

Casey Aquatic Facilities Strategy 2019 – 2041



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Introduction

Casey City Council is committed to supporting involvement in active and healthy lifestyles and improving the health and wellbeing of residents.

Council recognises that aquatic and leisure facilities play an important role in contributing to the wellbeing of our community, supporting improvements in physical and mental health, providing an environment to build social networks and connections and develop core life skills.

In order to meet our community's contemporary aquatic and recreational needs, an integrated Aquatic Strategy that considers the current and future needs of residents, the upgrade and renewal needs of the existing facilities, Councils rate capping environment, and plans for the future population growth is required.

A summary of market research and consultation was prepared alongside the Aquatic Strategy to understand the condition and return on investment of the existing facilities, the operational performance of the facilities including pressures and patterns of use and the key needs and demands of residents.



Why Do We Need an Aquatic Facilities Strategy?

There are currently two indoor aquatic facilities; Casey ARC (ARC) located in Narre Warren and Casey RACE (RACE) located in Cranbourne East; and an outdoor aquatic facility; Doveton Pool in the Park (DPIP) located in Doveton. The two indoor facilities are well used and may not meet the future needs of the growing resident population within the catchments they serve. DPIP, whilst valued by the community, was constructed in 1968 and no longer meets the contemporary aquatic needs of residents with a high proportion who cannot swim and is recognised as a significant strain on capital and operational expenditure for the municipality.

Recognising that aquatic and leisure activities continue to evolve over time, this strategy has been developed to ensure that our future provision of aquatic and leisure facilities and the services offered address current and future unmet aquatic and leisure needs, in the face of a rate capping environment. Council is focused on our facilities being attractive, financially sustainable and well-utilised community recreation destinations.

This strategy contributes to the Council Plan 2017/21 vision 'Creating Australia's Most Liveable City' and its strategic objectives:

- A Council whose services and facilities are driven by community needs.
- The destination for arts, culture, sport and leisure that attracts visitors and brings communities together.

This Strategy will also assist Council in delivering aquatic and leisure opportunities in alignment with Council's commitment to achieving financial sustainability amidst a rate capping environment.

A swimmer in red trunks and a grey cap is captured mid-dive from a white starting block into a swimming pool. The swimmer's arms are extended forward, and their body is arched. In the background, there are red and black triangular flags hanging over the pool lanes, and other swimmers are visible in the distance. The water is blue and reflects the surrounding environment.

The City of Casey currently has a population of over 355,907 (2019) people, making it the most populated municipality in Victoria. The projected population growth is expected to reach 549,190 by 2041 with a predicted 8,400 new residents each year. The current pace of development is surpassing this projection. In 2017, 14,000 new residents moved into Casey!

What Do We Know About Our Current Aquatic Facilities?

The City of Casey community has three aquatic facilities located across the municipality which provide a combination of indoor and outdoor pools and 'dry' health and fitness.

The three aquatic facilities across Casey are shown to the right. Casey also has four major indoor sport and recreation stadiums including Endeavour Hills Leisure Centre, Berwick Leisure Centre, Olive Road and Casey Stadium. While the stadiums are not part of this Strategy (as they are captured elsewhere in Councils Leisure Facilities Development Plan Policy), relevant elements of the Endeavour Hills Leisure Centre are considered due to its relation to the network of 'dry' health and wellness facilities.

Industry trends indicate that the primary catchment of major aquatic and leisure facilities is 5km which is shown in Figure one. Trends indicate that approximately 80% of users will reside within a 5km catchment zone from the facility, with the remaining 20% residing within a 10km zone. The map on the next page shows the location and 5km primary catchment areas for the aquatic facilities and indoor sporting and recreation stadiums.

Casey ARC, Narre Warren

- Year-round Use
- Indoor Aquatic and Leisure
- Developed in 2000



Casey RACE, Cranbourne East

- Year-round Use
- Indoor Aquatics and Leisure
- Developed in 2009



Doveton Pool in the Park, Doveton

- Seasonal Use
- Outdoor Aquatics and Leisure
- Developed in 1968



What Do We Know About Our Current Aquatic Facilities?

The Casey ARC and Casey RACE facilities are examples of successful integrated aquatic and leisure facilities providing a range of contemporary 'wet' and 'dry' elements that appeal to broader market segments including:

- Leisure and social
- Health and wellness
- Aquatic education and learn to swim
- Therapy and rehabilitation
- Competitive and recreational swimming
- Food/beverage and merchandise services.

Both facilities have been extremely popular and have attracted just under two million visits annually for the past three years. The facilities are nearing capacity and will require upgrades to meet the needs of the increasing Casey population.

The Doveton Pool in the Park was built post the 1956 Olympic Games and is now 50 years old. The outdoor pool is used for Casey school's swimming carnivals, however the facility is

only opened on high temperature days for community use and there are minimal services offered to meet the current expectations of the local community. In the past 30 years, funding has been allocated to provide gas-fired boilers, water slides, slide pool and change rooms and in 2006 a zero-depth leisure water spray-pad, plant room and boiler were added. Diving infrastructure was removed in September 2014.

Casey also has eight private aquatic facilities, one that is managed by the school and 42 private health and fitness centres that service the community, complementary to our public facilities. These include private learn to swim and health and fitness centres. Council supports private facilities, the development of new and co-contributions towards expansions to Council's aquatic and leisure facilities.

Aquatic and leisure centres in neighbouring municipalities are also used by Casey residents, making up the regional network of facilities.

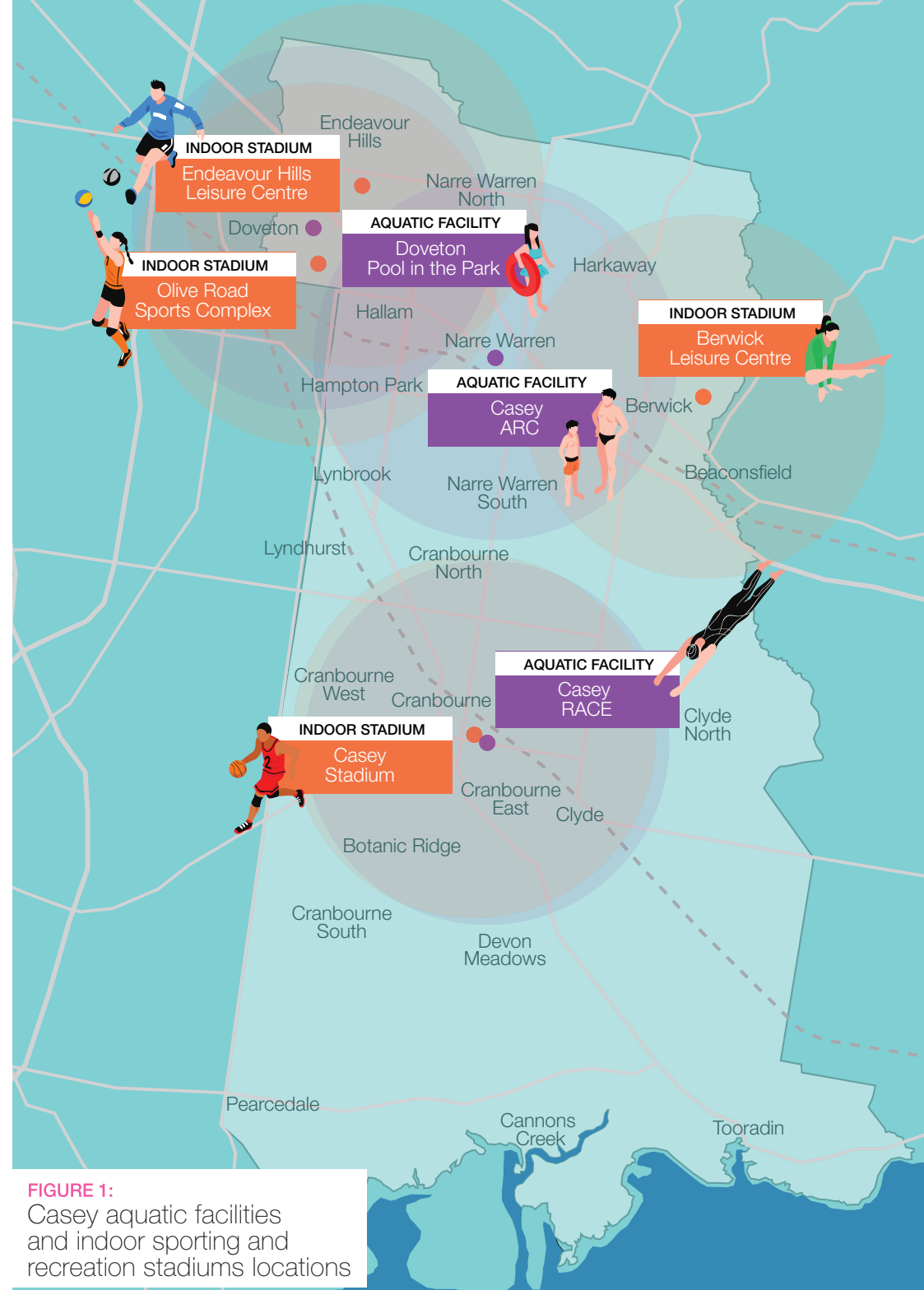


FIGURE 1:
Casey aquatic facilities and indoor sporting and recreation stadiums locations

Who Uses Our Facilities?

FIGURE 2:

Total attendances for Casey aquatic facilities



There were an estimated 1,982,427 attendances to Casey's aquatic facilities during 2017-2018:

- Over the last four years (2014/2015 – 2017/2018) overall usage has slightly decreased by approximately 0.18%.
- Casey ARC visitations have decreased by approximately 11.26% (108,084 visits). This may be due to the closure of the aquatic area for a six week period in July/ August 2017.
- Casey RACE visitations have increased by approximately 10.36% (104,214 visits).
- Doveton Pool in the Park visitations have increased by approximately 1.5% (311 visits), this can be attributed to seasonal variations. However the pool usage has remained relatively constant even though the season length was reduced by one month.

Memberships - In 2017/18 there were:

- 8,229 Health and Fitness members
- 6,154 Learn to swim members
- 2,487 Aquatic members
- 16,870 Total membership
- 417,302 Recreational swimmers.

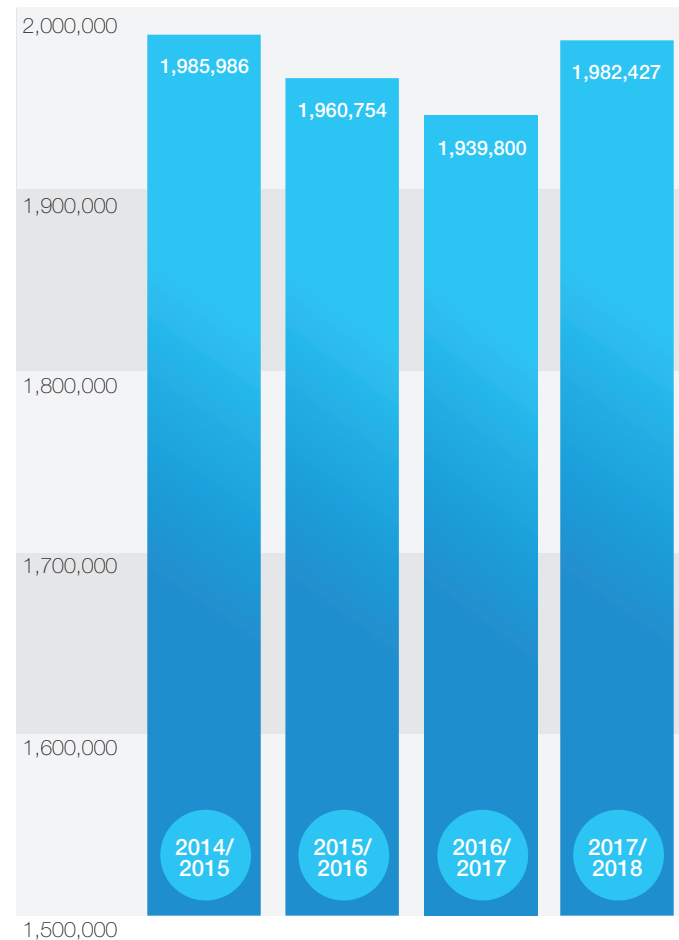


FIGURE 3:

Total visitations for Casey ARC over the last four years

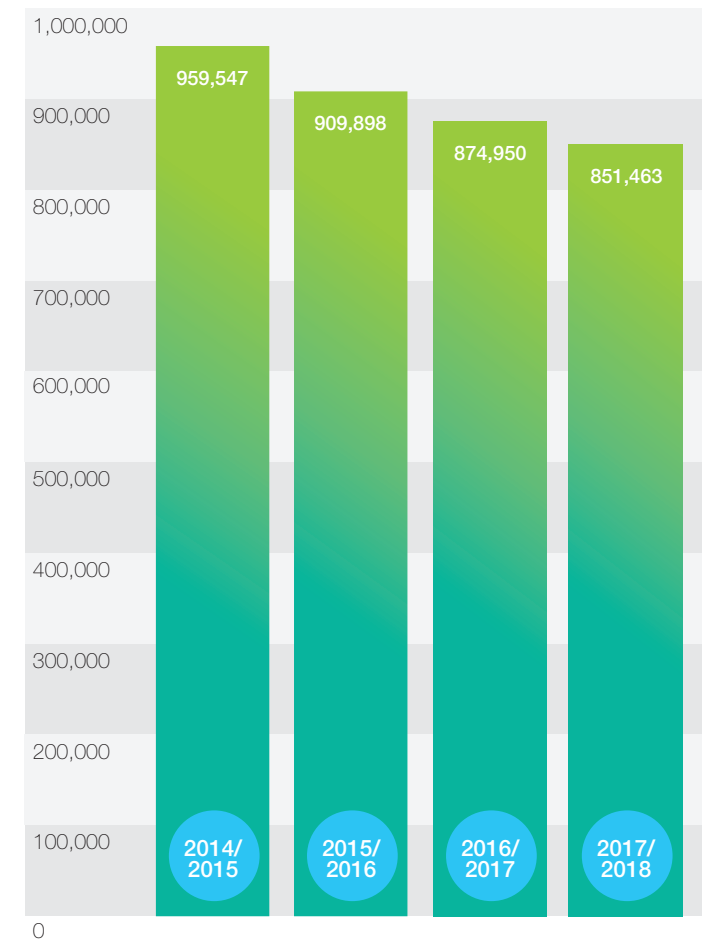


FIGURE 4:

Total visitations for Casey RACE over the last four years

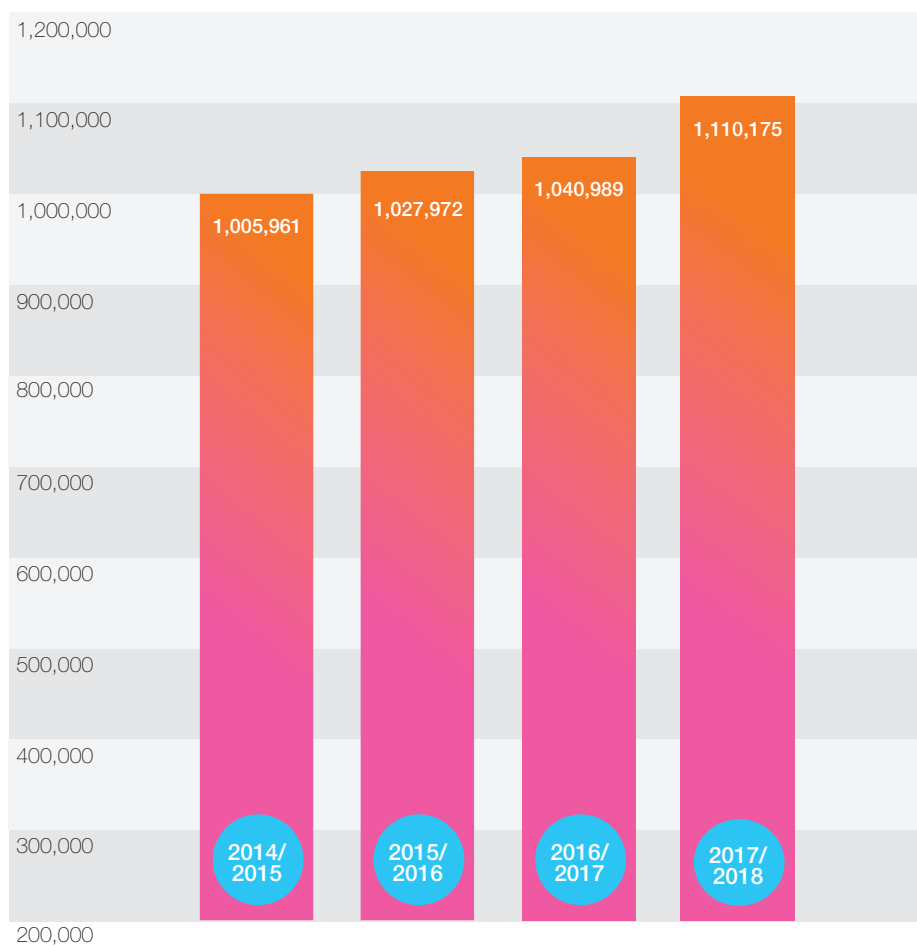
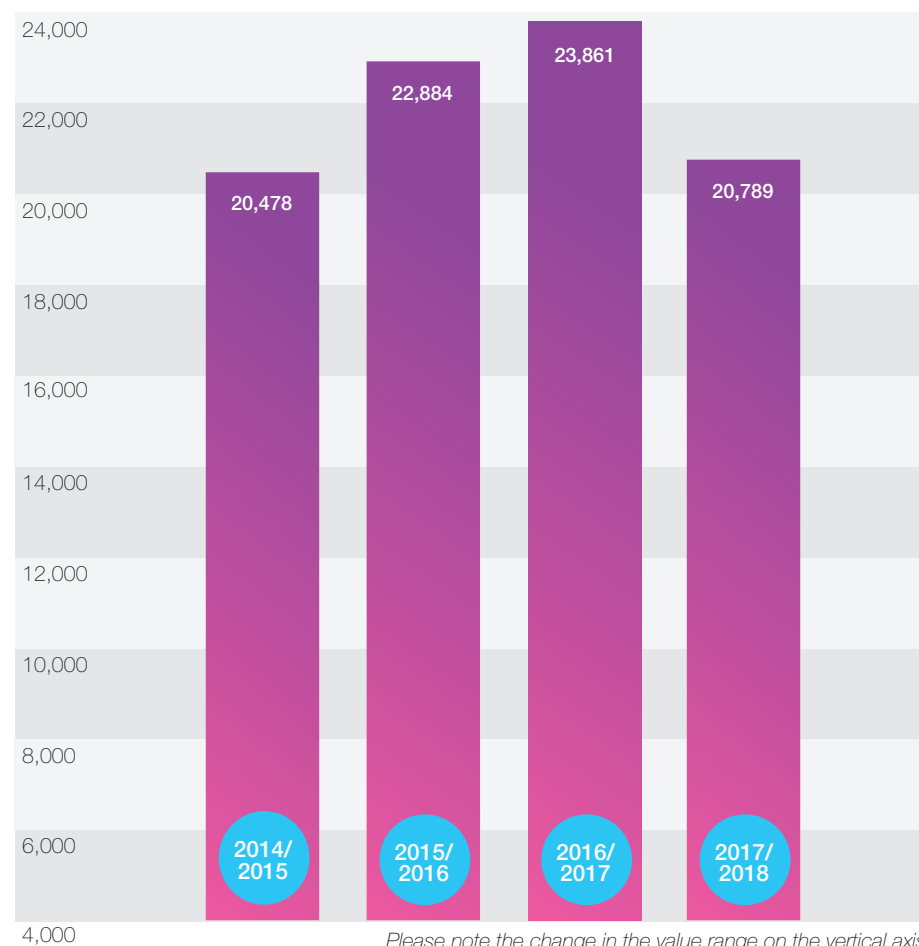


FIGURE 5:

Total visitations for Doveton Pool in the Park over the last four years (Summer season operates from 1 Dec to 31 Mar)



Who is Our Community?

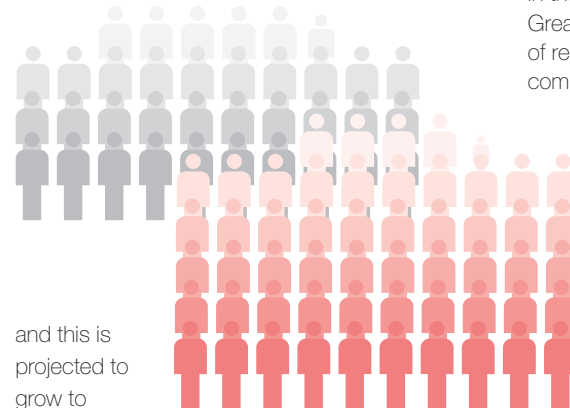
The City of Casey is located 35 kilometres south east of Melbourne's CBD, covering over 410 square kilometres. The municipality features bustling urban centres, an extensive growth front, rich agricultural farm land, relaxed coastal villages and a proud history.

The City of Casey includes the suburbs of Beaconsfield, Berwick, Blind Bight, Botanic Ridge, Cannons Creek, Clyde, Clyde North, Cranbourne, Cranbourne East, Cranbourne North, Cranbourne South, Cranbourne West, Devon Meadows, Doveton, Endeavour Hills, Eumemmerring, Hallam, Hampton Park, Harkaway, Junction Village, Lynbrook, Lyndhurst, Lysterfield South, Narre Warren, Narre Warren North, Narre Warren South, Pearcedale, Tooradin and Warneet.

Casey is one of the fastest growing cities in Australia and has the most residents of any municipality in Victoria. The population has grown from 261,282 (2011) to 355,907 (2019).

Our estimated population

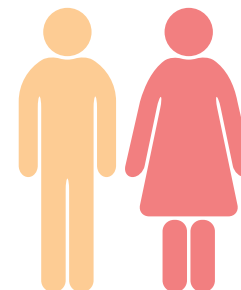
is over **356,000** (2019)



and this is projected to grow to **549,190** by 2041.

- The population is forecast to increase by an average of 8,750 people per year through to 2041. Over the last three years this figure has exceeded the forecasted figure and in 2017 approximately 14,000 new residents moved into Casey.

- Casey has a higher proportion of people in the younger age groups (under 15 years). Overall 22.7% of the population are aged between 0 and 15 years.
- Casey has a lower proportion of people in the older age groups (65+) than the Greater Melbourne. Approximately 10.3% of residents are aged 65 years and over, compared with 14% for Greater Melbourne.
- There is however a growing number of people in older age groups (65+) with large increases realised between 2011 and 2016. These groups increased by 4%, an additional 10,798 people.



Casey has a relatively even split between **males and females.**
49.8% 50.2% (2016)



Cultural diversity

is higher than greater Melbourne with **38.2%** of our residents being born overseas. (2016)

- The Casey City Council ranks 32 out of 80 LGAs on the SEIFA Index of Relative Social Economic Disadvantage with a score of 1,004. The lower the index score the higher disadvantage.
- Casey does have pockets of disadvantage in particular Doveton which is where Doveton Pool in the Park is located, and small pockets in Cranbourne East.
- These are our 8 most disadvantaged suburbs:
 - Doveton
 - Hampton Park
 - Cranbourne
 - Hallam
 - Cranbourne West
 - Narre Warren
 - Cranbourne North
 - Endeavour Hills

Who is Our Community?

The impact of Casey's population characteristics on the future provision of aquatic facilities means:

- The large and rapidly growing population places pressure on Council to provide access to quality contemporary aquatic and leisure facilities.
- In areas where there are higher levels of older residents there will be greater demand for access to warm water pools to support hydrotherapy and rehabilitation-based programs and services.
- In areas with high populations of young people there will be a greater demand for access to learn to swim program pools, recreation swimming, and leisure/adventure water facilities such as slides, inflatables, indoor and outdoor water play areas.
- Suburbs with a higher level of disadvantage are likely to have a greater price sensitivity, demand for low cost activities and higher demand for access to learn to swim programs.
- A large proportion of residents (64.9%) are in the most active age group (5 to 49 years). This suggests ongoing demand for fitness swimming, health and wellness and all year-round access.

Population Distribution

The following maps demonstrate the predicted change in population within the City of Casey between 2019 and 2041. The red and olive areas show the greater population density while blue and jade demonstrated areas of lower population density. The facility catchment areas showing the 5km primary catchment area and a 10km secondary catchment area are shown by the pale blue radius circles.

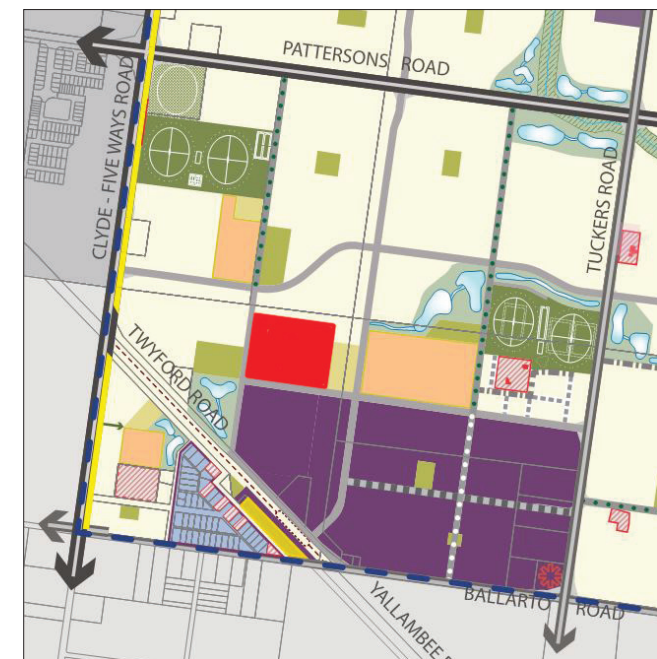
Future Population Growth

Between 2019 and 2041 the Clyde Urban Growth Area is predicted to grow substantially from the lowest density level (blue) to the highest (red) with 91,625 people. The suburbs in the north of the municipality are predicted to decrease in their resident density.

There is strategic justification for a new 'regional' aquatic and leisure facility in the Clyde Urban Growth Area. The existing Casey ARC and Casey RACE are nearing their capacity, particularly the learn to swim and health and fitness programs. Together with 14,000 new residents moving in to Casey each year, Council will need to commence the planning and design for a new facility in the growth area.

FIGURE 6:

Precinct Structure Plan for Clyde Major Town Centre



¹ ABS Census ID Consulting

FIGURE 7:
City of Casey Population Distribution 2019

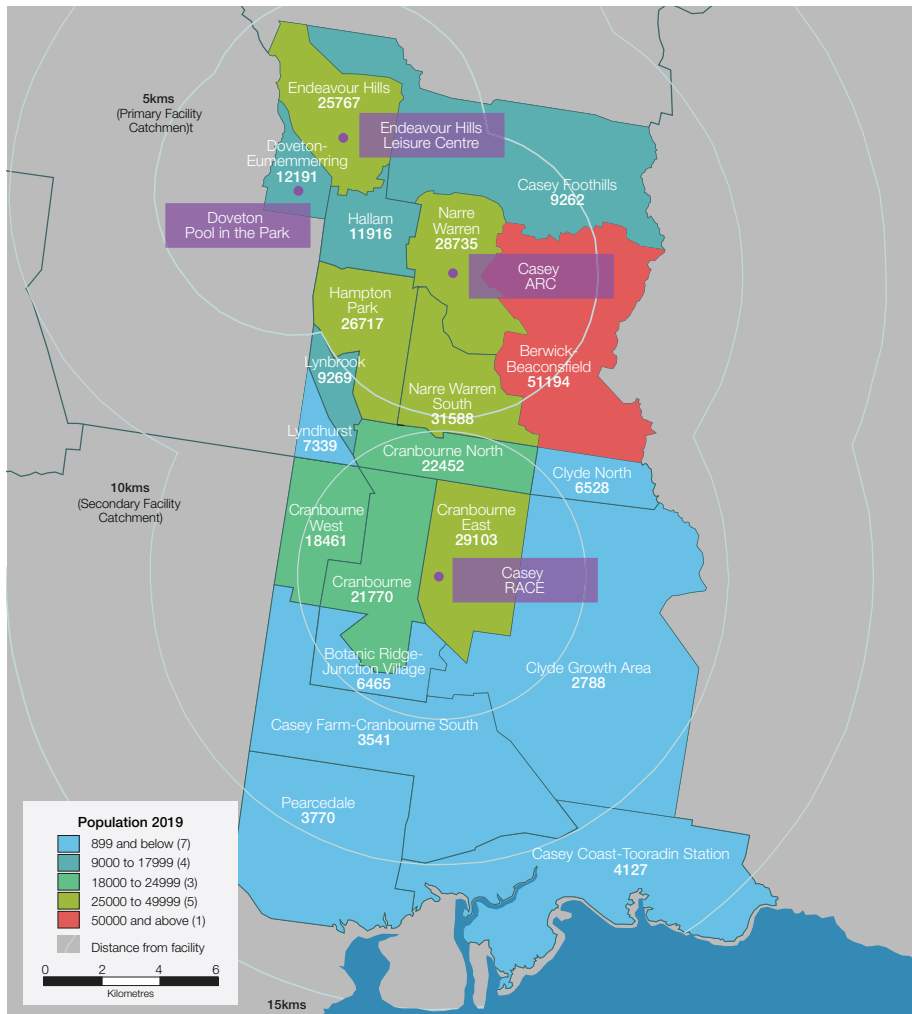
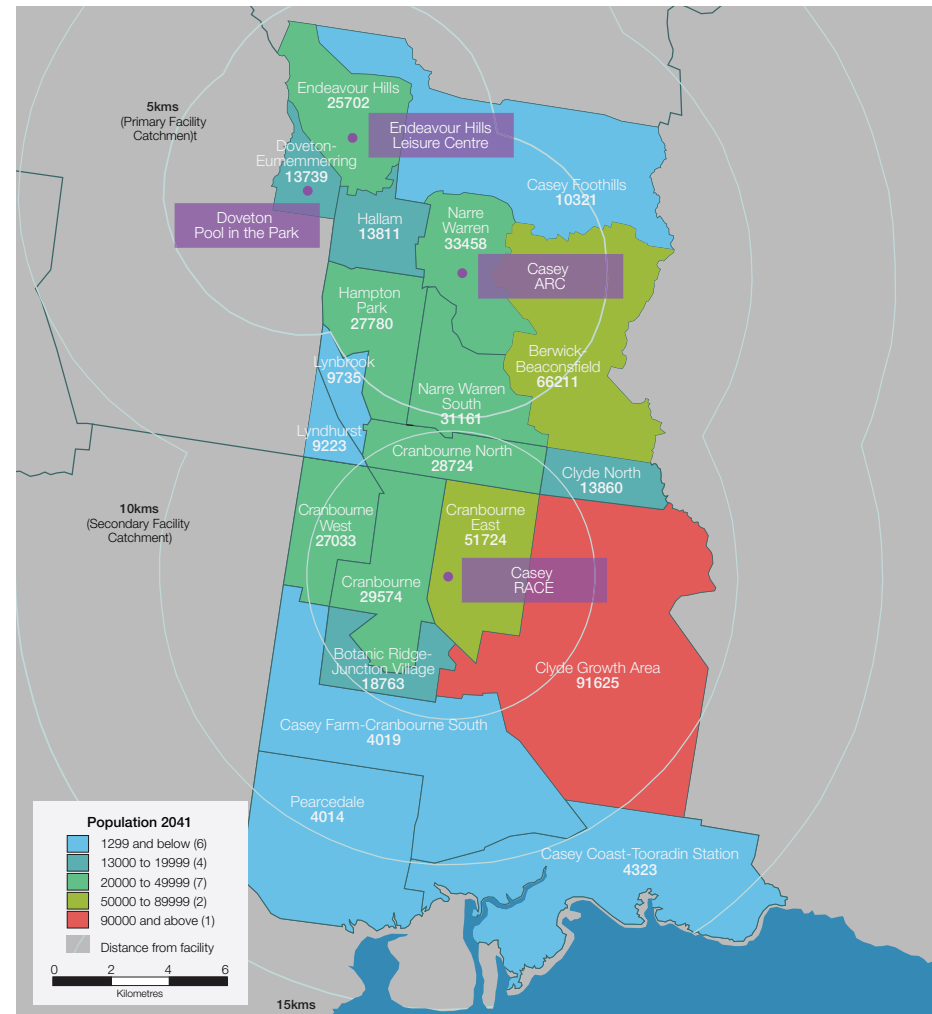


FIGURE 8:
City of Casey Population Distribution 2041



What You Told Us

The Casey Aquatic Facilities Strategy 2018 – 2041 is underpinned by targeted consultation with the Casey community and industry stakeholders.

The ways council engaged with people included:

- Online facility user survey and resident household survey – 1200 responses
- Workshop with Council departments
- Meetings with local aquatic stakeholder groups
- Meeting with current facility managers
- Meeting with external Stakeholders.

Of those people that responded to the surveys, 73.6% of respondents were female and 84.5% were aged between 20 and 59 years.

Key Themes /Issues

- Aquatic and leisure facilities are highly valued by the community, they are recognised as important community assets that support the health, wellness and recreation needs of residents.
- There is a desire to retain and improve the aquatic and leisure facilities and services.
- There is a need to plan for the large and increasing population growth and it's impact on Casey Aquatic Facilities.
- There is a recognition that aquatic facilities

are competing for scarce Council resources.

- There is a need for ongoing resources to support asset management, facility marketing and management.
- Most people choose their preferred Centre because it is close to home or has good facilities and attend aquatic education or health and fitness programs.
- The Centres are considered in good to excellent condition, with change rooms a key improvement area.
- Residents would like to make greater use of the facilities and identified improved membership packages, cleaner venues, additional family change and program pool space.
- Residents identified the need for services and programs to be affordable
- Most people choose the main facility they use because it is located close to their home
- Most of the respondents travel to the main facility they use by car
- The most popular time to visit the centres are 9am - 12noon (35%) and 5pm to 8pm (25%)
- The main activities undertaken at the Centre are:
 - Taking a child to the pool (45%)
 - Recreation swimming (40%)
 - Lap swimming/fitness (30%)
 - Health and fitness classes (25%)



What Industry Trends & Challenges do we need to consider

FIGURE 9:

Main aquatic and leisure facility user markets



Aquatic facilities provide a range of values and benefits for communities including:

- Health and fitness services allowing people to enjoy the benefits of physical activity.
- The provision of a safe and welcoming spaces, supporting social inclusion and a sense of connection for all members of the community.
- Opportunities to participate for recreation, competition or sport.
- Community development that contributes to the development of social capital, helping to create links in a community.
- Positive impacts on physical and mental wellbeing.
- Water safety/education and water confidence programs that can reduce the incidence of drownings in the community.
- Fostering community pride.

The primary focus in contemporary aquatic facility design is on expanding the facility mix to include a combination of 'wet' and 'dry' options. These include spaces that accommodate a range of activities such as lap swimming, aquatic programs and learn-to-swim, leisure/adventure water, with interactive water play elements, health and fitness gymnasium providing cardio and weight training areas

and group class spaces, wellness services, multi-purpose program spaces, community meeting rooms/spaces, creche, quality and healthy food and beverage options and appealing merchandising/retail areas.

Contemporary aquatics and leisure facilities are community destinations and meetings points for a range of physical and social activities. Facilities including these elements will attract the four key user markets outlined in Figure 8, and are most likely to provide more reasons for people to visit and stay longer, improving health and wellbeing and financial sustainability.

Major increases in energy and water costs in recent years (and predictions of higher energy costs into the future) require aquatic and leisure facilities to incorporate modern, environmentally sustainable features.

Community expectations about recreation and how leisure time is spent is changing. This is driven by several factors, as identified at right:

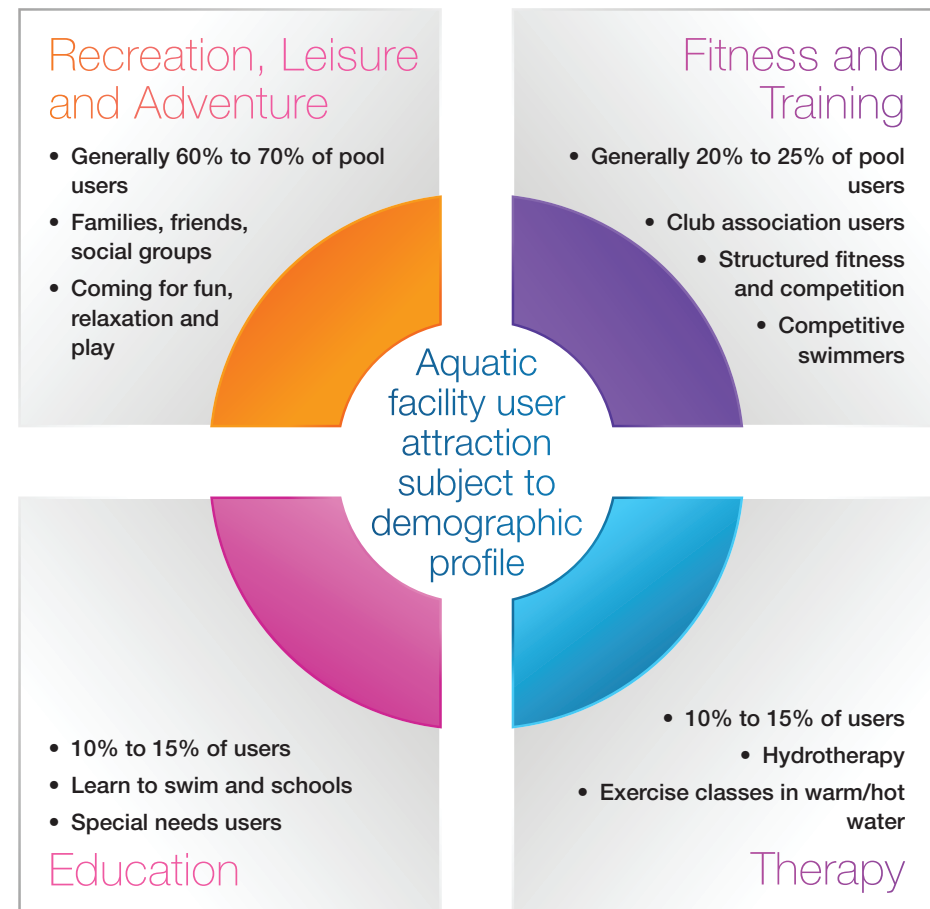


TABLE 1:
Trends and challenges



Sport and Recreation Trends

- A gradual ageing of the population.
- Flexibility in the times when people recreate.
- Increased variety in leisure options.
- Constraints to leisure participation.
- Changing employment structures, trading and work hours.
- Aquatic areas usually require financial subsidy whilst health and fitness usually profitable.
- Different people want different activities.
- Provision of high standards and quality of facilities and services.
- Desire for activities to be affordable.
- Recognition of strong links between physical activity and health.
- Expectations of equity and access.
- Technology developments and impacts.
- More sustainable and eco-friendly infrastructure.



Challenges for Providers

- Consumer Expectations – low cost/ long operating hours.
- Changing population demographics.
- Competition for participants.
- High cost of aquatic areas due to labour and services costs.
- Need to operate commercial activities to help subsidise aquatic area costs.
- Maintaining and upgrading ageing and outdated facilities.
- Need for new facilities to accommodate population growth.
- Well-trained personnel – volunteers and paid staff.
- Keeping 'pace' with technology development.
- Environmental sustainability to reduce energy and water usage and costs.
- Rate capping impact and competing priorities on Council budgets.



Strategic Context

Council has a number of service planning and strategic documents that are pivotal to the planning and delivery of aquatic and leisure facilities in Casey.

Establishing and understanding the role of the aquatic and leisure facilities in relationship with Council's other key strategies and plans across the organisation will ensure the Casey Aquatic Facilities Strategy is consistent with these adopted policies and plans of Council.

The Casey Council Plan 2017 - 2021, Casey C21 Building A Great City 2011 and the Municipal Public Health and Wellbeing Plan 2017-2021, articulate Council's vision and the overarching framework used to make key decisions and deliver service priorities. The Casey Leisure Facilities Development Plan Policy and the Open Space Strategy specifically guide decision making in the sport and recreation area.

Council works strategically at multiple levels and across different sectors, addressing 'big picture' policy issues, management planning and strategy development, and community-level service issues. Creating community precincts/hubs that are well connected through place making, public transport and

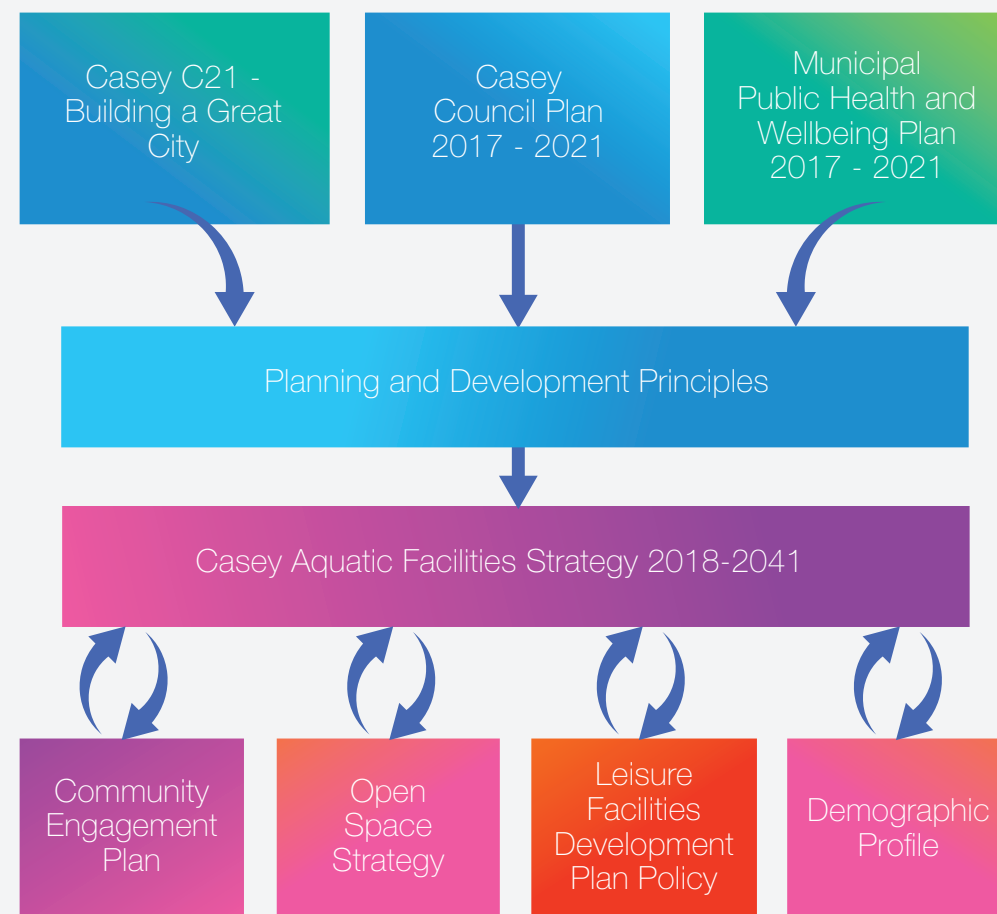
active transport options are a key objective.

The City of Casey's strategies demonstrate its commitment on improving the health and wellbeing of residents through well-planned facilities and services and being a well-connected, equitable, smart and sustainable city.

Sport and leisure facilities are featured as important infrastructure in delivering on Casey C21 Building a Great City vision of Creating Australia's Most Liveable City.

There are significant health and wellbeing characteristics across Casey's communities. Access to quality sport and leisure facilities is a key action to increasing physical activity and improving mental health.

FIGURE 10:
Strategic Links





Vision

Casey's high-quality and accessible aquatic and leisure facilities will excite residents and visitors to be healthy, active and connected.

Within a growing and diverse Casey, everyone is afforded the opportunity to learn to swim.



Casey Aquatic Facilities Strategy

Strategic Objectives

Council's strategic objectives that guide the current and future provision of aquatic and leisure facilities, services and programs are:

Objective One: High quality with capacity to grow

Develop a network of complementary facilities that are of high quality and service the contemporary aquatic leisure facility markets to provide for a growing Casey Community.

Objective Two: Accessible, affordable and inclusive facilities and participation opportunities

Council's aquatic and leisure facilities will be accessible, affordable and inclusive to all ages, abilities and cultures and will support more residents to become active participants. Opportunities will be provided for residents to access a range of services and facilities in the following key markets:

- Health and wellness including gymnasium/weights room, group fitness and personal training
- Rehabilitation and therapy
- Learn to swim and other aquatic based programs
- Recreational and fitness swimming
- Leisure, 'play' and adventure

Objective Three: Well planned, maintained and managed

Provide a strategic platform to inform Council's investment in the management, maintenance and renewal of Casey's aquatic and leisure facilities to maximise the benefits for the community.

Foster community participation in the planning, development, management and evaluation of aquatic facilities programs and services.

Objective Four: Environmentally sustainable and universally designed facilities

Provide best practice environmentally sustainable facilities through the planning, design, construction and maintenance of Casey's aquatic facilities.

Facility Hierarchy and Provision

An integrated network of quality aquatic and leisure facilities are required to provide complementary facilities that are located in the areas of greatest population growth and catchment.

Facilities will be provided through a combination of:

- Council owned aquatic and leisure facilities, and outdoor water play parks
- Facilities/services available from the private sector (e.g. swim school, fitness centres and personal training studios)
- Major and regional aquatic facilities offered by adjoining municipalities.

A 'regional approach' recognises aquatic facilities that cater for a broad catchment across multiple municipal boundaries. Future aquatic facility developments will need to consider population catchments which will have an influence on the services and facilities provided within the city of Casey. It is recognised that there are several benefits to this approach including financial, social and economic.

The following hierarchy of aquatic and leisure facilities will be provided by the City of Casey:

- Three regional level aquatic and leisure facilities:

- One to the north (Casey ARC Narre Warren);
- One to the south (Casey RACE Cranbourne East);
- One to the south-east to service the Clyde Urban Growth Area.
- One local indoor and outdoor aquatic and leisure facility (Doveton), that provides for year-round use.
- One local dry health and fitness facility connected into the community hub precinct, Endeavour Hills Leisure Centre (Endeavour Hills).

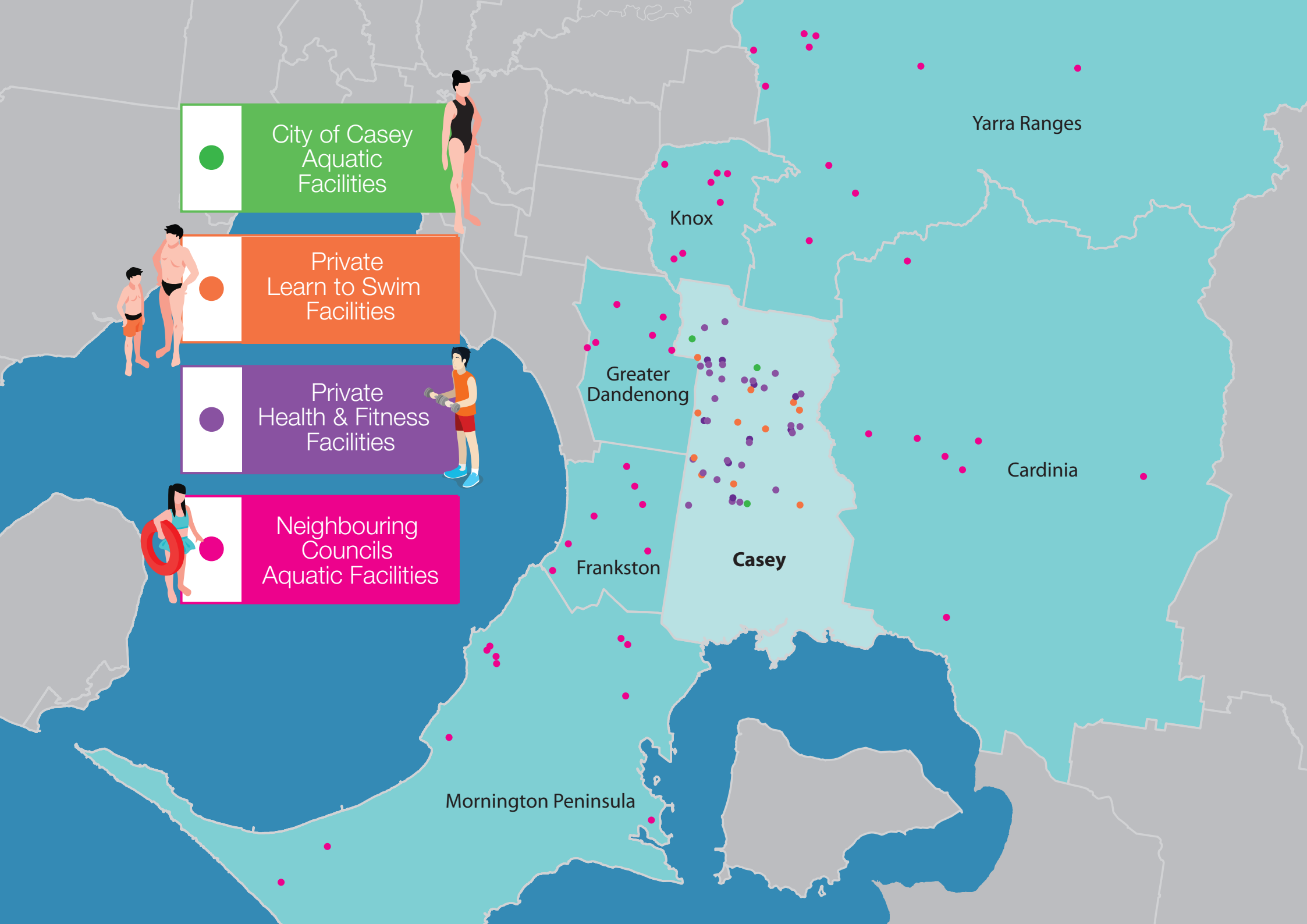
Council's aquatic and leisure facilities will provide a holistic and broad range of accessible and affordable aquatic and leisure and health and fitness participation opportunities and facilities. Council's facilities will be supported by a complementary network of private learn to swim and health and fitness facilities that provide for a singular purpose and to a targeted group of people.



TABLE 2:
Aquatic & Leisure Facility Hierarchy



Facility Hierarchy	Service Level Objective	Casey Facilities	Other Facilities
Local 10,000 – 40,000 Catchment Population	Facility has limited program water combined with leisure water. Limited dry/gym facilities	Doveton Pool in the Park Endeavour Hills Leisure Centre	Private Swim Businesses including: • Kingswim (Narre Warren) • Paul Sadler Swimland (Narre Warren)
District 40,000 – 70,000 Catchment Population	Ability to separate program and leisure water Larger dry/gym facilities Additional limited facilities	None	Pines Forest Aquatic Centre
Major/Municipal 70,000 – 100,000 Catchment Population	More extensive program and leisure water Consideration of indoor 50m pool and complementary warm water pool Increased gym and program space Additional complementary amenities, food and beverage	None	Cardinia Life (Pakenham) Dandenong Oasis (Dandenong) Noble Park Aquatic Centre
Regional 100,000 – 150,000 Catchment Population	Extensive and varied program leisure water and attractions Inclusion of indoor 50m pool and separate warm water pools Wellness/health club and extensive program room inclusions Complementary services and amenities, crèche, food and beverage	Casey ARC Casey RACE New Clyde Aquatic and Leisure Centre	PARC (Frankston)



City of Casey
Aquatic
Facilities



Private
Learn to Swim
Facilities



Private
Health & Fitness
Facilities



Neighbouring
Councils
Aquatic Facilities

Yarra Ranges

Knox

Greater
Dandenong

Cardinia

Frankston

Casey

Mornington Peninsula

TABLE 3:
Aquatic User and Activities Provision



The following provides a summary of how different types of aquatic activities will be accommodated or serviced in the City of Casey.

Activity	Service Provision	Hierarchy
Swimming - casual lap swimming	Casey ARC, Casey RACE all year-round and Doveton Pool in the Park (during the summer season*). Body Corporate and privately provided facilities to continue to also service the casual swimming markets at a local level.	Local Provision
Swimming Clubs	Casey ARC, Casey RACE. Proposed new Clyde Urban Growth Area Facility.	Regional Provision
Aquatic play/leisure	Casey ARC, Casey RACE all year-round and Doveton Pool in the Park during the summer season*.	Local Provision
Swimming Lessons	Casey ARC, Casey RACE and Doveton Pool in the Park during the summer season*. Opportunity to support further growth in participation through advocating access to schools, body corporate and private learn to swim facility providers.	Local Provision District Provision
Water Polo	Casey ARC and Casey RACE aquatic facilities. Consider the inclusion of suitable pool space at proposed Clyde Urban Growth Area Aquatic Facility. Work with the community, State Sporting Association and Facility Managers Services to create opportunities to play the sport at the Doveton Pool in the Park over the summer season*.	Regional/District Provision
Diving	Not provided for in Casey. Provide residents with information about diving facility opportunities including but not limited to Aquanation (Maroondah), Aqualink (Box Hill) and Melbourne Sports and Aquatic Centre (Albert Park) and Oakleigh Recreation Centre (Oakleigh).	
Synchronised Swimming	Casey ARC, Casey RACE.	Regional Provision
Under water Hockey	Casey ARC, Casey RACE.	Regional Provision
Canoe Polo	Not provided for with the City of Casey Aquatic Facilities. It is available at the Richmond Recreation Centre, City of Yarra.	Not provided for
Swimming Carnivals	Doveton Pool in the Park Consider the inclusion of spectator seating at proposed Clyde Urban Growth Area Aquatic Facility.	Regional Provision
Learn to Swim	Casey ARC, Casey RACE all year-round and Doveton Pool in the Park (during the summer season*). Body Corporate and privately provided facilities to continue to also service the learn to swim markets at a local level.	Local Provision

For definitions of aquatic and leisure facility hierarchy, see page 16. *This will be reviewed as part of the Master plan development with further public exhibition.

Strategy Recommendations Strategic Actions

Based on the consultation, key findings and above summary, the following tables detail the recommended strategic actions to achieve the identified objectives for the future provision of aquatic facilities across the City of Casey.

The priorities are based on the following:

- Short Term 0-5 years
- Medium Term 6-10 years
- Long Term 11-20 years
- Ongoing.



TABLE 4:
Strategic Objective One



Strategy Objective One: High quality with capacity to grow

Develop a network of complementary facilities that are of high quality and service all contemporary aquatic leisure facility markets to provide for a growing Casey Community

Facility/Strategy	Recommendation	Action	Priority	Resource
Funding Strategy All Facilities	Funding strategy for implementing improvements to existing aquatic facilities.	Planning - Funding Strategy	Short	Operational budget
Doveton Pool in the Park	Needs assessment	Needs assessment	Short	Operational budget
	Work in collaboration with the Doveton College and potential commercial operators on a master plan for the site that consider the historical land use, aquatic education, multi-purpose program / learning rooms, aquatic/leisure water play and adventure play experiences.	Masterplan	Short	\$150,000*
	Explore opportunities to relocate school carnivals to other neighbouring aquatic facilities with 50m pools.		Short	Operational budget
	Design & Construct.	Design, Funding Strategy & Delivery	Short	\$ 24,000,000*
Casey RACE	Undertake a detailed business case to explore the opportunities to support aquatic education and therapy/rehabilitation program including an extension to the allied health service area and improve the financial sustainability of the Centre.	Planning and Business Case	Short	\$50,000-\$60,000*
	Design & Construct.	Design, Funding Strategy & Delivery	Short	\$15,500,000*
Casey ARC	Undertake a detailed business case to explore the opportunities to support aquatic education and therapy/rehabilitation program including an extension to the allied health service area and improve the financial sustainability of the Centre.	Planning and Business Case	Medium	\$50,000-\$60,000*
	Design & Construct.	Design, Funding Strategy & Delivery	Medium	\$17,000,000*
	Design and provide 24/7 access to health club.		Short - Medium	Included in cost above

Facility/Strategy	Recommendation	Action	Priority	Resource
Clyde Growth Regional Aquatic and Leisure centre	Commence the detailed concept feasibility planning for a third 'regional' aquatic and leisure facility in the Clyde Growth area.	Planning and Business Case	Medium	\$50,000-\$60,000*
	Funding strategy for the new Clyde Aquatic Facility targeting external funding opportunities.	Planning – Funding Strategy	Medium	Operational budget
	Design & Construct	Design, Funding Strategy & Delivery	Long	\$73,000,000*
	Council to support an expanded Swim Club or new Swim Club when the new Clyde Aquatic Centre is constructed and consider other private providers.	Support business planning for Swim Clubs and partner with Swimming Victoria and Swimming Australia	Long	Operational budget
Endeavour Hills Leisure Centre	Continue to provide Dry Health & Fitness at EHLC.	Planning - Operational	Ongoing	Operational budget
	Consider improvements through the Endeavour Hills Town Centre Master Plan Stage 3 Implementation.	Upgrades - Capital consideration	Ongoing	Subject to cost plan

**All costing estimates are indicative of 2019/20 figures. Detailed plans and Quantity Survey report are required at time of business case.*

TABLE 5:
Strategic Objective Two



Strategy Objective Two: Accessible, affordable and inclusive facilities and participation opportunities

Councils aquatic and leisure facilities will be accessible, affordable and inclusive to all ages, abilities and cultures

Strategy	Recommendation	Action	Priority	Resource
Advocacy	Locally based access to learn to swim program and aquatic safety programs should be considered a priority to assist with addressing the high rates of children and adults that cannot swim in identified communities, including Doveton. This should be done in collaboration with key stakeholders (Victorian Government, Department of Education & Training, Facility Management Contractors, Private Learn to Swim Providers, Schools).	Regular meetings	Ongoing	Operational budget
Fees and Charges	Council continue to work in collaboration with the facility contract management group to ensure fees and charges for access to the Centres and programs/services are set at an affordable level that supports participation.	Item included for discussion at Contractor meetings	Ongoing	Operational budget
Range of Programs and Services	Council to continue to work in collaboration with the facility contract management group to ensure a range of aquatic and dry based programs are offered at the Centres that support the health and wellness needs of the community taking into consideration: <ul style="list-style-type: none"> • Current trends in health and wellness • The age profile and target markets • Programs that support cultural diversity and low level swim rates • Rehabilitation therapy programs. 	Item included for discussion at Contractor meetings	Ongoing	Operational budget
Partnership Opportunities	Council to support Doveton College to leverage off established partnerships with community service providers in delivering targeted learn to swim programs, health club and wellbeing programs to the Doveton community. Council to work in collaboration with Body Corporates and privately provided facility owners to continue to service the casual swimming and learn to swim markets at local level. Council to identify partnership opportunities for the delivery of services and programs at ARC, RACE and the proposed Clyde Urban Growth Area Aquatic Facility.	Planning – Partnership Agreement	Short	Operational budget
Aquatic Based Club Programming	Council to support an expanded Swim Club or new Swim Club including other aquatic based clubs when the new Clyde Regional Aquatic and Leisure Centre is constructed and consider other private providers.	Support business planning for Swim Clubs and partner with Swimming Victoria, Swimming Australia and other relevant State and National Aquatic Sporting Bodies.	Long	Operational budget

*All costing estimates are indicative of 2019/20 figures. Detailed plans and Quantity Survey report are required at time of business case.

TABLE 6:
Strategic Objective Three



Strategy Objective Three: Well planned, maintained and managed

Provide a strategic platform to inform Councils investment in the maintenance and renewal of Casey's aquatic and leisure facilities to maximise the benefits for the community. To foster community participation in the planning, development, management and evaluation of aquatic facilities programs and services

Strategy	Recommendation	Action	Priority	Resource
Asset Management Plan	Council to continue to update and implement the Aquatic Facilities Asset Management Plan (AMP) for all aquatics facilities and align Councils operational and renewal budgets.	Annual Asset Management Plan Review	Ongoing	Operational budget
Operational Input into the Design	Include the operators, maintenance staff and relevant stakeholders in the design process for any upgrades, extensions of existing or development of new aquatic facilities. This will ensure the learnings from past are considered in the design of the redevelopments and/or new Centre.	Design workshop	Medium	Operational budget
	Engage with the community through facility design process to ensure user market, trends, best practice and needs of Casey residents are considered	Community engagement		Operational budget
Ongoing Contract Management	Provide the required resources to manage and monitor the Contract to ensure the vision and objectives for the management and operations of the aquatic and leisure facilities are achieved.	Regular meet with Contractor and responds to operational issues	Short	Operational budget
Strategy Review	Report to Council on the progress of the implementation of the Casey Aquatic Facilities Strategy 2019 – 2041.	Report annually	Ongoing	Operational budget
Legislation Compliance	That all facilities comply with the requirements of the Victorian Government Water Quality Guidelines for Public Facilities and the requirements of the Public Health and Wellbeing Act 2008 and associated Regulations.	Councils Health Inspections are undertaken in accordance with the legislation	Ongoing	Operational budget

**All costing estimates are indicative of 2019/20 figures. Detailed plans and Quantity Survey report are required at time of business case.*

TABLE 7:
Strategic Objective Four



Strategy Objective Four: Environmentally sustainable and universally designed facilities

Provide best practice environmentally sustainable and universally designed facilities through the planning, design, construction and maintenance of Casey's aquatic facilities.

Facility Name	Recommended Action	Action	Priority	Resource
Existing Facilities	Ensure Environmentally Sustainable Design (ESD) and Universal Design (UD) initiatives are incorporated into the future upgrade and refurbishment of Casey ARC, Casey RACE and DPIIP as per the objectives and requirements of Casey's ESD Policy and UD Principles. Major extension and upgrade works will be equivalent to a 5 star Green Star Design and As Built rating.	Principle included in Design brief and support initiatives in Design	Medium	Subject to cost plan
Future Facility Developments	<p>Deliver a new Clyde Aquatic Facility that is at the forefront of environmentally sustainable and universal design best practice as per the objectives and requirements of the Universal Design Principles and Casey's Environmentally Sustainable Design (ESD) Policy. The facility will be equivalent to a 5 star Green Star Design and As Built rating and will meet energy and water intensity criteria. Including but not limited to:</p> <ul style="list-style-type: none"> • Environmental and water sensitive urban design features • Use local and recycled material where practicable • Provide renewable energy consuming equipment, including solar, natural ventilation and temperature control, natural lighting • Selection of materials are suitable for a corrosive environment • Provide safe and workable access around plant room, concourse and roof areas for maintenance practices. This includes a design that allows for live loading • A methemalactite resin is used as the concourse material • The location of LED lighting and sound systems should be fixed to where access is possible and designed to standard and uniformity. • Provide sufficient roof capacity for solar panels • Source renewable energy • Make use of solar orientation, natural lighting and natural ventilation • Incorporate energy and water efficient design, including LED technology, building management systems, waste water recovery and heat recovery systems • Provide separate pool plant for the different bodies of water 	Principle included in Design brief and support initiatives in Design	Long	Subject to cost plan

**All costing estimates are indicative of 2019/20 figures. Detailed plans and Quantity Survey report are required at time of business case.*

Strategy Monitoring and Evaluation

The network of Casey aquatic and leisure facilities requires regular review to assess usage and performance against the strategy vision, progress against strategy objectives, and the ongoing alignment of actions to Council's objectives.

This Plan outlines the strategic health and well-being outcomes that Council will work towards over the next four years. Monitoring, reporting and evaluation are required to understand effectiveness, identify areas for improvement and learning and enhancing the evidence-base for current and future work in this space.

A review of the strategy will occur every four years and a review of the implementation plan will occur annually. This approach will ensure the strategic direction for aquatic services remains relevant to the needs of the Casey community over the 20-year time period of the document.

Document History

Date Approved	Change Type	Version	Next Review Date
20 August 2019	Document Initiation	1.0	31 August 2023



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