

City of Casey

INFRASTRUCTURE STRATEGY

2021-25

[CASEY.VIC.GOV.AU](https://casey.vic.gov.au)

Statement of Acknowledgement

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.

Diversity Statement

The City of Casey is home to a remarkable diversity of cultures, languages, faiths, identities, landscapes, and stories. From our first Australians to our most recent arrivals and every wave between, the City of Casey welcomes and represents all community members and their respective ambitions to live healthy, rewarding, and happy lives. These intersecting and overlapping community stories form Casey's collective identity and contribute to its evolving, rich history. We recognise this diversity as our strength and we aim to share, nurture, and celebrate it.

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MESSAGE FROM THE CHAIR OF ADMINISTRATORS

As the Chair of Administrators for the City of Casey, it gives me great pleasure to present our community with the Infrastructure Strategy.

The purpose of the strategy is to provide an overarching direction for infrastructure within the City of Casey. To achieve our *Long-Term Community Vision 2031*, which is to *become a more connected, bold and resilient community*, there is a continued need to deliver integrated and connected infrastructure.

The Infrastructure Strategy has been developed to call out our highest need for change, doing things differently and pushing the boundaries to capitalise on opportunities and strengthen gaps in Council's infrastructure planning, delivery, maintenance, and servicing over the next four years.

There are some key conditions impacting infrastructure that we need to adjust to and take advantage of, this includes:

- Our changing and growing community
- Rapidly advancing technology
- Improved data opportunities to inform decisions
- Our ageing assets and increasing cost of infrastructure
- Our changing climate and need for more resilient infrastructure

The Infrastructure Strategy was developed through understanding these existing and future conditions impacting infrastructure; aligning with local, State and Federal policy and strategy directions; and community feedback via the Shape Your City process, which saw more than 6,000 people contribute to our Vision, *Council Plan 2021-25*, Budget and Domain Strategies, including the Infrastructure Strategy.

The delivery of this strategy will be supported by an Action Plan, and by working in partnership with others to ensure we have the infrastructure that meets the needs of our community both now and into the future.



Noelene Duff PSM
Chair of Administrators
City of Casey

ABOUT THE INFRASTRUCTURE STRATEGY

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 which includes culturally and environmentally significant land, as well as resident, farming, industrial, and commercial land. Casey 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. Zero to four year olds currently make up Casey's largest age cohort. Of those that live in Casey, 35 per cent speak a language other than English and there are over 100 different faiths represented.

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 that 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 purpose of infrastructure is to facilitate and enable social, economic, and environmental outcomes for our current and future population. In order to do this effectively infrastructure needs to be accessible for all, be reflective of our community and their needs, and be developed with our community.

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.

Changing conditions for infrastructure needs



Increasing population



Renewal gap



Increasing cost of infrastructure



Changing uses of infrastructure



Improved technology



Impacts of climate change

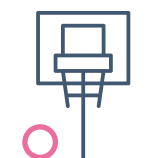
Council plays a key role in delivering, funding, facilitating, servicing, and advocating for infrastructure.

FOR THE PURPOSES OF THIS DOCUMENT, INFRASTRUCTURE INCLUDES THE FOLLOWING:



Community facilities:

libraries, community centres, early years facilities (including kindergartens), senior citizen facilities, youth facilities, arts facilities, neighbourhood houses, mens sheds 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 and netball



Parks:

passive open space (local, district, regional and state level) that include playgrounds, dog parks, botanic gardens, bushland reserves, skate, bmx, fitness equipment, seating and picnic facilities.



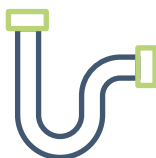
Green and blue urban infrastructure:

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 Water Sensitive Urban Design), and regional drainage and waterways



Paths and trails:

footpaths, bike paths, shared user paths, equestrian trails and trails



Digital:

Wi-Fi, CCTV, smart sensors and telecommunications



Education:

primary school, high school, TAFE and University



Health:

hospitals, community health centres and Ambulance Stations



Justice:

Police stations and courts



Other:

cemeteries and 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*).

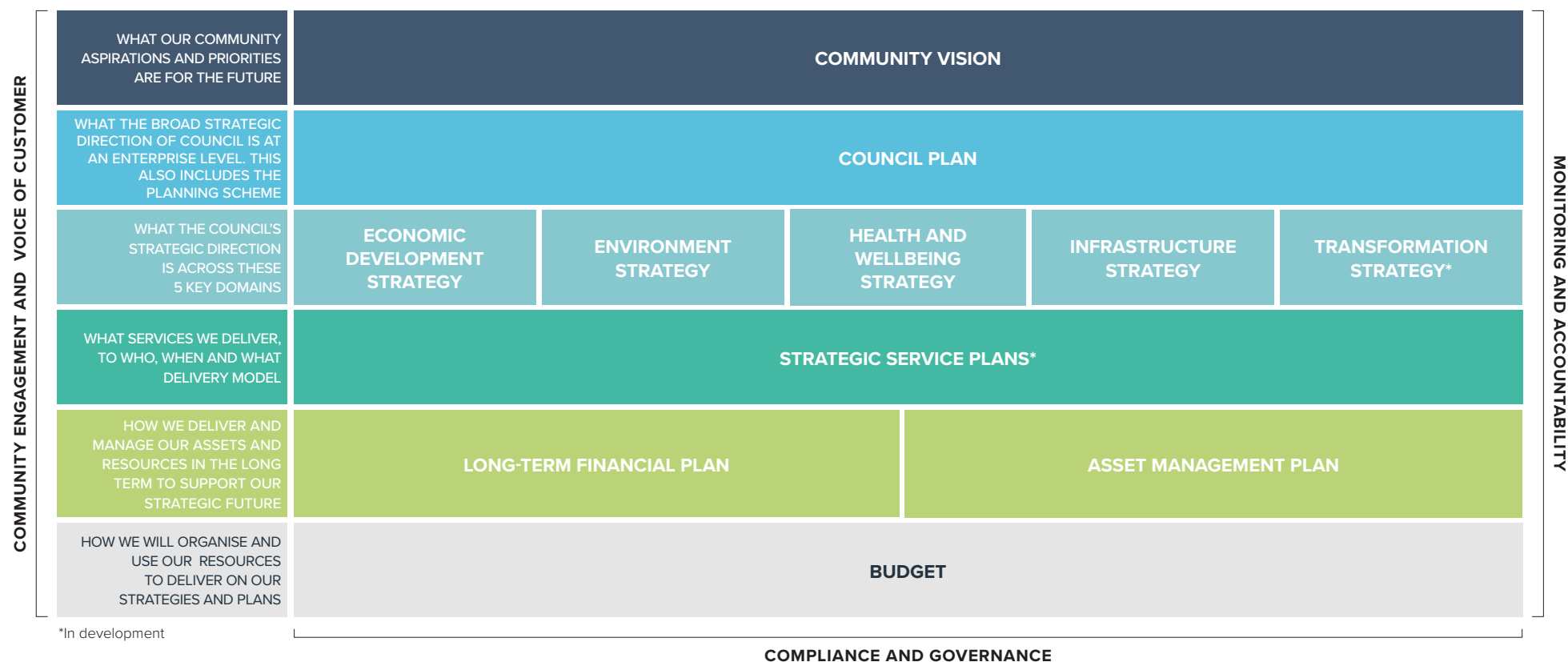
The purpose of integrated planning and reporting is:

- 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 City of Casey and community.

The illustration on the following page demonstrates Council's Integrated Strategic Planning Framework. The Infrastructure Strategy is included as one of the five Domain Strategies. The other Domain Strategies include Environment Strategy, Economic Development Strategy, and Health and Wellbeing Strategy. Collectively these Strategies guide the development of a more liveable city.





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.

INFRASTRUCTURE STRATEGY

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, leveraging available infrastructure funding, low interest loans, government co-location opportunities, and 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** Focus advocacy for timely delivery of State and Federal Government and non-government infrastructure with a focus on:
 - reducing congestion and improving public and active transport options
 - connecting Casey community to regional infrastructure i.e., South East Airport, Clyde Regional Park, Recycled Water Pipeline, Thompsons Road, Advanced Waste Plant and the Dandenong Rectangular Stadium
 - ensuring access to mobile and internet infrastructure across the City.
- 1.2** Utilise innovative procurement and funding strategies to deliver and manage infrastructure more effectively
- 1.3** Partner with stakeholders to deliver, maintain, service, and manage our community infrastructure



OBJECTIVE 2: IMPROVE AND UTILISE TECHNOLOGY, DIGITAL INFRASTRUCTURE AND COMMUNITY FEEDBACK

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 availability, hours of use, how you get there, and how many people are already using a space.

STRATEGIES

- 2.1** Create an integrated data and information platform to understand current and future service, demographic trends, and asset demands
- 2.2** Use technology to inform infrastructure performance and decision making, and make data publicly available for community and stakeholders to utilise
- 2.3** Use community feedback to support the future direction and promotion of infrastructure
- 2.4** Ensure infrastructure supports emerging technologies and enables smart city outcomes



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 the 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, using high quality design, 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.

STRATEGIES

- 3.1** 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
- 3.2** 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
- 3.3** Rebalance the capital works prioritisation criteria to invest in upgrades, renewal, redevelopment or gaps in infrastructure to transform our existing infrastructure and places
- 3.4** Deliberately invest in a pipeline of infrastructure to be project ready



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 and to create a city that is at the forefront of integrated green and blue infrastructure within the urban realm.

In addition, this objective seeks to respond to the community engagement theme of sustainability, by ensuring that Council uses sustainable practices, resulting in carbon neutral infrastructure as well as infrastructure that supports a circular economy.

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** Explore the delivery of infrastructure that is carbon neutral, supports a circular economy, and facilitates disassembly at end of life
- 4.2** Ensure infrastructure and community are resilient to the impacts of climate change with a focus on integrated water management, foreshore and urban forest
- 4.3** Trial different ways to deliver infrastructure through material selection (such as recycled and biomaterials), earlier delivery and different delivery methods (such as interim, modular, 3D printing), and using facilities owned by others



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 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.





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Cranbourne: Cranbourne Park Shopping Centre



TIS: 131450 (Translating and Interpreting Service) المترجم الفوري 翻译 مترجم شفاهى ਦੁਭਾਸ਼ੀਆ ගෘහස්ਥ ਅੰਗਰੇਜ਼ੀ

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