

# **CASEY C21 - BUILDING A GREAT CITY**

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*Responsible Department – Strategic Development*

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**Preamble**

*In accordance with a resolution of Council on 21 June 2005 to include definitions of Council, Councillors and Council officers in all Council policy documents, the following definitions are provided:*

*Council – means Casey City Council, being a body corporate constituted as a municipal Council under the Local Government Act 1989*

*Councillors – means the individuals holding the office of a member of Casey City Council*

*Council officers – means the Chief Executive Officer and staff of Council appointed by the Chief Executive Officer.*

**Administrative Updates**

*It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this document, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.*

<b>FOREWORD</b>	<b>4</b>
<b>PREAMBLE</b>	<b>5</b>
1. <i>INTRODUCTION</i>	6
1.1. Background	6
1.2. Why a Long-Term Plan?	6
1.3. Structure	6
2. <i>CONTEXT</i>	7
2.1. Climate Change	7
2.2. Peak Oil	7
2.3. Social Change	7
2.4. Transport	7
2.5. Health and Wellbeing	8
2.6. Localisation	8
2.7. Future of Local Government	8
2.8. Planning Policy and Population Growth	8
2.9. Regional Issues	9
2.10. Local Initiatives	9
3. <i>A SNAPSHOT OF THE CITY</i>	10
3.1. Demographic Changes in Casey from 1996-2006	10
3.2. Casey Compared to Metropolitan Melbourne	10
3.3. Casey Compared to the Other Growth Areas	10
3.4. Social and Economic Differences	10
4. <i>AN ASPIRATION FOR THE CITY</i>	13
5. <i>ENVIRONMENT &amp; TRANSPORT</i>	15
5.1. Enhancing Biodiversity	15
5.2. Making Casey Sustainable	15
5.3. Sustainable Transport	16
6. <i>PEOPLE</i>	20
6.1. Choice In Casey	20
6.2. Safer Casey	21
6.3. Building Community Capacity	21
7. <i>BUSINESS &amp; JOBS</i>	24
7.1. Jobs For A Knowledge Economy	24
7.2. A Learning City	25
7.3. Positive Business	25
8. <i>A SENSE OF PLACE</i>	28
8.1. Planning Communities	28
8.2. A Casey Identity	28
8.3. Building On Casey's Advantages	29
9. <i>IMPLEMENTING THE STRATEGY</i>	33

## FOREWORD

Imagine a city where you can work locally, travel conveniently by foot, cycle, car or public transport, and access the full range of government and community services.

Imagine a city with state-of-the-art sport and leisure facilities, world-class education centres and cutting-edge businesses.

Imagine a truly sustainable city where built and natural environments are complementary, nurturing habitats and native wildlife.

Imagine a city where you feel that you belong to a vibrant and connected community, based on mutual respect and understanding.

Have you thought about it? The City of Casey has!

These are the issues that drive *Casey C21 – Building a Great City*, an updated, refreshed and more accessible version of Casey's long term strategic planning document *Casey C21: A Vision for our Future*, first developed in 2002. The City of Casey is deeply committed to building a great city in partnership with residents, businesses and the broader community.

The City of Casey is already Victoria's most populous municipality and one of its fastest-growing. Casey not only boasts wonderful community-minded people, great schools and tertiary institutions, vibrant local events, and a unique and attractive environment, but its location just 35 minutes drive from Melbourne and in close proximity to all major transport and freight services, makes it the ideal place for business.

This geographic prominence, coupled with a staggering growth rate of approximately 7,600 people a year, means that long-term planning is vitally important. *Casey C21 – Building a Great City* will assist Council to fulfil the City's future potential by addressing the myriad opportunities and challenges of the next three generations.

Casey does not exist in isolation. Any long-term strategy for the City must consider Casey geographically, and in its regional and metropolitan contexts. It must look at where the municipality is now, where it is going and how to get the City of Casey to its desired destination.

*Casey C21 – Building a Great City* presents an overview of Council's long-term blueprint for shaping the City of Casey's future. Ensuring we truly have the most safe, caring, innovative and sustainable city possible.

A key part of the strategy for Casey moving forward is the idea of Casey as a city in its own right, not just another suburb or an extension of metropolitan Melbourne. Also fundamental is to improve the provision of local jobs and services.

If residents have the jobs, facilities and services they need in Casey, time previously spent commuting or stuck in city-bound traffic, is now time that can be spent with family and friends, doing the things that matter and improving quality of life for Casey residents.

Community health and well-being is of vital importance and Council recognises its responsibility to set a wide-ranging agenda for community development, which includes the economic, cultural, social and environmental well-being of all our communities.

*Casey C21 – Building a Great City* captures the promise of tomorrow, what our City will look like if we all pull together and work towards a shared vision. Casey is already a vibrant community and a wonderful place to live; *Casey C21 – Building a Great City* is the blueprint for building something more – a truly great city.

## PREAMBLE

The City of Casey adopted its first city strategy - *Casey C21: A Vision for our Future* - in September 2002. The strategy took four years to produce and involved a major public consultation program with community workshops, focus groups, agency seminars, visioning workshops and 55,000 handouts. The resulting strategy was detailed, robust and comprehensive, articulating a community-based long-term direction for the City.

Nearly ten years on, the direction and vision remain sound but the strategy needs to be updated and refreshed. An Urban Growth Boundary has been introduced and extended and more than 50,000 new residents have moved into the City. Melbourne 2030 has been adopted and reviewed, and Casey Fields and the Casey Recreation and Aquatic Centre (RACE) have been developed. Climate change is now firmly on the community's agenda and China and India have emerged as future drivers of the global economy. Further, many of the actions needed to implement the Strategy have now been completed.

Based on the above, it is Council's view that the C21 Strategy needs to be shortened and refreshed to make its great messages more accessible to residents. A shorter, easy to use version is required to ensure that its messages are communicated effectively as we build a great city.

*Casey C21 – Building a Great City* references the C21 Strategy - it is an update and a rewrite which is designed to refresh and revitalise its long-term vision in a format and style which will reach a wide audience.

It is anticipated that *Casey C21 – Building a Great City* will be reviewed every four years alongside the review of the Council Plan.

# 1. INTRODUCTION

## 1.1. *Background*

Casey has the largest population (250,000 in 2011) of any municipality in Victoria and has one of the highest growth rates. It is ultimately projected to grow to 500,000 which would make it as populous as Tasmania. On average 150 new residents move into Casey every week.

A city of this size which is growing so rapidly needs a clear direction of where it is going and how it will get there. *Casey C21 – Building a Great City* sets out that direction. It updates and builds on the City's *C21 Strategy* which was developed in conjunction with the community between 1998 and 2002 and which set out a long-term aspiration and series of actions to implement that aspiration.

## 1.2. *Why a Long-Term Plan?*

Many strategies and plans are short- to medium-term plans. Typically they are action orientated plans which look forward 5-10 years, although some such as *Melbourne 2030* have a longer time frame. *Casey C21 – Building a Great City* has a much longer "inter generational" time frame - it sets out an aspiration for the City where our grandchildren have choice about where they work and play, where they will feel safe, and where they will feel that they belong to a great community and a great city. The Strategy articulates this aspiration clearly as a constant and continuing reference point for the community, the Council, and the agencies who work in partnership to achieve our aspiration.

## 1.3. *Structure*

The next three Sections - Context, A Snapshot of the City, and An Aspiration for the City - describe the operating environment for the Strategy ie where we are... who we are... and where we want to go. Goals and objectives for the City are then set out under four main headings:

- Environment & Transport (Section 5)
- People (Section 6)
- Business & Jobs (Section 7), and
- A Sense of Place (Section 8)

Finally, measures to implement the Strategy are set out in Section 9.

## **2. CONTEXT**

*Casey C21 – Building a Great City* has not been prepared in a vacuum and Casey does not exist in isolation. A long-term strategy for the City must consider Casey geographically in its regional and metropolitan context, and it must look at Casey in the context of where it is now and where it is going in terms of social, environmental and economic changes. This knowledge is needed to inform Council and agencies about the forces for change which may influence Casey's progress towards its aspiration. Some key influences are described below.

### **2.1. Climate Change**

There is a scientific consensus that global temperatures are rising and that this is leading to changing weather patterns and rising sea levels. Increasing government intervention will be required in order to adapt to these impacts and to minimise the ways in which human activity contributes to global warming. Some communities in Casey may be more at risk from bushfires, coastal communities may be at risk from rising sea levels, and landscape design and park management may need to adapt to a drier climate and extreme weather events. The business environment may be affected by interventions such as an Emissions Trading Scheme, but there will also be opportunities for innovative enterprises to produce environmental products and services. There will be measures to use energy more efficiently and to reduce waste and water usage, while household costs for electricity, water, gas, and petrol can be expected to rise significantly. Urban design and new housing types which reduce these costs can be expected to become more popular.

### **2.2. Peak Oil**

It appears that the era of cheap oil and petrol is nearing an end as global oil production is at its peak and demand will now outstrip supply - with demand from developed countries still growing and with the emergence of new economic powers such as China and India. There are predictions that the price of petrol could reach \$8 per litre by 2018 and there will be substantial changes to the way we live and the nature of transport. A car-dependent city like Casey will need to adapt to rising fuel costs. Change may happen gradually or more quickly or in fits and starts. Possible changes are that we travel less, that new types of fuel efficient vehicles become common, that public transport is improved in the city and becomes popular, that we work more often from home, and that telecommunications reduce our need to travel.

### **2.3. Social Change**

The following section - *A Snapshot of the City* - considers the demographic changes that have occurred over the last ten years, and looks at how Casey compares with other Growth Areas and the City as a whole. Rapid population growth is one of Casey's defining features and continues to create pressures on services and infrastructure provision. Housing affordability is a national problem with Australian cities possibly the least affordable in the world (Demographia 2010) and this places new home buyers in Casey under financial pressure from mortgages and with pressure for both parents to work. The nation's population is ageing and there will be larger numbers of elderly people in Casey - an appropriate design response will be needed with an emphasis on walkability, housing diversity, and accessible health facilities. There are pockets of disadvantage in the municipality and a vulnerability to mortgage stress and fuel price rises. We are a culturally diverse community, and whilst our crime statistics are not especially high, our residents do not have that perception and many feel unsafe.

### **2.4. Transport**

There have been major road improvements in the last ten years with the construction of EastLink, and two extensions (2003 and 2008) and a major upgrading (2009/10) of the Monash Freeway. Parts of the Narre Warren/Cranbourne Road and Clyde Road are also being

duplicated. However there is still chronic congestion at peak hours and the major improvements create only a small breathing space as population and congestion in the south eastern growth areas continue to rise. Community attitudes and political priorities are changing however and public transport now gets a much larger share of the State transport budget, and there are strong pressures from business and the wider community for a better public transport system. A major shift to alternative and more appropriate transport modes is required which will involve much greater use of buses, trains, cycling, and walking.

## **2.5. *Health and Wellbeing***

Obesity, diabetes, and mental health have a significant effect on the health and wellbeing of Australians and a lack of physical inactivity contributes to poor health. Further, improved physical activity and better access to nature and green open space contribute positively to better mental health. Governments are becoming much more proactive in their approach to community health and increasingly recognise the community health benefits of open space provision, leisure and sports facilities, and sports development and health promotion programs. Councils are an important part of this approach which is formally recognised through the *Municipal Health and Wellbeing Plan*. The role of sport in delivering healthy, vibrant and well connected communities is also recognised because of the benefits for participants, and because of the community strengthening benefits that arise from the volunteering associated with successful sporting clubs.

Peak oil, increased petrol costs, and continuing transport congestion will also lead to a stronger focus on walking and cycling and Casey's paths and trails networks.

## **2.6. *Localisation***

Better provision of more local services and jobs - *localisation* - should be part of Casey's response. This is indicated on the grounds of transport, sustainability, and local economic development. More services and jobs provided locally can reduce congestion and the need to travel and could also create a better quality of life for residents. This would also be a more sustainable urban form because it could reduce car usage and transport related greenhouse gases. The City's economy and business environment would benefit from more local jobs and this would decrease the City's high levels of out-commuting. Local jobs could be in the form of local business centres, home-working and home-offices, as well as larger commercial and mixed use centres for knowledge industries, and health and education related activities. A more walkable and cycle friendly environment would be part of this move to localisation. More services within easy walking distance would in turn create a more liveable environment for an ageing population.

## **2.7. *Future of Local Government***

The nature of local government is changing and this needs to be a part of Casey's long-term thinking. Local government is increasingly working in partnership with business, other agencies and the non-profit sector to provide more effective delivery of services, and its role is increasingly to act as a facilitator - to make things happen - rather than to do everything itself in terms of service delivery. Community expectations are rising and Council's responsibilities are becoming wider with an agenda for community development and the economic, cultural, social and environmental well-being of its communities, in addition to misconstrued "rates and rubbish" only services for residents.

## **2.8. *Planning Policy and Population Growth***

The policy framework within which Casey operates has changed significantly in the last ten years with new State policies and strategies for biodiversity, climate change, transport, housing, and planning. These are matched by complementary policies across the Council and include areas such as economic development, community safety, and sustainability. At the



metropolitan level, the adoption of *Melbourne 2030* as the metropolitan strategy in 2005 introduced activity centres, the Urban Growth Boundary and Green Wedges and this has now been supplemented by *Melbourne @ 5 Million*. However the Urban Growth Boundary has not proved to be as robust and firm as anticipated and was extended in Dandenong by 1000ha in 2003, by about 1000ha in Casey and 2000ha in Cardinia in 2005, and by a further 5,000ha in Casey in 2010. There are likely to be continuing pressures to further expand the Urban Growth Boundary.

## **2.9. Regional Issues**

At a regional or sub-metropolitan level, the continuing investment in Dandenong through the *Revitalising Central Dandenong* initiative has implications for Casey. Many of the State Government agencies have already indicated their support for Dandenong by committing to locate their respective regional officers there. As a result, a CBD for Narre Warren will therefore need to rely more heavily on private sector investment than public sector interests and its role will need to be complementary to the Dandenong project, rather than competitive. Further afield, there will be opportunities for freight-related economic development through the expansion of the Port of Hastings as Victoria's second container port when the Port of Melbourne reaches capacity. Casey will also need to work collaboratively with adjoining Councils at Dandenong and Cardinia to grow regional employment to provide the right quantity and quality of jobs for the local workforce.

## **2.10. Local Initiatives**

Since the original city plan (*Casey C21*) was adopted by Council in 2002, a number of landmark initiatives reflecting the plan's priorities have been introduced. Casey has progressed as a city by developing regional and metropolitan scale facilities such as the Recreation and Aquatic Centre (RACE), the Aquatic and Recreation Centre (ARC) and the Casey Fields sporting complex - home to Casey Scorpions, Melbourne Football Club and Casey-South Melbourne Cricket Club. In addition to these Council initiatives, the Royal Botanic Gardens at Cranbourne opened in 2006 as a world class botanical gardens for Australian plants and Monash University Berwick Campus is expanding with plans to grow to 10,000 enrolments.

### **3. A SNAPSHOT OF THE CITY**

We need to know our City before we plan for it and the Census is a rich source of demographic, social and economic information about the City over time. Key statistics from the 1996 and 2006 Censuses were analysed to look at how Casey compares with the rest of Melbourne, and with the other growth areas - the growing suburbs of Melton, Wyndham, Hume and Whittlesea. The data also shows how Casey has changed between 1996 and 2006 since work for the original city plan (Casey C21) was carried out in the late 1990s. Key findings from this analysis are shown in the table overleaf and are summarised below.

#### **3.1. *Demographic Changes in Casey from 1996-2006***

An analysis of the census periods 1996-2006 shows that Casey residents became better trained with fewer unqualified residents. Those employed in manufacturing decreased while more residents were employed in education, government, and health. The population was getting older, a smaller proportion owned their homes outright, and there were less families and more single person households. An increasing number of households owned three or more cars but fewer people commuted out of the City to their jobs.

#### **3.2. *Casey Compared to Metropolitan Melbourne***

Casey differs from the Metropolitan average on many counts but most notably it is growing much faster, it is younger and more family orientated, more car dependent, with fewer flats and apartments, and more residents are unqualified. There are more families and fewer single households, more residents work in manufacturing and less in property and business services, and very few people walk or cycle to work.

#### **3.3. *Casey Compared to the Other Growth Areas***

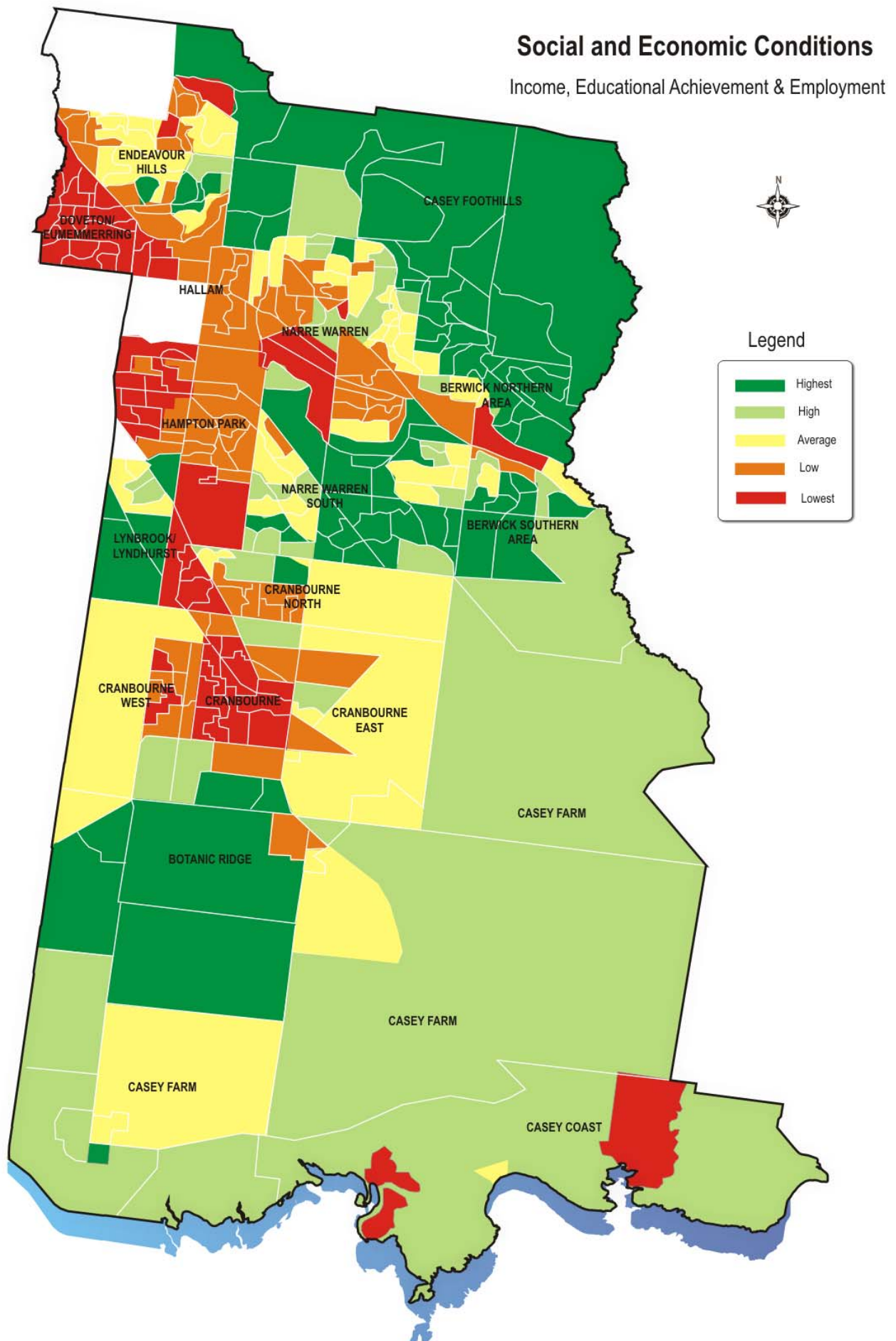
A comparison of Casey with the other Growth Areas is striking by its similarities, rather than its differences. The population of Casey closely resembles that of the other growth areas for nearly all socio-economic characteristics. The differences were relatively modest, but showed that Casey is a more culturally diverse community than the other growth areas, more residents work in manufacturing and are less qualified, more commute out of the City of Casey to work, and fewer residents own their own home.

There may be few surprises in this analysis but it does draw attention to some vulnerabilities. The resident population may be ill-equipped to respond to economic downturn and fuel price increases because many residents are unqualified and employed in low-skilled and low-growth industry sectors. A high proportion of households are paying off mortgages and many are over-dependent on cars and commute outside the City. Casey needs long-term strategies to address these issues.

#### **3.4. *Social and Economic Differences***

The map shows the extent of social and economic differences across Casey. It demonstrates that as a City of about a quarter of a million, Casey needs to be mindful that it is a diverse collection of communities with different characteristics and different opportunities. It shows the main areas of socio-economic disadvantage in Casey based on income, educational attainment, and unemployment, and highlights the communities of Doveton-Eumemmerring, Cranbourne, and Hampton Park. These communities have been the focus for the initial round of community plans but there are further pockets of disadvantage in Narre Warren, Hallam, and the coastal villages.

CENSUS INDICATOR	CITY OF CASEY		GROWTH AREAS	METRO MELBOURNE
Population	1996	2006	2006	2006
Total Population	143,531	213,558	518,782	3,592,765
% Growth 1996-2006		49%	40%	14%
Age Groups				
0-17 years	32%	29%	29%	23%
18-64 years	62%	63%	63%	65%
65+ years	6%	8%	8%	13%
Diversity				
Born Overseas	29%	30%	25%	29%
Low Proficiency in English	8%	9%	12%	14%
Households				
Total Households	46,577	71,478	174,411	1,351,530
Average Household Size	3.07	2.97	2.96	2.59
Housing Tenure				
Purchasing their Home	49%	53%	48%	35%
Renting their Home	16%	18%	17%	24%
Own their Home	30%	24%	28%	33%
Dwelling Type				
Detached Home	87%	87%	85%	66%
Apartment/Townhouse	6%	8%	8%	25%
Family Type				
One Parent Families	11%	13%	13%	11%
Couples with Children	50%	44%	44%	34%
Couples without Children	23%	23%	23%	24%
Lone Person Households	13%	15%	15%	23%
Income				
High Household Income	na	14%	14%	18%
Middle Household Income	na	53%	50%	43%
Low Household Income	na	23%	24%	27%
Industry of Residents				
Retail, Hospitality, or Personal Services	21%	22%	22%	22%
Manufacturing	24%	21%	17%	13%
Education, Government, Health, Community Services	13%	16%	18%	21%
Wholesale Trade, Transport, or Storage	13%	12%	13%	10%
Finance, Insurance, Property, or Business Services	11%	11%	12%	17%
Construction	8%	9%	9%	7%
Education				
University Qualification	6%	10%	10%	20%
Vocational Training or Diploma	21%	26%	33%	22%
No Qualifications	62%	53%	45%	46%
Transport				
Households with no cars	5%	4%	5%	9%
Households with 3 or more cars	14%	19%	19%	14%
Drive to work	69%	70%	68%	61%
Catch public transport to work	6%	6%	7%	12%
Walk or cycle to work	1%	1%	2%	4%
Commute out of City	66% (2001)	63%	59%	na



## 4. AN ASPIRATION FOR THE CITY

Casey's Council Plan 2009-13 – the plan for the organisation - includes the following vision for the future: *Casey – Creating the most Caring, Safe, Innovative and Sustainable City*. In developing the Plan, Councillors drew on a range of inputs including ongoing community consultation, Federal and State government policies, and a range of Council Strategies. *Casey C21 - Building A Great City* is consistent with the Council Plan and will play a vital role in guiding future Council Plans by building a great city in a manner consistent with the Council's vision.

The original C21 Strategy included pictures, words and text which described a vision – or aspiration - for Casey. The aspiration reflected widespread community and agency consultation and is still current. It can be summarised as follows:

*Casey will be a model for outer suburbs across Australia... A sustainable city which works to achieve the best possible social, economic and environmental outcomes for its citizens... Self-sufficient with a full range of learning, employment, shopping, leisure and social services... Casey will have a strong sense of place with its "country feel and city living" character... and well-defined local communities which people will be proud to be a part of and with which they will be fully engaged. The community will work with Council, employers, government and other agencies to achieve this aspiration.*

### **Casey as a City**

An important part of this aspiration is that Casey should see itself as a city - not just as an extension to metropolitan Melbourne, and not as just another suburb. This requires that residents, agencies, officers and Councillors should have a sense of Casey as a genuine city with city-like facilities and services. Facilities and services for an ultimate population of 500,000 and which attract users from the region and the wider metropolitan area are part of this aspiration - and the state of the art facilities at Casey Fields, the Recreation and Aquatic Centre, and the Royal Botanic Gardens Cranbourne reflect this aspiration.

A genuine Central Business District is also central to Casey as a city. Narre Warren needs to be planned and developed over time to become this Casey CBD and it has the land, ownership structure and population catchment to achieve that goal. What is needed over time is an exciting and diverse mix of uses with high density housing, offices, an arts quarter, entertainment, and night-time activities, and which over time integrates the shopping complex at Fountain Gate with the railway station and commercial opportunities at a rejuvenated Narre Warren Village.

### **Localisation**

Self-sufficiency for Casey is also an important part of the aspiration. It sees Casey as a more sustainable city which has such a range of high quality, local opportunities that residents have little need to travel outside Casey. There are options to work, live and play in Casey with many and diverse employment, social, leisure, and lifestyle opportunities within easy reach of residents. If they choose, residents will not have to commute long distances, or travel to the inner suburbs for a night out or for a decent restaurant. Much work is being done already through Council's town centres strategies to progress the localisation of Casey, but further advances will be needed in terms of providing more local and convenient shops and services, and improvements to public transport. Increased self-sufficiency offers benefits for economic development, traffic congestion and sustainability, and Casey is well-placed to advance this agenda with its rapid growth rates and large tracts of undeveloped land.

The following four sections describe in more detail how Casey can progress towards this aspiration by spelling out goals related to twelve main themes:

*Environment & Transport*

1. Enhancing Biodiversity
2. Making Casey Sustainable
3. Sustainable Transport

*People*

4. Choice in Casey
5. Safer Casey
6. Building Community Capacity

*Business & Jobs*

7. Jobs for a Knowledge Economy
8. A Learning City
9. Positive Business

*A Sense of Place*

10. Planning Communities
11. A Casey Identity
12. Building on Casey's Advantage



## 5. ENVIRONMENT & TRANSPORT

### 5.1. *Enhancing Biodiversity*

*Protect, conserve and enhance Casey's biodiversity, recognising its fundamental importance in achieving a healthy environment and way of life for current and future generations.*

Enhancing biodiversity is a fundamental part of the state's environmental agenda and is supported by both national and international legislation. Although important steps have been taken in the last ten years, nearly all of our natural habitat that existed 200 years ago is no longer there. Steps need to be taken to retain significant remnant habitats and to create new habitats and support biodiversity in Casey.

#### *Objective 1: Linking our Natural Places*

Create healthy ecosystems by working with partners to link and improve significant habitats. This may involve creating new habitat connections (Biolinks) or improving degraded habitats such as the Hallam Valley Parklands.

#### *Objective 2: Restore Western Port Coast*

Work strategically with partners to protect, restore and extend the natural values of the Western Port Coast

#### *Objective 3: Restore the Cardinia Creek Valley*

Work with partners to protect, restore and extend the natural values of the Cardinia Creek Valley.

### 5.2. *Making Casey Sustainable*

*Take action at a local level to reduce greenhouse gas emissions and to make Casey a sustainable city.*

Over the last decade, the scientific evidence for climate change has advanced and it is now firmly on the political agenda. There is progress at the global, national and local level so that we can adapt to a changing climate and reduce our impacts to lessen that change.

#### *Objective 1: Responding to Climate Change*

Work with partners to reduce greenhouse gas emissions and to conserve energy use within the Council and in the City as a whole.

#### *Objective 2: Resource Management*

Reduce Casey's ecological footprint by working with agencies to increase efficiencies in water use and energy use and to reduce production of waste.

#### *Objective 3: Waste Management*

Maximise the recycling and reduction of waste and minimise the amount of waste going to landfill.

*Objective 4: Improved Catchment Management*

Work with agencies to implement holistic land management in the Port Phillip and Western Port catchments.

*Objective 5: Improved Land Management*

Increase community awareness of best practice land management in farming and rural residential areas.

*Objective 6: Air Quality and Noise Control*

Work with partners to improve Casey's air quality and to limit the impacts of excessive noise.

*Objective 7: Community Education*

Promote and support community understanding of environmental issues, and engage with the community to deliver environmental solutions.

**5.3. Sustainable Transport**

*Ensure that people and businesses have convenient access to jobs, services and facilities by public transport, cycling, walking and by car.*

Accessibility to jobs, services and facilities is a basic expectation of people in any modern community but Casey's location on Melbourne's fringe and the lack of long-term investment in public transport means that innovative planning is required if the needs of the community are to be met.

*Objective 1: Alternatives to the Car*

Promote transport options such as public transport, cycling and walking to improve accessibility without the need to drive a car.

*Objective 2: A Shift to Public Transport*

Advocate for improved bus services based on a network of arterial and local routes to deliver a modal shift to public transport.

*Objective 3: Casey Trail Network*

Develop a coordinated network of paths and trails throughout Casey that provides recreation opportunities and supports a modal shift to walking and cycling.

*Objective 4: Integrated Land Use and Transport Planning*

Ensure that regional and local planning integrates land use and transport outcomes.

*Objective 5: Public Transport Friendly Suburb Design*

Ensure Casey's suburban form assists in the efficient delivery of public transport so that it becomes a realistic transport option for the whole population.



*Objective 6: A One-Mile Grid of Arterial Roads*

Provide for an arterial road grid that maximises road based transport accessibility throughout Casey.

*Objective 7: New East-West Arterial Road Links*

Upgrade Casey's east-west arterial road links in order to improve regional accessibility, especially to regional jobs.

*Objective 8: Regional Transport Links*

Advocate for key regional transport infrastructure in order to enhance regional prosperity and to improve accessibility to employment opportunities.

*Objective 9: Regional Through Traffic*

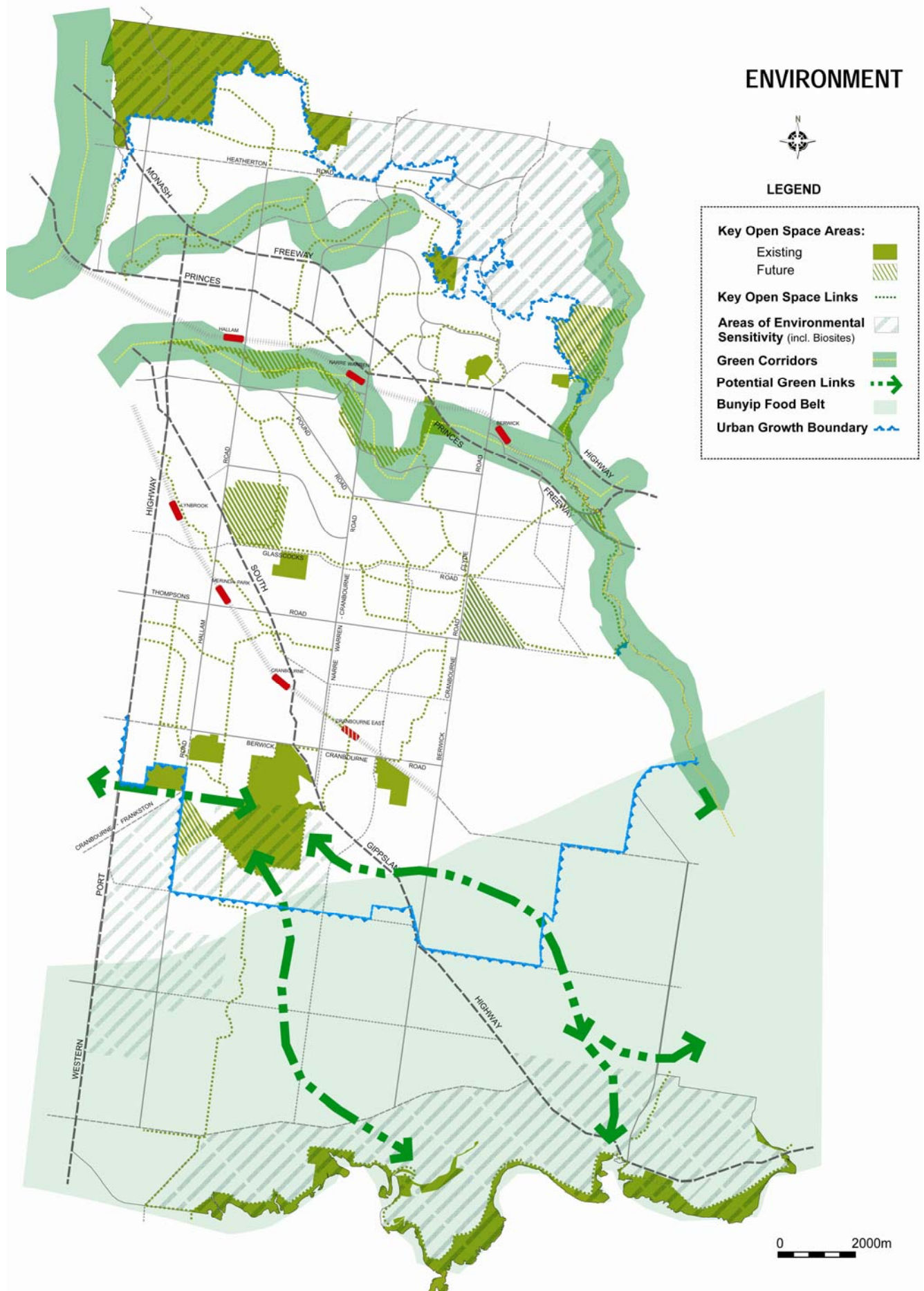
Direct regional through traffic onto designated routes in order to minimise impacts on local areas.

*Objective 10: Safer Local Roads*

Develop and implement a program of local area traffic management and safety initiatives to improve traffic safety in local areas.

*Objective 11: Port of Hastings*

Support the development of an integrated transport network to service the future of the Port of Hastings.



## TRANSPORT



## LEGEND

## Road Network:

- Freeway/Highway
- - - Future Freeway/Highway
- Arterial Road
- - - Future Arterial Road
- ... Principal Public Transport Network (PPTN)

## Rail Infrastructure:

- ||||| Railway Line
- Station
- ▨ Future Station

Walking Distance (800 m)

Urban Growth Boundary



## 6. PEOPLE

### 6.1. Choice in Casey

*Recognise, provide and facilitate a choice of facilities and services that reflect the diversity of the Casey community.*

The needs of individuals and families evolve during their lifecycles and those needs vary greatly from individual to individual. The planning of local communities should recognise and respond to this diversity to improve residents' quality of life and to enable people to meet many of their needs locally. This will also help Casey become a more self-contained and self-sufficient city.

#### *Objective 1: Support our Diverse Community*

Work in partnerships with non-government, community, educational and institutional services to provide for the diverse values, beliefs, and needs of the community and to provide leadership for these activities.

#### *Objective 2: Support through the Life Cycle*

Provide a range of services and facilities to meet the needs of residents throughout their lives - from the very young to the very old.

#### *Objective 3: The Needs of Young People*

Facilitate opportunities to address the social, recreational, educational and employment needs of Casey's youth.

#### *Objective 4: Choice in our Leisure Time*

Increase community participation in leisure by planning, facilitating and delivering a wide range of sport, leisure, arts and community facilities.

#### *Objective 5: Opportunities to Engage in the Arts*

Support a growing arts community by presenting arts events, and by promoting local arts groups and their activities.

#### *Objective 6: Equal Access for Everyone*

Ensure that all community members have equal access to Casey's facilities and services, and advocate for key service providers to adopt similar standards.

#### *Objective 7: Regional Needs Delivered Regionally*

Cooperate and collaborate with regional partners to deliver higher order facilities and services for Melbourne's south east.



## **6.2. Safer Casey**

*Work with agencies and the community to ensure that people can go about their daily lives without fear or risk of harm or injury.*

Crime and perceptions of safety impact broadly on the community and directly influence the quality of life of its residents. Property values, health costs and education achievement are affected and people are less inclined to get involved in activities where they might feel threatened. People want to feel safe and secure in their day-to-day lives and community safety is one of their highest priorities.

### *Objective 1: A Safety Partnership*

Develop enduring strategic partnerships to improve perceived and real safety in each of Casey's communities.

### *Objective 2: Safer Roads*

Work with other agencies and the community to improve road safety throughout Casey.

### *Objective 3: Safer Design*

Plan and design new development in order to maximise community safety and minimise the risk of intentional or unintentional injury.

### *Objective 4: Bushfire Management*

Work with agencies and the community to ensure that suitable measures are in place to prepare vulnerable communities for bushfires - and to protect them.

## **6.3. Building Community Capacity**

*Foster and sustain a strong sense of community and build community capacity in Casey's suburbs, townships and villages.*

The potential of a community reflects the potential of the people who make up that community. Planning strategies must recognise that traditional land use and transport strategies are only part of the answer and that the community's health and wellbeing must be at the core of any strategy.

### *Objective 1: Healthy Communities*

Build capacity to help sustain healthy communities in terms of physical activity, access to open space, community safety, the environment, income security, housing, transport, education, and connectedness.

### *Objective 2: Community Connectedness and Belonging*

Foster and facilitate a sense of community and belonging in Casey's communities.

### *Objective 3: Community Engagement and Participation*

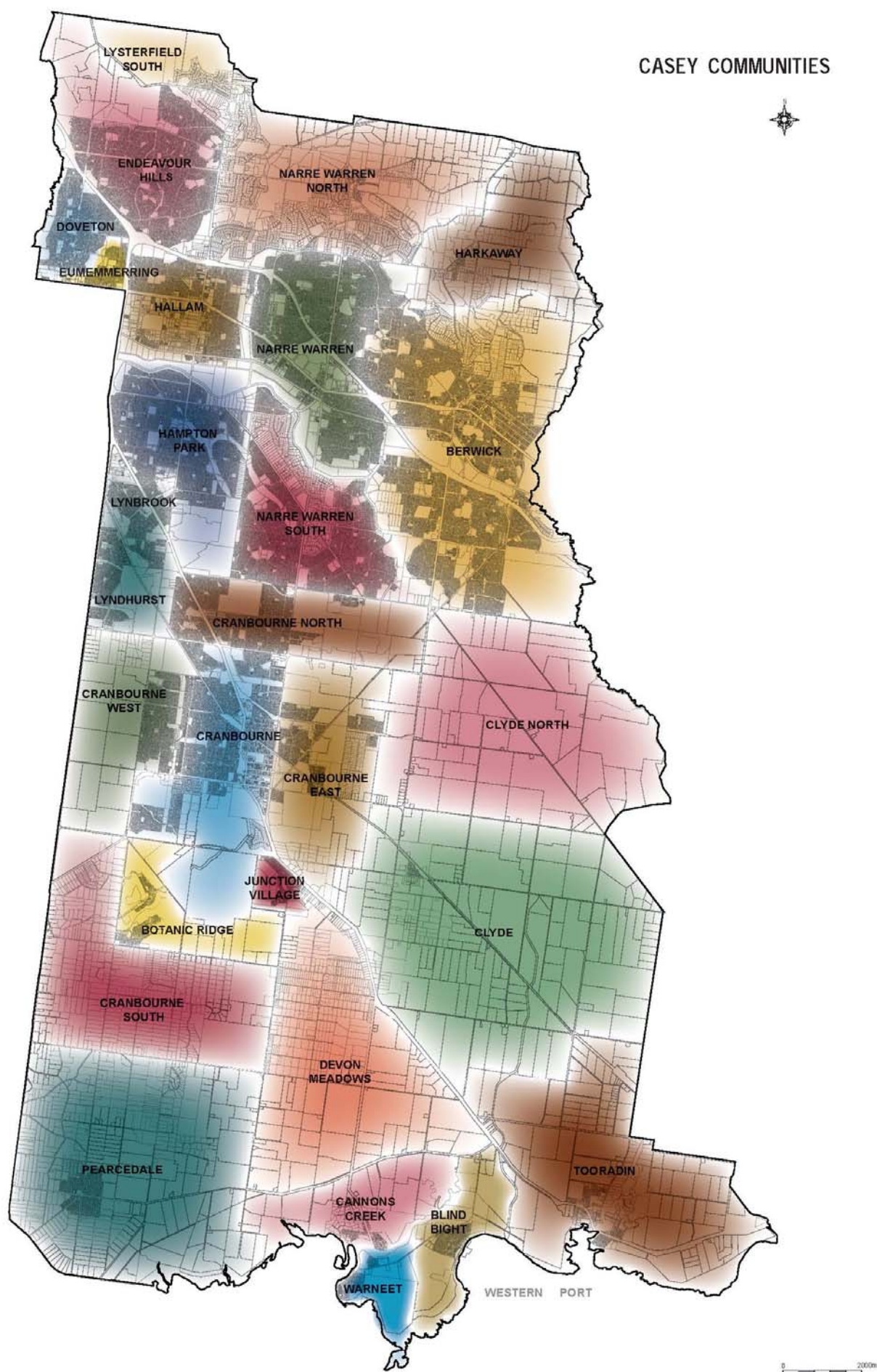
Enhance community participation in the development of Council's initiatives within a community engagement framework.

*Objective 4: Support for Volunteers*

Provide support for volunteering throughout Casey by acknowledging the value of volunteers, promoting and encouraging volunteering, and by providing training and on-line resources.

*Objective 5: Delivering and Supporting Events*

Deliver inclusive Council events, and support local event organisers to ensure their community events are safe and accessible.



## **7. BUSINESS & JOBS**

### **7.1. Jobs For A Knowledge Economy**

***Facilitate the creation of knowledge based jobs in Casey.***

Jobs of the future will be based not just around traditional hubs such as transport corridors and business parks, but on “knowledge” industries using remote technologies and advanced work practices. Casey has a changing economy which is heavily reliant on traditional sectors such as the goods and services sector. To diversify and be more sustainable, we need to move to a knowledge economy with a vision for a thriving, distinctive, forward thinking, and healthy economy. The new jobs will be linked to areas of high liveability where Casey is well placed. Communities that do not actively work towards attracting them will be left behind.

*Objective 1: Casey - A Great Place to Live*

Promote the development of an environment and lifestyle which emphasises amenity and liveability, and which positively attracts knowledge based industries and their workforces.

*Objective 2: An Education and Medical Precinct*

Work with Monash University, Chisholm TAFE, business and government to create a precinct in Berwick which links medical, education and business opportunities.

*Objective 3: A CBD for Casey*

Facilitate the integrated growth of Narre Warren to become a diverse and exciting CBD for Casey with jobs, housing and the arts as well as entertainment and retailing.

*Objective 4: Revitalise Cranbourne Town Centre*

Revitalise Cranbourne town centre to become one of the most active, attractive and accessible principal activity centres in Melbourne.

*Objective 5: The Jobs Corridor*

Work in partnership to link the existing and projected employment areas of Dandenong and Cardinia with Casey's employment centres, and integrate these areas with major transport connections such as the Monash Freeway, the Pakenham railway line, and Thompsons Road to create an integrated jobs corridor.

*Objective 6: Embrace Technology*

Work positively with business to embrace opportunities arising from new technologies, especially in medicine and education.

*Objective 7: Jobs in Sports and Leisure*

Build on the strength of Casey's sports and leisure profile to grow this sector as one of the City's key employment growth areas.



### *Objective 8: Port of Hastings*

Support the future growth of the Port of Hastings and take advantage of related economic and employment development opportunities.

## **7.2. A Learning City**

*Develop a culture which recognises the importance of learning and education as the key to our future prosperity, and equal opportunity for everyone.*

Learning is a life long process - not just something to be undertaken when young and at a school or at a college. New learning skills will be needed to acquire the jobs of the future and Casey should strive to be a knowledge city - where knowledge and learning is an integral part of the City and is demonstrated through public works, urban design and planning for the community.

### *Objective 1: Skilled Communities*

Advocate that the vocational skills of Casey residents match the needs of employers, and that there are opportunities to boost life skills so that residents can make the most of society's opportunities.

### *Objective 2: Emerging Skills*

Ensure that education providers offer local learning opportunities for the new and emerging skills which are needed for new and emerging jobs.

### *Objective 3: A Foundation for our Children*

Work with partners to ensure that our children have full and equal access to education opportunities.

### *Objective 4: Community Learning Centres*

Support existing community based learning centres and facilitate the development of new ones throughout Casey.

## **7.3. Positive Business**

*Work closely with Casey's businesses to build skills and entrepreneurial talents and to generate a prosperous and sustainable economic base.*

The prosperity of a community is directly linked to the health of our existing enterprises. Council has an opportunity to enhance the business capacity of our enterprises through the provision of information, promoting opportunities and facilitation of networking, education and training opportunities. Business accelerators will generate commercial activity by supporting local innovative and knowledge based industries, by attracting new business, and by facilitating new business networks.

### *Objective 1: Commercial Opportunities in Medicine and Education*

Foster employment and investment in commercial industries related to medicine and education.

*Objective 2: Business Accelerator*

Create new business accelerators which deliver high quality accommodation in a nurturing and learning environment for innovative and knowledge based industries.

*Objective 3: Business Information*

Provide relevant and timely information in order to promote the growth of successful businesses.

*Objective 4: Training and Business Development*

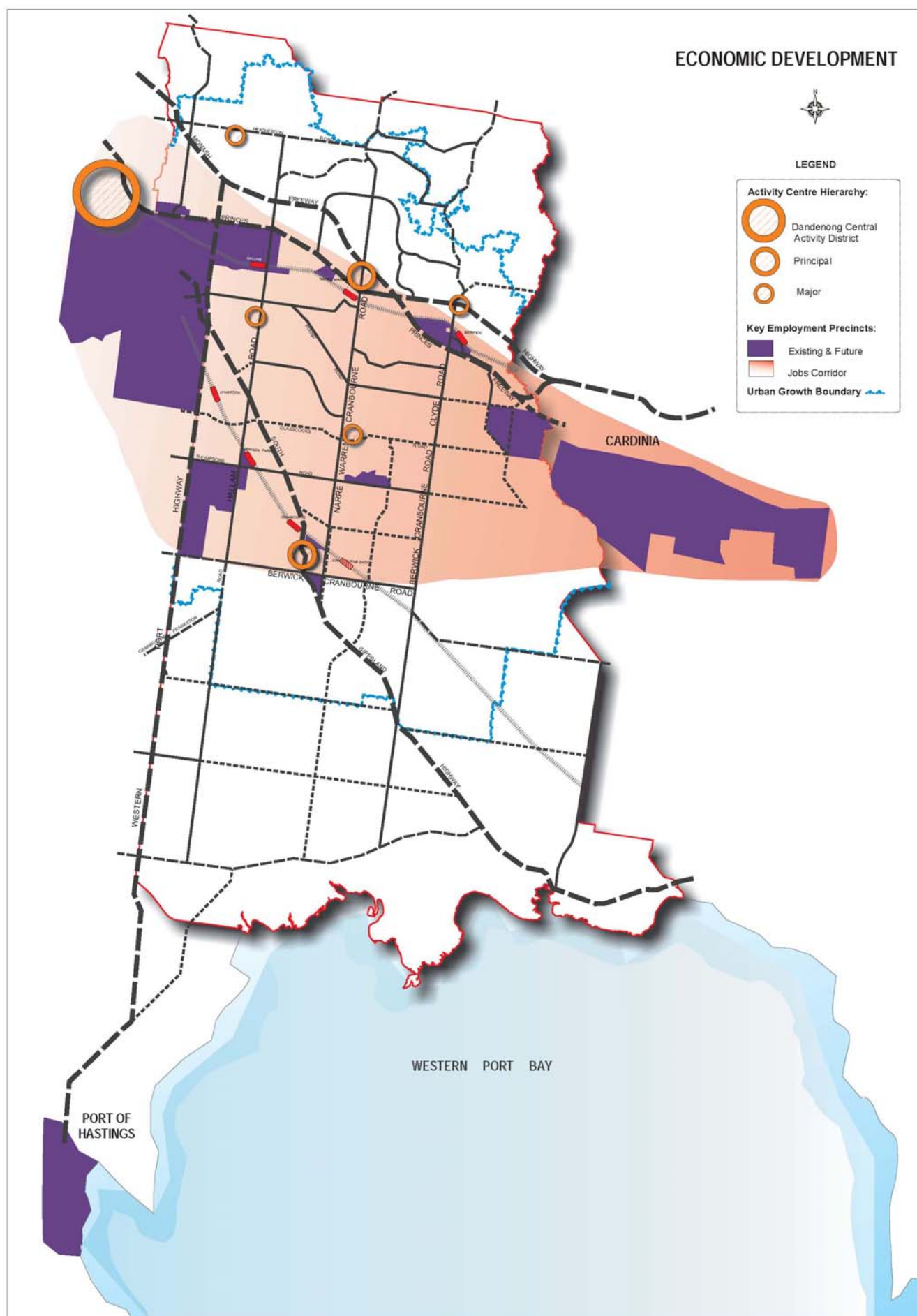
Ensure that education providers are aware of and responsive to the needs of businesses and that businesses make full use of their training programs.

*Objective 5: Business Networking*

Support and encourage business to business networking in order to assist local business marketing, and to facilitate the transfer of new ideas and opportunities.

*Objective 6: A Development-Friendly Environment*

Foster a culture and environment within Casey which welcomes and supports business and employment growth.



## **8. A SENSE OF PLACE**

### **8.1. Planning Communities**

*Develop and implement a sustainable model of community planning as the framework for strengthening the diverse range of communities in Casey.*

Cities are about people, not roads and zones. It is important for everyone to be able to help shape the life they want in the area where they live, and this will contribute to personal satisfaction and stronger connections to the community.

#### *Objective 1: Community Planning*

Engage the community in the development and implementation of a vision for their local community in line with an agreed Council framework.

#### *Objective 2: Identifiable Communities*

Create a sense of place in Casey's communities by establishing identifiable precincts and localities which are a focus for a vibrant community life.

#### *Objective 3: Housing Choice*

Work with developers and agencies to provide a diversity of housing types in terms of size, tenure, type and cost. Higher density housing should be supported where appropriate and opportunities for affordable housing should be promoted.

#### *Objective 4: Defined Settlement Patterns*

Define clear, long-term settlement patterns with robust principles to support those patterns.

#### *Objective 5: Open Space*

Ensure that each community has adequate and accessible open space to meet its needs.

#### *Objective 6: Timely Infrastructure Provision*

Provide the services and infrastructure which will make Casey a great place to live at the earliest possible stage in the development of new areas.

### **8.2. A Casey Identity**

*Create a distinct image and identity for Casey as a whole, and for Casey's diverse range of communities and places.*

As a new and rapidly growing city, Casey has a chance to build a strong and clear identity. This can be achieved through the planning and design of new communities, by the treatment and design of public spaces, by landscaping and tree planting, and by celebrating the City's heritage.

#### *Objective 1: Casey as a 'City'*

Understand and promote Casey as a 'city' - not just an extension of metropolitan Melbourne - with facilities of a regional and metropolitan standard and with Narre Warren as the CBD.

*Objective 2: A Sense of Identity*

Build on a strong 'sense of identity' in Casey as the basis for a sense of city pride among our residents.

*Objective 3: Aboriginal Cultural Heritage*

Acknowledge, protect and promote indigenous cultural heritage across Casey.

*Objective 4: Post-Contact Heritage*

Identify, protect and promote buildings and places which are of significance for Casey's Post-Contact heritage.

*Objective 5: Activity Centres as a Focus for the Community*

Enhance the identity, sense of place and prosperity of Casey's activity centres so that they encourage people to shop, visit and linger and are a focus for community life.

*Objective 6: Active Casey*

Promote an active and healthy lifestyle based on sport and leisure facilities which gives Casey a metropolitan profile.

*Objective 7: A 'Suburban' Character*

Plan and design new development in appropriate areas so that it enhances the valued character of Casey's communities.

*Objective 8: Country Feel-City Living*

Reinforce Casey's Country Feel-City Living character by the treatment and definition of the urban edge and by making the countryside accessible to City residents.

*Objective 9: A City of Trees*

Encourage the planting and retention of trees - especially native trees - in order to enhance the character of the City and local neighbourhoods.

*Objective 10: Landscapes and Views*

Identify, protect and enhance Casey's significant landscapes and view lines.

*Objective 11: Public Art*

Enhance liveability and create meaningful places through the installation of public art projects.

### **8.3. Building On Casey's Advantages**

*Identify where Casey has a competitive edge and build on these advantages to create local employment opportunities.*

Casey's distinct institutions and its generous land and environmental resources are the building blocks for economic development and investment.

*Objective 1: Monash University and Chisholm TAFE*

Facilitate the growth of Casey's tertiary campuses of Monash University and Chisholm Institute and encourage residents to make full use of these facilities.

*Objective 2: Melbourne's Premier Suburban CBD*

Facilitate more intensive development of the Narre Warren CBD for jobs and housing and realise the potential of its land reserves, excellent access and growing catchment.

*Objective 3: Vibrant Activity Centres*

Create vibrant, mixed use activity centres which are a focus for the local community and which provide opportunities for higher density housing, local employment, retailing and dining after dark.

*Objective 4: Commercial Land with Quality Infrastructure*

Work with partners and developers to provide investors with access to quality infrastructure in terms of roads and railways, ports and airports, and IT and telecommunications.

*Objective 5: Substantial and Rapid Residential Growth*

Harness the economic opportunities created by Casey's very high levels of residential growth.

*Objective 6: Large Tracts of Undeveloped Land*

Take advantage of our extensive areas of undeveloped employment land to attract new investment to Casey and to create local job opportunities.

*Objective 7: Melbourne's Premier Horse Training Complex*

Build on Cranbourne's training and racing complex and the cluster of professional and recreational horse activities to create opportunities for business development and new jobs for the local community.

*Objective 8: Productive Agriculture*

Support the ongoing growth of agriculture and intensive animal industries, particularly in terms of infrastructure needs and the use of recycled water to support the Bunyip Food Belt.

*Objective 9: Scenic and Natural Attractions*

Build on and promote Casey's quality natural attractions at Tooradin township, the Cranbourne Botanic Gardens, and Wilson Botanic Park to create further tourism and commercial opportunities.

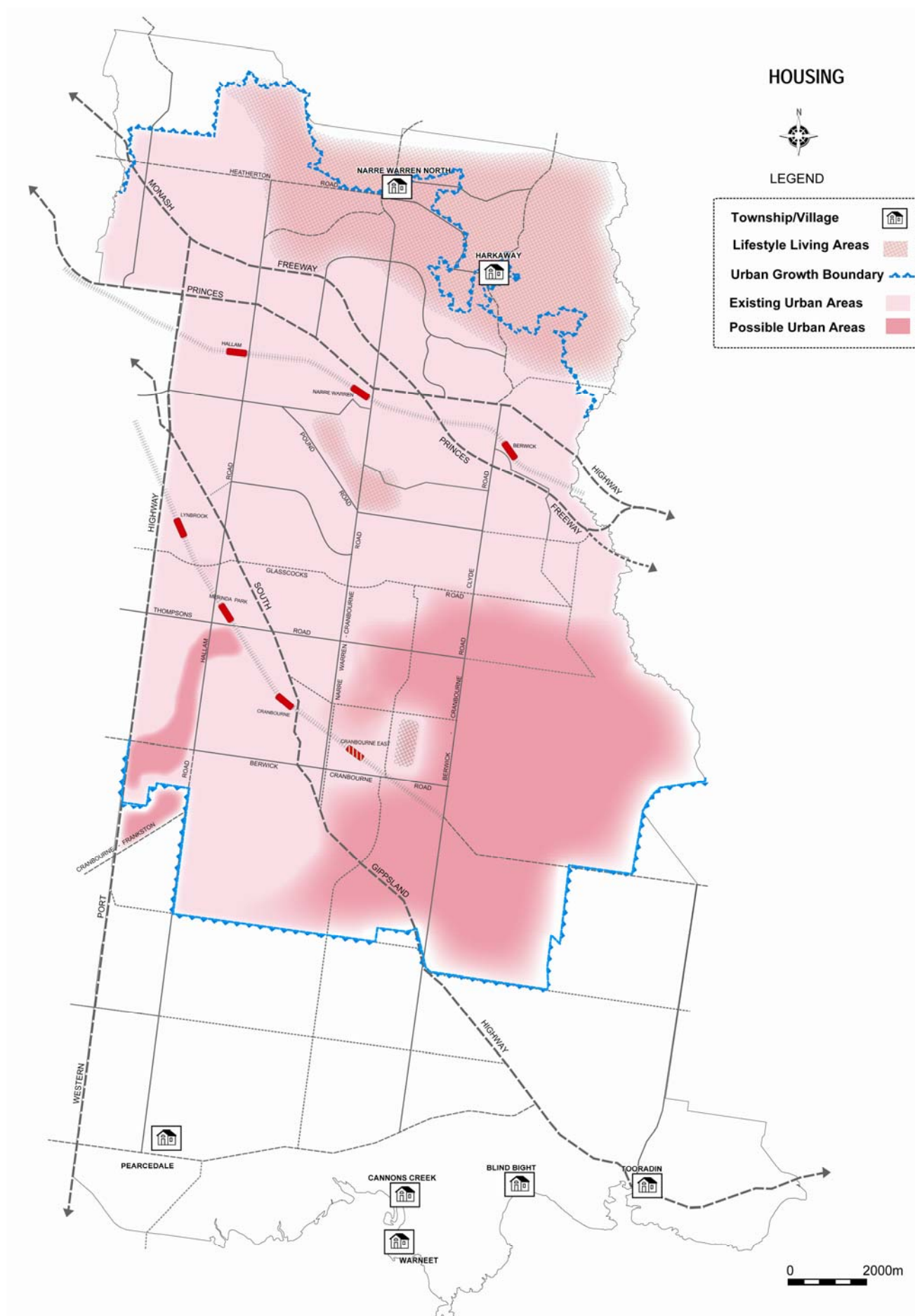
*Objective 10: Sand and Stone Resources*

Work with the relevant agencies to properly manage the extraction of Casey's significant sand and stone resources and subsequent site rehabilitation.

*Objective 11: The Home of Premier Sports and Leisure*

Build on the outstanding range of sports and leisure facilities - including the Royal Botanic Gardens Cranbourne, the Recreation and Aquatic Centre (RACE), Cranbourne Racecourse, Casey Fields, partnerships with Melbourne Football Club, Casey Scorpions and Casey-South Melbourne Cricket Club - to develop Casey as a centre of sporting excellence for Victoria.







## 9. IMPLEMENTING THE STRATEGY

It is important that *Casey C21 – Building a Great City* is more than rhetoric and that it influences progress and development in the City towards its aspiration. To achieve this end, it is proposed that measures be implemented as set out below.

### ***Education and Information***

The strategy will be publicised and promoted widely so that residents, agencies, and staff can access the Strategy and become familiar with its aspiration. A program of publicity and promotion will be developed which will include an annual report on progress towards the aspiration.

### ***Working with Partners***

Successful implementation of *Casey C21 – Building a Great City* will require the active support and commitment of other agencies because many of the proposed actions are outside Council's direct control. There are many ways in which this support can be developed including formal partnerships, consultation and promotion, and intergovernmental working. In the UK, every Council has to set up a Local Strategic Partnership to implement its community plan, with representatives from the public, private, and voluntary sectors as well as community representatives. Council is already involved in a number of partnerships and cross-agency initiatives which address key elements of this Strategy. For instance there is a Safer Casey Partnership, Health and Wellbeing steering committee, partnerships for community plans, and a proposed economic development partnership. These partnerships can address the relevant strategies in *Casey C21 – Building a Great City*.

### ***Monitoring***

A pragmatic monitoring program will be set up to measure progress towards the aspiration. The program will rely on established and accepted indicators that are already in place, for instance through the Council Plan and government agencies, and should address key community concerns such as:

- Community well-being
- Community safety
- Access to services
- Access to public transport
- Housing affordability
- Workforce skills
- Unemployment
- Educational achievement

An Annual Report on progress against the Strategy will be prepared and reported to Council.



#### **Customer Service Centres**

**Cranbourne**  
Centro Cranbourne

**Narre Warren**  
Magid Drive

**Narre Warren South**  
Amberly Park  
Shopping Centre

Telephone: 9705 5200  
Facsimile: 9704 9544

TTY: 9705 5568  
TIS: 131 450  
(Translating and Interpreting Service)

Magid Drive  
PO Box 1000  
Narre Warren VIC 3805

Email: [caseycc@casey.vic.gov.au](mailto:caseycc@casey.vic.gov.au)  
Website: [www.casey.vic.gov.au](http://www.casey.vic.gov.au)