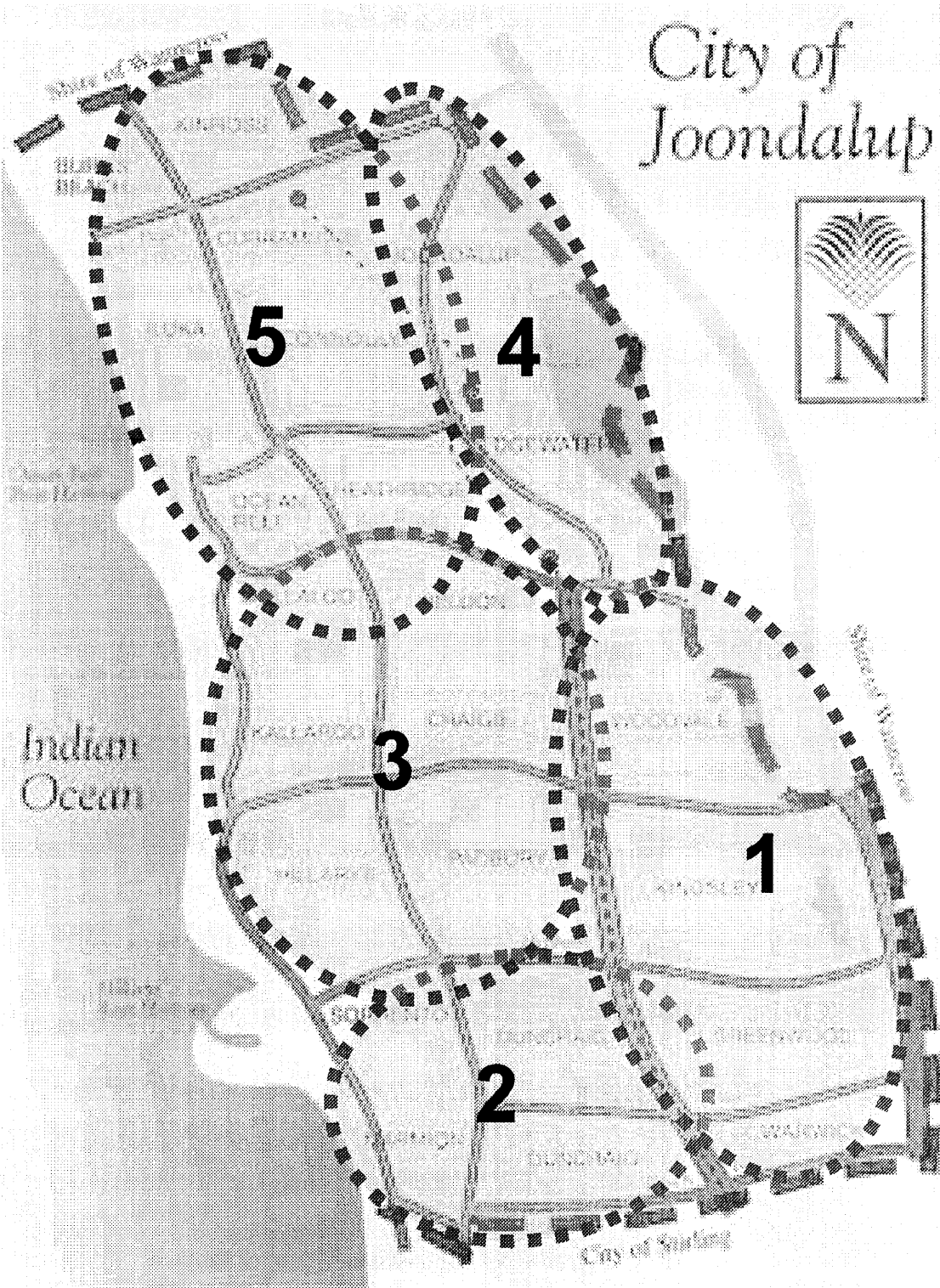


Value Management Districts



Notes - Districts are determined by major paths or barrier and where possible focused around a Town or City Centre.

Project Scoping

Stakeholder Partnership Development

(November 2000 – January 2001)

As Precinct Planning is concerned with the integrated delivery of private and public programs and projects, the early stages of the undertaking involves the development of internal then external partnerships. Project Scoping assesses the resources available for the project, and the level of interest and commitment to its success.

Internal Partners Workshops and Team Development

Comprehensive program of internal review and scoping undertaken. A working report on the workshops is available.

External Partners Workshops and Team Development

Workshops and presentation conducted at all levels. Significant levels of support developed with reasonably clear indications of available resources. A leading expert on creating attractive urban centres (Professor Jan Gehl) commissioned to workshop external stakeholders on street life driven revitalisation, reinforcing the need for private and public investment to work together to support sustainable centres.

Reference Group

It is proposed that a reference group of key stakeholders and private and government delegates be formed to assist in developing and implementing the plans.

Council

Council has been consulted in the development of this program through a Council Briefing on 5 December 2000.

Precinct Centres Analysis

(November 2000 – January 2001)

Definition

The *Precinct Centres Report* is a working document that seeks to compile a selection of indicators from a broad array of studies as well as undertake an initial on-site analysis of Centres.

Outline

Precinct Planning commences with background research into the City using standard, demographic data and assessment of a centre through standard urban design evaluation measures. Particular emphasis is paid to the centres and their performance in terms of social, economic and environmental benefit. Information is gathered to assist in understanding impending changes, with the expectation that the area of greatest need and most dramatic forces of change, will be the precincts where planning will be undertaken first.

Process

The process is reported in the *Centres Identification Report* to Council including an Identify Centres Project Facts Sheet.

Resources

Budgeted in 2000- 2001 Business Units Plan. Work in progress using contracted staff.

Progress

The report has been completed and centres assessed and prioritised into levels of need and opportunity. The report will be made available for public comment. Feedback will be used to refine the prioritisation of centres and assist in design. Formal or informal expressions of interest in partnershiping with improvements to the area, from centre owners and other land owners, will be invited and recorded to assist with future prioritisation.

Urban Sustainability Principles Assessment

Situation analysis requires the investigation of principles and strategies for revitalisation of centres. The principles need to be in line with the Council's Strategic Plan, Council and other Government policies and in accordance with current Community values.

Outline

Analysis of City trends and approaches reveals an increasingly strong relationship between the City's strategic direction and the Ministry for Planning's policy on residential development. *The Liveable Neighbourhoods Community Design Code* has been reviewed and appears to offer significant guidance.

Process

A detailed report will be developed outlining existing and new initiatives in line with the *Liveable Neighbourhoods Community Design Code*. This report will be presented to Council as a guide to the range of strategies and initiatives that should be considered in revitalising neighbourhoods and Centres.

Resources

Work undertaken by internal staff.

Progress

A recommendation on the Ministry for Planning, Western Australian Planning Commission *Liveable Neighbourhoods Community Design Code* is made in the submission "Liveable Neighbourhoods Community Design Code Submission Report". The *Strategies and Initiatives Report* is well under way.

Neighbourhood Value & Identity Studies

Value Management

(Mid March 2001 - Late April 2001)

Outline

Value Management is the process by which the community will be involved in reviewing the strategic plans and their own values to develop a “Charter” or localised strategic plan for their district. It establishes the degree of support for a program of managing change in partnership and as a mechanism to establish the level of support for turning the ageing retail centres into mixed use community centres (micro urban villages).

NOTE

A district is established as a series of suburbs around a regional centre or other major focal points (Attachment). Suburban boundaries are ignored in favour of identification of the communities of the district. Research indicates that these communities usually develop in association with a neighbourhood centre.

Process

The Value Management sessions will workshop the future of each district, the principles for quality of life and a statement about the importance of planning a sustainable future for the area. Value Management involves key presentations from experts, with knowledge of international and local trends, to ‘prime’ the community. An up-front, key stakeholders workshop will be held to fine tune these presentations and scope the potential for involvement of regional stakeholders.

Outline of Key Questions to Value Management Participants:

- What are the core community values, the brief you would write for this area if you had to write something that could be used for the next ten years as a guide to what ever came along?
- What is our vision of life here in the future, the kind of place it should be, the lifestyles it offers?
- What do we value most, what would we put ahead of other needs and desires?
- What we would do for our community to ensure this place becomes the neighbourhood we want to live in?

Recording of Immediate Concerns and Specific Issues:

- The Value Management process is explicitly focused on long term visions and the principles for managing change. Attendees will, however, be encouraged to record current detail and specific concerns on plans of the area. These will be documented (see Community and Neighbourhood Mapping Audit and Mapping below) and become a reference for the design team during Enquiry by Design (See Concept Planning below).

Phasing

The Value Management workshops will commence with a 'Key Stakeholders Forum' to discuss principles, trends and other situation analysis issues. Over March and April a series of five Value Management workshops will be held providing one per district

(See Value Management fact Sheet and Districts Plan)

Resources

Funded from current budgets. The Strategic Planning section is assisting with background reports, funding review and update work as well as some of the consultancies. Value Management is sufficiently strategic in nature to enable these inter-business unit partnerships with several business units.

Progress

Key consultants notified and rough outline of content scoped. Partnerships with other business units (particularly Strategic Planning) formed to share consultation opportunity and test community response.

Community Neighbourhood Audit and Mapping

(February 2001 – May 2001)

Community and neighbourhood mapping is the recording of a broad array of information about the neighbourhood, on maps and plans.

Outline

The Neighbourhood Audit develops a comprehensive record of local information recorded on a map (spatial mapping of themes – or thematic mapping). This will be the first time the City of Joondalup has undertaken the process of mapping information on works programs, community needs, urban character, landscape forms, traffic volumes and other issues in a way that can be understood, interpreted and used across the organisation and by the community. These spatial maps form the reference for urban design, structure planning and the co-ordination of private and public development at all levels.

The Neighbourhood Audit includes community evaluation of the local environment through on-site audits and through various techniques for revealing local perception of place and meaning. It will also include a study of the usage of public space in and around the centres with a view to prioritising areas to address in the Concept Plan.

Process**Neighbourhood or Identity Maps**

A composite map of what users of the area remember about it as expressed in hand drawn maps.

Thanks to the strong leadership shown by Leisure and Recreation Services the first step in this process will commence with the release of *the Education 2001* CD-ROM. This includes an outline of the neighbourhood mapping process, an exercise that has been undertaken in cities around the world using people from all walks of life and ages. It involves drawing free hand maps of the neighbourhood. These free hand maps reveal common and unique concepts about the place and how it is laid out. They tell us a great deal about what is important to people and memorable about the place.

Current Issues Map

Problems Map - Traffic, Access, Environment and Safety Issues.

- Attendees at the Value Management sessions will be asked to provide this information through application of yellow sticky notes to a plan of the area.

Future Opportunities Map

New ideas and a record of what needs to be protected and what potential is there for enhancement and improvement of the area.

- Attendees at the Value Management sessions will be asked to provide this information through application of yellow sticky notes to a plan of the area.

Environmental Audits

Community audits of landscape, urban design, perceptions of safety etc. A methodology developed by the *Safe Cities Program* will be used. Expressions of interest will be invited from interested schools and community groups.

- Community Development may be able to assist.

Use Audits

Records of areas of pedestrian use, pedestrian movement and other traffic. A methodology, developed by *Jan Gehl* and used in cities around the world will be used. Expressions of interest will be invited from interested schools and community groups.

- Planning and Architecture Schools may be able to assist.

Phasing

The mapping of information, spatially, can commence soon after the background report is noted. Standard cartographic base maps for concept planning will need to be produced prior to May. The mapping of audits and other information will be most intense around late May and June.

Resources

Several other units have indicated a willingness to stage the development of community needs studies, and other studies, to ensure that the most current background information can be provided for spatial mapping, prior to the concept planning stage. They will then join the concept planning team to ensure objectives are considered and potentially addressed by the process.

Co-ordination of audits, neighbourhood mapping and other thematic mapping information gathering will require community involvement and a high degree of self-motivation. Officers will be available to explain and workshop the process. A CD-ROM or Web Page may be developed to outline the techniques and provide recording sheets. No budget has been assigned.

Much of the work, in spatial mapping, could be undertaken in house if this is made a high priority.

Concept Planning

Development of Best Practice Neighbourhood Designs **(April 2001 – May 2001)**

Outline

Principles and models for best practice neighbourhood design will be presented and tested through the trial Enquiry by Design process. Enquiry by Design is an open, inclusive and iterative process where ideas are developed through successive stages of design and design review. The design team includes internal and external design experts and specialists with local knowledge and members of the community are welcome to comment and critique proposals at the end of each design session. The process occurs over several sessions and principles are agreed in advance.

The Enquiry by Design process will be applied to two precinct centres to be designed in the 2000 – 2001 financial year. The trial will be used to test whether this is the correct process for concept planning of neighbourhood centres after July 2001. The process will provide an example of the approach and the type of proposals that might be put forward to benefit the social, economic and environmental success of these Centres and neighbourhoods.

Resources

Budgeted in 2000-2001 budget. Centres will be selected on the basis of information contained in the *Precinct Centres Review Report* and an examination of which Centres are facing critical external pressures.

Consultants will be appointed and the community invited to participate in the Enquiry by Design workshops through notices and other appropriate means of communication. Local residents will be advised by mail.

Publicity (Advertising of Project)

(May - June 2001)

An intensive marketing launch, of the Precinct Action Planning Program, highlighting the work done up to this stage and the importance of the concept planning stage will be undertaken.

A program that allows for 100% 'potential for involvement', provides site boards, and is supported by a web site, mail drops and a video along with a media campaign to ensure broad awareness in the community. Precinct Planning involves the representation of what might appear to be quite dramatic and radical concept plans. These may reveal great opportunities for the future of the area, however, without prior notification and awareness building, negative reactions are likely to prevail.

The marketing program and launch also highlights Joondalup's leadership role in planning for the community. It can involve and attract key stakeholders who have the potential to assist in the delivery of outcomes.

Resources

Not budgeted for, as the earlier intention was to work predominantly through word-of-mouth. This is still required but the broader, more inclusive and comprehensive approach, requires greater profile.

It is intended that the project will be badged. Several approaches will be taken to inform people as to what is happening and how they can be involved. A video will be produced outlining the process, in addition to CD ROMs in order that schools and groups can guide themselves through the process of contributing to the program.

Proper marketing will overcome previous complaints that the community wasn't involved. Marketing will also encourage institutions to become involved and contribute expertise. Government agencies will be able to see how they can be involved and investors may be attracted to the area, bringing additional dollars into the region.

The budget for this program is proposed to be included in the 2001 – 2002 budget. Once the process has been tested on two centres and pending its success, a budget report will be prepared requesting that Council endorse the continuation of the program using the revised process.

Concept Plan Development

(July to December 2001)

Definition

Concept planning is the development and documentation, in words and images, of an 'in principle' agreement about the future of a neighbourhood and its Centre. This forms the foundation for further detailed design and the development of policies and initiatives for securing the agreed outcomes.

Outline

Concept planning is a process, by which issues and opportunities are considered, discussed, resolved and agreed to in principle. The 'in principle' agreement, recorded in words, draft structure plans and indicative sketches is non-binding but becomes a reference for what is possible in the area. After concept planning, structure plans, policies and some rezoning may be advertised for endorsement. Investors may be encouraged by the opportunities and the community may see how a range of ideas can be successfully integrated. Some works may follow the concept planning stage but only if they are minor or unlikely to negatively affect any group.

Process

The proposed process for concept planning is Enquiry by Design. The process has been tested in various forms around the world, and in particular, recently by the Ministry for Planning. It recognises that as design teams develop schemes, being able to test ideas with those who will have to implement and use the outcomes can help ensure the proposals are practical. In addition, periodic reviews of ideas can lead to new ideas that may be both more innovative and

appropriate to the location. In particular it reduces the likelihood of the outcome being politically unacceptable or financially unrealisable.

Phasing

The Concept Planning process will be phased so that each district (see Attachment) can be managed as a separate workshop and that the specialised, multi-disciplinary team can move from one district to the next over several months. Some team members may change to suit specific areas.

Resources

Indications are such that internal staff will be able to assist the team during the intensive Enquiry by Design workshop phase. The preparation, scoping and most of the design work and post workshop documentation will have to be dealt with by consultants, as has been the case with the pilot projects for Sorrento and Mullaloo. Outcomes will, potentially, be greatly improved through the direct involvement of internal staff during the Enquiry by Design workshops.

Elements contained within the concept plan:

- statutory guidance and financial planning;
- agreed development plan showing intended outcomes and staging, commitments 'in principle';
- agencies and private sector agreements, record of proposed City and State infrastructure plans; and
- the framework for a structure plan (development guidance plan including proposed/ approved zonings and development/ public space guidelines).

Sense of Place Project

Definition

The *Sense of Place Project* is the development of an element of street art symbolising the place and the community's sense of identity and aspirations for the future.

Outline

It is recognised that without a physical change occurring to commemorate the process and indicate commitment to realising its outcomes, there is likely to be a high degree of scepticism. The visualisation project is a living art (usable piece of urban furniture or attraction) that both celebrates the values of the area and announces the commencement of the first step in revitalising the area – recognising its current value and the desirable characteristics it currently has.

Process

The artist will be commissioned to attend the workshops and interpret the key themes and ideas. With interested community members the artist will develop an artwork, construct it and install it.

Phasing

The artwork should be on the ground in each centre no more than 8-10 weeks after the concept planning workshop.

Resources

The Leisure Services unit is keen to contract manage the work but will need to budget for the commission. An underlining principle of the contract will be that the element of street art must be functional, contribute to the use of the public area and it must provide an indication of the themes and colour that should be incorporated in future streetscape works in the district. The bench designs used around Joondalup City Centre are an example of a '*Sense of Place*' project.

Approximately \$10,000 will be required for each district to procure the *Sense of Place* art works. The project may consist of one centrally located art work or several smaller projects. It is hoped that a funding grant for 50% funding can be found from cultural grants to be matched by \$25,000 from Council.

Master Planning

(December 2001 onwards)

Master planning is the conversion of schematic concept plans into designs that can be costed, developed into working drawings and implemented. Master planning co-ordinates the work of Council departments and other public sector agencies to deliver the outcomes it has agreed to as part of its partnership with the community. Masterplanning helps provide additional direction and detail to the 5 year Capital Works Program. Budgetary adjustments will be undertaken to accommodate the outcomes.

Outline

Detailing of programs and initiatives for budgeting and implementation on a neighbourhood basis. Hand over to multi-disciplinary implementation teams with a clear indication of objective and priorities.

Process

Key Centres selected on the basis of need, opportunity. These Centres will get master plans and indicative staging. Enough detail will be developed by the Concept Planning Team working with technical expertise to 'hand over' implementation to business units. Key internal operations personnel will oversee the design work and a member of the Concept Design Project Team will consult on general objectives and local issues during the implementation process.

Elements in the Neighbourhood Master Plan

Costs, staging, layout of parking and other streetscape works, infrastructure works, location of urban furniture and key public areas.

Resources

Resources in other business units are limited but there is general agreement that Precinct Planning would be highly beneficial for the integration of projects. There is support for a more integrated and intensive approach to planning the organisation effort and acknowledgement of the possibility of considerable savings in works costs if more time and effort was put in to up-front planning. Diversion of staff from implementation may, however, delay completion of capital works projects

IMS and other operations areas are not able to provide more input beyond advice to consultants and attendance at overview design workshops. Overall master planning of key centres and detailed design development of Stage 1 works projects will require appointment of consultants.

A detailed program for design development will be outlined for Council's consideration prior to the 2001 - 2002 budget.

There is considerable opportunity to shape some works programs through the process resulting in on the ground works in early 2002 based on the concept plans and current techniques rather than new master plans.