



Draft City of Casey

INFRASTRUCTURE STRATEGY

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ACKNOWLEDGEMENT TO COUNTRY

The City of Casey proudly acknowledges the traditional owners, Casey's Aboriginal communities and their rich culture and pays respect to their Elders past, present and future. We acknowledge Aboriginal people as Australia's first peoples and as the traditional owners and custodians of the land on which we work and live.

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MESSAGE FROM THE CHAIR OF ADMINISTRATORS

As part of our ongoing commitment to community engagement, and the aspiration to stand our city in good stead for the future, the City of Casey is excited to launch a further suite of strategic documents.

These documents, which include the Health and Wellbeing Strategy, Environment Strategy, Infrastructure Strategy and Economic Development Strategy are the next layer of Casey's *Integrated Strategic Planning Framework*, and provide further insight and a closer look into some of the major areas that influence the liveability of our municipality.

These strategies have been designed following the adoption of the *Council Plan 2021-25*, and *Long Term Community Vision 2031*, both of which were developed based on the feedback, thoughts and ideas shared by you during the Shape Your City engagement program, in 2020 and 2021.

These strategies deliver on our Vision, which is to *become a more connected, bold and resilient community*.

While the Council Plan sets out **what** our organisation aims to achieve, these strategies set out **how** we are going to achieve that, and some of the key challenges that Council will face and the goals and intentions by Council to move our city forward.

Each strategy focusses on a vitally important area for Council and contains key linkages back to the current Council Plan.

The Health and Wellbeing Strategy builds on the success and strengths from the previous plan and sets out how Council will work in partnership with both the community and other levels of government, to support positive health and wellbeing. It contains six key priorities, which are outlined in the strategy.

Council's Economic Development Strategy then sets out how Council plans to create more jobs, diversify industries and prompt innovation, while supporting our local businesses.

The Environment Strategy outlines how we plan to tackle some of the big issues facing our local environment, how we plan to become more climate change ready, and support a more sustainable approach to the local environment.

Finally, the Infrastructure Strategy plans for the future growth of our community and outlines how Council will provide the adequate infrastructure to meet that demand. The strategy covers community facilities, sport and recreation facilities, drainage, transport, paths and trails, and much more.

I would strongly encourage you to view these strategies and see how we are planning to further support our rapidly growing and diverse community.

Once again, thank you for your continued participation in our community engagement programs and I urge you to regularly visit our online engagement hub, Casey Conversations to see what topics you can have your say on today.

Noelene Duff PSM

City of Casey Chair of Administrators

Background

The City of Casey (Casey) is a diverse municipality, both in relation to community as well as land use. Casey covers an area of 400 square kilometres and is one of the fastest growing municipalities in Australia, with a population of 380,531 residents (2021), and prior to the COVID-19 pandemic this was forecast to grow to approximately 550,000 residents by 2041.

Given its expansive size, Casey has a significant and varied public and private infrastructure portfolio. Casey City Council owns over \$3.2 billion worth of physical infrastructure which is increasing by approximately five per cent per annum. Within 10 years it is estimated Council's physical infrastructure asset value will grow to over \$5 billion. While most of our infrastructure is new and in good condition, some shorter lifespan asset types such as playgrounds, paths and some community buildings, need renewal. This renewal group will continue to grow as the new infrastructure ages. Rate capping also means there is less money available to meet the increasing cost of delivering and maintaining infrastructure.

Our growth areas will continue to need new infrastructure and the established area's existing infrastructure will need to adapt to their changing needs. The COVID-19 pandemic has also resulted in people using infrastructure differently which has led to changes in utilisation rates which will need to be managed over time.

Technology and its integration into infrastructure is rapidly changing, changing the way our infrastructure can be used and accessed by community, enabling real time data of utilisation, and providing alternatives ways to assess and maintain infrastructure.

Our climate is also changing, with increased extreme weather events, resulting in the need for more resilient infrastructure as well as infrastructure that sets the standard and aims for zero net emissions.

The community have told us that they want:

- Community connection: both physical connection (roads, public transport, pedestrian and bike paths) and an environment that encourages social and cultural connection
- Sustainability: including environmental sustainability, climate change and natural resource management and proactive and transparent planning for Casey's population growth

This feedback, along with the understanding of the current and future needs of our infrastructure across the city has helped shape the four objectives of the Infrastructure Strategy.

For the purposes of this document, infrastructure includes the following:

- **Community facilities:** libraries, community centres, early years facilities (including kindergartens), senior facilities, youth facilities, arts facilities, and community halls
- **Sport and recreation facilities:** aquatic facilities, indoor recreation centres, pavilions, and active recreation reserves including AFL, cricket, soccer, rugby, hockey, baseball, softball, tennis, basketball, netball
- **Parks:** passive open space (local, district, regional and state level), playgrounds, dog parks, botanic gardens
- **Green and Blue Urban Infrastructure:** trees, landscaping, nature strips, and water bodies within the urban realm (for outside of the urban realm refer to the Environment Strategy)
- **Transport:** local and arterial road networks, and public transport (bus, train, trackless tram)
- **Drainage:** local drainage (less than 60ha) network (including WSUD), and regional drainage and waterways
- **Paths and trails:** footpaths, bike paths, shared user paths, and trails
- **Digital:** Wi-Fi, CCTV, smart sensors, telecommunications, etc
- **Education:** primary school, high school, TAFE, University
- **Health:** hospitals, community health centres, Ambulance Stations
- **Justice:** Police stations, courts
- **Other:** cemeteries, Emergency Management (SES)

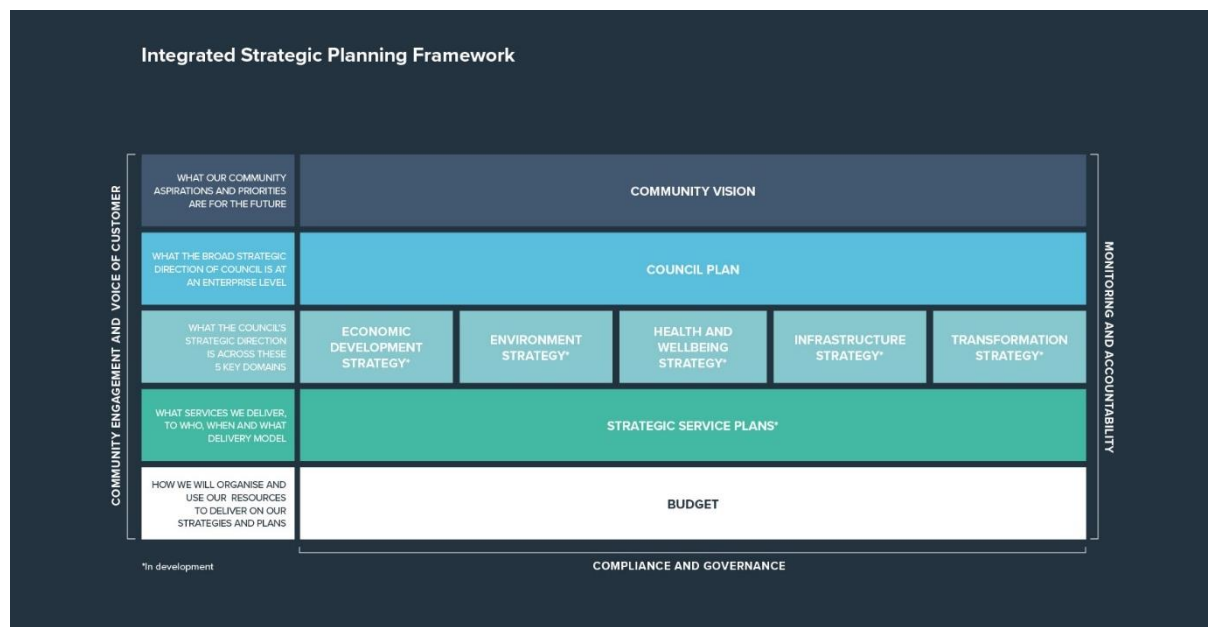
OUR INTEGRATED STRATEGIC PLANNING FRAMEWORK

The City of Casey's Integrated Strategic Planning Framework guides Council in identifying community needs and aspirations over the long term (*the Vision*), medium term (*Council Plan and five Domain Strategies*) and short term (*Annual Budget*, incorporating the *Annual Action Plan* and *Capital Works Program*), and then how it will hold itself accountable (*Annual Report and Audited Statements*).

The purpose of integrated planning and reporting is:

- to determine the priorities for the municipality in terms of its future outlook, how our community want to live and the city we desire to be
- to consider what is changing and how these changes present an opportunity to shape our future
- to establish clear strategic direction for responding to change
- to prioritise Council business and identify projects and services that will deliver the best return on investment
- to inform Council's long-term financial planning and budgeting
- to inform annual Council planning, business planning and service planning across Council departments
- to provide a line of sight for employees to see how their individual work tasks contribute to the overall strategic direction of the Council and community.

The following illustration demonstrates Council's Integrated Strategic Planning Framework. The Infrastructure Strategy is included as one of the five Domain Strategies which provide greater clarity and direction on key priorities for our community and Council.



OBJECTIVE 1: PARTNER AND ADVOCATE TO DELIVER INFRASTRUCTURE FOR CASEY AND THE REGION

One of Council's key roles in supporting and enabling the delivery of infrastructure is through partnerships with stakeholders such as other councils, State and Federal government, as well as partnerships with industry bodies and developers.

The aim of this objective is to ensure Council continues to focus on how we can partner with others to deliver Council infrastructure through avenues such as grants and leveraging available infrastructure funding, low interest loans, government co-location opportunities, and works in kind agreements. This includes innovative and joint procurement strategies for managing, maintaining, servicing, and operating our infrastructure to increase financial capacity and community benefit.

In addition, across the city and the South East Metropolitan Region there is a range of infrastructure required that local government does not deliver and therefore requires Council to advocate on behalf of our community and region to ensure infrastructure is delivered from the State and Federal Government in a timely manner.

Strategies	
1.1	<p><i>Focus advocacy for timely delivery of State and Federal Government and non-government infrastructure with a focus on:</i></p> <ul style="list-style-type: none"> <i>reducing congestion and improving public and active transport options</i> <i>connecting Casey community to regional infrastructure i.e., South East Airport, Clyde Regional Park, Recycled Water Pipeline, Thompsons Road, Advanced Waste Plant, Dandenong Rectangular Stadium.</i>
1.2	<i>Utilise innovative procurement and funding strategies to deliver and manage infrastructure more effectively</i>
1.3	<i>Partner with stakeholders to deliver, maintain, service, and manage our community infrastructure</i>

OBJECTIVE 2: IMPROVE AND UTILISE TECHNOLOGY & DIGITAL INFRASTRUCTURE

Council makes decisions about infrastructure, relying on data and information about its condition, utilisation, capacity, function, lifecycle, as well as if it is fit-for-purpose and meeting service standards. It is important for Council to also understand the current and future population growth forecast, and feedback from the community and other stakeholders.

The aim of this objective is to use digital technology and information more effectively. One way this can be achieved is through the development of an integrated data and information platform which integrates data from across our services and infrastructure to make informed decisions.

This objective also provides the opportunity for Council to start to move into using technology solutions to monitor and evaluate asset performance. This could include technology such as real time sensors and digital twins to monitor utilisation of roads, drains and facilities and inform future infrastructure needs. It could also include the ability for the community to be able to access our infrastructure and services online through avenues such as Virtual Hubs.

The final focus area for this objective is ensuring Council is actively engaging with the community to seek their feedback to support the future direction and prioritisation of infrastructure. This could include engagement in the planning, design, service, maintenance, and renewal of infrastructure. It could also include increasing community awareness on the facilities available, hours of use, how you get there, and how many people are already using a space.

Strategies	
2.1	<i>Create an integrated data and information platform to understand current and future service, demographic trends, and asset demands</i>
2.2	<i>Utilise technology to monitor, evaluate and inform asset performance, management and decision making</i>
2.3	<i>Use community feedback to support the future direction and promotion of infrastructure</i>

OBJECTIVE 3: REVITALISE OUR EXISTING INFRASTRUCTURE AND PLACES

Casey is a diverse community with a large established urban area, rapidly developing growth areas, regional and farming areas, and coastal areas. While majority of new infrastructure pressures are within the growth areas due to the number of people moving into Casey, there is also a need to focus on our areas with existing infrastructure that is ageing and not meeting the changing community needs.

The aim of this objective is to ensure Council is focused on revitalising existing infrastructure and places and leveraging our property and partnership opportunities. This will initially focus on Cranbourne, Narre Warren, Hampton Park, and Berwick given the existing opportunities that have been identified in those suburbs.

This objective also aims to ensure Council's Capital Works Program is focused on funding renewal of infrastructure that is in fair and poor condition, especially our parks, playground, bridges, and the missing gaps in our shared paths around train stations, schools and shopping centres. It will also ensure our renewal and redevelopment standards are consistent with those across the City, and we are managing the lifecycle of infrastructure more effectively, drawing on the data and information platform identified in objective two.

The final focus area for this objective is to actively invest in a pipeline of infrastructure projects to be project ready. This will ensure that we are in the best possible position when we are seeking partnerships, advocacy outcomes, and grant opportunities.

Strategies	
3.1	<i>Develop and implement place-based revitalisation strategies to unlock investment, facilitate economic growth and create great places for our community, prioritising Cranbourne, Narre Warren, Hampton Park, and Berwick Activity Centres</i>
3.2	<i>Effectively manage the lifecycle of infrastructure to ensure it is adapting to community needs, is fit for purpose, service standards are consistent, rationalised as appropriate, and our resources are utilised efficiently</i>
3.3	<i>Rebalance the capital works prioritisation criteria to invest in upgrades, renewal, redevelopment or gaps in infrastructure to transform our existing infrastructure and places</i>
3.4	<i>Deliberately invest in a pipeline of infrastructure to be project ready</i>

OBJECTIVE 4: DELIVER SUSTAINABLE AND RESILIENT INFRASTRUCTURE

Climate change is impacting our infrastructure. Whether it be weather events such as droughts drying wetlands and creeks, storms and floods, extended fire seasons, air quality, extreme temperatures and rising sea levels impacting low-lying and coastal properties.

The aim of this objective is to provide Council with a clear direction to invest in building resilient infrastructure. There will be an initial focus on stormwater management, our foreshores and increasing our urban forest.

In addition, this objective seeks to respond to the community engagement key theme sustainability, by ensuring that Council uses sustainable practices, resulting in carbon neutral infrastructure as well as infrastructure that supports a circular economy. One way we will do this is by designing and creating urban places and spaces where environmental elements such as trees, landscaping, and water feature.

The final focus area for this objective is to ensure that we continue to be future focused and push the thinking in how we deliver sustainable infrastructure. This could be through trialling different materials and products, using interim and modular facilities, and co-locating with or using others facilities.

By doing so Council has the potential to decrease construction costs through using recycled materials, local suppliers, and local contractors. Operational costs will also reduce through smart design, reusing energy and installing solar panels. There will also be a lower risk of service disruptions and property damage through protecting properties from flooding.

Strategies	
4.1	<i>Deliver infrastructure that is carbon neutral and supports a circular economy</i>
4.2	<i>Ensure infrastructure is resilient to the impacts of climate change with a focus on stormwater, foreshore and urban forest</i>
4.3	<i>Create a city that is at the forefront of integrated green and blue infrastructure within the urban realm</i>
4.4	<i>Be future focused in trialing different ways to deliver infrastructure through material selection, interim and modular facilities, earlier delivery, using facilities owned by others</i>

Implementation, Monitoring and Evaluation

The Strategy will be implemented through an Annual Action Plan. Monitoring of the Strategy will take place annually with updates on the progress of actions and reporting on measures of success to the organisation and community.

Community feedback on infrastructure and community infrastructure needs will be gathered over the life of the Strategy and used to inform the development and review of annual actions.

A full evaluation will take place at the end of the four years where the Strategy achievements and impacts will be assessed, including what worked well, what did not work so well and how could the Strategy be improved in the future.

CONTACTING COUNCIL

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Customer Service Centres

Cranbourne Customer Service Centre Cranbourne Park Shopping Centre, Shop 156, South Gippsland Highway, Cranbourne

Narre Warren Bunjil Place, 2 Patrick Northeast Drive, Narre Warren