



CITY OF PRINCE ALBERT

PLANNING ADVISORY COMMITTEE REGULAR MEETING

AGENDA

**TUESDAY, JUNE 28, 2022, 4:00 PM
MAIN BOARDROOM, 2ND FLOOR, CITY HALL**

1. CALL TO ORDER

2. APPROVAL OF AGENDA

3. DECLARATION OF CONFLICT OF INTEREST

4. APPROVAL OF MINUTES

- 4.1 April 26, 2022 Planning Advisory Committee Meeting Minutes for Approval (MIN 22-41)

5. CORRESPONDENCE & DELEGATIONS

6. REPORTS OF ADMINISTRATION & COMMITTEES

- 6.1 Renovations to the Court of Queen's Bench (RPT 22-241)

- 6.2 PAC - Land Development Policy and Public Engagement (RPT 22-228)

Verbal Presentation: Kristina Karpluk, Planning Manager and Craig Guidinger, Director of Planning and Development Services

7. UNFINISHED BUSINESS

8. ADJOURNMENT



City of Prince Albert

MIN 22-41

MOTION:

That the Minutes for the Planning Advisory Committee Meeting held April 26, 2022, be taken as read and adopted.

ATTACHMENTS:

1. Minutes



CITY OF PRINCE ALBERT

PLANNING ADVISORY COMMITTEE REGULAR MEETING

MINUTES

**TUESDAY, APRIL 26, 2022, 4:00 P.M.
2ND FLOOR, MAIN BOARDROOM, CITY HALL**

PRESENT: Councillor Terra Lennox-Zepp
Councillor Dawn Kilmer
Hannah Buckie
Clayton Clark
Matthew Roberts
Kim Scruby
Kyle Smith-Windsor

Terri Mercier, Acting City Clerk

1. CALL TO ORDER

Councillor Kilmer, Chairperson, called the meeting to order.

2. APPROVAL OF AGENDA

0006. **Moved by:** Scruby

That the Agenda for this meeting be approved, as presented, and, that the presentations, delegations and speakers listed on the Agenda be heard when called forward by the Chair.

Absent: Victor Hernandez and Carmen Plaunt

CARRIED

3. DECLARATION OF CONFLICT OF INTEREST

4. ADOPTION OF MINUTES

0007. **Moved by:** Clark

That the Minutes for the Planning Advisory Committee Regular Meeting held February 8, 2022, be taken as read and adopted.

Absent: Victor Hernandez and Carmen Plaunt

CARRIED

5. CORRESPONDENCE & DELEGATIONS

6. REPORTS OF ADMINISTRATION & COMMITTEES

6.1 PAC – Housing Program Update (RPT 22-46)

Verbal Presentation was provided by Kristina Karpluk, Planning Manager.

0008. **Moved by:** Buckie

That the following be forwarded to an upcoming City Council meeting for consideration:

That Administration proceed with an additional Communication Plan to further promote the First Time Home-Buyer Program.

Absent: Victor Hernandez and Carmen Plaunt

CARRIED UNANIMOUSLY

0009. **Moved by:** Clark

That RPT 22-46 be received as information and filed.

Absent: Victor Hernandez and Carmen Plaunt

CARRIED UNANIMOUSLY

6.2 PAC – Land Development Policy Update (March and April) (RPT 22-175)

Verbal Presentation was provided by Kristina Karpluk, Planning Manager.

0010. **Moved by:** Smith-Windsor

That RPT 22-175 be received as information and filed.

Absent: Victor Hernandez and Carmen Plaunt

CARRIED

7. UNFINISHED BUSINESS

8. ADJOURNMENT – 5:53 P.M.

0011. **Moved by:** Scruby

That this Committee do now adjourn.

Absent: Victor Hernandez and Carmen Plaunt

CARRIED

COUNCILLOR DAWN KILMER
CHAIRPERSON

CITY CLERK

MINUTES ADOPTED THIS 31ST DAY OF MAY, A.D. 2022.



City of Prince Albert

RPT 22-241

TITLE: Renovations to the Court of Queen's Bench

DATE: **June 3, 2022**

TO: Planning Advisory Committee

PUBLIC: X

INCAMERA:

RECOMMENDATION:

That the report regarding recent renovations to the Court of Queen's Bench, being a designated Municipal Heritage Property located at 1800 Central Avenue, legally described as Lot 1, Block 11, Plan 00PA02935, be received as information and filed.

TOPIC & PURPOSE:

The purpose of this report is to inform the Planning Advisory Committee (PAC) of recent renovations to the Court of Queen's Bench, which is designated as a Municipal Heritage Property.

PROPOSED APPROACH AND RATIONALE:

Background

The Court of Queen's Bench, located at 1800 Central Avenue, is designated as a Municipal Heritage Property through Bylaw No. 17 of 1983. As a Municipal Heritage Property, any change to the building or site is reviewed by Administration to determine if it will affect a Character Defining Element (those features that express the heritage value of a place and need to be retained in order to preserve that value) as identified under the municipal heritage designation bylaw for the property. If it is found that a Character Defining Element will be affected, the changes need to be reviewed by Administration, brought to the PAC for further review and comment and then to City Council for approval before any work can take place.

Between 2020 and 2021, a number of renovations were made to the building and property and as a result of the prior Administrative review it was determined that they did not affect (in a significant or adverse way) any Character Defining Elements. Therefore, the work moved forward without the need for further approvals.

Renovations to the Building

A number of renovations were made to the building between 2020 and 2021, at an estimated cost of \$1,000,000. These renovations included:

- The replacement of all the non-original aluminum windows throughout the building with metal clad wood windows that more closely resembled the original windows (no changes were made to the size, shape or location of any openings);
- Repair of the putty on the southern Rose Window and the installation of a storm window on the interior. The metal frame of the window was also painted white to match the rest of the windows on the building (no changes were made to the size, shape or location of the opening, or to the structure or glass of the Rose Window);
- The replacement of the storm door on the second floor balcony; and,
- While not a part of the original plan, the ground floor, non-original aluminum doors on the south side of the building was replaced following a motor vehicle accident (a car drove into the building).

In addition to the review of the work noted above, Administration also reviewed the conservation plan prepared and submitted by the Architect consulting on the project. This plan detailed the proposed renovations and provided rationale, based on The Standards and Guidelines for the Conservation of Historic Places, as to how the work would not have an adverse impact on the Character Defining Elements.

As with any renovation project, aspects of the work changed over time in order to deal with material availability and to stay within budget, specifically:

- It was found that the proposed replacement 2nd floor balcony storm door (north side of the building) that included true divided lites was no longer available and because a door with simulated divided lites came with long term maintenance issues, french doors with large single panes of glass were used instead. This change was considered acceptable as the large panes of glass allowed for a better view of the original wood doors inside; and,
- The doors originally proposed to replace the ones hit by the vehicle on the south side of the building (which were aluminum and not original to the building) were bronze, similar to the current front doors. Unfortunately, due to the estimated \$70,000 cost, they were swapped for wood doors at an estimated cost of \$23,000 (still similar to the rest of the building). In order to ensure the wood doors were an appropriate alternative, design elements from the rest of the building such as the details on the lintel above the front entrance, as well as those above the front vestibule, were included in the design. This change was considered acceptable as the wood doors incorporated relevant historical design elements and materials found throughout the rest of the building, ensuring a cohesive look.

See attached for corresponding photos.

Changes to the Site

In addition to the renovations to the building, the flag poles in the main parking area were replaced due to age, deterioration and to install tamper proof ropes. As the flag poles were not relocated, the work moved forward without any need for additional consideration.

General yard maintenance has also been taking place as needed, with several trees scheduled to be pruned this year and one dead tree to be removed. As these changes do not affect the Character Defining Elements of the property, they do not require further approval.

In light of the fact that the Ministry of Central Services intends on doing more work to the site over the course of the year, Administration has advised that they consider submitting their plans for the site and building at the beginning of each year so that the review that follows stands less of a chance of interfering with their construction/renovation timelines – further review by both the PAC and Council take considerable time.

PUBLIC NOTICE:

Public Notice pursuant to Public Notice Bylaw No. 24 of 2015 is not required.

ATTACHMENTS:

1. Bylaw No. 17 of 1983
2. Photos of Court of Queen's Bench Renovations

Written by: Jorden Olmstead, Planner

Approved by: Director of Planning and Development Services & City Manager

CITY OF PRINCE ALBERT
Saskatchewan

CITY OF PRINCE ALBERT

BYLAW NO. 17 OF 1983

A Bylaw to Designate as Municipal Heritage Property the Property known as the Court House on property legally described as Victoria Square in Range 9 in River Lot 78, Registered Plan No. E, as being of Architectural, Historical or Natural Value.

WHEREAS Part III of the Heritage Property Act, 1980 authorizes the Council of a Municipality to enact Bylaws to designate real property, including all buildings and structures thereon to be of architectural, historical or natural value or interest;

WHEREAS the Council of the Corporation of the City of Prince Albert has caused a Notice of Intention to be prepared to designate the real property known as the Court House at Central Avenue and 19th Street and has served such Notice of Intention upon the registered owners of the said property at least Thirty (30) days prior to final consideration of this Bylaw;

AND WHEREAS the said Council has caused the said Notice of Intention to designate to be published in two issues of the Prince Albert Daily Herald with the first publication at least Twenty-one (21) days prior to the date of final consideration of the Bylaw and the last publication at least Seven (7) days prior to the date of that consideration;

AND WHEREAS no objection to the proposed designation has been served on the City Clerk of the Municipality;

NOW THEREFORE THE COUNCIL OF THE CITY OF PRINCE ALBERT IN OPEN MEETING ASSEMBLED ENACTS AS FOLLOWS:

1. There is designated as Municipal Heritage Property being of architectural and historical value and interest the property known as the Court House at Central Avenue and 19th Street and legally described as Victoria Square in Range 9 in River Lot 78, Registered Plan No. E. The Court House was originally built in 1927 and has served as a City Landmark because of its predominant location and distinctive architecture.

CITY OF PRINCE ALBERT
Saskatchewan

BYLAW NO. 17 OF 1983

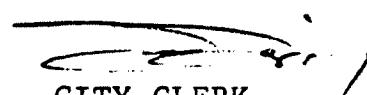
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2. The City Solicitor is hereby authorized to cause a certified copy of this Bylaw to be registered against the property described above in the Land Titles Office for the Prince Albert Land Registration District.

3. The City Clerk is hereby authorized to cause a copy of this Bylaw to be filed with the City of Prince Albert and a copy of this Bylaw to be served on the Minister of Culture and Recreation, and to cause notice of the passing of this Bylaw.

INTRODUCED AND READ A FIRST TIME THIS 14th DAY OF February , A.D., 1983
READ A SECOND TIME THIS 28th DAY OF March , A.D., 1983
READ A THIRD TIME AND PASSED THIS 28th DAY OF March , A.D., 1983


MAYOR


CITY CLERK

BYLAW NO. 17 OF 1983

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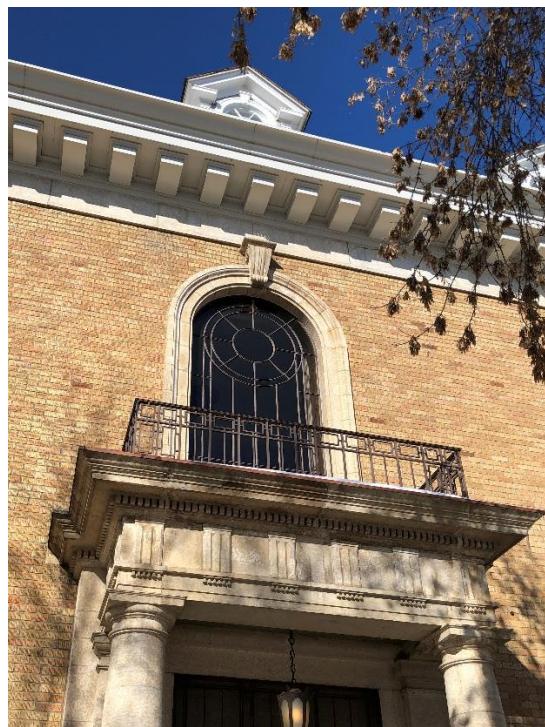
Previous Aluminum Windows and 2nd Floor Balcony Storm Door



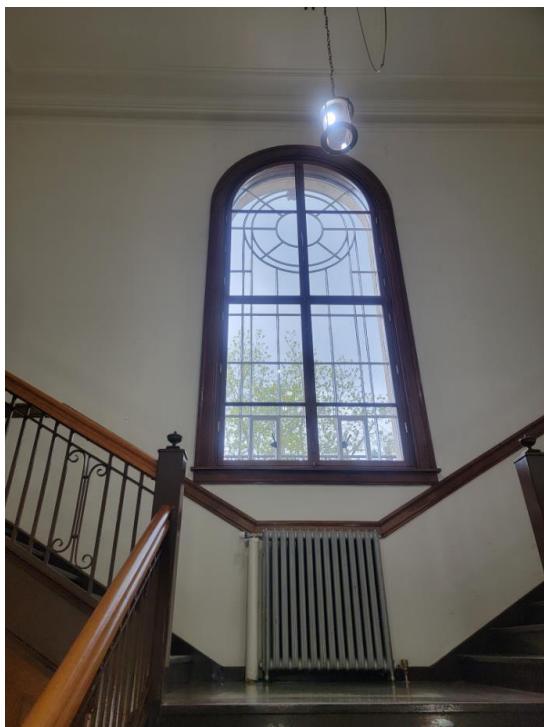
Newly Installed Metal Clad Windows and 2nd Floor Balcony Storm Door



Rose Window – Pre-Renovation



Rose Window – Post-Renovation



Previous Southern Aluminum Doors



Newly Installed Wood Door





City of Prince Albert

RPT 22-228

TITLE: PAC - Land Development Policy and Public Engagement

DATE: May 18, 2022

TO: Planning Advisory Committee

PUBLIC: X

INCAMERA:

RECOMMENDATION:

1. That the comments and feedback given by the PAC at the June 28, 2022, meeting regarding public engagement on the Land Development Policy be used to help establish a public engagement strategy; and
2. That the public engagement strategy regarding the Land Development Policy be forwarded to an upcoming Executive Committee meeting for discussion, prior to execution.

TOPIC & PURPOSE:

The purpose of this report is to guide a conversation on establishing a public engagement strategy for the Land Development Policy.

BACKGROUND:

Since October 2021, the Planning Advisory Committee (PAC) has been reviewing and providing feedback on the work taking place to establish a Land Development Policy for the City of Prince Albert. In that time, Administration, with the guidance of the PAC, has established a number of proposed foundational policy initiatives that speak directly to or answer the question, what is the City's role in development and how should the City participate?

The report attached includes the information discussed at the previous meeting, and the attachment titled PAC Review – April 26, 2022, is a summary of the comments shared.

As we move towards the summer and fall months, and as we have established enough of a foundation and concept of how we hope to see the City move forward, it is time to engage with the general public on the same general topic.

PROPOSED APPROACH AND RATIONALE:

Knowing that it is Administration's responsibility to create policy language that works to achieve the goals set by City Council (decided through consultation) and Council's role is to make decisions that meet the needs of the City's residents (also decided through consultation), now is the time to reach out and learn as much as possible from residents on what those needs are.

Thinking of the many different ways the City can undertake public consultation, and because this is a more obscure topic to engage with the public on, relying on some of the tried and true methods/lines of questioning (so to speak) without some modifications may not have the result we are after. The proposed question we will workshop below is one that does not directly ask for a person's opinion on a Land Development Policy (which isn't really what we are after, we know we need one), it is an opportunity to express a person's beliefs and understandings by explaining what they would expect to see given a particular scenario:

"If you were provided the opportunity to design a neighbourhood that takes 5 minutes to walk across, one that takes 5 minutes to drive across, and one that takes 5 minutes to drive to, what would you expect it to include?"

The idea is that we need to allow people the space think critically (providing them with some context) and fill in some of the picture themselves based on what they know and understand. From there, the answers can be evaluated for level of understanding and development ideology, which in turn allows Administration and Council the opportunity to determine how to address the issues raised through the answers provided. Is more public awareness of certain City behaviors required? Is more public engagement prior to certain activities required? What kinds of activities require simple awareness or full engagement?

In addition to working with this question or scenario, Administration is looking for input on how best to reach out to different groups, timing of engagement and method.

CONSULTATIONS:

For the Land Development Policy, Administration has been consulting internally to uncover exactly how we behave now, how we make development related decisions, etc. and to discuss a way forward that is more efficient, better rationalized, and meets the needs of the public (not demand). Administration, through Planning and Development Services, has been consulting with the PAC in order to ensure that the direction we continue to head is as purposeful and thoughtful as possible.

COMMUNICATION AND/OR ANNOUNCEMENT PLAN:

Subject to the upcoming conversation with the PAC and the Executive Committee, Administration will continue to work internally to establish a public engagement strategy or communication package that we can roll out in fall.

Once the public engagement phase has been completed, the results will be discussed by Administration, as well as with the PAC and the Executive Committee.

OTHER CONSIDERATIONS/IMPLICATIONS:

There are no options to the recommendation or any financial, privacy or policy implications to consider with this report.

STRATEGIC PLAN:

The ultimate goal in establishing a robust Land Development Policy is that it will help the City move forward and act as a developer in a way that considers, prioritizes, the global health of the City, be it financial, physical, environmental, etc. and that the development related decisions made best reflect the needs of the City's residents, not demands made that meet a short term or immediate need of a few.

Vision: Prince Albert will be an innovative, welcoming, diverse, and healthy city of opportunity.
Mission: The City of Prince Albert enhances quality of life through excellence in service.

OFFICIAL COMMUNITY PLAN:

The purpose of the Official Community Plan (OCP) is to provide an overarching policy framework within which the City makes its decisions. The content included in the OCP was established through considerable internal and public consultation and represents the direction the City intends to move and grow into the future. In order to better implement the OCP, more focused policies are created, like the Land Development Policy, which help provide context, additional information and procedures to follow that guide day to day decisions, and that align with the goals established in the OCP.

PUBLIC NOTICE:

Public Notice pursuant to the Public Notice Bylaw No. 24 of 2015 is not required.

PRESENTATION: Verbal, Planning Manager and Director of Planning and Development Services

ATTACHMENTS:

1. PAC Report - April 26, 2022 - Land Development Policy Update
2. PAC Review - April 26, 2022

Written by: Kristina Karpluk, Planning Manager

Approved by: Director of Planning and Development Services & City Manager



City of Prince Albert

RPT 22-175

TITLE: PAC - Land Development Policy Update (March and April)

DATE: April 14, 2022

TO: Planning Advisory Committee

PUBLIC: X

INCAMERA:

RECOMMENDATION:

That the report regarding the Land Development Policy and the initial policy directions discussed by Administration be received as information and filed.

TOPIC & PURPOSE:

The purpose of this report is to provide an update to the Planning Advisory Committee on the discussions that have taken place to date regarding the Land Development Policy and to get their initial feedback.

PROPOSED APPROACH AND RATIONALE:

Background Information for Consideration

Recall that in October 2021, Administration reported to the PAC that they would be working to rescind the current Land Administration Policy and replace it with two new policies:

- The Land Development Policy, which is intended to state or define what the City's role in development (and as a developer) is; and
- The Land Management Policy, which is intended to provide the tools the City uses in its management of land – the how, or the processes by which land is purchased, sold, priced, etc.

At the same meeting, the PAC also discussed two initial questions to help set the stage for the coming policies: 1) How should the City behave as a developer and 2) How should the City price land. Through the conversation that took place, three key themes (or foundational pillars) emerged that have helped form the basis or rationale behind how we wish to see the City behave as a developer: fiscal responsibility (to the ratepayer), social need and economic development.

Over the course of 2022, City Administration will be meeting regularly to:

- work its way through establishing the policy language it recommends the City follow regarding its role in development,

- engage with the public and establish what citizens' expectations of the City are, and
- discuss with the Executive Committee the draft policy language and the results of the public and PAC consultation.

Land Development Policy Meeting Summaries

In February, Administration met to discuss each Department or Division's initial perspectives on the City's rationale behind, or in support of, our future role in land development. We talked about balancing fiscal responsibility to the public/ratepayer with our role (actual and perceived) in municipal, economic development, in supporting social needs and the implications of these factors - they are all generally viewed as financially opposing or competing for funds, but when you consider the overall health of the City, they all have an important role to play (so how do we prioritize or balance these factors when it comes to development?).

Summary of the high level comments provided by Administration at the February meeting:

- As developers, we need to be aware of *all* of the financial costs, short and long term, obvious and more hidden (meaning more or better consultation) in order to be more thoughtful in our approach. This means considering the consequences of price reductions (or paying premium rates) and lost future tax revenue (tax agreements), while also considering setting budgeted limits for things like grant funding or price negotiations, especially when our development decisions can affect things like municipal contributions to reserve accounts (one example).
- We need to be more aware of and communicate municipal capacity (financial resources and personnel), articulating more clearly what the City is capable of doing in house vs. what we do not have the capacity to do (what kind of projects does the City outsource and why).
- Public perception. Are the decisions we make defendable and what is our defense (which is what we intend to establish with this policy)? By clearly stating what people can expect from the City and why (a clear rationale behind what the City's development motives are), we can work to eliminate, or just better mitigate, the competition between different municipal needs (social, economic, fiscal responsibility). When a decision is made that reflects what has been stated is the City's goal, vs. when a decision is made that does not appear to have considered the needs of the day, not only is that more likely result in a better outcome, it shows that the City is aware of its needs, not making decisions in isolation – it provides confidence.
- Liabilities, legal, environmental, etc. Are we fully aware of all of the implications of our development decisions (?) (and this may pertain more directly to the physical development of land and when we buy or sell land).

In March, Administration met again and discussed:

- The timing of our development decisions, specifically land sales and purchases and the related implications,
 - o The concept of speculative land purchases/sales,

- The City's position with respect to negotiations when we act as a buyer or seller,
 - o Consider hidden costs associated with the time it can take to negotiate the purchase or sale of land (Administrative time), or if it is purchased or sold too soon or too late (lost tax revenue, maintenance costs), and
- Land pricing strategy,
 - o Thinking as an equal participant in the market, it is time to better articulate what that means. We need to start addressing the notion that the City should buy land at the highest price (from an individual) and sell/lease/license (to an individual) at the lowest – there are hidden implications to the health of the market when this happens, and, ultimately, the money being spent is ratepayer money (municipal, provincial or federal), so why would we spend it in a way that does not consider/value the cost to its source?

Summary of the high level comments and questions discussed by Administration at the March meeting:

- Balancing the timing of purchasing land with community need and costs. If a municipal project has been planned through one of the City's area, master or servicing plans, we need to establish the ideal (so to speak) timing to buy the land if it isn't already a part of the City's inventory. Things to consider are: the current market price for land, is it high? Low? And the cost implications of having the land in our inventory long term, lost tax revenue, maintenance costs, etc.;
- Should the City participate in speculative land purchases or sales? A Definition of this is required:
 - o If the City buys land on speculation, we remove it from a taxable state and become responsible for maintenance. If this is something we choose to do, we need to establish rationale that justifies this lost revenue and added cost;
 - o If the City sells land on speculation, it can become taxable and we are no longer responsible for its maintenance. But, is the revenue and reduction in carrying costs enough? We also need to know whether or not we have given up development control of the land and what the implications are if we have;
 - Are we ok with people flipping City land for a profit? Or sitting on it over the long term without building anything?
- Negotiating purchase/sale prices and the costs the City needs to consider. The City needs to start considering or including the cost of staff's time spent on certain types of projects. We can, unintentionally, heavily discount (or over spend on) land transactions or development projects when we don't account/charge for the time we take away from our day to day duties (this goes back to the capacity comment made in March, too). We also need to account for/consider how much time may need to be spent on a project/sale before we move ahead and set a limit – how much time can we afford/is reasonable? We also need to consider who is spending time on certain projects. If the roles surrounding land sales, purchases, development, etc. are more thoughtfully considered and defined, we can ensure that the right staff are spending the time they can/should on a project.
 - o Example, in a negotiation situation, does the City spend X number of weeks or months working to lower a price when it might actually cost us more in time spent away from our day to day duties? What is the scale or scope of the project and how does that factor in? We need to establish clear language on

how to manage this kind of situation (it might speak to setting a budget and/or it may speak to a more refined/better defined process that relies on the appropriate parties to do certain work).

- When we establish a pricing model or rationale, we need to be very clear on how we intend to participate in the market. The general consensus (held informally for some time) is that the City is not, or should, not be in the business of land development or sales to compete with or undercut others. The City is, or should be, in the business of supporting the areas of the housing continuum that require support or that are underserved (newer concept). Similarly, the City is, or should, participate in the land market (buying and selling) as an equal member of the market (this means that we will not sell land at the lowest rate to an individual because they expect it of us, nor will we buy land at the highest rate from an individual because they expect it of us). We will buy and sell land at established, defendable market rates as this is the responsible way to participate in the market and manage the ratepayers' funds/investment. Note, there are other factors not mentioned here that can result in price changes and those relate back to the "pillars" the City intends to build its rationale on; along with fiscal responsibility, they are social need and economic development.

Questions to Consider for Today's Meeting

For the sake of our conversation, as Administration seeks input from PAC members on the direction this policy continues to head, please consider the following questions (and, if possible, keep in mind the conversation that took place late 2021 on the same topic – what is (should be) the City's role as a developer and how should the City price land):

- What are your thoughts on establishing more than one particular focus or "foundational pillar" for municipal development – is this overly complex or required?
 - o Consider, is fiscal responsibility, social need and economic development really in completion for funds or are they equally important and require thoughtful balance? (Consider, too, context and at what level these topics are addressed – how focused should the City be on each aspect, what is our level of responsibility, financial obligation/capacity?)
- Assuming the City moves forward with a multi-pillar approach/rationale, how would you propose we balance these factors OR what kind of information should the City provide to, or require from, others in support of development decisions/request (what kind of information, rationale, guarantee, evidence, etc.).

PUBLIC NOTICE:

Public Notice pursuant to Public Notice Bylaw No. 24 of 2015 is not required.

PRESENTATION: Verbal, Planning Manager

Written by: Kristina Karpluk, Planning Manager

Approved by: Director of Planning and Development Services & City Manager

Planning Advisory Committee – Land Development Policy Comments and Feedback

Q1 – Comments and feedback on establishing more than one “foundational pillar” as the core of, or rationale behind, the City’s role as a developer (fiscal responsibility to the ratepayer, social need, economic development).

- The 3 pillars are needed, difficult to add anything else (4th pillar) but we need to consider and better articulate/define what time means to each. Time cannot be separated from these but it's a critical factor to each. Time, ultimately, has a cost and are we aware.
- We need to be focused on the quality of life of our residents (what do they see or envision as a good quality of life?), growth up not just growth out.
- We need to be honest with ourselves about these pillars and self-assess periodically on how we approach where (geographically) we develop.
- Economic development pillar, if we are attracting a significant number of jobs (large industrial or commercial business) why do we care about where they live if they are supporting our local economy, individually in some/many cases but commercially in terms of the spin off business being located here and the business being generated here. And vice versa, why or to what extent do we care where they locate if we can reasonable expect a significant positive spinoff?
- These pillars *need* to be in balance. They are not in completion.
- Proactive vs. reactive – this is the ultimate goal, that we can respond to development need in a proactive way.
- When we consider a subsidy or discount, we need to consider whether or not that development would happen with or without that subsidy – this is a good metric for ROI based on our pillars. How does this incentive meet a City goal, is there a large or small market for this.

Q2 – Feedback on methods for balancing a multi-pillar approach/rationale.

K - How should the City balance these factors; and/or

K - What kind of information should the City provide to, or require from, others in order to understand and support (or not) development?

K - do we fully understand our power? Do we fully understand or have we settled what our expectations are of ourselves and for others given the size of our City, our trade area, our population dynamics, etc. Are we approaching our circumstances from the most modern or strongest perspective?

- Market research. We need to expect this of people when making a pitch for something, but we also need to conduct our own and be ready to respond to and vet information presented to us – we shouldn't assume all info provided to us is fact. It is or could be data without further context.
- Think visually, these pillars are like 3 corners of a net that need to have some ebb and flow but not allow for a pull in any one direction that could cause a gaping hole in the middle.
 - o We need people to do their homework, their due diligence to defend what they want from us. We need to be prepared to respond intelligently.
- Have we evaluated, fully, what happened/outcomes that we didn't like and determine why that happened and adjusted. We need to debrief after projects to identify what we want to do again and what we want to do better.
- There needs to be regular reviews throughout/over time of our tactics, behaviors, etc., what worked and what didn't. Don't just leave bad decisions behind, own them and learn.
- We need to have a goal and vision for the future, what are we putting in the middle of the net. If we already do, we need to be much more aware of what that is and relate all the work we do back to that goal(s).
 - o We need to know more about ourselves, understand ourselves, do our own research, have our own facts to defend our position.
- Make sure that you understand the product you are investing in. Are the people proposing the development capable of what they are saying they will do? What do we need to know to vet that?