Adaptive Management

22

GOALS

> 22 (A) The City monitors and reports progress to learn and adapt as needed.

> 22 (B) Corporate and community decision-making processes are defensible, clear and open to the public.

OVERVIEW

The capacity to prepare for and respond to change is a cornerstone of a sustainable and resilient community. The ongoing review and update of the Official Community Plan ensures that it remains a living document that responds to emerging issues, opportunities and risks. Doing so in a systematic way ensures that proposed changes are considered in the context of the plan's overall goals and broad objectives.

An adaptive management approach involves deliberately learning from implementation successes and failures to improve subsequent policies and actions over time. It is based on the notion that policies are developed with inherent uncertainties and that the wider social, cultural, economic and ecological environment inevitably changes over time. Change can originate from external factors such as climate change or global economic crisis, or from factors particular to Victoria, such as changes to the city's socio-economic conditions, community values or a localized natural disaster. Changes of this kind may undermine the goals, broad objectives and policies of this plan and impede progress towards their achievement. Anticipating and responding to potential changes or risks is fundamental to the adaptive management framework and policies that follow. A system of regular plan review, monitoring and adjustment enables the City to incorporate new information, prepare for uncertainty and adapt to change.

BROAD OBJECTIVES

The adaptive management policies of this plan collectively address seven broad objectives:

22 (a) That progress is made toward the goals and broad objectives of this plan, while adapting to changing conditions in the city and broader context.

22 (b) That a systematic approach is taken to plan review and update.

22 (c) That risks are assessed and mitigated, as possible.

22 (d) That plan implementation follows a detailed strategy that is regularly reviewed and updated.

22 (e) That plan implementation responds to change and promotes learning.

22 (f) That progress towards goals and broad objectives is measured, evaluated and shared.

22 (g) That new knowledge is incorporated into policy and practice.

ADAPTIVE MANAGEMENT FRAMEWORK

22.1. Use the Adaptive Management Framework as shown in Figure 22 as the conceptual framework for the planning process, where plan implementation, monitoring, evaluation and adjustment is a cycle, with amendments made in response to ongoing learning and major change.

Figure 22: Adaptive Management Framework
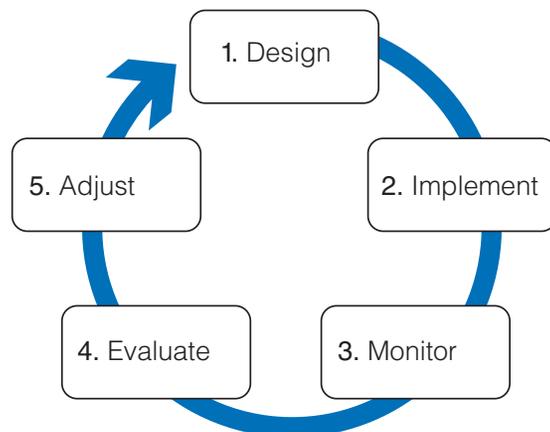
PLANNING PROCESS

22.2 Strengthen community capacity for adaptation and response to external events and major change within the city, through an Official Community Plan planning cycle that is comprehensive and includes:

22.2.1 On-going consideration of uncertainties and risks;

22.2.2 Knowledge management with monitoring of actions and outcomes and sharing of new information and understanding;

22.2.3 Evaluation and communication of progress towards plan goals and objectives;

22.2.4 Implementation of recommended adjustments to supporting plans, programs and projects; and,

22.2.5 On-going learning that shapes and informs Official Community Plan goals and broad objectives.

22.3 The Official Community Plan planning cycle should produce a set of reports, including:

22.3.1 Updates to the Official Community Plan;

22.3.2 An implementation plan tied to the cycle of the City's Corporate Strategic Plan;

22.3.3 An annual progress report;

22.3.4 An Official Community Plan review; and,

22.3.5 A monitoring and evaluation report to complement any Official Community Plan review.

PLAN IMPLEMENTATION

22.4 Develop an Official Community Plan implementation plan in a timely and coordinated manner following the adoption of this plan that identifies the City's priorities for actions and timelines over short (five year) and medium (ten year) time frames and review and update it regularly, within the limitations of City resources.

22.5 Undertake risk assessment in the development of the Official Community Plan implementation plan to anticipate and manage risks and associated impacts in the planning process, local areas and the broader community.

22.6 Design the Official Community Plan implementation plan to pilot new and innovative policies and practices through mechanisms such as pilot programs and demonstration projects, as appropriate.

PLAN MONITORING

22.7   Develop an Official Community Plan monitoring and evaluation program in a coordinated and timely manner following the adoption of this plan that is integrated with the City's corporate performance management and other monitoring initiatives [SEE SECTION 23 – MONITORING AND EVALUATION], and that identifies:

    22.7.1   Outcomes and targets;

    22.7.2   Measurable indicators;

    22.7.3   Methods for data collection and analysis;

    22.7.4   Considerations for data interpretation; and,

    22.7.5   Methods for reporting and dissemination.

PLAN EVALUATION

22.8   Ensure that plan evaluation activities give consideration to new information and respond to changing conditions by:

    22.8.1   Evaluating observable trends from monitoring findings;

    22.8.2   Undertaking a structured approach to learning from management and operational experience; and,

    22.8.3   Tracking new conditions, research or other information and understanding, as appropriate.

22.9   Prepare and publicly present an annual status report on the implementation of this plan that includes:

    22.9.1   An evaluation of progress towards plan implementation, goals and broad objectives;

    22.9.2   Reporting on indicators that can be reported on an annual basis;

    22.9.3   An assessment of new knowledge and information that may be relevant to the plan;

    22.9.4   An evaluation of the scope and impact of plan amendments; and,

    22.9.5   Recommendations, if any, for additional plan reviews and amendments, and changes to management and operational practices.

22.10   A major Official Community Plan review should consider the following within the scope of work:

    22.10.1   The preparation of a project charter for the plan review for Council's approval;

    22.10.2   The establishment of a project advisory committee;

    22.10.3   The preparation of an engagement plan for the plan review for Council's approval [SEE ALSO SECTION 15 – COMMUNITY WELL-BEING];

    22.10.4   An evaluation of new knowledge and information that may impact the plan including background research on trends and existing conditions;

    22.10.5   A review of plan amendments from the rezoning and permit review processes and local planning processes;

    22.10.6   A review of the implementation including an assessment of success in achieving plan goals and broad objectives;

    22.10.7   A review of progress toward completion of phased local area planning processes; and,

    22.10.8   A review of plan amendments undertaken to respond to major change.

22.11   Support Official Community Plan reviews with the preparation of a monitoring and evaluation report that provides more comprehensive information on plan progress, including reporting on indicators not available on an annual basis.

PLAN ADJUSTMENT

22.12   Incorporate knowledge accumulated through the adaptive management cycle into relevant plans, policies, management and operations in a coordinated and timely manner.

22.13   Council in its discretion may undertake a comprehensive review of this plan or make strategic amendments to its content outside the regular review cycle in response to major change, unforeseen events, new opportunities and other matters.