.

POTENTIAL FUNDING SOURCE:

- Private Development

ORGANIZATIONS WITH POTENTIAL FUNDING:

- Community Redevelopment Agency

Resources

- Guidance on marketing campaigns
- Best practices for designing public space

WHERE IS THIS ACTION INVOLVED?

- Redevelopment Plan..... Strategy I.2.5
- Downtown Master Plan..... Page 6, 65, 66
- Bay County Long-Term Recovery Plan..... Strategy 223

OBJECTIVE I.1

PRIORITY LEVEL



In-Progress



MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Improved walkability
- ☐ Improved accessibility
- ☐ Increase in restaurants and commercial and green space

PARTNERS:

- City of Panama City Public Works
- City of Panama City Engineering Department
- City of Panama City Community Development Department
- St. Andrews Dockmaster(s)
- Florida Department of Environmental Protection
- US Army Corps of Engineers
- Historic St. Andrews Waterfront Partnership

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Issue request for proposals and award design contract.
 - Incorporate proposed design elements from St. Joe partnership and collaboration into marina redesign.
 - Address parking considerations in marina redesign.
-

2. IMPLEMENTATION (1-3 Years)

- Issue request for proposals and award contract for construction, based on accepted final design and coordination with St. Joe Redevelopment Plan.
 - Implement construction, including identifying temporary alternate waterfront access and boat ramp during capital construction.
 - Assess and design public space and marina access points, including long-term location of boat ramp, marina parking, and waterfront resilience measures.
 - Work with private property owners to construct waterfront promenade.
 - Activate waterfront and other parks with family-oriented programming.
 - Promote access to the water through boat ramp, waterfront promenade, event programming, and bike and pedestrian pathways.
-

3. EVALUATION (3+ Years)

- If Civic Center and boat ramp uses are relocated, investigate potential for redevelopment of the south end of the marina area to include additional waterfront gathering/public open space areas and a mix of uses that could include City facilities and housing.
- Assess additional development opportunities for parcels adjacent to redeveloped marina, including potential expansion of mixed-use parcels to expand public space, housing, and commercial centers for Downtown.
- Develop and implement integrated marketing campaign for the new, improved, and more accessible Panama City Marina and Waterfront, focusing on attracting new businesses, an expanded customer base, as well as increased access to the water.

Action I.1.5

Expand access and programming around St. Andrews Marina to promote business, sense of community, and recreational activities.

LEAD: City of Panama City Quality of Life Department

Action Description + Progress

The City's waterfront is critical not just to the economy of the City of Panama City, but also its unique history and identity. While retaining the character of St. Andrews Marina, redevelopment will focus on building a marina that is more resilient to the impact of future storms, more accessible for the community, and financially sustainable. Working towards a new and improved St. Andrews Marina will be a cornerstone for additional economic development investment and connectivity to other future waterfront initiatives. As of 2020, projects are underway to add new boat ramps and build new bulkheads at the marina.

POTENTIAL FUNDING SOURCE:

- Private Development

ORGANIZATIONS WITH POTENTIAL FUNDING:

- Community Redevelopment Agency

Resources

- Best practices for designing public space
- Guidance on marketing campaigns

WHERE IS THIS ACTION INVOLVED?

Redevelopment Plan..... Strategy I.2.5

OBJECTIVE I.1

PRIORITY LEVEL



In-Progress

MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Improved walkability
- ☐ Improved accessibility
- ☒ Increase in restaurants and commercial and green space

PARTNERS:

- City of Panama City Public Works Department
- City of Panama City Engineering Department
- City of Panama City Community Development Department
- Panama City Dockmaster(s)
- Florida Department of Environmental Protection
- U.S. Army Corps of Engineers
- Historic St. Andrews Waterfront Partnership

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Assess expanding waterfront resources for public access and engagement.
 - Develop strategic plan for long-term redevelopment at the St. Andrews Marina that includes initiatives for commercial development, recreational opportunities, and entertainment.
 - Engage the community to identify strategies that promote a sense of community and promote resilience and environmental stewardship of the waterfront.
-

2. IMPLEMENTATION (1-3 Years)

- Implement strategies to enhance the St. Andrews waterfront in promoting economic activity, recreational opportunities, and resilience efforts.
 - Work with private developers to redevelop areas of St. Andrews marina.
 - Activate waterfront and other parks with family-oriented programming.
-

3. EVALUATION (3+ Years)

- Assess surrounding properties to expand and attract new development to support increase in traffic to St. Andrews Marina, Park, and Boardwalk.
- Develop site-specific programming at St. Andrews Park and Boardwalk to increase community engagement with the cultural, historical, and ecological identity of St. Andrews, particularly focusing on educational opportunities highlighting a more resilient waterfront and coastline.

Action I.1.6

Enhance public transportation opportunities, infrastructure, and overall City connectedness.

LEAD: City of Panama City Manager's Office

Action Description + Progress

The Bay Town Trolley is the only public transportation that provides transit in the City of Panama City. In order to have a vibrant, walkable, and bustling community, the City should invest in public transportation opportunities and infrastructure to offer transportation options for a wider audience and improve the overall connectivity of the City. This can include bus rapid transit, water taxi, street trolley, or circulator shuttle. Increasing access to alternative transit modes will make it easier for low-income households to access jobs, education and other opportunities.

The City is currently in the process of collecting data and researching projects to improve connectedness and completed a road survey in 2020 that will inform future projects.

POTENTIAL FUNDING SOURCE:

- Better Utilizing Investments to Leverage Development Grants
- Community Transportation Association of America Grants
- Grants for Buses and Bus Facilities Program

ORGANIZATIONS WITH POTENTIAL FUNDING:

- U.S. Department of Transportation

Resources

- Best practices on public transportation system options and maintenance




WHERE IS THIS ACTION INVOLVED?

Redevelopment Plan.....	Strategy I.1.1, I.1.2
Downtown Master Plan.....	Page 15, 16
Economic Development Plan.....	Page 84
Bay County Long-Term Recovery Plan.....	Strategy 135, 136, 258

OBJECTIVE I.1

PRIORITY LEVEL

In-Progress



MET NEEDS

3	3	1	3
Safety & Security	Economy	Infrastructure	Quality of Life

MEASURES OF SUCCESS

- ❑ Completion of comprehensive study on City transportation and associated plan
- ❑ Increased usage of ride share and park and ride programs in the City
- ❑ Establishment of new public transportation opportunities (i.e., water taxi, bus rapid transit)

PARTNERS:

- City of Panama City Public Works Department
- City of Panama City Engineering Department
- Vision Zero Network
- Community Transportation Association of America
- City of Panama City Community Redevelopment Agency
- City of Panama City Community Development Department
- Bay County
- Florida Department of Transportation

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Comprehensively assess the current public transportation network and identify opportunities for enhancing it. This should include aspects as small as benches near bus stops to new routes or modes of transportation (e.g., water taxi from Downtown to St. Andrews, circulator through Downtown).
 - Explore the feasibility of a smaller on-call van service or promoting ridesharing services (e.g., Uber, Lyft) to expand accessibility to some without expanding full transit network. Identify reserved parking spots for ridesharing vehicles.
 - Develop a prioritized list of public transportation network enhancements.
 - Generate cost estimates for each enhancement and create a phased approach to implementation/construction.
 - Apply for or secure funding to implement priority activities.
 - Develop request for proposals to solicit bids from contractors to implement projects.
 - Work with the county to develop a more robust regional plan for transit. Include considerations and modifications to increase accessibility and address mitigation of transportation infrastructure in transportation plans. Ensure access between population centers and employment centers by providing public transportation at least every 30 minutes during peak commuting times.
-

2. IMPLEMENTATION (1-3 Years)

- Apply for additional funding as needed.
 - Implement public transportation network enhancements.
-

3. EVALUATION (3+ Years)

- Continue to implement public transportation network enhancements. Maintain transportation infrastructure and regular operating schedules.

Action I.2.1

Monitor and evolve citywide comprehensive stormwater and wastewater management to address vulnerabilities and meet demand.

LEAD: City of Panama Public Works Department

Action Description + Progress

It has been established that developing a comprehensive stormwater management system that integrates both natural and engineered approaches will provide many economic, social, and environmental benefits. As the City redevelops, it is important to monitor stormwater management processes and plans and integrate these plans with ongoing redevelopment efforts, where possible.

POTENTIAL FUNDING SOURCE:

- Hazard Mitigation Assistance
- Stormwater Utility Fee
- Clean Water State Revolving Fund
- Northwest Florida Water Management District Grants
- Stormwater Utility Fee
- Resilient Communities Program

ORGANIZATIONS WITH POTENTIAL FUNDING:

- National Oceanic and Atmospheric Administration
- Florida Department of Environmental Protection

Resources

- Hydrologic & Hydraulic Study
- Localized Sustainable Infrastructure Solutions (i.e., Low Impact Development)
- City of Panama City Engineering Department
- City of Panama City Development Services Department
- City of Panama City Quality of Life Department

WHERE IS THIS ACTION INVOLVED?

- Redevelopment Plan..... Strategy I.1.3
- Downtown Master Plan..... Page 10, 11, 19, 26, 78
- Bay County Long-Term Recovery Plan..... Strategy 11, 31, 33, 35, 36, 86, 87, 309

OBJECTIVE I.2

PRIORITY LEVEL



Pending



MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Improvement of Community Rating System score
- ☐ Dual function water management and recreation sites
- ☐ Increase stormwater retention techniques
- ☐ Establishment of a City Stormwater Utility department and fee

PARTNERS:

- City of Panama City Engineering Department
- City of Panama City Development Services Department
- City of Panama City Quality of Life Department

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Establish community partnerships to support implementation of the comprehensive stormwater management plan, including with developers, to incorporate identified sustainable infrastructure solutions (i.e., low impact development) in new development or redevelopment plans.
- Work with Florida Department of Environmental Protection to understand water management requirements related to backflow preventers.
- Identify initiatives and projects to prevent sewer line breaks.
- Identify projects and include recommendations in stormwater management plan for shared solutions (water smart parks, green streets, shoreline restoration) in the Downtown vision, including for the enhancement of Harrison Avenue. This process will include identifying site-specific solutions for urban reforestation and biofiltration, focusing on ecologically-feasible, low-impact interventions throughout the City.
- Identify strategies for the existing stormwater system to accommodate additional flow capacity for a hardened/expanded system.
- Perform hydrologic and hydraulic study of stormwater systems citywide and investigate stormwater retention. Utilizing findings and recommendations from the study, initiate design and upgrade of comprehensive stormwater management system, including natural and engineered features, reforestation, and expanding capacity.

2. IMPLEMENTATION (1-3 Years)

- Issue request for proposals and award contract for phased capital improvements.
- Coordinate with upstream connections for stormwater system, focusing on identifying potential limitations on capacity, flow, or design features.
- Engage volunteers and community organizations, where possible, in managing stormwater through individual and household initiatives (e.g., rain barrels).
- Investigate ways to increase stormwater retention (e.g., above-ground water tanks).
- Implement initiatives to protect and manage wastewater and stormwater systems (e.g., backflow preventers, sewer line breaks, additional flow capacity).
- Establish City Stormwater Utility (a City-staffed organization) to coordinate with local, state, and federal partners, maintain the citywide system, and implement the stormwater management plan.
- Create a stormwater utility fee to support stormwater management in the City.

3. EVALUATION (3+ Years)

- Conduct study to evaluate hydrology in the City of Panama City with new stormwater management projects.
- Evaluate potential for a stormwater district and estimate likely required fees.
- Continue to identify ways to integrate stormwater management in recreational opportunities that engage community members.

Action I.2.4

Identify City-based infrastructure to be relocated.

OBJECTIVE I.2

PRIORITY LEVEL



Pending



LEAD: City of Panama Public Works Department

Action Description + Progress

Future disasters present a dangerous risk to certain critical infrastructure and facilities that are vulnerable to hazard impacts. In order to bolster the City’s resilience, the City should evaluate mitigation and relocation options for critical infrastructure and facilities that are at high risk of impact. While relocation may seem like a feasible option, all mitigation options should be assessed to appropriately protect facilities, and proposed solutions should also identify methods to modernize and improve a facility’s capacity and function. Additionally, infrastructure exists that poses a barrier to revitalization and redevelopment and improved quality of life, such as the Chevron Tank Farm and existing Panama City Marina infrastructure that doesn’t support larger vessels. The City will address this infrastructure to ensure it is resilient and supportive of City goals.

POTENTIAL FUNDING SOURCE:

- Hazard Mitigation Assistance

Resources

- Guidance on mitigation construction techniques and best practices
- Brownfield redevelopment guidance and requirements

WHERE IS THIS ACTION INVOLVED?

Downtown Master Plan..... Page 23

MET NEEDS



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

MEASURES OF SUCCESS

- ❑ Completion of study to identify infrastructure that may or may not be relocated
- ❑ Implementation of strategies to mitigate negative impact from transportation infrastructure (e.g., rail)

PARTNERS:

- City of Panama City Development Services Department
- Bay County
- City of Panama City Utilities Department
- Private property owners

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Identify critical infrastructure and facilities that are vulnerable to the effects of disasters, where their destruction could be a detriment to the environment, community health, or the housing stock (e.g., critical infrastructure along the waterfront).
 - Identify opportunities to fund mitigation strategies (including relocation) for vulnerable critical infrastructure and facilities.
 - Perform comprehensive system analysis to assess mitigation options and perform feasibility studies for all relevant critical infrastructure and facilities.
 - Identify additional analysis required to develop and design mitigation proposals for infrastructure.
 - Coordinate with private owners to facilitate relocation, if possible and willing.
 - Once projects have been prioritized and identified, develop a request for proposals to solicit bids from contractors to perform the work.
-

2. IMPLEMENTATION (1-3 Years)

- Identify the most suitable and feasible strategy for relevant critical infrastructure and facilities, based on analysis and additional data identified in the review process.
 - Develop mitigative strategies for infrastructure and areas that cannot be relocated to avoid negative impacts to the economic and transportation sectors (e.g., Uptown).
 - Develop phased capital improvement strategy to implement mitigation measures to protect and/or relocate relevant critical infrastructure and facilities, including temporarily bypassing and/or transferring services.
 - Continue to coordinate with private property owners to facilitate relocation, if possible and willing.
-

3. EVALUATION (3+ Years)

- Implement mitigation measures for relevant critical infrastructure and facilities.
- In the case of relocation of particular critical infrastructure and services, research Brownfields redevelopment programs to activate remaining vacant parcels.

Action I.2.5

Implement Bay and waterfront clean-up and restoration efforts and continue water quality monitoring system.

LEAD: City of Panama City Quality of Life Department, City of Panama City Public Works Department

Action Description + Progress

Access to the Bay is the City’s key quality of life asset but to leverage it requires investment in programming, pollution mitigation, clean-up efforts, and infrastructure that accommodates more than the small boating community. Clean-up efforts have helped restore the Bay and leverage this natural asset to attract visitors and provide recreational amenities to residents. A resilient shoreline is the first line of defense in future storms, and the City should incorporate additional protections along the Bay to promote environmental conservation. Better protection of surface and ground water quality today helps ensure future water supply and quality needs can be met, resulting in a more sustainable and resilient community. This requires protecting existing natural and conservation areas; acquiring new conservation lands; minimizing degradation of ecosystem services with future development; and retrofitting existing development to better capture and filter stormwater runoff, thus reducing the amount of stormwater flowing straight into the bay. This action also contributes to the overall safety and security of the City of Panama City by ensuring clean water for the City’s residents. While efforts to clean up and restore the bay and waterfront have been ongoing, the City is still working to develop a plan for water quality improvements. Currently, the Florida Department of Environmental Protection conducts monthly water quality tests throughout the City.

POTENTIAL FUNDING SOURCE:

- Private Partnerships
- Clean Water State Revolving Fund
- State Water Quality Assistance Grant
- The Resources and Ecosystems Sustainability, Tourist Opportunities, and Revived Economies of the Gulf Coast States Act of 2012
- Northwest Florida Water Management District Grants
- Resilient Communities Program

Resources

- Localized Sustainable Infrastructure Solutions (i.e., low impact development)
- Water Quality Restoration Program
- Natural Resource Damage Assessment




WHERE IS THIS ACTION INVOLVED?

- Redevelopment Plan..... Strategy QL.3.3, I.2.6
- Downtown Master Plan..... Page 19, 26
- Bay County Long-Term Recovery Plan..... Strategy 31, 14, 309

OBJECTIVE I.2

PRIORITY LEVEL

In-Progress



MET NEEDS

1	2	3	2
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Safety & Security

Economy

Infrastructure

Quality of Life

MEASURES OF SUCCESS

- ☐ 0% closure rate for water access points
- ☐ Complete remediation of waterfront sites (e.g., Millville Treatment Center)
- ☐ Sanitary systems removed from the Bay
- ☐ Reduction in cost associated with pollution
- ☐ Creation of a clean and resilient Bay plan

PARTNERS:

- City of Panama City Manager
- City of Panama City Commission
- City of Panama City Development Services Department
- City of Panama City Community Redevelopment Agency
- City of Panama City Public Works Department
- City of Panama City Engineering Department
- National Oceanic and Atmospheric Administration
- Gulf Coastal Plain Ecosystem Partnership
- Waterfronts Florida
- Historic St. Andrews Waterfront Partnership
- St. Andrew Bay Resource Management Association (St. Andrew Bay Watch)

Implementation Steps

0. IDENTIFICATION / PLANNING (0-1 Years)

- As part of Hurricane Michael recovery efforts, complete debris removal activity, including debris removal from the City's open and closed stormwater systems.
-

1. PROGRESS AT TIME OF PUBLICATION (Storm-Month-0)

- Develop collaborative team to implement Bay clean-up and restoration efforts. Consider inclusion of city, county, regional, state, and non-governmental organizations to effectively evaluate needs specific to clean-up and restoration and efforts already underway.
 - Work with collaborative Bay clean-up and restoration team, as well as St. Andrew Bay Resource Management Association (St. Andrew Bay Watch) to develop a comprehensive list of projects and priorities, including clean up, restoration, or expansion projects.
 - Organize and host Bay-clean up days to encourage community environmental stewardship.
 - Identify strategies to improve the City of Panama City's National Pollutant Discharge Elimination System.
-

2. IMPLEMENTATION (1-3 Years)

- Create, adopt, and implement a clean and resilient Bay plan, incorporating projects and priorities identified through a collaborative team and established maintenance program (e.g., removing sanitary systems from the Bay).
 - Engage state, federal, and private partners to identify additional resources and funding to expand implementation of a clean and resilient Bay plan.
 - Form partnership with St. Andrew Bay Resource Management Association (St. Andrew Bay Watch) to compile and collect water quality data throughout the City and in the Bay.
 - Identify and implement water quality measures (e.g., use of neutral fertilizers).
 - Implement strategies to improve the City of Panama City's National Pollutant Discharge Elimination System.
 - Promote improved water access through event programming, recreational opportunities, and pedestrian and bike pathways.
-

3. EVALUATION (3+ Years)

- Assess impact of Clean and Resilient Bay plan's implementation and revise, as necessary.
- Analyze water quality reports from the St. Andrew Bay Resource Management Association (St. Andrew Bay Watch) data to inform adjustments to water, stormwater, sewer, and wastewater management plans for the City.

Action I.2.6

Harden and retrofit City-based infrastructure

OBJECTIVE I.2

PRIORITY LEVEL



In-Progress

LEAD: City of Panama Public Works Department

Action Description + Progress

In order to prevent or reduce impacts from future disasters, the City must continue to carry out hardening and retrofitting efforts on existing City infrastructure. This includes utilities such as power, communication, and water and wastewater infrastructure. By developing strategies to harden or retrofit this infrastructure, the City can bolster their resilience to future impact and protect essential services. At this stage of recovery, designs for new buildings are including more hardened structures (e.g., storm-safe roof structures, doors, and windows). At the Panama City Marina, stronger support systems and better drainage structures are being implemented to create more resilient infrastructure. This action will build upon the efforts from I.2.2 and I.2.3 in the Recovery Action Plan.

POTENTIAL FUNDING SOURCE:

- Hazard Mitigation Assistance
- Drinking Water State Revolving Fund
- Clean Water State Revolving Fund
- Hurricane Loss Mitigation Program

Resources

- Construction equipment, materials, and staff
- Smart Cities Council Readiness Guide
- Federal Smart Cities and Communities Programs Resource Guide

WHERE IS THIS ACTION INVOLVED?

- Redevelopment Plan..... Strategy SS.3.5, I.2.5, I.2.7
- Downtown Master Plan..... Page 1, 2
- Bay County Long-Term Recovery Plan..... Strategy 12, 14, 29, 63, 72

MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Improved resilience of potable water system
- ☐ Conduct study to understand hardening methods to improve resiliency of lift-stations
- ☐ Analysis completed for increasing well points

PARTNERS:

- City of Panama City Development Services Department
- Bay County
- City of Panama City Utilities Department
- NextEra Energy (i.e., Gulf Power Company)
- Private property owners

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Analyze the feasibility of multiple well points in the City.
 - Identify utility, communications, and water systems infrastructure requiring upgrades and retrofits that are not eligible under post-disaster funding programs.
 - Develop a strategy for hardening and retrofitting public utilities, building on efforts initiated in I.2.2 and I.2.3 in Recovery Action Plan. This includes:
 - Creating a program to remove septic tanks from areas around the Bay by running sewer lines through these areas;
 - Developing more resilient and stronger potable water systems; and
 - Making more redundant lift stations.
 - Utilize Local Mitigation Strategy to develop next steps for mitigation projects. Develop strategy to implement these projects.
 - Upgrade existing below-grade utilities (stormwater, sewer) to current technology/standards, to support rebuilding. Underground utility upgrades should occur at the same time or before street design improvements.
 - Coordinate with private utility companies to conduct analysis, including design and construction modeling, of the cost to adapt and harden all utility lines, where feasible.
-

2. IMPLEMENTATION (1-3 Years)

- Implement strategy to harden, upgrade, and retrofit public utilities and critical infrastructure.
 - Implement hazard mitigation actions from the Local Mitigation Strategy to bolster resilience of critical facilities and infrastructure. Ensure critical facilities and infrastructure are guarded against severe wind.
 - Develop and implement smart city initiatives and strategies to leverage the use of new technology (e.g., public safety improvements through streetlights and surveillance, enhanced traffic flow).
 - Coordinate with private utility companies hardening utility lines.
-

3. EVALUATION (3+ Years)

- Develop maintenance and replacement plan for critical infrastructure and utilities.
- Evaluate retrofitting and hardening project(s) progress.
- Identify additional infrastructure in need of retrofitting and hardening.
- Continue to implement smart city initiatives, leveraging new technology.

Action I.2.7

Incorporate and incentivize higher energy efficiency standards.

OBJECTIVE I.2

PRIORITY LEVEL



Pending

LEAD: City of Panama City Manager, City of Panama City Development Services Department, City of Panama City Public Works Department

Action Description + Progress

The City should leverage the impending increased rate of new construction and development to incorporate and incentivize the use of sustainable infrastructure solutions, particularly those that focus on resiliency, improved efficiency, water and resource (i.e., low impact development), management, and creating a smart city. Where appropriate, the City should consider upgrading major public facilities to Leadership in Energy and Environmental Design Gold or higher certification. Installing small-scale renewable energy technologies at buildings/facility complexes can build resilience to future power disruptions, as well as support new jobs and technical skills within the market to support the transition to sustainable infrastructure solutions. Expanding smart, sustainable solutions targeted at citizens, such as electric car docking stations, may also be valuable to support new growth within the City.

POTENTIAL FUNDING SOURCE:

- City Budget
- Private Developers

Resources

- Engineering Damage Assessment
- Construction equipment, materials, and staff

WHERE IS THIS ACTION INVOLVED?

Redevelopment Plan..... Strategy QL.1.3, SS.1.2, I.2.6

Bay County Long-Term Recovery Plan..... Strategy 51, 320, 322

MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Increased sustainable infrastructure (e.g., electric docking stations)
- ☐ Updated energy assessment utilizing findings from Siemen’s City Assessment
- ☐ Leadership in Energy and Environmental Design Platinum Certification for Public Buildings
- ☐ Establishment of a solar farm
- ☐ Analysis on converting to compressed natural gas

PARTNERS:

- Construction Services

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Assess City-owned facilities in order to determine areas for retrofit to higher energy efficiency standards
 - Evaluate community programs and incentives to encourage energy efficiency.
 - Identify opportunities for integrating energy efficiency in recovery and redevelopment efforts (e.g., use of light emitting diode [LED] lights).
 - Conduct, update, and review assessment on City-based infrastructure to identify materials and methods that would need to be made to transition to energy efficient.
 - Assess the potential of wind and solar farms to cultivate sustainable energy.
 - Establish pilot incentive program from the City to drive energy efficiency efforts within the community. This pilot program should be scalable from individual homeowners to developers.
 - Evaluate the feasibility of a solar farm.
 - Analyze the feasibility of converting City-owned vehicles to vehicles that use compressed natural gas a fuel source.
-

2. IMPLEMENTATION (1-3 Years)

- Educate community on existing state and federal incentive programs and new City of Panama City pilot program.
 - Implement projects based on assessment results that would increase the City's energy efficiency.
 - Evaluate pilot program and integrate any modifications.
 - Codify pilot program.
 - Construct and maintain a solar farm.
-

3. EVALUATION (3+ Years)

- Re-evaluate codified program, assessing ongoing financial and environmental impact of program. Determine the long-term vision for incentives.
- Evaluate the success of energy efficient projects on City energy usage.



Economy

Create an environment that attracts and supports a wide diversity of businesses and professionals.

RECOVERY NEEDS:

- ✓ Diverse workforce and industry
- ✓ Public-private and educational partnerships
- ✓ Business recruitment and development
- ✓ Local and small business support
- ✓ Workforce development
- ✓ Reduced concentration of Poverty
- ✓ Restored retail, banking, and healthcare facilities



Goal 3: Support an accelerating and thriving economy.

Strategies & Actions

Develop resources that support a diverse and vibrant economy

The City will continue to foster an environment that promotes business and job growth and sustainability.

- E.1.1:** Provide a suite of business development and support programs to enhance economic opportunity and business success in the City of Panama City.*
- E.1.2:** Continue to support catalytic redevelopment.*
- E.1.4:** Support the logistics sector and industrial development.
- E.1.5:** Develop strategies to improve overall resilience of businesses in the City of Panama City.

Reclaim the City's role as the Panhandle's primary economic engine

These actions will support the City's goal to be recognized as a regional business and economic engine that attracts visitors, businesses, and job seekers.

- E.2.2:** Design, construct, and maintain cultural activity and multi-purpose centers.*
- E.2.3:** Expand local jobs and training.
- E.2.4:** Increase tourism efforts to attract visitors to the City of Panama City.

* Represents an action that is a continuation from a Recovery Action Plan project

Action E.1.1

Provide a suite of business development and support programs to enhance economic opportunity and business success in the City of Panama City.

LEAD: Economic Recovery Unit

Action Description + Progress

In order to foster an environment of economic growth, development, and innovation, the City should partner with local and regional organizations to provide business support programs. These programs would extend beyond recovery needs to assist businesses in growing and developing their organization and thereby spurring economic activity and attracting new investment in the City of Panama City. Small business liaisons can be established in the Community Redevelopment Agency, or through a nonprofit partner such as the University of West Florida's Small Business Development Center. In addition, the City can create a small business center Downtown where businesses can access services and free or low-cost office facilities. Small business support also has the potential to grow the City of Panama City's emerging tech and innovation center in partnership with the Millaway Institute. By supporting start-ups and growing small businesses, the City of Panama City can improve employment growth, business investment, and economic diversity within its local economy. Additionally, investing in and developing specific resources for women, minority, and veteran entrepreneurship will be a critical strategy for growth and diversification of the City of Panama City's economy. This will be part of a larger strategy of developing initiatives that will recruit new and support existing small businesses in targeted commercial corridors, which will be important for the City's long-term economic prosperity. The resources, programs, and services from this effort will serve the unique business development needs for each City of Panama City business.

POTENTIAL FUNDING SOURCE:

- Intermediary Relending Program
- State Small Business Credit Initiative

Resources

- Guidance on initiating a business support center
- Guidance on initiatives and programs that best support small businesses

WHERE IS THIS ACTION INVOLVED?

- Downtown Master Plan*..... Strategy 31, 74
- Economic Development Plan*..... Page 70
- Bay County Long-Term Recovery Plan*..... Strategy 216, 255

OBJECTIVE E.1

PRIORITY LEVEL

In-Progress



MET NEEDS

7	1
<div><div></div>Safety & Security</div>	<div><div></div>Infrastructure</div>
<div><div></div>Economy</div>	<div><div></div>Quality of Life</div>

MEASURES OF SUCCESS

- ☐ Creation of the shared workspace facility
- ☒ Creation of a suite of business development and support programs
- ☐ Creation of a strategic plan for the small business support center

PARTNERS:

- City of Panama City Development Services
- City of Panama City Community Redevelopment Agency
- Bay Economic Development Alliance
- Small Business Development Center
- Millaway Institute
- City of Panama City Downtown Improvement Board
- Florida Small Business Development Center Network
- US Small Business Administration
- Gulf Coast State College's Business Innovation Center and Advanced Technology Center
- Bay County Chamber of Commerce
- Bay Economic Development Alliance
- Florida State University Innovation Hub

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Evaluate the City of Panama City's small business support activities against the goal of attracting and nurturing small businesses throughout the city and particularly along key commercial corridors.
- Create a strategic plan for a small business support center to help provide small business assistance, training, shared spaces, and mentoring.
- Engage Community Redevelopment Agency to contact business owners within their jurisdiction to ensure that their needs are being met and provide additional resources.
- Identify, collect, and develop tools to provide resources for women, minority, and veteran entrepreneurs. Engage with state or federal resources to host women, minority, and veteran entrepreneurship events locally.
- Identify programs, services, and resources to support existing regional economic industries (e.g., medicine and healthcare).
- Establish a revised organizational structure that aligns the functions of the Community Redevelopment Agency and other city support for small businesses into a cohesive integrated structure.
- Perform cost-benefit analysis to assess the feasibility of a competitive grant program and/or a revolving loan fund for women, minority, and veteran entrepreneurship within the City.
- Identify tools that can support businesses in the City of Panama City (e.g., establishing pop-up business licenses).
- Add staff with responsibilities to support the Community Redevelopment Agency and serve as liaisons for small businesses navigating city and county regulations and assistance programs.

2. IMPLEMENTATION (1-3 Years)

- Implement strategic plan for the small business support center.
- Create a small business support center, alone or in partnership with the University of West Florida's Small Business Development Center, that provides this technical assistance and connects small businesses to additional resources (e.g., affordable loans for capital and operating expenses, assistance in locating office or retail space, affordable business services, including legal and payroll assistance).
- Research additional business recovery financial assistance resources through the Small Business Administration and the Business Development Department of the Gulf Coast State College and stay up to date on this type of research throughout the state.
- Implement a competitive grant program and/or a revolving loan fund for women, minority, and veteran entrepreneurship.
- Organize and host semiannual events to facilitate networking and investment opportunities targeting women, minority, and veteran owned businesses.
- Provide resources and tools to support businesses in the City of Panama City.

3. EVALUATION (3+ Years)

- Evaluate needs for continued small and minority-owned business support and growth.
- Continually survey small businesses to identify needed services.

Action E.1.2

Continue to support catalytic redevelopment.

OBJECTIVE E.1

PRIORITY LEVEL



In-Progress

LEAD: City of Panama City Development Services Department

Action Description + Progress

Private investment in key sites can trigger spillover redevelopment that can remake the urban physical environment to stimulate economic growth, improve fiscal vitality, and advance social equity. This action will grow the economic base of the City by redeveloping strategic sites through partnering with private developers and designing specific incentive packages. Targeted sites across the City for redevelopment include Downtown. Other opportunities for development include the mall redevelopment, St. Andrews, and the eastern port terminal. This may include a business incubator and research park. The City continues to gain land through land acquisition programs, which may be used for infill development. As of 2020, the City is also 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 and businesses to underdeveloped areas of the City.

POTENTIAL FUNDING SOURCE:

- Stan Mayfield Working Waterfronts
- Community Development Block Grant 108 Loan
- Parks and Open Space Florida Forever
- Land and Water Conservation Fund
- Florida Forever Program

ORGANIZATIONS WITH POTENTIAL FUNDING:

- Community Redevelopment Agency

Resources

- Guidance on mitigation construction techniques and best practices
 - Florida Main Street Program
- Brownfields redevelopment guidance and requirements

WHERE IS THIS ACTION INVOLVED?

Downtown Master Plan.....	Strategy 6, 8, 13, 17, 19, 23, 25, 29, 32, 33, 34, 36, 43, 50, 65, 66, 67
Economic Development Plan.....	Page 68
Bay County Long-Term Recovery Plan.....	Strategy 188, 189

MET NEEDS



- Safety & Security

Economy
- Infrastructure

Quality of Life

MEASURES OF SUCCESS

- ☐ Double property values in 20 years and 5% increase aggregate properties per year
- ☐ Identification and attraction of two industry drivers to the City of Panama City
- ☐ Implementation of the ten cornerstones (Downtown Master Plan)
- ☐ Initiation of strategic master planning for City of Panama City communities
- ☐ Creation of a shared workspace facility
- ☐ 70% of population are homeowners over 10 years

PARTNERS:

- City of Panama City Manager
- City of Panama City Downtown Improvement Board
- City of Panama City Community Redevelopment Board
- City of Panama City Community Redevelopment Agency
- Bay County
- Bay Economic Development Alliance
- Bay District Schools

Implementation Steps

0. IDENTIFICATION / PLANNING (0-1 Years)

- City of Panama City revised the City building code in 2019.

1. PROGRESS AT TIME OF PUBLICATION (Storm-Month-0)

- Remove regulatory policies that inhibit development, where necessary and location-dependent (e.g., minimum parking requirements in Downtown, stormwater retention). Consider using tax incentives to spur development.
- Revise zoning / produce design guidelines. Consider use of a form-based code or pattern book to shape development according to the vision. Address building height along waterfront through incentives or zoning changes.
- Review the City's development approval process; adopt steps to shorten the process and reduce uncertainty.
- Streamline building permit process with coordinated review, one-stop shop.
- Offer Community Redevelopment Agency grants for tenant improvements for retail, restaurant or arts-related tenants to incentivize those types of uses to locate on Harrison Avenue.
- Hire a city planner/town architect (for plans/code review, focus on Downtown plan implementation) or consider developing a local design studio.
- Hire a city inspector/estimator to facilitate Community Redevelopment Agency grant applications.

2. IMPLEMENTATION (1-3 Years)

- Reestablish Design Board to enforce design guidelines.
- Foster partnership with St. Joe for waterfront redevelopment, including hotel, restaurant, open/green space, and parking on City-owned parcel adjacent to marina.
- Continue to offer CRA grants.
- Adopt, implement, and enforce revised zoning and design guidelines.
- Explore opportunities for tank farm relocation and redevelopment that include a major waterfront eco-park, potential for a new boat ramp, and additional land area reclaimed as future development sites.
- Explore the participation in the Main Street Program in the City.
- Pursue multi-use parking structures (including retail or other uses in liner buildings that front sidewalks) on public land through public-private partnerships.
- Proceed with recommended public improvements to streets and public spaces to spur private investment.

3. EVALUATION (3+ Years)

- Periodically review and revise code and policy to support long-term economic growth.
- If Civic Center and boat ramp uses are relocated, investigate potential for redevelopment of the south end of the marina area to include additional waterfront gathering/public open space areas and a mix of uses that could include City facilities and housing.
- Explore partnerships to develop housing and public spaces on City-owned land; potential sites include parcels on Massalina Bayou, and parcels north of 6th Street / west of Oak Avenue.
- Continue exploring and implementing opportunities that support catalytic development.
- Support strategic master planning for City of Panama City neighborhoods and communities (e.g., St. Andrews, Glenwood, Millville, Downtown North.)

Action E.1.4

Support the logistics sector and industrial development.

LEAD: Economic Recovery Unit

Action Description + Progress

Panama City's port is the largest and most unique economic asset in the City. A closer connection and continued support as the Port Authority expands could create a more dynamic logistics and transport sector. This could include supporting the development of port and intermodal facilities and partnering with the Port Authority to identify and acquire development-ready industrial infill sites to attract new industrial and warehousing activity to the City of Panama City. In addition, the City can grow Panama City's transportation and logistics sectors in partnership with the Bay Economic Development Alliance.

POTENTIAL FUNDING SOURCE:

- Public Works Program
- Port Infrastructure Development Program

Resources

- Equipment and Staff

WHERE IS THIS ACTION INVOLVED?

Economic Development Plan..... Page 74

OBJECTIVE E.1

PRIORITY LEVEL

Pending



MET NEEDS

4	1	1
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- Safety & Security

Economy
- Infrastructure

Quality of Life

MEASURES OF SUCCESS

- ☐ Completion of study on warehousing needs and capacity in the City
- ☐ Completion of assessment on the need for an industrial park in the City

PARTNERS:

- City of Panama City Manager
- City of Panama City Development Services Department
- Bay Economic Development Alliance
- City of Panama City Port Authority

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Identify capacities needed at the port and intermodal facility and potential resources to make improvements.
- Develop a strategy to build required capacities, assigning a timeline for implementation and revision of the strategy.
- In collaboration with the City of Panama City Port Authority and the Bay Economic Development Alliance, identify and market industrial development sites near the intermodal facility and port.
- Assess the vulnerability of the Port of Panama City.
- Identify strategies to expedite permitting after a disaster to speed repairs to the facility.
- Initiate assessments/studies on warehousing needs and capability, as well as the need for an industrial park in the City.

2. IMPLEMENTATION (1-3 Years)

- Implement the capacity-building strategy developed in Phase 1.
- Continue marketing industrial development sites near the intermodal facility and port to facilitate development.
- Implement pre-disaster changes to the permitting processes to support expeditious repairs after an emergency event.
- Complete assessment for industrial park need.

3. EVALUATION (3+ Years)

- Evaluate capacities and resources for the port and intermodal facility.

Action E.1.5

Develop strategies to improve the overall resilience of businesses in the City of Panama City.

LEAD: Bay Economic Development Alliance

Action Description + Progress

In order to mitigate impacts from future disasters, businesses in the City of Panama City need to implement initiatives and strategies that bolster their resilience against disaster impacts. Enhancing business preparedness and resilience will ensure businesses that fuel the local and regional economy can recover quickly after the next disaster.

POTENTIAL FUNDING SOURCE:

- City Budget

Resources

- Best practices on business continuity plan development

WHERE IS THIS ACTION INVOLVED?

Redevelopment Plan..... Strategy QL.4.1

Bay County Long-Term Recovery Plan..... Strategy 174

OBJECTIVE E.1

PRIORITY LEVEL

Pending



MET NEEDS



- Safety & Security

Economy
- Infrastructure

Quality of Life

MEASURES OF SUCCESS

- ☐ Promotion of relationship with Panama City Sister City
- ☐ Met the State of Florida’s large city population requirement
- ☐ Promotion of economic diversity in the City
- ☐ Completion of contractor database
- ☐ Promotion of business insurance
- ☐ Support of arts sector
- ☐ Establishment of Panama City Con

PARTNERS:

- Bay County Chamber of Commerce
- Emerald Coast Regional Council
- City of Panama City

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Begin an outreach campaign that supplies information about business vulnerability and continuity planning (website, mailings, meeting presentations, etc.).
- Through Chamber of Commerce membership correspondence and the Bay Economic Development Alliance website, survey local businesses to determine if they have a business continuity plan. The survey can be repeated to monitor the progress of business continuity planning.
- Host meetings to discuss business disaster preparedness and recovery with other economic development organizations in Northwest Florida through “Florida’s Greater Northwest” coordinated by the West Florida Regional Planning Council to inform strategies to improve resilience of businesses.

2. IMPLEMENTATION (1-3 Years)

- Design and implement a PanamaCity Con to showcase businesses and innovation in the City.
- Create programs, incentives, and other resources that support the longevity and promote the businesses in City of Panama City (e.g., arts sector, promote business insurance).
- Assist businesses in the development of business continuity plans. Organize business continuity planning workshops. Business owners or professional continuity planners who have developed successful plans could serve as guest speakers. There are many sources of business continuity planning materials available to attendees to get them started.
- Provide technical assistance to small businesses interested in pursuing continuity planning.
- Create a list of qualified local and regional contractors to perform post-disaster recovery work. Advertise the opportunity to be included as a licensed contractor on the websites of the City of Panama City, the Bay Economic Development Alliance, and the Chamber of Commerce; in local newspapers; and through other media outlets.
- Develop a mutual aid agreement between the Bay Economic Development Alliance and the City of Panama City that defines their respective roles in the implementation of the economic actions.

3. EVALUATION (3+ Years)

- Evaluate business resilience and create new programming to address additional needs.

Action E.2.2

Design, construct, and maintain cultural activity and multi-purpose centers.

LEAD: City of Panama City Quality of Life Department

Action Description + Progress

The City has the opportunity to expand recreational and cultural programming through the creation of cultural activity and multi-purpose centers. These centers would supplement large-scale facilities (e.g., multi-purpose events center, amphitheater) by providing programming, recreation, and events at a local level that meet the community’s unique entertainment needs. Centers can include a visual art center, African American cultural center, outdoor facilities, and other community gathering places. The City is currently pursuing funding to support the design and construction of community spaces such as recreation centers and community centers.

POTENTIAL FUNDING SOURCE:

- Stan Mayfield Working Waterfronts
- Triumph Gulf Coast, Inc.
- State Cultural and Historical Grants Programs
- Florida Public Library Construction Grants

Resources

- Construction equipment, resources, and staff
- Examples of multi-purpose facilities in alternate locations

WHERE IS THIS ACTION INVOLVED?

- Redevelopment Plan..... Strategy QL.4.1, QL.4.2
- Downtown Master Plan..... Strategy 21, 22
- Bay County Long-Term Recovery Plan..... Strategy 216, 219, 290

OBJECTIVE E.2

PRIORITY LEVEL



In-Progress



MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Completion of study on cultural and multi-purpose center need and ideal sites

PARTNERS:

- Visit Panama City
- Visit Florida
- City of Panama City Community Development Department
- Destination Panama City
- Florida Division of Cultural Affairs
- Community Organizations

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Conduct assessment on the need for cultural activity and multi-purpose centers, including outdoor recreation and entertainment facilities.
- Form partnerships with key community organizations that can support maintenance and programming at identified cultural activity centers.
- Identify funding sources to construct cultural activity centers.
- Find locations for identified cultural activity centers.

2. IMPLEMENTATION (1-3 Years)

- Secure funding for center development.
- Issue a request(s) for proposals to solicit bids for prioritized projects.
- Select a contractor and develop a timeline for completion.
- Begin design of cultural activity and multi-purpose centers and submit for approval with the City.
- Partner with private entities to construct other facilities such as a science museum/discovery center and pool.
- Support the development of small venues and events for family-friendly entertainment in commercial and public space development.
- Develop maintenance schedules and procedures with involved community partners.

3. EVALUATION (3+ Years)

- Promote opportunities at cultural activity centers.
- Complete construction of cultural activity and multi-purpose centers and facilities.
- Evaluate programming and future needs for the success of the cultural activity centers.
- Integrate marketing promotion as part of programming efforts.

Action E.2.3

Expand local jobs and training.

OBJECTIVE E.2

PRIORITY LEVEL



In-Progress

LEAD: City of Panama City Community Development

Action Description + Progress

Many industries and employment opportunities will be created in the City of Panama City to support the reconstruction and revitalization of the City. However, much of this work will rely on non-local contractors and labor pools unless the City can provide sufficient support, connectivity to training, and job placement for City residents. The City is currently working to attract businesses to the area that will provide jobs to locals. Partnering to expand local industries will ensure local economic growth and make it easier for businesses to hire locally and expand the employee base.

POTENTIAL FUNDING SOURCE:

- Florida Job Growth Grant Fund

ORGANIZATIONS WITH POTENTIAL FUNDING:

- U.S. Department of Health and Human Services (Health Professionals)
- Community Reinvestment Act

Resources

- Guidance on development of local hiring requirements
- Examples of workforce development programs

WHERE IS THIS ACTION INVOLVED?

Redevelopment Plan.....	Strategy E.1.1
Downtown Master Plan.....	Strategy 57, 75
Economic Development Plan.....	Page 80
Bay County Long-Term Recovery Plan.....	Strategy 219

MET NEEDS



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

MEASURES OF SUCCESS

- Coordination with Economic Development Alliance and CareerSource Gulf Coast to understand data collection and tracking measures

PARTNERS:

- City of Panama City Downtown Improvement Board; City of Panama City Community Redevelopment Agency; Florida Small Business Development Center Network; U.S. Small Business Administration; Gulf Coast State College's Business Innovation Center and Advanced Technology Center; Florida Department of Economic Opportunity; City of Panama City Purchasing Department; Gulf Coast State College; Florida State University; Bay District Schools; CareerSource Gulf Coast; Bay County School District; Millaway Center; Tyndall Air Force Base; Bay Economic Development Alliance

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Coordinate between Bay District Schools and private industry to assess the need and feasibility of integrating workforce training at the K-12, college, university, or adult level.
- Coordinate with Bay County Chamber of Commerce, CareerSource Gulf Coast, and the Bay Economic Development Alliance to identify data that is regularly collected and analyzed.
- Identify opportunities in private companies to move low-wage workers into higher-wage jobs through workforce development.
- Use the City small business resource center (E.1.1) to enhance the capacity of and support for minority-owned businesses.
- Include a local hire provision in contracting for public works and improvements projects.

2. IMPLEMENTATION (1-3 Years)

- Establish local hiring requirements for businesses receiving public incentives.
- Partner with the workforce investment board to provide support to businesses to identify and hire unemployed or underemployed local residents.
- Determine data points to measure success against.
- Provide ongoing training support to help workers remain employed and access opportunities for career advancement.
- Work with local educational facilities, including Bay District Schools, charter schools, and private schools to integrate workforce training into curriculum as appropriate. In particular, connect science, technology, engineering, and math programs to corresponding jobs (e.g., form partnerships with Tyndall and technology firms) and attract college programs to key commercial centers (e.g., Downtown).
- Create opportunities for high school students to access vocational training or college preparatory classes at Gulf Coast State College and Florida State University (e.g., healthcare, technical programs).
- Develop comprehensive, skill-specific curriculum and programming for students.
- Create support services to facilitate job placement for military spouses. Explore more connections to the U.S. Department of Defense Military Spouse Employment Partnership.
- Coordinate with local businesses to develop internship programs.
- Leverage the workforce development capacity of the Millaway Center as a tool for business attraction by offering general and customized training programs.
- Dedicate funding to support job retention, particularly for low-wage jobs (for example, the City could provide a bonus to low-wage workers who remain in a job after six months of employment).
- Develop program for student loan forgiveness.
- Develop internship placement programs for college and university students.

3. EVALUATION (3+ Years)

- Evaluate success of initial programs.
- Develop a plan for reassessment of workforce and industry needs in collaboration with schools, colleges, and universities.
- Use results to fine-tune business incentives and appropriately inform schools, colleges, universities, and adult training programs.

Action E.2.4

Increase tourism efforts to attract visitors to the City.

LEAD: City of Panama City Community Redevelopment Agency; Visit Panama City

Action Description + Progress

Investing in and reinvigorating the City’s brand as a tourist destination can support the immediate injection of money into local businesses and ensure the long-term sustainability of the economy. This will help support the vision of transforming the City of Panama City into a premier destination. The City postponed two tourism initiatives scheduled to launch during the summer of 2020 due to Coronavirus Disease-2019 (COVID-19) but has still seen progress in this action: the number of tourists visiting the City increased since 2019 and several hotels have opened or reopened in the last year. Additionally, the City is partnering with a local tourism organization (Destination Panama City) to create a new Welcome Center for the City.

POTENTIAL FUNDING SOURCE:

- Advertising Matching Grants Program

Resources

- Guidance on tourism best practices
- Materials for event and attraction promotion
- Guidance on social media and branding best practices

WHERE IS THIS ACTION INVOLVED?

- Redevelopment Plan..... Strategy QL.4.2
- Downtown Master Plan..... Strategy 47, 48, 49, 51-54
- Bay County Long-Term Recovery Plan..... Strategy 22, 243

OBJECTIVE E.2

PRIORITY LEVEL



In-Progress

MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Increase in the number of events hosted in the City
- ☐ Increase in the size of events hosted in the City
- ☐ Increase in the amount of social media engagements and event pages
- ☐ Host one annualized signature festival in 2022
- ☐ Increase in bed tax revenue

PARTNERS:

- Visit Florida
- Bay County Chamber of Commerce
- Bay Economic Development Alliance
- City of Panama City Downtown Improvement Board
- Destination Panama City

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Evaluate opportunities to improve quality of life for residents by leveraging tourism resources to build community capacity (e.g., improving accessibility, attractiveness to families).
- Develop a new brand for Downtown (or reinvigorate and streamline existing ones).
- Invest in small beautification improvements (e.g., planters).
- Partner with Destination Panama City (a division of the Community Development Council) to develop and implement initiatives for attracting people to the Downtown (e.g., organize merchants for evening hours once per week, implement a “buy local” program), and identify measures of success to track improvements to tourism efforts.
- Develop a comprehensive marketing and outreach strategy to publicize the City’s new or reinvigorated brand and attract new visitors and businesses.
- Develop large annualized events that draw in large amounts of visitors and tourists, as well as other smaller events.

2. IMPLEMENTATION (1-3 Years)

- Activate public-private partnerships to implement projects that will attract visitors.
- Monitor tourism activity through hotel tax revenue generation.
- Expand arts and cultural resources to attract tourists, including temporary events or installations that showcase the City’s unique arts community.
- Continue to brand and market the City, including the Downtown, to visitors.
- Host events that draw in large amounts of visitors and tourists.

3. EVALUATION (3+ Years)

- Expand and diversify tourist draws in the City of Panama City.
- Conduct long-term strategic visioning and chart a path for the future of the city’s tourism industry.
- Continue to brand and market the City, including the Downtown, to visitors.



Quality of Life

Increase services, resources, and amenities that contribute to a fulfilling, healthy, happy, and well-rounded life for City residents.

RECOVERY NEEDS:

- ✓ Increased Housing Stock and Ownership
- ✓ Public Access to the waterfront
- ✓ Placemaking and support for art and artists
- ✓ Restored Natural Resources
- ✓ Historic Preservation
- ✓ Increased Community Entertainment and Enrichment
- ✓ Education System Support





Goal 4: Create a vibrant community with a high quality of life.

Strategies & Actions

Invest in an Attractive Housing Market that is Affordable to the City's Workforce

Prior to the storm, the City experienced a lack of affordable housing to meet demand from job seekers and low-income residents. These actions will support the City's goal of developing inclusive, affordable housing for the City and identifying solutions in the event of a future disaster.

QL.1.3: Support and expand affordable, inclusive, and live-work housing.*

QL.1.5: Formalize disaster housing plans, processes, and policies.

Provide Accessible Community Services to All Residents and Visitors

The City will continue to evaluate the needs of residents and provide services and resources that support a healthy quality of life.

QL.2.1: Support the implementation of long-term school improvement programs, including wraparound services and programming.*

QL.2.2: Partner with nonprofits and private organizations and strengthen neighborhood associations.*

QL.2.3: Create incentives that encourage individuals within the community to use renewable energy sources.

Honor Panama City's Unique Sense of Place

The City of Panama City will continue to expand initiatives that promote and preserve its unique identity and further define itself in the region.

QL.3.1: Maintain citywide tree canopy.*

QL.3.2: Identify and retrofit historic buildings and properties.*

QL.3.3: Implement nature, wildlife, and water resources conservation initiatives.

* Represents an action that is a continuation from a Recovery Action Plan project



Goal 4: Create a vibrant community with a high quality of life.

Strategies & Actions

Establish Panama City as the Premier Destination for Arts and Culture in the Panhandle

The City of Panama City is known and recognized for its arts and culture. Efforts will be made to encourage and promote this unique attribute.

QL.4.1: Support the local artist community as well as long-term placemaking initiatives.*

QL.4.2: Organize community events to provide residents with temporary or long-term entertainment opportunities.

* Represents an action that is a continuation from a Recovery Action Plan project

Action QL.1.3

Support and expand affordable, inclusive, and live-work housing.

OBJECTIVE QL.1

PRIORITY LEVEL



In-Progress



LEAD: City of Panama City Community Development Department

Action Description + Progress

Developing long-term housing solutions will be essential to support a growing workforce and City population. Homeownership is both an important aspect of community development and a significant asset-building tool for middle-class families. The City of Panama City has a significant opportunity to redesign its housing programs and develop new programs to take advantage of recovery funding and address related homeownership challenges including needed repairs and affordable homeownership for moderate-income households. This will require close alignment with the City’s blight removal strategy. The City can dedicate funding to a comprehensive set of programs including down payment assistance, owner-occupied rehabilitations, infill housing development, financial education, clearing title issues, and similar programs.

POTENTIAL FUNDING SOURCE:

- Community Development Block Grant
- Neighborhood Stabilization Program
- Florida Community Loan Fund
- State Housing Initiatives Partnership Program
- Private affordable housing financing
- Choice Neighborhood Initiative
- Community Development Block Grant – CARES Act

- Community Development Block Grant 108 Loan
- Low-Income Housing Tax Credits
- REBUILD Northwest Florida Residential Hurricane Mitigation Program

ORGANIZATIONS WITH POTENTIAL FUNDING:

- Community Redevelopment Agency

Resources

- Guidance on codes to create an inclusive, affordable, and live-work housing stock
- Guidance on requirements to create an inclusive, affordable, and live-work housing stock
- Guidance on incentives to create an inclusive, affordable, and live-work housing stock
- Current building codes and regulations
- Guidance on engaging with developers
- Guidance on program evaluation

WHERE IS THIS ACTION INVOLVED?

- Recovery Action Plan..... Strategy E.1.2
- Downtown Master Plan.....Strategy 25, 35, 58, 59, 61, 62, 67
- Economic Development Plan..... Page 60
- Bay County Long-Term Recovery Plan..... Strategy 158, 189

MET NEEDS



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

MEASURES OF SUCCESS

- ✓ Support the recruitment of developers to build modern and affordable housing options in the City
- ❑ Continue to pursue infill development projects to make use of vacant lots and neglected land parcels

PARTNERS:

- City of Panama City Development Services Department
- City of Panama City Community Redevelopment Agency
- Panama City Housing Authority
- Bay Economic Development Alliance
- Bay Area Defense Alliance
- Bay County Chamber of Commerce
- Tyndall Air Force Base
- Subcommittee of the Long-Term Recovery Committee

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Purchase available lots for new workforce homeownership units.
 - Provide training for clearing title for heirs' properties.
 - Document desired comprehensive plan changes to the housing element pertaining to post-disaster recovery and redevelopment for possible inclusion in the city's next Evaluation and Appraisal Report.
 - Develop a master budget for the use of State Housing Initiatives Partnership Program (SHIP) and other public funding to support homeownership programs targeted to existing neighborhoods.
 - Educate new homeowners on mitigation strategies and connect homeowners to resources that will support mitigation efforts to create flood and wind resistant homes as affordable housing options are expanded.
 - Educate and provide training on resources to expand home ownership.
 - Assess the City's housing needs and establish housing development goals for neighborhoods throughout the City of Panama City.
 - Design new programs and redesign existing programs to boost homeownership in existing neighborhoods and to align with code enforcement and blight efforts. Close alignment between code enforcement and the housing program is necessary for the success of both programs.
-

2. IMPLEMENTATION (1-3 Years)

- Continue to provide training and education programs for expanding homeownership and mitigation. Include information in outreach strategy about resources to expand home ownership.
 - Continue to purchase available lots for new workforce homeownership units.
 - Identify sites to expand housing on City-owned property (refer to action E.1.2).
 - Explore opportunities to develop housing on City-owned land.
 - Develop and implement plans for senior housing and housing for those with access and functional needs.
 - Support development of new workforce housing.
 - Reform land use and regulatory policies (building code, land use, permitting, etc.) as needed to remove identified barriers and increase the development of new housing, particularly in and around Downtown.
 - Select a program administrator for the City's housing programs through a competitive request-for-proposals (RFP) process.
-

3. EVALUATION (3+ Years)

- Evaluate the need for additional housing sites and partnerships to build housing stock in areas of concentrated growth and need (particularly areas adjacent to or in commercial hubs and centers).

Action QL.1.5

Formalize disaster housing plans, processes, and policies.



 OBJECTIVE QL.1

PRIORITY LEVEL



In-Progress



LEAD: City of Panama City Community Development Department

Action Description + Progress

Hurricane Michael’s destruction displaced residents from their homes and forced them to find housing and shelter elsewhere. The City is currently working on developing policies and procedures to formalize the “tear-down, rebuild” program and creating a disaster plan to better prepare for the next storm. This action seeks to leverage lessons learned from the aftermath of Hurricane Michael to develop formal processes and procedures for disaster housing in order to rehouse residents, address community needs, and maintain the City’s population.

POTENTIAL FUNDING SOURCE:

- City budget

Resources

- Hurricane Michael After-Action Reports
- Hurricane Michael Impact Analysis
- Federal Emergency Management Agency Housing Resources

WHERE IS THIS ACTION INVOLVED?

Recovery Action Plan..... Strategy SS.3.5

Downtown Master Plan.....Strategy 30

Bay County Long-Term Recovery Plan..... Strategy 200, 202, 207, 315

MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Completion of a formal disaster housing plan

PARTNERS:

- City of Panama City Manager
- Panama City Housing Authority
- Housing Authority Board
- Community Redevelopment Board
- Bay County Emergency Management Division

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Develop a disaster housing plan that addresses the needs of displaced residents and sets criteria for temporary housing types and locations. Coordinate this effort with surrounding jurisdictions.
- Meet with local hotels and condo owners in the City and surrounding areas to determine which can be used for temporary housing for relief workers, city employees, and residents. Revisit limits on Airbnb in R-1 Zone.
- Pre-determine sites for mobile homes and travel trailers if they cannot be located on the property that received the damage. It also is important to determine if sites designated for mobile home and travel trailer placement have appropriate infrastructure in place to support this function.
- Decide how the City will provide temporary housing for citizens with special needs, including the elderly and handicapped.
- Consider utilizing multi-use public facilities for temporary housing and establish memorandum of agreements with appropriate jurisdictions.
- Determine if land development code changes are required to allow temporary placement of disaster housing and continue to revise codes if relevant and necessary.
- Evaluate the possible needs of the homeless population in terms of shelter, food, and water in the City of Panama City and determine how the City will work to address these needs post-disaster. Adjust formal disaster housing plans, as necessary, to address these needs.
- Explore opportunities for pre-disaster contracts or mutual aid agreements to quickly deploy housing and community resources after a disaster (i.e., food, water, comfort stations, communication). Record any related agreements in disaster plans.

2. IMPLEMENTATION (1-3 Years)

- Formally adopt disaster housing plans.
- Implement pre-disaster actions and policies, where possible.
- Educate and train appropriate agencies on procedures and processes.

3. EVALUATION (3+ Years)

- Continue to educate and train agencies on disaster housing plan procedures and policies.

Action **QL.2.1**

OBJECTIVE QL.2

PRIORITY LEVEL



Pending



Support the implementation of long-term school improvement programs, including wraparound services and programming.

LEAD: Bay County School District; City of Panama City Community Development Department

Action Description + Progress

Improving school performance will be critical to the long-term enhancement of City of Panama City’s quality of life. The City and the school district should work together to provide extended services to all students including: educational and recreational enrichment (e.g., tutoring, after-school programming, access to college courses); health and wellness programs (e.g., health screenings, mental and behavioral health services, and counseling) and social services (e.g., mentoring, crisis intervention, family supportive services). Providing these services will improve student well-being and increase quality of life for the City’s current residents and is the best approach to improving school performance, which is critical for the City to attract new residents.

POTENTIAL FUNDING SOURCE:

- Promise Neighborhoods Initiative
- Full-Service Community Schools

ORGANIZATIONS WITH POTENTIAL FUNDING:

- Florida State University
- Gulf Coast State College
- Bay County Agencies
- Florida Department of Education
- U.S. Department of Education

- City Agencies
- PanCare
- American Red Cross
- U.S. Department of Health and Human Services
- Career Source Gulf Coast
- National Center for Community Schools
- U.S. Department of Health and Human Services

Resources

- List of funding opportunities for wrap around services
- Guidance for establishing wraparound services

WHERE IS THIS ACTION INVOLVED?

- Downtown Master Plan*.....Strategy 57
- Economic Development Plan*..... Page 76
- Bay County Long-Term Recovery Plan*..... Strategy 142

MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Increased programming
- ☐ Partnership established with Bay District Schools
- ☐ Martin Luther King Recreation Center Completion

PARTNERS:

- PanCare
- American Red Cross
- US Department of Health and Human Services
- City of Panama City Quality of Life Department
- City of Panama City Commission
- City of Panama City Community Redevelopment Agency
- Florida State University; Gulf Coast State College
- Bay County
- CareerSource Gulf Coast
- National Center for Community Schools
- Florida Department of Education
- US Department of Education

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- In collaboration with the Bay County School District, identify programs and services that can benefit students (e.g., after school programming). Prioritize elementary schools and schools with immediate needs. Create programs that involve parents.
 - Research organizations that can provide guidance and partnership in establishing wraparound services.
 - Partner with Bay District Schools to develop an integrated school plan to address the needs of Bay District Schools and charter schools in the City of Panama City.
-

2. IMPLEMENTATION (1-3 Years)

- Explore alternative funding opportunities for Bay District Schools wrap-around services and additional school programming.
 - Provide students in the City of Panama City with additional wraparound services including after-school programming, mentoring programs, and tutoring.
 - Dedicate City resources to provide wraparound services and additional staff to focus on improving schools in the City of Panama City, such as an assistant superintendent for the City of Panama City schools.
 - Create opportunities for high school students to access vocational training or college preparatory classes at Gulf Coast State College and Florida State University.
 - Attract Florida State University programs to Downtown locations.
-

3. EVALUATION (3+ Years)

- Provide Bay District Schools' students with wraparound services including a continuation of mental health and behavioral services, after-school programming, mentoring programs, crisis interventions and tutoring.
- Continue to create opportunities for high school students to access vocational training or college preparatory classes at Gulf Coast State College and Florida State University .
- Evaluate student program success and progress.

Action QL.2.2

Partner with nonprofits and private organizations and strengthen neighborhood associations.

OBJECTIVE QL.2

PRIORITY LEVEL



Pending



LEAD: City of Panama City Quality of Life Department

Action Description + Progress

The City has limited staff and resources to implement community development efforts and quality of life improvements. In the near term, the City can form partnerships with local and regional nonprofits to provide public events and services that align with nonprofit missions and City goals. Nonprofits may be interested in providing arts and cultural events, recreational programming and community services to Panama City’s residents, which would enhance quality of life while limiting the need for City resources. These nonprofit partnerships can support other strategies, including activating public green spaces, providing wraparound services at schools, expanding homeownership, and supporting small businesses. Strengthening neighborhood associations and expanding community development organizations increases engagement and community ownership over redevelopment efforts.

POTENTIAL FUNDING SOURCE:

- City budget

Resources

- List of other nonprofits
- Guidance for engagement with local nonprofits
- Guidance for engagement with national associations and philanthropies

WHERE IS THIS ACTION INVOLVED?

Recovery Action Plan..... Strategy SS.3.5

Economic Development Plan..... Page 66, 78

MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Double the partnerships with private and nonprofit organizations
- ☐ 5,000 volunteer hours completed
- ☐ 2 volunteer opportunities per quarter

PARTNERS:

- City of Panama City Community Redevelopment Agency; City of Panama City Community Development Department

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Follow up with groups that have attended public meetings and design charette activities and solicit ideas for specific events and services those groups are interested in supporting.
 - Identify and contact other local or regional nonprofit organizations, private organizations, and national associations whose work and missions align with the City's action areas, including quality of life and access to opportunity. Approach organizations about supporting the establishment and expansion of community development organizations and providing technical assistance to active neighborhood associations.
 - Identify areas of alignment between City priorities and resources and nonprofit/private organization priorities and formalize support provided by each partner.
 - Create oversight committee and/or position within the City that will coordinate with nonprofits and oversee efforts as they relate to redevelopment and recovery.
-

2. IMPLEMENTATION (1-3 Years)

- Establish new partnerships and award funding to nonprofit partners and private organizations to support the Economic Development Strategy.
 - Implement initiatives developed through partnerships and provide support where possible.
 - Utilizing public space, communications, and outreach to convene community conversations and support community engagement and new or growing neighborhood associations with.
-

3. EVALUATION (3+ Years)

- Continue forming and maintaining partnerships with nonprofits, private organizations, and national associations.
- Assess community needs regularly (at least annually) to inform future engagement of community and volunteer groups.

Action QL.2.3

Create incentives that encourage individuals within the community to use renewable energy sources.

LEAD: City of Panama City Community Development Department; City of Panama City Public Works Department

Action Description + Progress

Encourage individuals and businesses to use renewable resources. This includes paper and recyclable products in restaurants and homes. Sustainable resources can help offset utility bills and reduce waste, improving the lives of residents and contributing to environmental conservation and the development of a smart city.

POTENTIAL FUNDING SOURCE:

- Coca-Cola Public Spaces Recycling Bin Grant Program
- PepsiCo Recycling Zero Impact Fund

Resources

- Guidance on renewable energy initiatives

WHERE IS THIS ACTION INVOLVED?

Recovery Action Plan..... Strategy I.2.7

Economic Development Plan..... Page 320, 322

 OBJECTIVE QL.2

PRIORITY LEVEL



Pending



MET NEEDS

2

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

MEASURES OF SUCCESS

- ☐ Reduction in plastic straw usage
- ☐ Establishment of educational campaigns
- ☐ Increase in PACE program participation

PARTNERS:

- Nonprofit organizations in the City of Panama City

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Develop a strategy to establish recycling services within the City that includes locations for collection sites, processes for disposal, and coordination with existing processing facilities and/or plans to develop a facility in or near the City.
 - Develop a strategy to create and implement renewable energy and sustainable living incentives for City residents.
 - Explore the potential of implementing the Property Assessed Clean Energy (PACE) program.
 - Develop a comprehensive community education and outreach campaign to publicize the new services and incentives that will be available and encourage residents to take advantage of the new services.
 - If necessary, issue a request for proposals through a competitive bid process to solicit contracted assistance to prepare for or implement this initiative.
-

2. IMPLEMENTATION (1-3 Years)

- Educate the community on the incentives, programs, and benefits of investing in renewable energy sources and participating in sustainable programming via implementation of the community outreach and education campaign.
 - Implement strategies to establish recycling services and to create and implement renewable energy and sustainable living incentives for City residents.
 - If contracting support was secured, coordinate with the contractor to ensure work is performed on time and in accordance with the agreed upon scope.
 - If PACE program is viable, create a resolution to participate in the program to allow citizens to obtain credit.
 - Monitor use of the new services and incentives to determine whether the outreach and education campaign should be modified or reinitiated to drive up interest.
-

3. EVALUATION (3+ Years)

- Continuously evaluate use of the programs and initiatives and make changes to operational protocols to enhance or streamline performance.

Action QL.3.1

Maintain citywide tree canopy.



 OBJECTIVE QL.3

PRIORITY LEVEL



In-Progress



LEAD: City of Panama City Quality of Life Department

Action Description + Progress

Maintain restored tree canopy and the Tree City USA designation by the Arbor Day Foundation through the regular monitoring and maintenance of trees. This action requires engaging community members, nonprofits, and environmental organizations to maintain upkeep of the tree canopy in the City of Panama City. As of 2020, the City has maintained its Tree City USA designation.

POTENTIAL FUNDING SOURCE:

- TD Green Space Grants
- Private Investors
- One Tree Planted
- Tree Assistance Program
- Resilient Communities Program

ORGANIZATIONS WITH POTENTIAL FUNDING:

- U.S. Department of Agriculture Natural Resources Conservation Service
- U.S. Department of Agriculture
- Florida Department of Environmental Protection
- National Fish and Wildlife Foundation

Resources

- Guidance on native trees
- Guidance on how to plant environmentally sensitive or resilient trees
- Native trees, planting supplies, and maintenance supplies

WHERE IS THIS ACTION INVOLVED?

Recovery Action Plan..... *Strategy 1.2.3, QL.3.3, QL.4.2*

Downtown Master Plan.....*Strategy 11, 13, 18*

Economic Development Plan..... *Page 64*

Bay County Long-Term Recovery Plan..... *Strategy 295*

MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Tree resolution finalized and adopted
- ☐ Creation of educational materials about the tree resolution
- ☐ Double tree workshops over three years

PARTNERS:

- ReTree PC

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Recruit volunteers and community organizations to support the restoration and maintenance of the City tree canopy.
 - Engage with the public to determine key citizens and stakeholders to serve on the Tree Board. Identify and assign maintenance responsibilities to various members of the Tree Board.
 - Confer with State officials to understand impact of State legislation on local policies and ordinances. Update tree canopy maintenance policies accordingly and create resolution to support tree canopy maintenance Citywide (including Downtown).
 - Identify/apply for additional funding sources to meet the Arbor Day Foundation \$2 per capita requirement, if necessary.
 - Plan for and identify community partners to support an annual Arbor Day Celebration for the upcoming year.
 - Develop marketing campaign to inform residents of the celebration and encourage their attendance.
-

2. IMPLEMENTATION (1-3 Years)

- Begin maintenance procedures as restoration is ongoing. Engage community members in maintenance events.
 - Implement maintenance activities and maintenance plan.
 - Organize and host an Arbor Day Celebration, in coordination with volunteer groups and relevant City departments.
-

3. EVALUATION (3+ Years)

- Evaluate and update tree maintenance and ordinances, as necessary.
- Continue maintenance activities.
- Continue to host annual Arbor Day Celebration; initiating planning for the next year within three months of the previous year's event.

Action QL.3.2

Identify and retrofit historic buildings and properties.

OBJECTIVE QL.3

PRIORITY LEVEL



In-Progress



LEAD: Private Owners; City of Panama City Development Services Department

Action Description + Progress

While there are historic sites and properties that were left unharmed by Hurricane Michael, efforts should be made to increase their resilience to future disasters. This involves taking inventory of historic properties and current conditions, and retrofits to existing sites to bolster their resilience to future impacts. The City is currently working to get the Martin Theatre, Publishing Museum, and the McKenzie House added to the National Register of Historic Places.

POTENTIAL FUNDING SOURCE:

- National Park Service Emergency Supplemental funding from the Historic Preservation Fund (ESHPF)
- State Historic Preservation Grants
- State Cultural and Historical Grant Programs

Resources

- Guidance on retrofitting historical sites/buildings
- Historical building inventory
- Supplies as need for repairs

WHERE IS THIS ACTION INVOLVED?

Downtown Master Plan.....Strategy 25, 35, 41, 76

Bay County Long-Term Recovery Plan..... Strategy 294, 312, 313

MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Establishment of a historic preservation committee
- ☐ Creation of a grant program dedicated to sponsoring historic preservation projects
- ☐ Completion of a historical building and property inventory
- ☐ Development of historic preservation overlay

PARTNERS:

- Bay County Historical Society
- City of Panama City Quality of Life Department
- City of Panama City Community Development Department
- Friends of the Governor Stone, Inc.

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Inventory historic buildings and structures in the City of Panama City and current conditions and maintenance needs.
 - Develop a strategy for retrofitting historic buildings and structures that were not damaged by Hurricane Michael.
 - Coordinate with Historical Society and the City of Panama City Quality of Life Department to develop and design events and programming for historic properties and buildings.
 - Explore tools to increase protections on historic structures, and incentivize preservation/reuse of buildings:
 - Existing inventories should be updated, if needed, and National Register status considered for eligible buildings.
 - Participate in the Florida Certified Local Government Program (CLG) to identify, evaluate and protect historic properties.
 - A demolition-by-neglect ordinance would discourage property owners from allowing long-term deterioration.
 - Adoption of the International Existing Building Code would facilitate renovation at a lower cost.
 - Restoration of historic buildings should be incentivized through 10-year tax abatement and improvement grants.
 - Implement zoning that permits transfer of unused development rights (severable use rights) from locally listed historic properties. Receiving sites would need to be dedicated elsewhere in the City as part of a Transfer of Development Rights (TDR) program.
 - Establish historic preservation overlay.
-

2. IMPLEMENTATION (1-3 Years)

- Identify funding sources and develop an approach to retrofit historic sites.
 - Establish a historic preservation committee that will be responsible for maintaining the City's unique history and culture.
 - Implement event and programming for historic properties and buildings.
 - Design or revise maintenance schedules to protect and preserve historic sites.
 - Revise zoning ordinances or other land use policies as needed to address retrofits and maintenance procedures.
 - Establish a City grant program aimed at funding projects that preserve historic buildings, properties, and sites.
-

3. EVALUATION (3+ Years)

- Evaluate the success of retrofits and identify additional work that needs to be conducted.

Action QL.3.3

Implement nature, wildlife, and water resources conservation initiatives.

OBJECTIVE QL.3

PRIORITY LEVEL



Pending



LEAD: City of Panama City Quality of Life Department

Action Description + Progress

Downed trees and debris generated from Hurricane Michael negatively impacted the wetlands and wildlife that depend on a healthy ecosystem to survive. Investing in programming, policies, and initiatives that support the conservation of natural resources and wildlife will ensure that the City's natural resources are restored and maintained and can then be leveraged to engage visitors and residents.

POTENTIAL FUNDING SOURCE:

- Private Funding
- One Tree Planted
- TD Green Space Grants
- Florida Forever Program
- Resilient Communities Program

ORGANIZATIONS WITH POTENTIAL FUNDING:

- National Forest Foundation

Resources

- Land use policies and regulations
- Guidance on revisions in land use policies and regulatory processes for nature, wildlife, and Bay preservation initiatives
- Guidance on development of a citywide conservation plan
- Guidance for events and programming to supplement funding for conservation measures
- U.S. Department of Agriculture Forest Service/Farm Service Technical Assistance Program

WHERE IS THIS ACTION INVOLVED?

Recovery Action Plan..... Strategy I.1.3, I.2.5, QL.3.1

Downtown Master Plan.....Strategy 19, 25

Bay County Long-Term Recovery Plan..... Strategy 201, 217, 238, 273, 285, 286

MET NEEDS



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

MEASURES OF SUCCESS

- ☐ Increase in property values
- ☐ Reduction in damage cost for next small-scale storm event
- ☐ Increased recreational opportunities in conserved areas
- ☐ Reduction in cost associated with pollution

PARTNERS:

- City of Panama City Manager
- City of Panama City Commission
- City of Panama City Development Services Department
- City of Panama City Community Redevelopment Agency
- City of Panama City Public Works Department
- City of Panama City Engineering Department
- Bay County
- National Oceanic and Atmospheric Association
- Gulf Coastal Plain Ecosystem Partnership
- Waterfronts Florida
- Bay County Conservancy
- St. Andrew Bay Resource Management Association (St. Andrew Bay Watch)

Implementation Steps

0. PROGRESS AT TIME OF PUBLICATION (*Storm-Month-0*)

- Bay County Conservancy acquired and manages 18 preserves in five counties.

1. IDENTIFICATION / PLANNING (*0-1 Years*)

- Identify the need for a revision in policies, such as land use, zoning ordinances, and regulatory processes to support conservation (e.g., implement deed restrictions on City parks and any open space to keep them as open space, no impervious development).
- Evaluate the need for a citywide conservation plan.
- Create events and programming that can supplement funding, while also connecting residents and visitors to natural assets and recreational opportunities.
- Inventory natural resource assets.
- Work with Bay County Conservancy and other community conservation organizations to evaluate the need for land acquisition for wetland protection or coastal preservation that could also serve a hazard mitigation function.
- Utilize Friends of the Park(s) group and Bay County Conservancy to foster environmental stewardship among the community and in schools. Partner with the group to maintain natural resources.
- Integrate hazard mitigation and post-disaster redevelopment planning practices into the Community Redevelopment Agency's strategic planning process.

2. IMPLEMENTATION (*1-3 Years*)

- Present and submit policies (e.g., land use, zoning ordinances) and conservation plan for approval to City Commission, including public comment period, if necessary.
- Publish, disseminate, and market revised conservation initiatives and policies, if necessary and as appropriate.
- Implement programming and initiatives developed for conservation and community engagement (e.g., water recycling).

3. EVALUATION (*3+ Years*)

- Continue to develop and implement conservation programming and initiatives.
- Enforce land use and conservation policies.
- Continue to implement strategies from the citywide conservation plan.
- Implement strategies from the Local Mitigation Strategy that seek to protect and conserve environmental and natural resources.

Action QL.4.1

Support the local artist community as well as long-term placemaking initiatives.

LEAD: City of Panama City Community Development Department

Action Description + Progress

Placemaking initiatives that support local artists can provide quick, low-cost solutions that engage the community in restoring the City and creating a livable and thriving place. In particular, these initiatives can provide a fast solution to improve areas that seem blighted or in need of revitalization. In doing so, the City creates a welcoming atmosphere and sense of community among its residents, in addition to improving destroyed and blighted areas. The City can utilize its strong arts culture to further liven public gathering spaces. Additionally, the City can create gateways to define and promote itself as a unique and bustling community and regional economic engine.

The City currently has multiple projects underway to support the local artist community, including a mural program for emerging artists and a program to commission artwork on utility boxes across the City, and is actively pursuing funding for further programs.

POTENTIAL FUNDING SOURCE:	ORGANIZATIONS WITH POTENTIAL FUNDING:
<ul style="list-style-type: none">Private InvestmentsState Cultural and Historical Grant Programs	<ul style="list-style-type: none">National Endowment for the ArtsThe National Governors Association

Resources

- Examples of cities with strong arts communities
- Guidance on community arts initiatives and incentives
- Examples of City’s art and placemaking initiatives

WHERE IS THIS ACTION INVOLVED?

Recovery Action Plan.....	Strategy E.2.3, QL.4.2
Downtown Master Plan.....	Strategy 25, 31, 56, 71, 72
Bay County Long-Term Recovery Plan.....	Strategy 219, 241, 302, 303

OBJECTIVE QL.4

PRIORITY LEVEL

In-Progress



MET NEEDS

6	1	4
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- Safety & Security
- Economy
- Infrastructure
- Quality of Life

MEASURES OF SUCCESS

- ☐ Policy or ordinance that integrates the arts into infrastructure
- ☒ Establishment of a mural program
- ☐ National recognition for arts programs

PARTNERS:

- City of Panama City Quality of Life Department
- City of Panama City Community Redevelopment Agency
- Project for Public Spaces
- City of Panama City Downtown Improvement Board
- Gulf Coast State College
- Martin Theatre
- McKenzie House



Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Identify areas in need of beautification and activation (particularly in Downtown).
- Develop partnership between Downtown Improvement Board, local artists, and additional community organizations to create low-cost, high impact projects that enhance community spaces (e.g., bike lanes, street art, landscaping, parklets).
- Identify a strategy that includes a range of initiatives that will support and promote Panama City's unique historic and artistic character (e.g., street music, water art, digital art).
- Identify need to adjust land use ordinances, if relevant, and coordinate with City to initiate policy change.
- Establish Gulf Coast State College arts campus Downtown.
- Establish a community art program that supports low cost placemaking projects including murals, street signs, public benches, etc.
- Identify major corridors (e.g., Route 231) that act as entrances to the City.
- Hire consultant(s) to develop a plan/design to redevelop City entrances as recognizable and distinct gateways into the City.
- Consider adopting a pop-up business license.
- Develop policies and programs that support art around the City (e.g., City mural program, art and infrastructure initiative).

2. IMPLEMENTATION (1-3 Years)

- Incorporate an arts and culture theme into the Downtown revitalization.
- Build the capacity of existing arts organizations through grants, providing low-cost space for events or performances and partnering on programming for public events.
- Increase usage of Martin Theatre and McKenzie House.
- Explore potential art treatments of the Chevron tank farm to reduce its negative visual impact.
- Implement strategy to integrate art throughout the neighborhoods, communities, public space, and culture of the City of Panama City
- Host community events and programming to implement placemaking and art projects. Connect formal, regular events to artists.
- Work with consultant(s) to approve and implement plans for revitalizing and redesigning City gateways.
- Establish maintenance procedures to manage projects.
- Promote relationship with sister city in Mérida, Yucatán in Mexico.

3. EVALUATION (3+ Years)

- Continue to identify and evaluate need for additional projects.
- Evaluate progress on ongoing projects (e.g., City gateway construction).

Action QL.4.2

Organize community events to provide residents with temporary or long-term entertainment opportunities.

LEAD: City of Panama City Quality of Life Department

Action Description + Progress

Many of the City’s recreational businesses and activities were damaged as a result of Hurricane Michael, some of which have yet to reopen. With the loss of some of the City’s parks and fewer recreational activities available, there are fewer entertainment options for residents and families. Organizing community events can increase recreational and entertainment opportunities while also stimulating the economy.

The City recently hired a new events program supervisor and plans to hire a part-time youth-focused program staffer to drive new community engagement initiatives. The Quality of Life Department also plans to create a new process for registering events in the City to streamline the process.

POTENTIAL FUNDING SOURCE:	ORGANIZATIONS WITH POTENTIAL FUNDING:
<ul style="list-style-type: none">• Private investments• City’s budget	<ul style="list-style-type: none">• National Endowment for the Arts• National Governors Association

Resources

- | | |
|---|---|
| <ul style="list-style-type: none">• Supplies for community events• Guidance on streamlining event approval process | <ul style="list-style-type: none">• Guidance on social media campaigns to support public engagement |
|---|---|

WHERE IS THIS ACTION INVOLVED?

- Recovery Action Plan..... Strategy E.2.2, QL.2.4, QL.3.1
- Downtown Master Plan.....Strategy 28, 51-55, 79
- Bay County Long-Term Recovery Plan..... Strategy 217

OBJECTIVE QL.4

PRIORITY LEVEL







In-Progress



MET NEEDS



- | | |
|---|---|
|  Safety & Security |  Infrastructure |
|  Economy |  Quality of Life |

MEASURES OF SUCCESS

- ☐ Host one annualized signature festival in 2022
- ☐ Host one smaller-scaled event per quarter

PARTNERS:

- City of Panama City Quality of Life Department
- City of Panama City Community Redevelopment Agency
- Project for Public Spaces
- City of Panama City Downtown Improvement Board
- Gulf Coast State College
- Martin Theatre
- McKenzie House

Implementation Steps

1. IDENTIFICATION / PLANNING (0-1 Years)

- Survey community to evaluate interest in a variety of community events, including festivals, events focused on volunteering, art events, or music events.
 - Develop a marketing and outreach strategy to inform residents of the event(s) as well as opportunities to get involved by volunteering time or financial resources.
 - Develop an initial list of pilot community events to implement in Phase 2 based on the results of the survey.
 - Streamline the event approval process and reduce fee. Revise event guides.
 - Evaluate sources of funding and community partners to support implementation of community events. Partner with existing community organizations to support initiatives (e.g., clean-up events).
 - Partner with tourism organizations to help publicize events that could also draw out-of-town visitors.
 - Develop quarterly events.
 - Secure a venue and requisite permits to host scheduled events.
 - Implement pilot community events. Ensure that there is free access to public events and spaces and that marketing to a variety of audiences (e.g., access and functional needs populations, military families). Plan for one major new family-oriented event for 2020. Pursue smaller-scale weekly or monthly events (e.g., outdoor movies in McKenzie Park, charity races).
-

2. IMPLEMENTATION (1-3 Years)

- Hold one major new family-oriented, annual festival or event in 2020.
 - Celebrate re-opening of the marina.
 - Continue to pursue smaller-scale weekly or monthly events.
 - Form partnerships to build up annualized events in the future. Work with outside groups to organize events around music, wine, boats, antique cars, etc.
 - Begin planning major events to attract tourists, such as regattas and fishing tournaments.
 - Evaluate and update marketing strategy as physical improvements are made in the City.
 - Host annualized large-scale events as physical repairs and improvements are made (e.g., pop-up music, jamming on the water).
 - Expand social media presence.
 - Evaluate success of Phase 1 community events through internal review and community solicitation.
 - If feasible, implement the entertainment district sales tax to support programming and marketing.
-

3. EVALUATION (3+ Years)

- Celebrate opening of the Waterfront Promenade.
- Hold major new tourist-oriented and family-oriented events or festivals.
- Continue hosting annual, quarterly, monthly, and weekly events.
- Identify engaged community members or outside organizations that have the capacity to assume greater ownership of public events and increase their role in organization, if they agree to do so.
- Maintain and expand social media marketing.
- Evaluate the feasibility of implementing an entertainment district sales tax to support programming and marketing.
- Evaluate success of Phase 2 community events through internal review and community solicitation.



Appendices

The Appendices provide additional information and resources to facilitate the implementation of the actions detailed in Redevelopment Roadmap and to maintain the Redevelopment Plan as a living document.

Appendix A: Funding Opportunities

This appendix provides a resource for the City to understand funding opportunities available to implement redevelopment actions. This will serve as a living and evolving resource to understand the funding landscape and provide additional tools and information related to funding sources, where available and needed.

Available sources for financing redevelopment recommendations may include the following:

- **Local, State, and Federal Grant and Loan Opportunities:** A wide range of state and federal programs are available to provide financial assistance to redevelopment efforts when local resources are overburdened or unavailable.
- **Commercial/Small Business Administration Loans:** These loans are a source of support for funding economic revitalization and the return of businesses and jobs and are secured through private institutions, often local banks.
- **Private, Non-profit, and Other Sources:** Donations and funding opportunities from charitable organizations, community foundations, or private donors are options to fund recovery actions.

These funding sources can be used in addition to the City of Panama City resources, which should be allocated based on priority to implement redevelopment actions. **Participatory budgeting** is an alternative method to facilitate allocation, which will allow for a continuation of community engagement throughout the long-term redevelopment process. This method involves community engagement through a process where residents vote to make decisions on budgetary allocations for public projects, fostering a sense of trust and empowerment within the community and assisting the City in understanding community priorities. To support the implementation of the redevelopment actions, key funding sources, program descriptions, and agencies/organizations are included in **Table A.1**.

For an exhaustive list of funding sources, please refer to Hagerty Consulting.

Table A.1: Funding Opportunities⁴

Funding Opportunity	Agency/Organization and Level of Scope	Capabilities/Authorities
Community Development Block Grant	United States Department of Housing and Urban Development (National)	The Community Development Block Grant program is available through the Department of Housing and Urban Development and provides funding for projects that address community development needs.
Community Development Block Grant 108 Loan	United States Department of Housing and Urban Development (National)	The Section 108 Loan Guarantee Program (Section 108) provides communities with low-cost, flexible financing for economic development, housing rehabilitation, public facilities, and other physical infrastructure projects, including those to increase resilience to natural disasters. Section 108's unique flexibility and range of applications makes it one of the most potent and important public investment tools that the United States Department of Housing and Urban Development offers to state and local governments. Section 108 offers Community Development Block Grant recipients the ability to leverage their annual grant allocation to gain access to federally guaranteed loans large enough to pursue physical and economic development projects capable of revitalizing entire neighborhoods.
Emergency Management Preparedness and Assistance (EMPA) Grant	Florida Department of Emergency Management (State)	Awarded to counties to implement and administer county emergency management programs including management and administration, training and operations. Consists of federal allocations to the state.
Emergency Management Performance Grants (EMPG)	Federal Emergency Management Agency (National)	The EMPG Program provides resources to assist State, local, tribal and territorial governments in preparing for all hazards, as authorized by the Robert T. Stafford Disaster Relief and Emergency Assistance Act. The federal government, through the EMPG Program, provides necessary direction, coordination, and guidance, and provides necessary assistance so that a comprehensive emergency preparedness system exists for all hazards. The EMPG Program focuses on planning, operations, equipment acquisitions, training, exercises, and construction and renovation in enhancing and sustaining an all-hazards emergency management capability.
Hazard Mitigation Assistance	Federal Emergency Management Agency (National)	Hazard Mitigation Assistance program includes three grant programs, one of which supports mitigation projects following a Presidential major disaster declaration (Hazard Mitigation Grant Program). Pre-Disaster Mitigation (PDM) grant program provides funds for hazard mitigation planning and projects on an annual basis. Flooding Mitigation Assistance (FMA) grant program provides funds for planning and projects to reduce or eliminate risk of flood damage to buildings that are insured under the National Flood Insurance Program (NFIP) on an annual basis.

⁴ Program descriptions taken or adapted from program websites.

Appendix B: Organizations

Table B.1 provides information on lead and partner organizations, their capabilities, and contact information (if publicly available). This list also contains organizations that can provide resources and technical assistance to support redevelopment.

Table B.1: Recovery Organization Directory

Organizations	Level of Scope	Capabilities	Contact Information
Agency for Deaf Advocacy and Services	National	<ul style="list-style-type: none"> Provides support and advocacy for those who are deaf and hard of hearing throughout the nation 	http://deafadvocacyservices.com/
American Red Cross (North Florida Region)	Regional	<ul style="list-style-type: none"> Provides disaster and blood donation services Manages volunteers 	1115 Easterwood Drive Tallahassee, FL 32311 (850) 878-6080 https://www.redcross.org/local/florida/north-florida.html
AmeriCorps Goodwill GoodWorks!	County	<ul style="list-style-type: none"> Supports civic engagement Provides resources, job training, and job placement for those affected by economic downturn 	300 Mabry St Tallahassee, FL 32304 (850) 522 – 3900 www.goodwillbigbend.com
Bay Area Defense Alliance	County	<ul style="list-style-type: none"> Works with Florida's state and national elected officials to study capability of the military and facilitate the Defense Infrastructure Grant program 	http://baydefensealliance.org/
Bay Arts Alliance	County	<ul style="list-style-type: none"> Provides county cultural learning experiences for students Provides festival support and sponsorship Disseminates information surrounding the arts 	19 E St Panama City, FL 32401 (850) 640 - 3670 www.bayarts.org
Bay Building Industries Association	County	<ul style="list-style-type: none"> Represents building and remodeling industry 	223 Forest Park Circle Panama City, FL 32405 (850) 784 - 0232 http://www.baybia.org/

Organizations	Level of Scope	Capabilities	Contact Information
Bay County Board of County Commissioners	County	<ul style="list-style-type: none"> Serves as executive and legislative authority for Bay County 	840 W 11th Street Panama City, FL 32401 850-248-8140 https://www.co.bay.fl.us/305/County-Commissioners
Bay County Chamber of Commerce	County	<ul style="list-style-type: none"> Supports economic partnerships (public/private) Provides economic strategy and leadership development Provides resources for local businesses 	Temporary address: 5230 W. HWY 98 Panama City, FL 32401 (850) 785 – 5206 www.Panamacity.org
Bay County Conservancy, Inc.	County	<ul style="list-style-type: none"> Purchases land Provides natural resource protection/preservation Supports sustainability Provides volunteers 	P.O. Box 112 Panama City, FL 32402 (850) 281-7500 http://www.baycountyconservancy.org/
Bay County Contractors and Associates	County	<ul style="list-style-type: none"> Improves infrastructure Secures the future for contractors, engineers and vendors 	1805 Tennessee Ave Lynn Haven, FL 32444 http://www.baycountycontractors.net/
Bay Economic Development Alliance	County	<ul style="list-style-type: none"> Encourages economic development and tourism throughout Bay County 	490 Grace Avenue Panama City, FL 32401 (850) 215 - 9965 http://1-888baysite.com/
Bay County Emergency Management Division	County	<ul style="list-style-type: none"> Maintains responsibility for development, implementation, and management of countywide disaster prevention, protection, response, recovery, and mitigation activities 	700 Highway 2300 Southport, FL 32409 (850) 784 - 4010 https://www.baycountyfl.gov/166/Emergency-Management-Division
Bay County Emergency Medical Services	County	<ul style="list-style-type: none"> Provides medical support for Bay County Maintains intensive care units 	700 Highway 2300 Southport, FL 32409 (850) 248 - 6040 https://www.baycountyfl.gov/170/Emergency-Medical-Services-EMS
Bay County Geographic Information Systems	County	<ul style="list-style-type: none"> Provides geographic information systems 	840 W 11th Street Suite 2300 Panama City, FL 32401 (850) 248 - 8071 https://www.baycountyfl.gov/265/GIS

Organizations	Level of Scope	Capabilities	Contact Information
Bay County Historic Society	County	<ul style="list-style-type: none"> • Maintains historical documentation • Provides historical site identification • Provides esource hub for local historical projects 	133 Harrison Avenue Panama City, FL 32403 (850) 818 - 0964 www.bayhistorysociety.net
Bay County Public Works Department	County	<ul style="list-style-type: none"> • Oversees various divisions that preserve and protect county infrastructure 	840 W 11th Street Panama City, FL 32401 (850)-248-8302 https://www.co.bay.fl.us/255/Public-Works
Bay County Roads and Bridges Department	County	<ul style="list-style-type: none"> • Conducts post-Michael roadway construction • Conducts road, drainage, and bridge maintenance • Provides traffic analysis • Studies transportation safety and reliability 	840 W 11 th St. Panama City, FL 32401 (850) 248 - 1234 www.co.bay.fl.us/176/Roads-Bridges
Bay County Sheriff's Office	County	<ul style="list-style-type: none"> • Reduces and eliminates crime 	3421 N Highway 77 Panama City, FL 32405 (850) 747 - 4700 www.bayso.org
Bay District Schools	County	<ul style="list-style-type: none"> • Provides innovative teacher housing solutions • Supports programs for student success • Conducts resource sharing (where possible) • Supports school partnerships 	1322 Balboa Ave. Panama City, FL 32401 (850) 767 - 4100 http://www.bay.k12.fl.us
Bay Medical Sacred Heart	County	<ul style="list-style-type: none"> • Provides comprehensive medical services 	615 North Bonita Avenue Panama City, FL 32401 (850) 769 - 1511 https://baymedical.org/
CareerSource Gulf Coast	Regional	<ul style="list-style-type: none"> • Offers services and resources to facilitate job placement 	625 HWY 231 Panama City, FL 32401 (850) 872-4340 https://www.careersourcegc.com/default.aspx
Center for Community Progress	National	<ul style="list-style-type: none"> • Helps communities turn vacant, abandoned, deteriorated properties into community assets 	111 E. Court Street, Suite 2C-1 Flint, Michigan 48502 (877) 542 – 4842 https://www.communityprogress.net/

Organizations	Level of Scope	Capabilities	Contact Information
City of Panama City Engineering	Local	<ul style="list-style-type: none"> Provides construction and design services for capital projects Reviews stormwater management design 	501 Harrison Avenue Panama City, FL 32401 (850) 872-3015 https://www.pcgov.org/167/Engineering
City of Panama City – City Commissioners	Local	<ul style="list-style-type: none"> Serves as executive and legislative authority for the City of Panama City 	https://www.pcgov.org/395/City-Commission
City of Panama City Code Enforcement Board	Local	<ul style="list-style-type: none"> Holds hearings regarding demolition of unsafe structures, lot cleanup, abandoned or junked vehicles, sign violations, and cutting protected trees without a permit 	501 Harrison Avenue Panama City, FL 32401 (850) 872-7209 https://www.pcgov.org/225/Code-Enforcement-Board
City of Panama City Community Development	Local	<ul style="list-style-type: none"> Provides social and human services and resources Works to increase, preserve, and enhance affordable and livable housing 	501 Harrison Avenue Panama City, FL 32401 (850) 872-7230 https://www.pcgov.org/157/Community-Development
City of Panama City Community Redevelopment Agency (CRA)	Local	<ul style="list-style-type: none"> Completes infrastructure improvements Completes blighted area improvements Completes community investments 	501 Harrison Avenue Panama City, FL 32401 (850) 215-3872 https://www.pcgov.org/163/CRA
City of Panama City Community Redevelopment Board	Local	<ul style="list-style-type: none"> Supports community redevelopment and revitalization Builds community investment and pride 	501 Harrison Avenue Panama City, FL 32401 https://www.pcgov.org/226/Community-Redevelopment-Board
City of Panama City Development Services	Local	<ul style="list-style-type: none"> Conducts comprehensive land planning and development regulation 	501 Harrison Avenue Panama City, FL 32401 (850) 872 – 7259 https://www.pcgov.org/175/Development-Services
City of Panama City Downtown Improvement Board	Local	<ul style="list-style-type: none"> Conducts business incentive development, recruitment Supports downtown programming and public/private partnership development 	501 Grace Ave. Panama City, FL 32401 (850) 785-2554 www.historicdowntownnpc.com
City of Panama City Fire Department	Local	<ul style="list-style-type: none"> Conducts comprehensive emergency planning Conducts fire training Promotes fire prevention Facilitates public education 	600 E. Business Highway 98 Panama City, FL 32401 (850) 872-3055 https://www.pcgov.org/170/Fire

Organizations	Level of Scope	Capabilities	Contact Information
City of Panama City Housing Authority Board	Local	<ul style="list-style-type: none"> Provides low-income housing 	804 E. 15th Street Panama City, FL 32402 (850) 769-2358 https://www.pcgov.org/230/Housing-Authority-Board
City of Panama City License Department	Local	<ul style="list-style-type: none"> Provides new business licenses and tax certification Conducts planning, land use, and code enforcement 	501 Harrison Avenue Panama City, FL 32401 (850) 872-3033 https://www.pcgov.org/184/License
City of Panama City Police Department	Local	<ul style="list-style-type: none"> Prevents, reduces, and eliminates crime through cooperative efforts and shared community values 	1209 E. 15th Street Panama City, FL 32405 (850) 872-3100 https://www.pcgov.org/236/Police
City of Panama City Public Safety	Local	<ul style="list-style-type: none"> Contains the Fire and Police Department, police public records, sexual predator lists, and hurricane information 	501 Harrison Avenue Panama City, FL https://www.pcgov.org/281/Public-Safety
City of Panama City Public Works	Local	<ul style="list-style-type: none"> Supports capital and maintenance projects Provides street and drainage maintenance 	731 Massalina Drive Panama City, FL 32401 (850) 872-3170 https://www.pcgov.org/156/Public-Works
City of Panama City Purchasing Department	Local	<ul style="list-style-type: none"> Conducts purchasing procurement processes 	501 Harrison Avenue Panama City, FL. 32402 (850) 872-3070 https://www.pcgov.org/173/Purchasing
City of Panama City Quality of Life	Local	<ul style="list-style-type: none"> Completes park and green space maintenance Hosts recreational events and opportunities Manages outdoor and indoor recreation centers 	501 Harrison Avenue Panama City, FL 32401 (850) 872-3199 https://www.pcgov.org/190/Quality-of-Life
City of Panama City Utilities	Local	<ul style="list-style-type: none"> Oversees water and sanitary sewer maintenance and operations 	501 Harrison Avenue Panama City, FL 32401 (850) 872-3164 https://www.pcgov.org/141/Utilities
CityArts Cooperative	Local	<ul style="list-style-type: none"> Hosts art exhibits Provides art and dance classes Hosts cultural events 	318 Luverne Avenue Panama City, FL (850) 769.0608 http://www.cityartscooperative.com/

Organizations	Level of Scope	Capabilities	Contact Information
Community Transportation Association of America	National	<ul style="list-style-type: none"> Improves mobility to improve quality of life 	https://ctaa.org/
Destination Panama City	Local	<ul style="list-style-type: none"> Provides destination marketing organization for the City of Panama City 	228 Harrison Avenue Panama City, FL 32401 (850) 215-1700 https://destinationpanamacity.com/
Disability Resources Center	Local	<ul style="list-style-type: none"> Works to promote independent living for and by individuals with disabilities 	300 West 5th Street Panama City, Florida 32401 (850) 769-6890 https://www.drpc.org/
District 14 Medical Examiner	District	<ul style="list-style-type: none"> Investigates deaths and injuries to those in the 14th District of Florida 	3737 Frankford Ave Panama City, Florida 32405 (850) 747-5740
Emerald Coast Regional Council	Regional	<ul style="list-style-type: none"> Provides environmental planning, geographic information systems, grant, and transportation planning services. 	P.O. Box 11399 Pensacola, FL 32524 (850) 332-7976 www.ecrc.org
Florida Department of Economic Opportunity	State	<ul style="list-style-type: none"> Supports Florida's economy and workforce development Focus on rebuilding from Irma and Michael 	107 East Madison Street Caldwell Building Tallahassee, Florida 32399-4120 (850) 245-7105. http://www.floridajobs.org/
Florida Department of Education	State	<ul style="list-style-type: none"> Governs the public education system of Florida 	325 West Gaines Street Tallahassee, Florida 32399 (850) 245-0505 http://www.fldoe.org/
Florida Department of Environmental Protection	State	<ul style="list-style-type: none"> Provides emergency response, environmental education, environmental permitting, and grant funding 	3900 Commonwealth Boulevard Tallahassee, Florida 32399-3000 (850) 245-2118 https://floridadep.gov/
Florida Department of Health	State	<ul style="list-style-type: none"> Conducts regulation of toxins, diseases, and conditions 	4052 Bald Cypress Way Tallahassee, FL 32399 (850) 245 - 4444 www.floridahealth.gov

Organizations	Level of Scope	Capabilities	Contact Information
Florida Department of Transportation	State	<ul style="list-style-type: none"> Conducts road maintenance 	605 Suwannee Street Tallahassee, Florida 32399-0450 (850) 414-4100 https://www.fdot.gov/
Florida Division of Cultural Affairs	State	<ul style="list-style-type: none"> Advances, supports, and promotes arts and culture to strengthen the economy and quality of life 	500 South Bronough Street Tallahassee, Florida 32399 (850) 245-6500 https://dos.myflorida.com/cultural/
Florida Division of Emergency Management	State	<ul style="list-style-type: none"> Maintains responsibility for development, implementation, and management of statewide disaster prevention, protection, response, recovery, and mitigation activities Supports local communities' emergency preparedness and recovery 	2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 850-815-4000 https://www.floridadisaster.org/
Florida Housing Finance Corporation	State	<ul style="list-style-type: none"> Provides support to homebuyers and renters, homeowners, lenders and realtors, developers, and property owners and managers 	227 N. Bronough Street, Suite 5000 Tallahassee, Florida 32301 (850) 488 - 4197 https://www.floridahousing.org/contact-us
Florida Small Business Development Center Network	State	<ul style="list-style-type: none"> Provides tools, training, professional expertise, and information to guide business decisions 	14101 Panama City Beach Pkwy, #200 Panama City Beach, FL, 324013 (850) 563 - 2830 or 2842 http://floridasbdc.org/
Florida State University	State	<ul style="list-style-type: none"> Conducts research in science, technology, arts, humanities, and professions 	222 South Copeland Street Suite 424 Tallahassee, Florida 32306 (850) 644 - 2525 https://www.fsu.edu/
Florida State University – Panama City	Local	<ul style="list-style-type: none"> Conducts research in science, technology, arts, humanities, and professions 	4750 Collegiate Drive Panama City, FL 32405 (850) 872-4750 https://pc.fsu.edu/

Organizations	Level of Scope	Capabilities	Contact Information
Florida State University Innovations Hub	State	<ul style="list-style-type: none"> Supports student learning through design thinking and emerging technologies 	142 Collegiate Loop, Tallahassee, FL 32306-2110 (850) 645-8620 https://www.fsu.edu/
Friends of the Governor Stone, Inc.	Local	<ul style="list-style-type: none"> Maintains, restores, and preserves the sailing vessel Governor Stone 	P.O. Box 15968, Panama City, FL 32405 850-621-0011 http://www.governorstone.org/membership.html
Gulf Coast Regional Medical Center	Local	<ul style="list-style-type: none"> Provides comprehensive medical services 	449 W 23rd Street Panama City, FL 32405 (850) 769 - 8341 https://gcmc-pc.com/
Gulf Coast State College	State	<ul style="list-style-type: none"> Provides opportunity to earn Bachelor of Science Degrees and Associate in Arts degrees 	5230 West Highway 98 Panama City, FL 32401 (850) 769 - 1551 https://www.gulfcoast.edu/
Gulf Coast State College's Advanced Technology Center	Local	<ul style="list-style-type: none"> Provides technology programs for professional development 	5230 West Highway 98 Panama City, Florida 32401 (850) 872 - 3875 https://www.gulfcoast.edu/current-students/academic-divisions/business-technology/technology/index.html
Gulf Coast State College's Business Innovation Center	Local	<ul style="list-style-type: none"> Fosters entrepreneurship 	5230 E Hwy 98 Panama City, FL 32401 (850) 913 - 2904 https://www.gulfcoast.edu/community/continuing-education/business-start-up-entrepreneurship.html
Gulf Coastal Plain Ecosystem Partnership (GCPEP)	National	<ul style="list-style-type: none"> Conserves and restores the longleaf pine ecosystem Provides protection, restoration, management, and public outreach and education about ecosystems 	12130 Dixon Center Road Andalusia, Alabama 36420 (334) 427 - 1029 https://www.longleafalliance.org/gcpep

Organizations	Level of Scope	Capabilities	Contact Information
Habitat for Humanity of Florida	State	<ul style="list-style-type: none"> Builds affordable housing 	1150 Cleveland Street #301 Clearwater, Florida 33755 (727) 474 - 8445 https://www.habitatflorida.org/
Heart to Heart International	International	<ul style="list-style-type: none"> Improves health access Provides humanitarian development Administers crisis relief 	11550 Renner Blvd. Lenexa, Kansas 66219 (913) 764 - 5200 https://www.hearttoheart.org/
Historic St. Andrews Waterfront Partnership	Local	<ul style="list-style-type: none"> Advocates for public and private partnerships that promote economic growth and revitalization and preserve the historic character of St. Andrews. 	1134 Beck Avenue, Panama City, FL 32401 (850) 872-7208 http://historicstandrews.com/index.php/waterfront-partnership/
Innovations Federal Credit Union (FCU)	Regional	<ul style="list-style-type: none"> Provides banking services 	1038 Harrison Avenue Panama City, FL 32401 (850) 233 - 4400 https://www.innovationsfcu.org/
Local Initiatives Support Corporation (LISC)	National	<ul style="list-style-type: none"> Supports projects that revitalize communities and bring economic opportunity 	501 Seventh Avenue New York, NY 10018 (212) 455 - 9800 http://www.lisc.org/
Martin Theatre	Local	<ul style="list-style-type: none"> Hosts theater, concerts, and movies 	409 Harrison Ave Panama City, FL 32401 (850) 763 - 8080 http://www.martintheatre.com/
National Center for Community Schools	National	<ul style="list-style-type: none"> Helps build the capacity of schools and create a centralized public education system 	475 Riverside Drive, Suite 1220 New York, NY 10115 (646) 867 - 6660 https://www.nccs.org/
National Oceanic and Atmospheric Association (NOAA)	National	<ul style="list-style-type: none"> Conducts weather and climate monitoring, research, and oceans and coasts monitoring 	1401 Constitution Avenue NW Washington, DC 20230 https://www.noaa.gov/
NeighborWorks America	National	<ul style="list-style-type: none"> Supports affordable housing and community development 	999 North Capitol Street NE Suite 900 Washington, DC 20002 (202) 760 - 4000 http://www.neighborworks.org/

Organizations	Level of Scope	Capabilities	Contact Information
NextEra Energy (i.e., Gulf Power Company)	National	<ul style="list-style-type: none"> Provides gas and electric power 	P.O. Box 14000 Juno Beach, FL 33408-0420 561-691-7171 https://www.nexteraenergyresources.com/home.html
Northwest Florida Water Management District	Region	<ul style="list-style-type: none"> Provides permits Conducts geographic information systems and mapping Supports flood protection 	81 Water Management Drive Havana, FL 32333-4712 (850) 539 - 5999 https://www.nwfwater.com/
Panama City Center for the Arts	Local	<ul style="list-style-type: none"> Provides cross-cultural meeting space Acts as home-base for arts programming Hosts student-oriented activities and camps 	19 E St. Panama City, FL 32401 (850) 640 - 3670 www.pccenterforthearts.com
Panama City Dock Master(s)	Local	<i>[No information available]</i>	<i>[No information available]</i>
Panama City Growing Strong	Local	<ul style="list-style-type: none"> Supports the development and revitalization of City of Panama City and its waterfront 	200 East Beach Drive Panama City, Florida 32401 https://pcgrowingstrong.org/
Panama City Music Association	Local	<ul style="list-style-type: none"> Hosts classical and modern music, dance, opera, and musical theater 	PO Box 133 Panama City, FL 32402 (850) 236 - 1260 http://www.pcmusicassociation.com/
Panama City Port Authority	Local	<ul style="list-style-type: none"> Provides modern port facilities, promotes trade, and supports industrial development 	One Seaport Drive Panama City, Florida 32401 (850) 767 - 3220 http://panamacityportauthority.com/
PanCare of Florida	State	<ul style="list-style-type: none"> Provides comprehensive healthcare services 	2309 East 15th Street Panama City, Florida 32405 (850) 329 - 4725 https://pancarefl.org/panamacitymedical-baycounty
Project for Public Spaces	National	<ul style="list-style-type: none"> Creates and sustains public spaces for the community 	740 Broadway, Suite 1101 New York, NY 10003 (212) 620 - 5660 https://www.pps.org/

Organizations	Level of Scope	Capabilities	Contact Information
ReTreePC	Local	<ul style="list-style-type: none"> Supports the restoration of parks and green space in the City of Panama City 	(850) 872 - 3199 https://retreepc.com/
Southwest Florida Counseling Center	Regional	<ul style="list-style-type: none"> Provides outpatient counselling services, at home counseling service, and support groups 	1777 Tamiami Trl Ste 201 Port Charlotte, FL 33948 (941) 249 - 4354 http://www.swfcc.net/
St. Andrew Bay Resources Management Association (St. Andrew Bay Watch)	Local	<ul style="list-style-type: none"> Operates monitoring and research programs for Bay County's surface waters and critical fishery habitats 	PO Box 15028 Panama City, FL, 32406 (850) 763-4303 http://sabrma.org/home.html
St. Andrews Dock Master(s)	Local	<i>[No information available]</i>	<i>[No information available]</i>
St. Joe Company	Region	<ul style="list-style-type: none"> Conducts real estate development. 	133 South WaterSound Parkway Watersound, FL 32461 (866) 417 - 7133 https://www.joe.com/
St. Petersburg College Center for Public Safety Innovation	Local	<ul style="list-style-type: none"> Hosts high quality training for emergency and first responders, military personnel, and the general public 	3200 34th St. South St. Petersburg, FL 33711 (727) 341 - 4581 http://cpsi.spcollege.edu/index.htm
Triumph Gulf Coast, Inc.	Regional	<ul style="list-style-type: none"> Supports recovery, diversification, and enhancement communities disturbed by the Deepwater Horizon spill 	P.O. Box 12007 Tallahassee, Florida 32317 (850) 387-9405 https://www.myfloridatriumph.com/
Tyndall Air Force Base	Regional	<ul style="list-style-type: none"> Can serve as potential community partner 	https://www.tyndall.af.mil/
United States Army Corps of Engineers	National	<ul style="list-style-type: none"> Builds and maintains national infrastructure 	https://www.sad.usace.army.mil/
United States Department of Education	National	<ul style="list-style-type: none"> Governs the public education system of the United States of America 	400 Maryland Avenue, SW Washington, D.C. 20202 (800) 872 - 5327 https://www.ed.gov/

Organizations	Level of Scope	Capabilities	Contact Information
United States Department of Health and Human Services	National	<ul style="list-style-type: none"> Enhances and protects the health and well-being of all Americans 	200 Independence Avenue, S.W. Washington, D.C. 20201 (877) 696 - 6775 https://www.hhs.gov/
United States Department of Transportation	National	<ul style="list-style-type: none"> Helps maintain and construct transportation infrastructure 	1200 New Jersey Ave, SE Washington, DC 20590 (202) 366-4000 https://www.transportation.gov/
United States Small Business Administration	National	<ul style="list-style-type: none"> Provides business counseling, business and home disaster loans, Federal Government contracting 	409 3rd St, SW Washington DC 20416 (800) 827 - 5722 https://www.sba.gov/
United Way of Northwest Florida	Regional	<ul style="list-style-type: none"> Supports disaster relief 	602 Harrison Ave. Panama City, FL 32401 (850) 785-7521 http://unitedwaynwfl.org/
Vision Zero Network	National	<ul style="list-style-type: none"> Increases safe, health, and equitable transportation 	https://visionzeronetwork.org/
Visit Florida	State	<ul style="list-style-type: none"> Conducts tourism marketing 	2540 W. Executive Center Circle Suite 200 Tallahassee, Florida 32301 https://www.visitflorida.org/
Waterfronts Florida	State	<ul style="list-style-type: none"> Provides resources and technical assistance for planning 	107 East Madison Street Tallahassee, Florida 32399-4120 (850) 245 – 7105 www.FloridaJobs.org/WaterfrontsFlorida
Workforce Development Board	State	<ul style="list-style-type: none"> Advocates for and assists those who are unemployed 	107 East Madison Street Caldwell Building Tallahassee, Florida 32399-4120 (850) 245 - 7105 http://www.floridajobs.org/local-workforce-development-board-resources

Appendix C: Local & State Related Policies

This appendix includes state and local policies and plans that either 1) hold legal authority and requirements that the City must uphold relevant to redevelopment planning, or 2) contain initiatives and procedures that can impact the redevelopment actions in this Plan. City staff should utilize this appendix as a tool to understand legal expectations for emergency management and redevelopment, as well as other plans that may support the implementation of these actions.

Legal Authorities

This appendix includes state and local policies and plans that either 1) hold legal authority and requirements that the City must uphold relevant to redevelopment planning, or 2) contain initiatives and procedures that can impact the redevelopment actions in this Plan. City staff should utilize this appendix as a tool to understand legal expectations for emergency management and redevelopment, as well as other plans that may support the implementation of these actions.

State Policies

CHAPTER 252: EMERGENCY MANAGEMENT (252.38)

State regulations require political subdivisions (i.e., counties) to prepare emergency management procedures, programs, and processes. As such, the Bay County is required and responsible for providing emergency management services countywide, including for the City of Panama City. This policy also gives the City of Panama City authority to manage emergency management for City residents but requires that the City's programs comply with the laws and requirements that are also required of the county emergency management agency. The City is also required to coordinate plan development with the County to ensure plans align. City staff should refer to this policy when developing plans and programs that relate to preparedness, response, and recovery to ensure compliance with Bay County and State of Florida regulations.

Related Plans and Programs

The plans listed below are City or County plans that relate to redevelopment. These plans include already identified projects that are eligible for federal funding and may align with one or more redevelopment action(s). Similarly, these plans may support and increase the City of Panama City's resilience through procedural guidance and programs that strengthen emergency management programs.

CITY OF PANAMA CITY COMPREHENSIVE PLAN

The City of Panama City's Comprehensive Plan guides the city's community development and growth through a series of policies and recommendations. The Comprehensive Plan's intent directly aligns with the purpose of the Redevelopment Plan and requires that all projects the City undertakes must comply with the policies detailed in the Comprehensive Plan. Refer to each element in the Plan to identify policies that have the authority to support redevelopment actions listed in this Plan.

BAY COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

Bay County's Comprehensive Emergency Management Plan is a countywide plan that provides guidance for all aspects of emergency management including disaster preparedness, evacuation and sheltering, Special Needs Program, impact and damage assessment, debris management, training and exercises, and post-disaster recovery programs. The Comprehensive Emergency Management Plan establishes official emergency management policy for all County departments and municipalities, including the City of Panama City, in response to, and recovery from, and mitigation of emergencies and disasters within Bay County. The City should refer to this plan to understand how redevelopment projects align with emergency management plans and programs. Refer to the following sections to identify policies and procedures that have the authority to support and/or impact redevelopment actions listed in this Plan.

- Operations Responsibilities (starting on page 87)
- Recovery Annex (starting on page 178)
- Mitigation Annex (starting on page 186)

BAY COUNTY LOCAL MITIGATION STRATEGY

Bay County's Local Mitigation Strategy is a countywide plan that identifies a strategy to mitigate Bay County communities from future natural disasters. While this plan has no regulatory authority, the Local Mitigation Strategy impacts the City of Panama City's eligibility for various pre- and post-disaster grant program-funding opportunities. The Local Mitigation Strategy must follow the Federal Emergency Management Agency criteria and requirements in order to be approved. The Strategy includes an assessment of hazard impacts in Bay County municipalities, including the City of Panama City, as well as identified projects to mitigate those hazards. City staff should refer to the identified projects in this plan to align redevelopment actions and advocate for funding that is available for those projects. Refer to the following sections to identify information and strategies that may support and/or impact redevelopment actions listed in this Plan.

- Risk Assessment (starting on page 15)
- Floodplain Management 2015 and Repetitive Loss Areas: The City of Panama City (starting on page 89)
- The Bay County 2015 Local Mitigation Strategy (starting on page 101)

CITY OF PANAMA CITY COMPREHENSIVE EMERGENCY OPERATIONS PLAN

The City of Panama City's Comprehensive Emergency Operations Plan provides guidance and operational procedures in order to prepare, mitigate, respond, and recover from disasters and is consistent with the Bay County Comprehensive Emergency Management Plan. The Plan establishes a recovery system to help the City of Panama City recover from a disaster. The City should refer to this plan to understand how redevelopment projects align with emergency management plans and programs. Refer to the following sections to identify procedures and information that have the authority to support and/or impact redevelopment actions listed in this Plan.

- Plan of Operations (starting on page 18)
- Hurricane Operations Plan
- Storm Wind Cessation Plan
- General Evacuation Plan

Appendix D: Redevelopment Needs

The following chart synthesizes community-identified needs and the actions created to address them. The chart showcases the source of the identified need (i.e., Hurricane Michael Impact Assessments, Existing Conditions Report, Charrette Week Feedback, City Officials, Long Term Recovery Planning Team).

Key:		Hurricane Michael Impact Assessments	
			Charrette Week 2019
			City
			Long Term Planning Team
			Existing Conditions Report

REF #	Objective	Action Title	Access to healthcare services	Public Safety	EM Response	Accessibility	Diverse Workforce + Industry	Public-private + Educational Partnerships	Business Recruitment + Development	Local + small business support	Workforce Development	Reduced concentration of poverty	Restored Retail, banking + healthcare facilities	Stormwater management + retention	Energy Efficiency	Repair + Restoration of infrastructure + utilities	Enhanced mitigation	Telecommunications technology upgrade	Parks + Recreation	Increased multimodal transportation	Increased housing stock + Ownership	Public access to the waterfront	Placemaking and support for art and artists	Restored natural resources	Historic Preservation	Increased comm. entertainment + enrichment	Land use policy + urban design	Education system support
E.1.1	E.1	Provide a suite of business development and support programs to enhance economic opportunity and business success in the City of Panama City.	X	X			X	X	X	X	X	X	X					X										
E.1.2	E.1	Continue to support catalytic redevelopment.					X	X	X	X			X				X				X							
E.1.4	E.1	Support the logistics sector and industrial development.					X	X	X		X					X												
E.1.5	E.1	Develop strategies to improve the overall resilience of businesses in the City of Panama City.	X	X			X	X	X	X	X	X	X	X		X	X				X							
E.2.2	E.2	Design, construct, and maintain cultural activity and multi-purpose centers.					X	X	X		X	X							X		X							
E.2.3	E.2	Expand local jobs and training.	X				X	X	X		X	X									X							
E.2.4	E.2	Increase tourism efforts to attract visitors to the City.						X	X	X										X								
QL.1.3	QL.1	Support and expand affordable, inclusive, and live-work housing.				X			X	X		X	X				X										X	
QL.1.5	QL.1	Formalize disaster housing plans, processes, and policies.		X	X	X																						

Key:

- Hurricane Michael Impact Assessments
- Charrette Week 2019
- City
- Long Term Planning Team
- Existing Conditions Report

REF #	Objective	Action Title	Access to healthcare services	Public Safety	EMI Response	Accessibility	Diverse Workforce + Industry	Public-private + Educational Partnerships	Business Recruitment + Development	Local + small business support	Workforce Development	Reduced concentration of poverty	Restored Retail, banking + healthcare facilities	Stomwater management + retention	Energy Efficiency	Repair + Restoration of infrastructure + utilities	Enhanced mitigation	Telecommunications technology upgrade	Parks + Recreation	Increased multimodal transportation	Increased housing stock + Ownership	Public access to the waterfront	Placemaking and support for art and artists	Restored natural resources	Historic Preservation	Increased comm. entertainment + enrichment	Land use policy + urban design	Education system support
QL.2.1	QL.2	Support the implementation of long-term school improvement programs, including wraparound services and programming.	X	X	X	X	X	X	X		X	X							X									X
QL.2.2	QL.2	Partner with nonprofits and private organizations and strengthen neighborhood associations.		X		X		X		X		X							X					X		X		X
QL.2.3	QL.2	Create incentives that encourage individuals within the community to use renewable energy sources.													X	X	X											
QL.3.1	QL.3	Maintain citywide tree canopy.													X	X	X			X				X		X		X
QL.3.2	QL.3	Identify and retrofit historic buildings and properties.		X				X							X	X	X								X	X	X	X
QL.3.3	QL.3	Implement nature, wildlife, and water resources conservation initiatives.						X								X	X		X			X		X		X	X	X
QL.4.1	QL.4	Support the local artist community as well as long-term placemaking initiatives.					X	X	X	X		X	X							X	X		X			X	X	
QL.4.2	QL.4	Organize community events to provide residents with temporary or long-term entertainment opportunities.						X		X									X	X		X				X	X	
SS.1.2	SS.1	Create and implement cohesive City street lighting strategy.		X	X							X														X		

Key:

- Hurricane Michael Impact Assessments
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Objective

REF #	Action Title	Access to healthcare services	Public Safety	EM Response	Accessibility	Diverse Workforce + Industry	Public-private + Educational Partnerships	Business Recruitment + Development	Local + small business support	Workforce Development	Reduced concentration of poverty	Restored Retail, banking + healthcare facilities	Stomwater management + retention	Energy Efficiency	Repair + Restoration of Infrastructure + utilities	Enhanced mitigation	Telecommunications technology upgrade	Parks + Recreation	Increased multimodal transportation	Increased housing stock + Ownership	Public access to the waterfront	Placemaking and support for art and artists	Restored natural resources	Historic Preservation	Increased comm. entertainment + enrichment	Land use policy + urban design	Education system support
SS.1.3	SS.1	Establish and implement comprehensive street signage program.	X	X	X				X													X					
SS.1.4	SS.1	Enhance Downtown safety.	X	X					X																X		
SS.2.1	SS.2	Create and maintain long-term healthcare services through community health centers.		X	X		X		X		X																
SS.2.2	SS.2	Continue preemptive outreach to healthcare facilities to promote hazard mitigation.	X	X	X		X		X			X				X											
SS.3.1	SS.3	Promote a culture of preparedness.	X	X	X		X						X			X										X	
SS.3.3	SS.3	Implement accessibility measures throughout the City.	X		X												X								X	X	
SS.3.4	SS.3	Build facilities that can withstand severe weather and provide continuity of life-safety services.	X	X	X									X		X	X										
SS.3.5	SS.3	Update and maintain preparedness, recovery, and redevelopment plans to enhance economic vitality, resilience, and quality of life.	X	X	X		X		X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
L.1.1	L.1	Maintain and evolve roadway system.	X	X				X	X				X		X	X										X	
L.1.2	L.1	Establish and implement comprehensive city sidewalk and non-motorized transportation program.		X	X		X		X		X		X		X	X									X	X	

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REF #	Objective	Action Title	Access to healthcare services	Public Safety	EMI Response	Accessibility	Diverse Workforce + Industry	Public-private + Educational Partnerships	Business Recruitment + Development	Local + small business support	Workforce Development	Reduced concentration of poverty	Restored Retail, banking + healthcare facilities	Stormwater management + retention	Energy Efficiency	Repair + Restoration of infrastructure + utilities	Enhanced mitigation	Telecommunications technology upgrade	Parks + Recreation	Increased multimodal transportation	Increased housing stock + Ownership	Public access to the waterfront	Placemaking and support for art and artists	Restored natural resources	Historic Preservation	Increased comm. entertainment + enrichment	Land use policy + urban design	Education system support
I.1.3	I.1	Implement citywide parks and recreation master plan, that includes programming, strategies to activate green space, and increased recreational opportunities and features.		X		X		X				X		X		X	X		X							X		
I.1.4	I.1	Expand and continue developing Panama City Marina to promote business, sense of community, and recreational activities.				X	X	X					X	X	X	X	X	X		X				X	X	X	X	
I.1.5	I.1	Expand access and programming around St. Andrews Marina to promote business, sense of community, and recreational activities.				X	X	X					X	X	X	X	X	X		X				X	X	X	X	
I.1.6	I.1	Enhance and increase public transportation opportunities, infrastructure, and overall City connectedness.	X	X		X				X		X	X													X	X	
I.2.1	I.2	Monitor and evolve citywide comprehensive stormwater management to address vulnerabilities and meet demand.		X										X	X	X	X							X			X	
I.2.4	I.2	Identify City-based infrastructure for relocation.	X	X				X					X	X	X	X	X							X				X

Key:

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REF #	Objective	Action Title	Access to healthcare services	Public Safety	EMI Response	Accessibility	Diverse Workforce + Industry	Public-private + Educational Partnerships	Business Recruitment + Development	Local + small business support	Workforce Development	Reduced concentration of poverty	Restored Retail, banking + healthcare facilities	Stormwater management + retention	Energy Efficiency	Repair + Restoration of infrastructure + utilities	Enhanced mitigation	Telecommunications technology upgrade	Parks + Recreation	Increased multimodal transportation	Increased housing stock + Ownership	Public access to the waterfront	Placemaking and support for art and artists	Restored natural resources	Historic Preservation	Increased comm. entertainment + enrichment	Land use policy + urban design	Education system support
12.5	1.2	Implement Bay and waterfront clean-up and restoration efforts and water quality monitoring system.		X				X						X			X		X			X		X			X	
12.6	1.2	Harden and retrofit City-based infrastructure.	X	X	X		X	X	X		X																X	
12.7	1.2	Incorporate and incentivize higher energy efficiency standards.						X							X												X	

Glossary

Term	Definition
Accessibility	The concept of improving access and conditions for those with access and functional needs.
Capabilities	Policies, funding, authorities, staff, and technical abilities that help agencies contribute to response and recovery.
Community Health	Refers to community social, political, economic, psychological, and physical well-being.
Critical Infrastructure	Those assets, systems, networks, and functions—physical or virtual—so vital to the community that their incapacitation or destruction would have a debilitating impact on security, economic security, public health or safety, or any combination of those matters. (Federal Emergency Management Agency, 2013)
Live-Work Buildings	Refers to buildings that host both commercial and residential uses.
Long-Term Recovery	Phase of recovery that may continue for months or years and addresses complete redevelopment and revitalization of the impacted area; rebuilding or relocating damaged or destroyed social, economic, natural, and built environments; and a move to self-sufficiency, sustainability, and resilience. (Federal Emergency Management Agency, 2013)
Low Income Housing (LIHTC)	Sixty percent or less of area median income (Low Income Housing Tax Credit).
Low to Moderate Income Housing	Sixty-one percent to eighty percent of area median income.
Mitigation	Capabilities necessary to reduce loss of life and property by lessening the impact of disasters. Mitigation capabilities include, but are not limited to, community-wide risk reduction projects; efforts to improve the resilience of critical infrastructure and key resource lifelines; risk reduction for specific vulnerabilities from natural hazards or acts of terrorism; and initiatives to reduce future risk after a disaster has occurred. (Federal Emergency Management Agency, 2013)
Mixed Income Housing	A deliberate effort to construct and/or own a multifamily development that has the mixing of income groups as a fundamental part of its financial and operating plans. (Brophy and Smith, 1997)

Term	Definition
Mixed Use Development	Mixed use development is the use of a building or set of buildings for more than one purpose. Instead of single use development that can only serve one purpose, mixed use development can combine commercial, industrial, and residential uses in one purpose.
Market Rate Housing	120% + of area median income.
Moderate Income Housing	81% -120% of area median income. (Low Income Housing Tax Credit)
Needs Assessment	An assessment used to determine impacts to a community, and the State's involvement and level of supplemental assistance needed for long-term recovery. (Federal Emergency Management Agency, n.d.)
Public Housing	Owned by Panama City Housing Authority or owned by Bay County and managed by the City of Panama City. (City of Panama City and Federal Emergency Management Agency)
Redevelopment	Rebuilding degraded, damaged, or destroyed social, economic, and physical infrastructure in a community, state, or tribal government to create the foundation for long-term development. (Federal Emergency Management Agency, 2016)
Resilience	A community's ability to resist, withstand, recover from, and/or advance despite acute shocks and long-term stressors. Resilience is achieved by imagining success 50 to 100 years in the future and working toward that vision through daily activities.
Restoration	The process of returning a structure, building, or resource back to a pre-disaster state and function(s).
Sustainability	Conditions under which [humans] and nature can exist in productive harmony, and fulfill the social, economic and other requirements of present and future generations of Americans. (National Environmental Protection Act, 2009)
Whole Community	The whole community includes individuals and communities, the private and nonprofit sectors, faith-based organizations, and all levels of government (local, regional/metropolitan, State, tribal, territorial, insular area, and Federal). Whole community is defined in the National Preparedness Goal as "a focus on enabling the participation in national preparedness activities of a wider range of players from the private and nonprofit sectors, including nongovernmental organizations and the general public, in conjunction with the participation of all levels of government in order to foster better coordination and working relationships. (Federal Emergency Management Agency, 2016)
Workforce Housing	Housing for working individuals with income sixty percent or less of AMI.

Resources Consulted

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