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# PROSPERITY ROUNDTABLE #3

## GETTING DOWN TO BUSINESS

**SESSION HIGHLIGHTS**  
**MARCH 26, 2008**  
**REVISION 0**

**Participants:**  
*See participant list*  
*In Association with:*  
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## Executive Summary

Attached are session proceedings from the 3<sup>rd</sup> Prosperity Roundtable held on March 26, 2008. The purpose of this session was to build on the initial Roundtables and to review our progress in each of our six opportunity areas, in a way that identifies gaps, new directions and a clear game plan, in order to increase jobs in and prosperity across Peterborough & the County.

The group discussed the six opportunities and future directions for each. Summary findings and major recommendations include:

### Community Vision

It was generally agreed that the group was on the right track and that the following was critical:

- Involvement and representation is crucial – in particular, there must be a broad-based approach with regional, County and municipal representation.
- Tracking and monitoring. We need to be clear who and how we will monitor our progress.
- Don't reinvent the wheel. The good work of GPA Vision20/20 must be leveraged.
- Reestablish the Community Partnership Network

### Infrastructure

It was felt that the task team should consider the following:

- Peer community comparison and examine best practices elsewhere.
- Broader gap analysis – what are we missing?
- Conduct regular “think tank” meetings to generate opportunities
- Treat the natural environment as part of our infrastructure (will rivers, lakes survive growth?)

There were several other specific suggestions.

### Industrial Land

It was felt the task team was on target and needs to consider the following:

- Need to better understand relevant legislation (Places to Grow, Green Belt etc)
- Perhaps a more sector-based focus (vs. process)
- Document the types of land demand requests from past 5-10 years
- Might take a broader land use focus (beyond “industrial”)

### Transportation

It was felt that the task force should consider:

- Emphasizing a long term, unified plan that integrates City and County aims
- Synchronizing all the transportation reviews
- Look at alternative environmentally-friendly transportation (public transit, biking, walking trails etc)

In particular, the group agreed on drafting a Declaration of Support for the Rail Initiative for attendees to use for forwarding to politicians (March 31 Bill/Staff).

### Competitive Municipal Environment

The group agreed with the asset/liability approach and recommended the following:

- Pre-consultation process with developer. Create a development/planning checklist would help communicate the process up front. (when developer looks at a city/county, here are the things you need to do re: process)
- Look at an “advocate”/“one Window” approach to help change the perception about GPA specifically on development to shepherd developers through the process

- Look at "Peterborough Ambassadors" concept or program (from 10 - 15 years ago) -- personal touch... here are the successes and challenges you might have coming here...

**Downtown Revitalization**

The group received the conclusions from the Consultants Study and suggested the following:

- Focus on 1-2 issues such as residential intensification
- Support development of downtown buildings
- Leverage the findings to other "downtowns" in region.

There were several other suggestions.

**Going Forward**

After the task force discussions, the group was presented with three options (See appendix B for detail)

- A. Report
- B. Report + Political Summit
- C. Report + Political Summit + Community Town Hall

After some discussion, the group agreed that a forth option was the best.

- D. Report + Community Town Hall + Political Summit

It was further agreed that the steering committee should decide on specific implementation tasks and timeframes for Option D. It was emphasized that implementation should be completed by the end of the calendar year, December 31<sup>st</sup>, 2008.

**Next Steps**

<b>Task</b>	<b>Who / When</b>
1. Steering Committee to decide implementation on D.	AM, JH, SH, GB December 31, 2008
2. 7th task team: Sustainability	

Editor's Notes:

- a. The symbol // indicates that two similar ideas have been merged together.
- b. This document contains the meeting proceedings and is not intended as a "Final Report"

## 1.0 – Community vision

Do you feel this task team is on target?  
If not, what would you change? What other recommendations / Actions would you suggest?

### **Next Steps as proposed by task team**

- a. Leverage 2020 Success
- b. "Revision 2020" - bottom up review, keep, tweak, change
- c. Structure for implementation
- d. Ensure broad stakeholder base

### **Feedback from Table Discussions**

Note: some similar comments have been merged (see non-bold items)

#### **1. \* Is on target for the most part**

- Task team is on target.
- Task team on target, review and update Vision 2020
- Task team is on target
- Task team on target - take the time to get it right

#### **2. Involvement & Representation**

- There has to be a regional perspective. There seemed to be a lack of County representation.
- The process must have both City and County support. Using 2020 as the basis, community consultations throughout the - City and County will validate the new directions.
- Ensure that community consultation is inviting and open and inclusive (i.e.- invite special interest groups to make presentations to task force
- Senior government buy-in...and making sure decisions are based on the vision.
- County = local townships - each township must buy in for the plan to become truly regional.
- ..We are talking about 10 individual corporations
- There is a Municipal gov't role...but there is a broader responsibility to take positive community action that is shared by many more in the region. Each organization/group can take their piece. Implementation and monitoring will be easier if there is buy-in.
- Needs to be a broad based approach - community/stakeholder engagement
- should allow for ongoing inclusiveness - keep the invitation open
- Vision is on track -include all stakeholders - city and county

#### **3. Tracking/Monitoring**

- who is going to monitor this - key question must be answered
- How do we keep it going - oversight board??- need commitment from all municipalities
- Implementation needs coordinating body and ownership - need 5,10 year goals
- Concerns about ownership, needs to be sorted out

#### **4. Principles/Guidelines**

- Vision is absolutely important - helps anchor along the road.
- Do we want to "make it happen" or "let it happen?" (development)
- differentiate our community - vision must not overlook this point - crucial to economic prosperity
- Must plant the seeds to achieve goals
- Recommendation: task force set measurable objective or goals

- Difficult to get politician buy-in to long-term goals when term only lasts maximum of four years. How do we ensure 20-year longevity despite these political realities?
- Having long-term vision (what citizens ultimately want) could be an asset to politicians. "The dream can last more than one term."

**5. Don't reinvent the wheel / Leverage work**

- Using existing resources do an update to the 20/20 - what has been done what has changed?
- What is GPA Vision 2020? Need more information (some folks know history but some don't) community consultation involving >2000 people in 1997 brought together various sectors... document exists.... on City website, Chamber

**6. CPN has evolved into the Community Social Plan**

- Reestablish the Community Partnership Network. Their role would be to perform an annual checklist to measure the success of the 'plan', and continue to engage the various sectors/stakeholders of the community

**8. Add an innovation/knowledge pillar. (e.g. there is so much happening in environmental technology globally) This is a strong potential economic driver.**

**9. Need to reintegrate social, economic and environmental**

## 2.0 – Infrastructure

Do you feel this task team is on target?  
If not, what would you change? What other recommendations / Actions would you suggest?

### Opening presentation

#### Types of infrastructure:

- a. Essential services infrastructure b. Amenities type infrastructure

#### Trends or patterns

- continued downloading of services, infrastructure obligations... More \$ on maintenance, restoration, repair... at the expense of cultural, social, recreational infrastructure??... March 25 budget: not a lot of \$ for infrastructure ... increased pressure on municipal budgets for essential infrastructure

#### Next steps

- a- do the municipalities agree with our assumptions?
- b- exercise: deferred/eliminated infrastructure needs.. wish list (if we had the resources...)
- c- develop a mechanism to enable private sector and municipalities to dialogue about needs & opportunities
- d- evaluate if/how to create a vehicle so that individuals can contribute to community infrastructure projects

### Feedback from Table Discussions

Note: some similar comments have been merged (see non-bold items)

1. your assumptions are confirmed....
2. do a peer community comparison //Look at best practices in other communities
3. Determine what a city and county of our size need? Where do we currently stand?
4. Missing: broader gap analysis (i.e. other strengths, weaknesses...what about a large convention centre?)
5. Important to balance short-term goals with long-term goals - gap analysis will help with this. What are the "low hanging fruit?"
6. Have the Planning Departments hold regular facilitated "Think Tanks" to generate ideas for infrastructure opportunities and public/private partnerships.
7. Question: has the task team taken into account the carrying capacity of our natural environment in viewing infrastructure? can rivers, lakes etc. support what we are trying to do?
8. Treat the natural environment as part of our infrastructure
9. Support of urban forestry
10. Infrastructure must include communications technology and power generation including alternative power generation
11. Look at future impacts from a changing energy climate
12. Discussion about the question of physical infrastructure vs. 'soft' infrastructure is important. If 'physical' is the focus of the Task Force then we need to make sure other kinds of infrastructure are being covered (e.g. welcoming of new Canadians)
13. Trent severn waterway and rail transportation should also be part of infrastructure considerations

14. Need to focus in on what will be needed in the next 10 - 20 years to meet the future growth/direction of our area. Less emphasis on the financial shortfalls. Look for new creative ways to meet the identified needs. Where is health care and educational infrastructure needs?
15. concerned with 'essential' and 'non essential' infrastructure - in a creative economy cultural and rec infrastructure IS essential . We must differentiate ourselves to attract prosperity - roads and bridges are essential but assumed - do not attract growth
16. Broad-based collaboration and partnerships is key to infrastructure development. All the pressure/responsibility can't rest with Municipality.
17. Ensure we have determined what we need for new investment and retention - healthcare, housing, rec, culture - quality of life is clincher
18. Amenities are part of essential infrastructure (cultural facilities, recreation facilities) because they contribute to quality of life
19. Need to look at the relationship between infrastructure and planning - they drive one another.
20. renewed CPN should act as a 'clearing house' for private (potential) involvement in infrastructure activities & projects
21. Formalized philanthropy mechanism needs to include all sectors - infrastructure resources can be leveraged from many places. Beware thinking only "public-private"
22. Thought: instead of building infrastructure to support tourism, build to support local community and tourists will come
23. sector specific infrastructure - needs list i.e.) tourism
24. Better regional use of infrastructure e.g. arenas
25. note: much municipal spending is tied to provincial standards so nothing spare for our wish lists e.g. Walkerton water tragedy kicked in higher standards with no additional funding forthcoming
26. Layered strategic planning is key - otherwise "it will just happen"
27. Help the politicians sell infrastructure costs to taxpayers

### 3.0 – Industrial land

Do you feel this task team is on target?  
If not, what would you change? What other recommendations / Actions would you suggest?

#### **Feedback from Table Discussions**

Note: some similar comments have been merged (see non-bold items)

1. Overall prosperity comment: Many task teams are singularly or 'process' focused (e.g. Industrial land use) as opposed to by sector (e.g. In Vision 2020) Both are important.
2. Focus on sector needs as identified by GPA EDC - what do we need to move these sectors forward - what inventory is needed to make sales
3. What type of land demands have been identified/requested over the past 5 - 10 years that we have not been able to meet?
4. Industrial lands targets are well drawn--need to target gaps and fill them
5. Have Municipal pre-agreements in place so that, if the "big opportunity" comes along, we can react quickly.
6. Land use goes beyond industrial land use. We recognize the Task Team was potentially constrained by their terms of reference...but broader differentiations of land use need to be considered.
7. Suggest that the committee focus in on land use and not just industrial land use - focus on land use for job creation.
8. Greater appreciation of Places to Grow in terms of development of new industrial lands
9. Capitalize on the Airport lands opportunity. Focus on acquisition.
10. Trent plans need to be fleshed out - transportation, service needs must be addressed before this is viable
11. Trent lands - exciting opportunity, develop north eastern area - works well with proximity of services
12. Discussion should include Brownfield development (GE and Outboard Marine)
13. Do we really want a community that is dependent on one or two major industries? Looks what has happened to Oshawa, to Windsor??? We need economic diversity and a land portfolio that we meet this new direction.
14. Decline of industrial base is challenge--need to find new models for economic development
15. Continue to work towards the "Range of Fairness" re Industrial taxes. (vs. Retail etc)
16. Moratorium? On conversion of Industrial land to commercial or residential. (additional controls??)
17. Cooperation between adjacent municipalities to provide critical infrastructure
18. Need to protect existing industrial zoned land
19. Is there an opportunity to get a leg up on the competition/differentiate Peterborough from other similar regions, while still addressing current AND future broad-based community needs? (given our scan...)
20. Intellectual property products are 'manufacturing' industries (e.g. Knowledge & innovation sector)
21. Need to develop city and county strategy to address immediate request for investment - maintain inventory
22. Create inventory to accommodate the current expected demand
23. Connect industrial task force with agricultural task force
24. Potential focus for Peterborough - Green Industries

## 4.0 – Transportation

Do you feel this task team is on target?  
If not, what would you change? What other recommendations / Actions would you suggest?

### **Feedback from Table Discussions**

Note: some similar comments have been merged (see non-bold items)

2. Agree with future, long-term focus.
3. Long term planning for regional transit system is needed
4. Support a unified plan approach
5. As a first step, synchronize the Transportation Reviews.
6. Agree with need for inter-government, integrated strategic planning - otherwise it will fail.
7. Need to integrate/synchronize transportation study in city/county --- CRITICAL
8. Need for education as to who does what in the City and County - appears to be some confusion
9. Coordinated transportation plan with city and county 'not integrated' to respect legal entities - but can share principles
10. Missing: Looking at alternatives to traditional interpretations of transportation (e.g. environmentally-minded thinking). Car-rail-airport vs. bicycle, transit.
11. need to look at how county residents access city services without an automobile
12. Explore alternative transportation - public transit, car pooling, car sharing
13. bicycle lanes and other lifestyle enhancements must be considered and planned for
14. where do public transit plans fit into this group's considerations?
15. Trent Severn Waterway may be an alternative for transporting goods and raw materials
16. Decline in fossil fuel use must be factored into the transportation model--lower traffic because of higher gas prices--concerns over green house emissions etc
17. Look at transportation from a broader perspective i.e. scenic roads, trails, non motorized transit
18. Prosperity Council: Statement of support for rail initiative???
- ACTION: Draft a declaration of Support (Staff, Bill) March 31 e-mail letter to attendees for forwarding
19. where is our public reaction to all of the negative publicity regarding the rail link?
20. The rail link is not a link to Toronto, it's a link OUT of Toronto...
21. Remember the rail link is an important industrial benefit.
22. all partners need to support rail enhancements
23. Dean "Choo choo" Del Mastro
24. Rail line: A good example of the need for evidence-based, broad-based planning - beyond only government input.
25. Support planning now for a ring road
26. County/City Committee dealing with public transportation should be linked to the work of this committee. Need for a formalized plan to maximize the use of the highways/transportation providers for jobs, access to health care and services etc.
27. Comment: airport should be regional
28. City / county transportation plan should focus on city and immediate surrounding townships
29. Explore former Suburban Roads Commission concept - major roads in/out of city s/b coordinated
30. Stay on the 407 file to ensure completion to Hwy 115/35.
31. Tourist transportation infrastructure is lacking - this needs to be addressed.

32. Places to grow forces communities to incorporate transportation into plans - minimize sprawl and effectively move goods and people
33. Pleased the chamber is maintaining the train station so well!!!!
34. need to ensure rail and bus is integrated

## 5.0 – Competitive municipal environment

Do you feel this task team is on target?  
If not, what would you change? What other recommendations / Actions would you suggest?

\* asset / liability analogy

+ Assets: residential tax rates, inexpensive serviced land, regional airport, commercial land, transportation volumes, labour rates, political champions, tourism, recreational sector, regional development agency, Educational institutions,

- Liabilities: lack of commuter rail link, connection to 407, industrial asset base, shortage of docs, perception of our development base, perception of lack of integrated transportation plan,  
> where can we improve our liabilities?

\* Two pronged advocacy approach: Speaking to staff... speaking to politicians.. local lawyers

\* Key focus areas: lower industrial tax rates, long range plan, customer advocate (single window approach), we all must be ambassadors

\* 3 areas of municipal competitiveness: things we cannot control, areas where we are competitive, relative opportunities and strengths

### Feedback from Table Discussions

Note: some similar comments have been merged (see non-bold items)

1. Asset & liability analysis needs to be very broad-based, multi-sector.
2. Carry out the work of the task team with the same positive and diplomatic approach as the report by Dan and much will be accomplished
3. Asset-liability concept is easy to understand - it seems to work
4. recommendation: identify ways of changing liabilities
5. need to consider the economies of scales that are available
6. very collaborative approach
7. A couple of easy "low hanging fruits" b/c he identified that some things are just a perception - so if we change our perception...
8. Market our assets - including community awareness of positives - rather than negatives
9. arts sector = asset
10. diversity of smaller businesses is an asset
11. Strength of doctor recruitment program is an asset
12. another liability: we don't have a local infrastructure to support immigration
13. Similar to Vision Task Team...except mostly focused on environmental scan (assets & liabilities) and business development focus (as opposed to also looking at arts and culture, etc)
14. Front end more community input to avoid last minute appeals to OMB or local decision makers
15. What is the process a business goes through to answer the question "is this place right for us?" If they are focused on broader-based, quality of life issues as well as business development needs...then this needs to be reflected in our approach.
16. XXX A development/planning checklist would help communicate the process up front.  
(when developer looks at a city/county, here are the things you need to do re: process)  
Note: pre-consultation process w/developer
17. The development "process" needs to be mapped out, or even facilitated.
18. Municipal information person - clear communications and consistent message of our region

19. XXX An "advocate"/"one Window" approach would help to change the perception... (specifically on Development to shepherd developers through the process)
20. Agree with promoting a service approach by Municipalities.
21. Expand upon the Mayor/Warden meetings, staff to staff meetings and recommend reinstating joint meetings of city/county councils for the purpose of opening up dialogues e.g. blue skying, waste management; transportation
22. while there is good dialogue between departments and municipal governments there is a perception that this relationship does not exist or at least is lacking in some quarters
23. XXX Look at "Peterborough Ambassadors" concept or program (from 10 - 15 years ago) -- personal touch... here are the successes and challenges you might have coming here...
24. Customer service mentality by municipal staff - how to achieve this
25. Need to be seen and believed that we're open for business
26. Regional Official Plan should be considered as part of strategic planning efforts -- that summarizes/aligns the various plans & policies ??
27. Missing: What are the implementation mechanisms? Did the task team conversation go this far? next phase
28. We have an impressive group of dedicated leaders in this room - striving for a common goal - is our community aware - let alone beyond our borders?
29. Business should convince residential tax payers to pay high property tax to offset reduction for industrial property classes
30. What about initiatives that support agriculture (local food, training etc)
31. Communication about how GPA EDC ... It's one thing to say "it's complicated" it becomes a competitive advantage if you can simplify

## 6.0 – Downtown revitalization

Do you feel this task team is on target?  
If not, what would you change? What other recommendations / Actions would you suggest?

### **Feedback from Table Discussions**

Note: some similar comments have been merged (see non-bold items)

1. Identify physical boundaries of downtown (some different interpretations)
2. Can we apply lessons from study to other smaller downtowns in our region? Yes, we will do this...
3. TT focus on 1-2 issues e.g. Recommendations on Residential intensification issues, legislative challenges, incentives
4. Support redevelopment of downtown buildings - consider incentives - takes pressure off of sprawl, transportation and revitalizes
5. Incentives. Heritage property tax relief program. -> # of designations doubled!
6. Involvement w/ Memorial Centre events (e.g. Festival of trees)
7. Tourists need clear, consistent info on hours of operation (e.g. Sundays open or closed?)
8. How to convey great things about our downtown to visitors coming via waterways, Marina ?
9. Business involvement -> Festival/event destination. How to get community/businesses involved? So it becomes year round involvement
10. Promote Live music in our downtown establishments. This is a point of differentiation.. We must promote this
11. "Health Check up" with business people in downtowns throughout the County.... See Havelock example
12. Leverage Otonabee River... How can we make better use of it?!
13. Growth plan calls for institutional and major office development within downtown - any plans in place to conform with this
14. 15. Demographics of residential intensification. Do we know who is living in downtown core? Seniors, yuppies, etc?? Urbanmetrics report has some of this 19-29 age.... Seniors.... Ave household incomes \$31k etc...
15. Primary goal: to develop 2nd and 3rd floor with residents who can make the downtown more vibrant & healthy

## 7.0 – Future options

The group was presented with three options (See appendix B for detail)

- E. Report
- F. Report + Political Summit
- G. Report + Political Summit + Community Town Hall

**After some discussion, the group agreed that a fourth option was the best.**

- H. Report + Community Town Hall + Political Summit

It was further agreed that the steering committee should decide on specific implementation tasks and timeframes for Option D. It was emphasized that implementation should be completed by the end of the calendar year, December 31<sup>st</sup>, 2008.

In addition, the group was presented with a potential seventh task force, Sustainability.

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## Appendices

### **A – Session Overview**

#### Purpose

To review our progress in each of our six opportunity areas, in a way that identifies gaps, new directions and a clear game plan, in order to increase jobs in and prosperity across Peterborough & the County.

#### Agenda

- |  |                |
|--|----------------|
| 1. Welcome                                 | Judy Heffernan |
| 2. Context                                 | Andy Mitchell  |
| 3. Action Plan presentations & discussions |                |
| • Community Vision Task Team               |                |
| • Infrastructure Task Team                 |                |
| • Industrial Land Task Team                |                |
| • Transportation Task Team                 |                |
| • Municipal Environment Task Team          |                |
| • Downtown Revitalization Task Team        |                |
| 4. Next Steps / Options                    | Greg Belanger  |
| 5. Other Business                          | Andy Mitchell  |
| 6. Wrap-up                                 | Stu Harrison   |

#### Process

1. Presentation by Task Team Leader [10 mins]
2. Table discussion
  - Do you feel this task team is on target?
  - If not, what would you change? What other recommendations / Actions would you suggest?
  - Enter your main conclusions in the laptops
  - Note: Do NOT reinvent the wheel
3. Plenary conclusions

## **B – Options (Detailed)**

### **Option A**

Prepare a report for presentation to decision-makers at the Federal, Provincial and Municipal level. The report would contain the following information:

1. An overview of the Prosperity Round Table process
2. An overview of the findings presented as a concise narrative
3. An action plan for each of the task teams
4. A compilation of key recommendations
5. A proposed structure for following up on the recommendations made

The report would be prepared after each of the task teams has completed their work, hopefully by September. This would be followed by a final plenary session to approve/amend the draft report that would then be forwarded to the respective levels of government for formal consideration and response.

### **Option B**

Prepare a report for presentation to decision-makers at the Federal, Provincial and Municipal level. The report would contain the following information:

1. An overview of the Prosperity Round Table process
2. An overview of the findings presented as a concise narrative
3. An action plan for each of the task teams
4. A compilation of key recommendations
5. A proposed structure for following up on the recommendations made

The report would be prepared after each of the task teams has completed their work, hopefully by September. This would be followed by a final plenary session to approve/amend the draft report.

Following the plenary, a **“political summit”** would be organized to provide a forum within which to convey the contents of the Prosperity Round Table findings. All municipal City, County and Township councillors would be invited along with the MPPs (Peterborough and Victoria-Haliburton-Brock) and MPs (Peterborough and Victoria-Haliburton-Brock). Relevant officials would also be invited.

During the summit an overview of the process would be presented followed by each task team leader presenting the findings of their group. The politicians would then be given an opportunity to provide comments and to ask questions.

A final presentation would be made about how to follow the key recommendations being made.

The formal written report, including a summary of the summit, would then be forwarded to the respective levels of government for formal consideration and response.

### **Option C**

Prepare a report for presentation to decision-makers at the Federal, Provincial and Municipal level. The report would contain the following information:

1. An overview of the Prosperity Round Table process
2. An overview of the findings presented as a concise narrative
3. An action plan for each of the task teams
4. A compilation of key recommendations
5. A proposed structure for following up on the recommendations made

The report would be prepared after each of the task teams has completed their work, hopefully by September. This would be followed by a final plenary session to approve/amend the draft report.

Following the plenary a **“political summit”** would be organized to provide a forum within which to convey the contents of the Prosperity Round Table findings. All municipal City, County and Township councillors would be invited along with the MPPs (Peterborough and Victoria-Haliburton-Brock) and MPs (Peterborough and Victoria-Haliburton-Brock). Relevant officials would also be invited.

During the summit, an overview of the process would be presented followed by each task team leader presenting the findings of their group. The politicians would then be given an opportunity to provide comments and to ask questions.

A final presentation would be made about how to follow the key recommendations being made.

The summit would then be followed by a regional **“community town hall”** to which members of the public throughout the City and the County would be invited. A general presentation of the Prosperity Round Table findings would be made and would include input received during the summit. This would be followed by a moderated discussion with the public attendees.

The formal written report, including a summary of the summit and the public meeting, would then be forwarded to the respective levels of government for formal consideration and response.