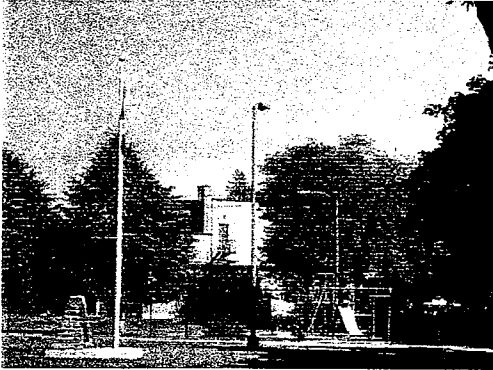


Proposal for:
RFI No. DCS-C&R-2006-6

**Development of a
Concept Plan & Detailed Multi-year
Implementation Process for the
Revitalization and Rejuvenation of the
Memorial Centre Site**

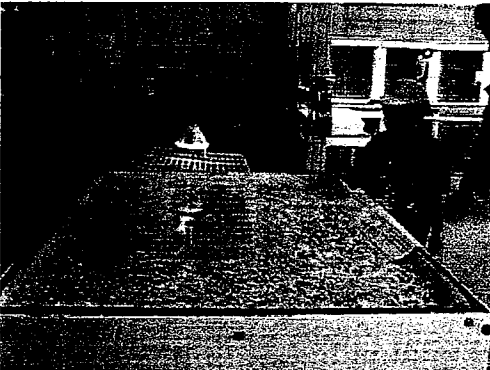


Respectfully submitted by:

The Planning Partnership

in association with

**Brad Johnson and Associates Ltd.
Hughes Downey Architects
Michael J. Brennan Enterprises**



14 June, 2006



TEAM COMPOSITION AND ROLES

Contact for RFI: Mikaela Hughes mikaela@hughesdowney.ca (613) 544-9183 ext.1

FIRM AND CONTACT INFORMATION	KEY PERSONNEL	ROLE	TASKS*								
			1	2	3	4	5	6	7	8	9
The Planning Partnership 1255 Bay St., Ste. 201 Toronto ON M5R 2A9 t. (416) 975 -1556 f. (416) 975 – 1580 www.planpart.ca info@planpart.ca	Philip Weinstein Donna Hinde	Team Leader, Public Meeting and Workshop Facilitator, Concepts, Report writer	X	X			X	X	X	X	X
Brad Johnson and Associates 75 Wild Apple Lane Chaffey's Lock ON K0G 1E0 t. (613) 359 -1002 f. (613) 359 – 6532 www.bradjohnson.ca wildapple@earthlink.net	Brad Johnson	Team member, Public meeting, Analysis of information, Concepts, Report writer/graphics	X	X			X	X	X	X	X
Hughes Downey Architects 230 Rideau St. Kingston ON K7K 3A4 t. (613) 544-9183 f. (613) 547-0852 info@hughesdowney.ca	Bruce Downey Mikaela Hughes	Team member, Public meeting, Local interviews and information, Analysis of information, Concepts, Report writer/graphics	X	X	X	X	X	X	X	X	X
Michael J. Brennan Enterprises RR2 Ameliasburgh ON K0K 1A0 t. (613) 967-0956 f. (613) 966-0655 mbrennan@kos.net	Michael Brennan	Team member, Analysis of information, costing, report writer		X					X		

*TASKS

1. Initial Start up meeting with City Staff and Committee
2. Review of background information and preliminary site assessment
3. Interviews with stakeholders
4. Collection of information from local groups, organizations, the site, and the City
5. Public meeting as discussion, planning workshop
6. Analysis of information and development of concepts
7. Preparation of report and present to Committee
8. Public meeting to present report concepts
9. Final report to Council

1. Our Approach to Public Consultation

The Planning Partnership has become a recognized leader in public consultation on complex public and private sector projects. Following some frustration with the input obtained through open houses and public meetings in the 70's and 80's, they have been honing a technique and process that has resulted in meaningful contribution to design projects. For the past 15 years, they have implemented a full range of methods to consult with everyone who has a stake in a project. They have conducted community workshops, public discussion groups, site walks with the public, focus group meetings, "kitchen table" meetings, and design charrettes. They have also developed a broad-based approach to consultation that builds relationships with local newspaper, radio, and television representatives, and includes full use of websites and printed material.

Members of our study team's experience in planning and design for public spaces spans the past four decades. Throughout this time, it has been recognized that the planning and design process is as important as the product. A properly designed, facilitated, and open process goes a long way to ensure that stakeholders will take interest and ownership in the results. Landowners, interest groups, and the general public are often knowledgeable about the development and political contexts of their community and neighbourhood. Our workshops and charrettes are most successful when they draw from local knowledge.

Our study team has unmatched experience in developing physical plans in a fully open and accessible forum wherein all stakeholders are informed and involved. Consensus has been successfully achieved on our projects with Steering Committee members representing diverse interests, representatives of government agencies with specific mandates, interest groups who have conflicting demands, and the general public. Our collaborative approach is based on three fundamental principles:

- Agreement is best achieved by building support for the project incrementally - through, for example, agreement on the issues and principles, on the options, and on a preferred plan;
- Agreement is best achieved with mutual understanding and respect for often opposing opinions, mandates, and concerns. Understanding is best achieved through collaborative and interactive workshops in which people representing diverse interests are invited to work together to develop solutions; and,
- Most of the work to understand the issues and to develop design principles and concepts should be done locally. In response, we typically set up temporary design studios in the communities in which we are working at each critical stage of the study process.

Agreement on matters of development can be reached in spite of diverse values, attitudes, and outlooks. However, the success of any collaborative approach depends on skilled facilitation. Our study team includes key members who are:

- Experienced at leading and encouraging discussion among people with diverse interests, values, outlooks, and attitudes;
- Skilled at synthesizing the key issues/concerns;
- Experienced at following agendas with discipline;

- Familiar with the issues of physical design; and,
- Familiar with the planning context in Kingston

So far, the community groups involved in developing visions, designs and principles for the rejuvenation of the site have consistently included public input and participation as vital components in developing an understanding of the issues and concerns for the site. The Terms of Reference for the Memorial Centre Revitalization Advisory Committee include ensuring ongoing and inclusive community consultation throughout the development of the plan and related implementation strategy. Our team will expand on the community consultation through the workshop process.

2. Initial Ideas, Concepts and Preliminary Thoughts

This team includes several of the key participants in the Charrette held by the Saint Lawrence Valley Society of Architects. **Mikaela Hughes and Bruce Downey**, of Hughes Downey Architects, acted as chair of the Charrette Committee and Charrette Facilitator respectively, roles which included:

- outlining the procedure
- assembling background information on needs of different user groups
- researching the history of the site
- providing background information for the guest speaker, Architect Joe Lobco
- visiting the facilities
- presenting to the public
- reviewing the public input
- coordinating and participating in the brainstorming and drawing process
- preparing the final report

Brad Johnson was a participant in the charrette and his concept of sports fields surrounded by a treed buffer zone with meeting places at each street intersection was critical in the development of the concept design.

Our initial ideas, concepts and preliminary thoughts for the development of the site would be best summarized in the principles outlined in the Memorial Centre Design Charrette report (Appendix A) prepared by Mikaela Hughes and Bruce Downey. The concept plan presented in the report was developed by the charrette participants as an illustration of these principles and is not intended as a finished product.

There were many more ideas and concepts discussed throughout the charrette exercise than those illustrated in the report. The process we are proposing includes a more thorough study of the needs of user groups, especially the major stakeholders, and a workshop process to more clearly define the specific needs and resolve areas of conflict. In preparing for the charrette, we have already begun the process of collecting photographs, site information and requirements of different user groups and have made contact with some of the user groups.

3. Framework/Process

We propose a workshop for this project as an effective way to gain an understanding of current uses and events in the fairgrounds, to discuss future user needs, address concerns.

Key Considerations for Workshops

The workshop format is an incredibly effective means to accomplish project tasks. Intensive sessions over the course of one or many days serve to condense the amount of time it takes to review and discuss background material, formulate a framework for the project, produce plans, and involve a diverse group of people. Thus, we see workshops as a means for everyone involved to focus attention on a project and meet a tight timeframe.

We spend a considerable amount of time prior to the workshop to prepare public notices and speak with stakeholders.

We recognize that many people who were involved in the previous initiatives will want to be part of this process. We recognize the opportunity to meet with groups and individuals who are knowledgeable of the site's history. We would also spend time prior to the workshop to prepare legible base maps and arrange site photos. We would do this so that participants can become familiar with all aspects of the site.

We use workshops on almost all of our planning and design projects.

They are integral to the process we use to develop solutions and believe they have been successful because we ensure:

- **A complete list of possible participants is assembled at the outset**

We will work with the City of Kingston to prepare a database of stakeholders. The database will include the names of stakeholders, phone/fax/e-mail, mailing address, and mandate or special area of interest.

- **The "givens" are confirmed in the beginning**

The success of the public process hinges on the initial understanding and agreement on the "givens" or "non-negotiables" that govern the public input process. We will ask decision-makers to determine the "non-negotiables" for this project so that stakeholders clearly understand where their freedom for input lies. This ensures expectations are managed from the outset so that the stakeholders are not disillusioned at later phases of the project.

- **We get to know the participants before the first session**

We meet with representatives of key interest groups and agencies to understand their mandate, key areas of interest, issues, and concerns regarding the project. We would also use these meetings to fully explain the intent of the consultation program and to get their feedback on our approach, enabling us to fine tune the workshop.

- **Participants must fully understand the purpose of the workshop**

We believe that meaningful participation is achieved, in part, when people have information in advance of the session. It is important to distribute a clear description of the study and a workshop agenda in advance of the event to give people time to consider their opinions and input.

As well, we recognize and work to mitigate typical pitfalls for public processes. Despite best efforts to involve all interested stakeholders from the outset, often the greatest conflicts emerge when new participants enter the process at later stages. Our study team works to bring these people up to speed with respect to prior work and agreements. The process is designed to ensure inclusivity at any phase so that no one feels left out of the process.

- The team presents technical information in an easily understandable manner

Workshop sessions begin with brief presentations by members of the study team to ensure that participants have the benefit of understanding background information. We ensure that our team members present their information in a manner that is easily understandable.

- Participants review our work in progress

It is our experience that participants are receptive to providing comment on work in progress and appreciate the opportunity to help shape final plans and documents. With this in mind, we present drawings on trace paper and conceptual sketches at workshop sessions. Our team members are comfortable drawing and writing options at the table with workshop participants.

- Discussions in small groups

We believe that the public has the best opportunity to share their thoughts within small groups and when discussions are facilitated. Small groups provide an opportunity for participants to offer input, including those who may be hesitant to participate in a large meeting. The small group discussions will be led by experienced facilitators who will guide the group through a set of specific questions.

- Clear Agendas for the workshop and charrette

A detailed agenda is prepared to clarify the purpose, expected outcomes, participants, presenters, facilitators, sequence of sessions, etc.

- Thorough media relations

We also believe that an aggressive media relations program is necessary to meet the talented and experienced communication strategies of some of the key interest groups. The media is a critical tool for shaping public opinion.

The key to successful media relations is taking what the client has to communicate and fitting it into the constraints within which the media operate. Our team includes consultants who are well recognized for their skills in developing focused media releases, efficient media conferences, and engaging visual materials for both print and electronic media.

Ultimately, media relations are a key component in shaping public opinion that in turn affects political decision-making. Notably, a skillful media relations campaign has the potential to develop public support of an idea or an initiative that in turn enables political support.

4. Timeline

Activity	Week
Meet with Revitalization Committee	Late August/Early September
Collect relevant documentation	Early September
Meet with stakeholders groups	Early September
Fall Fair – meet with KDAS members responsible for different aspects of fair	Sept. 14 th to 17 th
Workshop	End of September
Development of design drawings	Early October
Presentation to Committee	Mid October
Development of presentation	Mid-End October
Presentation to Public	End of October
Final Report	Middle of December