The Community Development Advisory Board (CDAB) provides recommendations to the City Commission on programs, projects and initiatives of the Community Development Department (CD). As they do each year, the Board has prepared an Annual Report for the City Commission, which highlights the work of its members in 2017 and proposes a work plan for 2018.

CDAB identified and addressed priorities of the City through presentations, reports and updates heard from the Code Enforcement, Economic Development, Housing, and Planning Divisions within CD as well as Administration. This report from CDAB will cover its activities for 2017 as they relate to CD and the implementation of Largo’s newly revised 2017 Strategic Plan. Such activities include:

- TRAKiT Software Implementation;
- Annexation Strategy Plan;
- Affordable Housing Development Locational Policy;
- Institutional Land Use Designation Analysis;
- City of Largo’s Comprehensive Plan Updates;
- CDBG Sub-Recipient Applicant Presentations;
- FY 2017-2018 CDBG Funding Recommendations;
- Draft FY 2017-2018 CDBG Action Plan;
- Planning for Healthy through Health in All Policies; and
- Nuisance Abatement.

There were several presentations that were unique to 2017 that are contained in the report. The 2018 work plan is also included and will be presented by Maria Kadau, CDAB Chair, at the October 2, 2018, City Commission meeting.
WHO WE ARE

The Community Development Advisory Board (“CDAB”) provides recommendations to the City Commission on programs, projects and initiatives of the Community Development Department. Many of the goals of the Department are reflected in the 2009 Comprehensive Plan, Strategic Plan: Reconnecting the Community 2011-2016, the 2015 Comprehensive Development Code (“CDC”), and the 2017 City of Largo Strategic Plan. These goals are achieved through a variety of mechanisms including programs, projects and initiatives. CDAB plays an integral role in providing feedback, supporting staff and the City Commission and making formal recommendations for the implementation of these mechanisms, CDAB, along with City staff members, have prepared the following Annual Report for the City Commission, which highlights the Board’s sustenance over the past year and identifies a work plan for the upcoming year.

CDAB also serves as the Community Redevelopment Agency Advisory Board (“CRAAB”) advising and making recommendations to the Community Redevelopment Agency (“CRA”) along with four additional representatives from the Redevelopment Districts. CRAAB provides feedback and guidance for: on-going activities and programs in the City's Community Redevelopment Districts (“CRDs”) including both the Clearwater-Largo Road CRD and the West Bay Drive CRD; incentive applications received by the Community Development Department concerning the CRDs; and the West Bay Drive CRD Annual Report. CRAAB meetings are held on a quarterly basis in conjunction with CDAB who meets monthly.

CDAB MEMBERS:

Maria Kadau, Chair
Janyce Cruse, Vice-Chair
Allison Brohier
Anita McHenry
Beverly Gatewood
Chris Peoples
Neil McMullen

Community Development Commission Liaison:
Commissioner Jamie Robinson

Community Development Department Staff:
Carol Stricklin, AICP, Community Development Director
Robert Klute, AICP, Assistant Community Development Director
Teresa Brydon, Economic Development/Acting Planning Manager
Rick Perez, Planning Manager
Katrina Lunan-Gordon, Planner I/ Board Liaison
SUMMARY OF DUTIES

- Provides citizen input regarding the use of Community Development Block Grant (CDBG), HOME Investment Partnership, and State Housing Initiatives Partnership (SHIP) funds throughout Largo for housing and community development programs.
- Advises the Mayor and City Commission on the scope or funding for Capital Improvement Program (CIP) projects and the annual budget as it relates to the responsibilities of the Community Development Department.
- Make recommendations to the Mayor and City Commission for the establishment, alignment and implementation of plans, programs, initiatives, organizations including special projects and studies, including but not limited to:
  - City of Largo Comprehensive Plan: Forwarding Our Future 2040
  - City of Largo Strategic Plan
  - Special Area Plans (SAP)
- Engages the community to attain/solicit feedback and disseminate information concerning the City's planning programs as a basis for establishing consensus on needs, plans, programs, etc.
- Participates when necessary, in joint meetings with the City Commission, Affiliate Boards and other Advisory Boards on special topics.
- In an advisory capacity, provides guidance and recommendations to the Community Development Department and to the Mayor and City Commission on matters related to each Division including:
  - Administration
  - Building
  - Code Enforcement
  - Economic Development
  - Housing
  - Planning and Development Services

CDAB MEMBERS:

Maria Kadau, Chair
Janyce Cruse, Vice-Chair
Allison Broihier
Anita McHenry
Beverly Gatewood
Chris Peoples
Neil McMullen

Community Development Commission Liaison:
Commissioner Jamie Robinson

Community Development Department Staff:
Carol Stricklin, AICP, Community Development Director
Robert Klute, AICP, Assistant Community Development Director
Teresa Brydon, Economic Development/Acting Planning Manager
Rick Perez, Planning Manager
Katrina Lunan-Gordon, Planner I/ Board Liaison
PRESENTATION TOPICS

An outline with presentation topics to CDAB appearing in red are organized by Strategic Plan focus areas, goals, objectives and implementation initiatives. Expanded commentary and CDAB recommendations follow:

1.1 TRAKIT
1.2 Annexation Strategy
1.3 Affordable Housing Development Locational Policy
1.4 Institutional Land Use Designation Analysis
1.5 City of Largo’s Comprehensive Plan Updates
1.6 CDBG Sub-Recipient Applicant Presentations
1.7 FY 2017-2018 CDBG Funding Recommendations
1.8 Draft FY 2017-2018 CDBG Action Plan
1.9 SHIP LHAP
1.10 CAPER – October 1, 2016 – September 30, 2017
1.11 Pre-Planning Hearing for the CDBG FY 2019-2020 Action Plan

2.1 FY 2018-2022 Capital Improvement Program Projects
2.2 Planning for Healthy through Health in All Policies

3.1 Nuisance Abatement
3.2 Modification of Code Lien Forgiveness Program to Allow Demolition
1.1 **TRAKiT** – CDAB was presented information regarding the new permitting and development review system called TRAKiT. The new system went live on January 31st, 2017 and has provided our customers and residents the following capabilities:
1. Applying for permits and development reviews online and monitoring the progress online, such as reviews, inspections, and status;
2. Submitting plans, and other supporting documents online;
3. Pay associated fees online;
4. Scheduling inspections online;
5. Renewing Business Tax Receipts online; and
6. Printing permits online.

1.2 **Annexation Strategy** – In an effort to effectively and sufficiently annex unincorporated portions within the Largo Planning Area, the Economic Development staff reviewed a two-year Annexation Strategy for the community. The intent of the strategy is to provide direction on the annexation process for Largo. The primary objective of the strategy will be to focus on neighborhoods that are completely surrounded by Largo and attempt to close those enclaves.

1.3 **Affordable Housing Development Locational Policy** – Staff sought recommendation from CDAB concerning an amendment to the City of Largo Comprehensive Development Code (CDC) to expand the eligible areas in the City where developments with a high percentage of affordable housing units (up to 100% of the units) can be located. CDAB supported amending the CDC to permit projects whose funding sources

---

The implementation initiatives and goals for this focus area encompasses three communal and organizational driven initiatives:

**Initiative #1: Renew our Natural Environment to Ensure Sustainability for Future Generations;**
**Initiative #2: Advance a Flexible and Resilient Organization That Delivers Superior City Services;** and
**Initiative #3: Foster a Community Where Opportunities Exist for Residents and Businesses to Realize Their Full Potential.**

This focus area responds to the concerns and priorities reported by members of the community. It also builds on the City’s Comprehensive Plan and responds to current issues related to economic growth and development; partnership and collaboration; accessibility and connectivity; along with sustainability and resiliency. Other accomplishments relating to this focus area are reflected in the CDAB’s dual role as CRAAB members. As such, CDAB heard and/or provided recommendations which invoked the “Sustainability” focus area by addressing the following items presented:
necessitate a higher percent of affordable housing, such as the Low Income Housing Tax Credit (LIHTC) Program, to be located within areas of the City that are in both federally-defined Difficult Development Areas and in one of the City’s Major Activity Centers. Affordable housing developments would then be able to locate in the Tri-City Mall and Largo Mall Activity Center areas as defined in the Future Land Use Element of the City of Largo Comprehensive Plan. Permitting a higher percent of affordable housing units to locate in these areas encourages development to be located close to employment opportunities and transit. The resulting recommendations from CDAB were transmitted to the City Commission.

1.4 Institutional Land Use Designation Analysis – Staff sought recommendation from CDAB concerning an amendment to the CDC’s Institutional Future Land Use Category’s allowable uses for consistency. Planning staff conducted research regarding the intent of the land use as established in the City of Largo Comprehensive Development Code (CDC), Comprehensive Plan, Pinellas Countywide Plan Map and Rules and the Florida Statutes. The resulting recommendations from CDAB are anticipated to be brought forward in 2018 as amendment to the CDC.

1.5 City of Largo’s Comprehensive Plan Updates – Staff sought recommendation from CDAB concerning the update of the City’s Comprehensive Plan. Over the last two years CDAB has given staff feedback on the long-range principles and policies that invoke guidelines, goals, and tools aimed at implementing the community's
vision for future growth and development. Upon direction of the Community Development Advisory Board (“CDAB”) (October 26, 2015) and the City Commission (November 10, 2015), staff has been revising the 2009 document to address said purpose, internal policy changes, and ensuring consistency with State/Regional/City/County regulations and planning priorities. With the input from CDAB, who are residents and business owners in the City of Largo, staff was able to identify new policies derived from the input that encompasses the following focus areas: Economic growth and development; placemaking and inclusiveness; mixed-use and activity centers; partnership and collaboration; accessibility and connectivity; sustainability and resiliency. The resulting recommendations from CDAB were transmitted to the City Commission.

**Housing Division's Federal and State Funding Distribution:**

Each year, CDAB advises the Housing Division staff on the disbursement of federal CDBG funds. CDAB listened to presentations from all the sub-recipients who applied for this year’s funding and had the opportunity to ask questions. Presentations included organizations that provided services and/or housing related infrastructure to the residents of Largo. However, the amounts requested from these organizations exceed the funding available. The Housing Division provided recommendations for the distribution of these funds based on a set criteria. CDAB provided recommendations to the proposed funding which was then taken to City Commission for final approval. In addition, CDAB annually provide comments on the CAPER, CDBG Action Plan, and SHIP LHAP prior to City Commission adoption. These plans and reports are required from the Department of Housing and Urban Development (HUD) and must allow the opportunity for public comments.
2.1 FY 2018–2022 Capital Improvement Program Projects – Staff sought recommendation from CDAB concerning the proposed FY 2018-2022 Capital Improvements Program (CIP). The CIP includes proposed capital projects according to functional areas, rather than departments. The projects of significance to the Community Development Department are primarily included within the Mobility, Stormwater, and Wastewater programs. Notable new inclusions for the proposed CIP include funding for the downtown triangle property enhancements, Hurricane Hermine roadway improvements, and significant wastewater system inflow and infiltration improvements. The resulting recommendations from CDAB were transmitted to the City Commission.

2.2 Planning for Healthy through Health in All Policies – Information was presented to CDAB regarding health in all policies. A fundamental approach that was taken during the update of the Comprehensive Plan’s goals, objectives and policies as addressed under the “Sustainability” focus area. The presentation was given by Jocelyn Howard, Planning & Partnerships Coordinator of the Florida Department of Health in Pinellas County. She explained that health in all policies is “a collaborative approach to improving the health of all people by incorporating health considerations into decision-making across sectors and policy areas” which engages city, county and community-based agencies.

The implementation initiatives and goals for this focus area encompasses three communal and organizational driven initiatives:
Initiative #1: Invest in Quality Public Infrastructure;
Initiative #2: Build a Community of Safe and Healthy Neighborhood; and

This focus area responds to the concerns and priorities reported by members of the community. It also builds on the City’s Comprehensive Plan and responds to current issues related to placemaking and inclusiveness; partnership and collaboration; accessibility and connectivity; along with sustainability and resiliency. Other accomplishments relating to this focus area are reflected in the CDAB’s dual role as CRAAB members. As such, CDAB heard and/or provided recommendations which invoked the “Public Health and Safety” focus area by addressing the following items presented:
3.1 Nuisance Abatement - One of the major priorities for this year was the abatement of nuisance and derelict properties throughout the City. In an effort to do so, the Code Enforcement Division focused on community appearance initiatives during this year, which includes building without permits, the regulation of clothing donation bins and window signs associated with businesses. Staff continues to work diligently with the Code Enforcement Board and the Special Magistrate to effectively bring identified properties into compliance.

3.2 Modification of Code Lien Forgiveness Program to Allow Demolition - Staff sought recommendation from CDAB concerning the amendment to City Commission approved Resolution No. 2155, which created a program as an alternative to the lien reduction requests being heard by the Code Enforcement Board. The program was intended to provide an incentive for new owners to bring nuisance and vacant residential properties into compliance. The amendment included a provision allowing demolition of existing homes. The resulting recommendations from CDAB were transmitted to the City Commission.

The implementation initiatives and goals for this focus area encompasses three communal and organizational driven initiatives:

Initiative #1: Develop an Active Downtown; and
Initiative #2: Cultivate and Support a Vibrant Intergenerational Community That Attracts Residents and Businesses.

This focus area responds to the concerns and priorities reported by members of the community. It also builds on the City’s Comprehensive Plan and responds to current issues related to economic growth and development; partnership and collaboration; along with placemaking and inclusiveness. Other accomplishments relating to this focus area are reflected in the CDAB’s dual role as CRAAB members. As such, CDAB heard and/or provided recommendations which invoked the “Community Pride” focus area by addressing the following items presented:
COMMUNITY CHAMPION AWARD

CDAB was recognized for reflecting the spirit of the City’s new mission, vision and values. CDAB’s engagement and collaboration to provide advisement regarding:

• Changes in scope or funding for major capital projects, which relate to the responsibilities of the Community Development Department;
• Economic development initiatives, building fee structure, and other services as may be provided by the Building Division;
• Community Development Department annual budget and Capital Improvement Program projects;
• Listing of community needs that may be addressed through any of the City’s federal state state community development programs, and development of annual program applications, including subsequent amendments, should they be warranted;
• Policy decisions regarding program implementation, such as siting and design for neighborhood facilities, services to be offered, etc.; Assist in conducting local public hearings as described in this plan;
• The City’s redevelopment plans and programs;
• Annexation program initiatives;
• Comprehensive Plan and Comprehensive Development Code proposed amendments; and
• Other aspects of the Community Development Department, including special projects and studies, as may be requested by staff or the City Commission.

CDAB MEMBERS:

Maria Kadau, Chair  
Janyce Cruse, Vice-Chair  
Allison Broihier  
Anita McHenry  
Beverly Gatewood  
Chris Peoples  
Neil McMullen  

Community Development Commission Liaison:  
Commissioner Jamie Robinson  

Community Development Department Staff:  
Carol Stricklin, AICP, Community Development Director  
Robert Klute, AICP, Assistant Community Development Director  
Teresa Brydon, Economic Development/Acting Planning Manager  
Rick Perez, Planning Manager  
Katrina Lunan-Gordon, Planner I/ Board Liaison
2018 WORK PLAN

In the upcoming year, the CDAB will provide counsel to the Community Development Department projects and programs. These projects and programs will include but are not limited to:

**Building/Code Enforcement Divisions:**
- TRAKiT / Development Review Software
- Code Enforcement update

**Housing Division:**
- CDBG Sub-Recipient applicants
- CDBG funding recommendations
- CDBG Action Plan
- Consolidated Annual Performance & Evaluation Report (CAPER)

**Community Development**
- Implementing the Strategic Plan
- City of Largo’s webpage development and update
  - Annual budget
- Capital Improvement Program projects
  - Division Reports
  - Sign Amortization Program

**Economic Development Division:**
- Quarterly information regarding (re)development
- Job creation in the City of Largo
- Continue the role as CRAAB members

**Planning & Development Division:**
- Implement the 2040 Comprehensive Plan
- Comprehensive Plan & Comprehensive Development Code proposed amendments
- Special Area Plan for US Highway 19 N / Roosevelt Blvd Activity Center
- Community (Complete) Streets
SWOT ANALYSIS

Upon City Commission’s review of the City’s advisory boards, CDAB took the time to identify their strengths, weaknesses, opportunities and threats. An honest SWOT analysis will assist CDAB identify what they are doing well, where they can improve, and where they fit in the community. This list was identified through input during the CDAB meeting dated, July 30, 2018.

STRENGTHS

- 2017 Community Champion
- Housing Division’s federal and state funding distribution
- Support of redevelopment
- Varied perspective of the Board’s diverse make-up
- Well defined organizational roles
- Represent the mission, vision and values of the City

WEAKNESSES

- Lack of historical preservation representative
- Project-driven
- Roles of Community Development, Divisions and City Staff
- Goals of Community Development, Divisions and City Staff

OPPORTUNITIES

- Neighborhood and community outreach
- Collaboration between other Advisory Boards and Departments
- Historical Preservation
- Advisory Board round table
- Attain results from previous presentations
- Job development in the City of Largo
- Swapping Advisory Boards

THREATS

- Meeting duration and content
- Actions of State Legislature
- Training
- Drifting from role and responsibilities
LARGO COMMUNITY IDENTITY

DEMOGRAPHIC PROFILE

60+ 34%
40-59 27%
20-39 22%
5-19 13%
Under 5 4%

82 thousand

49.4 MEDIAN AGE

$37,756 MEDIAN HOUSEHOLD INCOME

2.02 HOUSEHOLD SIZE

LESS THAN 9TH GRADE 16%
GRADE 9-12 8.8%
HIGH SCHOOL 97.3%
SOME COLLEGE 2.7%
ASSOCIATE DEGREE 4.1%
BACHELOR’S DEGREE 15.4%
GRADUATE DEGREE 2.2%

65% INDUSTRY SECTORS

LIFE SCIENCES
AVIATION & AEROSPACE
MANUFACTURING
CORPORATE OPERATIONS

33% INFORMATION TECHNOLOGY
SECURITY
FINANCIAL/PROFESSIONAL

TOP LARGO 2014 EMPLOYERS

D Tech Data
PCS
HCA Largo Medical Center
Soft Computer
BIC Graphic

LARGO EMPLOYMENT BY INDUSTRY

AGRICULTURE
CONSTRUCTION
MANUFACTURING
TRANSPORTATION
WHOLESALE
RETAIL
FINANCE
SERVICE
GOVERNMENT
ANNEXATION

24.19 acres
73% Residential
27% Commercial
66 population
$5.1M increased tax value
COMMUNITY DEVELOPMENT ADVISORY BOARD

ANNUAL REPORT
2017

PREPARED BY
COMMUNITY DEVELOPMENT DEPARTMENT