

Community Facilities Plan





“

A community facility is a place that strengthens the life of the community, where people come together to connect, belong and thrive.

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Image: Mansfield
Kindergarten, Berwick

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Introduction

As one of the fastest growing municipalities in Victoria forecasting a population of 514,800 by 2041, Casey City Council and other service providers have a critical role in responding to the increasing service and facility needs of the Casey community.

The pace and scope of change is unprecedented, Casey's population is becoming increasingly diverse, and a range of social issues are affecting the community. Growth in new areas is occurring faster and on multiple fronts where there is no pre-existing community infrastructure. Many established areas of Casey are experiencing urban renewal and existing infrastructure is becoming outdated and no longer meeting community needs.

Good community facilities strengthen the life of the community and are places where people can come together to connect, belong and thrive. They are vital to the health and wellbeing of our residents. Casey City Council is committed to creating a liveable City that keeps pace with the standard of health, wellbeing and liveability that the community expects to receive.

Council must balance its social and financial responsibilities to continue to meet community needs in an environment where multiple pressures exist. This includes the

State Government legislated capping on rates and the impact this has on Council's service and infrastructure program delivery. Council is also experiencing increased costs to deliver and operate community infrastructure. We need to ensure that our facilities are socially and financially sustainable now and into the future.

Significant growth presents its challenges; however, it also provides new and exciting opportunities. Proactively recognising and managing growth can lead to positive health and wellbeing outcomes. Fast-paced growth, when supported by the necessary infrastructure, can significantly improve people's access to the essential services, programs and activities they need to reach their full potential. Delivering quality and appropriate community facilities in Casey's neighbourhoods that are undergoing transformational change can strengthen people's sense of belonging and quality of life.

Casey City Council recognises that the current approach to planning and delivering community facilities needs to change, and that a one size fits all approach is no longer appropriate. The Community Facilities Plan outlines how Council plans, delivers and activates community facilities. It sets the scene for a community-led approach through a higher level of engagement and understanding to inform Council on it's communities' expectations and aspirations for community facilities. It leads the way for a more transparent, evidence-based program of work that will enable Council to clearly identify the current and future community facility needs for the municipality. This includes the rationalisation of existing community facilities in accordance with contemporary service delivery models in integrated and centralised facilities. It will also position Council to explore innovative opportunities and partnerships that will be required to deliver the necessary infrastructure to support the long-term needs of our community.



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The Community Facilities Plan outlines how Council plans, delivers and activates community facilities. It sets the scene for a community-led approach through a higher level of engagement and understanding.

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Image: Arbourlea Family and Community Centre, Cranbourne North

Definitions

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 the Casey City Council.

Council officer

Means the Chief Executive Officer and staff of Council appointed by the Chief Executive Officer.

Community

Means a group of two or more people who are connected in a self-defined way by a common interest and/or geographic location and/or identity. This acknowledges that the wider Casey community comprises many and varied communities.

Community Facility

Means a building that acts as a focal point for community interaction; a place where people can build relationships and a community identity; where residents can meet and carry out activities; a place that strengthens the life of a community; and where residents can access community services.

Community service

Means activities that support individual and family functioning, including personal and social support; support for children, families

and carers; training and employment; and community engagement and development.

Council service

Means a collection of tangible and intangible activities, functions and benefits that can be undertaken, produced, provided or consumed, either directly or indirectly for the Community to enable Council to achieve its objectives.

Council owned

Means a facility owned by Casey City Council, including those built on crown land where Casey City Council is the Committee of Management.

Council managed

Means a facility that is managed and/or operated by Council staff.

Hire agreement

Means an agreement used for casual occupancy (e.g. casual booking for a short term up to 12 months).

Lease agreement

Means an agreement used for exclusive occupancy (the tenant has sole use of the premises).

Licence agreement

Means an agreement use for a non-exclusive occupancy (Council may grant the use of the premises to another party for joint occupancy).

Committee of Management (Also known as a Board of Management or a Committee of Governance)

Means the elected volunteers from the membership of the organisation who determine the overall focus and strategic direction of the organisation, and are responsible for the financial viability, endorsement of policy and compliance with all legislative and statutory requirements.

Spaces for hire

Means the space available for hire at various community facilities owned and managed by Casey including but not limited to: community and commercial kitchens, office space/consulting rooms, meeting rooms and multi-purpose community rooms.

Community Service Organisation (CSO)

Means an organisation that is established with the purpose of providing services that support individual and family functioning. These services strengthen capacity and connections to build healthy and strong communities. The organisation functions to benefit the community rather than its own members and is accountable to a governing body. All profit made is invested back into the community through the provision of services. This can include Non-Government Organisations (NGO) that fulfil the above mentioned purpose.

Community Group

Means a group of people who come together because they are motivated to pursue a common interest. They play an important role in communities because they represent commitment, passion and a desire to strengthen the neighbourhood they live in.

Community Engagement

Means a planned process that aims to work with customers, stakeholders and/or communities to shape decisions and actions in relation to a problem, opportunity or outcomes (*International Association for Public Participation, 2015*).

Community Participation

Means involvement in programs, events and services that enhance social connection, for example arts and cultural activities.

Community resilience

Means a measure of the sustained ability of a community to respond to, withstand, and recover from adverse situations.

Social inclusion

Means the act of making all groups of people within a society feel valued and important.

Place-making

Means an approach to making authentic, vibrant and resilient places that are valued by their communities. It involves understanding the culture, qualities and wisdom of the community.

Scope

The Plan focuses on community facilities over which Council has primary responsibility, chooses to play a role in delivering, or seeks to facilitate, broker or advocate for on behalf of the community.

It incorporates the following activities:

- » Identifying the need for physical changes to existing facilities or new community facilities, including consideration to decommission or dispose of assets
- » Planning community facility projects
- » Design and construction
- » Opening and activation

The Community Facilities Plan recognises the following types of community facilities owned and/or operated by Council:

Themed community facilities

Tourism and visitor destinations and facilities that support the delivery of specialised community services.

Community facilities based on one or more themes, e.g. Myuna Farm, Old Cheese Factory, Wilson Botanic Park, The Factory, Aboriginal Gathering Place, Arts and Educational facilities.

Integrated Community Centres, Community Centres, Community Hubs, Community Halls / Public Halls¹

Multipurpose facilities that provide spaces for Council, community service organisations and community groups to offer a range of services, activities and programs including spaces for hire.

Family and Community Centres

Intergenerational facilities that bring together a range of services where professionals work together to deliver education, care, health and support services to children and their families. Services include Kindergarten, Maternal and Child Health as well as community spaces for hire suitable for the delivery of programs and activities for all community members.

Also known as Family and Children's Centres, Family Resource Centres, Children's Centres, Kindergarten and Maternal and Child Health Centres.

Neighbourhood Houses and Community Learning Centres²

Facilities managed by a voluntary committee of management, bringing people together to connect, learn and contribute to their local community through social, educational, recreational and support activities.

Casey Youth Information Centres

Facilities that deliver youth services responsible for providing information, referrals and support to young people aged 10-25 years and planning and delivering recreation and personal development programs.

Casey Youth Hub

Facilities that provide office, counselling and activity space, to service providers with a demonstrated youth focus. Stakeholders will offer a suite of projects and activities that will support young people aged 10-25 years across Casey.

Libraries³

Public libraries play a critical role in early literacy development and provide space for informal learning for people of all ages.

Senior Citizens Centres and Social Support Centres

Facilities managed by Council and voluntary committees of management, providing older adults with opportunities to try new activities, meet others, establish links in the community, and improve your overall sense of health and wellbeing.

Storage Sheds and other ancillary buildings associated with the above mentioned facilities

Other

e.g. Scout and Guide Halls, Men's Sheds, as appropriate.

The facilities that are **out of scope** for the purpose of the entire Community Facilities Plan are:

Bunjil Place

Refer to the *Framework for Priority Venue Hire and Programming at Bunjil Place*.

All Leisure and Recreation Facilities

Refer to the *Leisure Facilities Development Plan Policy and Aquatics Strategy*.

¹ Refer to Community Facility Access Principles for community facilities that are out of scope in an operational context.

² Neighbourhood Houses and Community Learning Centres are operated by Committees of Management and funded by both Council and the State Government. Refer to Community Facility Access Principles for community facilities that are out of scope in an operational context.

³ Libraries in Casey are operated by Casey-Cardinia Libraries with funding from the Casey City Council and Shire of Cardinia. Refer to Community Facility Access Principles for community facilities that are out of scope in an operational context.

Background

The *Casey Council Plan 2017-21* calls for 'a Council whose services and facilities are driven by community needs (Strategic objective 3)'. Council's Year 1 Action Plan identifies the need for a strategic document for community facility planning, driving the development of this Plan.

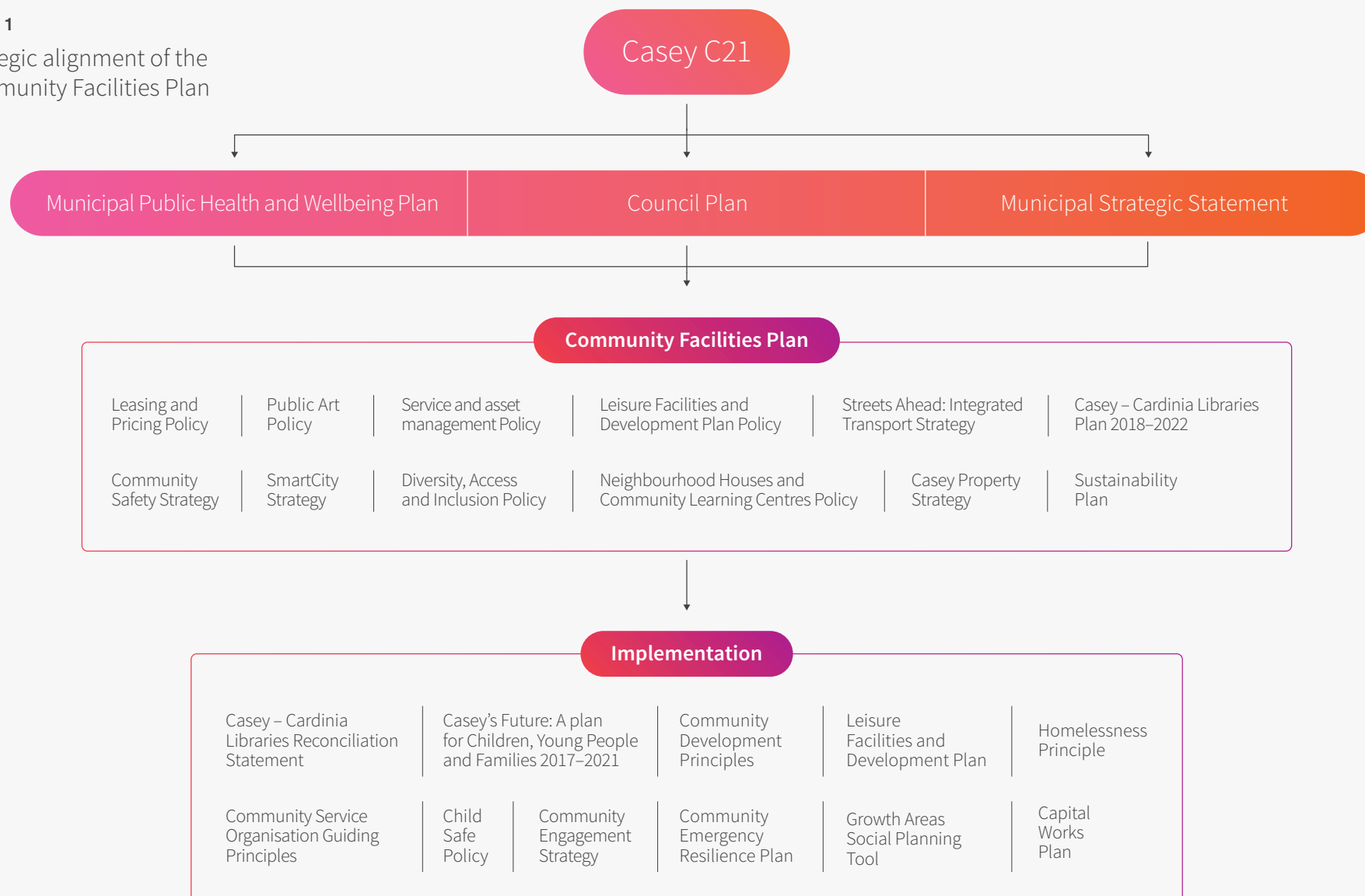
Recognition of the importance by Council and the community of this work, and the value of an integrated community facility planning approach that captures various types of community facilities, has provided the opportunity to review and refine Council's approach to planning, delivery and the activation of community facilities.

The introduction of the Community Facilities Plan provides Council with the necessary policy and strategic direction to meet local and regional needs and address the key challenges facing the municipality in regard to the planning, delivery and activation of community facilities.

The Community Facilities Plan consolidates various policy documentation including superseding the previous *Community Facility Planning Principles 2016* and incorporating the *Community Facilities Access Policy 2016*.

Council is starting a journey of transformation in the community facilities space to become more innovative and transparent in planning, delivering and activating facilities that will address community needs now and into the future.



Figure 1Strategic alignment of the
Community Facilities Plan

Strategic Context

Casey C21

Casey C21 is Council's long-term blueprint for shaping the City of Casey's future. It seeks to meet the following objectives:

- » Connecting and supporting people through providing and facilitating choice of facilities and services that reflect the diversity of Casey.
- » Improving transport by ensuring that people can access jobs, services and facilities by public transport, cycling, walking and by private vehicle.
- » Protecting the environment by acting at a local level to reduce greenhouse gas emissions and to make Casey a sustainable city.
- » Creating a sense of place by ensuring all suburbs are proactively planned with physical infrastructure, supporting services and community activities; creating a distinct image and identity for Casey; and building and programming a diverse range of spaces for arts, culture, tourism, sports and leisure.

3 Key Strategic Plans

Council Plan 2017-21

The *Council Plan 2017-21* calls for a Council whose services and facilities are driven by community needs, using evidence to plan and prioritise facilities and to involve community members in planning and decision making. The *Council Plan* also seeks to provide an inclusive, safe and connected community through the creation of partnerships and support for other agencies in the delivery of high quality local services and ensure that all Council services are accessible. The *Council Plan* includes promoting and supporting participation in artistic, cultural, sporting and leisure opportunities; and planning, delivering and managing its assets and resources to meet the needs of current and future communities.

Municipal Public Health and Wellbeing Plan 2017-21

The *Municipal Public Health and Wellbeing Plan 2017-21* seeks to design and activate neighbourhoods to increase physical activity in daily life; to improve mental wellbeing through increased social inclusion, community resilience and community participation; and to design safe and inclusive public spaces.

Municipal Strategic Statement 2017

The *Municipal Strategic Statement* aims to focus activity into identified town centres and community places to create a sense of place, create physical community landmarks and focal points and reinforce community identity. It seeks to recognise, value, provide and facilitate a choice of facilities and services that reflect the diverse needs of the Casey community and provide visible clusters of local facilities to encourage active participation in community life. The *Municipal Strategic Statement* also identifies the need to manage Casey's physical and community development to improve safety through the appropriate design and provision of road and community infrastructure to ensure safe and liveable neighbourhoods and maximise opportunities for natural surveillance of public spaces.

What is being delivered...

The Community Facilities Plan builds on the objectives of Casey C21 and Council's three key strategic plans to set the specific direction for community facility planning, delivery and activation in Casey. The implementation of the Community Facilities Plan will contribute to the realisation of these plans as they relate to the provision and utilisation of Casey's community facilities.



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The diversity of our community means that the design and function of community infrastructure and services needs to balance and respond to a variety of needs.

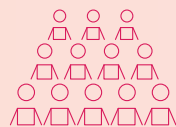
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Who we are

There are an estimated

333,000

residents in Casey in 2018 and our population is expected to grow to 514,800 residents by 2041.



Source: Casey City Council, Population and Housing Forecasts, 2017.

37% of people are under 25 years old*

15% of people are aged 60 years and over*

120 different faiths are represented in Casey:



8% practice Anglicanism*

25% of people have no religious affiliation*

7% practice Islam*

24% of people practice Roman Catholicism*

5% practice Buddhism*

There are 1,407 Aboriginal and Torres Strait Islanders living in Casey, an increase of 242 people between 2011 and 2016.



38% of people were born overseas from more than 150 different countries*

36% of people speak a language other than English at home*

25% of people are of English ancestry*

24% are of Australian ancestry*

8% are of Indian ancestry*

6% are of Irish ancestry*

5% of people have a disability*

11% of people provide unpaid care to a person with a disability, long term illness or old age*

57% of households include children*

12% are single parent families*

21% of households are couples without children*

15% are lone person households*

50% of households are paying a mortgage*

21% are renting*

89% of dwellings are separate houses*

10% are medium density housing*

84% of homes have an internet connection*

27% of people aged over 15 years hold a tertiary qualification*

67% of workers travel outside of Casey for work^

10% of people aged 15-24 years are neither studying nor working*



77% drive to work*



7% take the train*

14% of people are volunteers*



1% take a bus*

25% of people are obese and 29% are overweight^

19% of adult Casey residents have experienced high or very high levels of psychological distress.

Source: DHHS, Victorian Population Health Survey, 2014.

27% of people have been diagnosed with hypertension^

14% of youth in the City of Casey have very high levels of psychological distress.

Source: Royal Children's Hospital, Adolescent Health and Wellbeing Survey, 2009.

Throughout their lifetime, 9% of people will develop heart disease, 2% will have a stroke, 19% will develop arthritis, 7% will have Type 2 diabetes^

*Source: ABS, Australian Census of Population and Housing, 2016.

^Source: DHHS, Victorian Population and Health Survey, 2014.

Council's Opportunities

As one of Victoria's fastest growing municipalities, Casey City Council prides itself on the added value that rich culture and diversity bring to the community.

Not only has this growth attracted diverse businesses to the region, it has also fostered a strong community service organisation presence, working tirelessly to make our community a better place for all.

The Fountain Gate – Narre Warren CBD is designated as a Metropolitan Activity Centre within *Plan Melbourne* (one of the nine existing centres across Melbourne) and is home to the second largest shopping centre in Australia, Westfield Fountain Gate; Bunjil Place, one of the largest local government infrastructure projects in Australia; the Narre Warren Business Park; Narre Warren Village and Train Station; and a growing resident population. The Fountain Gate – Narre Warren CBD plays a pivotal role in providing facilities and services to both the local catchment and wider region.

There are exciting opportunities for the long-term growth of the CBD to develop the premier centre in the South East of Melbourne. Council is eager to work with other government agencies, landholders and developers to facilitate high quality development and further investment within the CBD.

An action of the *Fountain Gate Narre Warren CBD Structure Plan 2016* is to prepare a Community Facilities Strategy to identify the need and location for future community facilities within the CBD boundary, including consideration of options for co-locating and sharing of facilities for different purposes.

Council's Challenges

Amidst the exciting opportunities, Casey City Council must ensure it is properly resourced to keep up with the demand on its facilities and services.

The pace of population growth is exceeding expectations. Casey City Council was recognised in the 2017 ABS Estimated Resident Population for the largest annual population growth across all Victorian Local Government Areas¹. The increasing value of land and the rising construction costs need to be realised and managed, so that the outcomes of our community facilities are not hindered within the current rate capping environment. With escalating costs, coupled with the magnitude and rate of population growth and the imposition of rate capping, the demand for facilities is greater than Council can build and pay for each year on its own.

The diversity of our community means that the design and function of community infrastructure and services needs to balance and respond to a variety of needs.

Pockets of the Casey community also experience significant socio-economic barriers that hinder the ability for some to access and participate in the community in a way that enhances life. Council needs to undertake rigorous research and public engagement to reach and provide for as much of the community as possible.

¹ Source: ABS Estimated Resident Population 2017

Policy

Policy Statement

Council is committed to engaging with the community to plan for, deliver and activate community facilities that respond to changing community needs. This includes providing equitable access to multi-purpose facilities across Casey that are safe, inclusive and welcoming and create a space for the community to connect. Facilities will be developed that are available to the community for hire. Facilities will be supported and activated with targeted programs and services that are delivered by appropriate and capable providers or community members.

Council's Role

Council has a variety of roles in contributing to service and infrastructure provision in Casey, the main responsibilities being:

Provide – Council directly funds and delivers services and infrastructure. Council currently provides 66 services as well as Capital funding annually to build, renew or upgrade community facilities.

Advocate – Council advocates on behalf of the Casey community for funding and delivery of services or infrastructure. Council commonly advocates to State and Federal Governments to fund infrastructure in the City of Casey.

Facilitate / Broker – Council can facilitate outcomes for its community through building partnerships, changing regulations, promoting opportunities and building the capacity of community members and organisations.

Do nothing – Council has no direct role in meeting the identified service and infrastructure needs and considers it unnecessary to dedicate resources to progress.

Following the identification of social needs and services that a local community requires through engagement and analysis, Council will consider its role in meeting the needs of the community. This includes whether Council will provide identified services, facilitate services being delivered by others or advocate to others to ensure the services the community needs are achieved. Alternatively, the identified needs are not a priority of Council to resource the provision, advocacy or facilitation of an outcome and therefore Council does nothing. The outcomes of this exercise inform the activities Council needs to achieve in planning, delivering and activating community facilities.

Community Facility Principles

The success of community facilities is measured in different ways and influenced by a number of factors. Visitation, utilisation and community satisfaction are key indicators of success.

The following principles informing this Plan have been grouped under three headings: Planning; Design; and Access. They have been developed through consideration of previous principles created by Council in planning for community facilities; review of key Council policy priorities; consultation and review of other local government social and community infrastructure plans and strategies.



PLANNING



DESIGN



ACCESS

Community Facility Planning Principles



Connected and integrated

Facilities working together with a collaborative approach where opportunities for co-location and service synergies are identified and actively planned for. Place making approach to planning for facilities that are co-located with complementary uses and contribute to the activity in town centres and support economic development of town centres. Connection into the broader network of community infrastructure to include public art, transport options, recreation facilities and other community infrastructure at a regional scale. Working collaboratively with neighbours ensuring complementary outcomes for the community, offering seamless service delivery when neighbours are also service providers.

Innovative and future-proofed

Consideration of alternative funding, delivery and operating models to meet community needs in the confines of Council's resource limitations. Facilities that are fit-for-purpose for current requirements and can be used for a variety of purposes, while being planned and designed to be easily modified to meet changing community needs into the future as demand requires.

Welcoming and accessible

Equitable provision of facilities that are intergenerational, promote the diversity of our community and meet community needs, including consideration of child safety, and for the broader community.

Planning for facilities that contribute to a sense of place for all, are reflective of the range of community needs and provide the supporting amenities. Fostering the use of public transport, walking and cycling, and encouraging transport choice to enable the community to access community facilities within a 20-minute journey.

Smart, sustainable and measured

Planning for facilities that are financially viable, considerate of long term capital and operational costs, and provide the best value for the community. Planning to seek and consider regular feedback and evaluation that contributes to ongoing program/service changes and physical improvements to community facilities.

The City of Casey Hierarchy of Community Facilities and Provision Ratios are included in Appendix 1.

Image: Community Art Feature at Bridgewater Family and Community Centre, Berwick

Community Facility Design Principles



Best practice



Reflective of industry leading practice through:

- » Architecture and urban design
- » Public art and arts infrastructure
- » Crime Prevention Through Environmental Design (CPTED)
- » A Smart and innovative City
- » Ecologically Sustainable Development (ESD), Water Sensitive and Urban Design (WSUD), universal design and access

Vibrant, inclusive, appropriate and functional



Facilities that are inspiring and visually appealing without compromising the functionality required to delivery high quality community services and programs. Responsive to the needs and aspirations of individual communities in Casey.

Flexible, multipurpose and compatible



Capable of expansion and adaptation for different uses day to day, and changing community needs over time. Design of spaces that cater for different user groups; consideration of the special needs for people requiring a higher level of support, such as safety, comfort, discretion and accessibility.

An involved and resilient community



Responsive to community needs and aspirations through consultation and engagement. Facilities that provide an inclusive environment to support the wellbeing of the community.

A sense of place



A site responsive and appropriately scaled facility that contributes to a sense of place, a shared and integrated public space with a logical and defined main entrance. Enable clear navigation to and within the facility including the consideration of literacy and level of proficiency in English for wayfinding signage.

Cost effective and sustainable



Design that is environmentally responsible and promotes long-term economic, health and wellbeing benefits. Design to minimise capital, and ongoing operational and maintenance costs.

Image: Community Art Feature at Bridgewater Family and Community Centre, Berwick

Community Facility Access Principles

The *Community Facilities Access Policy 2016* has previously articulated Council's position to provide a consistent approach to the fair, transparent and appropriate management of the diverse range of community facilities that are owned or managed by Council in the City of Casey and are available for hire.

The access principles are currently relevant to a smaller range of community facilities than the scope of the Community Facilities Plan. The future review of the *Community Facilities Access Policy 2016* will apply consistently with the scope of this Plan.

Consistent with the *Community Facilities Access Policy 2016*, the access principles apply to community facilities that are managed by Council and excludes; leisure and recreation facilities; any form of community facilities that are managed by Committees of Management; Public Libraries; Council owned buildings covered by rental, lease and licence agreements; Myuna Farm; the Old Cheese Factory; Wilson Botanic Park; The Factory; and Bunjil Place.

Appropriate



Council facilities will enable the delivery of an appropriate mix of Council and community programs, activities and services in response to local need that will provide social, health and wellbeing outcomes to the Casey community. Assessment of applications for hire will include consideration of the suitability of the facility and the surrounding community and compatibility with other users in the facility for the type of hire required. Council may refuse or limit access to a community facility if the intended use does not support the strategic direction of the Council Plan, the *Community Facilities Access Policy*, and the overall best interests of the broad Casey community.

Equitable and Fair



Council is committed to delivering, developing and providing spaces for hire where all community members can access services and information, have something to do, and feel connected to their community free of discrimination and according to need. The allocation of spaces for hire will be reasonable with respect to the range of users. Council may limit the use of space by some groups/organisations to ensure that facilities are not dominated by one type of user group and that they meet the needs of all residents.

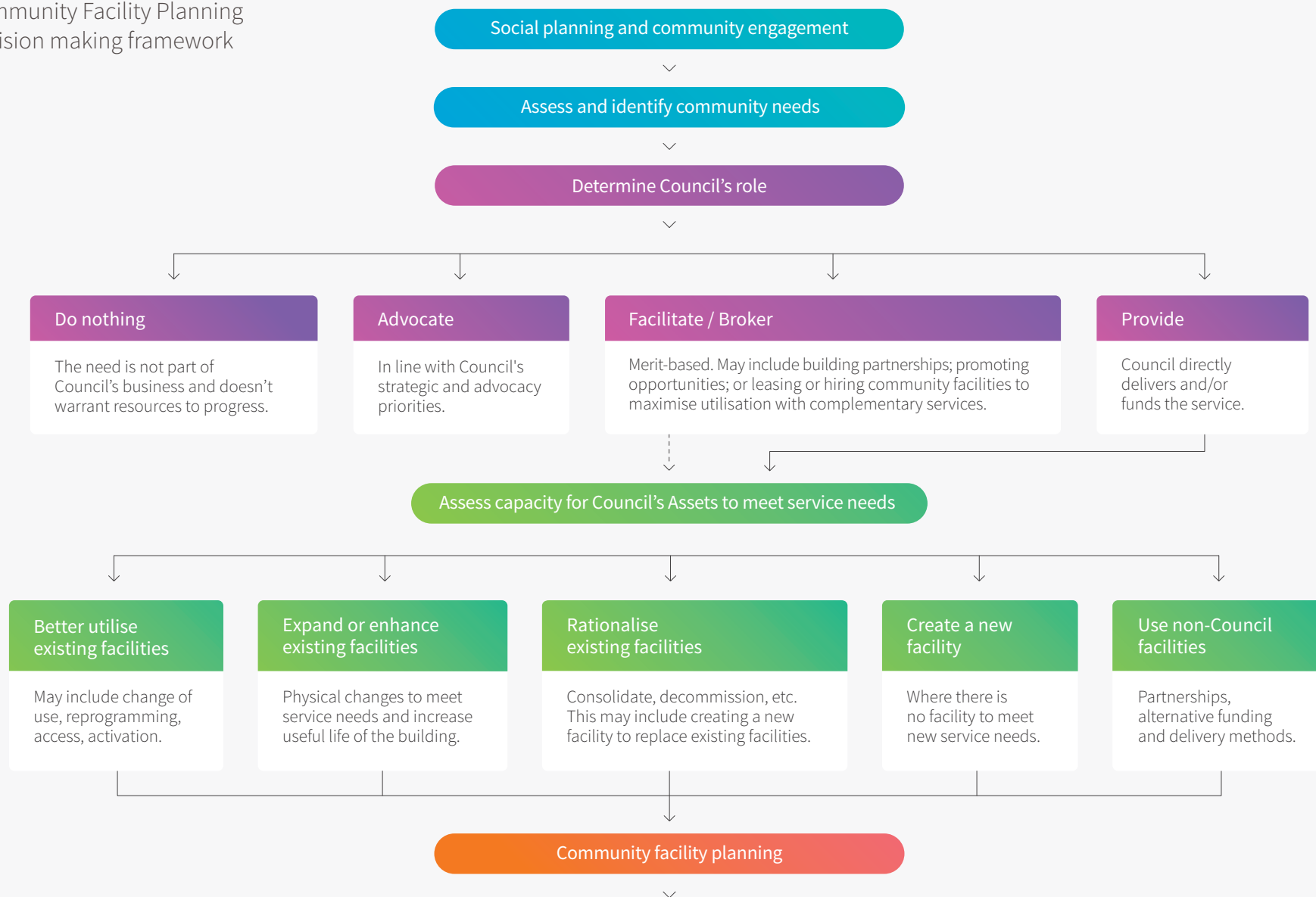
Local Priority



Groups and organisations that live, work or have a connection with Casey residents and those that service the local community surrounding the facility (including regional groups and organisations providing services for Casey residents) will have priority over groups and organisations providing services for people outside of the municipality.

The *Community Facilities Access Policy 2016* is due for review by December 2018. The review will see the policy incorporated into the Community Facilities Plan.

Figure 2

Community Facility Planning
decision making framework

STAGE 01

Social Planning and Engagement

This is followed by investigation into the utilisation and capacity of existing infrastructure to meet identified needs, and considers whether repurposing, redevelopment or new facilities are required and if facilities should be decommissioned.

This approach will be applied more broadly across Casey and will include the planning for the future use of land in growth areas for community facilities, as well as more rigorous community engagement to recommend planning for new or redeveloped community facilities.

Council has begun to employ a social planning approach to inform community facility planning in established areas.

This process includes research, data analysis and engagement with service providers, including Council's service managers, and community to determine opportunities and needs.

Council's current approach

- » A pilot social planning methodology has been used to inform community facility planning for particular projects. The process is being reviewed and refined to be used to inform community facility planning across Casey more broadly.
- » *The Planning for Community Infrastructure in Growth Areas 2008* report is used to provide industry-recognised service and facility benchmarks.
- » Planning considers Council's *Service and Asset Management Policy 2017*.
- » Council's service managers are responsible for informing requirements to increase or decrease service provision based on social planning analysis and engagement.
- » Council has an adopted catalogue of the services that Council is in the business of providing as outlined in the *Council Plan 2017-21*.
- » A process is applied to assess the condition, performance and utilisation of Council's community facilities.

Opportunities

- » A more robust community engagement program to contribute to the social planning process (and inform the planning, delivery and activation of community facilities), with a focus on engaging with children, young people and communities that may face barriers in accessing community facilities and participating fully in community life.
- » Enhanced ability to prioritise community infrastructure delivery based on evidence of need and agreed Council service levels, moving away from standardised benchmarks towards localised evidence-based service and infrastructure provision.
- » Use of the Growth Areas Social Planning Tool to provide a refined social planning and community engagement process that will inform community facility needs in growth areas. This will support Council's advocacy to the Victorian Planning Authority on the development of future Precinct Structure Plans (PSPs) in growth areas, particularly for community services and infrastructure not typically or historically identified or funded through development contributions. It will also support the development of future Council's Capital Works Program.

STAGE 02

Community Facility Planning

Council seeks to formalise a more comprehensive, collaborative and evidence-based facility planning process.

This will be applied when a physical change is required to an existing facility or a new facility is proposed, as recommended through social planning analysis and engagement recommendations. Community facility planning is focused on maximising the utilisation of all existing community facilities to ensure they are operating to their full potential before looking at other options that could involve significant capital investment such as major redevelopments or newly built facilities.

Council is moving towards integrated community facility planning which includes exploration of innovative opportunities and new delivery models with other community and recreation infrastructure, and partnerships with external providers such as schools. There are number of factors that

are outside of Council's control that can limit opportunities to achieve great outcomes. Examples of this include the delivery of land in growth areas or the availability of State and Federal Government funding. Council is attempting to secure ideal outcomes for new community facilities in growth areas through the preparation of Precinct Structure Plans (prepared by the Victorian Planning Authority) and during the approval of subdivision of new estates that include land designated for community facilities.

This positions Council to be more proactive in how it manages and prioritises the delivery of community facility projects in a financially sustainable manner. It maximises opportunities to seek out alternative funding with support of rates, through innovative partnership or delivery models by having 'project-ready'

plans for facilities before the community requires them. Partnership opportunities may include private, commercial, developer or social enterprise, State and Federal Government, philanthropy, Community Service Organisations (CSO's) or community groups.

Council's current approach

- » This Plan includes revised Community Facility Planning Principles to guide community facility planning.
- » Planning seeks to deliver integrated Council services and flexible intergenerational and universal spaces where appropriate.
- » *The Casey Property Strategy 2017* determines acquisition and disposal of property.

- » The *Public Art Policy 2016* triggers a public art contribution to community facility projects valued at over \$3 million.
- » Project Management tools are provided to ensure the delivery of high quality projects that are well thought through, well managed, validated and transparent.
- » A clear process is understood to nominate and demonstrate need for Capital/infrastructure projects, with an increasing focus on community needs and service planning as the primary driver.
- » Casey is starting to deliver community facility projects where innovative solutions have been achieved to meet community outcomes, such as interim service provision and new delivery partnerships.

Opportunities

- » Further define Council's role in community facility delivery and funding, particularly supporting community services not currently provided by Council.
 - » Consider how 'pop up', flexible outreach spaces, or interim community facilities can deliver services where gaps exist or are anticipated.
 - » Proactively seek opportunities to collaboratively plan with other types of community and recreation facilities, and other key stakeholders such as schools, for a variety of community infrastructure in new areas to meet long term community needs.
 - » Research and investigate innovative funding, delivery and partnership models to pilot alternative ways to deliver community facilities in Casey outside and in addition to traditional methods such as rates and developer contribution funds.
 - » Develop a deeper level of understanding of the extent of community facilities required across the City now and into the future
- through a long-term community facilities development plan, similar to the existing *Casey Leisure Facilities Development Plan*. This will allow Council to better prioritise between community facility projects based on evidence of need through social planning and engagement and understand opportunities for facility rationalisation in accordance with contemporary delivery models.

STAGE 03

Design and Delivery

The establishment of comprehensive community needs analysis and engagement for community facility planning is supporting a more effective and collaborative design and delivery process.

This in turn enables opportunities to streamline and challenge traditional design and seeks to deliver our capital projects with a view of cost savings and efficiencies.

Improvements are being made in the way officers engage with internal and external key stakeholders and user groups to evaluate a community facility project post-occupancy that informs and improves future projects.

Council's current approach

- » This Plan includes new design principles to guide the design and delivery of community facility projects, whether they be renewals, refurbishments or new facilities.
- » A process is in place to identify the practical elements and spatial requirements of a community facility project.
- » There is a collaborative design process that ensures innovation is balanced and supports function and use.
- » Project Management tools are provided to evaluate project delivery, including engaging with key stakeholders and user groups.

Opportunities

- » Service and facility specifications and standard inclusions that inform design and documentation of community facility projects and ensure consistency in quality of delivery and meeting service needs.
- » Strategic consideration of minor and renewal Capital Works and local arts upgrade fund projects for community facilities. This will facilitate protection of assets, value for money and optimise the use and function of all community facilities across Casey based on current and anticipated service provision.

STAGE 04

Access and Activation

Council has recently consolidated management of all types of community facilities with a view to improve consistency in community outcomes and user experience.

Council is seeking to partner with other organisations to meet mutual interests and bring the best and most capable service providers to Casey to meet community needs, regarding service provision, programming and activation.

A focus on evaluation and review of the performance and utilisation of community facilities with community and user groups will ensure changing community needs continue to be met.

Council's current approach

- » *The Community Facilities Access Policy 2016* defines Council's position and provides a consistent approach to the fair, transparent and appropriate management of the diverse range of community facilities that are owned or managed by Council in the City of Casey and are available for hire.



Opportunities

- » Improved consistency in fees and charges across all types of community facilities.
- » A higher level of engagement and partnerships with other Councils and service providers such as CSO's as well as commercial and social enterprises and community groups.
- » Review of the role that private, commercial and social enterprises play in community facilities.
- » A consistent evaluation methodology to assess performance and utilisation of community facilities.

The Strategy

Council's Vision for Community Facilities

Support the creation of Australia's most liveable City by providing community facilities where every resident in the City of Casey has access to vibrant, safe and welcoming spaces that create a sense of belonging. Residents have opportunities to connect with others in their community and access services and programs that meet their health, wellbeing and developmental needs. These places will be a focal point for the community creating a sense of ownership and pride.

These objectives will guide Council to plan, deliver and activate community facilities across the municipality:

OBJECTIVE 01

Identify and understand community needs and aspirations.



OBJECTIVE 02

Plan for community facilities that meet identified community needs and aspirations.



OBJECTIVE 03

Design and build flexible facilities that are functional, sustainable, vibrant, safe, accessible and welcoming.



OBJECTIVE 04

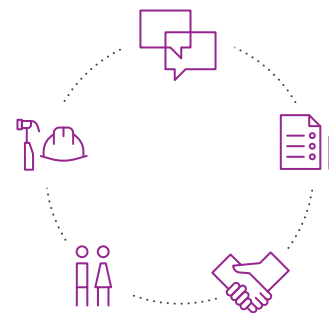
Enable a range of inclusive programs, services and spaces for people to connect and thrive within community facilities.



OBJECTIVE 01

Identify and understand community need and aspirations

It is important that the provision of community facilities is driven by the needs and aspirations of the community.



This objective is supported by:



Building a comprehensive understanding of the Casey community including a higher level of engagement, population analysis and assessment of the use, condition and capacity of our services.



Engaging with and advocating to non-Council service providers to partner and holistically meet community need.



Determining whether, or how, existing community infrastructure can meet identified community need. Providing recommendations to increase utilisation or change use of a facility that no longer meets that need; deliver more, or decommission facilities, as required.



Using evidence of community need to assist in the prioritisation of community facilities project delivery.

OBJECTIVE 02

Plan for community facilities that meet identified community needs and aspirations

When a community facility project is identified and nominated on Council's Capital Works Program, it is important to ensure the project is properly understood and scoped in line with identified need and evidence, for effective design and development when funding is secured.

This objective is supported by:



Using the recommendations and outcomes of social planning and engagement work to determine how to best meet these needs. This could be optimising the use of existing facilities, redeveloping, repurposing or delivering a new build and using the Community Facility Planning Principles to guide planning and scoping.

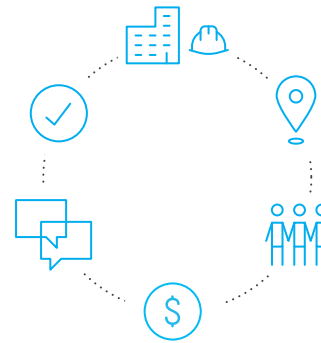


Encouraging integrated and multi-use facilities that maximise the social benefits associated with bringing a variety of people

together, such as the examples of integration with Casey-Cardinia Libraries at Bunjil Place and Hampton Park Youth Information Centre, where the partnership drives visitation and engagement for neighbours. This includes the social and financial benefits of operating one facility with multiple services and programs for the community such as building community resilience, rather than a range of stand-alone buildings. This does not mean that every facility should be consolidated, each community's needs differ particularly in relation to access and travel.

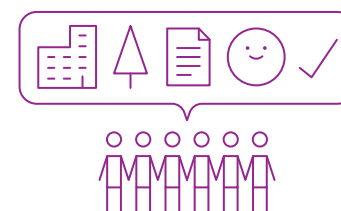


Considering partnership opportunities and alternative funding and delivery models to ensure the needs are met in a timely manner.



OBJECTIVE 03

Design and build flexible facilities that are functional, sustainable, vibrant, safe, accessible, and welcoming



It is important to Council to ensure that residents feel a sense of ownership and belonging when they enter a community facility.

The design of community facilities must reflect local and cultural identity, and history, with the community being actively involved in the design process and kept up to date as the facility is being built.

This objective is supported by:



Supporting the design of community facilities with a thorough evidence-based community needs analysis assessment and engagement. This includes understanding and meeting service needs, collaborative and detailed planning and scoping of the project.



Consulting the community regarding the design of the facility before construction.



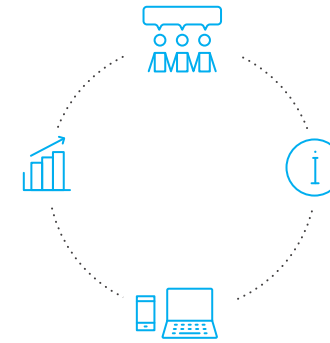
Delivering quality design, fit-out and furnishings to maximise use and function of community facilities.



Providing assurance around the timing, design and construction of facilities, and inform timing of service programming and activities through development of comprehensive planning processes and documentation.

OBJECTIVE 04

Enable a range of inclusive programs, services, and spaces for people to connect and thrive within community facilities



A community facility is a place that strengthens the life of the community, where people come together to connect, belong and thrive.

This objective is supported by:



Ensuring a consistent end-user experience in each of Council's community facilities.



Providing opportunities for people to meet, develop resilience and build connections.



Providing access to a variety of services and programs that respond to community needs.



Ensuring that regular information about what services, programs and activities are happening in the community facility can be easily accessed.



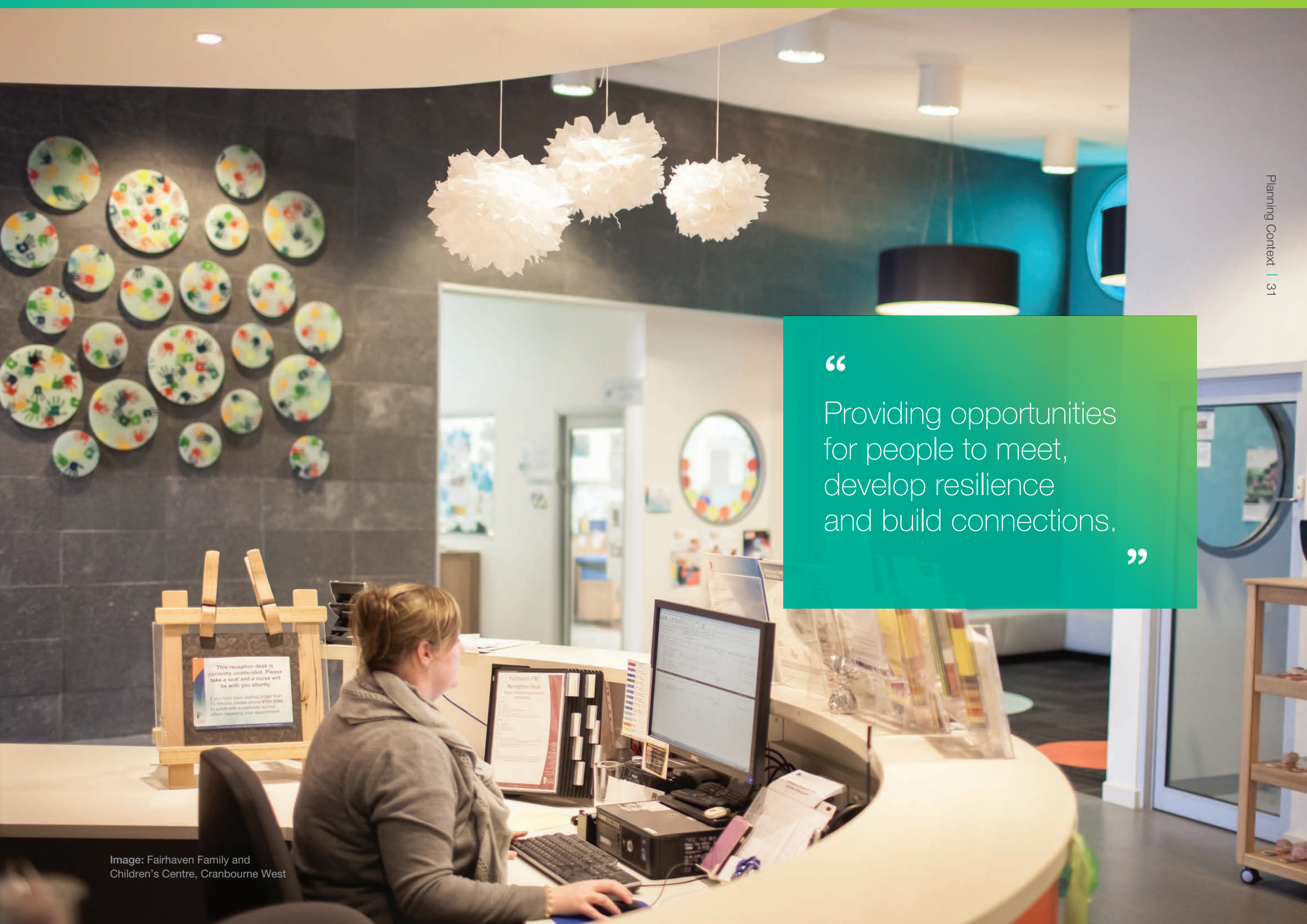
Engaging the community in the delivery of services, programs and activities that meet community needs, including evaluating the success of community facilities.

Version Control

Version No.	Description	Approved By	Date
1.1	Development of the Community Facilities Strategy	Nicola Ward	

Appendix 1: City of Casey Community Hierarchy of Community Facilities and Provision Ratios

Figure 1: City of Casey Hierarchy of Community Facility Provision Level	Catchment	Facility Type and Function (Note: facilities may include a combination of different levels, types and functions dependent on local need).
Level 01	Local (up to 10,000 population)	Family and Community Centre – including kindergarten rooms, maternal and child health consulting rooms and multi-purpose, inter-generational community spaces.
Level 02	Local (up to 20,000 population)	Integrated community facility – including Neighbourhood House and Community Learning Centre space and multi-purpose community space; services may vary depending on the needs of the community and may include community services such as maternal and child health, and youth, arts and social support space and co-working space for small business.
Level 03	Sub-regional (up to 45,000 population)	Integrated community facility – including larger Neighbourhood House and Community Learning Centre space with training capacity, large hall and other multi-purpose, inter-generational community space; may include Library, Customer Service Centre, Youth information Centre.
Level 04	Sub-regional (Casey-wide and attracts some other residents)	Casey Safety Village – including road safety education centre and Country Fire Authority learning centre.
Level 05	Regional (attracts many residents beyond Casey)	Bunjil Place – including regional theatre, studio, regional art gallery, function centre, community library and meeting rooms, and civic centre and Council offices.



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Providing opportunities
for people to meet,
develop resilience
and build connections.

”

Image: Fairhaven Family and
Children's Centre, Cranbourne West

Contact

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