



## City of Largo City Commission Retreat

February 7, 2020  
Real Time Record



## Executive Summary

This year's City Commission Retreat was focused on **resilience**, defined as the capacity to quickly recover from difficulties. The goal of the day was to identify and prioritize resilience policy actions to inform the Largo Environmental Action Plan update.

We began by sharing responses to the question, "In a few words, how do you envision your leadership/services supporting a resilient Largo?" Our discussion reinforced how everyone's work made a difference in the resilience of the city and community.

Following a report by ELT members on the ongoing implementation of the strategic plan, Mayor Brown provided a summary of a recent Resilience Leadership Summit that explored opportunities for regional collaboration. We considered the top 10 opportunities from the summit and elevated 3 of them as our top focus areas for regional collaboration.

Next, we shifted our lens from a regional to a community focus. Staff members provided an informative presentation with examples of how data from various sources can be integrated to inform project-related decisions so that project outcomes become more resilient. Resilience does not change our strategic plan goals but refines our approach to achieving those goals.

After lunch, we shared examples of successes in resilience already achieved. This was our springboard to the significant work of the afternoon: developing and prioritizing ways to leverage resilience in achieving our strategic goals.

In three rounds of team brainstorming and prioritization, we addressed three parts of the strategic plan: *Sustainability*, *Public Health and Safety* and *Community Pride*. In each round, we generated a list of ideas and, using a combination of upvoting and polling, elevated the top 3 resilience leverage areas for each part of the strategic plan.

We then reviewed the combined top 9 leverage areas in the full group, seeking input about the barriers and supports that should be considered as we continue the conversation about implementing the top 9. We gathered insights first from Commissioners, then from Commissioners and ELT combined.

The day concluded with a walkthrough of some takeaway tools and discussion-starters designed to help apply the resilience lens at the project level. Three questions were highlighted: *Resilience with what? Resilience where? Resilience how?*

This record by the Collaborative Labs team captures the outputs of our productive day.

- Milo Paich, Executive Facilitator

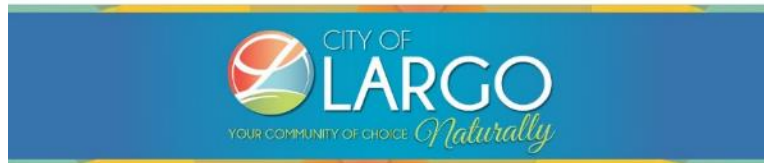
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## Agenda

<b>8:00am - 8:30am</b>	<b><u>Arrival and refreshments</u></b> Pre-activity (a Resilience question)
<b>8:30am – 9:00am</b>	<b><u>Welcome and Introductions</u></b> Introduce the process, objectives, and theme Review examples of resilience
<b>9:00am – 10:15am</b>	<b><u>Strategic Plan Implementation Progress</u></b> Overall Performance Report + Highlights of Specific Projects
<b>10:15am – 10:30am</b>	<i>Break</i>
<b>10:30am – 11:00am</b>	<b><u>Regional Priorities for Resilience</u></b> Recap of Resilience Leadership Summit and Top Priorities Top focus areas for potential regional collaboration
<b>11:00am – 12:00pm</b>	<b><u>Community Resilience: Presentation and Discussion</u></b>
<b>12:00am – 12:30pm</b>	<i>Lunch</i>
<b>12:30pm – 1:00pm</b>	<b><u>Celebrating our successes!</u></b> Recognizing what we have achieved in resilience
<b>1:00pm – 2:30pm</b>	<b><u>Achieving Our Strategic Goals Through the Lens of Resilience</u></b> Sustainability   Public Health and Safety   Community Pride Prioritizing ways to make our strategic plan more resilient
<b>2:30pm – 2:45pm</b>	<i>Break</i>
<b>2:45pm – 3:00pm</b>	<b><u>Commissioners' Input on Top Strategic Leverage Areas</u></b>
<b>3:00pm – 3:45pm</b>	<b><u>Small Group Exercise: Applying the Resilience Lens</u></b>
<b>3:45pm – 4:30pm</b>	<b><u>Concluding remarks and wrap-up</u></b>

## **Welcome and Introductions**



### **City Commission Retreat February 7, 2020**



## **Definition of Resilience**

**Resilience: The capacity  
to quickly recover from  
difficulties.**



**Milo Paich, Facilitator, Collaborative Labs:** Welcome! It is great to have you back. Today, we will have some informative presentations and opportunities to collaborate with a focus on resilience. Our goal is to identify and prioritize resilience-related policy actions to inform the environmental action plan for the City of Largo. As part of your team here, we have Karin, who will be capturing our discussion, and Michael, who runs the technology side.



**Goal for Today:**  
Identify and prioritize Resilience policy actions to inform the Largo Environmental Action Plan update

**The Collaborative Labs team is here to support you! Milo Karin Michael**

**Milo:** We would like to begin with a discussion of examples of how your leadership and services support a resilient Largo.



**Share a few examples!**

**In a few words, how do you envision your leadership/services supporting a resilient Largo?**



**Jerry Woloszynski:** I see a leadership role in the Engineering department as building infrastructure based on storm-related events for capacity purposes and making the investment for the next fifty plus years.



**Carol Stricklin:** I think it is designing in an adaptive community and future forecasting. Our job is to design toward the future.



**Commissioner John Carroll:** From a Commissioner standpoint, it means planning beyond our terms, and having a long-range view.



**Commissioner Samantha Fenger:** I wrote down five words: budget, leadership, personnel, partnerships, and planning.



**Commissioner Michael Smith:** It is understanding and keeping in mind challenges and life changes, such as personal cost and affordability.



**Vice-Mayor Donna Holck:** My favorite words are: compromise, commitment, and working together.



**Henry Schubert:** We cannot do this by ourselves. We are seeing more from private businesses. We are in this together and we need to coordinate our efforts.



**Mayor Woody Brown:** Inspire our residents to be resilient and give them tools to do so.



**Casey McPhee:** Stay calm and pitch in. Have a level head, have a plan, but be flexible. Execute once we have a plan.





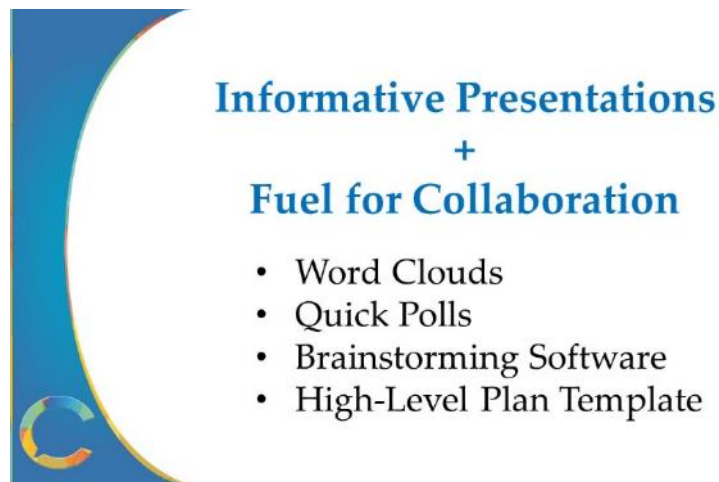
**Commissioner Curtis Holmes:** Thinking outside the box. We have a snowplow and we caught heck for that. It's not there for snow, it is for a hurricane debris.



**Meridy Semones:** Focusing on the organization excellence piece so we don't stand in our own way and so we can support our residents.



**Kim Adams:** We need to be aware of opportunities.



**Milo:** We have some great examples to get us started. Today, we will have informative presentations and collaboration and we will make some priorities using some of our technology. We are ready to have our first presentation on strategic plan implementation.

### **Strategic Plan Implementation Progress**



**Will Payne:** Good morning and thank you for having us. We are going to recap the strategic plan to reflect on where we have been and where we are going.





FROM THIS

TO THIS



MODERN, EVOLVING TECHNOLOGY

STRATEGIC FINANCIAL DECISION-MAKING



RESPONSIVE, HIGH-QUALITY PUBLIC SAFETY SERVICES THAT MEET THE COMMUNITY'S NEEDS

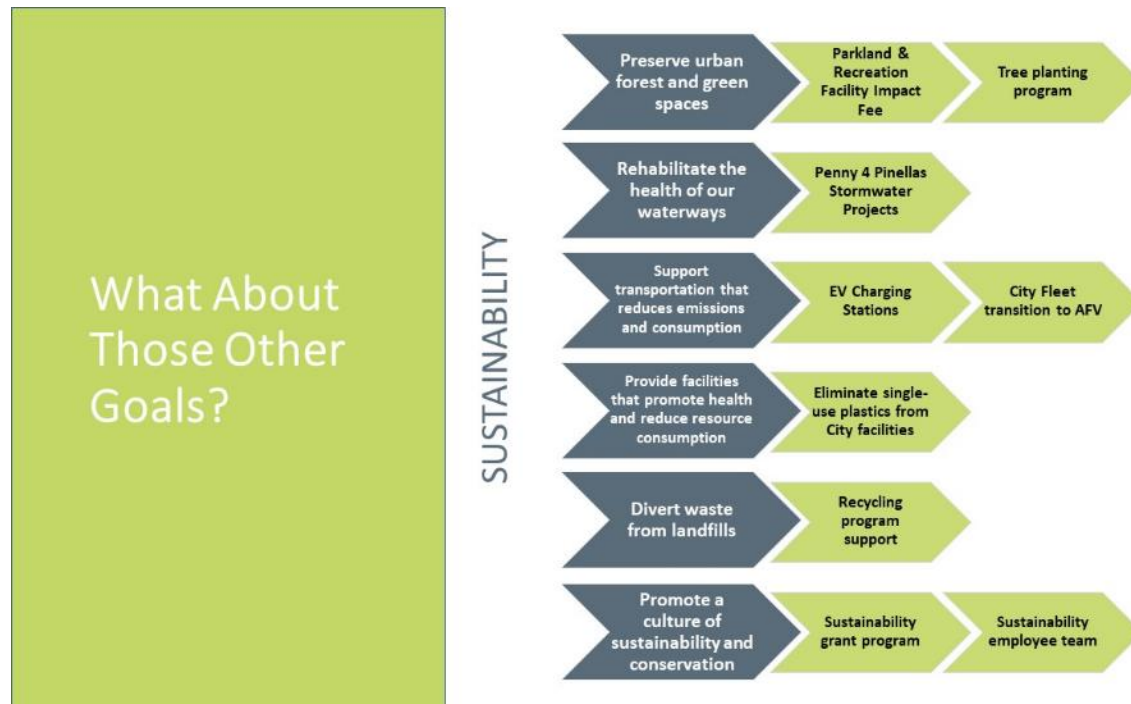
MULTIMODAL STREET, TRAIL, AND SIDEWALK NETWORK



CREATE CONNECTIONS BETWEEN DOWNTOWN AND EMPLOYMENT, EDUCATION, AND RECREATIONAL HUBS

PROMOTE SOCIAL CONNECTIONS THROUGH CIVIC ENGAGEMENT

**Will:** We prioritized six goals. We are going to look at those and the work done on those goals.



**Will:** What about the other goals in the plan? We haven't forgotten about them just because we have priorities; they are still being worked on.



**Will:** We have ongoing work and new things that have advanced those goals. We have activities and projects, such as the bookmobile, that have helped make progress.

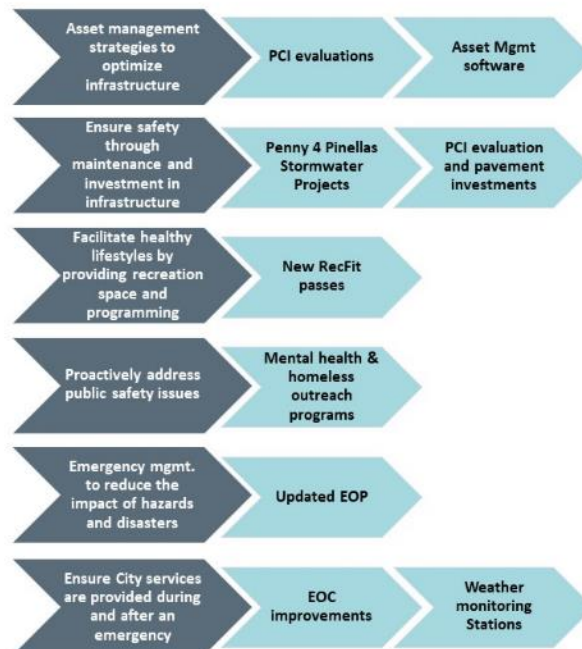
What About Those Other Goals?

Employee Engagement



What About Those Other Goals?

PUBLIC HEALTH & SAFETY



## What About Those Other Goals?



## City Commission Retreats

### 2017

- Visioning Largo's Future
- Prioritizing Goals
- Defining Strategies

### 2018

- City Service Inventory
- Aligning Services with Vision
- Downtown Identity

### 2019

- Organizational Change (HPO)
- Implementation Projects
- Downtown Strategies

### 2020

- Looking Ahead!

**Will:** In 2017, we were just getting the goals together. In 2018, we looked at how services aligned with those goals. In 2019 we talked about downtown strategies and HPO. This year, we are looking ahead.



## MODERN, EVOLVING TECHNOLOGY

EMPLOYEE PROJECT TEAM RESEARCH

GIS STEERING COMMITTEE

SMARTPHONE DEPLOYMENT

BUSINESS PROCESS TEAMS

CITRIX/MS OFFICE TESTING

ERP ACQUISITION

What We've  
Done



## STRATEGIC FINANCIAL DECISIONMAKING

EMPLOYEE PROJECT TEAM RESEARCH

ALTERNATIVE FUEL FLEET EXPANSION

FUND BALANCE TARGETS

STRATEGIC BORROWING FOR LONG-TERM  
INVESTMENTS

What We've  
Done



## RESPONSIVE, HIGH-QUALITY PUBLIC SAFETY SERVICES THAT MEET THE COMMUNITY'S NEEDS

PUBLIC SAFETY STAFFING PLAN

COMMUNITY DEFINITION OF PUBLIC SAFETY

METRICS FOR OUTCOMES

What We've Done



## MULTIMODAL STREET, TRAIL, AND SIDEWALK NETWORK

EMPLOYEE PROJECT TEAM RESEARCH

PROJECT PRIORITIZATION

TROTTER ROAD

CIP DEVELOPMENT AROUND MULTIMODAL STRATEGIES

What We've Done





## CREATE CONNECTIONS BETWEEN DOWNTOWN AND EMPLOYMENT, EDUCATION, AND RECREATIONAL HUBS

MULTIMODAL PROJECT PRIORITIZATION

WEST BAY DRIVE MULTIMODAL

WEST BAY DRIVE TRAILHEAD

WEST BAY DRIVE "TRIANGLE"

CLEARWATER LARGO ROAD (FUNDED)

DOWNTOWN BRAND IDENTITY/LAUNCH

What We've  
Done



## PROMOTE SOCIAL CONNECTIONS THROUGH CIVIC ENGAGEMENT

EMPLOYEE PROJECT TEAM RESEARCH

COMMUNITY AMBASSADORS PROGRAM

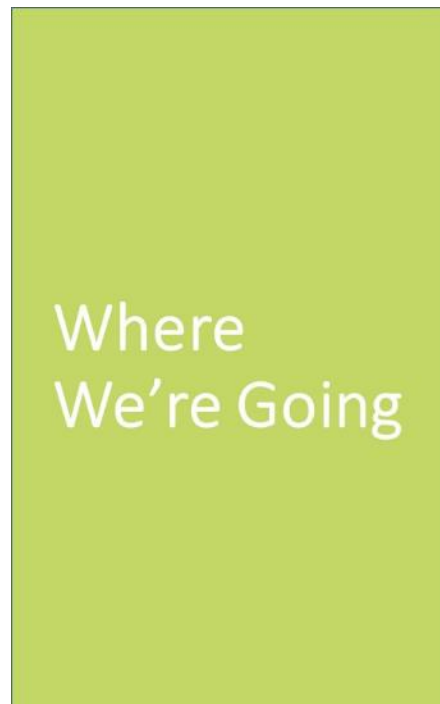
BOOKMOBILE

OUTREACH PLANNING AND STRATEGIES

What We've  
Done

**Will:** That is an overview of some of the things we've been doing.





## HIGH PERFORMANCE ORGANIZATION

### 3-DAY HPO SEMINAR

- Three classes conducted
- 120 participants attended
- Future three-day classes planned annually

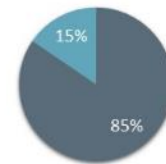
### 1-DAY HPO TRAINING

- Developed in-house – 10+ City employees as trainers
- First official training conducted in November of 2019 – 27 participants attended
- Trainings scheduled quarterly through 2020

### PLAYBOOK PROJECTS

- Meeting Rules of Engagement
- Leadership Philosophy
- Personnel Rules & Regulations
- Administrative Policies & Procedures
- New Job Description template
- New standards for a flexible workplace
- Evaluate alternatives for competitive benefits
- Develop tools & training and expand employee engagement

Percentage of City staff with HPO training so far:



■ Staff Requiring Training ■ HPO Training Received



**Meridy:** Good morning. I am excited to talk about the High Performance Organization (HPO) initiative. We have hosted three-day seminars, which are in high demand. Employees feel inspired and empowered after attending. I am now coming up with a one-day HPO training. Three-day training is not for everyone, but the concepts are something everyone wants to know. We are connecting HPO principles to everyday work. We have trained 15% of our organization but everyone wants it. We are continuing to work towards that.

The playbook is an ongoing set of priorities that the executive leadership team (ELT) is working on. This summer, we came up with playbook projects, which speak to our values. We are making a change from the “this is the way we’ve always done it mentality.” We are working on updating and rewriting our policies and procedures, which haven’t been updated since the 1970s. This is a huge task.

Another project is updating all of our job descriptions, which is complete. It is important to have these to communicate to employees what is most important about their jobs. We have a team looking at more flexible work hours. We are looking at benefit offerings to see if we are offering what our employees want and updating them for today’s needs. Employee engagement is a core principle of HPO. We have launched that to hear what they would like. Employees are energized and believe in this. It adds value to the services they provide.

A video was shown about leadership and HPO: [https://www.youtube.com/watch?v=40CyRtoZp\\_U&feature=emb\\_logo](https://www.youtube.com/watch?v=40CyRtoZp_U&feature=emb_logo)



**Meridy:** The ERP project contract was awarded in October. This will be our new financial HR organizational software (payroll), which will modernize and streamline our service. We have employees going through extensive training, which happens in the first quarter. By the fourth quarter, we will have a city-wide kickoff. Implementation and training will occur in 2020-2021 and we are going live in about a year. This is an aggressive schedule. This will take us forward and transform our internal operations.

## Where We're Going

### DOWNTOWN CITY HALL



#### STRATEGIC CONNECTIONS

- Developing an active and interconnected downtown, sustainable design and disaster resiliency

#### MIXED-USE SPACE

#### FLEXIBLE AND MODERN DESIGN

- ASD | Sky listening sessions and employee survey happening now



**Maggie Paluch:** Good morning. I am going to focus on projects going on. Downtown City Hall is one of the biggest projects we are going to take on in the next four years. We are constructing a building that will be sustainable. We are in the design phase and have engaged the staff in this phase. Commissioners have spoken to the architects as well. In the next couple of weeks, we will be able to see space allocations. Then, we will have another workshop with the Commissioners and community leaders. We want to engage everyone. We are looking at the construction phase in fiscal year 2022 and completion in 2024.

## Where We're Going

### MULTIMODAL IMPROVEMENTS

#### FUTURE FUNDED CIP MOBILITY PROJECTS

- Rosery Road – Walmart Truck Entrance to Eagle Lake Park
- Clearwater/Largo Rd Multimodal Improvements
- Downtown Multi-Modal Improvements

#### PROPOSED CIP PROJECTS

- Community Streets – 1<sup>st</sup> Street NW
- Downtown Community Streets – 4<sup>th</sup> Street NW

#### PROMOTING OPPORTUNITIES FOR COLLABORATION

- Gateway Master Plan
- Forward Pinellas

#### INCREASING CONNECTIVITY IN THE FUTURE

- Community Streets – 4<sup>th</sup> Ave NW
- 142<sup>ND</sup> Ave N/16<sup>th</sup> Ave SW Multimodal Connector



**Maggie:** We have multi-modal improvements moving forward. We have funded Rosery Road to phase two and we are approving crossings at intersections downtown. The Community Streets project means we are looking at a brick street ordinance, for example, 1<sup>st</sup> Street NW has asphalt over brick that may be removed. The Gateway Master Plan is in the final steps now. We are also looking at increasing connectivity in the future, which is another potential for increasing the Pinellas Trail usage.

## Where We're Going

### FACILITIES INVESTMENT



4 facilities  
rebuilt



4 facilities under  
reconstruction



4 facilities  
planned

#### FIRE STATION MASTER DESIGN

- Three Stations

#### PARKS ADMINISTRATION BUILDING

#### BAYHEAD RECONSTRUCTION

#### ENVIRONMENTAL SERVICES

- Operations Building
- Mid – Plant Project

**Maggie:** There are a lot of Facilities investments going on right now. Laura Thomas is on the review committee and looking at sustainability for these projects. The fire station master design will be used for three stations. We have an RFQ for the Parks Administration building. Bayhead will be increasing volleyball space by replacing the basketball courts. In Environmental Services, we have the operations building finalizing completion in May 2021. The mid-plant project is underway with plant two going online in April. We are eighty percent done with phase one of the plant program.

## Where We're Going

### LEAP GOAL: FLEET TRANSITION

#### FLEET COMPOSITION CHANGES

- By end of 2021, percent of light duty vehicle fleet alternative/hybrid fueled...



- By end of 2030...



#### WHAT THIS MEANS FOR...

- Maintenance, Training and Facility Design

#### THE FUTURE

- Heavy Equipment Vehicles



Coming soon with  
the Largo logo!

**Maggie:** We purchased one all-electric vehicle (EV) and are purchasing ten hybrid vehicles. By fiscal year 2020, we are budgeted to purchase 26 hybrid vehicles for the police department. In fiscal year 2021, we will purchase 24 hybrid vehicles, 18 for the police department and the remaining for community development, fire, and public works. The fleet manager is going to a Green Fleet symposium in March to learn the latest trends in heavy equipment vehicles. Matt is beginning analysis of usage of vehicles by department to better understand and align their needs.



## SUSTAINABILITY

### LEAP UPDATE

### SUSTAINABILITY GRANT

- Selection process underway
- Employee Engagement

### SUSTAINABILITY INTERNSHIP

- Storm drain painting program
- #PlasticFreeLargo
- Mayor's Water Challenge
- Solar capability analysis

**Maggie:** We have \$20,000 sustainability grant. We have an interdepartmental review team looking at requests. We will see results soon. We have hired Alyce Tristram, a sustainability intern from USF.

**Commissioner Holmes:** I thought that the fire station design was complete.

**Maggie:** The cost came in higher, so we are going for three stations with one design. We wanted a firm that does one design for multiple buildings.

**Speaker:** We will probably have a two-story design to maximize use of space.

**Commissioner Smith:** I thought we were keeping the basketball courts.

**Maggie:** The volleyball usage is astronomical, so the plan is to take them out because there are courts in other areas.

**Commissioner Smith:** I would like to have more conversation on that.



**Matt York:** We are doing a survey of what vehicles are needed and if an electric vehicle fits our needs, we take it from there. Electric is our first choice.

**Commissioner Carroll:** Are you going to present the HPO concepts to the charter review committee and the advisory board?



**Meridy:** I hadn't thought of that.

**Commissioner Carroll:** I think that would be a good idea.

**Milo:** Were there any other questions from Will's presentation?

**Speaker:** What about the brick streets?

**Jerry:** There is a push to protect brick streets and granite curbing, and we are looking at other cities. They are usually in defined historic areas; we do not have that. Like us, others have exposed brick and asphalt overlay. We cannot have an ordinance without a policy. With the brick streets we have, we have to decide how to maintain them. We look at design standards for brick repair and full-width roadway restoration. We will do no harm to the brick streets and granite curbing we have. We want to talk to other municipalities and know where our brick streets are and how to preserve them. There are some exceptions where we cannot preserve them, such as ADA regulation ramps. We need feedback on how aggressive to be when funding those projects.

**Henry:** We have streets that are covered in asphalt that people have no idea are brick underneath. We need to decide if we go back to brick in those cases.

**Milo:** Largo does not have a designated historic district, which may make this more difficult.

**Commissioner Smith:** We can replace brick roads to other locations, such as downtown.

**Jerry:** Some communities empower citizens to convert asphalt to brick with a special tax assessment.

**Milo:** Are there any other questions?

**Commissioner Smith:** Have we thought about sharing the video to the staff so they can understand what HPO is about?

**Meridy:** The video will be shared with the departments in the video and will be shared in the training that we do.

**Henry:** The best-selling points of HPO are the success stories of employees talking to each other.

**Meridy:** The employees in the video have not had the training yet, their managers just explained their HPO experience to them.

**Maggie:** It was neat to see the trickle-down effect.



**Commissioner Carroll:** When I was a department director, I used to say the best way to kill a good idea was to bring it to a city staff meeting, because they would pick it apart like buzzards. Likewise, going before the commission as a staff member used to be difficult. I think we consciously made the decision as an elected group not to make people feel foolish or snipe at them.

**Henry:** Some of the trainers are leadership in the unions. That is great to have that partnership with the unions.

**Milo:** Any other comments or questions? We had a lot of information given to us in a short amount of time.

### **Regional Priorities for Resilience**

**Milo:** Our next focus area is resilience at a regional level. Mayor Brown will recap the Resilience Leadership Summit and the top priorities.



**Mayor Woody Brown:** I want to welcome everyone and thank you for being here. The key focus is to strengthen our resiliency. The definition is “the capacity to quickly recover from difficulties.” We have a vital role in making sure our community is resilient.

A couple of years ago, I got a call from a woman after the hurricane came through, and her mother had run out of bottled water. I delivered her more water but realized that it was still running at her house. We have seen direct and indirect impacts from hurricanes. We have sunny day flooding in some areas. Largo is primarily elevated and dry, but we do have some susceptible areas, such as the Allen’s Creek watershed. We have critical areas, such as wastewater treatment plant. The only option to treat sewage in Largo is just feet above Tampa Bay. We have some real challenges from rising tides or storm surge.

Last month, there was a symposium about building a resilient community. I talked about electric vehicles. A lot of communities are talking about it, but we are *doing* it, so we are the leader in that area. The Coalition received a half-million-dollar grant from Chase Bank. It is for the Resilience and Energy Assessment of Communities and Housing [REACH] programs. It maps out different communities within the region of seven counties. It is going to work with ten cities in the region to map out the lower income areas and see how energy consumption correlates with the cost of housing. The goal is to build more efficient and resilient affordable housing. We are striving to be one of the ten cities. If you look at cost per square foot for efficiency, the larger homes are more efficient, because they’ve invested in the technology to be more efficient. We need to make the smaller homes more efficient. We have some grant money for that, but perhaps we need improve on getting that information out. I look forward to hearing today how we can make our community stronger.

**Milo:** Thank you, Mayor Brown. We have list of potential areas for regional collaboration. We want to hear from you, which are the top areas for the City of Largo? Everyone is open to vote.

## Top 3 Focus Areas for Potential Regional Collaboration:

1. **Governance, Resilience Codes, Policy and Zoning – 21%**
2. Coastal Flooding & Stormwater Management – 9%
3. Water as One Resource – 6%
4. Clean Energy – 9%
5. Housing Disaster Mitigation & Recovery – 4%
6. Underground Infrastructure: Stormwater Lines, Sewer Lines, Utility Lines, etc. – 11%
7. **Vulnerability – Understanding Community Risks – 21%**
8. **Transportation (Systems and Infrastructure) – 17%**
9. Municipal Financing Strategies for Resilient Solutions - 2%

### Top 3 Focus Areas for Potential Regional Collaboration

- Governance, Resilience Codes, Policy, and Zoning – 21%
- Vulnerability – Understanding Community Risks – 21%
- Transportation (Systems and Infrastructure) – 17%

**Milo:** How can we partner with other organizations in the region to maximize our impact on resilience in the community for the first one, Governance, Resilience Codes, Policy, and Zoning?

**Mayor Brown:** Keep in mind that regions are similar, there can be consistency around codes. We can get the people together that make those decisions.



**Commissioner Smith:** We merged two organizations—land use and transportation—into one, together with city of St. Petersburg.

**Commissioner Carroll:** Annexation. We have enclaves of jurisdiction that we do not have jurisdiction over, so we need to close those enclaves to make it easier to collaborate.

**Commissioner Holmes:** One issue the overrides the others is density. We are approving high-density housing projects, which will affect all of this.

**Carol:** Looking at my notes from the summit, some of the regional ones are nitrogen consortium and the estuary program, taking regional approach to nitrogen limits.



**Jerry:** We don't need to reinvent regional collaboration; we need to leverage those groups. Introduce resiliency into the process.

**Milo:** What opportunities are there for Vulnerability?

**Commissioner Fenger:** Know the needs of our community, for example, provide shelters for people with pets and think about how people will get there, and then share that knowledge.

**Commissioner Holmes:** You need to clarify when you say "vulnerability" in terms of community risk. It could refer to vulnerability from a storm, a fire department not being rated number one, or your town's energy not functioning properly.



**Commissioner Jamie Robinson:** What vulnerabilities do we have as a region? Look at those and collaborate on those.

**Henry:** It's not just disasters. For example, if you don't have a good electric grid, that's an impediment to development.

**Carol:** One of the scientific things being talked about is rising waters and modeling sea level rise. It is variable around the state. There is uncertainty among the data.

**Jerry:** One of the things we discussed is our natural systems, such as creeks and waterways; it is all a collective drainage basis. What is the collective policy and vulnerability? We drew random boundaries around the earth, but the earth doesn't care where the boundaries are. We need to share our resources.

Don't go at it alone or spend your own money; it should be regionalized.

**Matt:** Other municipalities need to understand it is not just their own area, we need to all be on the same page and get together. No one is on the same page or even the same book. If Largo wants to do something, and another county doesn't, we are dumping in money that isn't going to help. We need to get everyone on the same page.



**Irvin Kety:** There is a partnership of all of the utilities in Pinellas County. We work together to solve problems. On a global level, we are collaborating. Sea level rise has been addressed by this group as well. It includes private and public sector in neighboring counties. We have to put in money, but these things can work.

**Milo:** We have one more area to discuss: Transportation. Which organizations are candidates for collaboration?

**Commissioner Carroll:** The Department of Transportation. We are often subordinate to what the state or county decides to do within our boundaries, for example the Ulmerton Road project that went on for years, which we had no say in. The Gateway project has a regional impact, getting people all over and we have trouble selling that to our constituents.

**Commissioner Smith:** Maybe we can find out who the key players are in the Department of Transportation, so we know who to contact when something arises. We also need to be stronger at the table and push our projects up. With the PSTA bus system, I think they could improve, and we could figure out why it is not working in Largo.

**Henry:** Funding of the systems is very important. Increase sales tax to pay for regional transportation improvements. Individually, we don't have the funding. People need to understand there is regional perspective to these things.

**Mayor Brown:** Another item for regional collaboration is recycling. Now, we pay for it instead of making money. All counties are dealing with this issue. The goal is to reduce the amount going to the facility. It should be a regional thing rather than something we have to figure out on our own. There is a cost in removing contaminants. Markets have gotten a lot tighter. Metal may not need to be recycled because it can be recovered later in the process. China has stopped taking shiploads because of contamination. I'm not sure what to do about plastic bags, because they damage the equipment.

**Commissioner Robinson:** We need to ban plastic bags.

**Mayor Brown:** Recycling is one of the best examples of regional collaboration that everyone is dealing with.

**Milo:** Are there any other areas that are not on this list we would like to discuss?

**Matt:** The ability to keep and attract high quality personnel. The cost of living here is not expensive, but when we talk about resiliency, not being able to attract high quality mechanics is an issue. Bringing in a workforce that is resilient is important.

**Commissioner Smith:** Work to find solutions to homelessness and collaborate with other cities.

**Vice Mayor Holck:** We are already doing things that we could share with other communities.

**Commissioner Smith:** We could even go outside of our immediate area, to other areas in the nation.

**Henry:** Homelessness crosses boundaries. How do you get them services if they are moving around? It needs to be a regional reach.

**Commissioner Smith:** We need to figure out what we are doing in different circumstances to provide appropriate services, such as having officers shoo them away vs. getting them targeted services.

**Milo:** That is a great segue. Now, we will shift to community resilience.

### Community Resilience: Presentation and Discussion



**Laura Thomas:** Good morning. We are going to look at specific areas to build resilience. We are not changing our goals but looking through a resilience lens.



**Laura:** Think about sustainability and resilience. Commissioners, please text three words of what it means to you.

 Poll locked. Responses not accepted.



Type three words that come to mind when you think of Sustainability or Resilience, 1 word at a time.



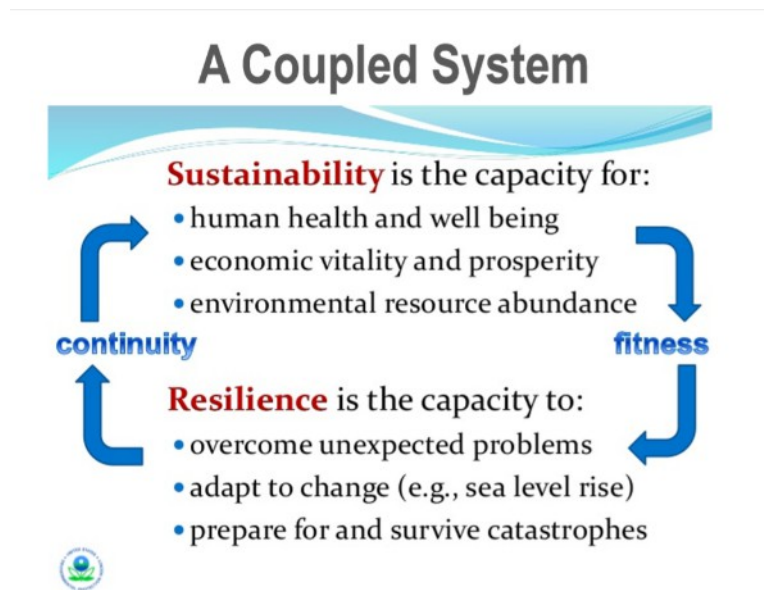
Total Results: 16

**Laura:** We see *environment*, *diversity*, *responsibility*, and *collaborative* as common terms.



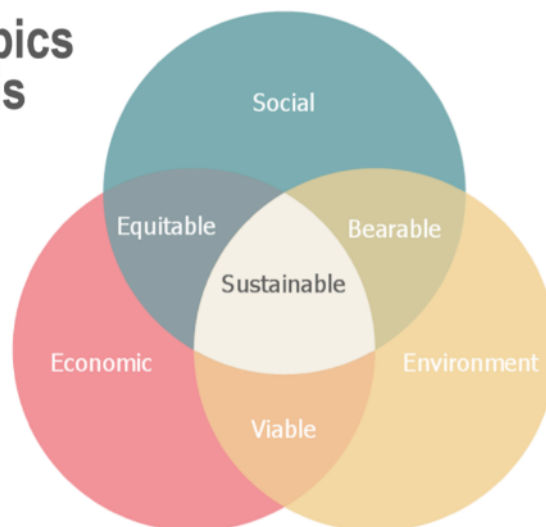
**Laura:** *Reduce*, *future*, and *lasting* are answers from the ELT.





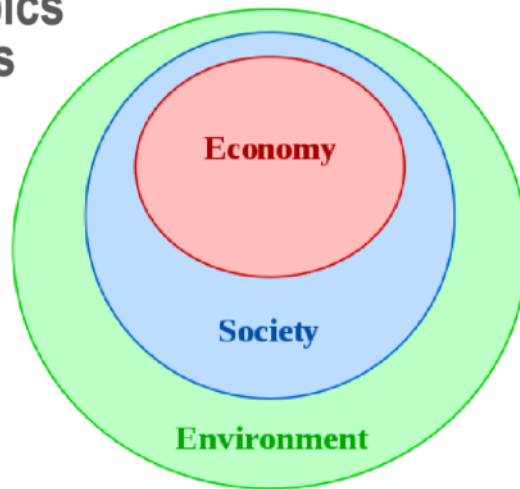
**Laura:** As we have our discussion, sustainability and resilience are coupled; you cannot have one without the other.

### What Topics Does This Cover?



**Laura:** When we think about resilience and sustainability in a traditional manner, we think of this Venn diagram where we have connections in the middle to help us understand the connections between social, economic, and environment. It is not always the best way to think about it.

## What Topics Does This Cover?




**Laura:** This is the better way to think about it; we call it the *nested system*. It shows interconnected thinking. We want to focus on that moving forward.

## Common Topics

- Recycling
- Flooding & Storm Surge
- GHG Emissions
- Tree Canopy Coverage
- Air, Land & Water Quality/Quantity
- Climate Change
- Energy Use


**Laura:** These normally fit in the middle of the Venn diagram...

## Expanded Topics



- Educational Opportunities
- Affordable Housing
- Arts & Culture
- Procurement & Purchasing
- Healthcare Systems
- Food Security
- Poverty
- Public Health
- Emergency Response
- Equality (Gender, etc)

**Laura:** ...but in the nested model, we have expanded topics.

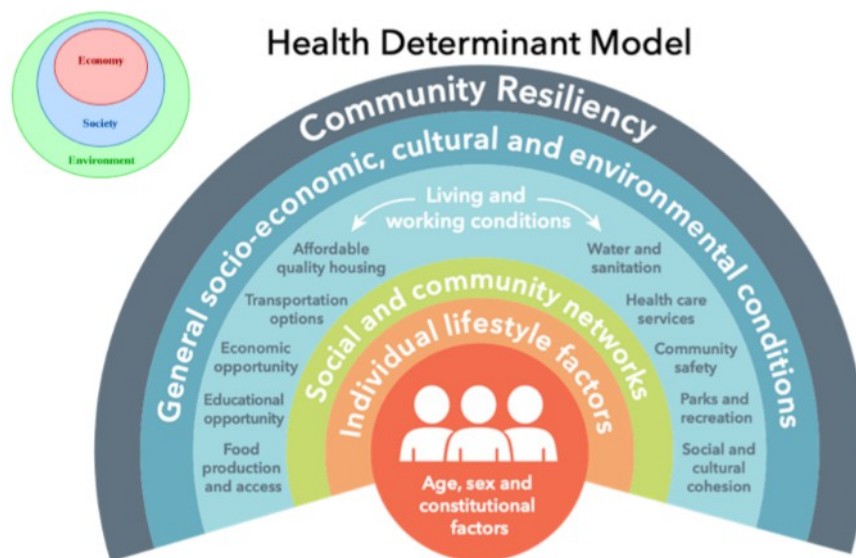


## United Nations Sustainable Development Goals (SDGs)

1. No Poverty
2. No Hunger
3. Good Health
4. Quality Education
5. Gender Equality
6. Clean Water and Sanitation
7. Renewable Energy
8. Good Jobs and Economic Growth
9. Innovation and Infrastructure
10. Reduced Inequalities
11. Sustainable Cities and Communities
12. Responsible Consumption
13. Climate Action
14. Life Below Water
15. Life on Land
16. Peace and Justice
17. Partnerships for the Goals

**Laura:** The United Nations sustainability development goals is a good example. Their goal was to have the world focus on the same issues. The top five are things we wouldn't consider sustainability topics. We want to understand these international things as we progress.

# Building Community Resilience



Content adapted from Dahlgren & Whitehead. (1991). Policies and Strategies to Promote Social Equity in Health. Stockholm, Sweden: Institute for Futures Studies, and WHO/Health Foundation for Live Well Arizona. Elements of a Healthy Community Wheel.



**Julianne Perez:** Good morning. This is the nested model that is commonly used in the public health sector. This is used in promoting social equity in health. You can see the similarity to the nested model Laura presented.

We updated it to have a community resilience lens around the outside. We are looking at the role of the city government in the center lens. We have ideas that have already come up in the summit and today that cut across all the layers. We are thinking about *who* is in the center, the people living in our city. We consider lifestyle factors and what that means in terms of barriers and support. We see common elements of diversity (age, sex, mobility, cultural beliefs). Then, there are social and community networks. How connected are people to each other, what are their levels of influence and what other elements are impacting those networks? Living and working conditions is around that, which functions inside the socioeconomic, cultural, and environmental conditions that encompasses everything.

Now, just as we did with sustainability and resiliency, Commissioners, we would love to hear what three words come to mind when you think of diversity and inclusion. We already have this information from the ELT retreat.



Type three words that come to mind when you think of Diversity and Inclusion, 1 word at a time.

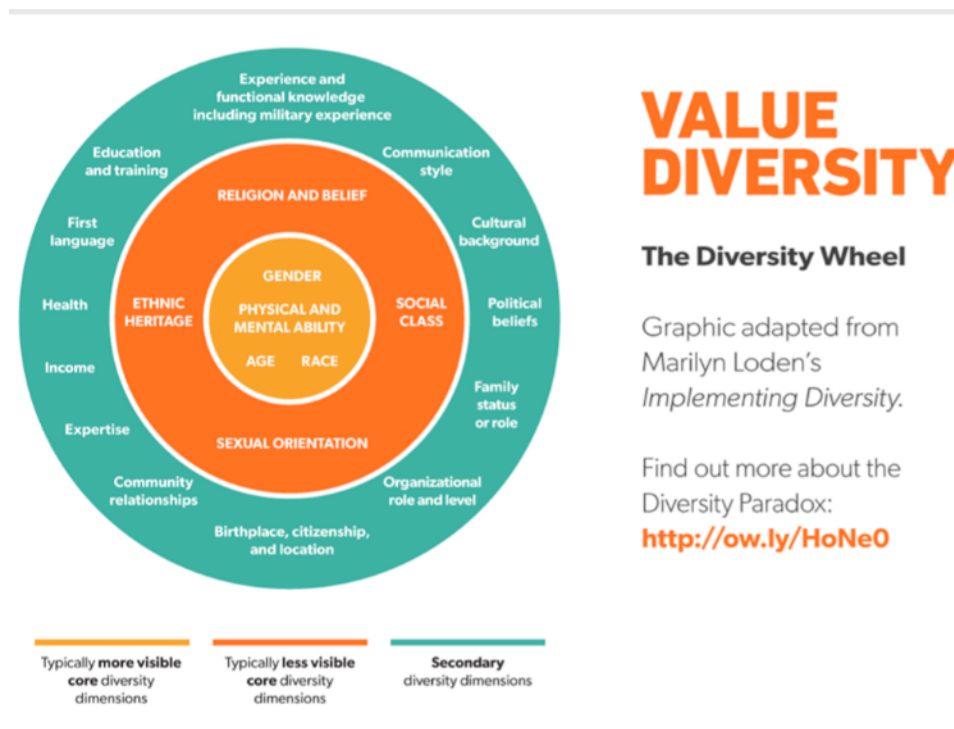


Total Results: 19

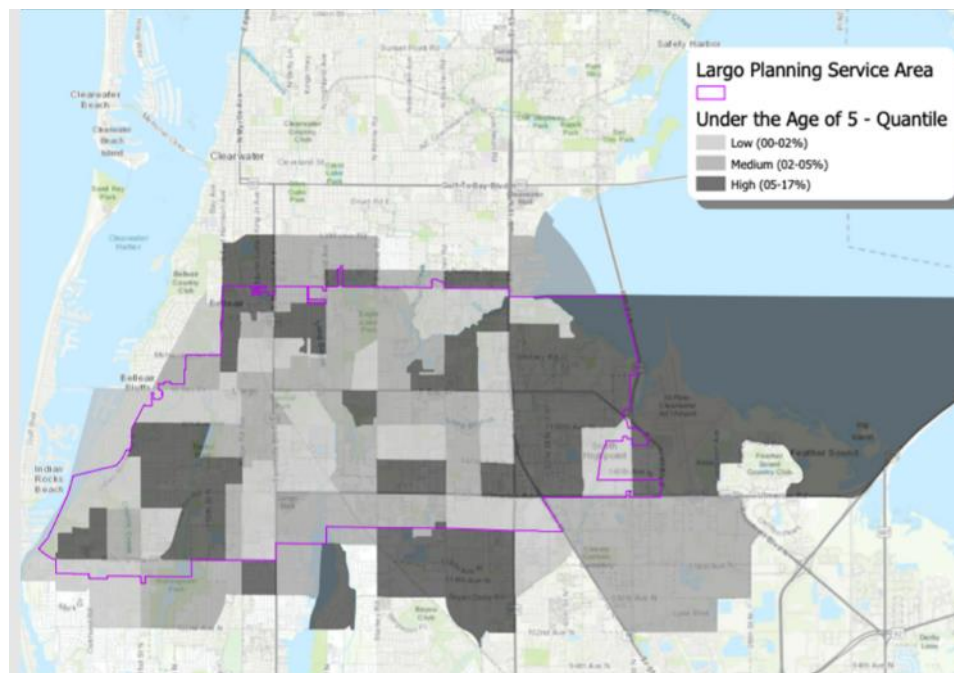
**Julianne:** *Respect* is elevated, we also see *compromise* and *love* as common words.



**Julianne:** The executive leadership team has some similar key words that come to mind, including *open* and we also see *welcoming* elevated.

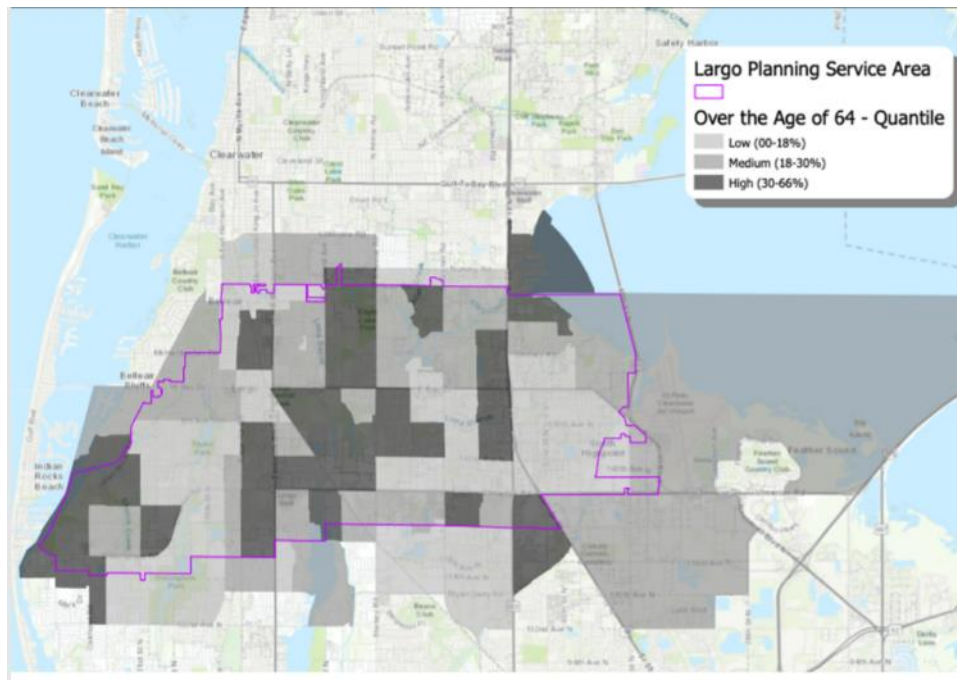


**Julianne:** We all come to the table with different identities and experiences. This diversity wheel shows the different elements of identity and perspective that people bring to the table and in what ways different people may be able to respond to different stressors that challenge their resilience.





**Julianne:** This map gives an example of how identity extends across and beyond our community. In this case we see the distribution of families that have young children and how this may impact their access to services. The darker color indicates a higher percentage of the population in that area.



**Julianne:** This next map shows us a different lens, the senior population. We can look at this to inform levels of access and resiliency related to our services and how to best fulfill their needs.

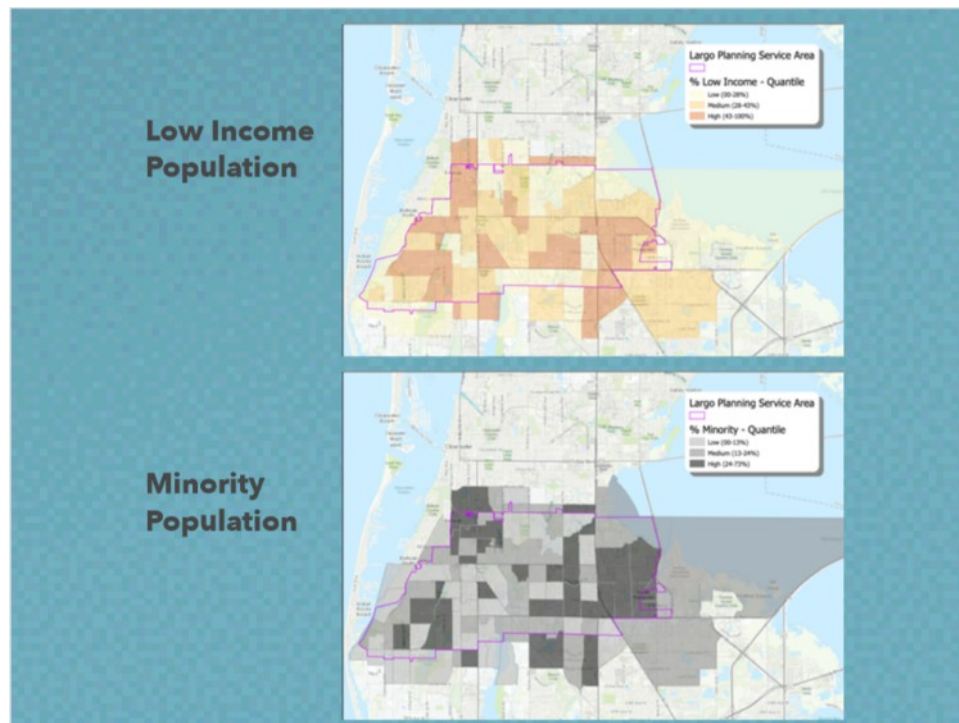
**Commissioner Smith:** Do you look at how people are living in those areas, for example, in retirement communities or proximity to school/childcare areas?

**Julianne:** That is a great question. Our mapping system has the capability to show that.

**Mayor Brown:** Is this based on individuals or households that contain that percentile?

**Julianne:** I don't have the answer for you but can follow up on that.





**Juliane:** On this slide, we can see how different elements of one's identity overlap to inform our programs and services. For example, areas where our low income population and minority population overlap and may be facing multiple barriers (financial, language-related, etc.) to access programs and services.

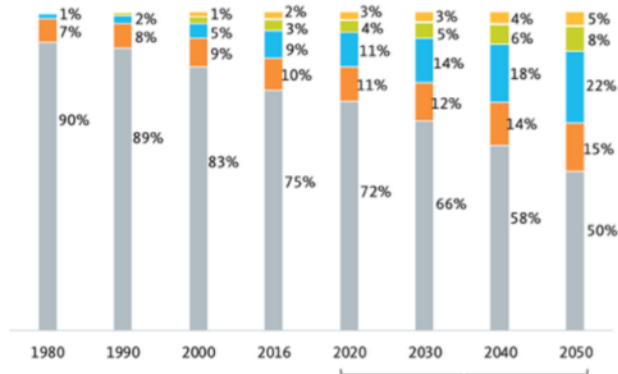
An Equity Profile of Pinellas County

## Demographics

### Who lives in the county and how is this changing?

Racial/Ethnic Composition, 1980 to 2050

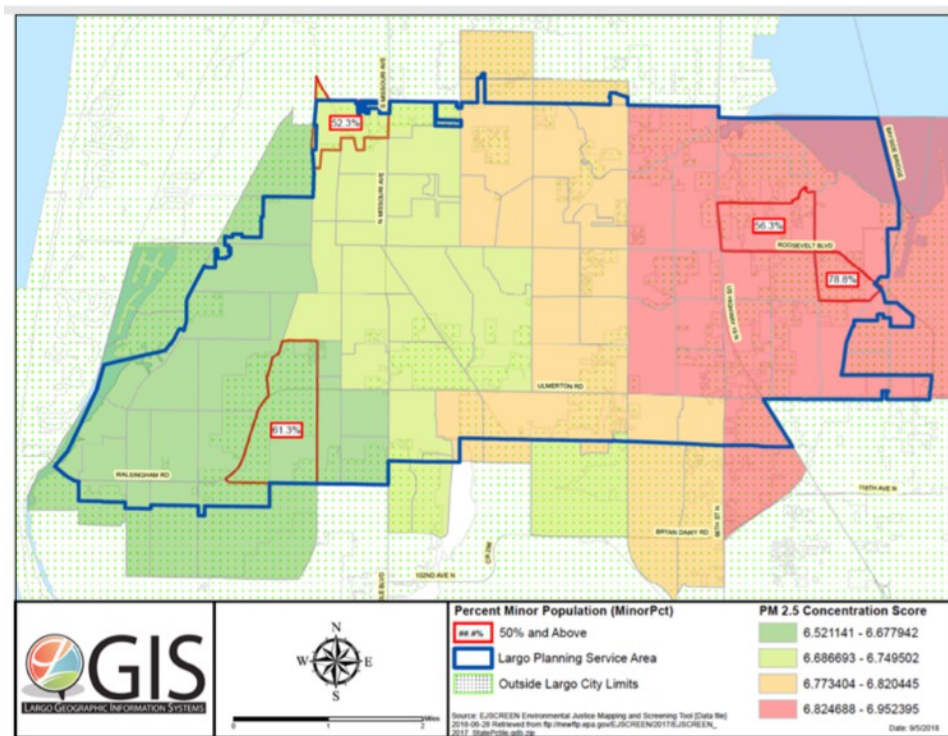
■ Mixed/other  
■ Native American  
■ Asian or Pacific Islander  
■ Latinx  
■ Black  
■ White



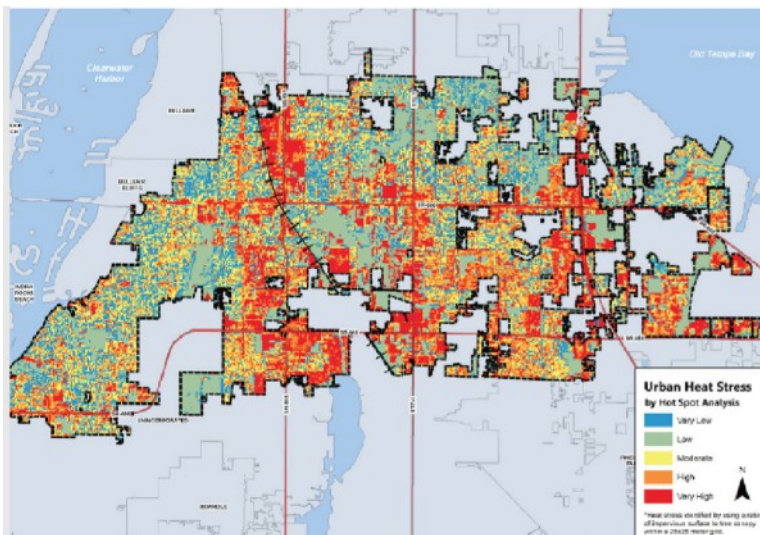
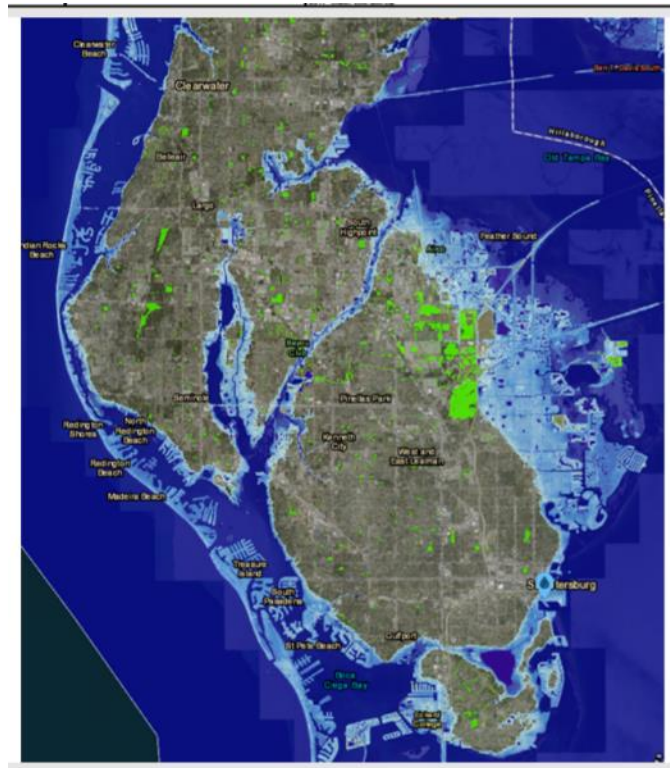
Sources: U.S. Census Bureau; Woods & Poole Economics, Inc.

Note: Data for 2016 represent a 2012 through 2016 average. Much of the increase in the Mixed/other population between 1990 and 2000 is due to a change in the survey question on race.

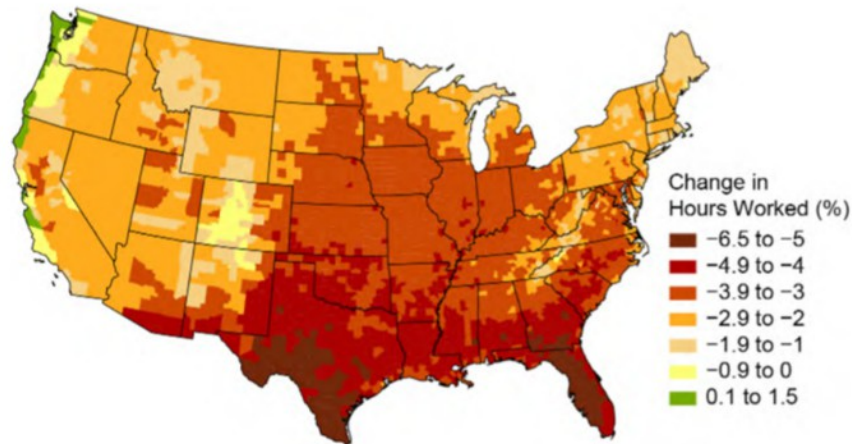
**Julianne:** We can also use data to look at how our City is changing. Here we see how our population will become more culturally diverse. This information provides insights for how we can continue to make our programs more accessible. The data comes from the U.S. Census bureau.



**Laura:** It is important to have this snapshot in mind when we talk about community resilience. We will show a few environmental indicators. This map shows air quality. Going from green to red is best to worst. Think about the groups we just looked at, the young and the elderly, that tend to be more vulnerable. What do they need as a region?



## Projected changes in hours worked



SOURCE: EPA (2017)

**Laura:** This is from the Environmental Protection Agency (EPA) and shows a projected change in work hours due to the heat. In 2100, we are predicted that there will be 5 - 6.5 hours each day that staff cannot work outside due to the heat. How does that affect our community and our workforce?

**Speaker:** Is there any data closer to the present?

**Laura:** Yes, the heat stress and sea level rise are current.

**Julianne:** What other conditions or demographics might be helpful to know and understand for decision making in the future? This is an opportunity for everyone in the room to share the conditions or demographics you would like to see more information about. This is open to everyone.





**Laura:** I love seeing so many responses. We want to make sure we understand we are in a different place in this conversation, but we are all excited about it. Some things may not be deemed important by some people. There are two important questions to ask, what if we don't do anything and what if we do?

## An aerial photograph showing a residential area completely inundated with floodwater. Several houses with brown roofs are visible, surrounded by lush green trees. The water is dark and reflects the sky. A small boat is visible in the center of the flooded area, leaving a wake. The overall scene depicts a severe flooding event.



CollaborativeLabs  
St. Petersburg College



**Commissioner Smith:** How do you explain that to citizens who don't think anything will happen?

**Laura:** Juliane will talk about that. Realtors will have to disclose future sea level rise for buyers to get a mortgage.

**Julianne:** We want to build a resilient community to make us more efficient and effective in the long run. We are investing in a positive outcome for the sake of having a strong community, whether or not projections come to fruition to the extent that they are projected.

**Commissioner Smith:** To certain groups, when you talk about the big picture, they can't wrap their heads around it. If we explain that we are going to help people individually in the long run, I think that helps them understand.

**Matt:** If we can get them to buy in just ten years out, that is a good start. If we do it incrementally, they will be more accepting.

**Irvin:** When I was a boy at MacDill air force base, you couldn't go fishing in the Bay due to the stench. Now, it is so much cleaner.

## Discussion Prompts for Largo Programs and/or Services:

- How do we ensure programs or services are aligned with other organizations?
- What larger system(s) exist that might impact programs or services?
- What questions should we always be asking and when?
- What systems or processes are in place or should be implemented to ensure checks and balances?
- What timeline should we be working on?

**Julianne:** You have already started answering some these questions but let's use these questions as a guide to dive into a group discussion before lunch. How do we ensure our programs are aligned with other organizations?

**Mayor Brown:** One way is to make the goals of our programs known. Other organizations haven't started thinking about them yet. I think it will cause other organizations to align with us.



**Commissioner Carroll:** We shouldn't wait for them to align with us to start, we should get started and then have them align with us.

**Jerry:** How do we imbed staff and Commissioners in every staff and organization so we can share what is going on?

**Commissioner Carroll:** I think the City of Largo is better represented than many other cities. Our marketing efforts include sharing our successes with others.

**Commissioner Smith:** What organizations are we talking about that citizens think we should be a part of?

**Matt:** We should not restrict ourselves to just government organizations.

**Jerry:** We have an obligation to reach out to smaller communities to bring them along. We have a lot of tiny towns in Florida that must really struggle with these issues.

**Commissioner Carroll:** One example is our fund balance, bouncing back financially. Most small towns don't have funding.

**Julianne:** What larger systems impact our programs and services?

*Comments:* Department of Transportation, State Legislature.

**Julianne:** What are the questions we should be asking others?

**Laura:** You have a worksheet on your table with example questions you could be asking and when.

**Matt:** We have good relationships with smaller communities and share some of our programs with them.

**Julianne:** What about the last two questions? What processes are already in place? What checks and balances do we have and what can we implement?

**Mayor Brown:** Public input, across the board.

**Speaker:** Using the strategic plan, asking how our decisions further it.

**Jerry:** The staff talked about putting a name on this, such as a resilience/sustainability committee, so that our efforts have a focal point, instead of being spread thinly overall.

**Julianne:** I'll skip the last question, because it sounds like the timeline may be continuing and immediately. Thank you for a great discussion.

**Commissioner Smith:** For a check and balance, what about the diversity for employees and citizens?

**Julianne:** That is an important topic, and I know that efforts are currently underway in Human Resources, and we are actively thinking about neighborhood outreach to connect with different groups.

**Casey McPhee:** We are trying to become an HPO organization and be attractive to other groups.

**Jill Sassone:** In Human Resources, we have been trying to ensure our interview panels are diverse and we have some marketing initiatives.

**Jerry:** How do we make our staff more representative of the City of Largo? If you don't own a computer, how do you know if there is a job posting in the City? That automatically excludes people.



**Milo:** That goes back to the nested model. We could have an entire retreat on the diversity topic. Thank you to Laura and Juliane for that informative presentation.

*Lunch*

**Celebrating our successes!**



**Milo:** We would like to take a couple of minutes and hear some examples of successes in resilience that we have already achieved.

**Holmes:** The new website. It has all the information and is up to date and easy to access.

**Mayor Brown:** The wet weather project; the sewers no longer overflow when it rains.

**Commissioner Robinson:** The electric vehicle policy plan is sustainable.

**Carol:** In our housing program and rehabilitated homes, we put in hurricane-resistant windows and up-to-code roofing.

**Henry:** We have an updated emergency management plan.

**Commissioner Fenger:** We have a sustainability coordinator who has taken on leadership in this area and have a collaborative environment.

**Matt:** The fire department is the face of resilience to teach people how to get ready for hurricanes.



**Vice Mayor Holck:** Kim Adams helped the commission realize the importance the fund balance to keep the city running.

**Commissioner Carroll:** Decisions are made in a participatory way.

**Mayor Brown:** Our data center is no longer in a flood zone, so all operations will run in a big storm.

**Kate Oyer:** Cyber security.

**Herald Schomaker:** Our cybersecurity team was able to detect a potential virus in the police department and have a quick response.

**Milo:** I just learned that major organizations have a break glass procedure, in case of emergencies. The IT department can override anything very quickly. Is there anything like that in Largo?

**Herald:** Yes, in our process and procedure.

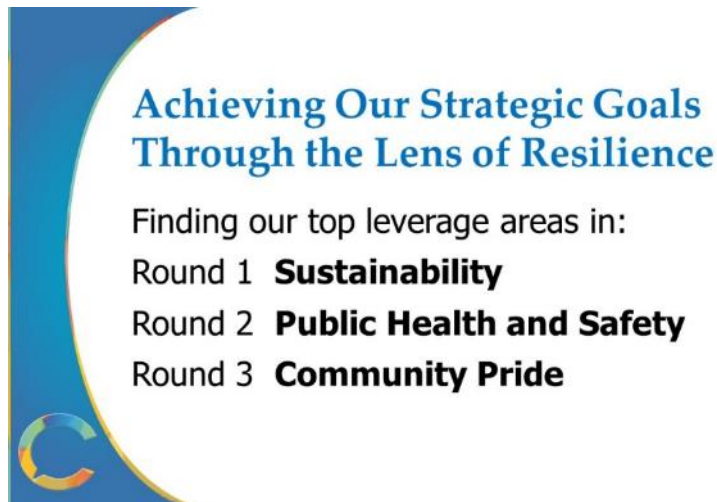
**Kim:** One of the Police projects is to replace their information system. They are looking for a system that everyone can access between agencies, that will ultimately be more economical.

**Speaker:** There is networking between agencies that did not happen ten years ago. Everyone works better as a result.

**Irvin:** The Department of Environmental Protection asked to use some our marketing outreach to assist in sustainability. We also have a low interest rate from the state, and we are referred to as experts. Our sewer system is being given out as a model.

**Milo:** These successes reinforce that resilience is in the fabric of the community. We are exploring ways to become more resilient.

## Achieving Our Strategic Goals Through the Lens of Resilience



**Milo:** We want to achieve our goals through the lens of resilience. What are some action ideas to apply resilience to those goals? We will brainstorm on them and then focus our top priorities. Following that, we will get input on those top priorities from the Commissioners.

*Table groups relocated to brainstorm.*



## Sustainability

**Milo:** We have a new version of ThinkTank. You will enter your response at the bottom of the screen, then we will “upvote” the top ideas. Round 1 is about Sustainability and the goals around that. Think about applying resilience to achieving those goals.

*Teams brainstormed using the goals handout.*

**Milo:** Now we will look at the top priorities, the ones we want the Commissioners to focus on. You will “upvote” the ones you like by clicking on them. We want to get to three.



**Julianne:** All of these are important, this activity is about the top leverage areas. For example, the ones we need to focus on more or those which we currently have momentum on.

*Teams upvoted.*

### **Upvoted Priorities**

*These are the top items selected by teams.*

1. Establish incentives for business who embrace sustainable practices
2. Citywide approach to resiliency (similar to Emergency Management). Everyone's responsibility
3. Understanding the communication needs of our residents
4. Focus on strengthening activity centers where more folks can live, work, and play
5. Using public education to initiate change
6. Focus on diversity and inclusion in our community and our organization
7. Educate to reduce consumption and improve household recycling
8. Public education regarding benefits of resilience
9. Leadership by example
10. Purchasing properties that are affected by flooding to become regional/subdivision stormwater detention

### **Brainstorming List**

*These are the remaining items brainstormed by teams.*

1. More green space data
2. Utilize Green Space - Blue Skies "Fun" Gray Skies "Stormwater Storage"
3. Expanding green space where it is needed (new areas)
4. Redundant and protected tech networks
5. More regional transportation focus
6. Help residents realize their potential to be self-sufficient (resilient)
7. More focus on "last mile" public transportation solutions
8. Educate youth regarding the importance and urgency of becoming a resilient community
9. Develop programs to explain to residents what we are doing
10. More EV infrastructure (charging stations)
11. Value proposition of resiliency - return on investment, increases property values
12. More recycling education to reduce contamination
13. Succession planning to build resiliency in the organization
14. Urban Forestry = city vs. state vs. residential needs
15. Less reliance on fossil fuels
16. Ensuring that our capital funds are expended on resilient projects
17. Require deposits on bottles to increase returns
18. Using technology that is reliable and efficient
19. Need regional transportation board
20. More connectivity between different modes
21. Better coordination between different modes of transportation (more inter-connectivity)
22. How do we get our businesses in-line to be resilient to be there for us when the residents need them?

23. Provide recognition/spotlight internal successes
24. Maintain strong fund balance and low debt
25. Communication sharing with major businesses/industries to ensure resiliency
26. Recognize community accomplishments - businesses, civic groups, institutions
27. Support data-driven decision making (HR, PW, etc.)
28. Density bonus for new development that include sustainable features

*Each team shared the leverage areas they upvoted.*

**Milo:** We are polling to elevating priorities. We want to end up with top things we can run by the Commissioners to get support around. Nothing will be eliminated.

*Education items were consolidated, and priorities were voted on.*

## Top 3 Sustainability Leverage Areas:

1. **Educate to reduce consumption and improve household recycling / Public education regarding benefits of resilience / Using public education to initiate change – 22%**
2. Leadership by example – 8%
3. Purchasing Properties that are affected by flooding to become regional/subdivision stormwater detention – 0%
4. Focus on diversity and inclusion in our community and our organization – 8%
5. Understanding the communication needs of our residents – 7%
6. Citywide approach to resiliency (similar to Emergency Management). Everyone's responsibility. – 10%
7. **Establish incentives for business who embrace sustainable practices – 17%**
8. **Focus on strengthening activity centers where more folks can live, work, and play – 28%**

### Top 3 Sustainability Leverage Areas

- Focus on strengthening activity centers where more folks can live, work, and play – 28%
- Educate to reduce consumption and improve household recycling / Public education regarding benefits of resilience / Using public education to initiate change – 22%
- Establish incentives for business who embrace sustainable practices – 17%

## Public Health and Safety

**Milo:** The next area is Public Health and Safety.

*Teams brainstormed priorities and upvoted.*

### Upvoted Priorities

*These are the top items selected by teams.*

1. Vulnerability/risk assessment for infrastructure
2. Educate public to be prepared for and lessen impact of emergencies, be self-sufficient for all types of difficulties
3. Open communication with "Life-Sustaining" businesses prior to emergency situations
4. Evaluate how public safety services are delivered to more effectively deliver services
5. Continuing to evolve our Public Health and Safety Services (PD, FD, RPA, and PW) to meet the needs of our most vulnerable residents
6. Use coordinated, regional approach for infrastructure investments (stormwater)
7. More multi-modal options (connect the gaps) to encourage (enable) walking/biking to improve citizen health (physical and mental)
8. Maintain a healthy tree canopy
9. Hold regular events to specifically designed 'take the pulse' of our community.

### Brainstorming List

*These are the remaining items brainstormed by teams.*

1. Continue commitment to improve and maintain subsurface infrastructure
2. Purchasing of properties of flooded properties to be Blue Sky Parks/Gray Sky Retention Area
3. Add resilience criteria to asset management principles
4. Expand safe, separate, and dedicated trail and sidewalk systems
5. Providing more options/funding for Neighborhood Resilient Projects
6. Irv is going to drive a veggie truck to food deserts
7. Strengthen strategic planning for infrastructure (collecting data, evaluating data)
8. More proactive EMS to reduce frequent callers
9. Support public education for hurricane preparedness, fire safety, cyber-security, etc.
10. Use resiliency as a factor in prioritizing funding of capital improvements
11. A park within a 10-minute walk of everyone's home, and a safe route to walk there
12. Clarify and coordinate responsibilities for infrastructure investments and maintenance (roads, for example)
13. Use volunteers, citizen-driven approaches to emergency response (CERT)
14. Ensure every City employee has a defined role in emergency management (pre and post disaster) and communicate roles (internal and external)

*Each team shared what they upvoted.*

**Milo:** We have a few that were duplicate upvotes, but let's see what happens when we poll.

## Top 3 Public Health and Safety Leverage Areas:

1. Vulnerability/risk assessment for infrastructure – 9%
2. Open communication with "Life-Sustaining" businesses prior to emergency situations – 2%
3. Evaluate how public safety services are delivered to more effectively deliver services – 5%
4. Use coordinated, regional approach for infrastructure investments (stormwater) – 9%
5. Maintain a healthy tree canopy – 7%
6. Hold regular events to specifically designed 'take the pulse' of our community – 11%
7. **Educate public to be prepared for and lessen impact of emergencies, be self-sufficient for all types of difficulties – 18%**
8. **Continuing to evolve our Public Health and Safety Services to meet the needs of our most vulnerable residents – 18%**
9. **More multi-modal options (connect the gaps) to encourage (enable) walking/biking to improve citizen health (physical and mental) – 23%**

### Top 3 Public Health and Safety Leverage Areas

- More multi-modal options (connect the gaps) to encourage (enable) walking/biking to improve citizen health (physical and mental) – 23%
- Educate public to be prepared for and lessen impact of emergencies, be self-sufficient for all types of difficulties – 18%
- Continuing to evolve our Public Health and Safety Services to meet the needs of our most vulnerable residents – 18%

### Community Pride

**Milo:** We have one more area to address through the lens of resilience, which is Community Pride.

*Teams brainstormed and uploaded top priorities.*

### Upvoted Priorities

*These are the top items selected by teams.*

1. New City Hall as destination, focal point for redevelopment, community services. Lead by example.
2. Embrace sticktuativeness!
3. Strong downtown will create economic resiliency as strategic focus
4. Promote community outreach/community-building activities using a City-wide approach
5. Our leaders (commission, directors) should be present and have a role in community events
6. Youth Leadership Council and other engagement with youth to create strong community,

- future leaders
- 7. Community evaluation to determine gaps of services/businesses in the downtown area
- 8. Create strong social connections, neighborhoods to build a community better able to recover from events
- 9. Work toward establishing a "Smart City" zone that attracts businesses and patrons

### Brainstorming List

*These are the remaining items brainstormed by teams.*

1. Market Largo as community of choice - strengthens economy and attracts workforce
2. Continue to engage the community through outreach activities
3. Establish monthly small community events in our activity centers. Not seasonal - consistent.
4. Try new programs a few times in the same locations (it takes time to get the word out and develop a following) and keep programs that are successful
5. Publish, celebrate, and brag about our successes - and the successes of our businesses, neighborhoods, and residents
6. Continue to take leadership roles in regional efforts
7. Put Irv's Veggie Truck on a billboard

**Milo:** As we have done before, we will do a poll.

## Top 3 Community Leverage Areas:

1. **Promote community outreach / Community-building activities using a City-wide approach – 25%**
2. **Strong downtown will create economic resiliency as strategic focus – 16%**
3. **New City Hall as destination, focal point for redevelopment, community services. Lead by example. – 14%**
4. Embrace sticktuativeness! – 5%
5. Our leaders (commission, directors) should be present and have a role in community events – 5%
6. Youth Leadership Council and other engagement with youth to create strong community, future leaders – 10%
7. Community evaluation to determine gaps of services/businesses in the downtown area – 8%
8. Create strong social connections, neighborhoods to build a community better able to recover from events – 11%
9. Work toward establishing a "Smart City" zone that attracts businesses and patrons – 6%



### Top 3 Community Leverage Areas

- Promote community outreach/community-building activities using a City-wide approach – 25%
- Strong downtown will create economic resiliency as strategic focus – 16%
- New City Hall as destination, focal point for redevelopment, community services. Lead by example. – 14%

### Commissioners' Input on Top Strategic Leverage Areas for Resilience

#### What are the barriers and supports to pursuing these top 9 leverage areas that ELT and team should take into account as we continue this conversation and guiding approach?

1. Educate to reduce consumption and improve household recycling. / Public education regarding benefits of resilience / Using Public Education to initiate change
2. Citywide approach to resiliency (similar to Emergency Management). Everyone's responsibility.
3. Focus on strengthening activity centers where more folks can live, work and play.

4. Educate public to be prepared for and lessen impact of emergencies, be self sufficient for all types of difficulties
5. Continuing to evolve our Public Health and Safety Services to meet the needs of our most vulnerable residents
6. More multi-modal options (connect the gaps) to encourage (enable) walking/biking to improve citizen health (physical and mental).

7. Promote Community Outreach/ Community Building Activities using a City-wide approach
8. Strong downtown will create economic resiliency as strategic focus.
9. New City Hall as destination, focal point for redevelopment, community services. Lead by example.



**Milo:** Based on the work you just did, we have distilled nine ideas as top leverage areas. Now, we will do two cycles of discussion: first with Commissioners only, then the ELT and team. What are the barriers and supports to pursuing these nine leverage areas?

**Commissioner Robinson:** For Number 2, Stubbornness. People are used to doing things the way they always have been done.



**Commissioner Carroll:** Communication. Helping our staff understand what we are trying to do and staying focused on the end game. Day after day, we have to deal with issues as they arise, but still stay focused. It is a barrier if we do not.



**Commissioner Smith:** For Number 6, Cost. Some people do not care about bike paths but do care when you eliminate a lane. People need to be educated as to why we are doing it.

**Vice Mayor Holck:** Regarding Number 8, we had some appraisals that came back for downtown development and one was very overpriced. Does that play into if we are able to develop it? Are there incentives to rent out vacant spaces to make the area look the way we want to and encourage progress of the 500 and 600 blocks? This also plays into number 9.

**Commissioner Smith:** Do we need to reexamine what we are looking for in the downtown based on what we want and what is there? It is not consistent; we have older buildings, new buildings, and no plans for what we want. Clearwater-Largo Road seems more like a downtown. What is downtown Largo? It is spread out right now.

**Commissioner Robinson:** We make it desirable by density and a mixed-use area that is pedestrian friendly. We don't have any of those in place now, and we don't have character now. What are we trying to be? We are trying to be us. We are getting there. We have to continue to allow the developers to do it.

**Commissioner Smith:** Are we hindering developers by putting our plans the way we would like them, as mixed use?

**Commissioner Robinson:** No. We have activity centers that are not downtown, but we focus on downtown.

**Vice Mayor Holck:** We need to focus on it because it is the most challenging, that's why it seems like we are always talking about it.

**Henry:** The development potential for downtown should be considered as we move forward with City Hall development. We will get more clarity in the next couple of months with more discussion.



**Commissioner Smith:** The city can only do so much. We need to infuse the businesses and get them involved. Offer them incentives to take over. We could promote sponsorships.

**Milo:** I hear this as support for a strong downtown.



**Mayor Brown:** I think it is important to focus on all activity centers. Downtown has an old grid network that is pedestrian friendly, which is an asset. The impression is there are vacancies but there are not, there are only one or two. Store front is key to the success of downtown. We need to take advantage of what is there and mix it in with mixed use.

**Henry:** We entertained buying property near downtown and were surprised at the price comps that came back; they were much higher than expected. People are beginning to invest in downtown.

**Milo:** Let's open the conversation up to everyone now.

**Irvin:** I looked at what can be accomplished quickly: Numbers 1, 2, 4, and 5. We can get done what we can in the short term, while keeping our focus on the longer term ones, and then address the ones in the middle.

**Henry:** Part of Number 5 is dependent on our relationship with Pinellas County services. It is both a support and a constraint.

**Carol:** For Number 5, the most vulnerable residents are the ones we are least likely to engage.

**Jerry:** These people may not have the time or transportation to come to these meetings.

**Matt:** How do we use the people out in the field every day to notice, recognize, and put a plan in action? It is amazing how much they know.



**Chief Undestad:** Number 5 - A lot of departments participate in national night out, and last year, I saw we were going to the same locations, so I challenged the force to go to other parts of the city and show a different side of what the city has to offer.

**Milo:** I am seeing the nested model of resilience here.



**Commissioner Robinson:** A barrier to connecting the gaps on Number 6, is that everything goes through many jurisdictions and we don't all play well together.

**Meridy:** General funding is a barrier. We need to balance the need with our residents' ability to pay; increasing taxes is not the solution. Capacity is also a barrier. We need to be effective but there is a limit to what we can take on as we grow.

**Henry:** I agree; we cannot keep adding employees as we need to get those things done. Number 6, multi-modal options, is another example of where we need partnerships with other municipalities and businesses.

**Commissioner Carroll:** We, as the government, do not have to solve everyone's problems. There are issues that are global in nature that do not apply here, for example walking places. We shouldn't go so far that we build it, and no one comes.

**Mayor Brown:** The roadway is different here, compared to a walkable city, like New York City. We have an opportunity to make a lot of areas more walkable.



**Henry:** We talked earlier about data; it is amazing how many people you see walking on Missouri Avenue. What are the statistics of how many people don't have cars living independently? It may be interesting.

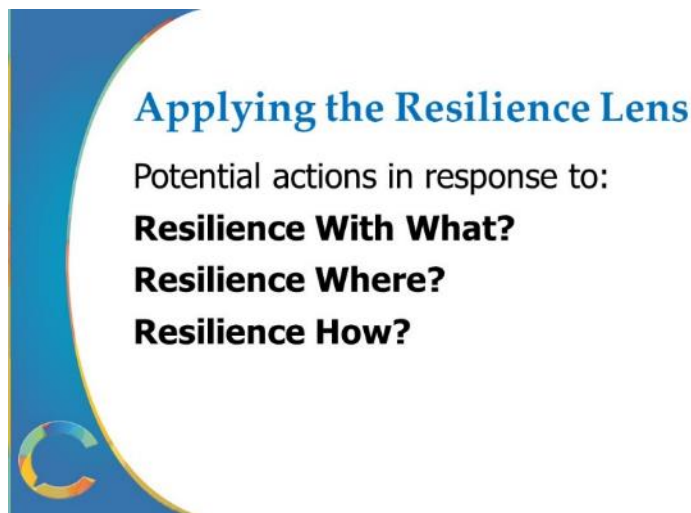
**Matt:** Another barrier to Number 6 is lighting. We have horrific street lighting in this town. You don't see them until they hit your bumper. We do not have the funds to meet the lighting needs.

**Vice Mayor Holck:** McMullen has no lighting near the baseball fields. Certain things need to be looked at; there are a lot of kids that use that field. We have a lot of areas to evaluate and prioritize.

**Commissioner Smith:** For Number 6, there is an opportunity for support if we tie our budget together with the county and define the benefit.

**Milo:** Let's wrap this portion of the discussion up.

### **Small Group Exercise: Applying the Resilience Lens**



**Laura:** Julianne is passing out a toolkit, which is a start to considering these factors moving forward. There is a strategic plan with the goals and questions for leadership. There are nine action areas to focus on. You also have a Quick Risk Estimation Tool, a high-level way to think of possible scenarios. These are some examples you can use. Included in your packets

are a Resilience report and a full list from the resilience summit. If you have any questions, we are happy to help after the retreat.



**Carol:** We are not doing the activity now; it is just food for thought. I am going to talk about affordable housing, which goes back to Number 5. What is becoming evident is, low income is vulnerable when it comes to an emergency. We look at the types of housing that people may live in, and mobile homes are very vulnerable. We have a high mobile home population in Largo. Do low-income residents have the resources to evacuate or purchase supplies? Can they repair their housing?

Recovery strategy is one tool we can use to help them prepare and look at potential impacts. Then, we need to look at permanent affordability of housing that is more sustainable going forward or rehabbing older units to be more disaster resistant. These are just some ways to drill down into particular topics when we talk about resiliency. And now, Jerry is going to talk about stormwater.



**Jerry:** Those in the quality water volume industry talk about ten-year and fifty-year storms and the floodplain. In reality, our ten-year storm events are now two-year storm events, and our fifty-year storm events are now ten-year events. We are modeling our current stormwater systems on old models.

How do you take advantage of green infrastructure that takes advantage of blue-sky days of the year? Maybe they become planning days. We have an analysis of who is in the flood plain. Where does the community benefit from this? If we purchase greenspace designed to hold overflow water, it will serve as a park for lower income areas that are lacking those areas. Pinecrest golf course is clearly in the flood plain. It could become a nice walkable area that is for the public. The public doesn't have to pay a price, there could be an opportunity there. There are a dozen examples of that. Look at it as a region and see where those opportunities are.

**Milo:** That was the introduction to the toolkit that can be part of the takeaway.

### **Closing comments and wrap-up**

**Milo:** At Collaborative Labs, we operate on a strengths-based approach. It feels like we have done that today in terms of identifying and building on strengths. Resiliency is already in play and everyone can see how their role contributes to it. There are partnerships with other communities. There is passion for resilience. There is alignment on priorities among Commissioners, ELT, and staff. All of those are strengths. You also have a clear vision of what lies ahead. You were specific on that. It is very impressive.

**Mayor Brown:** Thank you. It was a positive conversation today. We are in a unique and good spot in the county. We are moving in the right direction, so thank you again.

**Henry:** I want to thank the Commission for putting these retreats together every year. Not every city could have a retreat like this where a committee and elected officials sit down together and treat other with respect for the betterment of the community. Thank you!

**Kate:** And thank you to Laura and Julianne.

**Commissioner Robinson:** I want to echo those comments. This commission and staff work extremely well together, and I couldn't be happier to work together with you.

**Vice Mayor Holck:** I respect everyone in their jobs. We are proud of everything you do, thank you.

**Milo:** Our next step is to prepare the Real-time Record from today, which will be available next week. On behalf of the Labs team, thank you so much!

*Applause.*



## Attendees – Sign-in Sheets

### Collaborative Labs' Engagement at St. Petersburg College Participant Sign-In

Sponsoring Client: **City of Largo**

Collaborative Engagement: **2/07/2020**

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