8:00 A.M. CDRA WORK SESSION
Discussion on Addendum #1 to the City Centre Tax Increment Participation Agreement

**ADJOURN THE CDRA WORK SESSION AND IMMEDIATELY RECONVENE AS THE CITY COUNCIL IN WORK SESSION**

8:00 A.M. CITY COUNCIL MID-YEAR MEETING
Review and Discussion on the 2019 Council Priorities

**COUNCIL MEETING ADJOURN**

Dated this 21st day of August, 2019.

/s/Wendy Page, Deputy Recorder

The City of Clearfield, in accordance with the ‘Americans with Disabilities Act’ provides accommodations and auxiliary communicative aids and services for all those citizens needing assistance. Persons requesting these accommodations for City sponsored public meetings, service programs or events should call Nancy Dean at 525-2714, giving her 48-hour notice.
2019 Annual Mid-Year Retreat

August 23, 2019

LHM Megaplex – The Junction
2351 Kiesel Ave
Ogden, UT

Meeting Objectives:
- Team building
- Review status of 2019 priorities

MEETING AGENDA

8:00 am  Breakfast / Five Dysfunctions Recap
8:20 am  CDRA – Argentine Corner / City Centre
8:30 am  Monthly Reports and Agenda Packets
8:40 am  Moderate Income Housing Plan
9:00 am  Mabey Place Redevelopment
9:50 am  Break
10:00 am Trello Board Review – Policy Priorities / Action Items
Noon    Lunch
12:45 pm Department Breakouts
1:45 pm  4th of July – 2019 Review and Planning for Future Years
2:30 pm  City Website Revamp
2:45 pm  Park Amenities
3:00 pm  New Library Design
3:15 pm  Break
3:30 pm  The Five Dysfunctions of a Team
5:00 pm  Wrap Up
5:15 pm  Adjourn
5:30 pm  Dinner at Cooper’s
TO: CDRA Chairman Bush and Board members
FROM: Summer Palmer, Assistant City Manager
MEETING DATE: August 23, 2019
SUBJECT: Addendum to the City Centre TIF agreement

RECOMMENDED ACTION

Discussion on Addendum #1 to the Tax Increment Participation Agreement with Clearfield Properties to facilitate relocation of Argentine Corner to City Centre.

DESCRIPTION / BACKGROUND

Representatives from both the City Centre Development and Argentine Corner contacted the City asking if there was any financial assistance available to facilitate the relocation of Argentine Corner to the commercial store front at City Centre. The commercial pad at City Centre needs to be improved in order to have a restaurant use the space. If those improvements are made, Argentine Corner has agreed to move into the space from their current location at 442 North Main Street.

The City Centre Development falls under the RDA 7 project area. The CDRA currently has a TIF Agreement with City Centre that specifies how and when they qualify for the tax increment generated by the development. Staff recommends the CDRA board provide City Centre $50,000 to close the gap on the required tenant improvements to bring Argentine Corner into the commercial space. In addition, we recommend the following conditions be included in an addendum to the current TIF agreement:

- Improvements will be complete by the end of the year, allowing for Argentine Corner to open by January 2020.
- The incentive payment per the current TIF Agreement for Tax Year 2018 ($72,042 distributed in spring 2019) will be the baseline.
- Beginning with Tax Year 2019, and each year running through Tax Year 2023 (when the RDA 7 project area and the term of the Agreement expire), if the calculated incentive payment exceeds the baseline $72,042, then the excess will be retained by the CDRA until the $50,000 is recouped.
- Once the $50,000 is reimbursed to the CDRA, City Centre is entitled to the full amount of the calculated incentive payment through the remainder of the term.
- If the calculated incentive payment in any of the years is less than the baseline $72,042, then the CDRA does not receive any reimbursement for that year.
If, after the expiration of the project area and the Agreement, the sum of the annual reimbursements to the CDRA does not total $50,000, the remainder of the amount owing shall be forgiven.

**CORRESPONDING POLICY PRIORITY (IES)**

We believe the approval of this resolution will help us to *Improve Clearfield’s Image, Livability and Economy* by adding business and vibrancy to this dynamic part of Clearfield’s main street. This is a great opportunity for us to, not only support the growth of a long time local business, but also fill commercial store front space on our main corridor which has been empty for extended period of time.

**FISCAL IMPACT**

There is an initial outlay of $50,000 that will come from RDA 7. Any portion of that initial amount not recuperated over the next five tax years will be subtracted from the balance of the RDA.

**ALTERNATIVES**

The board could choose not to contribute to the arrangements. However, both parties have indicated they will not be able to move forward with an agreement without assistance from the City.

**SCHEDULE / TIME CONSTRAINTS**

The parties would like to move forward with construction as quickly as possible so Argentine Corner can open the new location early 2020.

**LIST OF ATTACHMENTS**

- Addendum to the TIF Agreement (coming soon)
Breakfast Discussion

Recap – The Five Dysfunctions of a Team
The Symptoms
- Invulnerability

Absence of Trust

The 5 Dysfunctions of a Team
Absence of Trust

- Trust is confidence among team members that their peers intentions are good and that there is no reason to be protective or careful around the group. It’s OK to be vulnerable.
  - Vulnerability is vital because it means we are no longer worried about protecting ourselves and instead can focus on the best outcomes.
- Knowing that when a team member does push you, they are doing it because they care about the team and the outcome.
- Teams that lack trust waste inordinate amounts of time and energy managing behaviors and interactions instead of results.
The 5 Dysfunctions of a Team

- Absence of Trust
- Fear of Conflict

The Symptoms
- Artificial Harmony
- Invulnerability
Absence of Trust Leads to Fear of Conflict

- How does all of this relate to the next dysfunction, the fear of conflict?
- If we don’t trust one another, then we aren’t going to engage in open, constructive, ideological conflict. And we’ll just continue to preserve a sense of artificial harmony. –Lencioni
- By building trust, a team makes conflict possible because team members do not hesitate to engage in passionate and sometimes emotional debate, knowing they will not be punished for saying something that might otherwise be interpreted as destructive or critical.
Fear of Conflict

- Why is conflict important?
- Why is it considered taboo?
- Is all conflict negative? What is the difference?
- The goal of healthy conflict is for team members to say everything that needs to be said, meaning nothing is left to be discussed behind closed doors.
- Great teams do not hold back with one another. They are unafraid to air their dirty laundry. They admit their mistakes, their weaknesses, and their concerns without fear of reprisal (Lencioni).
Fear of Conflict

- **What are some characteristics of “positive conflict”?**
  - Purpose is to produce the best possible solution in the shortest amount of time
  - Issue/goal based
  - Passionate, emotional and frustrating
  - Not personal or personality-focused

- **What are some characteristics of “negative/unproductive conflict”?**
  - Mean-spirited, personality-focused
  - Issues are revisited again and again
  - Issues are discussed “off-line”
Overcoming the Fear of Conflict

- **Conflict Profiling**
  - Take the quiz
  - Share the results
  - How can we help each other have good conflict?

- **Conflict Norming**
  - Create a “Conflict Constitution”; An agreed-upon set of norms and habits that are documented and regularly reviewed
  - What does it look like when we are having good in our meetings? What are your roles in conflict?

- **Conflict Mining**
  - Who is going to take this role? The team lead? Rotation?
  - A “miner of conflict” will unearth buried conflict through intentional questioning
  - Call out sensitive issues and force members to work through them

- **Real-time Permission**
  - Coach one another not to retreat from healthy debate
  - The interruption helps drain tension, while spurring confidence to continue

- **Don’t try to stop healthy debate because of your discomfort**
- **Model good behavior from the top down**
Argentine Corner / City Centre
Argentine Corner / City Centre

How to bridge a $50k gap?
The CDRA will front City Centre $50,000 to close the gap on the tenant improvements required to bring Argentine Corner to the space.

Improvements will be complete by the end of the year, allowing for Argentine Corner to open by January 2020.

The incentive payment per the existing TIF Agreement for Tax Year 2018 ($72,042 distributed in spring 2019) will be the baseline.

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If, after the expiration of the project area and the Agreement, the sum of the annual reimbursements to the CDRA does not total $50,000, the remainder of the loan shall be forgiven.
Argentine Corner / City Centre

- Formal consideration scheduled for August 27
  - If comfortable, proceed as proposed
  - If uncomfortable, table the item or amend the agenda
Monthly Reports and Agenda Packets

FEEDBACK
Moderate Income Housing Plan
Clearfield City MIHP

- MIHP Outline
  - Intro
  - Data and Methodology
  - Demographics
  - At Risk & Special Needs population
  - Housing Demand
  - Housing Supply
  - Housing Affordability analysis
  - Zoning Regulatory Environment
  - Fair Housing practices and regs.
  - Goals and Strategies
MIHP Next Steps

- Framework of report and outline for the MIHP – August
- Data sets and analysis for inclusions into the MIHP - September and October
- Final document presented to the Council for discussion - November
- Final completion and adoption of the Code by December 1.
- December 2, 2019 – Let the good times roll!
Mabey Place Redevelopment
Lotus Development Agreement – DRAFT

- Green Space/Public Park
  - ½ acre park funded by City
- Depot Street Connections
- Mixed Use Building
  - Corner retail
- West Arterial Road
  - Cross-section
  - Funding
- Parking
  - Off-street vs on-street
  - Park needs
- Land Purchase
  - $8k/apartment; $12k/townhome
  - Phase 1 = $1.7M (after Minaya offset)
  - Not buying land for streets / park
- Tax Increment and Fees
  - No TIF to developer for west side
  - Deferred impact fees
- Form Based Code variations
- Future Phases
- Development Milestones
Site Plan and Layout – Phase 1
Phase 1 – Parking and Master Plan

### PHASE 1 UNIT AND PARKING MATRIX

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**PROJECT TOTAL**: 138 78 36 244 1,164 38 188 362
Phase 1 – Massing Plan and Elevations
Phase 1 – Building and Concept Plans
Debt Service Options

- $7.277M bond principal
  - Project construction fund - $6.5M
    - $4.75M used to purchase the CMHP
    - $600k used to relocate residents and clear the land
    - $1.1M remaining
      - Additional property acquisition
      - Fund public improvements (park, plaza, landmarks)
      - Don’t spend, but use to pay back bond
  - Capitalized interest - $721k
  - Costs of issuance - $51k

- Payments begin in 2021; $744k per year
Debt Service Options

- **Proceeds from sale of land**
  - $1.7M from Phase 1
  - If Phases 2 and 3 consist of 70 townhomes, as shown in current west side master plan, that will generate $840k more (received in future years)
  - Total sale of land would = $2.6M (55% of purchase price)

- **TIF revenue still TBD**
  - Developer to receive NO TIF INCENTIVE for west side
  - If CRA approved, Agency could capture the TIF to supplement the proceeds from the sale of land and service the debt
Debt Service Options

- **Option A** – Prepay as much as possible to reduce total cost of interest
  - Depends largely on amount and timing of sale proceeds; TIF generation
- **Option B** – Set aside sale proceeds; earmark for future annual debt service payments; supplement with TIF revenue as possible
  - May help manage cash flow, but does not minimize the total cost of interest
- **Option C** – Hold property tax rate constant in FY21 and FY22
  - Would recapture $700k/year from paid off GO Bonds
- **Option D** – Explore options of refinancing to tax exempt bonds
  - Since proceeds have been used for public purposes (right of way and park), may be possible
- **Option E** – Other funds
  - Street bond payment reduces by $270k in FY21
  - Allocate excess General Fund balance to pay down debt
  - Use remaining $1.1M from bond proceeds for debt service
Break
Return by 10:00
Tiered Priorities / Action Items
Trello Board Review
Lunch
Return no later than 12:45
Department Breakouts
6 rotations – 10 minutes each
4th of July
Paint the Bridge

- Well attended
- Will include paint stations on both ends
- More stars and paint next year
Patriotic Concert

- 165 Participants
- Amphitheater is a good venue
- Need to start 30-60 minutes later for better shade
Pool Bash

- Well attended
- Will make minor changes to ticketing and messaging
Movie in the Park

- Other weeks impacted by weather
- Plan to theme each event to the movie next year
Fun Run

- New route was a big success!
# Pancake Breakfast

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Parade

- 76 entries (57 in 2018)
- Crowd control remains the greatest issue (throwing candy)
Festival in Fisher Park

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Venue Changes

- South Clearfield Elementary
City Website Revamp
Options for Park Amenities
Tables

- **8’ Concrete**
  - $650 each

- **8’ Aluminum**
  - $600-650

- **8’ Expanded metal**
  - Thermoplastic Coated
    - $750-800

- **8’ Punched Steel**
  - Thermoplastic Coated
    - $850-1,150
Concrete Pros & Cons

- Smooth Surface for users
- Too heavy to move
- Easy to repaint/refinish
  - Paints
  - Sealers
  - Sacrificial Graffiti Coatings
- Scratches can be refilled or sanded out
- Logos added at no additional cost
- 10 year replacement warranty
- Good quality/ durable/ inexpensive

- Flat surface is target for taggers
- Too heavy to move
- Surface cracking becomes visible
- Can be chipped or broken
- No replacement parts
- Shipping is more expensive
Aluminum Pros & Cons

- Inexpensive
- Easy to move
- Nice appearance
- Flat Surface
- Shipping less expensive
- Can replace parts easily

- Very easily damaged
- Easily scratched
- Easy to move
- Flat surface is a target for taggers
- Must be secured
Coated Expanded Metal
Pros & Cons

- No flat surface for tagging
- Moveable
- Nice appearance
- More durable than aluminum
- Moderately priced
- Replaceable parts
- Shipping is less expensive

- Uneven surface is less stable for cups, etc.
- Moveable, must be secured
- Not repairable once coating is removed
- Expanded metal surface is easily bent
- Graffiti is difficult to remove
- Coatings do not handle high heat
- Coating colors fade over time and with the use of graffiti removers
Punched Steel
Pros & Cons

• More durable than EM options
• Flat surface is good for cups, etc.
• Holes in surface less appealing for graffiti
• Parts are replaceable
• Moveable
• Nice appearance
• Shipping is less expensive

• Most expensive option
• Moveable, must be secured
• Not repairable once coating is removed
• More surface area for graffiti than EM
• Coating colors fade over time or with graffiti removers
Benches

- 7’ Concrete
  - $600-650

- 6’ Steel
  - Thermoplastic Coated
  - $1,000

- 6’ Perforated Steel
  - $650 - 700

- 6’ Steel
  - Powder Coated
  - $1,000-1,200
Pavilion Styles (Large)
Existing Pavilions (large)

- Add rockwork around columns
- Metal roofing
Existing Pavilions (Small)
Pavilion (small)
Existing Restrooms
Proposed Restrooms
Existing Park Signage
Proposed Park Signage
Drinking Fountains
Bike Racks
Parks & Recreation Commission Recommendation

- Concrete Tables
- Concrete Benches
- Concrete Trash Receptacles
- Precast concrete park signage
- Powder coated steel drinking fountains with bottle filler
- Artistic bike racks

- Large pavilions with metal roofing and support columns with rock pillars
- Small pavilions with steel powder coated frames and metal roofing
- Renovate existing with similar materials and appearance where possible
  - metal roofing
  - Skylights to provide natural lighting
  - LED lighting to brighten interior
- Precast concrete restrooms
New Library Design
Break
Return by 3:30
The Five Dysfunctions of a Team

Lack of Commitment
Absence of Trust
Lack of Commitment
Fear of Conflict
The Symptoms
-Ambiguity
-Artificial Harmony
-Invulnerability
Fear of Conflict leads to Lack of Commitment

- How does all of this relate to the next dysfunction, the lack of commitment?
- It’s as simple as this. When people don’t unload their opinions and feel like they’ve been listened to, they won’t really get on board.
- By engaging in productive conflict and tapping into everyone’s perspectives and opinions, a team can confidently commit and buy in to a decision knowing that they have benefited from everyone’s ideas.
Lack of Commitment

- Why do teams lack commitment?
- Think of a time when you were working with a team and you didn’t feel that you could commit fully to a team decision?
- Teams that commit to decisions and standards do so because they know how to embrace two separate but related concepts:
  - Buy-In
  - Clarity
Buy-In

- The achievement of honest emotional support
- Buy-In DOES NOT mean consensus
  - Why Not?
  - Consensus is not real. False consensus is not having the conflict. It’s just nodding and moving on.
  - It’s a natural inclination to try to get consensus, but not feasible
  - It’s sought as a form of CYA or cover for analysis paralysis
- Buy-In is the ability to defy a lack of consensus.
  - What give a team the confidence to do this?
  - Their ability to engage in conflict
Clarity

- The removal of assumptions and ambiguity from the situation
- Even when a team masters the ability to “disagree and commit” they can still fail to commit
- Instead they make well-intentioned assumptions about what they’ve agreed to and end up creating confusion and frustration.
- Commitment can only occur if people are clear about what exactly they are committing to
What is the Leader’s Role in Helping the Team Achieve Commitment?

- Solicit open dialogue and healthy conflict
- Don’t place too high a premium on certainty or consensus
- Push for closure around issues
- Maintain established time constraints/schedules
- Discuss contingencies and “worst-case” scenarios
- Ultimately, make the decision
- Two Techniques
  - Commitment Clarification
  - Cascading Communication
Commitment Clarification

- Near the end of the discussion (or end of the meeting) ask, “What exactly have we decided here today?”
- List (verbally or in writing) all the decisions the group thinks it has made
- Make sure everyone the decision is what everyone thought it was when they committed.
- If not, dive back in until it is clear. Review the list again.
- The purpose of this technique is to ensure everyone leaves with no ambiguity about what they have agreed on
Cascading Communication

- decide which of the commitments and agreements should be communicated to the rest of the organization.
- Within 24/48 hours of the meeting decision, every member of the team communicates the decisions to staff members or any other team he/she leads.
- This communication should be done in person/phone so people can have a chance to seek clarification.
- This ensures that team members fully commit to agreements made during meetings and helps achieve alignment in the organization.
Rules of Engagement
A Team that Fails to Commit...

- Creates ambiguity among the team about direction and priorities
- Watches windows of opportunity close due to excessive analysis and unnecessary delay
- Breeds lack of confidence and fear of failure
- Revisits discussions and decisions again and again
- Encourages second-guessing among team members
A Team that Commits…

- Creates clarity around direction and priorities
- Aligns the entire team around common objectives
- Develops an ability to learn from mistakes
- Takes advantage of opportunities before competitors do
- Moves forward without hesitation
- Changes direction without hesitation or guilt
- Moves forward with complete buy-in form every team member, even those who voted against the decisions. They leave the meeting confident that no one on the team is quietly harboring doubts about whether to support the actions agreed on.
Practice Discussion

- Monday is National Dog Day
- Should we sponsor a “Bring your dog to work day” on Monday?
Wrap Up
Adjourn
Dinner at Cooper’s – 5:30