

Elements of a Compelling Set of Recommendations to City Council

1. **Sufficient:** The proposed recommendation must be **sufficient** to deal with the immediate **problem, challenge or fleeting opportunity** because it addresses the underlying issues (i.e., tenant displacement concerns, habitability issues, etc.).
2. **Legitimate:** Stakeholders with differing perspectives should regard the proposed recommendation as legitimate because it was **developed openly and candidly** by a range of interests and meets certain **objective criteria** (e.g., fairness, practicality, proportionality, etc.).
3. **Realistic:** There must be some reasonable chance that the other side(s) will agree to the proposed recommendation because it **reasonably balances their interests** for an open, fair and practical approach.
4. **Operational:** The proposed recommendation must be **operational** – does it provide an **explicit methodology** for implementation (i.e. how will it work in situations which are likely to arise, unlikely to arise, or of unknown probability)?
5. **Timely:** How long will it take for the recommendation to be adopted and translated into regulatory language or process improvements that satisfy its intended purpose?