

A Comprehensive Plan

Subject:

Proposals and Conflict Concerns for Revitalizing Downtown Welland
Initiating Constructive Dialogue for Downtown Welland's Future

Attention to:

City of Welland Mayor, Council Members,
City Delegates and Senior Staff,

Collective Participation with:

Collective Participation:
Building Owners, Businesses and Developers

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August 18, 2023

Civic Square
60 East Main St.,
Welland, ON L3B 3X4

Subject: Proposals and Conflict Concerns for Revitalizing Downtown Welland
Collective Participation with Various Building Owners, Businesses and Developers

Dear Welland Mayor and City Council Members,

As someone who strongly advocates for the growth and improvement of City of Welland (CW), I have consistently expressed my endorsement for necessary changes that aim to assist building owners and businesses. However, many have noticed that besides the planned renovation of Civic Square in 2024, there has been limited progress in approving other improvements. This lack of action is not a recent issue, it has persisted for decades. This ongoing inactivity has led to continuing uncertainty among downtown investors, including building and business owners as well as residents like me. We're left wondering: What's the plan? Does the WC have one? Are our interests adequately represented?

After consulting with downtown stakeholders, it's clear that there are consistent concerns and suggestions for rejuvenating the area. These ideas which have been discussed for years, could lead to significant positive changes. To ensure everyone feels safe and comfortable working, living, and visiting here it's essential to address these issues. We have reviewed suggestions both old and new from various sources. To take things a step further we've consolidated our concerns and ideas to present the following proposal on the subject as a fresh starting point.

1. Upgrade and Redesign Downtown Lighting:

1. Address the concerns of individuals who feel unsafe walking in poorly lit areas which include residents, building /business owners, employees, and visitors.
2. Ensure that all street lighting including Main Street, Division, and King Street, is upgraded.
3. Improving lighting in the Center Court area is crucial for ensuring safety. This section encompassing the East Main St., King St., Division St., and Cross St. blocks, has been plagued by elevated criminal activities persisting for decades including prostitution, drug dealing, and a recent case of sexual assault.
 - o The obvious lack of police presence and the unacceptable response times to urgent calls and incidents amplifies the seriousness of the situation. Addressing these deep-seated issues demands immediate and dedicated attention.
 - o Therefore, initiating the process by enhancing lighting conditions is a fundamental step towards creating a safer environment.
4. **** Important:** Additional item-specific proposal provided in Appendix A

Question 1:

- a. Do local roads like East Main and Division have access to regional funds for necessary improvements within the CW's jurisdiction?
- b. Has there been any budget allocation and ongoing discussions with the Region regarding the comprehensive upgrade of downtown lighting?
- c. Overcoming challenges related to private property and owner budget limitations is essential for enhancing Center Court lighting (item 3). Proposed solution: Seek owner consent for CW to directly finance contractors for the optimal lighting installation.
- d. If Center Court lighting enhancement is not currently prioritized what factors contribute to its exclusion? Are budget constraints the primary reason? If so, are these constraints based on accurate estimations?

2. Addressing Homelessness:

1. Acknowledge the significant rise in homelessness over the past 2-3 years. Especially 2023.
2. Recognize the correlation between homelessness and issues such as drug addiction, prostitution, increase in crimes and mental health challenges.
3. Address safety concerns raised by locals and visitors due to behaviors exhibited by homeless individuals such as public disturbances, sleeping in inappropriate areas, and leaving behind waste and personal belongings.
4. Proposed solutions by building and business owners include relocating shelters and food distribution centers away from the downtown area.
 - Relocating shelters and food distribution centers away from the downtown area can have both advantages and disadvantages. On one hand, it might help alleviate concerns related to congestion, public trouble, and potential impacts on local businesses. It could also potentially reduce the concentration of vulnerable populations in the downtown area leading to improved urban planning and development.
 - However, there are potential challenges as well. Relocating these facilities might make it harder for individuals in need to access essential services especially if they rely on public transportation or if the new locations are less accessible. Moreover, it's important to consider the opinions and needs of the people utilizing these services, as well as the impact on the organizations providing assistance.

Question 2:

- a. What were the reasons for closing shelters in 2017? Was there a relocation plan?
- b. Where are the shelters located now and why is there currently an absence of shelters?
- c. What happened to the emergency pilot shelter on Hooker St.? Why was it discontinued?
- d. Does the CW currently have a plan in place to address the lack of shelters?
- e. Is there a proposed strategy for constructing or reinstating adequate shelters in the future?
- f. Is there a concrete plan in development for the relocation of the food distribution center and how is the community being involved in this process?

3. Comprehensive Support for the Homeless:

1. We need to emphasize the importance of shelters and food distribution centers that must provide more than just basic services.
2. There must be a develop rehabilitation plan that caters to individuals at various stages of needs addressing issues such as drug addiction, mental health, and unemployment.
3. Introduce Clean Centers. Supervised facilities where the homeless can access amenities like showers, shaves, and scheduled haircuts. This initiative aims to promote dignity, self-esteem, and integration into society, resulting in a cleaner downtown and decreased public fear.
4. Highlight the moral obligations of the community to not only relocate the homeless but also improve their current conditions.
5. **** Important:** Additional Item-specific proposal provided in Appendix B

Question 3:

- a. Are shelters and food distribution centers funded on an annual basis from federal and provincial budgets? Is the process of accessing this funding straightforward?
- b. Is there a dedicated budget within the current Continuum of Care (CW) for comprehensive support aimed at aiding the homeless?
- c. If not, should we consider initiating a volunteer committee to initiate planning? Without a well-defined, long-term strategy similar to the one proposed in Appendix B, we might inadvertently shift the issue of homelessness around rather than achieving a lasting resolution.

4. Transforming Downtown Welland into an Attractive Destination:

The transformation of Downtown Welland into an attractive destination requires a comprehensive strategy that encompasses revitalization efforts, event planning, property improvement incentives, and real estate investment. As a collective group we propose a multi-faceted approach to create an inviting and thriving urban center that benefits both the local community and visitors.

I. Reviving Market Square and Festivals:

1. Collaborate with local authorities, vendors, and community groups to implement strategies for revitalizing Market Square.
2. Organize regular market festivals aligned with seasonal changes to attract diverse audiences and showcase local products.
3. Facilitate discussions with vendors to lower liability insurance costs and offer affordable rental spaces to encourage participation.

II. Cultural Events and Waterfront Enhancement:

1. Devise and orchestrate waterfront concerts that showcase prominent artists, aimed at attracting a diverse audience moving beyond the traditional tribute-style performances.
2. Reinstate "The Food Festivals" designed to honor local cuisine and heritage fostering a celebration of community culture.
3. Collaborate with the Niagara Inflatable Waterpark to host an event along the canal behind City Hall while concurrently developing the concept of a Canal Harbor. This concept would encompass charming cafes, inviting bistros, and unique boutiques.
4. Introduce a dedicated "Welland Canal Day" at Merritt Island, featuring a concert experience reminiscent of the festivities seen during Port Colborne Canal days. Furthermore, consider the implementation of a winter ice skating event on the Welland Canal, in a limited area with daily inspection and certifications inspiration from the beloved Rideau Canal tradition. Liability is always a risk; we must review all options
5. Address the current marketing shortfall recognizing that limited foot traffic results from inadequate awareness. As a resident of the downtown area, I am unaware of these events due to my lack of engagement with social media. It is recommended to revisit conventional marketing methods reinvigorating strategies that are tried-and-true.

III. Property Maintenance and Improvement Incentives:

1. Analyze and recommend improvements to existing property incentive programs to better suit modern and historical plan.
2. Increase budget allocations to support property owners in making meaningful upgrades.
3. Current improvement incentives should be updated to encourage building owners to invest.
 - o A \$7.5K grant for window upgrades that cost over \$50K is not enticing.
 - o Incentive approvals are currently limited to one-time claims per building, hindering modern upgrades especially after 20 years from the initial claim.
 - o Building graffiti program for paid clean-up such as Dietrich's building and others.
 - o With Welland's growth limited budgets should no longer be an excuse.
4. Propose policy changes to encourage property maintenance and cleanliness to uplift the overall appearance of downtown buildings. (quick examples)
 - o Building Center at 76 Division St. collects monthly roof top cell tower fees while the building appears neglected and deteriorating.
 - o Express Donut, patio falling apart for countless years.
 - o Broken/boarded windows, garbage front buildings for days and weeks, list is endless.
 - o On and off building erection 44 Division St., 2 years ongoing

Continue: 4. Transforming Downtown Welland into an Attractive Destination:

- IV. Small Convention Center Development:
1. Not a large Convention Center, more similar to Shaw Festival in Niagara on the Lake.
 2. Research and present a feasibility study for a small-scale convention center in Downtown Welland.
 3. Identify potential real estate properties including 77, 73, and 69 East Main St., for convention center.
 4. Develop a detailed budget plan considering acquisition costs and funding opportunities.
 5. Liaise with federal, provincial, and local authorities to secure grants, tax credits, and financial support for the convention center project.
 6. Highlight the economic growth potential, community development benefits, and increased tourism that the small convention center could bring to Welland.
- V. Outcomes and Benefits:
1. Increased foot traffic and vibrancy in Downtown Welland through organized cultural events and festivals.
 2. Enhanced visual appeal of buildings and public spaces due to improved property maintenance and enhancement grants.
 3. Attraction of businesses, restaurants, and hotels to the area leading to higher local economic activity.
 4. Increased tourism and community engagement through the establishment of a small convention center.
 5. Realization of Welland's potential as an attractive destination that offers diverse experiences for residents and visitors alike.

Again, by implementing a combination of cultural events, property improvement incentives, and strategic real estate investments this initiative has the potential to breathe new life into the heart of the city fostering economic growth, community development, and a renewed sense of pride for residents and visitors.

Question 4:

- a. Can the CW provide insights into its intentions regarding real estate investments? The focus is on fostering development and facilitating infrastructure remodeling.
- b. Could you elaborate on the role and agenda of the Business Improvement Area (BIA) along with the specifics of the proposed plan to drive progress in this direction?
- c. What limitations does the BIA have and what is the extent of their approval authority concerning their various initiatives?
- d. Is there an ongoing review of the currently available? Building improvement grants and financial incentives? It's important that these align with the current inflation rates and the allocated budget.
- e. Stakeholders are seeking reassurance that the CW possesses a well-defined plan and a dedicated budget. Furthermore, they want to know about the CW's willingness to invest and assume necessary risks. Can the CW provide these details?
- f. Are there existing policies in place to hold building owners accountable for the maintenance and cleanliness of their properties?
- g. If such policies exist, have there been any recent enhancements or reinforcements to these policies?

5. Developers Investments and Reality

I have established strong connections in the construction industry, especially with major developers. However, expecting developers to invest in Downtown Welland without concrete plans or assurances is unrealistic. Action speaks louder than words.

The existing reality is undeniable. Prominent developers will hesitate to invest in a downtown area that lacks compelling incentives, experiences high development costs, suffers from a scarcity of operational businesses and

Continue: 5. Developers Investments and Reality:

restaurants and lacks significant public traffic. Unless all four aspects mentioned above are effectively tackled and resolved simultaneously progress will inevitably stagnate resulting in unproductive outcomes. Therefore, it is imperative to address these challenges comprehensively and strategically in order to stimulate meaningful advancements and positive results for Downtown Welland's growth.

City Council is already aware of the following points, but I will reiterate them for reference:

1. Limited financial viability: Without incentives and low commercial activity, achieving satisfactory returns on investment is challenging.
2. Uncertain market demand: Lack of operating businesses and restaurants raises doubts about project success and market demand.
3. Increased risk of vacancies: Limited commercial activity leads to business closures and vacancies, making it hard to attract long-term tenants or buyers.
4. Insufficient infrastructure: the absence of these essential amenities hinders the area's appeal making it less attractive from a development perspective.
5. Regulatory challenges: Strict zoning regulations and insufficient support burden developers and hinder development.
6. Parking limitations: Limited availability of underground parking spaces impacts profitability requiring the purchase of multiple properties at once.
7. Alternative investment opportunities: Developers may choose to invest elsewhere if downtown presents challenges or offers lower potential returns.
8. **** Important:** Additional Item-specific proposal provided in "Appendix C" related to Item 1-7
9. Critical assisting owners to recognize the genuine value their real estate
 - o The persistent unwillingness of property owners to grasp the genuine value of their real estate is a significant obstacle, causing unnecessary limitations to the advancement of development projects.
 - o It is imperative that we have proactive measures to ensure accurate property evaluations and enhance owner awareness.

**** Important:** Additional Item-specific proposal provided in "Appendix D."

Question 5:

As invested building owners and business developers, it's imperative for us to engage in an open and transparent dialogue about the obstacles we encounter.

- a. How does the CW provide reassurance to both current and prospective building owners regarding the security of their investments? How can the CW demonstrate a tangible plan and unwavering commitment?
- b. In the case of a new developer who has already invested in our downtown, how can the CW dissuade them from abandoning their existing investments in favor of more promising locations?
- c. How can the CW ensure substantial progress in attracting external developers to invest in our area?
- d. What strategies does the CW employ to persuade business owners that increased foot traffic is on the horizon, discouraging premature closure or relocation of their establishments?
- e. To prevent Downtown Welland from mirroring Niagara Falls Downtown—plagued by comparable issues like sparse dining and business establishments around the City Hall, vacant buildings, elevated crime rates, and homelessness—what proactive measures does the CW intend to take?
- f. Building owners to recognizing the true value of their real estate is holding progress, has the CW evaluated options on how this can be resolved. (refer to "Appendix D") listed under Item 9 above.

Promoting collaboration is crucial for creating a thriving downtown area that benefits everyone involved: owners, businesses, visitors, and those in need of shelter. Some have been patient for decades, waiting for change, while others have lost hope in pushing for it. The delay in Council agreements and compromise has been disheartening. The Council, dealing with budget limitations due to slow population growth, has often missed opportunities for even simple improvements.

With finances no longer the main issue, it's disheartening to see our downtown area still declining, especially when other parts of the city are growing despite their challenges. Even after numerous promises over the years, downtown remains stagnant. This proposal letter outlines valid reasons for the lack of progress, but also highlights avoidable issues. Reviving a city center is difficult but achievable.

Concerns about conflicts among City Council members and insufficient communication with city representatives and staff are genuine. They must be taken seriously and addressed. Please refer back to the email sent on August 17 introducing the forth coming of the proposal. Where I have clearly highlighted incidents and underlined concerns. I will emphasize this to make it clear, we are all aware that some leaders and council members, from before and now, have often prioritized personal interests over the greater good, leading to internal disputes and division. This cycle needs to stop now!

I encourage everyone to take a moment for self-reflection: "What obstacles do I face in moving my Ward forward? When have I resisted progress for others and why?" It would be helpful for the City Council to openly talk about these issues. Focusing on combined efforts on collaboration, putting aside past disagreements.

***Suggested Agenda for Upcoming Council Meeting - "Appendix E."

I strongly believe in the power of working together. The aim isn't to point fingers, but to acknowledge that change can start today. All stakeholders, including City members, property owners, law enforcement, public health officials, business owners, and citizens, play vital roles in creating positive change. By creating a unified plan, we can move beyond previous conflicts and misunderstandings. True change begins locally: within our homes and communities, without getting caught up in politics. Despite global challenges, striving for harmony and progress is both possible and necessary.

I formally request to be included in the October 2023 City Council meeting. I would suggest creating a special council meeting as a starting point toward a new collaboration and beginning. Let's use this opportunity to openly discuss our obstacles and work together as a united front. Following this, we can establish in stages a flexible 3–5-year plan that will provides clear direction. Transparency and shared responsibility are key to unlocking the potential of our City Center, downtown Welland.

Yours truly,

KGM | ENGINEERING



Katia Gauthier
CEO & Co-Founder

APPENDIX A-E

Appendix A

Subject: Urgent Action Required, Improving Safety and Lighting in Center Court Area

Urgent attention is needed for a significant concern regarding the safety and security of the Center Court area. This concern specifically pertains to the blocks encompassing East Main St., King St., Division St., and Cross St. Over the countless years, a persistent pattern of incidents including prostitution, drug dealing, and a recent disturbing rape case has underscored the immediate necessity for comprehensive measures in this locality, as well as other prominent downtown areas. We cannot emphasize enough the gravity of the situation and the impact it has on our community's sense of security both local and visitor.

Enhanced Lighting Infrastructure:

One of the immediate steps we can take is to improve the lighting infrastructure in the identified area. Adequate lighting is proven to discourage criminal activities and create a safer environment for all. I propose that we initiate a lighting assessment in collaboration with local experts to determine the optimal placement, brightness, and type of lighting that will be most effective in deterring criminal activities.

The City of Welland should prioritize immediate investment in the following areas: enhancing lighting at Center Court. It's important to take into consideration that many building owners have financial limitations and it's worth noting that this entire area is comprised of private property. To achieve this, a feasible solution would involve property owners signing an approval letter thereby authorizing the City of Welland to directly engage a contractor for the installation of an appropriate lighting system. Safety should be priority enough for the CW to allocate safety grant.

Police Presence and Responsiveness:

The absence of a strong police presence and delays in responding to urgent calls to incidents are inexcusable. We need to work closely with the local police department to ensure that patrols are intensified in this area. It would be important to review Regional Police regulation for private properties and budget allowance for the increase of Polices reinforcement based on fast-paced population growth in our city.

Many propose the creation of a neighborhood watch program, enabling community members to play a role in enhancing safety. However, it's crucial to clarify that ensuring safety primarily falls under the jurisdiction of the Police department. The Police department should dedicate procedures, starting with prompt responses to public inquiries and calls for assistance.

Community Engagement and Outreach:

To combat the deep-rooted issues leading to criminal activities we must foster a sense of ownership and responsibility within the community. Organizing regular community meetings, workshops, and outreach programs can be effective in building a cohesive neighborhood. We could also collaborate with social organizations to provide resources and support to individuals at risk of engaging in illegal activities.

Public Awareness Campaigns:

Creating public awareness about the ongoing efforts to improve safety in the Center Court area is crucial. Regular updates through local media, social platforms, and physical notices can help alleviate concerns and encourage residents to actively participate in the transformation of their community.

In conclusion, through improved lighting, heightened police presence, community engagement, and awareness campaigns we can substantially enhance safety. It's time to move beyond mere acknowledgment and act! We urge you to prioritize and allocate resources for these initiatives as we collaboratively strive to reinstate security and well-being among our community's residents.

Appendix B

Subject: Comprehensive Support for the Homeless:

Addressing homelessness is a complex issue that requires a multifaceted approach, and your suggestions cover a range of needs that homeless individuals often face. Here's a breakdown of your points and their potential impact:

Enhanced Shelters and Food Distribution Centers: Providing more than just basic services in shelters and food distribution centers is crucial. Many homeless individuals not only lack a permanent home but also struggle with maintaining their health and well-being. Offering additional support such as access to medical care, hygiene facilities, and educational resources can contribute to improving their overall quality of life.

Rehabilitation Plans: Developing rehabilitation plans that takes into account the diverse needs of homeless individuals are a vital step. Addressing issues like drug addiction, mental health challenges, and unemployment can help break the cycle of homelessness. A personalized approach that considers each individual's circumstances can greatly increase the chances of their successful reintegration into society.

Clean Centers: Clean Centers are an innovative idea to provide hygiene facilities like showers, shaves, and haircuts. This not only addresses the immediate need for cleanliness but also fosters a sense of dignity and self-esteem among the homeless population. This initiative can have a positive impact on public perceptions as well, reducing fear and stigma associated with homelessness.

Community Responsibility: Emphasizing the moral obligation of the community to support the homeless is an important aspect of tackling homelessness. Creating awareness and promoting a sense of shared responsibility can lead to increased support and resources for homeless individuals. Improved collaboration between government agencies, non-profit organizations, and the private sector can result in more effective solutions.

In addition to the aforementioned points, it is vital to emphasize the significance of accessible affordable housing, effective job training, and comprehensive social services that can facilitate the process of homeless individuals reclaiming stability and self-sufficiency. The cooperation with local organizations, shelters, healthcare providers, and community members is imperative to ensure the triumph of these initiatives.

However, it is important to recognize that the success of such an all-encompassing strategy hinge on a range of factors including sufficient funding, active community involvement, and sustained dedication from all stakeholders. Regular evaluation and fine-tuning of the plan, guided by feedback and outcomes, will be essential to ensure its efficacy in addressing the intricate challenge of homelessness.

We all need to discuss and no runaway for this important issue. It would be reassuring to acknowledge that there is indeed a detailed plan in motion, overseen by a dedicated committee. A progress report can serve as concrete evidence that substantiates the existence of this plan and highlights the advancements achieved thus far. It is imperative for us to move beyond mere conversations and set aside any notion that this isn't a priority."

Appendix C

Subject: Developers Investments and Reality

It's clear from the description that there are significant challenges and barriers to attracting developers' investments in Downtown Welland. The concerns outlined are indeed crucial factors that any developer would consider before investing in a new project. Addressing these challenges comprehensively and strategically is essential for stimulating growth and positive results in the area.

What ongoing initiatives are being undertaken to formulate a plan? What key aspects has the CW identified as crucial to consider within the following areas given the context of the present circumstances?

Limited Financial Viability: Despite the current scenario providing developers with incentives such as tax breaks or grants can help improve the financial viability of projects. These incentives can offset the high development costs and attract investors who are looking for favorable returns.

Uncertain Market Demand: While facing uncertainty, conducting market research to understand the needs and preferences of potential consumers remains vital. This can help identify niches where new businesses and restaurants can thrive increasing the chances of project success and demand.

Increased Risk of Vacancies: Acknowledging the risk of vacancies, fostering a diverse mix of businesses and services remains a priority. Creating a vibrant atmosphere with various offerings can attract foot traffic and ensure sustained occupancy.

Insufficient Infrastructure: Despite existing limitations collaborating with urban planners and local authorities to improve infrastructure like transportation, utilities, and public spaces remains crucial. This might involve renovating or repurposing existing structures to create a more attractive environment.

Regulatory Challenges: Despite regulatory challenges, working closely with the city council to review and potentially revise zoning regulations remains important. Streamlining the approval process and providing clear guidelines can reduce the burden on developers.

Parking Limitations: Despite parking limitations, exploring creative parking solutions such as shared parking facilities or incentives for using public transportation remains a viable strategy. This can help mitigate the parking challenges and address profitability concerns.

Real Estate Owners holding progress: Property owners misunderstanding the true value of their real estate is real and both owners and developers require support. Refer to "Appendix D" for idea solutions to improve property evaluation and development progress.

Alternative Investment Opportunities: In light of other investment opportunities, showcasing the unique potential and benefits of investing in Downtown Welland such as its historical significance or untapped market segments remains crucial to attract developers' attention.

Considering the current reality, the efforts should focus on creating a holistic strategy that tackles the challenges identified collectively. Demonstrating that the local government, community, and businesses are all committed to making positive changes can build confidence in potential investors. Additionally, showcasing successful case studies from similar areas that have overcome comparable challenges can serve as inspiration.

What is the plan in progress and solutions underway?

Appendix D

Subject: Solutions to Improve Property Evaluation and Development Progress

Addressing the challenge of property owners misunderstanding the true value of their real estate necessitates a multifaceted approach that promotes awareness, education, and collaboration. Here are some recommended solutions to consider:

1. **Educational Campaigns:** Launch comprehensive educational campaigns targeted at property owners. These campaigns can emphasize the importance of accurate property valuation and the potential benefits of informed decision-making. Providing clear and accessible information about market trends, property assessments, and development potential can empower property owners to make more informed choices.
2. **Professional Consultations:** Encourage property owners to seek advice from real estate professionals, appraisers, and developers. These experts can offer insights into the current market conditions, property values, and potential development opportunities. Their expertise can help property owners understand the real worth of their assets and make informed decisions about their properties.
3. **Transparency in Valuation:** Advocate for greater transparency in property valuation processes. Collaborate with local governments, real estate agencies, and appraisal organizations to establish clear and standardized valuation methodologies. Ensuring that property owners have access to reliable information can mitigate misunderstandings about property value.
4. **Incentive Programs:** Introduce incentive programs that reward property owners for engaging in accurate property valuation and collaborating in development projects. These programs can offer tax incentives, financial benefits, or regulatory advantages to property owners who actively participate in development initiatives and adhere to transparent valuation practices.
5. **Community Engagement:** Foster a sense of community engagement and collaboration among property owners, developers, and local authorities. Encourage open dialogues, town hall meetings, and workshops where stakeholders can discuss development plans, property values, and the broader benefits of cooperation. This can help bridge the gap between various parties and lead to more constructive solutions.
6. **Digital Tools and Resources:** Develop user-friendly digital platforms or apps that allow property owners to access real-time property data, market trends, and potential development scenarios. By providing easy-to-understand tools, property owners can independently assess the value of their properties and understand their development potential.
7. **Mediation and Dispute Resolution:** Establish mediation mechanisms or dispute resolution processes to handle disagreements between property owners and developers regarding property valuations. A neutral third party can help facilitate discussions, find common ground, and ensure that solutions are fair to all parties involved.
8. **Legislative Reforms:** Collaborate with policymakers to review and update regulations related to property valuation, ownership rights, and development procedures. Consider implementing measures that encourage accurate property assessments, discourage speculative practices, and promote responsible development.

By combining these solutions, we can work towards a comprehensive approach that not only enhances property valuation understanding but also paves the way for more efficient and harmonious development progress with all parties involved.

Appendix E

Subject: Suggested Council Meeting Agenda:

This is not intended to come across as condescending; rather, it serves as a gentle reminder to revisit the fundamental basics of effective communication and cultivate a positive, caring environment.

1. Self-Reflection: Identifying Our Challenges
 - Take a moment for contemplation and identify the most significant challenge you perceive in achieving progressive results for our ward sector.
 - Reflect on obstacles that may arise from differing perspectives, priorities, or past disagreements.
2. Transparent Sharing: Open Discussion on Challenges
 - Each council member should have an opportunity to share challenges and its potential impact on how this impacted development in the ward they represent.
 - Open communication will promote understanding and empathy leading to collective problem-solving.
3. Collaborative Brainstorming: Finding Solutions
 - Engage in a brainstorming session where council members collectively propose potential solutions for the identified challenges.
 - Focus on collaborative approaches that harness our combined expertise and resources.
4. Forging Unity: Acknowledging and Forgiving
 - Take a moment to acknowledge past disagreements or misunderstandings that might have hindered our progress.
 - Embrace forgiveness as a means to move forward, fostering a spirit of unity and collaboration.
5. Commitment to Progress: Pledging Cooperation
 - Each council member will publicly commit to putting aside personal differences, working collaboratively towards the betterment of the all-ward sectors.
 - Emphasize the importance of a shared vision and collective efforts in achieving positive outcomes.
6. Action Plan: Implementing Solutions
 - Collaboratively outline a plan to address the identified challenges, incorporating the proposed solutions.
 - Assign responsibilities and deadlines to ensure progress is made.

Important: Council meeting minutes should be shared with the public for their information and reassurance. A major portion of the public has lost trust with the Council. Internal fighting again has never been a secret. You all need to stop making the Toronto Star and Tribune headlines.

Constructive outcome:

In this special City Council meeting, I hope that you will all have taken a significant step towards unity and progress for all the all your ward sectors. By openly sharing all challenges, forgiving all your past disagreements, and committing to cooperation, you will all be demonstrating your dedication to our community's well-being that you all represent and respect. Most important rebuilt trust with the public that has placed you all in charge of representing our needs.

Thank you for your commitment to our Ward's development and the pursuit of a brighter future