

IMAP Implementation Committee

Briefing Paper

Action 5.5 Infrastructure Development

IMAP Regional Active Sport and Recreation Facilities Planning Study project.

PURPOSE

1. To brief the IMAP Implementation Committee on the progress of the IMAP Regional Active Sport and Recreation Facilities Planning Study project.

BACKGROUND

2. The aim of the project is to assess the future provision of sport and recreation facilities, with the focus on active outdoor sport and recreation facilities and aquatic centres for the IMAP area. The project will be completed in two stages:
 - a. Stage 1 - Information Coordination and Analysis (completed).
 - b. Stage 2 - Future Planning (in progress).
3. At the IMAP Implementation Committee meeting of 26 May 2017, in relation to the Regional Sport and Recreation Facility Planning Study, the Committee resolved to:
 - a. approve in principle the Draft Consultant Brief for the recreation project, recognising it will still be amended; and
 - b. request the revised brief be circulated electronically for final approval prior to tender.
4. The revised draft consultant brief was circulated electronically to the members of the Implementation Committee and IMAP Communities Steering Group members on 28 September 2017, with a request for feedback or amendments by 6 October 2017. In the event that no response was received, the brief was considered suitable to proceed into the consultant procurement phase.

DISCUSSION

5. A Request for Quotation Process was subsequently conducted to engage a suitably experienced and qualified consultant to deliver Stage 2 of this project. The result of this process was the engagement of SGS Economics and Planning on 2 March 2018.
6. Stage 2 of the project commenced with an Inception Workshop held on 28 March 2018. Following that meeting all parties have provided a range of reference documents for the consultants to review as outlined in the project brief.
7. The project team is currently working with the consultants to finalise the project work plan. At this time the proposed project completion date is 1 October 2018. The Project Plan is attached for information – Refer Attachment 11a.

RECOMMENDATION

8. That the IMAP Implementation Committee resolves to:
 - a. Note the progress on Stage 2 of the IMAP Regional Active Sport and Recreation Facilities Planning Study project, with the next update to coincide with the completion of the project Issues Paper.

25 May 2018

Attachment 10a



REGIONAL ACTIVE SPORT & RECREATION FACILITIES PLANNING STUDY (STAGE 2)

WORKPLAN
MAY 2017

Prepared for
Inner Melbourne Action Plan

Independent
insight.

Independent insight.



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SGS Economics and Planning Pty Ltd
ACN 007 437 729
www.sgsep.com.au
Offices in Canberra, Hobart, Melbourne, Sydney

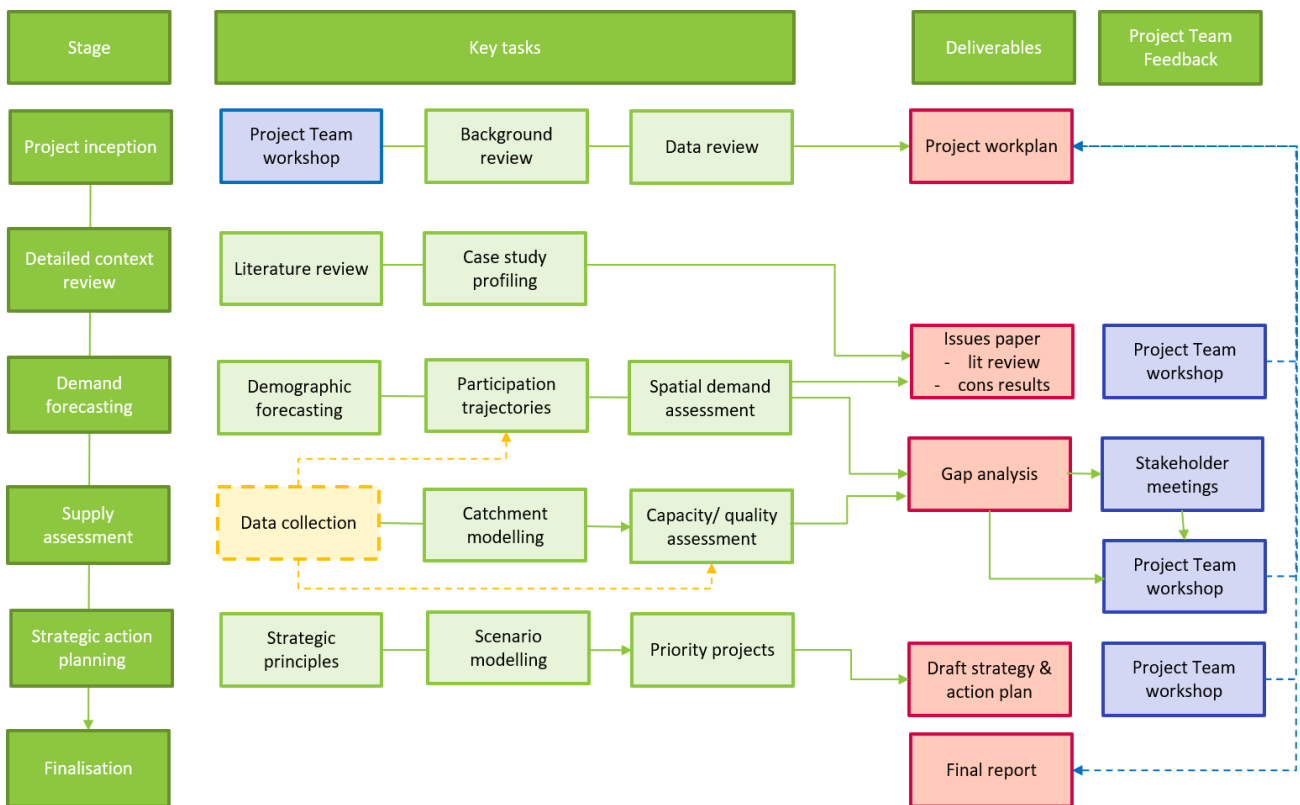
1. METHODOLOGY & TIMEFRAMES

We have proposed to work collaboratively with the IMAP councils to refine the ultimate methodology, recognising that the datasets that inform Stage 2 are inconsistent across the 20 plus activities included in the scope of works.

1.1 Overview

SGS aims to implement a methodology based on the following process, which is phased over 6 project stages as you move down the diagram. Consulting activities are presented in green boxes, stakeholder engagement in blue, and proposed outputs in red.

FIGURE 1 OVERVIEW OF METHODOLOGY



Summary of Key dates:

Stage 1: Inception :Complete

Stage 2: Detailed context review: Completion 18/05/18

- Identified case studies provided to IMAP: 07/05/18
- **IMAP Council representatives to participate in interviews during week starting 21/05/18**
- Case studies confirmed by IMAP: 28/05/18
- Deliverables: Case study profiles and preliminary literature review 04/06/18

Stage 3: Demand forecasting Completion: 08/06/18

- Deliverables:
 - Demographic forecasts, demand assessment: 25/05/18
 - Issues Paper: 08/06/18
- IMAP to provide one set of consolidated feedback by 15/06/18
- **Demand workshop: Week starting 25th June 2018**
- 20% invoice payment on delivery of demand workshop

Stage 4: Supply Assessment: Completion: 06/08/18

- Deliverables:
 - Catchment interactive mapping: 22/06/18
 - Facility performance interactive mapping: 06/07/18
 - Gap analysis 27/07/18
 - Stakeholder engagement 27/07/18
- IMAP to provide one set of consolidated feedback on deliverables by 03/08/18
- **Gap analysis workshop: Week starting 6th August 2018**
- 20% invoice payment on delivery of gap analysis workshop

Stage 5: Strategy and Action Plan: Completion: 27/08/18

- Deliverables:
 - Scenario testing: 17/08/18
 - Priority projects: 24/08/18
 - Draft strategy and action plan provided to IMAP 24/08/18
- IMAP to provide one set of consolidated feedback by 31st August 2018
- **Draft Strategy and action plan workshop : week starting 3rd September 2018**
- 20% invoice payment on delivery of draft strategy and action plan workshop

Stage 6: Final reporting: Completion: 01/10/18

- Deliverables:
 - Draft report package: 10/09/18
 - Final report package: 01/10/18
- IMAP to provide on set of consolidated feedback by 17/09/18
- 20% invoice payment on delivery of final report

Timeline is dependent upon IMAP providing feedback within a week of documents being submitted. Any delays in providing feedback will impact the project timeline.

1.2 Tasks in detail

Stage 1: Inception:

Task 1.1: Inception workshop

Description:	<p>SGS proposes to facilitate an inception workshop with the Project Team to commence the study. This workshop would:</p> <ul style="list-style-type: none"> ▪ Introduce the key team members to each other ▪ Identify and discuss project background, objectives, expectations and issues ▪ Collect and overview background information and data-sets ▪ Discuss and potentially refine the project methodology ▪ Identify key stakeholders and the best means for engaging them ▪ Confirm reporting requirements and timeframes. <p>We envisage this workshop taking approximately 2 hours. It would be informal in nature to ensure that information and knowledge exchange is maximised.</p>
Deliverables:	Not applicable
Status/due date	Complete

Task 1.2 Background Review and Task 1.3 Data Review

Description:	<p>The Project Brief includes a long list of reference documents, and describes the work that has been prepared in Stage 1.</p> <p>This task would seek to review the reference documents and datasets mentioned to:</p> <ul style="list-style-type: none"> ▪ Distil the policy/ strategic base for the Study ▪ Identify key data gaps for meeting the objectives of the IMAP councils, and ▪ Identify how the proposed methodology might best be progressed given available resources and information.
Deliverables:	Not applicable
Status/ due date	Complete

Task 1.3 Project workplan

Description:	<p>The consulting team will produce a Project Workplan, which will be an updated and a more detailed version of this “Methodology & timeframes” section of the proposal.</p> <p>The project workplan will outline:</p> <ul style="list-style-type: none"> ▪ Key tasks and how they fit together to deliver IMAP council objectives ▪ Responsibilities for completion ▪ Background material ▪ Expected outputs ▪ Anticipated timeframes, and ▪ Available resources (budgets).
Deliverables:	Project workplan (for Project Team confirmation)

Stage 2: Detailed context review

Task 2.1 Stakeholder interviews with IMAP Council representatives

Description:	<p>The consulting team will undertake one on one meetings with each of the IMAP councils to ensure that the following are fully appreciated for each council:</p> <ul style="list-style-type: none"> ▪ Council and Study objectives ▪ Local sport and recreation participation trends ▪ Key issues in sport and recreation space/ facility provisioning ▪ Perceived gaps in sport and recreation spaces/ facilities ▪ Priority sport and recreation development initiatives/ projects, and ▪ Exemplar literature, projects and/ or initiatives for investigation as part of Tasks 2.2 and 2.3.
Deliverables:	
Roles	IMAP Council representatives to participate in interviews during week starting 21/05/18
Status/due date	Interviews complete week starting 28/05/18

Task 2.2 Literature review

Description:	<p>The consulting team will review the references listed in the Project Brief, along with other published literature to ensure that the Study is fully informed by past research</p> <p>The literature review will cover, amongst other things:</p> <ul style="list-style-type: none"> ▪ Open space strategies (and provisioning reports) ▪ Sport and recreation strategies (and provisioning reports) ▪ Drivers of and trends in participation in sport & recreation activities ▪ Provisioning trends in sport & recreation spaces/ facilities in inner city areas. <p>We anticipate that the identification of pertinent literature, not listed in the Project Brief, will be informed by the initial stakeholder engagement meetings anticipated in Task 2.1</p> <p>Note that SGS has reviewed and accounted for all structure plans in the IMAP area when formulating our small area land projections (population, employment) across all of Victoria.</p>
Deliverables:	Literature review documentation: to inform issues paper
Status/due date	Literature review documentation complete by 11/05/18

Task 2.3 Case study profiling

Description:	<p>The consulting team will identify and describe how sport and recreation spaces/ facilities have been innovatively provided/ managed in inner city case studies (in Melbourne and elsewhere). This will include, for example, instances of:</p> <ul style="list-style-type: none"> ▪ Improved curation/ programming of existing facilities ▪ Rooftop usage ▪ Private developer provisioning in residential developments ▪ Shared use of school/ other non-local government facilities. <p>The aim of the case studies is to identify the key issues that must be addressed for successful implementation, informing potential adoption in the IMAP areas.</p>
Deliverables:	Case study documentation
Roles	<p>Councils to confirm proposed Case Studies during Task 2.1</p> <p><u>Council to confirm case studies by 28/05/18</u></p>
Status/due date	Case study profiles complete by 04/06/18

Stage 3 Demand forecasting

Task 3.1: Demographic projections

Description:	<p>SGS will prepare population (by age group) and employment (by major industry group) forecasts for small areas (SAM Zones¹) across the IMAP councils. These projections will span out to at least 2036, and will be broken down into 5 year intervals (i.e. 2016, 2021, 2026, 2031 and 2036).</p> <p>In performing these tasks, SGS will efficiently draw from its regularly updated projections prepared for state infrastructure planning agencies, including DEDJTR, DET and IVIC.</p>
Deliverables:	Not applicable
Status/due date	In progress: completion date 11/05/18

Task 3.2: Participation trajectories

Description:	<p>SGS will, draw from available participation datasets and insights generated in earlier tasks, to prepare demand projections for the IMAP region by sport and recreation activity (or groups of these activities depending on data availability). An appropriate demand metric(s) such as 'court time' will also be developed to enable strategic alignment with a similar facility capacity metric(s). This metric will also be segmented around multi use facility opportunities/limitations (i.e. Basketball and Netball demand might be interchangeable, while swimming would not be). Again, these trajectories will span out to at least 2036, and will be broken down into 5 year intervals (out to 2036). In preparing these trajectories, SGS will draw on client provided datasets including: ABS, ERASS, SSA and Ausport.</p>
Deliverables:	Not applicable
Status/due date	In progress: completion date 18/05/18

Task 3.3: Spatial demand assessment

Description:	<p>SGS will combine these demographic projections and participation trajectories to create small area (SAM zone) sport and recreation activity demand projections. This will consider the varying demographic patterns across the inner city including; high density areas, employment concentrations, student concentrations, etc.</p> <p>These results will be presented graphically and spatially (and in a form that will be able to interact with the supply assessment tasks proposed in Stage 4 of this study). Maps will be generated in an online mini website (using CartoDB) to enable the stakeholders to further integrate and explore the results. Relevant static maps contained in the report will be 'clickable' and will redirect readers to the online version to facilitate further exploration.</p>
Deliverables:	<p>Spreadsheets and summary maps of current and future levels at small area geographies across the IMAP council areas:</p> <ul style="list-style-type: none"> ▪ Population (by age) ▪ Employment (by industry) ▪ Sport & recreation activity participation (by activity categories).
Status/due date	In progress: completion date 25/05/18

Task 3.4: Issues paper

Description:	SGS will draw from all the previous tasks to distil an Issues Paper for circulation to the Project Team, and potentially further afield. This paper will summarise:
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¹ SGS Small Area Model (SAM) Zones are based on ABS Statistical Area 1s with further disaggregation for key renewal sites and areas of high activity (i.e. Fishermans Bend, Arden, Footscray). There are 1,466 zones across the IMAP region.

	<ul style="list-style-type: none"> ▪ Key policy aspirations ▪ Participation drivers and trends ▪ Spatial participation trajectories ▪ Provisioning challenges, trends and innovations ▪ Key issues/ major points of interest for progressing the Study, and ▪ Recommendations for progressing the Study.
Deliverables:	Issues Paper
Status/due date	In progress: completion date 30/05/18 Issues paper provided to IMAP 25/05/18
Role	SGS to provide Issues paper for review to Council 08/06/18 <u>IMAP to provide one set of consolidated feedback on Issues paper and demand assessment by 15/06/18</u>
Workshop	Workshop with IMAP group during week starting 25/06/18
Invoicing	20% invoice payment on delivery of demand workshop

Stage 4: Supply assessment

Task 4.1: Data collection

Description:	<p>After undertaking an initial review of the geo-database assembled in Stage 1, we believe there may be benefit in gathering some additional data surrounding:</p> <ul style="list-style-type: none"> ▪ Participation rates (e.g. via IMAP resident survey), and ▪ Facility capacity, fitness for purpose, quality/ condition, context attributes (i.e. near public transport) and facility development/ sharing potential (e.g. via engagement with facility managers or co-location with school). <p>An allowance has been made in the methodology for potential data collection activities, which will be flagged in the aforementioned Issues Paper and signed off by the Project Team before implementation.</p>
Deliverables:	Not applicable
Roles	Councils to provide additional information regarding participation rates, where available. Discussions with each Council to confirm datasets
Status/due date	completion date 08/06/18

Task 4.2: Catchment modelling

Description:	<p>The consulting team will model the physical accessibility of participation opportunities in agreed sport & recreation categories, i.e. from all locations across the IMAP council areas.</p> <p>When performing this task, we will:</p> <ul style="list-style-type: none"> ▪ Be mindful of how participants usually access specific opportunities (e.g. via foot, public transport or private vehicle) and ideal travel time thresholds ▪ Utilise our internally generated origin/ destination travel time matrices by various modes and respective networks (i.e. using a pedestrian network for walk times), and ▪ Identify locations that are currently under vs. over-served by sporting/ recreation activity/ facility type using a category and composite access index metric. <p>Result will be mapped (via online mini site) to show hotspots and gaps in the distribution of facilities currently.</p>
Deliverables:	Facility by sport and recreation category catchment interactive mapping

	IMAP will be provided with a link to the mini site.
Status/due date	completion date 22/06/18

Task 4.3: Capacity / quality assessment

Description:	<p>SGS will interrogate the geo-database developed in Stage 1 of the project to assess key spaces/ facilities in terms of their:</p> <ul style="list-style-type: none"> ▪ Accommodated uses/ activities and specialised opportunities/limitations ▪ Utilisation capacities – including an appropriate metric to align with demand analysis ▪ Fitness for purpose and quality/ condition of facility ▪ Relevant contextual attributes and co-location/integration opportunities <p>Results will be mapped (via online mini site). This will enable a clear understand of the performance of the existing network and the excess/unmet demand of existing facilities.</p>
Deliverables:	<p>Facility performance metric interactive mapping.</p> <p>IMAP will be provided with a link to the mini site.</p>
Status/due date	completion date 06/07/18

Task 4.4: Gap analysis

Description:	<p>Together the results of Task 3.3 and 4.3 will be assessed to identify the key gaps (supply/ demand mismatches) in major sport/ activity categories and locations over time.</p> <p>This gap analysis will utilise SGS optimal allocation algorithm (which has been used on facilities such as libraries, schools and golf course) to align small area demand with facility capacity by category. The results will enable any mismatch to be spatialised at the location where the miss-match is most felt. These gap results will be mapped (via online mini site).</p> <p>This algorithm based approach will be combined with an analysis of the key metrics, trends, research and consultation finding to ensure a nuanced understanding is presented.</p>
Deliverables:	<p>Gap analysis in terms of</p> <ul style="list-style-type: none"> ▪ Current under provisioning by sport & recreation categories ▪ Future provisioning by sport & recreation categories ▪ Key geographies that are underserved in terms of specific participation opportunities.
Status/due date	completion date 27/07/18

Task 4.5 Initial stakeholder engagement

Description:	<p>The consulting team will undertake one on one meetings with selected State Sporting Associations, which will undoubtedly focus on individual sports and how they approach/ navigate access to spaces/ facilities given the competing demands from other uses.</p> <ul style="list-style-type: none"> ▪ Study objectives ▪ Local sport and recreation participation trends ▪ Key issues in sport and recreation space/ facility provisioning ▪ Perceived gaps in sport and recreation spaces/ facilities ▪ Priority sport and recreation development initiatives/ projects, and ▪ Exemplar literature, projects and/ or initiatives for investigation as part of Tasks 2.2 and 2.3. ▪ Discussion of results of gap analysis and council priorities <p>A 2-hour workshop with IMAP and State Government agencies (listed in the Project Brief), will also be facilitated to share and expand on issues discussed during the council meetings.</p>
Deliverables:	Stakeholder engagement findings

Status/due date	completion date 27/07/18
Roles	SGS to provide all stage 4 deliverables by 27/07/18 IMAP to provide one set of consolidated feedback on all deliverables by 03/08/18
Workshop	Gap Analysis Workshop with IMAP group during week starting 6 th August 2018
Invoicing	20% invoice payment on delivery of gap analysis workshop

Stage 5: Strategy & action plan

Task 5.1: Strategic principles

Description:	<p>The consulting team will work closely with the Project Team to develop a concise set of agreed principles that the IMAP councils will adhere to when collectively provisioning and managing sport and recreation spaces/ activities in future.</p> <p>Without pre-empting the Study, these principles might relate to preferences for:</p> <ul style="list-style-type: none"> ▪ Locally versus regionally accessible sporting and recreation opportunities ▪ Space/ facility use flexibility given future demand uncertainty ▪ Multi-use and more intensive use of spaces/ facilities ▪ Utilising private and non-government spaces/ facilities where possible ▪ Improving user group equity of access to spaces/ facilities while balancing the need to provide medium term certainty to user groups.
Deliverables:	Not applicable
Status/due date	completion date 03/08/18

Task 5.2: Scenario testing

Description:	<p>The scenario testing task will broadly test how priority projects that have emerged from the previous tasks act to fill the identified provisioning gaps (spatially and temporally).</p> <p>The scenarios will be tested via the optimised allocation algorithm (outlined in task 4.4.) where changes to facility capacity/location can be tested at a strategic level. Impacts to various facility performance metrics and nuanced/specialised elements of the priority projects will also be summarised to ensure a full understanding of enhancement options.</p> <p>Scenarios will be iteratively tested and refined through three rapid feedback rounds where potential priority projects will be defined, modelled, results presented back to the core project team and then further refined.</p> <p>This will ensure development of a robust list of priority projects.</p>
Deliverables:	Scenario testing results
Roles	<p>SGS will intensively work on scenario testing between 23 July and 10 August, and will seek rapid feedback from Council three times during this period.</p> <p>A 2 day turn around on results will be required to ensure project timeline is retained.</p>
Status/due date	completion date 17/08/18

Task 5.3 Priority projects

Description:	<p>Drawing from Task 5.2 the priority projects that are confirmed by the scenario testing will be articulated further in terms of their:</p> <ul style="list-style-type: none"> ▪ Scope ▪ Location ▪ Activities accommodated/ managed
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	<ul style="list-style-type: none"> ▪ Delivery timeframes ▪ Indicative costs. <p>These priority project are likely to be capital works projects, management approaches, and other arrangements that expand/ optimise the opportunities for sports and recreation activities.</p>
Deliverables:	Articulation of priority projects
Status/due date	completion date 24/08/18

Task 5.4: Draft strategy & action plan (governance arrangements/ monitoring framework)

Description:	<p>A combined IMAP draft strategy and action plan will be developed. This will be a concise strategic level document that will include:</p> <ul style="list-style-type: none"> ▪ Vision ▪ Principles ▪ Priority projects over the short, medium and long term ▪ Responsibilities and milestones for progressing projects ▪ Milestones for progressing projects ▪ Governance arrangements ▪ Monitoring framework. <p>The online mapping mini site will be consolidated down to a selection of key maps most relevant for the draft strategy and action plan. The relevant static maps contained in the strategy will be 'clickable' and will redirect readers to the online version to support this exploration process. SGS has included 6 months hosting and licencing of this mini site beyond the end of the project within the project fee. Ongoing hosting and maintenance can be discussed if required.</p> <p>It is also assumed further work beyond this project scope would still be required to breakdown overarching IMAP strategies and actions for major investments and integration into individual councils policy and planning frameworks.</p>
Deliverables:	Draft strategy and action plan (governance arrangement and monitoring plan)
Status/due date	Draft strategy and action plan provided to IMAP 24/08/18
Roles	<u>IMAP to provide one set of consolidated feedback on draft strategy by 31st August</u>
Workshop	<u>Draft Strategy and action plan workshop with IMAP group during week starting 3rd September</u>
Invoicing	20% invoice payment on delivery of draft strategy and action plan workshop

Stage 6: Final reporting

Task 6.1: Final reporting

Description:	Following the receipt of a consolidate set of feedback from the Project Team, SGS will finalise the documentation of the deliverables listed in Section 2.3, recognising that some of these will have already been completed throughout the course of the project.
Deliverables:	<ul style="list-style-type: none"> ▪ Background technical report ▪ Executive summary of background technical report ▪ PowerPoint presentation of background technical report ▪ Final strategy, action plan, governance, and monitoring framework ▪ PowerPoint presentation of final strategy, action plan, governance, and monitoring framework
Status/due date	SGS to provide Draft report package: 10/09/18 SGS to provide final report package: 01/10/18
Roles	<u>IMAP to provide on set of consolidated feedback by 17/09/18</u>
Invoicing	20% invoice payment on delivery of final report

1.3 Project deliverables

As indicated in more detail above, SGS proposes to deliver the following:

- Update project workplan
- Progressive delivery of the following:
 - Literature review
 - Stakeholder consultation findings
 - Spreadsheets and summary maps (including online mini site map) of current and future sport and recreation demand
 - Issues paper
 - Gap analysis findings paper (inc online mini site maps)
 - Scenario modelling results (3 rounds)
- Background technical report (which draws all the above together)
- Executive summary of background technical report
- PowerPoint presentation of background technical report
- Draft strategy, action plan, governance, and monitoring framework (draft report)
- Final strategy, action plan, governance, and monitoring framework (final report)
- PowerPoint presentation of final strategy, action plan, governance, and monitoring framework

