TO: Chair, Multiplex Steering Committee
FROM: Lance Thurston, Commissioner, Community Development Services Group
RESOURCE STAFF: Mark Fluhrer, Director, Culture & Recreation Department
DATE OF MEETING: 2006-06-26
SUBJECT: Repurposing of Identified Community Centres / Arenas – Repurposing Stakeholder Consultation Plan

EXECUTIVE SUMMARY:
The staff report to the Multiplex Steering Committee on May 1, 2006 contained the following recommendation:

"That staff develop a detailed ‘Repurposing Strategy’ and report back to Council by the beginning of June 2006."

The Culture & Recreation Department is preparing a detailed repurposing strategy and at this time is providing the Multiplex Community Centre Project Steering Committee and Council with a strategy on how staff will conduct the consultation, timelines and the type of information that they will report back on once the consultation is completed, such as:

- Include a structural, mechanical, electrical and building envelope review of the present conditions of Wally Elmer, Cook Brothers and Harold Harvey arenas,
- Conduct a full financial review,
- Provide a high level assessment of potential recreational, social, health, cultural and educational uses of the facilities including the possibility for some partnerships and funding sources.

The report containing a variety of recommendations will be presented to the Multiplex Community Centre Project Steering Committee in November of 2006.

RECOMMENDATION:
That the Multiplex Community Centre Project Steering Committee approve the proposed repurposing stakeholder consultation plan as attached and found in Exhibit ‘A’ of this report.
Lance Thurston,
Commissioner, Community Development Services

Glen Laubenstein, Chief Administrative Officer
OPTIONS/DISCUSSION:
A key and core component of the Repurposing Strategy for the identified existing community centres/arenas includes appropriate consultation with various stakeholders including users, general public in the area, other potential users and partners, City staff along with other communities of interest with each facility.

The City of Kingston has secured the services of Rob Wood of 8020 Info Inc., working closely with City of Kingston staff, to provide various services in delivering an effective outcome through transparent and open consultation with the above described key stakeholders as outlined in the ‘Repurposing Stakeholder Consultation Plan’. The Communications Division and its staff are also providing key guidance and support throughout the process.

The Repurposing Stakeholder Consultation Plan (see Exhibit ‘A’) outlines in some detail how it is proposed the consultation process will unfold. The consultations will include: one-on-one interviews, phone calls, group meetings, written submissions, web based submissions, phone message access to a general mailbox, public meetings near or at each community centre/arena location to name the core methods of ‘making the connection’.

The consultation will be seeking ideas and potential collaborations that enhance community experiences in the areas such as: health, education, recreation, culture and social. Existing and potential future users will be interviewed and considered in the report to the Multiplex Community Centre Steering Committee in November of 2006. Collaborations can and will improve the ability of the various agencies together to deliver individual services on a resource sharing basis.

As one of the goals and objectives or expected outcomes of this process is the identification of potential effective partnerships that enhance community programming and potentially reduce both capital and operating costs to the City of Kingston tax payers in the repurposing of these facilities.

EXISTING POLICY/BY LAW:
N/A

NOTICE PROVISIONS:
N/A

ACCESSIBILITY CONSIDERATIONS:
As the development of a repurposing plan will take into account recreational, cultural, social, health, educational and other related needs within the various communities of interest or neighbouring communities, issues surrounding accessibility will be taken into full account throughout the process.

FINANCIAL CONSIDERATIONS:
Recommendations will be presented to the MCCP Steering Committee and Council in November 2006. These recommendations will outline potential collaborative models for repurposing with a base risk/benefit analysis associated with each. Once direction has been given to investigate further, business plans and models will be developed around each desired potential model.

The MCCP Steering Committee and Council have approved the necessary funding in order to complete this phase of the repurposing process through Council Report No.: 06-071.
CONTACTS:
Mark Fluhrer, Director, Culture & Recreation Department 613-546-4291 ext. 1342
Lynda Breen, Manager, Recreation Services, Culture & Recreation Dept. 613-546-4291 ext. 1705

DEPARTMENTS/OTHERS CONSULTED AND AFFECTED:
☐ Commissioner Beach, Sustainability and Growth;
☐ Commissioner Segsworth, Public Works and Emergency Services;
☐ Acting Commissioner Hickey, Finance and Corporate Performance;
☐ Commissioner Thurston, Community Development Services;
☐ Commissioner Leger, Corporate Services;
☐ Jim Keech, President Utilities Kingston

EXHIBITS ATTACHED:
Exhibit ‘A’ - Culture & Recreation Department Repurposing Stakeholder Consultation Plan
City Arena Repurposing Consultation Plan

**OVERVIEW**

**Primary Objective:**

This document outlines a plan to consult creatively and effectively with user groups, potential partners and neighbourhood residents with respect to the repurposing and reprogramming of the Cook Brothers, Harold Harvey and Wally Elmer arenas beyond 2007. Each one is unique in terms of neighbourhood role, uses and physical condition.

The objective is to engage potential users, partners and everyday citizens to solicit their views, identify their needs and consider their concerns as part of the process to assess potential alternatives for repurposing these culture and recreation facilities as neighbourhood assets.

**Approach: Areas of Emphasis**

The plan reflects emphasis on certain approaches to this consultation, including:

- **Outreach to the neighbourhoods involved**
  (as opposed to City Hall-based town hall meetings/formal methods of comment)

- **Multiple channels for giving input**
  (e.g. meetings, phone interviews, email, web site, voicemail, survey card input)

- **Respect for different communication comfort zones and levels of comfort in communication.**

- **Multiple channels of promotion**
  (media, print materials, word of mouth, online, corner store signage, and third-party channels such as leagues, associations and community groups)

- **Validation with the community at key milestones**
  (from initially framing and explaining the issues, through brainstorming the potential options, commenting on assessments of the viability of alternative plans, and encouraging indications of interest from potential partners and supporters)
POINTS OF ENQUIRY FOR THE CONSULTATION

Consultation efforts in their various forms would be co-ordinated around certain key issues and decision points to improve the consistency of data collection and public feedback. Some goals, for example, might be to:

- Identify general “value propositions” for the repurposed facilities (potential new needs/benefits, value to the neighbourhood, impact on youth, place in social, cultural, recreational and community life, indirect value as a community asset, and so on).

- Identify current uses/users, potential new uses/users and potential partners.

- Identify latent/pent-up demand (groups requiring a variety of uses of these facilities), interest in informal/ad hoc neighbourhood uses (such as shinny hockey or pickup sports), and non-traditional (that is non-recreational) activities such as health, educational, cultural and social service programs.

- Gather information on the framework of user types/profiles, main categories of uses to be considered (such as social, education, health, culture and recreation purposes), current activities that might continue to operate out of an arena, and potential new activities that might start to operate out of the arena.

- Identify opportunities and impacts on the adjacent facilities, such as the Shannon Park softball diamonds, soccer fields, splash pad, Megaffin baseball diamond and Optimist softball diamond, Catons soccer fields, and the Garrigan Park softball diamond and adjacent leisure park.

- Invite comment on key sustainability questions related to revenues, operating and capital costs, user fees, in-kind contributions and potential risks.

- Test perceived constraints and/or identify potential solutions or work-arounds.

- Identify any current or future neighbourhood concerns or priorities.
TARGET AUDIENCES

External Stakeholders

- All current and potential user groups
  (e.g. Church Athletic League, Boxing Club, youth groups)
- Interested partners/stakeholders
  (e.g. boards of education, community service groups, community health centre)
- Community advocates and neighbourhood organizations
  (e.g. CRNC/Community Response to Neighbourhood Concerns, Wally Elmer “Hub”)
- Suppliers and commercial interests
- Members of the three neighbourhoods as well as the general public

Communications Partners

- Kingston media (radio/television/print/magazines/online)
- Corner stores and similar high-traffic points in the neighbourhood of each arena
- Organizations with special events (AGMs/banquets) during the consultation period
- Neighbourhood organizations and agencies with the means to get the word out

Internal Stakeholders

- Municipal staff with a focus on Culture & Recreation, Facilities Management and Public Works departments; as well as finance, legal etc.
- Union(s)
- Council members and Corporate Management Team
- Multiplex Community Centre Project Steering Committee
- Technical/Staff Advisory Committee
KEY MESSAGES

This project will reflect the need to be inclusive and transparent, open and accessible. For the consultation component, messaging will focus on:

1. Providing clear, credible information about the current and future status of the three identified arenas, and framing a range of options for their future use.

2. Inviting the submission and integration of ideas for future community use of those three facilities, which will not include ice use in the Harold Harvey and Cooks Arenas post the completion of the Multiplex Community Centre.

3. Inviting the community of users, stakeholders and neighbourhood residents to participate in meetings to consider options and bring their views and resources to the table through a variety of channels at various milestone points in the process.

4. Opening the public discussion to welcome new potential partnerships and methods of sustaining the three repurposed arenas.

5. Invite the public to respond to emerging proposals for use and indicate support for investment in these neighbourhood assets.

COMMUNICATION VEHICLES

City Web Site: Information, option for email input or comment form
Print/Radio/TV: Media releases, Advertising (City Page in KTW; City Watch radio: FLY-FM/K-Rock)
Networking: Phone calls and emails to network through local groups
Email Data Base: Electronic direct mail to specific audiences
Arenas & Other Public Buildings: Post information such as flyers, posters on bulletin boards; handouts for counters (municipal and public owned buildings)
Printed Materials: Brochures; flyers; general information or to correct misinformation
Direct mail: Mail out of information that is targeted at specific audiences
Outdoor Signage: Outdoor signage: Counter Street; Cataraqui/ Kinsmen Arena; Lion's Civic Gardens or paid signage/other organizations
e-City NEWS: Targets internal employees
Public Meetings: Public consultation sessions, Events held for members by leagues, associations, local groups
GENERAL TACTICAL PLAN and TIMELINES:

Planning and Content Research Stage - June/July/August
Sign off on communications plan
Obtain all background information, starter ideas, key facts
Initiate initial interviews with key informants from stakeholder and user groups
Draft media releases, public notice ad, background info, survey cards, web and email content
Clear dates and confirm venues for public meetings
Confirmation of all context/framing information on options, constraints, usage stats
All starter ideas from staff prepared and incorporated in the material
Sign-off on facilitation format, data collection, physical set-up and requirements
Sign-off on discussion brief and information content (releases, ads, web content etc.)
All contacts made to set up info distribution (outlets, organizations, partners)

Public Notice/Promotion Weeks - August into September
Notices start going out by phone and email (three weeks advance notice)
Material posted on the web site (perhaps with a form for input)
Radio/print support kicks in (two or three weeks advance notice)
Phone input hotline activated
Flyers/postcard invites/survey cards printed and distribution begins
Sign off on workshop materials for public meeting consultations -- worksheets, data collection forms, room layout, RSVPs
Publicity tactics -- e.g. appearance on K-Rock or TV sports, guest Whig op-ed
Publish "reminder" media release
Get invites/messaging out for promotion through local leagues, associations, community groups
Call around to encourage participation in public meetings

Public Consultation Weeks - September
Public Meetings/Consultations at three community centres/arenas
Compilation of public input from online, email, phone calls and other sources
Staff review and validation of documentation with users/stakeholders/neighbourhoods

Report Writing and Validation - September/October
Draft report with further staff advice, combined with public input/validation
Staff development of concepts/repurposing options
Feedback from public participants (to help validate identified repurposing options)

Follow-up and Business Case Development - November and beyond
Report back to Committee
Staff develop business case(s) for leading options as directed by MCCP Steering Committee and Council
Validation of options/report back to community
Presentation of final recommendations based on staff advice/community input
## Repurposing Consultations

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Approximate timelines as of June 15, 2006</th>
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<tbody>
<tr>
<td>Finish communication/consult plan</td>
<td>July</td>
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<tr>
<td>Content research/design work/event mgt.</td>
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<td>Initial interviews with key stakeholders</td>
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<td>Public Promotion Campaign</td>
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<td>Public Input / Consultation Sessions</td>
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<td>Documentation of Input/Staff Review</td>
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<tr>
<td>Draft Report on Consultations</td>
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<td>Validation with Community</td>
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<tr>
<td>Staff development of repurposing options</td>
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<tr>
<td>Follow-up with community</td>
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<td>Presentation to Committee</td>
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<td>Final Report to Council</td>
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* Staff development of business cases for go-forward options would follow this process.