



# Integrated Sustainability Action Plan (ISAP): Technical Report

Final Version

PREPARED FOR



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## 2019 St. Petersburg City Council

- › Charlie Gerdes – District 1, Council Chair
- › Brandi Gabbard – District 2
- › Ed Montanari – District 3, Council Vice Chair
- › Darden Rice – District 4, Health, Energy, Resiliency and Sustainability (HERS) Committee Chair
- › Steve Kornell – District 5
- › Gina Driscoll – District 6
- › Lisa Wheeler-Bowman – District 7
- › Amy Foster – District 8

## ISAP Core Team

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- › Lisa Glover-Henderson – Sr. Energy Efficiency Engineer
- › Nikki Gaskin-Capehart – Director of Urban Affairs
- › Cheryl Stacks – Transportation Manager
- › Jessica Eilerman – Mayor's Small Business Liaison & Greenhouse Manager
- › Leah McRae – Education Director



# 1

## Purpose and Vision

### 1.1 What is the City's Sustainability and Resiliency Vision?

The City of St. Petersburg recognizes that integrating sustainability into decision-making will enhance its equity, livability, and resiliency. Further integration of sustainability and resiliency will promote future growth that addresses environmental, economic, and social challenges in the City. Through [Executive Order 2017-01, Sustainable St. Petersburg](#), Mayor Rick Kriseman committed to delivering progressive, sustainable policies and effective programs to address the city's environmental, economic, and social challenges. These policies and programs can fulfill the vision of a St. Petersburg with the capacity to endure by finding the balance between environmental stewardship, economic vitality, and social equity.

A **sustainable** city is one that balances social equity and environmental stewardship with a thriving economy. It is a community that emphasizes resource efficiency and minimizes its impact on the local, regional, and global environment, while providing healthy and equitable opportunities to live, work, and play.

A **resilient** city adapts and prepares for climate change effects like sea level rise and extreme weather. A resilient city means that municipal operations, businesses, and residents, including vulnerable populations, can thrive in the face of changing conditions.

### 1.2 Why is the City Developing the Integrated Sustainability Action Plan (ISAP)?

For the first time, the City is developing a comprehensive sustainability plan to advance its sustainability and resiliency goals, including 100% clean energy goals.

Specifically, the ISAP has been developed to:

- › Define the City's and community's existing greenhouse gas (GHG) emissions inventory and identify reduction strategies;
- › Develop an initial, high-level roadmap for 100% clean energy in the City; and,
- › Serve as a blueprint for integrating sustainability and resiliency across departments.

### 1.3 How will the ISAP be used?

The ISAP guides the City and community partners to implement programs and strategies that will enhance sustainability and resiliency across municipal department operations and throughout the community. The ISAP informs City sustainability priorities and identifies areas for improvement. The ISAP will be considered as part of the budget process and used with many other plans and projects. **Figure 1-1** shows a limited selection of City and regional plans and policies, and how the ISAP interacts with them.

In February 2015, City Council formed what is now known as the [Health, Energy, Resiliency, & Sustainability Committee \(HERS\)](#) to provide City Council leadership and to work with the Mayor and the community on sustainability challenges.

The ISAP identifies actions and investments on a range of timeframes from short- to long-term. The City aims to revisit the ISAP implementation plan presented in **Chapter 4** on a continual basis to reassess priority actions and their alignment with the City's other planning efforts.

Finally, the ISAP may be scaled up to regional use and coordination as available. For example, the GHG inventory and the targets from STAR Communities may translate to county-wide and regional goals to work toward collaboratively.

### 1.4 How is the ISAP organized?

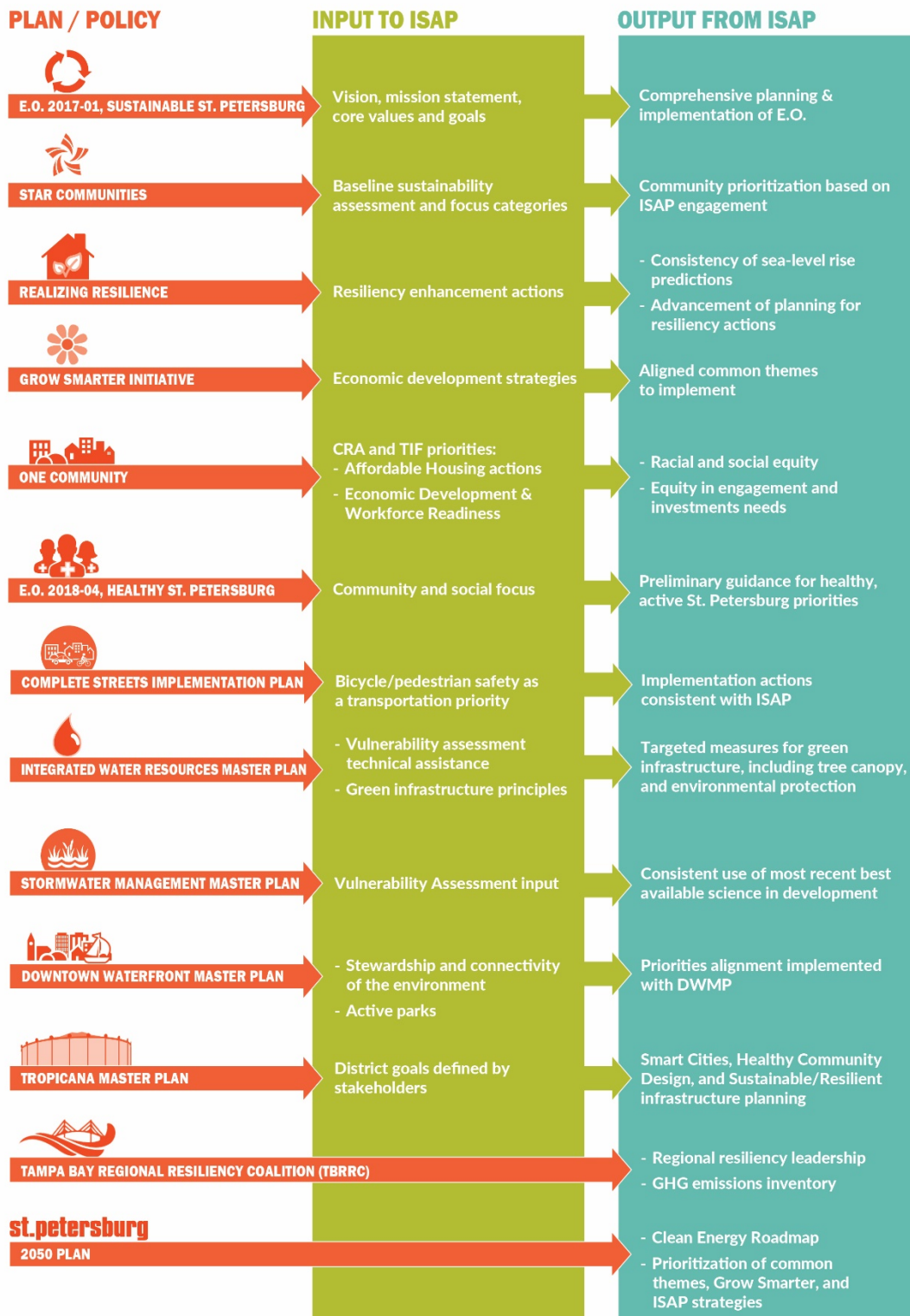
This Technical Report provides the detailed information and data that formulates the ISAP. After a summary of the public outreach and engagement efforts, the core of the ISAP documentation focuses on prioritized sustainability actions organized by STAR Communities categories (See **Section 3.1**) and is followed by a discussion of implementation and next steps. Major appendices to this Technical Report include the Vulnerability Assessment Summary, Greenhouse Gas (GHG) Emissions Inventory, Clean Energy Roadmap, and community engagement/outreach meeting notes.

A shorter, illustrative [Highlights Report](#) was also developed as a summary of the main findings of the Technical Report.

To assist readers in navigating the ISAP documentation, icons are included in the footer with the specific document part highlighted.



**Figure 1-1 Interaction of ISAP and Other City Plans and Policies**







# 2

## Community and Business Engagement Summary

Community and business engagement were a critical part of developing the focus areas of this plan. From the outset, the City solicited feedback from a diverse pool of community stakeholders, from elected officials to community organizations, businesses, and individual residents, to understand what sustainability means to the community and to gather ideas for implementation. Key principles discussed in developing and conducting community engagement included the following:

- › **A successful plan will be community-driven.** Ideas and strategies for the plan must come from the community.
- › **The business community and residents are equally important to engage with.** The priorities of businesses and residents, in addition to those of decision-makers and municipal operations, should define the actions that the City takes.
- › **Meet the community where they're at.** Innovative outreach and engagement methods (online and in person) are necessary to engage people in different ways, depending on their perspectives and expectations.
- › **Identify where stakeholders can take ownership of initiatives.** The goal of engagement is to identify where stakeholders can drive initiatives forward—that's why it's critical that they play a role throughout each stage of Plan development and implementation.

The City's sustainability and resiliency internet page was updated throughout the planning process to provide the public information about the project status and ways to contribute to the ISAP: <http://www.stpete.org/sustainability/>. The public also communicated to the project team through email at: [StPetelSAP@vhb.com](mailto:StPetelSAP@vhb.com).

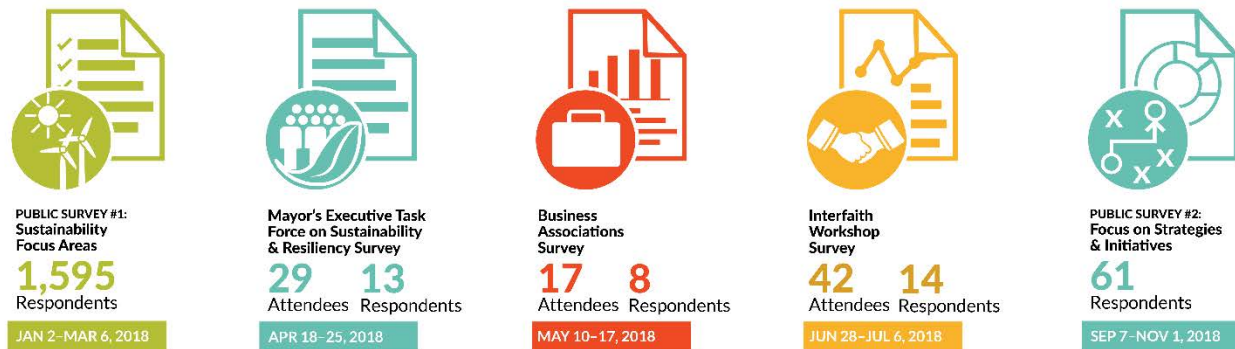
### 2.1 Outreach and Engagement Efforts

**Figure 2-1** shows the timing and scale of outreach and engagement meetings, and **Figure 2-2** lists the public surveys conducted during the development of the ISAP, followed by a summary of findings. Detailed information and notes on outreach efforts are provided in

**Appendix A.** Also listed are select incorporated engagements. Concurrent City efforts like the South St. Petersburg Community Redevelopment Area (CRA) and housing initiatives informed ISAP priority actions. In some cases, staff gave ISAP updates at those events, and in others, the material and results were incorporated into the ISAP.

**Figure 2-1 Outreach and Engagement Efforts During ISAP**



**Figure 2-2 Public Survey Responses During ISAP**

## 2.2 Engagement Highlights and Resulting Common Themes

The ISAP team utilized several tools and exercises as part of business and community engagement, including STAR Communities objectives and priorities to spark conversations; risks, needs, and opportunity exercises for businesses; and open discussions. Through discussions with different groups, common themes emerged. The following are some specific highlights from engagement, followed by common themes:

- › Residents believe the most important qualities of where they live are:
  - Safe neighborhoods for biking and walking
  - Clean streets, beaches, and waterways
- › Nearly one third of respondents in the Public Survey #1 noted a wage that exceeds their needs as the most important quality of where they work, and pinpointed housing costs as a major concern in the City.
- › Housing costs are also a concern of business owners who rely on the ability to access a nearby workforce. If workers cannot afford to live in the City, businesses will suffer.
- › Affordable and efficient transportation options are important for residents and businesses. St. Petersburg should be an area where a resident does not *have to* own a car to hold a job that pays well.
- › The top qualities and needs of residents for the areas where they work, live, and play are:
  - A neighborhood in which it is safe to exercise
  - Better connected and safer biking/walking paths
  - Preserve St. Petersburg history and historic buildings
- › Innovative ideas in the City often come from staff that are working with the public daily.
- › Innovative projects and strategies are typically evaluated based on examples of their implementation elsewhere, prior to their implementation in St Petersburg.
- › The Mayor has empowered Directors to consider long-term costs (total cost of ownership) in infrastructure planning.

- › A big challenge for the City is getting the word out to residents about all the programs that are available to them.
- › Communication within and among City departments is critical during the Capital Improvement Program (CIP) development process to incorporate innovation and sustainability.
- › The City should formally incorporate sustainability into its procurement practices.
- › More investment and action are needed on social justice, equity, and inclusion in the City.

This feedback helped to define common themes that relate to the focus areas and strategies that are included in the plan.

### Resulting Common Themes

While STAR Communities is the community baseline measurement system and selected framework for sustainability actions in this document, ISAP engagement generated some distinct themes that consistently rose to the top of comments and discussion, as shown below. The ISAP common themes are also consistent with the themes and working groups for the City and Chamber of Commerce's collaborative effort, Grow Smarter, also shown below.

#### The Grow Smarter Strategy

The St. Petersburg Area Chamber of Commerce and the City of St. Petersburg have collaborated on a comprehensive process to assess and enhance the city's competitive position to support quality, diverse economic growth. As other cities in Florida and across the country focus increased resources and attention on growing their economies, how St. Petersburg is positioned for quality growth is a critical issue to address.

### ISAP Common Themes



### Grow Smarter Focus Areas



## 2.3 ISAP Engagement: Equity Overview

The ISAP engagement process was developed to be inclusive of the whole community with a diversity of ideas and input. As far as responses from businesses and citizens from most parts of the city, the ISAP engagement was successful and continues. However, the ISAP efforts toward inclusive and diverse input and attendance to workshops were only marginally successful. Equity or “inequities” including racial, social, and economic were a hot topic not only as part of ISAP, but as part of other City programs around housing, workforce and economic development as well as projects like the New St. Pete Pier and Tropicana Field Redevelopment concepts.

While equity issues are nothing new to the communities historically excluded and disenfranchised, it is becoming more widely recognized that St. Petersburg residents do not enjoy the same health, resources, and opportunities because of their race and where they live. ***When we look at data across our communities, whether it is people’s health, access to housing and good paying jobs, incomes, incarcerations or family wealth, disparities are greatest when we look by race.*** The city recognizes that the imbalance in engagement for the ISAP outreach mentioned above is a systematic issue for projects and the City organization, not just this plan. So, while equity work continues to generally include income inequality, environmental justice, LGBTQ, and gender topics, the City is prioritizing racial justice as part of its government and community partner work.

### Racial Justice: A Black & White Issue in St. Petersburg

The most persistent and detrimental disparities are starkest when we look at race as noted above. The City is intentionally leading with racial justice to confront the historical racial inequities that continue to exist in our community and in our organization in large part for St. Petersburg’s black citizens and businesses.

From this recognition of inequity, a critical question has emerged for the city: how do we know if we are progressing towards a fair and just community? Identifying key indicators, aligning with community partners, and incorporating statistical approaches to develop a community-scale equity baseline are vital to understanding progress.

### Black & White Disparities: Data Overview

This ISAP section is not intended to provide a full research analysis but provides an overview of data and recent work underway based mainly on U.S. Census and American Community Survey microdata. The recent work is being conducted by state and local partners like 2020 Task Force, One Community, Tampa Bay Black Business Initiative Fund, Pinellas Ex-Offender Re-Entry Coalition, Pinellas County Urban League, Pinellas County Opportunity Council, and UNITE Pinellas, a collective of County leaders supported by the Foundation for a Healthy St. Petersburg, United Way Suncoast, and Juvenile Welfare Board.

The data highlights below are from published research (African Americans Rank Last in Economic Well-Being in Florida, Analysis by Urban Market Analytics for Advancing Florida,

March 2019<sup>1</sup>) and other work currently underway by the community partners mentioned above. The work underway will be published shortly after this document, and it will show similar trends with a focus on St. Petersburg and Pinellas County.

Florida's black residents have the worst economic outcomes relative to other racial and ethnic groups. Just a few data examples accessed on March 19, 2019 show that black residents have the lowest income and earnings, lowest homeownership rates and home values, lowest employment levels, lowest rates of entrepreneurship, highest poverty rates, largest group in prison, and highest child and adult poverty rate. **Table 2-1** shows some of these data items compared to the white population in Florida.

**Table 2-1 Disparity Between Black and White Populations in Florida**

Disparity Indicator (State of FL)	Black	White
Median earnings	\$24,393	\$33,604
Average per person income	\$17,901	\$35,711
Homeownership rate	45%	73%
Child poverty rate	35%	14%
Adult poverty rate	21%	10%

Source: Urban Market Analytics for Advancing Florida, 2019.

While the above data is statewide data, Pinellas County is one of seven counties, including Hillsborough County, that account for the largest majorities of minority workers, earners, and entrepreneurs in the state. Local data matches the state trends highlighted, and local data is used in developing programs and actions for improving the black and white disparities in the city and region.

### What is the City Currently Doing About It?

The City is working with numerous partners to create opportunity and eradicate poverty with a focus on South St. Pete Community Redevelopment Area (CRA). A few programs include the 2020 Family Wrap Around Program, My Brother's and Sister's Keeper Initiative, Cohort of Champions Wrap Around Program serving St. Pete's African-American boys and young men. In addition, the City is part of St. Pete Works!, a workforce collaborative that provides Wrap Around services to their clients as well as Mentoring, Summer Employment, and After School Employment, Take Stock in Children and other school connections, programs, and scholarships. The City also works with an appointed advisory council to address affordable housing, corridor revitalization, and residential and business grants to increase opportunities for residents and businesses.

<sup>1</sup> <https://onecommunitystpete.com/advancingflorida-vision-for-inclusive-growth/>



### What Does the ISAP Recommend for Early Action?

With many concurrent approaches underway and other actions still needed, this ISAP does not include the comprehensive solutions needed to one of the most complex issues facing St. Petersburg and many other cities. However, it is recommended for short and long-term that the black/white disparities in the city be considered as part of all actions and policies.

As part of early action, the ISAP recommends allocating budget in 2020 to build on City internal diversity and inclusivity work as an organization and to evaluate improvements for approaching projects with the black community and other communities of color. The City should also consider hiring an Equity & Inclusion Officer focused on assisting City departments, businesses, and the community with addressing racial inequities. Finally, it may be appropriate as a start, for the City to pass a resolution in support of continued and comprehensive action for experienced change.

For additional, more general equity and empowerment targets, see **Section 3.6** of the report.

### What are Some Long-term Resources for St. Petersburg Communities, Businesses and Government?

While there are likely many more resources locally, regionally and beyond, the following resources provide a starter list of current and potential partners and resources to make visible and experienced change for racial equity in City operations and throughout the community – eventually eradicating the black & white disparities in St. Petersburg.

#### **Community Partners**

- › 2020 Task Force
- › AARP
- › Ad hoc or formal Interfaith Groups
- › Carter G. Woodson Museum
- › Florida Holocaust Museum
- › Foundation for a Healthy St. Petersburg
- › League of Women Voters
- › My Brother's Keeper Alliance
- › National League of Cities: Race, Equity and Leadership (REAL)
- › One Community
- › Pinellas County School Board
- › Pinellas County Urban League
- › St. Petersburg Downtown Partnership
- › Tampa Bay Black Business Investment Corp
- › Unite Pinellas

### **Resources**

- › <https://kingcounty.gov/elected/executive/equity-social-justice.aspx>
- › <https://www.racialequityinstitute.com/>
- › <https://www.nlc.org/corporate-partnership-program/corporate-partners-program>
- › <https://www.obama.org/mbka/>
- › <https://www.naacp.org/issues/environmental-justice/>
- › <http://www.policylink.org/our-work/economy>
- › <http://www.policylink.org/our-work/economy/national-equity-atlas>
- › <http://www.pisab.org/>
- › Podcast(s): <https://www.sceneonradio.org/seeing-white/>;
- › <https://www.livingcities.org/blog/1214-goodreads-podcasts-we-re-listening-to-on-racial-equity>

### **Future ISAP and Other Engagement**

This overview of engagement and equity was included in this section of the ISAP to be direct and transparent about the black/white racial inequities in St. Petersburg as well as be transparent about the engagement for this ISAP work. As stated in **Chapter 1**, the ISAP will be used to forward Sustainability & Resiliency Action not just as a stand-alone plan, but throughout City departments and the community. This is yet another step the City is taking to create structure around the need to address complex issues like the resiliency of the community. Our community is not sustainable nor resilient unless the racial inequities are addressed along with all the interconnected goal areas discussed in this plan.





# 3

## Sustainability Action

### 3.1 Introduction

The City of St. Petersburg is committed to creating a city that thrives now and for future generations by balancing social, economic, and environmental solutions. These solutions will minimize negative impacts to the shared environment and foster a shared prosperity in a healthy and inclusive community. The ISAP includes a significant focus on strategies for improving energy efficiency, shifting to clean energy sources, and reducing greenhouse gas emissions, essential parts of mitigating St. Petersburg's contributions to global climate change and securing its own energy future. The ISAP also evaluates the City's vulnerabilities to changing climate conditions that will occur even if immediate actions are taken to reduce emissions.

A comprehensive and integrated sustainability program must address St. Petersburg's contributions and vulnerabilities to climate change because a sustainable community is also a resilient community. In addition, it must address these issues while also seeking ways to alleviate poverty, provide equitable access to resources, and balance development of housing and infrastructure with environmental stewardship.

As discussed in **Section 2.2**, some common themes emerged throughout the ISAP engagement process. First, equity must be central to all sustainability action across the city. This means racial and socioeconomic equity. The community also sees education opportunity and attainment as a civil right. Relatedly, disparities exist in the availability of accessible and affordable housing, access to quality jobs, and multi-modal transportation options. These themes serve as the basis for the targets, objectives, and priority actions identified through this ISAP process, and reflect the systemic and integrated nature of all these issues. Therefore, this ISAP has sought to identify win-win opportunities to address cross-cutting issues.

The section below provides an overview of the STAR Communities framework and the December 2016 baseline results. The City's work over the last few years and through the ISAP process is anticipated to raise the City's STAR Communities score. The ISAP outlines continuing and new work that will benefit our citizens in a way that puts St. Petersburg in the company of other cities known for a high quality of life and economic opportunity.

## STAR Communities Rating System and Baseline Results

The City uses the STAR Communities framework for a comprehensive and integrated approach to sustainability and resiliency in St. Petersburg. STAR evaluates community-wide sustainability, encompassing economic, environmental, and social performance measures. STAR is organized across seven goal areas, as outlined in **Table 3-1** and **Figure 3-1**. This chapter describes priority targets and actions that support sustainability and resiliency across these categories.

**Table 3-1 STAR Communities Goal Areas**

GOAL AREA	PURPOSE & INTENT
<b>Built Environment</b>	Achieve livability, choice, and access for all where people live, work, and play
<b>Climate &amp; Energy</b>	Reduce climate impacts through adaptation and mitigation efforts and increase resource efficiency
<b>Education, Arts &amp; Community</b>	Empower vibrant, educated, connected, and diverse communities
<b>Economy &amp; Jobs</b>	Create equitably shared prosperity and access to quality jobs
<b>Equity &amp; Empowerment</b>	Ensure equity, inclusion, and access to opportunity for all citizens
<b>Health &amp; Safety</b>	Strengthen communities to be healthy, resilient and safe places for residents and businesses
<b>Natural Systems</b>	Protect and restore the natural resource base upon which life depends

Source: STAR Communities

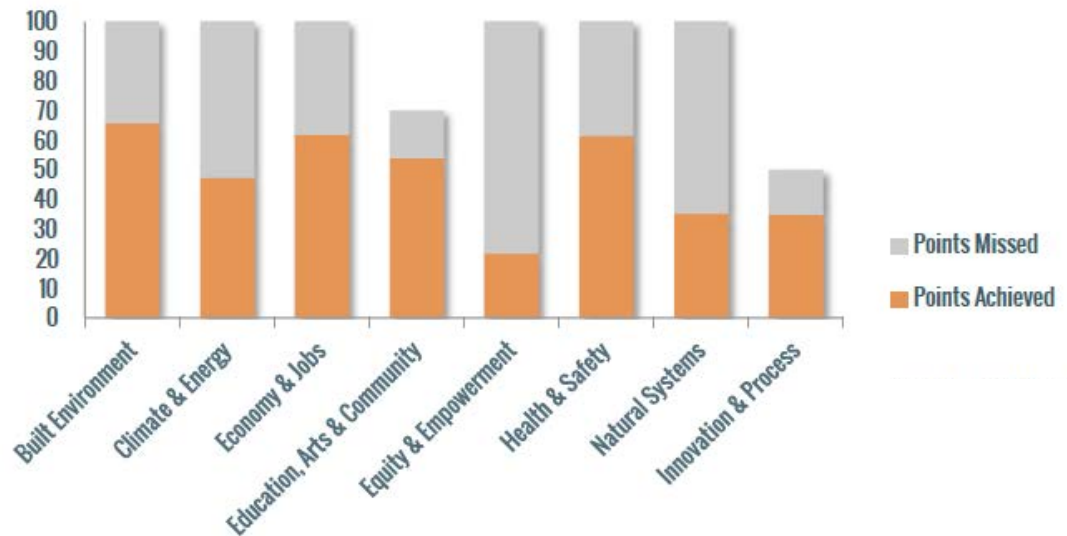
**Figure 3-1 STAR Communities Rating System Matrix**

Built Environment	Climate & Energy	Economy & Jobs	Education, Arts, & Community	Equity & Empowerment	Health & Safety	Natural Systems	Innovation & Process
BE-1: Ambient Noise & Light	CE-1: Climate Adaptation	EJ-1: Business Retention & Development	EAC-1: Arts & Culture	EE-1: Civic Engagement	HS-1: Active Living	NS-1: Green Infrastructure	IP-1: Best Practices & Processes
BE-2: Community Water Systems	CE-2: Greenhouse Gas Mitigation	EJ-2: Green Market Development	EAC-2: Community Cohesion	EE-2: Civil & Human Rights	HS-2: Community Health	NS-2: Biodiversity & Invasive Species	IP-2: Exemplary Performance
BE-3: Compact & Complete Communities	CE-3: Greening the Energy Supply	EJ-3: Local Economy	EAC-3: Educational Opportunity & Attainment	EE-3: Environmental Justice	HS-3: Emergency Management & Response	NS-3: Natural Resource Protection	IP-3: Local Innovation
BE-4: Housing Affordability	CE-4: Energy Efficiency	EJ-4: Quality Jobs & Living Wages	EAC-4: Historic Preservation	EE-4: Equitable Services & Access	HS-4: Food Access & Nutrition	NS-4: Outdoor Air Quality	IP-4: Good Governance
BE-5: Infill & Redevelopment	CE-5: Water Efficiency	EJ-5: Targeted Industry Development	EAC-5: Social & Cultural Diversity	EE-5: Human Services	HS-5: Health Systems	NS-5: Water in the Environment	
BE-6: Public Parkland	CE-6: Local Government GHG & Resource Footprint	EJ-6: Workforce Readiness	EAC-6: Aging in the Community	EE-6: Poverty Prevention & Alleviation	HS-6: Hazard Mitigation	NS-6: Working Lands	
BE-7: Transportation Choices	CE-7: Waste Minimization				HS-7: Safe Communities		

Source: STAR Communities

**Figure 3-2** provides an overview of St. Petersburg’s level of achievement across the goal areas within STAR. Target performance and priority actions for each goal area are described in further detail throughout the rest of this chapter. A robust assessment of St. Petersburg’s existing performance across these categories can be found in **Appendix B**, the STAR Certification Results Report.

**Figure 3-2 City of St. Petersburg STAR Certification Results**



Source: STAR Communities.

The following sections primarily use STAR Communities as a guide for ambitious targets and goals and use findings from outreach, engagement, and research to define priority actions. An implementation table in each section summarizes the sustainability actions for each goal area, along with time-frames, cost levels, leading city department and select partners. With over 500 metrics in STAR Communities, every single target and action is not summarized in the ISAP. ISAP highlights the most commonly heard and most strategic targets and actions. STAR Communities (or the future LEED for Communities) guidance that is not specifically mentioned in this ISAP Technical Report may still be useful as implementation evolves and continues.

## 3.2 Built Environment

The built environment, consisting of housing, businesses, and utility and transportation infrastructure, shapes how we navigate through our community each day. It is the structure that defines how and where we live, work, play, and engage with others. How we develop our community and infrastructure has significant impacts to air quality, water resources, energy and climate, health and mobility, and cost of living. A sustainable built environment emphasizes complete and compact development, affordable and equitable access to housing and transportation, resilient buildings and infrastructure, efficient use of resources, and safe and healthy mobility options. **Table 3-2** at the end of this section summarizes the priority actions associated with the Built Environment, as well as their implementation time-frames, cost levels, and partners.

## Targets and Objectives

- › Increased access to transit
- › Increased mileage of sidewalks, particularly on arterial or collector roads, that connect people with destinations
- › Mode split—60% drive alone maximum<sup>2</sup>
- › Increased percentage of households and businesses with access to transit (within approx. 1/4-mile walk to transit stop/facility)<sup>3</sup>
- › Affordable housing production 5% annually
- › 5% of building stock certified with a green building program
- › Demonstrate 90% or more of existing infrastructure is in good or better condition and increase percentage annually
- › Increase miles of accessible sidewalk by at least 5% by December 2020

## Priority Actions

- › **Mandate, incentivize, or fund the creation of affordable housing through a unified affordable housing strategy**

St. Petersburg is carrying out several housing and affordability initiatives, including reducing the minimum lot size for accessory dwelling units (ADU), creating a workforce housing density bonus, and introducing linkage fees for affordable housing. These efforts would build on the City's existing owner-occupied rehabilitation program, single family purchase and rehabilitation assistance loans, barrier-free loans and grants, and multi-family development assistance. The City has also committed to using funds from the 2020-2029 round of the Penny for Pinellas infrastructure tax to purchase land for the development of affordable housing. In addition to advancing these programs, as part of a unified, comprehensive housing strategy, the City should identify key investments needed to preserve affordable housing in transit-served areas.

- › **Analyze and develop appropriate strategies for new development adjacent to low- and moderate-income (LMI) neighborhoods**

Infrastructure investments can increase housing prices, endangering the affordability of housing for LMI households, including in neighborhoods adjacent to new or redevelopment projects. By analyzing the likelihood and extent to which housing prices will rise in LMI neighborhoods, St. Petersburg can develop more appropriate strategies to preserve existing affordability and create new long-term affordable units.

<sup>2</sup> Mode split (or modal share) refers to the share of different types of transportation used by the public. According to the 2040 Pinellas County Long Range Transportation Plan (Pinellas County Metropolitan Planning Organization, December 2014), 81% of commuters drive alone. A goal of a maximum of 60% driving alone in a private vehicle would mean that an increase in modal share of carpooling, walking, cycling, and public transport would need to occur.

<sup>3</sup> The City is currently working with the Pinellas Suncoast Transit Authority (PSTA) on bus transit stop consolidation along several corridors, with a goal of a 1/4 -mile walk radius to stops. The City is also evaluating the quality and comfort of walk paths and shelters.

› **Support temporary, creative neighborhood uses for vacant lots**

Programs promoting or supporting temporary and creative uses for vacant land and greyfields<sup>4</sup> can increase public awareness and ownership of unused or underused spaces, improve neighborhoods, and generate interest in redevelopment. Examples of temporary, creative uses include: temporary or pop-up parks; farmer's markets; urban or community gardens; food truck pods; public art; and/or outdoor movie or sport event screenings.

› **Promote the use of Compact and Complete Communities principles for all new development and redevelopment efforts**

Continue to build on compact and complete principles throughout corridors, activity centers, Community Redevelopment Areas (CRAs), and other targeted redevelopment centers. Principles include implementing a balance of density, walkability, design standards, and access to services and multi-modal transportation. The City should continue to implement existing initiatives that support complete and compact development/redevelopment, including:

- Providing/increasing access to CRA housing assistance
- Providing/increasing access to CRA business and commercial corridor assistance
- Expanding/maintaining the affordable housing redevelopment loan program
- Expanding/maintaining the affordable multi-family housing development program
- Continuing the redevelopment microloan program
- Continuing to implement the City's Complete Streets policy
- Promoting advanced parking strategies
- Introducing incentives like streamlined project reviews, additional floor area ratio (FAR), and reduced impact fees
- Continuing zoning, lot size, and neighborhood-level design reviews

› **Adopt green building standards for affordable housing**

Green building principles promote energy and water efficiency, structural durability, and indoor air quality, playing a critical role in keeping utilities affordable and safe for low-income residents. The City can coordinate with developers and funders to design standards that integrate green building principles into affordable housing development. Examples of green building standards include using building materials with limited-to-no volatile organic compound (VOC) emissions and ensuring that building ventilation is efficient while promoting healthy air circulation. Standards should also emphasize energy and water efficiency and encourage siting decisions that will improve mobility and access to community resources.

<sup>4</sup> A greyfield refers to a previously developed but not contaminated property.

› **Target local infrastructure improvements to underserved and blighted areas; catalyze and track private investment**

While infill and redevelopment projects typically have access to at least some existing infrastructure, upgrades may be required to meet modern needs. This is especially true in low-income, minority, or underserved areas that have historically received lower amounts of infrastructure investment. Local or leveraged funding can be used to catalyze private investment for redevelopment and general infrastructure improvements in these areas. Examples of infrastructure improvements include: street or sidewalk repair; utility line burial; electrical infrastructure upgrades to improve energy efficiency; public transit infrastructure improvements; public art and beautification projects; and/or new or renovated community and recreation facilities or libraries. Furthermore, tracking infrastructure investments can help to ensure that the City makes more equitable investment decisions.

› **Increase access to affordable housing with housing assistance, redevelopment loans and micro-loan programs, and multifamily housing programs**

The City can improve the affordability of housing by taking advantage of and expanding existing programs, including housing assistance; the affordable housing redevelopment loan program; affordable multi-family housing development; and the redevelopment microloan program.



Table 3-2 Built Environment Sustainability Actions

Category	Priority Action	Type of Action	Estimated Costs		Implementation Timeframe**	Responsible Department		Strategy Co-Benefits
			Capital or Other Upfront Costs	O&M or Other Ongoing Costs		Lead City Dept.	Select Partners	
BUILT ENVIRONMENT								
	Mandate, incentivize, or fund the Policy creation of affordable housing through a unified affordable housing strategy	Policy	\$\$	\$	ON-GOING	Neighborhood Affairs (Supporting: Planning & Development Services)	<ul style="list-style-type: none"><li>• The New Deal for St. Pete</li><li>• One Community Housing Authority</li></ul>	 
	Analyze and develop appropriate strategies for new development adjacent to low-and moderate-income (LMI) neighborhoods	Planning & Analysis	\$\$	\$	SHORT 0-3 YEARS	Planning and Development Services	<ul style="list-style-type: none"><li>• South St. Petersburg CRA</li></ul>	
	Support temporary, creative neighborhood uses for vacant lots	Policy	\$	\$	SHORT 0-3 YEARS	Planning and Development Services (Supporting: Parks & Recreation, Sanitation)	<ul style="list-style-type: none"><li>• St. Pete Arts Alliance</li><li>• Sustainable Urban Agriculture Coalition (SUAC)</li><li>• OPEN - SEEDS</li></ul>	 
	Promote the use of Compact and Complete Communities principles for all new development and redevelopment efforts	Policy	\$	\$	ON-GOING	Planning and Development Services (Supporting: Transportation and Parking, Parks & Recreation, Economic Development)	<ul style="list-style-type: none"><li>• Urban Land Institute (ULI)</li><li>• Pinellas Suncoast Transit Authority (PSTA)</li><li>• Forward Pinellas</li></ul>	 
	Adopt Green Building Standards for Affordable Housing	Policy	\$\$	\$\$	SHORT 0-3 YEARS	Housing and Community Development (Supporting: Planning & Development Services)	<ul style="list-style-type: none"><li>• U.S. Green Building Council (USGBC)</li><li>• Urban Land Institute (ULI)</li><li>• Housing Authority</li></ul>	  
	Target local infrastructure improvements to underserved and blighted areas; catalyze and track private investment	Infrastructure & Equipment	\$\$\$\$\$	\$\$\$	MEDIUM 4-6 YEARS	Engineering and Capital Improvements (Supporting: Economic Development, Sustainability & Resiliency, Transportation and Parking Management)	<ul style="list-style-type: none"><li>• South St. Petersburg CRA</li><li>• St. Petersburg Area EDC</li></ul>	 
	Increase access to affordable housing with housing assistance, redevelopment loans and micro-loan programs, and multifamily housing programs	Policy	\$\$\$\$	\$\$	MEDIUM 4-6 YEARS	Housing and Community Development (Supporting: Planning and Development Services, Neighborhood Affairs, Urban Affairs)	<ul style="list-style-type: none"><li>• South St. Petersburg CRA</li></ul>	 

\*\*Implementation timeframe estimated at on-going, short term (0-3 years), medium term (4-6 years) or long term (7+ years) based on workloads and anticipated budget needs.

* LEVEL OF CAPITAL AND O&M COSTS DETERMINED BY CITY PROCUREMENT PROCESS (Level of spending decision-making)	\$ Under \$10,000	\$\$\$ \$100,000 - \$500,000	\$\$\$\$\$ Over \$1 million
	\$ \$10,000 - \$100,000	\$\$\$ \$500,000 - \$1 million	

CATEGORY/CO-BENEFITS

 Equity & Empowerment

 Climate & Energy

 Natural Systems

 Economy & Jobs

 Realizing Resilience

 Innovation & Process

 Health & Safety

 Built Environment

 Education, Arts & Community

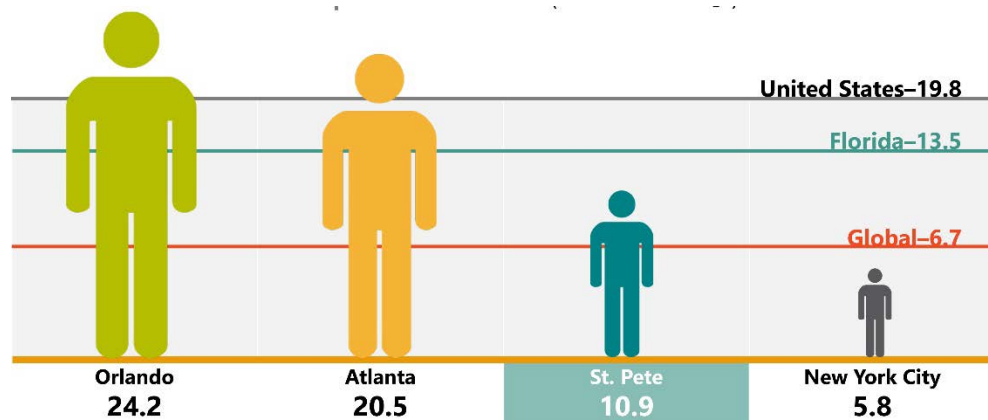
### 3.3 Climate & Energy

STAR states that the Climate & Energy goal area strives to “reduce climate impacts through adaptation and mitigation efforts and increase resource efficiency.” St. Petersburg aims to cut greenhouse gas (GHG) emissions that contribute to climate change, reduce environmental impacts, and enhance the resiliency of the city to changing climate conditions and disruptions. In 2016, the City of St. Petersburg became the first city in Florida and the 20<sup>th</sup> city nationally to commit to 100% clean energy, part of a national trend of clean energy commitments at municipal levels that now have been adopted by more than 70 U.S. cities.<sup>5</sup> As a critical part of the ISAP, the City completed its first ever GHG emissions inventory and developed a roadmap for how St. Petersburg will reach its goal of 100% clean energy by 2035 and an 80% GHG emissions reduction by 2050. **Figure 3-3** shows a summary of the results for the community GHG emissions inventory and the amount that municipal (City of St. Petersburg) operations contribute to community emissions. **Figure 3-4** provides an overview of pathways for the City to use in reducing GHG emissions by 80% by 2050 (described further in this section). The GHG Emissions Inventory and Clean Energy Roadmap can be found in **Appendix C**.

#### United Nations Intergovernmental Panel on Climate Change (IPCC)

In October 2018, the IPCC released an [updated report](#) that warns the world has already warmed by 1°C since the middle of the 19th century, and could reach 1.5°C before the middle of this century at the current rate of warming. The report stresses the need to reduce GHG emissions to net zero by 2050 – greater than the 80 percent reduction detailed in the ISAP – to have a reasonable chance of limiting global warming to 1.5°C.

**Figure 3-3 Per capita GHG Emissions (Metric Tons CO<sub>2</sub>e)**

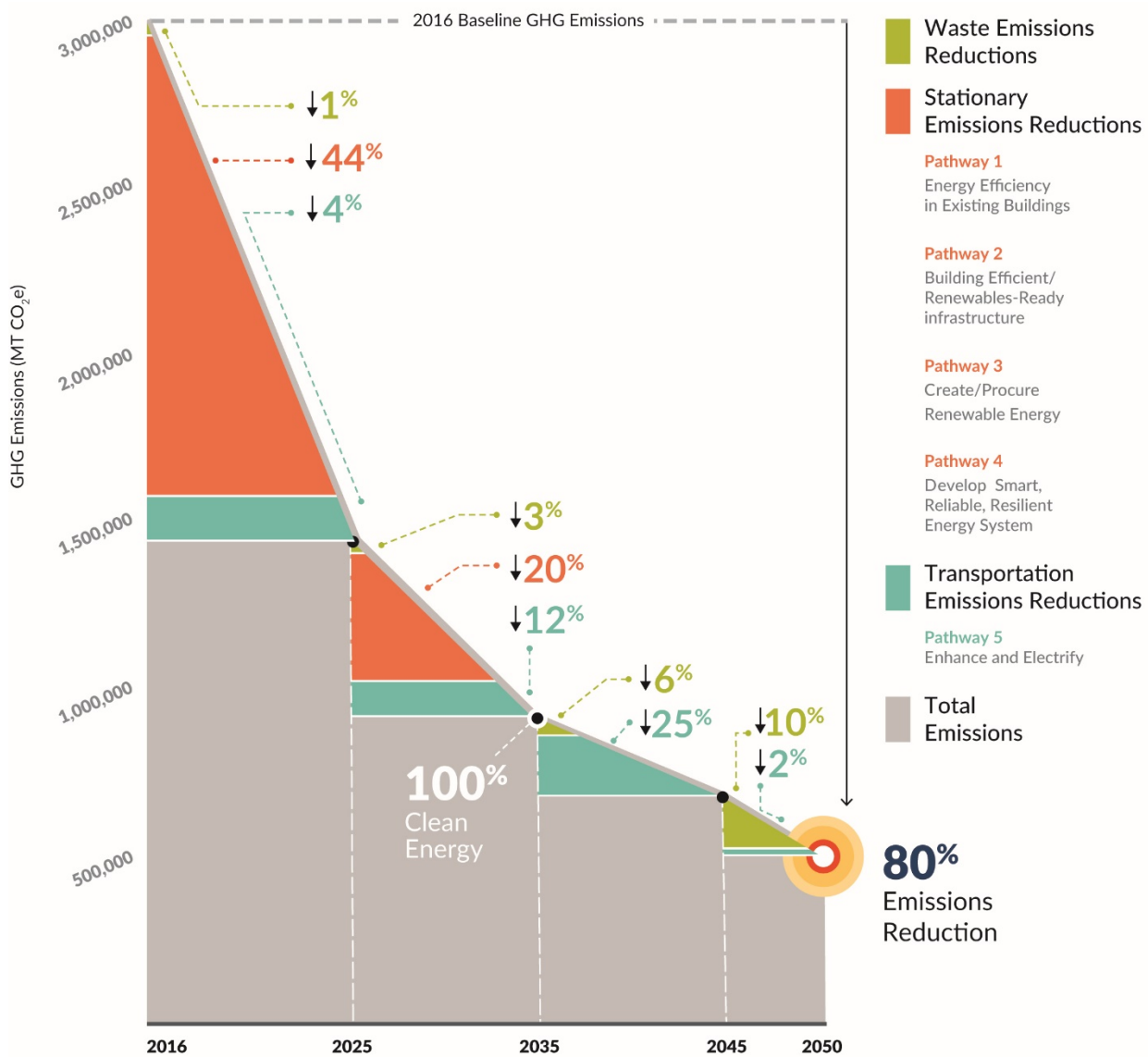


Sources: Global, United States and Florida: WRI, CAIT Climate Data Explorer; City of Orlando (2010); City of Atlanta (2016); New York City (2016); City of St. Petersburg - VHB (2018).

<sup>5</sup> <https://www.sierraclub.org/ready-for-100/commitments>



**Figure 3-4 Clean Energy Roadmap Summary**



Source: VHB, 2018.

Parallel to development of the ISAP, the City has already been implementing several climate and energy solutions. The City is leading by example in upgrading its own facilities for energy and water efficiency and is engaging in collaborative efforts with local institutions such as the Open Partnership Education Network (OPEN) to develop additional energy strategies.

In January 2019, just prior to the release of the ISAP, the City passed the Sustainability & Resiliency City Facility Building Ordinance, which further institutionalizes existing Executive Order 2017-01, Sustainable St. Petersburg, and requires third-party sustainability certification such as Leadership in Energy and Environmental Design (LEED) or Envision for municipal building and infrastructure projects.

The City has also been actively engaged in local and regional climate resiliency efforts. Because climate resiliency is such a critical component of the ISAP, this aspect of the Climate and Energy category within STAR is included in a separate discussion in **Section 3.9**, Realizing Resilience. Climate resiliency is also discussed in **Appendix D** (*ULI Realizing Resilience Report* and *Vulnerability Assessment Summary*).

**Table 3-3** at the end of this section lists the priority actions associated with Climate & Energy, as well as their implementation time-frame, cost levels, and partners.

### Targets and Objectives

- › 100% clean energy by 2035
- › 80% GHG emissions reduction by 2050
- › 20% GHG emissions reduction by December 2020
- › 5% of building stock certified with a green building program

### Priority Actions for Climate and Energy

A selection of energy and GHG reduction actions is outlined below. For additional information and context on how the City, in partnership with Duke Energy and other stakeholders, plans to achieve aggressive clean energy and GHG reduction targets, see the complete Clean Energy Roadmap in **Appendix C**, which outlines five pathways to clean energy in St. Petersburg.

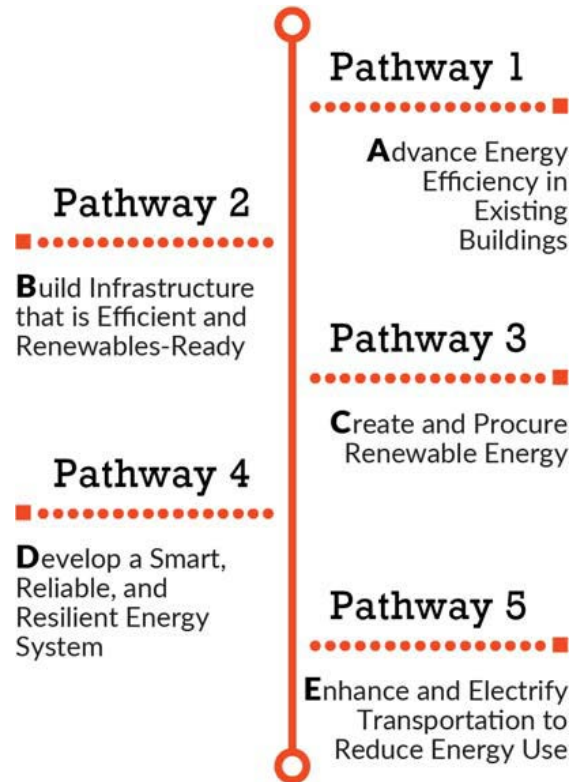


The **Open Partnership Education Network (OPEN)**, operated out of the University of South Florida St. Petersburg, takes a transparent cross-organizational approach to learning and identifying synergies across organizations. The OPEN portal is a public hub, an online gateway that features people, actions and programs that are shaping St. Petersburg now. The City is using the OPEN network for generating ideas and strategies to achieve 100% Clean Energy with local stakeholders such as the Sierra Club.

› **Implement deep energy retrofits and retro-commissioning of City facilities**

The City will implement a *Better Buildings* or similar program estimated over the long term to be a \$30 million energy retrofit program. Early action retrofits have been requested for implementation by end of year 2020 to realize quick and significant energy and cost savings in municipal operations.

The City may consider entering into a performance contract with an energy service company to implement this action through streamlining the identification and implementation and maximizing savings of municipal facility efficiency upgrades.



› **Implement a private sector building challenge**

The City will engage commercial and residential buildings to conduct energy audits and complete deep energy retrofits. This challenge will create early leadership around building energy efficiency in the commercial and residential sectors, contribute to GHG reduction, and reduce demand on the electric grid.

› **Influence an inclusive, accessible, and transparent utility planning process**

To support energy equity and a just transition to a clean energy economy, the City must engage its low-income residents and communities of color to help lead this transition. These communities should influence decisions about energy infrastructure development to ensure that the community is achieving a transition away from a fossil-fuel based economy while simultaneously reducing and eliminating existing disparities in economic opportunity and access to resources. The City will continue to work with the community and Duke Energy to make the utility planning process more inclusive of stakeholder participation to ensure the selection of low cost, low risk resource options such as energy efficiency and distributed solar power. The integrated resource plan (IRP) process should allow stakeholder intervention to analyze utility resource plans and to present evidence on how to integrate the lowest cost options and how to reduce long-term risk to customers.

› **Scale up solar co-op and Duke Energy community solar improvements**

St. Petersburg can expand community solar, building on its existing solar co-ops. Increasing the number of co-ops and/or participants in existing co-ops, especially with virtual net metering, would open numerous opportunities for independent solar developers to come into the state and build projects that could offer significant benefits and cost reductions across communities. This type of scale-up could reduce between 4,000 and 20,000 metric tons of carbon dioxide equivalent (CO<sub>2</sub>e) over the next five to 10 years.

› **Deploy electric vehicle (EV) infrastructure and establish EV incentives**

Local laws and policies should target deployment of EV infrastructure and EVs themselves through a variety of mechanisms:

- Local EV ordinances for EV ready developments and building code streamlining for developers
- Bulk purchase agreements and/or programs to assist in low-cost EV fleet acquisition
- Incentive programs for businesses to install Electric Vehicle Supply Equipment (EVSE), such as charging stations
- Electric vehicle acquisition goals and preference for low or zero emission vehicles in procurement policies
- Electric local rental programs, prioritizing low-income communities
- Parking benefits to EV drivers, such as dedicated spaces or free parking

› **Adopt a building energy benchmarking and disclosure policy**

Mandatory benchmarking is an increasingly popular practice among cities. Under such policies, municipal governments require certain buildings to measure energy and water consumption. To date, over 20 cities and other local jurisdictions have passed mandatory benchmarking policies. These cities range in size and location and include large cities like New York City, Chicago, Seattle and San Francisco, as well as mid-sized and small cities like Berkeley, California; Portland, Maine; and Cambridge, Massachusetts. Cities that have enacted similar laws have experienced a 1.6 to 14 percent reduction in energy use, energy cost, or energy intensity over two to four years, with most cities experiencing three to eight percent reductions.

In addition to these actions, the St. Petersburg community (City, businesses, and residents) would need to install the equivalent of **680 megawatts (MW) of solar capacity** (Pathway 3). This level of solar capacity is equivalent to roughly 68,000 households each generating energy with 10 kW solar installations by 2035, or the estimated roof area needed to accommodate 680 MW of solar is about **1,500 acres**. In 2018, the City's non-profit solar co-op, Solar United Neighbors (SUN), helped install 1.4 MW of solar capacity on St. Petersburg homes.

Procurement of renewable energy credits (RECs) *may* be an option when solar additions are reasonably maximized or to otherwise meet goals while continuing to increase solar capacity.

› **Create a retrofit accelerator program**

Retrofit accelerator programs provide advisory services to improve adoption of energy efficiency retrofits. To start such programs, municipalities must first adopt building benchmarking and disclosure programs as described above. Developing the framework for the building energy law can take approximately three to six months, followed by the local vote for adoption. Next, the municipality should develop a timeline for a phased implementation and then an online tool and appropriate submittal application paperwork. Once implemented, such a program has the potential to create an overall building portfolio energy reduction of 20-30 percent.

› **Establish Property Assessed Clean Energy (PACE)**

PACE serves as financing mechanism for commercial and residential properties to fund energy efficiency, renewable energy, and water conservation projects. The program pays for all of a project's cost, repaid through an assessment added to the property's tax bill over a period of up to 20 years. According to the program, the annual energy savings typically exceed the annual assessment payment, so these projects start paying for themselves immediately. PACE requires state and local government legislation and sponsorship. In 2010, Florida passed such legislation, enabling PACE. Pinellas County has also passed enabling legislation; however, no PACE providers had proposed to set up in the county at the time of this final document (January 2019).

› **Develop a fuel-efficient, green municipal fleet**

St. Petersburg's municipal automobile fleet presents significant opportunities for clean energy savings. The City should continue to convert its municipal fleet to fuel efficient, hybrid, and alternative fuel vehicles. Currently, a Green Fleet ordinance is being developed, which the Health, Energy, Resiliency and Sustainability (HERS) Committee will review and finalize in early 2019. As EVs are procured, St. Petersburg should develop ways to charge electric vehicles with renewable energy, such as by solar PV installations. In addition, the City should continue developing the potential to run its sanitation vehicles (and any other heavy-duty vehicles) on the biogas produced at the Southwest Water Reclamation Facility. By replacing their vehicle fleets with EVs, the City can reduce both fleet emissions and operating costs. The City should establish incremental fleet targets for purchases of light-duty EVs and consider EV procurement for any vehicle replacements when suitable EV options are available with equivalent operational capability.

› **Introduce building code provisions that support energy improvements, efficiency and EV readiness**

Modifications to St. Petersburg's building code can bolster additional actions that facilitate clean energy development, resource efficiency improvements, and waste reduction. Specific revisions could include more advanced energy performance requirements as well as process improvements that support developers in deploying EV infrastructure; and solar-ready code provisions requiring new buildings to include the ability to install solar photovoltaic (PV) panels, net metering, and inverters. Resources that assist buildings and enforce energy code requirements may be necessary for success.

**Sustainability & Resiliency City Facility Building Ordinance**

The City has adopted the Sustainability & Resiliency City Facility Building Ordinance, which in addition to requiring that capital and operational budgets prioritize resiliency upgrades as a measure for reducing long-term risk, requires that new construction or significant redevelopment of City building projects 5,000 square feet and over are required to achieve LEED™ Gold or higher certification. The certification will help support energy efficiency standards in new municipal building construction and operation.

A specific multi-benefit could be achieved through requirements for replacing conventional HVAC units with variable speed HVAC units. Benefits include 1) lower noise levels, 2) lower life cycle costs and 3) lower electric use and emissions. These systems do not run continuously at full speed and can use half the power of the units they replace, saving several thousand dollars over the life of the unit after subtracting higher, up-front costs. The impact of these reductions is most dramatic in the higher density building units like those the City is constructing building downtown.

It is important to recognize various green infrastructure-related actions discussed in other sections of the ISAP that complement energy efficient building standards, for example tree canopy management (**Section 3.8**).

› **Collaborate with key business and community stakeholders to establish implementation milestones and progress criteria**

The Clean Energy Roadmap outlines numerous strategies requiring significant collaboration from business, community, utility, and state level stakeholders. As a first step, the City should convene key stakeholders and leverage resources from the American Cities Climate Challenge technical team to set a timeline for completion of key milestones and criteria for satisfactory progress. Criteria for satisfaction should include commitment and progress from Duke Energy Florida in advance of the end of the City's current franchise agreement in 2026, as well as actions that could be taken to establish an independent municipal utility if such progress is not met.
































› **Continue to support federal legislation and action that will address climate change, including an evaluation of a carbon fee and dividend**

While City leadership can support local measures to address climate change, only the U.S. Congress has the power to enact federal legislation nationwide. One such measure that Congress has the power to create is a carbon fee and dividend program that would place a carbon fee on all fossil fuels and other greenhouse gases (GHG) entering the system. The carbon fee can be charged for goods entering the U.S. from countries without comparable carbon fees to ensure there is no domestic or international incentive to relocate production of goods and services. Dividends would go to American households so that families and individuals can afford the energy they need during the transition to a GHG emissions-free economy.

On October 4, 2018, City Council passed a resolution to support H.R. 763, *Energy Innovation and Carbon Dividend Act*, introduced by U.S. Representative Charlie Crist. This action asks that the city continue to evaluate and support as appropriate federal policies that address climate change.



Table 3-3 Climate & Energy Sustainability Actions

Category	Priority Action	Type of Action	Estimated Costs		Implementation Timeframe**	Responsible Department		Strategy Co-Benefits
			Capital or Other Upfront Costs	O&M or Other Ongoing Costs		Lead City Dept.	Select Partners	
CLIMATE & ENERGY								
	Implement deep energy retrofits and retro-commissioning of City facilities	Infrastructure & Equipment	\$\$\$\$\$	\$\$\$	SHORT 0-3 YEARS	Engineering and Capital Improvements (Supporting: OSR)	<ul style="list-style-type: none"><li>USF Clean Energy Research Center</li><li>Duke Energy</li></ul>	 
	Implement a private sector building challenge	Collaboration	\$\$	\$	SHORT 0-3 YEARS	Sustainability & Resiliency (Supporting: Eco-Dev, CDA)	<ul style="list-style-type: none"><li>St. Petersburg Chamber of Commerce</li></ul>	 
	Influence an inclusive, accessible, and transparent utility planning process	Planning & Analysis	\$	\$	SHORT 0-3 YEARS	Sustainability & Resiliency (Supporting: Mayor, Public Works)	<ul style="list-style-type: none"><li>Duke Energy</li><li>Southern Alliance for Clean Energy</li><li>FL League of Cities</li><li>FL Counties</li></ul>	  
	Scale up solar co-op	Policy	\$\$\$	\$\$	MEDIUM 4-6 YEARS	Sustainability & Resiliency	<ul style="list-style-type: none"><li>Solar United Neighbor of Florida</li><li>Solar Energy Loan Fund (SELF)</li><li>Duke Energy</li></ul>	  
	Duke Energy community solar improvements	Infrastructure & Equipment	\$	\$\$	SHORT 0-3 YEARS	Sustainability & Resiliency (Supporting: Housing Engineering)	<ul style="list-style-type: none"><li>Housing Authority</li></ul>	  
	Deploy electric vehicle (EV) infrastructure and establish EV incentives	Infrastructure	\$\$\$\$\$	\$\$	SHORT 0-3 YEARS	Transportation and Parking	<ul style="list-style-type: none"><li>Duke Energy</li><li>Southern Alliance for Clean Energy</li></ul>	  
	Adopt a building energy benchmarking and disclosure policy	Policy	\$\$\$\$	\$\$\$	SHORT 0-3 YEARS	Sustainability & Resiliency (Supporting: Engineering)	<ul style="list-style-type: none"><li>Urban Land Institute (ULI)</li><li>Builders Association</li></ul>	 
	Create a retrofit accelerator program	Policy	\$\$\$	\$	MEDIUM 4-6 YEARS	Sustainability & Resiliency (Supporting: Engineering)	<ul style="list-style-type: none"><li>Urban Land Institute (ULI)</li><li>Builders Association</li></ul>	 
	Establish Property Assessed Clean Energy (PACE)	Funding	\$\$	\$\$	SHORT 0-3 YEARS	Sustainability & Resiliency (Supporting: Legal)	<ul style="list-style-type: none"><li>Pinellas County</li></ul>	  
	Develop a fuel-efficient, “green” municipal fleet	Infrastructure & Equipment	\$\$\$\$\$	\$\$	MEDIUM 4-6 YEARS	Fleet Management (Supporting: Sustainability & Resiliency)	<ul style="list-style-type: none"><li>Southern Alliance for Clean Energy</li><li>Sierra Club</li><li>Major auto manufacturers</li></ul>	  
	Introduce building code provisions that support energy improvements, efficiency and EV Readiness	Policy	\$\$	\$\$	SHORT 0-3 YEARS	Planning and Development Services	<ul style="list-style-type: none"><li>U.S. Green Building Council (USGBC)</li><li>Developers, builders and contractors</li></ul>	  
	Collaborate with key business and community stakeholders to establish implementation milestones and progress criteria <sup>1</sup>	Collaboration	\$	\$	SHORT 0-3 YEARS	Sustainability & Resiliency	<ul style="list-style-type: none"><li>American Cities Climate Challenge Team</li><li>Duke Energy</li><li>Sierra Club</li><li>Southern Alliance for Clean Energy</li><li>USF Clean Energy Research Center</li></ul>	 

<sup>1</sup>The Clean Energy Roadmap outlines numerous strategies requiring significant collaboration from business, community, utility, and state level stakeholders. As a first step, the City should convene key stakeholders and leverage resources from the American Cities Climate Challenge technical team to set a timeline for completion of key milestones and criteria for satisfactory progress. Criteria for satisfaction should include commitment and progress from Duke Energy Florida in advance of the end of the City's current franchise agreement in 2026, as well as actions that could be taken to establish an independent municipal utility if such progress is not met.

\*\*Implementation timeframe estimated at on-going, short term (0-3 years), medium term (4-6 years) or long term (7+ years) based on workloads and anticipated budget needs.

* LEVEL OF CAPITAL AND O&M COSTS	\$ Under \$10,000	\$\$\$ \$100,000 - \$500,000	\$\$\$\$\$ Over \$1 million
DETERMINED BY CITY PROCUREMENT PROCESS (Level of spending decision-making)	\$ \$10,000 - \$100,000	\$\$\$ \$500,000 - \$1 million	

CATEGORY/CO-BENEFITS

 Equity & Empowerment

 Climate & Energy

 Natural Systems

 Economy & Jobs

 Realizing Resilience

 Innovation & Process

 Health & Safety

 Built Environment

 Education, Arts & Community



### 3.4 Economy & Jobs

A critical aspect of St. Petersburg's sustainability commitment as well as its Grow Smarter strategy, is to create equitable access to quality jobs and to promote a thriving and resilient local economy. This is essential to the City's long-term sustainability and that of its residents and businesses. **Table 3-4** at the end of this section lists the priority actions associated with Economy & Jobs, as well as their implementation time-frame, cost levels, and partners.

#### Grow Smarter Focus Areas

The City and the St. Petersburg Chamber of Commerce have developed the Grow Smarter strategy around three goals of "people, prosperity, and place."



Building off the Grow Smarter strategy and focus areas, targets and priority actions in this section focus on business retention and development, quality jobs and living wages, workforce readiness and green market development.

#### Targets and Objectives

##### ***Business Retention & Development***

- › Demonstrate continued increase in number of business establishments over time
- › 20 small businesses per 1,000 residents (5,400 small businesses)<sup>6</sup>

##### ***Green Market Development***

- › Increase in percentage of third-party certified green building stock
- › Increase in percentage of population employed by green business or within green industry

##### ***Local Economy***

- › Increase in the total funds deposited in locally owned and operated financial institutions over time

<sup>6</sup> Please note that the City has already achieved this target, but work is required to maintain it.

### ***Quality Jobs & Living Wages***

- › Demonstrate the percentage change between the jurisdiction's employment rate and the national rate is 10% or better and demonstrate the percentage change between the jurisdiction's unemployment rate and the national rate is 10% or better
- › Increase median income over time/80% of household incomes meet or exceed the living wage standard
- › Total driving cost is 15% or less of the regional typical household income
- › Increase real median household income over time

### ***Targeted Industry Development***

- › Targeted sectors provide employment at a range of skill and wage levels so that the entirety of the local workforce has opportunities to build wealth
- › Provide consistent supply of trained talent to local employers and continue to attract the best and brightest workers to St. Petersburg

### ***Workforce Readiness***

- › Demonstrate the percentages of employed are proportional to the population in the labor force for each racial/ethnic group and demonstrate unemployment rates are proportional to the population in the civilian labor force for each racial/ethnic group
- › Demonstrate increased involvement of population in existing workforce development efforts, including One Community planning process, St. Pete Works, and CRA-dle to Career program

## **Priority Actions for Economy and Jobs**

### ***Business Retention & Development***

- › **Create substantial business recognition, promotion, and development program**

St. Petersburg's locally owned and operated businesses already provide important benefits to the City's economy, neighborhood vitality, and resident quality of life. A business promotion program could highlight successful and innovative entrepreneurship, as well as the specific individuals who run these businesses, to retain businesses and spur further business development. The City could also develop and promote a program that connect entrepreneurs and business owners with lenders and investors.

- › **Enhance business incubation and acceleration capacity in St. Petersburg**

The City should continue to provide space and incentives for business incubation and co-working space, with an emphasis on supporting green business/industry.

**Green Market Development**

- › **Amend economic plans to increase green jobs, technology, and products, and services**

Green jobs directly support economic prosperity, equitable job opportunities, and environmentally sustainable development. St. Petersburg's existing and future economic plans should include provisions to increase support services for careers in environmental fields such as clean energy and natural resources management; grow the development and use of low-impact technologies; and incentivize the procurement of green products and services, including sustainable sourcing throughout the supply chain. This action would be supported by the Local Economy actions described further in this section.

**Local Economy**

- › **Develop a long-term economic localization and promote "buy local" and "bank local" campaigns**

The City could enhance current efforts with an economic localization plan by working closely with community stakeholders to identify opportunities for more local production, hiring, purchasing, and banking. This plan could include provisions to require anchor institutions to purchase local products, as well as incentives for businesses that use materials produced and sold within the region. Additionally, the City can work with businesses to bolster existing "buy local" campaigns, such as Keep Saint Petersburg Local, to ensure direct support of St. Petersburg's jobs and small businesses. These efforts could include more explicit "bank local" initiatives to maintain the circulation of money in the St. Petersburg and encourage investment in local assets.

- › **Establish City procurement standards that encourage purchase of local goods and services**

To lead by example, the City will establish procurement standards that encourage purchase of local products and services for its operations and require local hiring for municipal positions. This action would also support the Green Market Development action previously described.

**Quality Jobs & Living Wages**

- › **Provide training and incentives to expand family-friendly and commuter-friendly workplace policies**

Adopting workplace policies that allow flexible working arrangements and encourage work-life balance, particularly for those with family caregiving and other responsibilities outside of work, will help boost employees' morale and productivity, and improve job retention. In addition to the City's 2015 paid family leave policy for City employees, the City can consider expanding family-friendly policies such as telecommuting, schedule change or adjustment, job-sharing, and onsite or accessible child care resources. These family-friendly workplace policies should also be applicable to businesses and

contractors employed by the City. Existing commuter-friendly practices include providing City employees with free access to PSTA service, which has helped St. Petersburg attain the Best Workplace for Commuters designation from the Tampa Bay Area Regional Transit Authority (TBARTA) in 2017.

› **Support living wage campaigns and enact living wage policies**

The City will take steps toward the fulfillment of Mayor Kriseman’s public commitment to supporting a living wage by actively supporting existing living wage campaigns and enacting a living wage policy.

› **Participate in labor agreements, community benefit agreements, collective bargaining relationships**

St. Petersburg can take a more active role in supporting the formation of collaborative agreements that protect local workforces and promote redevelopment that benefits neighborhoods. The City could consider maintaining and/or expanding collective bargaining agreements to more City departments, which will ensure that employers and employees are well positioned to negotiate for better working conditions and other mutually beneficial rights. The City should also support the signing of community benefits agreements that ensure local job retention and investment in areas of new development.

### ***Targeted Industry Development***

› **Implement targeted business growth actions identified in the Grow Smarter strategy**

The City and Chamber’s Grow Smarter strategy identifies Action 2.2: “pursue specific actions to grow St. Petersburg’s target business sectors.” The City will continue to support implementation of these actions, which support growth of key sectors, including:

- Marine and Life Sciences (which will also support local and regional climate resiliency efforts)
- Specialized Manufacturing
- Financial Services
- Data Analytics (which can support big data and smart city efforts that contribute to sustainability)
- Creative Arts and Design

### ***Workforce Readiness***

› **Provide training and support services to the workforce**

Preparing residents with the education and skills necessary for targeted industries will not only help them adapt to the changing economy but will also boost the economic competitiveness of St. Petersburg. With several technical and higher education institutions located in the city and surrounding areas, the City of St. Petersburg should

ensure that local businesses are leveraging partnerships with these educational resources to develop quality curriculum and job training programs (e.g., internships, apprenticeships) in the target business sectors identified in the Grow Smarter strategy. Additionally, workforce development plans and job training programs should be designed to accommodate different skill sets and levels of education, as well as a diverse workforce (including minorities, women, veterans, students, young professionals, etc.), to ensure fair and equitably-distributed job opportunities. Importantly, the City can accomplish these goals by leveraging and promoting existing workforce development initiatives, including:

- **The One Community Plan** and planning process are engaging residents in South St. Petersburg, a 25-square-mile area south of Central Avenue where 80% of the City's black community lives. The Plan prioritizes resident involvement in economic development efforts that strive to grow incomes and build collective wealth.
- **St. Pete Works!** is a workforce development initiative that unites several community-based nonprofits, employers, and job-training organizations. The project strives specifically to provide services that increase employment opportunities for residents in South St. Petersburg.
- **The CRA-dle to Career** education framework, described in Grow Smarter Action 5.1, encourages partnerships among representatives of educational institutions, businesses, and social services to develop solutions to educational performance issues.

Table 3-4      Economy & Jobs Sustainability Actions

Category	Priority Action	Type of Action	Estimated Costs		Implementation Timeframe**	Responsible Department		Strategy Co-Benefits
			Capital or Other Upfront Costs	O&M or Other Ongoing Costs		Lead City Dept.	Select Partners	
ECONOMY & JOBS								
	Create substantial business recognition, promotion, and development program	Policy	\$\$\$	\$\$	ON-GOING	Economic and Workforce Development (Supporting: Small Business Liaison)	<ul style="list-style-type: none"><li>St. Petersburg Chamber of Commerce</li><li>St. Petersburg Area EDC</li></ul>	 
	Enhance business incubation and acceleration capacity in St. Petersburg	Infrastructure & Equipment	\$\$	\$\$	ON-GOING	Small Business Liaison (Supporting: Economic and Workforce Development)	<ul style="list-style-type: none"><li>St. Petersburg Chamber of Commerce</li><li>St. Petersburg Area EDC</li><li>Various district Business Associations</li></ul>	
	Amend economic plans to increase “green” jobs, technology, products, and services	Policy	\$\$	\$\$	SHORT 0-3 YEARS	Procurement and Supply Management (Supporting: Economic and Workforce Development)	<ul style="list-style-type: none"><li>St. Petersburg Area EDC</li><li>Grow Smarter Strategy</li></ul>	 
	Develop a long-term economic localization and promote “buy local” and “bank local” campaigns	Planning & Analysis	\$\$	\$\$	SHORT 0-3 YEARS	Procurement and Supply Management (Supporting: Economic Development)	<ul style="list-style-type: none"><li>Keep St. Pete Local</li><li>St. Petersburg Chamber of Commerce</li><li>Local banks</li></ul>	  
	Establish City procurement standards that encourage purchase of local goods and services	Policy	\$	\$	SHORT 0-3 YEARS	Procurement and Supply Management (Supporting: Sustainability & Resiliency)	<ul style="list-style-type: none"><li>St. Pete Works</li><li>Keep St. Pete Local</li><li>Greenhouse</li></ul>	 
	Provide training and incentives to expand family-friendly and commuter-friendly workplace policies	Policy	\$\$\$	\$\$\$	ON-GOING	Human Resources (Supporting: Transportation and Parking Management)	<ul style="list-style-type: none"><li>Police Benevolent Association (PBA)</li><li>St. Petersburg Association of Firefighters (IAFF-SPAFF)</li><li>Florida Public Services Union (FPSU) / SEIU</li></ul>	 
	Support living wage campaigns and enact living wage policies	Policy	\$\$\$	\$\$\$	ON-GOING	Economic and Workforce Development (Supporting: Mayor)	<ul style="list-style-type: none"><li>The New Deal for St. Pete</li><li>St. Petersburg Chamber of Commerce</li><li>St. Pete Works</li></ul>	 
	Participate in labor agreements, community benefit agreements, collective bargaining relationships	Planning & Analysis	\$	\$	ON-GOING	Human Resources (Supporting: Public Works)	<ul style="list-style-type: none"><li>Police Benevolent Association (PBA)</li><li>St. Petersburg Association of Firefighters (IAFF-SPAFF)</li><li>Florida Public Services Union (FPSU) / SEIU</li></ul>	 
	Implement target business growth actions identified in the Grow Smarter strategy	Planning & Analysis	\$	\$	ON-GOING	Economic and Workforce Development	<ul style="list-style-type: none"><li>St. Petersburg Area EDC</li><li>Grow Smarter Strategy</li></ul>	 
	Provide training and support services to the workforce	Infrastructure & Equipment	\$\$\$	\$\$\$	ON-GOING	Economic and Workforce Development	<ul style="list-style-type: none"><li>St. Petersburg College</li><li>Pinellas Technical College</li><li>Pinellas County Ex-offender Coalition (PERC)</li><li>St. Pete Works</li></ul>	 

\*\*Implementation timeframe estimated at on-going, short term (0-3 years), medium term (4-6 years) or long term (7+ years) based on workloads and anticipated budget needs.

LEVEL OF CAPITAL AND O&M COSTS DETERMINED BY CITY PROCUREMENT PROCESS (Level of spending decision-making)	\$ Under \$10,000	\$\$\$ \$100,000 - \$500,000	\$\$\$\$\$ Over \$1 million
	\$\$ \$10,000 - \$100,000	\$\$\$\$ \$500,000 - \$1 million	

CATEGORY/CO-BENEFITS

 Equity & Empowerment

 Climate & Energy

 Natural Systems

 Economy & Jobs

 Realizing Resilience

 Innovation & Process

 Health & Safety

 Built Environment

 Education, Arts & Community

### 3.5 Education, Arts, & Community

St. Petersburg is well known for its thriving arts and cultural resources. It is one of the assets of the community that attracts residents, businesses, and visitors and supports a sense of community cohesion and identity. Preserving the arts and cultural resource assets of the community while also continuing to enhance education and access to these resources will remain a priority for the City. Additionally, sustainability and resiliency of St. Petersburg is dependent on equitable and accessible education opportunities and attainment. Education across all populations living and working in the City is essential to the long-term viability of its growing and evolving economy and for celebrating the rich social and cultural diversity that St. Petersburg has to offer. **Table 3-5** at the end of this section lists the priority actions associated with Education, Arts & Community, as well as their implementation timeframe, cost levels, and partners.

#### Bicycle Friendly Community

St. Petersburg was designated as a silver-level Bicycle Friendly Community by the League of American Bicyclists<sup>SM</sup> in 2017 for its attention to promoting, educating, and investing in bicycle friendliness. The City was originally awarded bronze-level status in 2006. St. Petersburg is in the process of attaining Walk Friendly Community status through a program operated by the University of North Carolina Highway Safety Research Center.

#### Targets and Objectives

- › 85% of third grade public school students meet/exceed reading proficiency
- › 85% or above of third grade in the jurisdiction from each race/ethnicity and meet/exceed reading proficiency
- › 90% average four-year adjusted cohort high school graduation rate from each race/ethnicity, special education, English language learners, and low-income subgroup of students
- › Demonstrate that creative industries represent at least a 5% share of all businesses in county or city
- › Improved access to art for communities of color and low-income communities
- › Increased number and accessibility of outdoor galleries, art sales, and performing arts in public spaces viewable by anyone
- › Incorporation of arts, culture, and equity into foundational planning documents
- › Demonstrate that the community places in the top 25% of the Best Cities for Successful Aging or achieve a Total Index Score of 60 or greater from the Livability Index
- › Demonstrate the following challenges to seniors living independently are less than the national values for:
  - Responsibility for grandchildren;
  - Disability;
  - Unemployment;



- Food Stamp/SNAP benefits;
- Poverty level;
- Housing costs as % of household income; and
- Gross rent as a percentage of household income.

### Priority Actions for Education, Arts, and Community

#### › **Fund Head Start programs**

There are currently five Head Start and/or Early Head Start centers serving young children from low-income families in the City. While these programs have resulted in positive impacts on the program participants, funding for these federal programs typically remains limited. Additional financial support would ensure that these programs can continue providing quality learning services and activities to all eligible individuals. To date, the City has successfully provided scholarships and resources advocating for education, particularly for at-risk students from low-income families and communities through St. Pete's Promise, a nationally-recognized initiative. To build on this success, the City should consider creating a similar funding mechanism (such as the Fund A Classroom program) to ensure investment in the Head Start and Early Head Start programs.

#### › **Provide full day kindergarten for low-income students and students with special needs**

Making education accessible to low-income students and students with special needs is critical to improving the lives of students and their families. The City should expand the St Pete's Promise initiative (mentioned above), which is already providing resources for at-risk and low-income students in the community, to include financial resources and services for student parents.

#### › **Provide childcare support for student parents**

The City should look for opportunities to leverage partnerships with local technical and higher education institutions to ensure that full-day child care services are available to student parents, to provide more flexibility for these students to attend classes and to have dedicated study time. Furthermore, the City should consider providing financial aid or scholarships to help cover the cost of childcare and collaborate with educational institutions to ensure that the cost of child care is considered when determining financial aid eligibility.

#### › **Strengthen supplemental support services and alternative educational pathways**

While St. Petersburg offers programs to support students in need of academic assistance, the City can expand its offerings for the many students still struggling to graduate. Specific initiatives could include expanding summer learning programs for students who need assistance outside of the school year and offering multiple pathways to graduation to improve educational outcomes for students.



› **Assess the effectiveness of policies related to diversity**

St. Petersburg's actions and policies will be most effective if they accurately reflect the needs of its current population. The City should consider assessing the social and cultural diversity of St. Petersburg through various digital and in-person survey techniques. A mapping exercise, for example, could help the City better understand the distribution and representation of racial and ethnic minority households across its neighborhoods. The assessment could enhance the efficacy of policies that distribute financial and human resources to St. Pete's communities, promote diversity and inclusion, and uphold citizens' rights, as well as identify challenges and opportunities related to the diversity of organizations or groups with decision making power in the City.

› **Expand access to the arts among communities of color and low-income populations**

St. Petersburg can ensure that low-income and minority populations have equitable access to the city's many artistic offerings. Specific measures could include increasing free and reduced admissions days/times to art museums and other art venues; and promoting the expansion of art in public spaces, such as outdoor galleries and sculpture walks, art sales, and performing and visual arts in public spaces, such as the city's mural arts program, which provides accessibility to works by world-renowned street artists.

› **Activate underutilized and affordable artist live-work spaces**

The resurgence in land development in St. Petersburg offers an opportunity to expand space for artists to develop and display their work. The City should implement a targeted program that activates vacant and underutilized space on a temporary basis with creative uses. Efforts can include identifying publicly- and/or privately-owned sites for creative temporary uses and investigating funding opportunities. Furthermore, the City should coordinate opportunities for the development of affordable housing and live-work space for artists and provide public sector assistance as appropriate (i.e. public-private partnerships, financing, land dispositions, and zoning support).

› **Adopt a living wage policy for artists**

St. Petersburg should adopt a policy that requires a living wage for artists and prohibits providing exposure in exchange for work. This policy should include a provision that explicitly requires City agencies that are recipients of arts grants to pay artists a living wage.

› **Expand collaboration among local and regional public, private, and nonprofit organizations**

Increased coordination between the City and various public and private institutions can promote access to and participation in the arts. Specific initiatives could include collaboration with schools to expand student exposure to artistic offerings in St.

Petersburg (e.g., field trips to museums; visual, cinematic, and performing arts events); and coordination with stakeholders from the green, retail, and creative industries.

› **Incorporate arts, culture and equity into foundational planning documents**

St. Petersburg should prioritize access to the arts for all residents through its planning documents. The City could develop an arts, culture, and equity chapter in long-term general plans or comprehensive plans of municipalities. A cultural equity plan could map assets, assess access to arts and culture resources, and lay out cultural investment and cultural preservation strategies. Finally, a cultural economy plan would ensure investment the cultural vibrancy of the local economy.





















› **Promote the CRA-dle to Career program**

St. Petersburg can build upon its existing resources to ensure educational and childcare support services exist for families throughout a child's development. The City should expand support for early childhood education providers, including Child Care Center Business Development programs such as the Academy of Business in Child Care Development (ABCD), which provides business development solutions for challenges faced by Child Care centers and up to \$10,000 grants to fund improvements identified by Greenhouse and the Early Learning Coalition of Pinellas County (ELC). The City should also expand support for Family Day Care Providers, which awards grants of up to \$10,000 for business support, contingent upon completion of curriculum. Finally, the City can support Pre-K education and initiatives in the CRA and annual pre-K scholarships for eligible children up to \$5,000.

› **Promote youth job readiness and entrepreneurship**

St. Petersburg should focus on developing local talent and excitement around entrepreneurship and innovation. With a focus on the 14 to 21 age group, St. Petersburg should leverage City investments in existing programs, such as the Enoch Davis Youth Farm Project. This partnership with Pinellas County Schools provides curriculum development and a student pipeline to agricultural or food systems-oriented jobs by leveraging non-profit and institutional resources such as Healthy St. Pete, IFAS, PTC, SUAC, PAL, and USFSP. The City provides stipends for CRA students on the Farm, as well as funding for capital improvement and cleanup. The Greenhouse further supports by providing entrepreneurial and business training.

Table 3-5 Education, Arts, & Community Sustainability Actions

Category	Priority Action	Type of Action	Estimated Costs		Implementation Timeframe**	Responsible Department		Strategy Co-Benefits
			Capital or Other Upfront Costs	O&M or Other Ongoing Costs		Lead City Dept.	Select Partners	
EDUCATION, ARTS & COMMUNITY								
	Fund Head Start programs	Funding	\$\$\$\$	\$\$\$\$	SHORT 0-3 YEARS	Education	• Pinellas County School Board	 
	Provide full day kindergarten for low-income students and students with special needs	Funding	\$\$\$\$	\$\$\$\$	SHORT 0-3 YEARS	Education	• Pinellas County School Board	
	Provide childcare support for student parents	Funding	\$\$\$\$	\$\$\$\$	ON-GOING	Education	• St. Petersburg College • Pinellas Technical College • USF St. Petersburg	 
	Strengthen supplemental support services and alternative educational pathways	Infrastructure & Equipment	\$\$\$	\$\$\$	MEDIUM 4-6 YEARS	Education	• Pinellas County School Board	 
	Assess the effectiveness of policies related to diversity	Planning & Analysis	\$\$	\$	ON-GOING	Sustainability & Resiliency (Supporting: Clerk’s Office, Mayor, Urban Affairs)	• Foundation for a Healthy St. Petersburg	
	Expand access to the arts among communities of color and low-income populations	Funding	\$\$	\$\$	ON-GOING	Cultural Affairs (Supporting: Urban Affairs, Education Director)	• St. Pete Arts Alliance	
	Activate underutilized and affordable artist live-work spaces	Policy	\$\$\$	\$\$\$	MEDIUM 4-6 YEARS	Housing and Community Development (Supporting: Economic Development)	• St. Pete Arts Alliance	 
	Adopt a living wage policy for artists	Policy	\$\$	\$\$	SHORT 0-3 YEARS	Economic and Workforce Development (Support: Cultural Affairs)	• St. Pete Arts Alliance	 
	Expand collaboration among local and regional public, private, and nonprofit organizations	Collaboration	\$	\$	ON-GOING	Cultural Affairs (Supporting: Urban Affairs)	• St. Pete Arts Alliance • Foundation for a Healthy St. Petersburg	 
	Incorporate arts, culture, and equity into foundational planning documents	Planning & Analysis	\$\$	\$	SHORT 0-3 YEARS	Planning and Development Services (Supporting: Cultural Affairs)	• St. Pete Arts Alliance • Preserve the 'Burg	 
	Promote the “CRA-dle to Career” Program	Funding	\$\$\$	\$\$\$	SHORT 0-3 YEARS	Urban Affairs (Supporting: Economic Development)	• South St. Petersburg CRA • Academy of Business in Child Care Development (ABCD) • Early Learning Coalition of Pinellas County (ELC)	 
	Promote youth job readiness and entrepreneurship	Funding	\$\$\$	\$\$\$	MEDIUM 4-6 YEARS	Economic and Workforce Development Community Services (Supporting: Education Director, Urban Affairs, Neighborhood Affairs, Parks & Recreation)	• Pinellas County School Board • Healthy St. Petersburg • University of Florida - Institute of Food and Agricultural Sciences (IFAS) • Pinellas Technical College • Sustainable Urban Agriculture Coalition (SUAC)	

\*\*Implementation timeframe estimated at on-going, short term (0-3 years), medium term (4-6 years) or long term (7+ years) based on workloads and anticipated budget needs.

LEVEL OF CAPITAL AND O&M COSTS DETERMINED BY CITY PROCUREMENT PROCESS (Level of spending decision-making)	\$ Under \$10,000	\$\$\$ \$100,000 - \$500,000	\$\$\$\$ Over \$1 million
	\$ \$10,000 - \$100,000	\$\$\$ \$500,000 - \$1 million	

CATEGORY/CO-BENEFITS

 Equity & Empowerment

 Climate & Energy

 Natural Systems

 Economy & Jobs

 Realizing Resilience

 Innovation & Process

 Health & Safety

 Built Environment

 Education, Arts & Community

## 3.6 Equity & Empowerment

The targets and priority actions in this section are in furtherance of equity, inclusion, access to resources and opportunities for all residents. The targets and actions focus on civic engagement, human rights, environmental justice, and poverty prevention and alleviation. Human services for St. Petersburg's priority populations including veterans, homeless, children, and families in poverty are also a focus. In **Chapter 2** equity is discussed within the context of internal City operations and external community-wide issues that require early and continued investments, and this section briefly highlights measurable targets and select actions from the STAR Communities framework. **Table 3-6** at the end of this section lists the priority actions associated with Equity & Empowerment, as well as their implementation timeframe, cost levels, and partners.

### Targets and Objectives

- › Hiring of local government leadership and staff positions reflects the gender, racial, and ethnic diversity of the community
- › Local advisory boards reflect the gender, racial, and ethnic diversity of community
- › Demonstrate that an increasing percentage of individuals within each racial, ethnic, and gender subgroup have obtained a high-quality post-secondary educational degree or credential over time
- › Demonstrate equitable access to community facilities, infrastructure, and services
- › 80% of areas earning area median income (AMI) spend less than 45% of income on housing and transportation
- › 60% of areas earning 80% of AMI spend less than 45% of income on housing and transportation
- › Demonstrate progress toward reducing the number of residents living in poverty by 30% by 2030 from a baseline year not pre-dating 2000<sup>7</sup>
- › Demonstrate a decrease over time in the percentage of women, men, children and other subgroups living below the poverty line
- › 65% voter turnout/50% non-presidential
- › Employed and unemployed are proportional to the population in the labor force for each racial/ethnic group
- › Income inequality decreasing over time
- › Demonstrate the homeless population within the community receives timely housing services and resources
- › All police and non-police-related civil and human rights complaints investigated and redressed

<sup>7</sup> This target is less than STAR Communities metric of 50% by 2030. The city is committed to demonstrating a trend of poverty reduction. Currently the city's number of people in poverty is 3-4% above the national percentage. This translates to about 43,000 people in poverty in St. Petersburg. To bring this number down by 30% means that about 1,200 people make it out of poverty each year through 2030, beginning in 2019. Targets must be ambitious to actualize City's commitment to poverty reduction.

- › Demonstrate that all child and adult/elderly abuse and neglect complaints have been investigated and redressed in a timely manner
- › Demonstrate timely provision of mental health and substance abuse treatment

### Priority Actions for Equity & Empowerment

#### › Partner with local groups to increase voting and volunteerism

A more sustainable St. Petersburg requires that the City take steps to activate the participation of its residents. St. Petersburg should facilitate regular opportunities for citizens to interact directly with their elected officials, including purposeful engagement surrounding specific city initiatives, meet-and-greet or town-hall style meetings in specific neighborhoods, and community-based activities in which officials can participate and get to know residents. In addition to making volunteer positions with community groups accessible through the Involved Citizens Active in Neighborhoods (I CAN) program, the City should directly partner with local groups to support them in promoting volunteerism in their own communities and to initiate neighborhood-based get out the vote campaigns in advance of local, state, and federal elections – like the *Engage St. Pete* initiative.

Funded by the Foundation for a Healthy St. Petersburg and implemented by the League of Women Voters St. Petersburg, the [Engage St. Pete](#) project seeks to improve civic engagement in St. Petersburg because civic health is vital to the overall health and well-being of our community. Through the many forms of civic engagement – volunteerism, electoral participation and more – community members and organizations can use knowledge, information, skills and their personal voices to solve problems and cultivate positive change. The project works to improve engagement through research, collaborative partnerships, and innovative design-thinking approaches.

#### › Collaborate with County agencies to conduct public education campaigns promoting civil and human rights

St. Petersburg should work with the county to explore mechanisms that make practicable its commitment to protecting the civil and human rights of its citizens. The City should establish a civil and human rights commission that can be incorporated into relevant procedures related to the protection of these rights, where appropriate. Specific responsibilities could include providing support to decision-makers during policy update, amendment, or implementation processes; ensuring that elected officials and government bodies uphold the City's commitment to protecting civil and human rights through performance reviews; and annually assessing and reporting on the status of civil and human rights in the City of St. Petersburg.

› **Engage residents and stakeholders in exercises to identify and address environmental justice areas**

Many of St. Petersburg's existing environmental justice efforts relate to the rehabilitation of brownfields and affordable housing improvements to protect the health of affected communities. To improve the impact of these efforts, the City should first engage a diverse group of residents, representatives from local coalitions, nonprofits, and businesses, and other stakeholders to identify environmental justice issues through participatory data collection efforts and mapping exercises. Upon establishing a collective understanding of the existing conditions and challenges, the City should establish an environmental justice collaborative to propose solutions. The group could be tasked with evaluating and making recommendations related to environmental justice on a range of issues, from historic contamination to proposed development projects, as well as implementation of Clean Energy Roadmap strategies. This group should collaborate with existing entities that are working on environmental justice and related issues, such as civil rights and community empowerment groups.

› **Implement process for continuous racial and social equity improvement**

Closely related to environmental justice is the principle of equitable services and access to critical community resources and assets, across and within neighborhoods, populations, and communities. The City should implement processes to ensure that St. Petersburg prioritizes racial and social equity throughout its policies, plans, and operations. Seeking to revitalize South St. Petersburg, the existing CRA and associated Citizens Advisory Committee is an example of a targeted initiative that strives to address equity issues. More broadly, the City should develop a citywide equity policy to build and maintain new infrastructure and economic opportunity in underserved areas. St. Petersburg could begin this effort by developing equity metrics, identifying and understanding underserved areas, and establishing plans to address those inequities.

› **Construct new infrastructure in areas to reduce disparities in access**

Develop educational, review, and enforcement procedures to ensure that all new or redeveloped infrastructure is designed for accessibility. This would include ensuring access for disabled populations by requiring that all transportation and other infrastructure be retrofitted to ensure ADA compliance and enhance wayfinding.

› **Incorporate environmental justice criteria and priorities into zoning and land use policies**

Incorporate consideration of potential environmental and public health impacts of land use decisions into planning and zoning activities. The City should actively explore how it can prevent excessive levels of pollution and mitigate environmental and other impacts like noise, odor, and traffic in low-income and minority communities.



Table 3-6 Equity & Empowerment Sustainability Actions

Category	Priority Action	Type of Action	Estimated Costs		Implementation Timeframe**	Responsible Department		Strategy Co-Benefits
			Capital or Other Upfront Costs	O&M or Other Ongoing Costs		Lead City Dept.	Select Partners	
EQUITY & EMPOWERMENT								
	Partner with local groups to increase voting and volunteerism	Collaboration	\$	\$	ON-GOING	Community Services (Supporting: Sustainability & Resiliency)	<ul style="list-style-type: none"><li>League of Women Voters</li><li>Sierra Club</li></ul>	
	Collaborate with County agencies to conduct public education campaigns promoting civil and human rights	Policy	\$\$	\$	ON-GOING	Urban Affairs (Supporting: LGBT Liaison; Police LGBT Liaison, Police - Community Intervention)	<ul style="list-style-type: none"><li>American Civil Liberties Union (ACLU)</li><li>Pinellas County Office of Human Rights</li><li>St. Pete Pride</li></ul>	
	Engage residents and stakeholders in exercises to identify and address environmental justice areas	Planning & Analysis	\$\$	\$	SHORT 0-3 YEARS	Sustainability & Resiliency (Supporting: Economic Development, Urban Affairs)	<ul style="list-style-type: none"><li>South St. Petersburg CRA</li><li>The New Deal for St. Pete</li><li>St. Petersburg Chamber of Commerce</li><li>Foundation for a Healthy St. Petersburg</li></ul>	  
	Implement process for continuous racial and social equity improvement	Policy	\$\$\$	\$\$	SHORT 0-3 YEARS	Urban Affairs (Supporting: Sustainability & Resiliency)	<ul style="list-style-type: none"><li>South St. Petersburg CRA</li><li>The New Deal for St. Pete</li></ul>	
	Construct new infrastructure in areas to reduce disparities in access	Infrastructure & Equipment	\$\$\$\$\$	\$\$\$\$\$	MEDIUM 4-6 YEARS	Engineering and Capital Improvements (Supporting: Transportation and Parking)	<ul style="list-style-type: none"><li>Forward Pinellas</li><li>South St. Petersburg CRA</li></ul>	 
	Incorporate environmental justice criteria and priorities into zoning and land use policies	Policy	\$	\$	SHORT 0-3 YEARS	Planning and Development Services (Supporting: Economic Development, Urban Affairs)	<ul style="list-style-type: none"><li>South St. Petersburg CRA</li></ul>	 

\*\*Implementation timeframe estimated at on-going, short term (0-3 years), medium term (4-6 years) or long term (7+ years) based on workloads and anticipated budget needs.

*LEVEL OF CAPITAL AND O&M COSTS DETERMINED BY CITY PROCUREMENT PROCESS (Level of spending decision-making)	\$ Under \$10,000	\$\$\$ \$100,000 - \$500,000	\$\$\$\$\$ Over \$1 million
	\$\$ \$10,000 - \$100,000	\$\$\$\$ \$500,000 - \$1 million	

CATEGORY/CO-BENEFITS

 Equity & Empowerment

 Climate & Energy

 Natural Systems

 Economy & Jobs

 Realizing Resilience

 Innovation & Process

 Health & Safety

 Built Environment

 Education, Arts & Community



### 3.7 Health & Safety

Sustainable communities are healthy, resilient, and safe places for all residents and visitors. Many of the strategies discussed throughout other categories of the ISAP overlap with health and safety considerations. Transitioning to cleaner energy sources improves air quality; protection of water resources ensures a health water supply; provision of multiple transportation modes, including active transportation options, increases the health and well-being of citizens; and mitigating impact of climate change will support reduction of long-term health hazards associated with changing climate conditions. All these efforts need to be carried out with an equity lens that not only minimizes health impacts, but also *improves* community health conditions and removes existing disparities. **Table 3-7** at the end of this section lists the priority actions associated with Health & Safety, as well as their implementation timeframe, cost levels, and partners.

#### Targets and Objectives

- › Increase the percentage of high school students that are physically active for 60 minutes per day on five or more days and/or increase the percentage of public schools that require some form of physical activity daily, such as physical education classes or recess
- › Demonstrate 20% or less of adults aged 20+ report no leisure time physical activity within the past month
- › Demonstrate that the city is a Top US Performer regarding Length of Life and Quality of Life indicators
- › Demonstrate that the city is a Top US Performer regarding key behaviors that impact health
- › Demonstrate that all indoor air quality (IAQ) problems in schools are resolved in a timely manner
- › Decrease the number of tenant complaints regarding IAQ over time
- › Community garden within ¼ mile of every citizen.
- › Demonstrate the average number of incidents of school violence is less than 10 per 1,000 students
- › Demonstrate reduction in average violent crime rate over time

#### Priority Actions for Health & Safety

##### › Implement the City's Health in All Policies approach

Work with the Health, Energy, Resiliency, and Sustainability (HERS) Committee and city partners like the Foundation for a Healthy St. Petersburg, County Public Health, and others to further develop and incorporate Health in All Policies approach and to implement actions identified in the STAR framework for Community Health, including:

- Conduct a comprehensive community health assessment
- Develop a community health improvement plan
- Integrate health considerations into all local plans and policies

- Provide information to the public regarding health issues and available local programs
- Conduct Health Impact Assessments (HIAs) of proposed infrastructure and development projects

› **Leverage Smart Cities, Health in All Policies (HiAP), and environmental justice goals to monitor, report on, and improve indoor and outdoor air quality**

New technologies such as networked streetlight poles with air quality monitors can track outdoor air quality in various parts of the City in the current public infrastructure right-of-way. Green building standards (for example, the Sustainability & Resiliency City Facility Building Ordinance) require that high standards of indoor air quality are met to enhance the living environment.

› **Implement an active living program and provide resources and infrastructure to support it**

The City should develop an active living program that supports the students and commuters in being able to make healthy choices to walk or bike to school and work. To support such a program, the City will need to work with County agencies and community health partners to:

- Communicate the benefits of active living (walking and biking)
- Establish school siting guidelines that maximize the number of students who can walk or bike safely to school
- Implement a local program that provides for bike/pedestrian safety education and bike/pedestrian amenities
- Develop, rehabilitate, and maintain active recreation facilities open to community use

› **Use a performance management system to track local health goals**

St. Petersburg has already made this connection through the HERS Committee and Healthy St. Pete. The *Pinellas County Community Health Assessment* and the *Pinellas County Community Health Improvement Plan* provide valuable perspectives and guidance on decision-making related to health, while the Healthy St. Pete Leadership Board sets goals and policies. The City could build on these efforts by tracking local health goals through a performance management system. Such tracking is particularly critical because in Pinellas County, some of the biggest health issues are related to behavior risk factors, such as poor nutrition and physical activity. Socio-economic factors have also been shown to affect access to health care and overall health in the county. By tracking this information through performance management, St. Petersburg could improve its understanding of existing health conditions, develop strategic plans and metrics, and track progress. Importantly, the City should ensure that avenues exist for residents to provide feedback on its health initiatives. It should also support populations whose needs may not be captured through traditional performance management techniques.

› **Consider expanding policies where allowable that prohibit smoking in public places**

The City should develop an outreach and educational program to inform residents about health and safety issues related to poor indoor air quality, as well as provide resources to help conduct safe remediation of indoor air pollutants. Smoking is one common source of indoor air pollution and is frequently targeted by cities seeking to improve indoor air pollution. Florida state law, however, limits cities' and towns' abilities to control smoking. While the State of Florida prohibits smoking in all indoor workplaces (government and private), including schools, childcare facilities, restaurants, casinos and gaming establishments, retail stores, and recreational and cultural facilities, these regulations do not apply to bars that are not primarily restaurants, all enclosed public spaces, or outdoor public facilities, such as parks and playgrounds. Efforts to further control smoking have failed in Florida numerous times, including four times between 2011 and 2014 alone. Nevertheless, the City should explore creative ways to further prohibit smoking in areas such as indoor and outdoor public spaces and multi-family buildings.

› **Provide incentives to healthful food retailers that locate in underserved areas**

Without knowledge of or access to healthy food options, communities often suffer disproportionate health impacts. These issues are particularly critical for geographically isolated and low-income communities that often lack physical and economic access to healthy food options. In St. Petersburg, poor nutrition has been shown to be a key issue affecting community health. One specific policy approach could be to establish incentives (such as tax incentives, zoning density bonuses, expedited permitting process, etc.) for retailers that provide healthy food options to operate in underserved areas. These efforts could build on existing Healthy St. Pete programs such as Fresh Rec Stop, which provides affordable fresh produce in convenient locations, and Health 360, which provides healthy educational opportunities.

› **Implement strategies to achieve the goals of the City's Food Systems Working Group and Urban Agriculture program**

In partnership with Forward Pinellas, the City has been aggressively assessing and planning for enhancements to its urban agriculture program. The program has established five key goals and developed a guide for encouraging important urban agriculture programs throughout the City.

### Food Systems Working Group Proposed Goals

- |                |   |
|----------------|---|
| <b>GOAL #1</b> | St. Pete is a full-cycle city; all loops are closed                       |
| <b>GOAL #2</b> | St. Pete is the energy positive city                                      |
| <b>GOAL #3</b> | A community garden is within ¼ mile of every citizen                      |
| <b>GOAL #4</b> | St. Pete is the culinary capital of the Southeast                         |
| <b>GOAL #5</b> | All residents and visitors have access to healthy, local, affordable food |

*Source: City of St. Petersburg, Stakeholder Workshop, March 27, 2018.*

Specific actions the City will continue implement as part of its food access and urban agriculture program include:

- Refining zoning and development regulations to encourage community gardens and urban agriculture
- Adopting menu-labeling or other food nutritional information requirements
- Adopting a wellness policy within public schools
- Outreach and education programs around food, nutrition, and gardening
- Purchasing/providing healthy food options in City facilities and at City events

› **Develop Cradle to Career pathway for food and agriculture with education and entrepreneur emphasis**

A program that is embedded in the Pinellas County School System with connections to local universities and adult technical education (including St. Petersburg College and Pinellas Technical College) can develop food systems leaders. Through existing facilities such as the St. Pete Greenhouse or partner organizations such as SUAC, the City could also help train urban farmers to acquire vacant lots and create micro-agriculture for profit.

› **Establish youth-led urban farm demonstration in South St. Petersburg with education, leadership, and culinary emphasis**

The City is currently developing a [Youth Farm Project](#) at Enoch Davis Center with the following key components – entrepreneurship experience and training, youth leadership development, food systems training and education, and culinary training.

› **Address food deserts starting with land and grant opportunities**

Food deserts typically identify neighborhoods in which little to no food is available for purchase, or what is available is prepackaged and lacking in nutrition. Land and grant opportunities to establish urban farming areas and markets can reduce food deserts in the neediest locations of the city.

› **Continue to expand urban agriculture opportunities in land development regulations**

Opportunities for urban agriculture can be hampered by zoning and land development regulations. City regulations should allow for the creation and operation of one community garden of no less than one acre for every 2,500 households. Neighborhoods should be identified that do not meet this standard and they should be prioritized for establishment of new gardens.



























› **Reduce the rate of violent victimizations at schools**

Schools should be safe places for children to learn, socialize and grow. Violent crimes and victimizations should be less than 10 per 1,000 students aged 12-18 years old in St. Petersburg. Efforts to reduce crime rates at schools would be a collaboration between the City of St. Petersburg Police Department and the Pinellas County School District.

› **Implement Complete Streets program to reduce traffic injuries and fatalities**

The City of St. Petersburg adopted a Complete Streets Policy on November 2, 2015, which was echoed by a Complete Streets City Council Resolution, to encourage streets that are safe and convenient for all users of the roadway, including persons walking, persons riding bicycles, motorists, persons with disabilities, users and operators of public transit, seniors, children, and movers of commercial goods. Complete Streets create better transportation environments for people of all ages and physical and economic abilities to safely and comfortably move around the city.

Table 3-7 Health & Safety Sustainability Actions

Category	Priority Action	Type of Action	Estimated Costs		Implementation Timeframe**	Responsible Department		Strategy Co-Benefits
			Capital or Other Upfront Costs	O&M or Other Ongoing Costs		Lead City Dept.	Select Partners	
HEALTH & SAFETY								
	Implement the City's Health in All Policies approach	Planning & Analysis	\$\$	\$\$	MEDIUM 4-6 YEARS	Parks and Recreation (Supporting: Mayor)	• Foundation for a Healthy St. Petersburg	
	Leverage Smart Cities, HiAP, and environmental justice goals to monitor, report on, and improve indoor and outdoor air quality	Infrastructure & Equipment	\$\$\$	\$	MEDIUM 4-6 YEARS	Health in all Policies (HiAP) (Supporting: Sustainability & Resiliency, Planning and Development Services)	• Florida Department of Health • Florida Department of Environmental Protection	 
	Implement strategies to achieve the goals of the City's Food Systems Working Group and Urban Agriculture program	Policy	\$\$	\$\$	ON-GOING	Planning and Development Services (Supporting: Neighborhood Affairs, Sustainability & Resiliency)	• Sustainable Urban Agriculture Coalition (SUAC) • Foundation for a Healthy St. Petersburg • Open Partnership Education Network (OPEN) • Pinellas Technical College • SEEDS	 
	Use a performance management system to track local health goals	Planning & Analysis	\$\$	\$	SHORT 0-3 YEARS	Parks and Recreation (Supporting: St. Pete Stats)	• Foundation for a Healthy St. Petersburg	
	Consider expanding policies where allowable that prohibit smoking in public places	Policy	\$	\$\$	SHORT 0-3 YEARS	Health in all Policies (HiAP) (Supporting: Code Enforcement, Planning and Development Services)	• Florida Department of Health	 
	Provide incentives to healthful food retailers that locate in underserved areas	Funding	\$\$	\$\$	MEDIUM 4-6 YEARS	Economic and Workforce Development (Supporting: Parks and Recreation)	• South St. Petersburg CRA • Foundation for a Healthy St. Petersburg	
	Implement an active living program and provide resources and infrastructure to support it	Infrastructure & Equipment	\$\$	\$\$	ON-GOING	Parks and Recreation (Supporting: Healthy St. Petersburg)	• Foundation for a Healthy St. Petersburg • AARP	 
	Develop Cradle to Career pathway for food and agriculture with education and entrepreneur emphasis	Planning & Analysis	\$\$	\$	SHORT 0-3 YEARS	Economic and Workforce Development (Supporting: Urban Affairs, The Greenhouse)	• Florida Department of Health • University of Florida Institute of Food and Agricultural Sciences (IFAS) • Sustainable Urban Agriculture Coalition (SUAC)	  
	Establish youth-led urban farm demonstration project in South St. Pete with education, leadership, and culinary emphasis	Infrastructure & Equipment	\$\$\$	\$	SHORT 0-3 YEARS	Urban Affairs (Supporting: Economic Development, Sustainability & Resiliency)	• University of Florida Institute of Food and Agricultural Sciences (IFAS) • Sustainable Urban Agriculture Coalition (SUAC) • South St. Petersburg CRA	  
	Address food deserts starting with land and grant opportunities	Funding	\$\$\$	\$	MEDIUM 4-6 YEARS	Planning and Development Services (Supporting: Economic Development)	• South St. Petersburg CRA	 
	Continue to expand urban agriculture opportunities in land development regulations	Policy	\$	\$	SHORT 0-3 YEARS	Planning and Land Development Services (Supporting: Sustainability & Resiliency)	• Urban Land Institute (ULI)	  
	Reduce the rate of violent victimizations at schools	Collaboration	\$\$	\$	MEDIUM 4-6 YEARS	Police Department (Supporting: Urban Affairs, Education and Community Engagement)	• Pinellas County School District	
	Implement Complete Streets program to reduce traffic injuries and fatalities	Infrastructure and Equipment	\$\$\$\$	\$\$	ON-GOING	Transportation and Parking	• Florida Department of Transportation (FDOT)	  

\*\*Implementation timeframe estimated at on-going, short term (0-3 years), medium term (4-6 years) or long term (7+ years) based on workloads and anticipated budget needs.

* LEVEL OF CAPITAL AND O&M COSTS	\$ Under \$10,000	\$\$\$ \$100,000 - \$500,000	\$\$\$\$\$ Over \$1 million
DETERMINED BY CITY PROCUREMENT PROCESS (Level of spending decision-making)	\$\$ \$10,000 - \$100,000	\$\$\$\$ \$500,000 - \$1 million	

CATEGORY/CO-BENEFITS

 Equity & Empowerment

 Climate & Energy

 Natural Systems

 Economy & Jobs

 Realizing Resilience

 Innovation & Process

 Health & Safety

 Built Environment

 Education, Arts & Community



### 3.8 Natural Systems

Natural resources, including marine resources, urban agricultural systems (described in the previous section), urban trees, wetlands, and water resources are significant assets to St. Petersburg. Their recreational value attracts visitors to support a thriving tourism economy. Marine and life sciences are also a targeted sector for business attraction and economic growth. And finally, the protection of these resources is essential to maintaining healthy air, water, and protecting residents and businesses from the expected impact of climate change. **Table 3-8** at the end of this section lists the priority actions associated with Natural Systems, as well as their implementation timeframe, cost levels, and partners.

#### Targets and Objectives

- › Determine city's current green infrastructure acreage and set goal for percentage of land area designated green stormwater infrastructure
- › Demonstrate that 85% of population lives within 1/3 mile of green infrastructure features that provide localized cooling through tree canopy or vegetative surfaces
- › Achieve no net loss of habitat areas for threatened species or increase the connectivity between habitats needed for threatened species
- › Maintain natural resource acreage at 20 acres per 1,000 residents or greater or 11.5% of total land area
- › Achieve no net loss of wetlands, streams, shoreline buffers
- › Restore degraded natural resource areas at a ratio greater than 1% of developed land area in the jurisdiction
- › Achieve attainment or maintenance status for all measured criteria pollutants for outdoor air quality
- › Demonstrate that all non-industrial water bodies are swimmable and fishable during 90% of days in the past year or demonstrate a steady reduction in water closures of at least 2% annually towards achieving 90% of days being swimmable and fishable
- › Demonstrate that green and grey infrastructure investments are planned to use a watershed approach prioritizing projects for connectivity, water quality and quantity
- › Demonstrate an increase in the acreage of working lands (backyard, community, rooftop, and school gardens and small farms that distribute or sell food)

#### Priority Actions for Natural Systems

##### › Increase ecological literacy

The City should engage in outreach and educational efforts to increase awareness regarding the importance of protecting natural resources, given their benefits and services to society. These initiatives could build on existing partnerships with local organizations such as Tampa Bay Watch and the Tampa Bay Estuary Program and would leverage the City's efforts to raise public awareness of parks, green space, and trees, including existing nature preserves Boyd Hill Nature Preserve, Clam Bayou Preserve, and



Weedon Island Preserve. The City could also consider establishing a land conservation advisory board to advise on ways to further protect and enhance the community's natural resources, especially those compromised by potential development projects.

One of the more long-lasting ways to increasing ecological literacy is to educate youth. There are several national programs that connect children to nature, which the City could adopt or emulate, including the following:

- National Wildlife Federation<sup>8</sup>
  - Green Hour Program
  - Eco-Schools USA
  - Earth Tomorrow
  - Garden for Wildlife™ and Trees for Wildlife™
- National League of Cities – Cities Connecting Children to Nature (CCCN)<sup>9</sup>
- Sustainable Forestry Initiative, Project Learning Tree<sup>10</sup>
- North American Association for Environmental Education (NAAEE)<sup>11</sup>

› **Develop a community-wide invasive species integrated pest management plan**

The City should consider developing an invasive species integrated pest management (IPM) plan that provides guidance on non-native, invasive plants and species, as well as a detailed plan for removal and/or management of such species. The plan should emphasize non-toxic options and consider potential shifting of invasive species due to climate changes

› **Develop a community-wide green infrastructure plan that is integrated with all other relevant local plans**

The City should develop a community-wide green infrastructure plan that aligns with other community-wide planning efforts, such as the One Water approach to the Integrated Water Resources Plan, that it incorporates precipitation and storm event projections under future climate change conditions and incorporates design criteria for new development projects. The City should engage the appropriate staff in early design review to ensure adequate assessment of green infrastructure potential prior to development approvals. This plan should also include establishment of incentive programs to encourage private developers to incorporate green infrastructure practices.

8 National Wildlife Foundation, Connecting Kids and Nature, <https://www.nwf.org/Home/Kids-and-Family/Connecting-Kids-and-Nature>.

9 National League of Cities, <https://www.nlc.org/cities-connecting-children-to-nature>.

10 Project Learning Tree, <https://www.plt.org/about-us/connecting-kids-to-nature/>.

11 North American Association for Environmental Education, *From Research to Practice: Connecting Children to Nature*, <https://naaee.org/news/newsroom/connecting-children-nature-executive>.

› **Assess the state of urban forest**

St. Petersburg's urban forest, including its parks, street trees, and greenways, provides important environmental services for the City. It supports healthy soils and air quality, help to maintain biodiversity of plant and animal species, and provide cooling and shade to mitigate the urban heat island effect and extreme heat events. The City should conduct a tree canopy analysis and an assessment of tree health to determine a base year and goals for tree canopy and other urban vegetation. Results should be incorporated with continued improvements for tree protection and green infrastructure investments.

› **Utilize targets and goals set by Tampa Bay Estuary Program (TBEP) for natural resource protection and restoration**

Through research, education, and restoration activities, the TBEP helps to maintain the Tampa Bay. Their 2017 update of *Charting the Course: The Comprehensive Conservation and Management Plan for Tampa Bay* includes 39 actions that participating partners, including the City of St. Petersburg, should take to achieve specific preservation goals and priorities. The City should utilize and build upon this plan to guide the protection of its coastal resources.

› **Promote the value of food and products grown locally**

Buying and promoting locally-sourced food and other products can be beneficial to the socioeconomic and environmental health of St. Petersburg and the broader region. In addition to many of the community and health benefits, supporting local products means that local farmland is preserved rather than paved over for development purposes, maintaining impermeable surface area and local biodiversity. Buying local products also mean that fewer raw materials are used to package up, preserve, and transport goods over long distances, which in avoids the release of GHG emissions and other pollutants. As part of the robust community collaborations around urban agriculture, the City should continue building on an educational campaign to promote the benefits of locally sourced food, and as described in **Section 3.7** continue work to remove land use and zoning barriers where feasible.

**The St. Petersburg Parks and Recreation and Stormwater Pavement and Traffic Operations Departments** employ integrated pest management practices and minimize the use of glyphosate (Roundup™) through strategies that include:

- Regular staff training in Best Management Practices and applicator license renewal;
- Reducing the strength of chemical mixtures wherever practical;
- Avoiding broadcast applications by targeting specific areas or plants;
- Applying glyphosate only when weather conditions are optimal;
- Using preventive, mechanical, and manual control methods to reduce the need for herbicide use; and
- Ensuring all safety recommendations per the Material Safety Data sheets are followed.

› **Invest in projects that reduce exposure to contaminants and risks associated with environmental justice conditions**

Historically, environmental justice violations have occurred when polluting industrial operations such as landfills and toxic waste facilities locate near low-income and minority communities. The City should ensure that it supports/funds only those projects that do not present a risk of exposing the environment or people to harmful contaminants, specifically ensuring that any potential pollution associated with a project does not have a disproportionate impact on low-income and minority communities.

› **Explore potential for Blue Carbon funding resources in support of coastal habitat maintenance and expansion**



















Coastal habitats like seagrass, mangroves, salt marshes, and wetlands sequester carbon while mitigating for effects of climate change like storm surge and flood protection. Although restoration improvements have been made in Tampa Bay, salt marsh, salt barren, and freshwater wetland habitat extents remain well below

historic levels. Therefore, the Tampa Bay Estuary Program (TBEP) and its partners are looking for new incentives and policies to further protect, restore and recover these critical coastal habitats within the watershed. Blue Carbon-financed restoration is one potential option. Because the Tampa Bay estuary is home to three primary blue carbon ecosystems (seagrass, mangrove and salt marsh habitats), opportunities to encourage continued public and private investment in new restoration and conservation measures utilizing blue carbon financing mechanisms is currently being investigated.<sup>12</sup>

**Blue Carbon** refers to the ecosystem services provided by coastal habitats to capture and store GHG emissions from the atmosphere into plant tissues and wetland soils, thereby sequestering these gases from further contributions to climate change.

12 Tampa Bay Estuary Program, [https://www.tbep.tech.org/TBEP\\_TECH\\_PUBS/2016/TBEP\\_07\\_16\\_Tampa-Bay-Blue-Carbon-Assessment-Report-FINAL\\_June16-2016.pdf](https://www.tbep.tech.org/TBEP_TECH_PUBS/2016/TBEP_07_16_Tampa-Bay-Blue-Carbon-Assessment-Report-FINAL_June16-2016.pdf), and [https://www.tbep.tech.org/TBEP\\_TECH\\_PUBS/2016/TBEP\\_07a\\_16\\_Blue\\_Carbon\\_Addendum.pdf](https://www.tbep.tech.org/TBEP_TECH_PUBS/2016/TBEP_07a_16_Blue_Carbon_Addendum.pdf); University of South Florida, <http://maps.wateratlas.usf.edu/blue-carbon/>

Table 3-8 Natural Systems Sustainability Actions

Category	Priority Action	Type of Action	Estimated Costs		Implementation Timeframe**	Responsible Department		Strategy Co-Benefits
			Capital or Other Upfront Costs	O&M or Other Ongoing Costs		Lead City Dept.	Select Partners	
NATURAL SYSTEMS								
	Increase ecological literacy	Policy	\$\$	\$	MEDIUM 4-6 YEARS	Sustainability & Resiliency (Supporting: Engineering, Parks & Recreation)	<ul style="list-style-type: none"><li>• Sierra Club</li><li>• Tampa Bay Watch</li><li>• Tampa Bay Estuary Program</li><li>• Audubon Society</li><li>• City Beautiful Commission</li></ul>	 
	Develop a community-wide invasive species integrated pest management plan	Planning & Analysis	\$\$	\$\$	SHORT 0-3 YEARS	Parks and Recreation (Supporting: Stormwater & Traffic)	<ul style="list-style-type: none"><li>• Florida Invasive Species Partnership</li></ul>	 
	Develop a community-wide green infrastructure plan that is integrated with all other relevant local plans	Planning & Analysis	\$\$\$	\$\$	SHORT 0-3 YEARS	Engineering and Capital Improvements (Supporting: Parks & Recreation, Stormwater & Traffic)	<ul style="list-style-type: none"><li>• Florida APA</li><li>• Florida Department of Environmental Protection</li><li>• American Public Works Association</li></ul>	 
	Assess the state of urban forest	Planning & Analysis	\$\$	\$\$	SHORT 0-3 YEARS	Sustainability & Resiliency (Parks & Recreation)	<ul style="list-style-type: none"><li>• U.S. Forest Service</li><li>• Florida Urban Forestry Council</li><li>• City Beautiful Commission</li></ul>	  
	Utilize targets and goals set by Tampa Bay Estuary Program (TBEP) for natural resource protection and restoration – seagrass, mangroves, coastal uplands and more	Policy	\$	\$	SHORT 0-3 YEARS	Sustainability & Resiliency	<ul style="list-style-type: none"><li>• Tampa Bay Estuary Program</li></ul>	 
	Promote the value of food and product grown locally	Collaboration	\$	\$	SHORT 0-3 YEARS	Sustainability & Resiliency	<ul style="list-style-type: none"><li>• Sustainable Urban Agriculture Coalition (SUAC)</li></ul>	  
	Invest in projects that reduce exposure to contaminants and risks associated with environmental justice conditions	Infrastructure	\$\$\$	\$\$	MEDIUM 4-6 YEARS	Sustainability & Resiliency	<ul style="list-style-type: none"><li>• South St. Petersburg CRA</li></ul>	 
	Explore potential for Blue Carbon funding resources in support of coastal habitat maintenance and expansion	Planning & Analysis	\$	\$	SHORT 0-3 YEARS	Sustainability & Resiliency	<ul style="list-style-type: none"><li>• Tampa Bay Estuary Program (TBEP)</li></ul>	 

\*\*Implementation timeframe estimated at on-going, short term (0-3 years), medium term (4-6 years) or long term (7+ years) based on workloads and anticipated budget needs.

* LEVEL OF CAPITAL AND O&M COSTS DETERMINED BY CITY PROCUREMENT PROCESS (Level of spending decision-making)	\$ Under \$10,000	\$\$\$ \$100,000 - \$500,000	\$\$\$\$\$ Over \$1 million
	\$\$ \$10,000 - \$100,000	\$\$\$\$ \$500,000 - \$1 million	

CATEGORY/CO-BENEFITS

 Equity & Empowerment

 Realizing Resilience

 Climate & Energy

 Innovation & Process

 Natural Systems

 Health & Safety

 Economy & Jobs

 Built Environment

 Education, Arts & Community

### 3.9 Realizing Resilience

As previously mentioned, resiliency is a core component of the ISAP, and the City has been engaged in numerous climate resiliency efforts locally and regionally. St. Petersburg cannot be a sustainable city if it is not resilient to the developing impact of climate change. Similarly, many of the sustainability actions described throughout this ISAP contribute to the resiliency of the community's infrastructure, natural resources, economy, and people. Clean and distributed energy strategies provide for more redundancies and enhanced resilience of the city's energy supply. Clean energy sources also reduce air pollution, which is only further exacerbated by extreme temperatures. Urban trees, vegetation, and other natural resources provide aesthetic and recreational value while also absorbing carbon and helping to manage urban heat island impacts and manage stormwater. Improving mobility and providing equitable access to resources better prepares the community for bouncing back and progressing forward when natural disasters occur. Prioritizing social and racial equity with a strong foundation of education and communication enhances community cohesion and the ability to withstand extreme events and to come back stronger in their aftermath. More detailed information on St. Petersburg's climate change vulnerabilities and strengths can be found in **Appendix D**, along with a full report resulting from community workshops on Realizing Resilience with equity and economic development. Priority objectives and actions are outlined below. **Table 3-9** at the end of this section lists the priority actions associated with Realizing Resilience, as well as their implementation timeframe, cost levels, and partners.

#### Targets and Objectives

- › Using vulnerability assessment, demonstrate a measurable reduction in vulnerability and/or increase in resiliency to at least three communitywide risks and one at-risk population group
- › Current building codes reflect design standards to withstand climate risks
- › Measured reduction in economic risks from climate change hazards (value of protected property, business operational downtime, etc.)
- › Increased percentage of infrastructure/building stock designed for resiliency

#### Priority Actions for Realizing Resiliency

- › **Actively participate as a leader in the newly formed Tampa Bay Regional Resiliency Coalition**

In October 2018, the City joined 5 counties and 16 other cities in the Tampa Bay region in signing on to the Tampa Bay Regional Resiliency Coalition. Understanding that local climate change challenges will not respect jurisdictional boundaries, the Coalition will embrace a collaborative approach to understanding climate change risks and vulnerabilities and leverage shared resources to implement resiliency strategies. The Coalition will build on lessons learned and best practices from other regional partnerships, such as the Southeast Florida Climate Compact. The Coalition includes a

steering committee comprised of elected officials and a technical advisory committee representing a cross-section of scientific and technical experts.

› **Improve facilities and infrastructure throughout the community to prepare for climate change impacts**

New building and infrastructure developments, and significant redevelopments/retrofits, should adhere to more comprehensive sustainability and resiliency guidelines. Design criteria and plans should be developed with a forward look at local climate change projections. The City is already leading by example through adoption of the Sustainability & Resiliency City Facility Building Ordinance, which will require use of current local/regionally specific climate science in the planning and design of City development projects. This action also requires that the City's capital and operational budgets prioritize resiliency upgrades as a measure for reducing long-term risk. These requirements should be advanced throughout the residential and commercial sectors as well. This could be done through a variety of permitting and approval mechanisms, such as those outlined in the Urban Land Institute (ULI) Realizing Resilience report (**Appendix D**).

#### Resilient Building Toolkit

- Fast-track permitting
- Refund of permit fees (up to a certain \$\$ threshold)
- Impact fee reductions
- Require LEED™ for buildings over a certain square footage
- Require developers to complete a "Climate Change Preparedness and Resiliency Checklist" as a prerequisite to development of new buildings over a certain size (See Boston, MA example)
- Density bonuses to encourage development in the right areas, or areas that need economic development
- Parking reduction for projects that locate near mass transit, and/or provide increased pedestrian opportunities
- Explore future micro-grid opportunities

Source: *Realizing Resilience: social equity + economic opportunity*, Urban Land Institute, April 2017.

The City will also continue to explore grant opportunities to add solar photovoltaic and energy storage for critical building infrastructure, including emergency shelters, schools, and nursing/assisted-living homes to protect vulnerable populations while reducing GHG emissions through avoidance of gasoline-powered generator use.

› **Assess community development strategies with floodplain and coastal high hazard area updates**

The City should conduct a thorough assessment of priority development areas and planned development with floodplain and coastal high hazard area risks in mind. As the understanding and mapping of these risks has been and continues to be updated,

strategies to invest in green infrastructure development and/or to limit development in high risk areas should be prioritized and codified. The City should encourage redevelopment of vacant lots to focus on green infrastructure or urban agriculture projects that enhance resiliency and provide additional sustainability value.

› **Protect and restore coastal ecological resources to enhance coastal resiliency**

Working with Tampa Bay Watch, Tampa Bay Estuary Program, local academic institutions, and other natural resource protection groups, the City should continue to prioritize and invest in the protection and restoration of critical coastal habitat and ecological resources, such as beaches, tidal marshes, and mangroves. Not only do these resources provide invaluable ecosystem services, they are also critical to the local economy, and are an important line of defense against coastal climate change risks, such as saltwater intrusion, increase water temperatures, sea level rise and storm surge.

› **Develop and implement a resiliency communication and outreach program**













The City should develop an educational outreach and communications program to raise awareness and understanding of climate change risks and emergency preparedness among businesses and residents and to expand knowledge of climate change issues beyond the science and technical communities. Communications will need to be tailored to target audiences, including, but not limited to, large and small businesses, hospitality/tourism services, single-family homeowners, low-income, senior, and multi-lingual populations, to educate on climate risks and to develop preparedness and/or business continuity plans. The City should identify community champions and key partners, such as neighborhood leaders, financial and reinsurance industry representatives who can explain financial risks, the arts community, and others.

› **Promote existing and develop additional resiliency resources for vulnerable populations**

At-risk populations often have fewer resources to prepare for and respond to climate change impacts. The City can focus on expanding existing resources, such as the Energy Neighbor Fund, which helps low-income residents pay energy bills, to provide resources to enhance residents' preparedness for extreme events and climate-change impacts. It can also explore additional resources to support the financial burden of elevating and storm-proofing buildings and installing back-up generators.



Table 3-9 Realizing Resilience Sustainability Actions

Category	Priority Action	Type of Action	Estimated Costs		Implementation Timeframe**	Responsible Department		Strategy Co-Benefits
			Capital or Other Upfront Costs	O&M or Other Ongoing Costs		Lead City Dept.	Select Partners	
REALIZING RESILIENCE								
	Actively participate as a leader in the newly formed Tampa Bay Regional Resiliency Coalition	Collaboration	\$	\$	ON-GOING	Sustainability & Resiliency (Supporting: Planning & Development Services, Engineering)	• Tampa Bay Regional Planning Council	 
	Improve facilities and infrastructure throughout the community to prepare for climate change impacts	Infrastructure & Equipment	\$\$\$\$\$	\$	ON-GOING	Engineering and Capital Improvements (Supporting: Sustainability & Resiliency)	• American Public Works Association • Institute for Sustainable Infrastructure	  
	Assess community development strategies with floodplain and coastal high hazard area updates	Planning & Analysis	\$	\$	SHORT 0-3 YEARS	Planning and Development Services (Supporting: Sustainability & Resiliency)	• Urban Land Institute (ULI)	  
	Protect and restore coastal ecological resources to enhance coastal resiliency	Infrastructure & Equipment	\$\$\$\$	\$\$\$	LONG 7+ YEARS	Water Resources (Supporting: Parks and Recreation)	• Tampa Bay Estuary Program • Tampa Bay Watch	 
	Develop and implement a resiliency communication and outreach program	Collaboration	\$	\$	SHORT 0-3 YEARS	Sustainability & Resiliency (Supporting: Urban Affairs, Economic Development)	• National Flood Insurance Program Community Rating System (CRS)	 
	Promote existing and develop additional resiliency resources for vulnerable populations	Collaboration	\$	\$	ON-GOING	Sustainability & Resiliency (Supporting: Urban Affairs, Economic Development, Parks & Recreation)	• South St. Petersburg CRA • Pinellas County Urban League	 

\*\*Implementation timeframe estimated at on-going, short term (0-3 years), medium term (4-6 years) or long term (7+ years) based on workloads and anticipated budget needs.

\* LEVEL OF CAPITAL AND O&M COSTS  
DETERMINED BY CITY PROCUREMENT PROCESS (Level of spending decision-making)

\$	Under \$10,000	\$\$\$	\$100,000 - \$500,000	\$\$\$\$\$	Over \$1 million
\$	\$10,000 - \$100,000	\$\$\$	\$500,000 - \$1 million		

CATEGORY/CO-BENEFITS

 Equity & Empowerment

 Climate & Energy

 Natural Systems

 Economy & Jobs

 Realizing Resilience

 Innovation & Process

 Health & Safety

 Built Environment

 Education, Arts & Community

### 3.10 Innovation

STAR Communities recognizes innovative local government practices that accelerate community-scale achievement. These items may not be covered in typical metrics and typically benefit multiple sustainability categories.

This document can not cover all the many innovators and innovations around the city, so this section focuses on, practices that were recognized by STAR Communities in late 2016, the Innovation District, and some other recent innovation highlights.

St. Petersburg's Innovation District (**Figure 3-5**) houses some of the education and technology leaders in the community, including University of South Florida St. Petersburg (USFSP), Johns Hopkins All Children's Hospital, and state and federal marine science agencies. Recently the Innovation District was accepted into the US Ignite Smart Gigabit Communities network. The US Ignite Smart Gigabit Communities is a network of cities committed to the goal of accelerating the development, deployment and sharing of smart community and Internet of Things (IoT) applications that also advances the implementation of various sustainability strategies.

St. Petersburg is home to the South's largest marine science center and Florida's largest financial services cluster. The City is also a proud member of St. Pete Works!, a workforce collaborative of community organizations that increases employment across the South St. Pete Community Redevelopment Area (CRA). This is yet another illustration of the city's commitment to people, in addition to traditional infrastructure projects.

#### What are some steps the City and community partners have taken to drive innovation and accelerate sustainability?

- [St. Pete Works!](#) workforce collaborative
- Private Laterals (sewer line) Pilot Rebate Program
- City pension divestment from fossil fuel investments
- Parks & Recreation and Police Departments' Juvenile Diversion Program (offering second chances with accountability - 94% success rate 2018)
- [Tampa Bay Estuary Program](#)'s economic valuation of clean water in the Bay and nitrogen strategies
- [Sierra Club "Ready for 100" program](#) and City commitment to 100% clean energy
- [Innovation District](#): Smart Gigabit Communities network
- AARP Caregiver Accelerator Program to integrate technology into helping people age in place including telemedicine and caregiving
- League of Women Voters & Foundation for a Healthy St. Petersburg's [Engage St. Pete](#), which seeks to improve civic engagement and civic health

**Figure 3-5 View of St. Pete Innovation District**



**Innovation - Looking Ahead:**

The rapid rate of technological and other change is exciting and challenging. Planning for the future of your business and your community must be increasingly flexible and as prepared as possible for near and long-term change. This is not just part of innovation, but part of resiliency and thriving in the face of constant change.

The City is currently applying ISAP principles and preparing for future technology changes in the planning for infrastructure and development to accommodate long-term projects like [Tropicana Field redevelopment](#). The work is part of an initial infrastructure roadmap to drive innovation and incorporate sustainability and resiliency at the earliest stages of redevelopment of the site.



# 4

## Implementation and Early Actions

The City's first ISAP will continue as a dynamic implementation process for a sustainable and resilient St. Petersburg.

### 4.1 Implementation

#### Ongoing Measurement and Tracking

Implementation of the ISAP includes prioritizing strategies, periodic review of new potential initiatives, monitoring strategy implementation, and tracking sustainability performance. The first implementation step began during St. Petersburg's STAR Communities certification process and continued during the ISAP effort. The ISAP actions identified in **Chapter 3** are priorities that rose up through analysis and community outreach.

Monitoring strategy implementation will be the responsibility of the lead departments with oversight from OSR. Many strategies take years to fully implement, and OSR staff will monitor the status of progress regularly.

The STAR Communities framework provides a variety of targets and objectives that are listed as appropriate for each strategy. Tracking progress with these targets and objectives (quantitatively where possible) will help the City to modify strategies as needed and ultimately achieve its overall sustainability and resiliency goals. Regular tracking of progress across all departments will be key not only to STAR Communities recertification, but to government transparency and continual improvement.



### Continued Stakeholder Outreach – Build on the ISAP Connections and Communications

As part of the ISAP outreach and engagement efforts, the City identified common themes and groups/organizations whose work focuses on those themes. As a result, ongoing communication has formed between the City's Office of Sustainability and Resiliency (OSR) and groups, businesses and organizations listed in this document and the many more that are too numerous to list. Priority actions can be evaluated based with the community on values, goals, cost, community benefits and more for ongoing and long-term implementation. Continued regional coordination will also be necessary for overall sustainability.

### Cross-Departmental Planning, Budgeting, Coordination

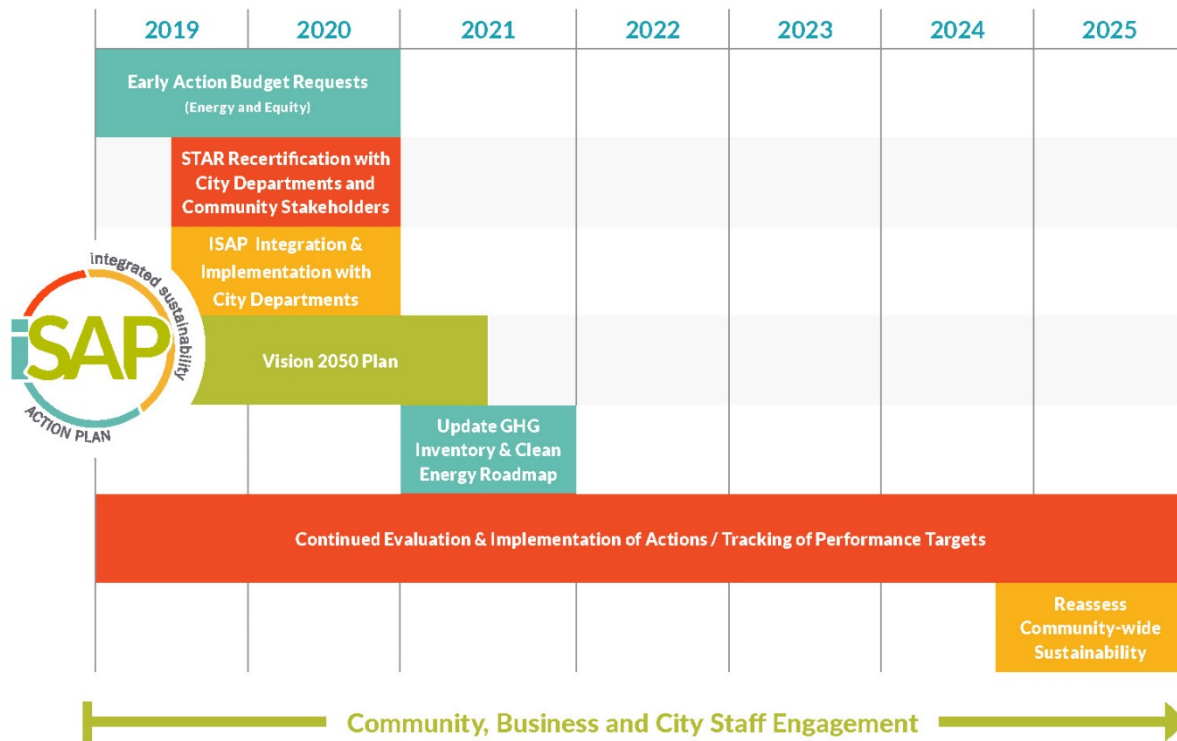
As demonstrated by the many co-benefits in the action tables in **Chapter 3**, continued internal city department coordination for efficient and valuable implementation will occur. ISAP provides guidance for current and future plans and projects. The ISAP work is also summarized to be referenced for coordinating various policies and programs for increased value and efficiencies.

### Recommended Updates

- › In addition to performance measurement and tracking, the following updates are in progress and recommended for future assessment:
  - STAR Communities Recertification 2019
  - GHG Emissions Inventory and Clean Energy Roadmap Update– 2021
  - Consider LEED for Communities (or similar system) – 2025
  - ISAP – 2025-2026 – this may be in a different form as programs separate into their own divisions or processes.

Continued leadership and community support will be necessary for successful ISAP implementation. In addition, continued demonstration of value, community benefit, and cost-savings, where appropriate, is necessary to justify the continued support. The city team is dedicated to this type of leadership and accountability and will continue the work for the future of St. Petersburg and the region.

Figure 4-1 shows the major next steps after completion of the ISAP through 2025.

**Figure 4-1 ISAP Implementation and Next Steps Timeframe**

## 4.2 Early Actions

With City Council and HERS Committee support for STAR Communities baseline certification and the ISAP analysis and engagement efforts, St. Petersburg has laid the foundation of integrating sustainability and resiliency into the City's planning, design and operations. Early actions (2019 – 2020) for implementation will include:

- › Working the ISAP priorities, actions and budget needs through relevant and responsible City departments focusing on CIP and operational budgets for 3-5 years.
- › Engagement of supporting organizations to implement the strategies and priority actions identified in **Chapter 3, Sustainability Action**.
- › Continued demonstration of regional leadership through sharing of the ISAP process framework with other communities within the Tampa Bay Regional Resiliency Coalition network.
- › Recertification under the STAR Communities rating system, with a goal of achieving the highest (5-star) status.

- › Using the technical assistance award provided by the Bloomberg Philanthropies to implement some of the GHG emission reduction strategies.
- › Building on existing performance tracking tools to measure progress on equity, housing, transportation and other topics.
- › Developing accurate and detailed energy data tracking for all City facilities (and to the extent possible, private sector participants) to increase the likelihood of long-term success in energy efficiency and renewable energy implementation. Some of that data could be incorporated into the [StPeteStat](#) website.
- › Creating a budget request for fiscal year 2020 to advance early action energy, equity, and resiliency projects that may include:
  - Building energy retrofits and establishment of revolving fund (\$5 million)
  - Equity and empowerment initiatives (\$250,000)
  - Enhanced financial support for early education, child care, and arts & education co-benefit actions (\$250,000)
  - Resiliency initiatives (\$500,000)
    - System-wide submetering of municipal solar facilities
    - Public outreach and engagement to vulnerable populations
    - Green infrastructure