

6.2.3 Draft Community Infrastructure Plan

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Recommendation(s)

That Council endorses the draft Community Infrastructure Plan, to be placed on public exhibition in accordance with Council's Community Engagement Policy, prior to the final plan being presented to Council for adoption.

Attachments

- 1. Community Infrastructure Plan DRAFT for engagement [6.2.3.1 48 pages]
- 2. Community Infrastructure Plan October 2023 [6.2.3.2 48 pages]

Executive Summary

Cardinia's first ever Community Infrastructure Plan has been prepared in draft, ready to be placed on public exhibition. The Community Infrastructure Plan establishes the strategic direction for community infrastructure planning in Cardinia Shire. It establishes a sound methodology and approach to the community infrastructure audit, based on data and evidence, and will inform future decision-making on capital priorities to be included in the Long-Term Financial Plan.

The draft Community Infrastructure Plan is the first iteration of the plan and will need to be further developed through engagement with the community and key stakeholders. Community consultation is proposed to commence in late October, following Council's endorsement of the draft Community Infrastructure Plan. Following consideration of the community feedback, the Plan will be presented to Council for adoption in early 2024.

Background

The Council Plan 2021-25 seeks to *develop a municipal-wide community infrastructure plan,* and to include relevant projects in the 10-year capital program (Implementation Action 2.1.1). A 'first iteration' draft Community Infrastructure Plan has been prepared by Council officers. This Plan responds to first priorities for community infrastructure planning, including:

- Development of the strategic 'front end' of the Plan,
- The basic collation of existing data sets to inform a community infrastructure audit,
- Establishment of new functionality assessments for inclusion in the community infrastructure audit, and
- Community engagement.

The community infrastructure audit is the core component of the data drive and evidence-based methodology for the Community Infrastructure Plan. The draft Plan includes available data and evidence. Further audits, data analysis and community engagement will be required to inform the capital projects to be included in the long-term financial plan.

About the Community Infrastructure Plan

Cardinia Shire Council's first ever Community Infrastructure Plan, included in Attachment 1, establishes a sound methodology and approach to community infrastructure planning. This will help to inform priorities and investment for consideration in the Long-Term Financial Plan.



The scope for the Community Infrastructure Plan includes facilities where Council resources the delivery, management and maintenance of facilities, which includes Council-owned infrastructure, as well as infrastructure on Crown or government land. The types of infrastructure included in the Plan are outlined in the table below. The Community Infrastructure Plan does not consider the needs for open space or sport and recreation infrastructure. These are considered as part of the Open Space Strategy and Active Cardinia Strategy, respectively. Future versions of the Community Infrastructure Plan may consider an expanded scope.

Infrastructure category	Description
Consult rooms	May be used for the purposes of maternal and child health consultations, as well as other allied health or support service consultations for any population cohort.
Kindergarten rooms	May be used for the provision of kindergarten services, where these spaces may also be used for other early years services such as occasional care or playgroups.
Hireable community/meeting spaces of varying sizes	May be used for the provision of a variety of services, programs, or activities.
Computer or training rooms	May be used for the provision of a variety of services, programs or activities relating to training and skill development.
Library	Traditional library spaces and community spaces for learning, studying, accessing technology and services, and connecting with others.
Kitchen facilities	May include basic, commercial grade, or training kitchen facilities to directly provide or support delivery of services, programs, and activities.
Public toilets	Public amenities, where there is a reasonable expectation of community use.
Other	All other spaces or facilities where Council has a role in providing funding or facilitating use and development of community infrastructure. This includes arts and cultural spaces.

With a growing and changing population, community infrastructure in the Shire needs to be able to meet the needs of the community today and into the future. The Community Infrastructure Plan establishes a vision and objectives for the Plan, as well as principles about how community infrastructure is delivered, managed and maintained. The vision, objectives and principles will be reviewed and refined as part of community engagement.

The vision proposed in the Community Infrastructure Plan is: Our community facilities are welcoming, vibrant and loved.

A resilient network of high-performing community infrastructure that supports the health, social wellbeing and economic prosperity of our community, to enjoy a sustainable Cardinia for present and future generations.

The objectives proposed in the Community Infrastructure Plan are:

- To guide Council's planning and delivery of community infrastructure.
- To focus on improving the performance of what we have while prioritising and directing new investment.
- To respond to increasing demand due to our changing and growing population.
- To seek and secure external funding, advocacy and/or project partners.

Further information about the objectives is included in pages 10-11 of the Community Infrastructure Plan.

The principles proposed in the Community Infrastructure Plan are described in the table below.



Principle	Description
Integrated	 Complementary community facilities housed in community hubs for better convenience, service integration and resource sharing. Multiple and varied spaces to cater to many uses and maximise utilisation. A network of community infrastructure, interconnected with a broader network of services and infrastructure.
Accessible	 Welcoming community infrastructure that all community members can access regardless of age, culture, gender, or ability. Operating models for facilities that enable and facilitate attraction of services and programs that the community can afford.
Place Based	 Convenient community facilities and services, placed close to where people live, learn, work, shop, and recreate. Located where there are multiple transport options to access facilities and services by personal, public, and/or active transport. Community infrastructure that meets the local community's priority needs and desires. Community infrastructure that enhances the amenity and identity of neighbourhoods.
Future Proofed	 Community infrastructure that can withstand the impacts of climate change and deliver our zero-carbon emissions goal. Flexibly designed community infrastructure that can accommodate multiple uses, changing demands and innovations.
Quality	 Well designed and maintained community infrastructure that can deliver services to agreed community standards. Repurposed, consolidated, or rationalised community infrastructure to accommodate changing community demands.
Achieved Together	 Planned, delivered, operated, and maintained in partnership with community and other partners for the benefit of meeting the needs of the community. Determining the purpose and operating model of facilities at the beginning to ensure functional design and operations.

Community Infrastructure Audit

The Community Infrastructure Plan is underpinned by the community infrastructure audit, which assessed the provision and quality of infrastructure now, and projected future needs. The five components of the community infrastructure audit are outlined in the table below.

Community Infrastructure audit component	Description
Facilities Register	Information about each facility such as location, type of facility, age of building, spaces within the facility, size of spaces, services currently provided within the facility. The facilities register also includes information about historic and future scheduled asset improvements, informed by the Community Infrastructure Plan and the Asset Plan.
Quantity Assessment	Assesses current and future supply and demand, considering current provision and benchmark provision ratios which may indicate where there is a shortfall or oversupply of a service, and should be tested through the life of the Plan.
Utilisation / Capacity	Operating hours of each space within a facility compared to how often the space is used and for what purpose. NB. This data is limited as Council only collects utilisation data for community facilities that are managed by Council.



Building Condition	Condition rating score in accordance with compliance requirements under the <i>Building Act 1993</i> , as well as other relevant requirements such as the <i>Disability (Access to Premises – Buildings) Standards 2010</i> , the <i>Child Safe Standards (2022)</i> , the <i>National Quality Standard</i> for Early Childhood Education and Care, etc. NB: building condition assessments were conducted in 2019 as part of Council's rolling assessment program. Revised assessments have been commissioned.
Functionality (Fit for Purpose)	Rating score based on the degree to which the service can successfully operate from the building or space within the building. This includes existing agreed Council standards for the size and layout of spaces and other inclusions beyond building compliance. NB: functionality assessments were conducted in late 2022/early 2023 using a newly developed assessment approach, where every building was assessed based on a suite of criteria (refer to Appendix 1).

While the methodology and approach of the Community Infrastructure Plan is sound, the quality and availability of data within the audit is varied. Community engagement will provide a useful opportunity to explore the audit data to ensure alignment with community expectations. Strategic actions identified in the Plan also look to strengthen the quality and useability of data to support informed decision making and prioritisation of community infrastructure investment.

Strategic actions and recommendations

There are several strategic actions identified in the Community Infrastructure Plan that are focused on strengthening Council's processes and priorities around community infrastructure planning to:

- Maximise access to and use of community infrastructure for the community,
- Ensure the community has access to the most needed community services,
- Prioritise investment based on demonstrated need, and
- Ensure consistent and functional quality of facilities across the Shire.

The strategic actions are:

- Validate data associated with the community infrastructure audit and establish a process to ensure required data can be regularly obtained.
- Establish tools and resources to ensure the community infrastructure audit is regularly updated and able to inform Council decision-making about community infrastructure.
- Develop community infrastructure functional requirements to identify a suite of consistent requirements for various types of spaces that enables delivery of community services, in line with the scope of the Community Infrastructure Plan.
- Governance and operating models of new or redeveloped community infrastructure to be determined at planning stage.
- Council undertakes further analysis of the full cost of each existing community infrastructure facility based on current governance, operating models and pricing. Consider future options for how governance and operating models may be reviewed, that complements Council's 'Services for Success' approach.
- Seek further information about utilisation of community infrastructure, prioritising categories of over-supplied spaces, and infrastructure with poor building or functionality, followed by infrastructure with average building condition or functionality.
- Council explores a formalised approach to service planning for community services provided by Council.

There are also several recommendations resulting from the current community infrastructure audit. At this stage of the Community Infrastructure Plan development, the priority is to confirm the methodology and to ensure that the audit data is accurate. Current recommendations seek to obtain more information before committing to decisions about the future infrastructure needs or prioritisation of investment. The recommendations in the current draft Community



Infrastructure Plan may change as information in the community infrastructure audit is updated.

Policy Implications

The Council Plan supports this program as follows:

- 1. Strong communities: We empower our communities to be healthy, connected and resilient
- 2. Liveable places: We support the creation of liveable spaces and places

The Liveability Plan supports this program as follows:

- 1. Improve mental health and wellbeing
- 2. Improve social cohesion
- 3. Improve safety
- 4. Improve healthy eating and active living
- 5. Reduce family violence
- 6. Improve financial wellbeing and resilience
- 7. Reduce harm from tobacco, alcohol, drugs and gambling

Liveable neighbourhoods for improved health outcomes

- Active travel: increase access to and connectivity of public transport, cycling routes and footpaths
- Community infrastructure and services: increase access to community infrastructure and services close to home
- Environment and open space: increase environmental sustainability; increase access to public open space

Relevance to Council Plan

- 2.1 We support the creation of liveable spaces and places
- 2.1.1 Advocate, plan for and deliver accessible community infrastructure and services that address community need.

Climate Emergency Consideration

The Community Infrastructure Plan will consider implementation of Council's ESD principles in new and upgraded infrastructure projects.

Consultation/Communication

Findings from prior community engagements relating to community infrastructure planning have been used to inform the development of the strategic components of the Community Infrastructure Plan, including Imagine Cardinia, Liveability Plan 2021 Refresh, Active Cardinia Strategy, as well as specific engagements including Garfield North Community Centre at Cannibal Creek Reserve and Emerald Lake Park Master Plan.

Consultation on the draft Community Infrastructure Plan is planned to commence shortly after endorsement of this report. A variety of methods of online and face to face engagement are planned, to provide a wide range of accessible opportunities for the community and key stakeholders to participate in engagement. A variety of communication tools to promote the engagement opportunities will also be used.



Key community infrastructure user groups, such as Community Asset Committees, Committees of Management, and other key service providers, will be contacted directly to advise them of the consultation period. This consultation will focus on:

- Understanding more about the community's interests and priorities for community infrastructure in the Shire
- Establishing the different concepts in the Plan with community (e.g., strategic direction, Council's role, and the methodology of the community infrastructure audit).
- To seek feedback on the findings and recommendations of the Plan.

Consultation may also contribute to enhancing audit data including utilisation of community infrastructure, through targeted engagement with facility managers.

After the first version of the Community Infrastructure Plan is endorsed, it is recommended that further engagement occurs with the community to inform further phases of the Plan. Ongoing engagement with the community will:

- Enhance Council's understanding of the performance of community infrastructure.
- Improve Council's understanding of community expectations regarding community services and infrastructure; and facilitate conversations around Council's capacity to deliver.
- Strengthen decision making and increase community buy-in on the prioritisation of community infrastructure investment.

Financial and Resource Implications

The first version of the Community Infrastructure Plan has been prepared using internal resources. A consultant will be appointed to support the upcoming community engagement, which will be funded through allocated operational budget.

Further work is required to strengthen the Community Infrastructure Plan to ensure it becomes a useful tool in data driven and evidence-based decision making about community infrastructure requirements and priorities in the Shire.

Due to the limitations of the community infrastructure audit, a pipeline of capital priorities is not yet developed. Investment in the strategic actions and confirmed recommendations of the Community Infrastructure Plan will assist in ensuring decisions about prioritisation and investment of community infrastructure are well-informed and will lead to quality outcomes for the community.

Conclusion

Cardinia's first ever draft Community Infrastructure Plan has been prepared, with the strategic actions, methodology and approach outlined in this report. Community consultation is proposed to commence in late October, following Council's endorsement of the draft Plan. The Plan is a first version that is envisaged to be further developed as the data informing the Plan is improved and through engagement with the community and key stakeholders. Following community consultation, the Plan, and an Implementation Plan outlining next steps, will be presented to Council in early 2024 for adoption.

Cardinia Shire Council



Community Infrastructure Plan

September 2023

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Acknowledgements

Cardinia Shire Council recognises and values the Bunurong and Wurundjeri tribes as the original inhabitants of the land that makes up Cardinia Shire.

Cardinia Shire's name is derived from the Bunurong or Wadawurrung word 'Kar-din-yarr', meaning 'look to the rising sun' or 'close to the sunrise'. Council's logo, which includes a motif of the rising sun, reflects this meaning.

Cardinia Shire Council acknowledges the right of Aboriginal peoples, and indeed all Australians, to live according to their values and customs, subject to the law. Council is committed to developing and strengthening relationships through reconciliation.

Council supports the reconciliation process, which promotes mutual respect and understanding of the Aboriginal peoples and of all ethnic groups and their history and culture in our community.

Introduction

The Community Infrastructure Plan will guide the planning and delivery of community infrastructure required to accommodate services required for the growing and changing population of Cardinia Shire. Using a place-based and data-driven approach, supported by community engagement and in partnership with government, business, community and developers, the plan will identify infrastructure requirements and the opportunity to improve the performance of existing infrastructure across the Shire. Enhancing the delivery and management of community infrastructure will optimise current and future generations access to essential community services that contribute to strong, healthy and connected communities.

Scope

The Community Infrastructure Plan focuses on the infrastructure required to meet community service needs.

The infrastructure categories considered in this Plan are included in Table 1. Future versions of the Community Infrastructure Plan may consider review and or expansion of the scope of services or infrastructure to respond to changing community need and Council's priorities.

Table 1: List of infrastructure categories in the Community Infrastructure Plan

Infrastructure category	Description
Consult rooms	May be used for the purposes of maternal and child health consultations, as well as other allied health or support service consultations for any population cohort.
Kindergarten rooms	May be used for the provision of kindergarten services, where these spaces may also be used for other early years services such as occasional care or playgroups.
Hireable community/meeting spaces of varying sizes	May be used for the provision of a variety of services, programs, or activities.
Computer or training rooms	May be used for the provision of a variety of services, programs or activities relating to training and skill development.
Library	Traditional library spaces and community spaces for learning, studying, accessing technology and services, and connecting with others.
Kitchen facilities	May include basic, commercial grade, or training kitchen facilities to directly provide or support delivery of services, programs, and activities.
Public toilets	Public amenities, where there is a reasonable expectation of community use.
Other	All other spaces or facilities where Council has a role in providing funding or facilitating use and development of community infrastructure. This includes arts and cultural spaces.

The core objective of the Community Infrastructure Plan is to:

- set the methodology and approach to community infrastructure planning,
- confirm this with the Cardinia community,
- · identify initial findings and recommendations, and
- validate these initial findings.

Community Infrastructure in Cardinia Shire

There are over 150 public buildings across Cardinia Shire that provide community services within the scope of community infrastructure, as identified in this Plan.

The portfolio of community infrastructure is rapidly increasing to meet the growing needs of our population. This growth is driven both by increasing population and increasing demand for services. Much of the new community infrastructure is being delivered in the urban areas of the Shire where new residential development is occurring.

Council also has a significant portfolio of ageing community infrastructure with varying degrees of condition, functionality (performance), and utilisation. Many of these are 'stand-alone', or single-use facilities. These facilities can be costly to maintain and may not meet modern standards. While these facilities served a purpose in their time, many are now outdated, in poor condition and/or not able to meet the service needs of the population today. This presents an opportunity to reconsider our infrastructure within the Shire and align this to the services needs of the community.

The Community Infrastructure Plan includes facilities where Council has an existing role in providing, funding of facilitating use and development, for the purposes of community service provision. The facilities are owned or managed by Council, other levels of government, contractors or volunteers.

For purposes of the Community Infrastructure Plan the Shire has been considered in four regions: Growth, Hills, East and Southern Rural. This allows Council to consider the needs of unique characteristics of each of these areas of the Shire and that services are delivered where the demand exists.



Figure 1: community infrastructure planning regions

Note: The community infrastructure planning regions are draft and under review as part of reviewing Council's demographic resources portfolio. These areas are subject to change as a result of finalising the demographic resources review.

Our Plans and Strategies

The Community Infrastructure Plan is one of Council's key strategic documents that is informed by the Community Vision 2040, Council Plan 2021-25, Liveability Plan 2017-29, and Municipal Strategic Statement. The Community Vision 2040 states that: We plan for the growth of our community through consultation with residents and have infrastructure in place to meet the needs of the community. Planning and infrastructure for community growth is a Community Vision priority area.

The Community Infrastructure Plan responds to Council Plan Priority 2 Liveable Places: We support the creation of liveable spaces and places. Development of the Community Infrastructure Plan is an action in the Council Plan 2021-25 (2.1.1); to develop a municipal-wide community infrastructure plan and include relevant projects in the 10-year capital program.

Council's Liveability Plan 2017-29 (municipal public health and wellbeing plan) includes a key liveability indicator related to community infrastructure: Increase access to community infrastructure and services close to home.

Services for Success is Cardinia Shire Council's service attraction philosophy, underpinned by the Liveability Plan 2017-29. Council remains committed to attracting services required to meet our communities needs through leadership, partnerships, advocacy, and where funding permits the provision of resources to attract service partners. Council can and has made community spaces available to service partners for the provision of priority services.

The Municipal Strategic Statement seeks: To provide residents with a reasonable level of access to a range of community services and facilities and to ensure that these services and facilities are provided in response to community needs (Clause 21.05-6).

The Community Infrastructure Plan also seeks to respond to related State policies, as follows:

urne	Policy 5.3.1 – Facilitate a whole-of-government approach to the delivery of social infrastructure	Policy 5.3.3 – Support not-for-profit community services to build social capital and stronger communities
20 ₹	Policy 6.1.1 – Support a network of vibrant activity centres	Policy 6.2.1 – Mitigate exposure to natural hazards and adapt to the impacts of climate change
Plan	Policy 6.2.2 - Require climate cha	nge risks to be considered in infrastructure planning
ria's ructure tegy	Section 2.1 – Integrated land use and infrastructure planning	Section 2.4 – Adapt infrastructure for modern needs
Victoria' Infrastructi Strategy	Section 3.3 – Align social infrastructure with better service delivery	Section 3.4 – Plan for growth areas

Table 2 outlines results relating to community participation and community connection from the 2021 Liveability Survey, based on the four regions of Cardinia Shire. The Liveability Survey is conducted using a representative survey of randomly selected households to ensure representation across different household types across the urban and rural areas of the Shire. The results below are based on percentages of survey participants in each region. The Liveability Survey is conducted every two years and helps Council to monitor progress in achieving the seven long-term goals in the Liveability Plan 2017-29.

Table 2: Measures of community engagement by region from 2021 Liveability survey

		South	Hills	East	Growth
in:	Art exhibitions	8%	23%	17%	29%
Participate	Local library	17%	41%	31%	41%
Part	Cultural events	18%	30%	29%	38%
Feel no / slight connection to local community		42%	35%	34%	58%
Not enough connection to local community		16%	19%	11%	28%

Our Community

Cardinia Shire is located on the traditional lands of the Bunurong/Boon Wurrung and Wurundjeri people of the Kulin Nation. Located 55 kilometres south-east of Melbourne's central business district, Cardinia Shire is one of 10 'interface councils' around the perimeter of metropolitan Melbourne, where urban and rural areas meet.

Cardinia Shire covers an area of 1,280km² and has a rich diversity of both natural and cultural sites, from the waters of Western Port Bay to the foothills of the Dandenong Ranges, comprising places of local and state significance. These heritage places reflect the different periods and people who have shaped the Shire's landscape, from Aboriginal Australians, the first people to use the rugged landscape, to the logging and gold mining of the foothills, the draining of the former Koo Wee Rup Swamp, and pastoral settlement. The landscape is again under a period of change as new development and new people move into the area every week.

The Victorian Government has nominated the Casey–Cardinia Region as one of five regions around the fringe of metropolitan Melbourne where new housing and population growth is to be concentrated. The main areas of growth in Cardinia Shire are Beaconsfield, Officer and Pakenham. Outside this growth area, Cardinia Shire's large rural population is centred around 27 townships.

It is one of the fastest growing local government areas in Victoria with an average of three families moving into the area every day. As of 2023, Cardinia Shire's estimated population is 129,896 and is expected to increase by approximately 42,361 over the next 10 years.

Our community can be distributed into four distinct areas: Growth, Hills, East and Southern Rural. Most of the population growth is being experienced in Officer, Pakenham and Beaconsfield. The Hills and East Region have experienced population decline due to changing demographics.

Table 3: Summary of Cardinia Shire population growth and future estimated population

Region	2011 Population	2021 Population Change 2011-		% change 2011- 2021	Estimated 2033 population
Growth	42,400	81,106	+38,706	91%	127,982
Hills	17,722	18,876	+1,154	7%	18,752
Southern Rural	6,448	8,901	+2,453	38%	12,578
East	7,605	9,309	+1,704	22%	12,946
Total	74,175	118,192	+44,394	60%	172,257

The age profile of community members varies across the different regions of the Shire. Children and youth make up a higher share of residents in the growth area, whereas the other regions have a higher proportion of older adults.

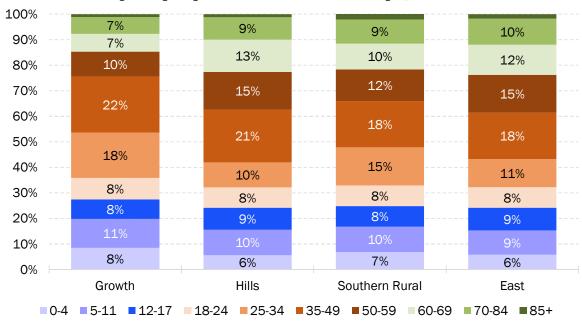


Figure 2: Age range of residents in each Cardinia Shire region, 2021 Census

The following table provides details about the place of birth, numbers of low-income earners and education and employment, 2021 ABS Census results, based on the four regions of Cardinia Shire. These groups of people may be additionally reliant on community infrastructure for support, opportunities, and to build community connections.

Table 4: Key community demographic data, 2021 Census

	Growth	Hills	Southern Rural	East
Language other than English	24%	5%	4%	3%
Born overseas	29%	14%	10%	10%
Aboriginal and Torres Strait Islander	783	133	135	96
Personal income <\$500 per week	31%	29%	32%	32%
Adults educated beyond secondary school	52%	54%	42%	47%
Adults not in the labour force (unemployed, home duties, retired)	27%	28%	28%	29%
Employed residents who work in Cardinia Shire	30%	32%	41%	45%

Opportunities and Challenges

Cardinia Shire Council is facing an increasing number of financial, legislative, social and environmental challenges that impacts on its ability to plan, manage and/or deliver community infrastructure, required to accommodate services to meet the community's needs. The community's reliance on council facilities is increasing due to significant changes and growth in our population. The Community Infrastructure Plan recognises that Council, on its own, without support from other levels of government, business, developers and the community will not be able to deliver community infrastructure for our growing population into the future. Table 5 summarises key challenges and the opportunities that can be explored.

Table 5: Challenges and opportunities of the Community Infrastructure Plan

Thomas	Table 5: Challenges and opportunities of the Con	nmı	
Theme	Challenges		Opportunities
	 Rapid population growth and diversity of population growth in the shire is driving increasing or varied demand for infrastructure needed for services. 	•	Explore innovative partnership opportunities to attract services needed in Cardinia. This is aligned to Council's Services for Success approach.
	 Poorer population health due to limited access to preventative services. Vulnerability and disadvantage groups living 	•	Ensure community services funded by other levels of government are accessible to residents and avoid any duplication or service
	 vulnerability and disadvaritage groups living within community increasing. New government policy reforms requiring 	•	gaps. Advocate to other levels of government for
ice	greater service levels (for example the Best Start Best Life Kindergarten Reforms).		funding to deliver new reforms and meet community need.
Service	 Increasing requests from service providers to establish in Cardinia, but infrastructure not 	•	Undertaken service planning to identify best use of facilities.
	always available where needed.Competing demands for community spaces in	•	Share utilisation information and make it easy for the community to access available
	facilities such as for the provision of Maternal & Child Health group programs and kindergarten services.		facilities.
	Competition for community services with bigger councils funded or having more resources to attract services, to serve all the outer South Foot Malbourne region.		
	outer South-East Melbourne region Many of council's facilities are on Crown Land	•	Improve the accessibility, management and
	held by State Government, and council needs to subsidise maintenance, renewal or upgrade infrastructure to meet community needs.		sustainability of community infrastructure by reviewing leases, licenses, hire fees and other facility arrangements.
nt	Utilisation of facilities managed by community groups or organisations parties often not shared with council.	•	Advocate for funding to other levels of government to maintain, upgrade and develop new infrastructure on crown land sites and
Facility management	 Rising costs of infrastructure and asset management is making it harder to provide services sustainably. 	•	meet their legislative reforms. Support volunteers to undertake their roles by providing training and liaison role at Council.
lity ma	Long term agreements in place for council facilities which limits ability to change use to		providing training and halson role at oddings.
-aci	meet community needs.		
_	 Partnerships in place with other levels of government that commit council to maintaining and operating infrastructure. 		
	 Rising community expectations about quality 		
	and form of community infrastructure.		
	Percentage of community volunteers declining.		
	Increasing costs of acquiring infrastructure (including construction and land costs).	•	Partnership and delivery innovation with non-traditional partners (e.g., commercial,
	 Rate capping, recession and slowing of the housing market, as contributors affecting Council's revenue. 		private/not for profit service providers, faith organisations), in line with Council's procurement requirements.
Financial	Limited funding sources for infrastructure: rates, Developer/Infrastructure Contribution Plan (DCP/ICP) funding for new infrastructure	•	Review how services and facilities are managed, leased or hired to make sure they are financially sustainable while delivering the
Fin	in growth areas and reducing funding grant opportunities from other levels of government.	•	needed services. Improve transparency about cost of service to
	 Unpredictability of grant funding from other levels of government. 		Council and engage with the community when planning new infrastructure.
	 Increased funding required for operational, maintenance and renewals of council facilities. 		

Theme	Challenges	Opportunities
Capital/ asset	 Ageing infrastructure with many buildings more than 40 years old. Some buildings are single use facilities, not fit for purpose, or not in right location. Resource shortages (internal and external) to deliver new/upgraded infrastructure, e.g., trade shortages. Infrastructure may be long distances from homes in areas of lower population density. Significant challenges of attracting workers to remote projects. 	 Collocated or integrated facility models that are flexible and adaptable to many and changing community needs. Repurpose existing assets to meet current and future needs. Potential to rationalise infrastructure and use funding as potential revenue stream for new/increased infrastructure investment. Opportunities for joint procurement could be realised.
Environmental	Increasing community reliance on community infrastructure as the third place to work/education and home with increased cost of living and reduced house/apartment size. Exposure to extreme climate and weather events, including drought, bushfire and flood, also bring considerable resilience risks, requiring greater investment to protect or maintain these assets. Impacts of increased heating/cooling costs. Increasing incidences of extreme weather events.	 Community facilities designed to facilitate the "third place" and to promote community connection opportunities more often, e.g., spaces to meet, spaces to work or study. Community facilities to become a place of respite for vulnerable community members during extreme weather events (e.g., where heating or cooling is not available at home). Safe and accessible community facilities are used as emergency relief centres during times of climate emergency.

Strategy

Vision

The vision for the Community Infrastructure Plan seeks to meet contemporary community expectations about how community infrastructure is developed, used and maintained for community use.

Our community facilities are welcoming, vibrant and loved.

A resilient network of high-performing community infrastructure that supports the health, social wellbeing and economic prosperity of our community, to enjoy a sustainable Cardinia for present and future generations.











Amenities

Arts and Culture

Children's Services

Community Services

Recreation Facilities

Objectives

The objectives of the Community Infrastructure Plan details how Council will respond to challenges and opportunities and lead the planning of community infrastructure for the provision of community services, programs and activities now and into the future.



To guide Council's planning and delivery of community infrastructure.

- Ensure legislative and policy requirements (for services or infrastructure) are met
- Advocate to other levels of government to ensure state and federally funded community infrastructure is provided in new growth areas (based on Council's catchment analysis),
- Advocate to other authorities and developers to ensure staging of residential development is aligned to and facilitates the timely delivery of new community infrastructure.
- Infrastructure projects to align with the objectives and principles of the Community Infrastructure Plan.
- Infrastructure projects will be reviewed and updated annually alongside Council's annual budget and capital works program and long-term financial plan. (The Community Infrastructure Plan needs to align with Council's 10-year Financial and Asset Plans in accordance with the Local Government Act 2020).



To focus on improving the performance of what we have while prioritising and directing new investment.

- Work towards meeting service needs before demand exceeds supply.
- Consider whether services can be delivered differently, while still meeting community needs.
- Council to monitor the performance of community infrastructure to understand opportunities to improve, adapt or renew spaces to improve performance.
- Where opportunities exist, attract service providers in accordance with Council's 'Services for Success' approach.

 Where an infrastructure outcome is required, seek opportunities to partner with other funding bodies or service providers to reduce the cost and resource requirements of Council in delivering the project.



To respond to increasing demand due to our changing and growing population.

- Location of community infrastructure must respond to the where demand is (place-based planning).
- Being proactive in understanding and forecasting future community needs to react to increasing demands. These changing demands may be due to changing community expectations, increasing population, or reforms from other levels of government.



To seek and secure external funding, advocacy and/or project partners.

- Recognise that Council cannot deliver the required infrastructure for the community on its own and is reliant on funding and partnerships to ensure community needs are met in a timely way.
- Review and confirmation with community about Council's role and responsibility in responding to community needs, including responding to State and Federal Government reform.
- The value-add to community should exceed Council's investment in delivering, operating, and maintaining community infrastructure.

Principles

The principles of the Community Infrastructure Plan articulate the preferred planning, design and operational outcomes for community infrastructure, which will be used to inform new, expanded, redeveloped or refurbished facilities.

Integrated

- Complementary community facilities housed in community hubs for better convenience, service integration and resource sharing.
- Multiple and varied spaces to cater to many uses and maximise utilisation.
- A network of community infrastructure, interconnected with a broader network of services and infrastructure.

Accessible

- Welcoming community infrastructure that all community members can access regardless of age, culture, gender, or ability.
- Operating models for facilities that enable and facilitate attraction of services and programs that the community can afford.

Place Based

- Convenient community facilities and services, placed close to where people live, learn, work, shop, and recreate.
- Located where there are multiple transport options to access facilities and services by personal, public, and/or active transport.
- Community infrastructure that meets the local community's priority needs and desires.
- Community infrastructure that enhances the amenity and identity of neighbourhoods.

Future Proofed

- Community infrastructure that can withstand the impacts of climate change and deliver our zero-carbon emissions goal.
- Flexibly designed community infrastructure that can accommodate multiple uses, changing demands and innovations.

Quality

 Well designed and maintained community infrastructure that can deliver services to agreed community standards

11

 Repurposed, consolidated, or rationalised community infrastructure to accommodate changing community demands.

Achieved Together

- Planned, delivered, operated, and maintained in partnership with community and other partners for the benefit of meeting the needs of the community.
- Determining the purpose and operating model of facilities at the beginning to ensure functional design and operations.

Future-Focused Approach: Integrated Community Centres

Contemporary community infrastructure models focus on integrated centres that flexibly provide many service options and that are available to all population cohorts.

Currently in Cardinia Shire, there are several ageing, stand-alone facilities that cater for a single service. The objectives of the community infrastructure plan focus on new or redeveloped community infrastructure to be delivered within integrated community centres.

The benefits of integrated community centres include:

- Creating place, where community infrastructure is well-located and connected to other services and infrastructure in a neighbourhood.
- Integrated community infrastructure that is accessible by various modes of transport, where community can access a range of services, programs, activities, and social connections in the one place.
- Shared, flexible spaces that can be used for a variety of uses, for the benefit of social connection, health, and wellbeing of the community.
- Integrated community infrastructure is attractive to government funding, where multiple community benefits can be demonstrated, thus supporting Council's ability to deliver new or redeveloped integrated community infrastructure when it's needed.
- Operational and financial viability, where integrated community infrastructure can meet a range of
 community needs through the provision of shared spaces and shared amenities. Where flexibility of
 spaces can support maximisation of use, and operation and maintenance costs are offset by community
 benefits.
- Safety, where maximised utilisation of a variety of services, activities and programs increases natural surveillance within and surrounding community infrastructure.

Strategic Alignment

Council has several strategies which identify how we will achieve the Community Vision 2040. These strategies identify how we plan for and deliver services now and into the future, and the assets needed to support this service delivery.

The Community Infrastructure Plan is closely aligned with the Open Space Strategy and Active Cardinia Strategy. Collectively, these plans seek to provide the community with quality and accessible places and spaces to meet their social and recreation needs now and into the future. These plans consider the needs and desires of the community for these services, the growth to address population increase and the upgrades needed to deliver the future services.

The priorities and works identified through the Community Infrastructure Plan, Open Space Strategy and Active Cardinia Strategy will be considered as part of the *Cardinia Shire Council* - Asset Plan. The Asset Plan, which seeks to manage and balance Council's competing priorities, will consolidate these plans and their delivery within Council's resources.

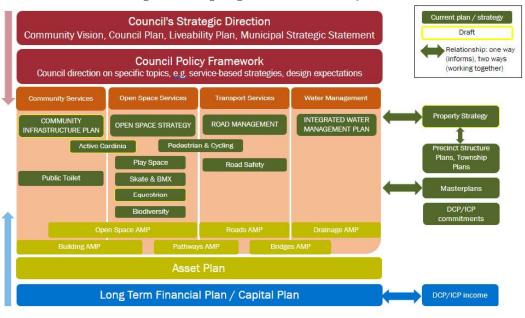


Figure 3: Strategic alignment of the Community infrastructure Plan

Coordination Guiding Principles

To enhance the planning, design and delivery of complementary community places and spaces, the following guiding principles inform how Council will seek to coordinate the implementation of the Community Infrastructure Plan, Open Space Strategy and Active Cardinia Strategy:

- Seek co-location of complementary community and recreation infrastructure and open space, where
 possible, preferably in areas that are highly accessible for the community by various modes of transport.
- Explore opportunities to integrate community and recreation facilities under the one roofline, while not compromising service/use requirements, through innovative design to maximise efficiencies, including building maintenance, operations, and utilisation of shared spaces.
- 3. In circumstances where infrastructure priorities are many, and Council cannot afford to deliver all, prioritise infrastructure and service provision based on:
 - a. Meeting highest demonstrated need first.
 - b. Ability to accommodate unmet or delayed priorities with short-term interim solutions.
 - c. Innovative infrastructure and service delivery models which may see outcomes delivered in different and more efficient ways.
- 4. In circumstances where multiple projects that rely on each other or have similar timeframes, are planned, work to coordinate and sequence construction appropriately and seek to minimise disruption to community.
- 5. Consider the impact of and opportunities for innovation in operating models based on priority of access to enhance community outcomes and user experience.

Council's Role

Cardinia Shire Council undertakes several different roles in planning, management and delivery of community services and infrastructure. The financial and resource investment needed to deliver high performing, accessible community infrastructure is dependent upon funding from Council (rates), other levels of government (funding grants), developers (contributions) in growth areas and community organisations.

Within our new growth areas, developers contribute funding to new infrastructure in the shire through Developer Contribution Plans (DCP) and Infrastructure Contribution Plans (ICP) or in-kind works. This funding contributes to the delivery of community infrastructure detailed in Precinct Structure Plans (PSP). Council is required to provide or source funding for the remaining cost to deliver and maintain any new infrastructure. The roles are detailed in the table below.

Role type	Role description
Provide	 Direct service and infrastructure delivery (we build/fund, we maintain, we manage, we deliver the service). In "provide", Cardinia Shire Council has the highest level of involvement, which often includes significant up-front financial and resource investment and/or ongoing financial and resource investment for success.
Facilitate	 Council partners with other parties, leases/hires facilities, contributes funding or seeks external funding to deliver, manage or maintain infrastructure. In "facilitate", Cardinia Shire Council has a moderate to high level of involvement, particularly in up-front negotiation and financial and resource investment.
Advocate	 Advocacy is required to deliver new infrastructure not able to be funded through rates or developer contributions. No direct service delivery role
No action	Where infrastructure is the responsibility of another level of government or organisation council does not play a part.

Governance and Operating Models

Council is experiencing an ongoing challenge in resourcing the operation, management, and maintenance of community facilities. Population growth, additional infrastructure requirements, environmental challenges and the legislative or policy requirements of other levels of government contributes to this challenge. New innovative ways to deliver community infrastructure need to be explored to meet community need.

Governance Models

Community infrastructure is managed by a combination of council, other providers or volunteers.

Where Council is the owner of community infrastructure management may be by the following:

- Managed and maintained by Council.
- Managed and maintained by a Community Asset Committee (comprising volunteers), or other partner appointed by Council under the Local Government Act 2020.
- Managed by a Community Asset Committee (comprising volunteers) or other partner appointed by Council under the Local Government Act 2020 and maintained by Council.

Community infrastructure on Crown or state government land is generally managed by a committee of management appointed by the Crown land authority under the Crown Land (Reserves) Act 1978, however there are instances where Council is the appointed land manager by the Crown. Council holds leases or joint use agreement for community infrastructure on state government land, e.g., on public school sites, which is negotiated with the relevant state government land authority. In many instances, Council funds (or contributes funding to) the maintenance of community infrastructure on other public land. Council also often funds and/or delivers renewals, upgrades, or new community infrastructure on public land.

From time to time, Council may also lease commercial properties to deliver services that the community requires. The requirements of these leases are typically in line with general commercial lease requirements. Kindergarten services are managed by approved early years services providers or committees of management.

Operating Models

The operating model of community infrastructure relates to the day to day running of the facility including hours of operation, types of uses, fees and charges for use (pricing models), cleaning, and maintenance scheduling, etc.

The following operating models are generally used either at a facility level, or by type of service/hirer.

Subsidised by Council (prioritise community service delivery, where Council wears all or part of the operational and maintenance costs).

- Recover costs / cost neutral (operational and maintenance costs are completely offset by hire/lease fees).
- Commercial / operate at a surplus (hire/lease fees exceed operational and maintenance costs).

Recommended Approach to Determining Future Management and Operating Models

Currently, there is no formal or consistent process to identify the preferred governance and operating models of community infrastructure. The advantage of determining the governance and operating models for community infrastructure when planning new or redeveloped community infrastructure is that the design of the facility meets the functional requirements for the operator.

Recommended actions:

- Governance and operating models of new or redeveloped community infrastructure is determined at planning stage of new infrastructure.
- Council undertakes further analysis of the full cost of each existing community infrastructure facility
 based on current governance, operating and pricing models. Consider future options for how governance
 and operating models may be reviewed, that complements Council's 'Services for Success' approach.

Methodology

The Community Infrastructure Plan is underpinned by the community infrastructure audit, which assessed the provision and quality of infrastructure now, and projected future needs. The audit included:



Table 7: Components of the community infrastructure audit

Community Infrastructure audit component	Description
Facilities Register	Information about each facility such as location, type of facility, age of building, spaces within the facility, size of spaces, services currently provided within the facility. The facilities register also includes information about historic and future scheduled asset improvements, informed by the Community Infrastructure Plan and the Asset Plan.
Quantity Assessment	Assesses current and future supply and demand, considering current provision and benchmark provision ratios which may indicate where there is a shortfall or oversupply of a service, and should be tested through the life of the Plan.
Utilisation / Capacity	Operating hours of each space within a facility compared to how often the space is used and for what purpose. NB. This data is limited as Council only collects utilisation data for community facilities that are managed by Council.
Building Condition	Condition rating score in accordance with compliance requirements under the <i>Building Act</i> 1993, as well as other relevant requirements such as the <i>Disability (Access to Premises – Buildings) Standards 2010</i> , the <i>Child Safe Standards (2022)</i> , the <i>National Quality Standard</i> for Early Childhood Education and Care, etc. NB: building condition assessments were conducted in 2019 as part of Council's rolling assessment program. Revised assessments have been commissioned.
Functionality (Fit for Purpose)	Rating score based on the degree to which the service can successfully operate from the building or space within the building. This includes existing agreed Council standards for the size and layout of spaces and other inclusions beyond building compliance. NB: functionality assessments were conducted in late 2022/early 2023 using a newly developed assessment approach, where every building was assessed based on a suite of criteria (refer to Appendix 1).

The audit also included an analysis of the above items based on geographic precincts within the municipality (known as regions). The audit helps to inform what gaps need to be addressed to ensure the adequate supply and quality of community infrastructure. In accordance with the Cardinia Asset Plan, this may include recommendations for asset renewal, upgrade, expansion (at current or additional sites), maintenance, or disposal and decommissioning.

The strategic direction included in the Community Infrastructure Plan helps to inform how Council may approach recommended outcomes from the community infrastructure audit.

In this first iteration of the community infrastructure audit considers available data and will be reviewed as new data becomes available. Community and stakeholder engagement will help to qualify data and findings about user experience.

In the longer term, the methodology for the community infrastructure plan should be refined to ensure information remains current, and to facilitate easy analysis of the community infrastructure audit to inform decision-making about community infrastructure.

Recommended Actions:

- Validate data associated with the community infrastructure audit and establish a process to ensure required data can be regularly obtained.
- Establish tools and resources to ensure the community infrastructure audit is regularly updated and able to inform Council decision-making about community infrastructure.
- Seek further information about utilisation of community infrastructure, prioritising categories of oversupplied spaces, and infrastructure with poor building or functionality, followed by infrastructure with average building condition or functionality.

Provision Ratios

The Quantity Assessment component of the community infrastructure audit is informed by benchmark provision ratios to assess the supply and demand for each type of space. Provision ratios may indicate where there is a shortfall or oversupply of a service. Provision ratios should be tested through the life of the Plan and informed by review and confirmation about how services are delivered to community.

Table 8: Provision rations per infrastructure category type in the community infrastructure audit

Infrastructure category	Description	Provision ratio
Consult room	For the purposes of maternal and child health consultations, as well as other allied health or support service consultations for any population cohort	1 room per 4,000 population
Kindergarten room	For the provision of kindergarten services, where these spaces may also be used for other early years services such as occasional care or playgroups	1 licensed place for an average 85% of all 3- and 4-year-old children. NB: the Cardinia Kindergarten Infrastructure Service Plan (KISP) is under review in 2023. The revised KISP will provide more accurate supply and demand requirements for kindergarten places.

Infrastructure category	Description Provision ratio				
Hireable community/ meeting spaces of varying sizes	For the provision of a variety of services, programs, or activities. Hireable community/meeting spaces may be located in integrated centres or in standalone centres, with different conditions of use based on the operating model of the building as a whole (e.g., hours of operation, permitted / prohibited types of uses). Consideration is also given to the flexibility of spaces to provide multiple room configurations, e.g., through the provision of operable walls. Room capacity is calculated at 2m² per person.				
	Small community/meeting spaces cater for up to 20 people (<40m²)	1 room per 8,000 population			
	Medium community/meeting spaces cater for between 20 and 50 people (41-100m²)	1 room per 8,000 population			
	Large community/meeting rooms (within an integrated facility) cater for up to 100 people (101+m²)	1 room per 8,000 population			
	Large community/meeting rooms (in stand-alone facility) cater for 100 or more people	1 room per 20,000 population Minimum one per region			
Computer or training rooms	For the provision of a variety of services, programs or activities relating to training and skill development	1 room per 60,000 population			
Library	For the provision of traditional library space and community spaces for learning, studying, accessing technology and services, and connecting with others.				
	Library (Catchment of 100,000 people)	1 per 100,000 population			
	Branch Library (Catchment of 30,000 people)	1 per 30,000 population			
Kitchen facilities	Commercial-grade, or training kitchen facilities to directly provide or support delivery of services, programs, and activities. Also recognises basic kitchen facilities ancillary to other spaces within a facility.	Minimum one per region.			
Public toilets	Public amenities, where there is a reasonable expectation of community use (i.e., outside of public buildings with restricted opening hours or public access)	N/A			
Other	All other spaces or facilities where Council has a role in providing, funding, or facilitating use and development of community infrastructure. This includes arts and cultural spaces	N/A			

Future versions of the Community Infrastructure Plan may review the provision ratios identified, based on demand for spaces and be informed by review of service delivery models.

Service Planning

The demand for community infrastructure is influenced by the way in which community services are delivered to community, including hours of operation, number/eligibility of participants, the programs provided, etc. It also includes consideration on the requirements of the spaces to adequately deliver services.

A formalised approach to service planning that provides agreed levels of service will enable Council to refine benchmark provision ratios to better match demand, and to review the functional requirements for spaces that cater for such services.

Recommended Actions:

- Council explores a formalised approach to service planning for community services provided by Council.
- Develop community infrastructure functional requirements to identify a suite of consistent requirements for various types of spaces that enables delivery of community services, in line with the scope of the Community Infrastructure Plan.

Regional Analysis

The Community Infrastructure Plan provides a place-based approach to meeting community service and infrastructure requirements. The four regions identified in the Plan are based on key demographic and geographic cohorts, where people are more likely to travel within a region to access community services and infrastructure. The community infrastructure audit summarises data and analysis based on these regions.

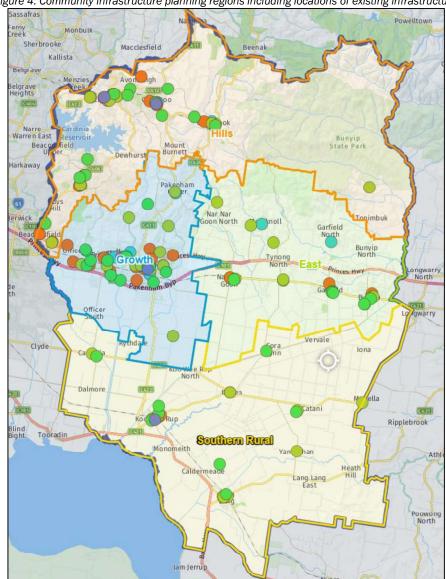


Figure 4: Community infrastructure planning regions including locations of existing infrastructure

Table 9: List of localities for each of the community infrastructure planning regions

	Growth	Hills	South	East
Localities covered	Cardinia, Officer, Officer South, Pakenham, Pakenham East, Pakenham South, Pakenham Upper.	Avonsleigh, Beaconsfield, Beaconsfield Upper, Clematis, Cockatoo, Dewhurst, Emerald, Gembrook, Guys Hill, Menzies Creek, Mount Burnett, Nangana.	Bayles, Caldermeade, Catani, Cora Lynn, Dalmore, Heath Hill, Iona, Koo Wee Rup, Koo Wee Rup North, Lang Lang, Lang Lang East, Modella, Monomeith, Nyora, Rythdale, Tooradin, Vervale, Yannathan.	Bunyip, Bunyip North, Garfield, Garfield North, Longwarry, Maryknoll, Nar Nar Goon, Nar Nar Goon North, Tonimbuk, Tynong, Tynong North.
Forecasting				
2023 Population	89,952	18,458	10,254	11,231
2033 population	127,982	18,752	12,578	12,946

Community Engagement

The Community Infrastructure Plan establishes the strategic direction and methodology that will inform community infrastructure planning for Cardinia Shire Council. The community is invited to provide feedback on the draft Plan to strengthen the strategic direction in line with community expectations, and to review and confirm findings from the community infrastructure audit based on local knowledge and experience.

Further engagement is proposed as Council refines the Community Infrastructure Plan over time. This first stage of engagement will assist in informing the purpose of future engagement opportunities.

Community Infrastructure Audit

Assessment categories

Quantity Assessment

	Description
Well supplied	Supply is higher than provision target for both 2023 and 2033
Well supplied currently	Current supply meets provision target, but will be under target in 2033
becoming inadequate by	
2033	
Undersupplied	Current supply is less than provision target
Over supplied	Current and future supply more than 2 times the provision target

Building Condition & Functionality

	Description
Good	Overall condition of facility is good. Any defects are superficial. Overall functionality is good, where expected level of service is provided.
Average	Condition deterioration is evident, requiring more frequent maintenance to maintain serviceability. Reduced functionality is evident, where impact to service delivery is minor.
Poor	Evidence of high condition deterioration affecting serviceability. Evidence of significantly reduced functionality where expected level of service may be compromised.

Growth Region

Growth region context

The growth region is characterised by urban development, including the established suburb of Pakenham, as well as emerging growth to the north, east and south of Pakenham and through Officer and Officer South.

The population of this region has almost doubled between 2011 to 2021, with a current population of almost 90,000 people in 2023. More growth is expected, with a projected population of 128,000 people by 2033.

There are many families and children in the growth region, with both younger and older children, which places significant demand on education, health, and social services. Eight per cent of the population is aged over 70 years.

The population of the growth region is very culturally diverse and community services and infrastructure must facilitate inclusion, connection and wellbeing. Almost one third (29 per cent) of the population were born overseas, and one quarter (24 per cent) speak a language other than English. The indigenous population of the growth region is high and

makes up almost two-thirds of Aboriginal and Torres Strait Islanders living within Cardinia Shire.

Rest Reservoir
Beacopy field
Up oer
Dewhurst

Pakegham
Rest

Re

Figure 5: Community infrastructure in the growth region

Over two-thirds (70 per cent) of working residents in the growth region leave the Shire for work every day. The Victorian Government has allocated significant land in the region (Cardinia Road Employment Precinct and future Officer South Employment Precinct) for employment opportunities, which is aimed to service the south-east of Melbourne more broadly.

According to the 2021 Cardinia Liveability Survey, in the last 12 months, more than one quarter (29 per cent) of residents in the growth region attended local art exhibitions, four in ten (41 per cent) attended a local library, and more than one third (38 per cent) attended cultural events. More than half (581 per cent) of residents in the region feel no or a slight connection to their local community, and 28 per cent believe there is not enough connection to local community. It will be important to understand the expectations of the growth region community about what they want and need from community services and infrastructure to enhance opportunities for community connection and access to services, programs, and events.

Proposed community infrastructure

In the growth region, there are active and proposed Precinct Structure Plans (PSP), prepared by the Victorian Planning Authority (State government) that outline the requirements for community infrastructure to accommodate new population growth. The associated Developer Contributions Plan (DCP) or Infrastructure Contributions Plan (ICP) provides further information around the costs and indicative timing for community infrastructure, including contributions to be collected by developers that are provided to Council to contribute to funding development of new community infrastructure.

In the growth region, there are currently 10 significant projects on Council's Long Term Financial Plan that are proposed to include community infrastructure, nine of which are identified in DCPs or ICPs. The projects committed within Council's Long Term Financial Plan (to be delivered in the next 10 years) are:

Council priority:

Cardinia Youth Facility – Building
 Proposed 2023/24

Officer PSP

 Gin Gin Bin Recreation Reserve – Sports Complex 	Proposed 2029/30
 Starling McMullen Integrated Child and Family Centre 	Proposed 2029/30
 McMullen Recreation Reserve – Pavilion 	Proposed 2030/31
 Officer Library (including meeting spaces) 	Proposed 2031/32

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Community Meeting Place (Senior Centre and Performing Arts Space) Proposed 2031/32

Cardinia Road PSP:

Thewlis Road Integrated Child and Family Centre
 Proposed 2024/25

Pakenham East PSP

Deep Creek Integrated Child and Family Centre
 Hancocks Gully Integrated Child and Family Centre
 Pakenham East Community Hub – Level 2
 Proposed 2027/28
 Proposed 2029/30
 Proposed 2031/32

Growth region community infrastructure

Undersupplied in 2023	Undersupplied in 2033	Over supplied in 2033
Kindergarten		Community room – medium 60-100 capacity Community room – small <60 capacity Consult room Computer/training room

Community rooms

The functionality assessment suggests that many large community rooms (five of a total of eight) in standalone facilities are of average or poor functionality. There is an opportunity to consider the community's expectations for spaces that cater to over 100 people and to consider any improvements required to facilitate increased use and activation of these spaces.

The quantity assessment suggests that medium and small community rooms and training rooms are over supplied in the growth region. These facilities are owned by Council, with varying governance models. This provides an opportunity to further review utilisation, engage with the community, and identify opportunities to consolidate or collocate services. Any savings could be utilised to fund unmet demand for community infrastructure.

Consult rooms

The quantity assessment suggests that consult rooms are over supplied in the growth region. Many consult rooms are provided within Early Years facilities that house maternal and child health, parenting programs and kindergarten services. Further investigation is required to determine whether these rooms are suitable for all services that may be delivered from consult rooms (e.g., services not targeted to children and families).

Kindergarten

The quantity assessment suggests that there is a current and future under supply of kindergarten in the growth region, however utilisation and kindergarten enrolment data suggests spaces are under supplied in some areas and potentially over supplied in others.

The community infrastructure audit suggests that Andrews Child and Family Centre and Pakenham Heights Kindergarten are under-utilised and not functional for use. These facilities should be reviewed as a priority to determine the ongoing value and use of these facilities.

It is recommended that a review of kindergarten requirements is assessed as part of the review of Cardinia's Kindergarten Infrastructure and Service Plan (KISP).

Kitchen facilities

There are 13 facilities that have kitchen spaces available within the growth region, which may be ancillary to other uses within the facility, or for the provision of community kitchen uses. Further kitchen spaces will be

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^{*}Where projects have not already commenced, these assets are proposed only, with all investment subject to Council's annual budget process and the availability of external funding.

provided in new facilities in this region. It is recommended that further investigation is carried out to understand the need for, and suitability of, these spaces for community kitchen uses.

Library

Pakenham Library, as well as a proposed library in Officer, are within the growth region. A feasibility study for the Officer Library is being commissioned by Council in 2023/2024.

Public toilets

There are six public toilet facilities in the growth region, with many being in Pakenham. The community infrastructure audit suggests that the Purton Road, Pakenham toilets and the Former CFA Shed toilets in Pakenham Upper are underperforming due to functionality. Consideration should be given to the need for these facilities, as well as the need for public toilet amenities across the rest of the growth region (e.g., in Officer).

Recommendations for the growth region

- 1. Consider the need for, and suitability of, large community rooms that cater for 100 or more people in the growth region.
- 2. Seek community feedback about the utilisation of small and medium meeting rooms and training rooms, recognising these spaces are over supplied for the region.
- 3. Consider the need for, and suitability of consult rooms within the growth region to attract services to meet community needs.
- 4. Seek further information about the utilisation and community sentiment of Andrews Child and Family Centre and Pakenham Heights Kindergarten as part of the Kindergarten Infrastructure and Services Plan (KISP) review.
- 5. Consider the need for, and suitability of, community kitchen spaces within the growth region.
- 6. Review the community infrastructure required to be included in the scope and timing of the following projects:
 - a. the proposed Gin Gin Bin Recreation Reserve Sports Complex,
 - b. the proposed Starling McMullen Integrated Child and Family Centre,
 - c. the proposed McMullen Recreation Reserve Pavilion,
 - d. the proposed Officer Library (including meeting spaces),
 - e. the proposed Community Meeting Place (Senior Centre and Performing Arts Space),
 - f. the proposed Deep Creek Integrated Child and Family Centre,
 - g. the proposed Hancocks Gully Integrated Child and Family Centre, and
 - h. the proposed Pakenham East Community Hub Level 2.
- 7. Consider the need for, and suitability of public toilet facilities within the growth region.

Community infrastructure audit - growth region

Well supplied	Well supplied, b inadequate in 2	becoming 2033	Undersuppli	pə	Over supp	lied				
							Officer recreation reserve	τ	bood	booə
							Officer Community Hub	7	Good	goog
							Lily Pond House Community Centre	τ	Good	poog
							Lakeside Children's Centre	τ	bood	Average
							James Bathe Recreation Reserve	τ	Good	Good
							IYU Recreation Reserve	Ţ	Good	goog
							Homegarth Community Centre	τ	bood	Average
							Childcare Centre			
20-50 capacity							Hollins Childrens Centre / Pakenham Cardinia Lakes	τ	bood	Good
muibəm -	ber room	2033	Z86,721	07	00 " 9T		Heatherbrae Recreation Reserve	τ	bood	Good
Gommunity room	noitelugog 000,8	2023	Z96'68	30	77 " 77	Over supplied	Comely Recreation Reserve	τ	(p l snk)	booə
										0
							Toomuc Valley Hall	T	D00D	Average
							The Point	τ	bood	bood
							Pakenham Upper Public Hall	τ	bood	Poor
							Pakenham Upper Huxtable Pony Club	τ	bood	Average
							Pakenham Upper Civic Concert Band Hall	τ	bood	Average
100+ capacity							Pakenham South Public Hall	τ	bood	Average
large (standalone)	ber room	2033	127,982	8	07'9		Officer Scout Hall	τ	bood	Good
Community room -	noiteluqoq 000,02	2023	236,68	8	09"1	Mell supplied	Cardinia LIFE	τ	(p l snk)	bood
							PROPOSED 2032] Community Meeting Place (Senior Centre and Performing Arts Space	τ	(pjank)	(p l snk)
							[PROPOSED 2032] Pakenham East Community Hub - Level 2	τ	(p j suk)	(plank)
							Toomuc Recreation Reserve	τ	Good	Good
							Pakenham Services Central	7	Good	Good
							Pakenham Senior Citizens Centre	τ	Good	bood
							Pakenham Regional Tennis Centre			Good
							Pakenham Public Hall / U3A / Library (services Central & LLINC)	τ	(p l snk)	p005
							Pakenham Golf Club			poog
							Pakenham Bowling Club		noon	goog
							Lily Pond House Community Centre	<u>T</u>	poog (yung)	p005
							Kurmboon Child and Family Centre	Ţ	(blank)	p009
							James Bathe Recreation Reserve	T	booə	Good
							Hollins Childrens Centre / Pakenham Cardinia Lakes Childcare Centre	τ	goog	goog
							Henry Family Childrens Centre Holling Childrens Centre	T.	Good	0009
							Heatherbrae Recreation Reserve	T.	poog	Good
							Deep Creek Community Nursery Hub	T	(pjank)	600d
							Comely Recreation Reserve	T.	(plank)	600d
							Cardinia Cultural Centre (CCC)		(pjank)	600d
							Bridgewood Primary School and Integrated Family Centre		poop	Good
20-T00 capacity		2033	Z86,721	50	00 ' 9T		Arena Child and Family Care Centre Priddeursed Primany Sepect and Interested Family Centre	Ţ	Good	poop
large (integrated)	ber room	5500	000 201	00	00 01		centre	ν_	F0	1110
Community room.	noiteluqoq 000,8	2023	796'68	18	77 " 77	Well supplied	Andrews Child and Family Centre / Pakenham health	τ	Good	Poor
Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score

712

52

Well supplied, becoming inadequate in 2033

Well supplied

(pjank)	(plank)	Ţ	[PROPOSED 2024] Cardinia Youth Facility - Building							
			Centre and Performing Arts Space	†						
(plank)	(p j suk)	τ	[PROPOSED 2032] Community Meeting Place (Senior							
			Level 2	The state of the s						
(plank)	(p j auk)	τ	[PROPOSED 2032] Pakenham East Community Hub -							
(plank)	Good	Ţ	PB Ronald Reserve							
goog	goog	L	Pakenham Services Central	The state of the s						
goog	Good	Ţ	Pakenham Senior Citizens Centre	The state of the s						
			reinc)	†						
goog	(plank)	9	Pakenham Public Hall / U3A / Library (services Central &							
goog	Good	7	Officer Scout Hall							
goog	Good	Ţ	Officer Community Hub							
goog	Good	7	My Place youth facility	The state of the s						
goog	goog	τ	Lakeside Recreation Reserve Pavilion	The state of the s						
goog	(pjank)	τ	Konewark Child and Family Centre (Rix Rd)	The state of the s						
goog	Good	3	James Bathe Recreation Reserve	The state of the s						
Good	Good	Ţ	Heatherbrae Recreation Reserve	The state of the s						
Good	(p j ank)	Ţ	Cardinia LIFE	†						<20 capacity
goog	(pjank)	7	Cardinia Cultural Centre (CCC)	†	00 ' 9T	33	127,982	2033	ber room	Ilems –
Good	Good	Ţ	Bridgewood Primary School and Integrated Family Centre	Over supplied	77"77	30	296,68	2023	noiteluqoq 000,8	Community room
, ,		,					02000	0000		., •
(p j suk)	(p j suk)	Ţ	[PROPOSED 2024] Cardinia Youth Facility - Building							
(गवटाप)	(Ageld)	Į.		-						
(pjank)	(pjank)	τ	Sports Complex							
(मृष्यम्)	(Ageld)	l l	Pavilion [PROPOSED 2030] Gin Gin Bin Recreation Reserve -	-						
(pjank)	(p j suk)	τ								
(//40/9/	(//40/9/	V	Centre and Performing Arts Space (2032) [PROPOSED 2031] McMullen Recreation Reserve -	-						
(pjank)	(p j guk)	τ	[PROPOSED 2032] Community Meeting Place (Senior Centre and Performing Arts Space (2032)							
(740 4)	(//40/9/	V	Level 2 (2032)	-						
(p j suk)	(p j suk)	τ	[PROPOSED 2032] Pakenham East Community Hub -							
(//40/9/	(//40/9/	V	Family Cente (2030)	-						
(plank)	(p j suk)	τ	[PROPOSED 2030] Hancocks Gully Integrated Child and							
(//40/9/	(//40/9/	V	and Family Centre (2030)	-						
(plank)	(pjank)	τ	[PROPOSED 2030] Starling McMullen Integrated Child							
(-11-1)	(-11-1)	ν	Family Centre (2028)							
(pjank)	(plank)	τ	[PROPOSED 2028] Deep Creek Integrated Child and							
(-11-4)	(-114)	ν	(2032)							
(plank)	(pjank)	τ	[PROPOSED 2032] Officer Library (meeting spaces							
(11-1)	(-11-1)	, , , , , , , , , , , , , , , , , , ,	Family Centre (2025)	+						
(p j suk)	(p j auk)	τ	[PROPOSED 2025] Thewlis Road Integrated Child and							
goog	poop	Ţ	Toomuc Recreation Reserve							
Good	Good	G G	Toomah Community Centre							
goog	Good	Ţ	Pakenham Springs Children's Centre							
goog	Good	6	Pakenham Services Central							
goog	G00d	2	Pakenham Senior Citizens Centre							
P.003	p230	C	Pelcopem Sepier Gilizene Contro							
goog	(pjank)	τ	Pakenham Public Hall / U3A / Library (services Central &							
score	condition	rooms	Facility name	Assessment	Target	Supply	Population	Year	standard	Category
	Buibling	Number of	- Canada vitilion	τωσωσσσού	TOPACT	.,	Demileties		Provision	,00,00,00
Facility FFF										

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				bəi	Over suppl	рә	Undersuppli		Well supplied, b	Mell supplied
			Family Centre							
(plank)	(p j suk)	871	[PROPOSED 2028] Deep Creek Integrated Child and							
(1 11/	(1 17	027	Family Centre							
(p l ank)	(pjank)	132	[PROPOSED 2025] Thewlis Road Integrated Child and							
goog	Good	120	Pakenham Springs Children's Centre (2 rooms)	+						
goog	poog	99	Pakenham Main Street Kindergarten	+						
Poor	Good	09	Pakenham Main Stroot Kindergarten	-						
Average	Good			-						
		132	Lakeside Children's Centre (2 rooms)							
Good	(plank)	132	Kurmboon Child and Family Centre (3 rooms)							
poog g	(pjank)	797	Konewark Child and Family Centre (Rix Rd) (3 rooms)							
Average	bood	09	Homegarth Community Centre							
			Childcare Centre (2 rooms)							
poog	Good	861	Hollins Childrens Centre / Pakenham Cardinia Lakes							
poog	Good	867	Henry Family Childrens Centre (2 rooms)							
poog	bood	867	Bridgewood Primary School and Integrated Family Centre							
poog	Good	132	Arena Child and Family Care Centre		3,822	2,332	764,4	2033	year olds	
			centre						Population of 3-4	
Poor	D005	09	Andrews Child and Family Centre / Pakenham health	Undersupplied	969'7	884,1	3,053	2023	Covers 85% of	Kindergarten
(pjank)	(pjank)	ħ	[PROPOSED 2024] Cardinia Youth Facility - Building							
		-	Level 2	†						
(plank)	(pjank)	3	[PROPOSED 2032] Pakenham East Community Hub-							
(11-0	(11-0)	Ü	Family Centre	+						
(p l ank)	(p j suk)	ε	[PROPOSED 2030] Hancocks Gully Integrated Child and							
(100014)	(/[0.0[4]/	C	and Family Centre	+						
(p l ank)	(p j suk)	3	[PROPOSED 2030] Starling McMullen Integrated Child							
(7 40 4/	(//40/9/	c	Family Centre	+						
(plank)	(p j suk)	3	[PROPOSED 2028] Deep Creek Integrated Child and							
(7 40 47	(//40/9/	c	Family Centre	+						
(pjank)	(p j suk)	3	[PROPOSED 2025] Thewlis Road Integrated Child and							
(Ageld)	poop		Toomsh Community Centre	+						
		g		+						
p009	D00D	ħ	The Point							
p005	poog	ε	Pakenham Springs Children's Centre							
bood	bood	Ţ	Pakenham Services Central	ļ						
2000	(vuinia)	_	FFINC)							
poog	(plank)	7	Pakenham Public Hall / U3A / Library (services Central &							
poog	(pjank)	7	Pakenham Hills Primary School							
p009	p005	b	My Place youth facility							
Average	bood	3	Lakeside Children's Centre							
роод	(plank)	3	Kurmboon Child and Family Centre							
poop	(plank)	9	Konewark Child and Family Centre (Rix Rd)							
Average	bood	7	Homegarth Community Centre							
			Chi l dcare Centre							
poog	Good	7	Hollins Childrens Centre / Pakenham Cardinia Lakes							
bood	Good	3	Henry Family Childrens Centre							
bood	D002	3	Bridgewood Primary School and Integrated Family Centre							
poog	Good	Ţ	Arena Child and Family Care Centre		32,00	99	Z86,721	2033		
			септе						ber room	(Includes MCH)
Poor	Good	τ	Andrews Child and Family Centre / Pakenham health	Over supplied	22,49	97	296,68	2023	noiteluqoq 000,₽	Consult room
score	condition	rooms	Facility name	Assessment	Target	Supply	Population	Year	standard	Category
Facility FFP	Buibling	Number of							Provision	
		, , , , ,								

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Well supplied

Well supplied, becoming inadequate in 2033

Undersupplied

regory	standard	Year	Population	Supply	Target	Assessment	Facility name [PROPOSED 2030] Starling McMullen Integrated Child and Family Centre	t32	condition (blank)	(plank)
							[PROPOSED 2030] Hancocks Gully Integrated Child and Family Centre	871	(p l ank)	(plank)
							[PROPOSED 2032] Pakenham East Community Hub - Level 2	76	(p j ank)	(plank)
			030 08	C V		Pailegue HoW	Sugared deliterated Manag		(//4//4//	2000
rcyeu			286,982	173 T3		Well supplied	Comely Recreation Reserve Henry Family Childrens Centre	١	(plank)	Good
		5033	Z86,721	74			James Bathe Recreation Reserve	ε	(plank)	Good Good
							Kurmboon Child and Family Centre	Ţ	poog	poop
							Lily Pond House Community Centre	T -	bood	bood
							Officer Recreation Reserve	3	bood	Good
							Pakenham Services Central	Ţ	bood	p005
							Pakenham Public Hall / U3A / Library (services Central &	τ	poog	goog
							[PROPOSED 2032] Pakenham East Community Hub-	Ţ	(p l ank)	(plank)
							Fevel 2			
nary	100,000 population per library	2023	Z96'68	τ	06'0	Well supplied	& Renthen Public Hall / USA / Library (services Central & LLING) (Branch)	Ţ	(p j ank)	goog
	Amount tod	2033	Z86,7S1	7	1,28		[PROPOSED 2032] Officer Library	Ţ	(p j ank)	(plank)
, 254.1da	:telinged 000 09	2000	030 08	01	031	beilgane son0			, p. 200	poog
mputer/	noiteluqoq 000,09	2023	296,68	OT	7°20	Over supplied	Bridgewood Primary School and Integrated Family Centre	T T	poog	boo2
moor gninis	ber room	2033	Z86,721	75	2,13		Cardinia Cultural Centre (CCC)	9	(plank)	600d
							Deep Creek Community Nursery Hub Henry Family Childrens Centre	<u>5</u> ت	(blank) Good	bood Good
							[PROPOSED 2032] Pakenham East Community Hub -	Ţ	(blank)	(plank)
							[PROPOSED 2024] Cardinia Youth Facility - Building	τ	(p j ank)	(p j suk)
204		2005	C 2 0 0 8	VI			PEOC College (Belganday Obildrople Society 2001)	l l	poog	poog
рег		2033	296,982 127,982	7T			ECG College / Pakenham Children's Services Building Pakenham services central mens shed	T T	poop poop	bood Good
		0007	7001177	1.7			PB Ronald Reserve Dance floor	Ţ	p005	(pjank)
							Toomah Community Centre - office space	7	bood	Good
							Cardinia Life (creche)		Good	Good
							Living and Learning Pakenham (Occasional Care)		poog	poog
otoliot oild.		6606	030 08	3			Paragraphic and a paragraphic	V	P000	200
steliot oild			296,68	9			Purton Rd, Pakenham toilets	T	(Macid)	Poor
		2033	127,982	9			Former CFA shed Pakenham Upper Lakeside dragon park exeloo, Pakenham	T T	(plank)	Poor Average
							Pakenham PB Ronald Res Toilet Block (to be replaced in	Ţ	p005	(plank)
							2023/24)			
							Pakenham Toomuc Rec Res Toilets	Ţ	(plank)	goog
							Bourke Park Public Exeloo	Ţ	(p j suk)	Good

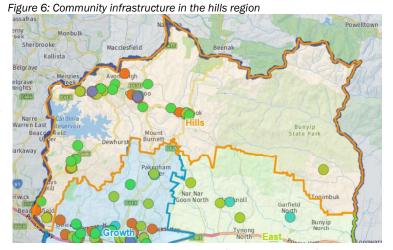
Hills Region

Hills region context

The hills region comprises several townships to the south of the Dandenong Ranges, with 'rural country' or 'hill-top bushland' character.

The population of this region is relatively stable.

Between 2011 and 2021, the population increased by 1,150 people and the current population is 18,460 people in 2023. The population is expected to continue to increase slightly into the future, with a projected population of 18,750 people by 2033.



There are higher proportions of older adults in the hills region, with over one third of the population (37 per cent) aged 50 years and over. Of the families in the region, the proportions of families with older children are generally higher.

The population of the hills region has higher proportions of culturally and linguistically diverse populations than other non-urban areas of Cardinia Shire. Fourteen per cent of the population were born overseas and five per cent of the population speak a language other than English. 11.6 per cent of Cardinia's Aboriginal and Torres Strait Islander population lives in the hills region.

Over two-thirds (68 per cent) of working residents in the hills region leave the Shire for work every day.

According to the 2021 Cardinia Liveability Survey, in the last 12 months, one fifth (23 per cent) of residents in the hills region attended local art exhibitions, 41 per cent of residents attended a local library, and almost one third (30 per cent) attended cultural events. Attendance at a local library is higher in the hills region than elsewhere in Cardinia Shire, demonstrating the value of the Emerald Library and Cardinia Mobile Library for this community. 35 per cent of residents in the region feel no or a slight connection to their local community, and 19 per cent believe there is not enough connection to local community. It will be important to understand the expectations of the hills region community about what they want and need from community services and infrastructure to enhance opportunities for community connection and access to services, programs, and events, especially given the distances between townships.

Proposed community infrastructure

In the hills region, there are currently two significant projects included in Council's Long Term Financial Plan that are proposed to include community infrastructure. These are:

Upper Beaconsfield Recreation Reserve pavilion)
 Pr

Proposed 2025/26

Alma Treloar Masterplan Implementation

Proposed 2026/27

*Where projects have not already commenced, these assets are proposed only, with all investment subject to Council's annual budget process and the availability of external funding.

Hills region community infrastructure

Undersupplied in 2023	Undersupplied in 2033	Over supplied in 2033
		Community room – large (integrated) Community room – large (standalone) Community room – medium Computer/training room Library

Community rooms

The quantity assessment suggests that large and medium community rooms and training rooms in the hills region are oversupplied. Spaces are available in a variety of facility types, such as community centres, public halls or recreation reserve pavilions. The condition and functionality of these spaces are good. Sourcing accurate utilisation data is important to better understand community value and to consider increased activation opportunities, or whether spaces can be repurposed to deliver under-supplied spaces for the region.

The community infrastructure audit suggests that the Clematis Hall is not functional. This facility should be reviewed as a priority to determine the ongoing value and possible future use of the Hall.

Consult rooms

The quantity assessment suggests that small meeting rooms and consult rooms are well supplied in the hills region. Condition and functionality of these facilities is generally good.

Kindergarten

The quantity assessment suggests that kindergarten spaces are well-supplied, however utilisation and kindergarten enrolment data suggest spaces are under supplied in some townships and potentially over supplied in others. Council is undertaking a Hills Region Feasibility Study to understand kindergarten demand and requirements further, particularly relating to the implementation of the Best Start, Best Life reform and review of the Cardinia Kindergarten Infrastructure and Service Plan, commencing in 2023.

Concentrations of community infrastructure

There are several different community infrastructure assets within individual townships in the hills region, particularly Cockatoo and Emerald and to a lesser extent, Beaconsfield, Beaconsfield Upper and Gembrook. Consideration should be given to whether infrastructure could be integrated, in line with the principles of the Community Infrastructure Plan, to move towards community hub models.

Kitchen facilities

There are five facilities that have kitchen facilities available within the hills region, which may be ancillary to other uses within the facility, or for the provision of community kitchen uses. These facilities are located within separate townships. The facilities themselves are of good building condition and functionality.

Library

The Emerald Library is located within the hills region and has recently been extended. This library is valued by the community and centrally located in Emerald's shopping precinct optimising access.

Public toilets

There are eight public toilets in the hills region in various localities. The community infrastructure audit suggests that the condition and functionality of these facilities are generally good.

Recommendations for the hills region

- 1. Seek community feedback about the utilisation and community sentiment of Clematis Hall.
- 2. Review the mix of community infrastructure in Cockatoo to consider if integration will improve utilisation and accessibility.

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- 3. Review the mix of community infrastructure in Emerald to consider if integration will improve utilisation and accessibility.
- 4. Review the community infrastructure required to be included in the scope and timing of the the proposed Alma Treloar Masterplan Implementation.

Community infrastructure audit - hills region

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p009	poog	Ţ	Worrell Reserve							
bood	bood 600d	T T	Holm Park Recreation Reserve Josie Bysouth Recreation Reserve							
goog	(plank)	7	Hills Hub							
Good	(Plank)	<u>د</u> ت	Emerald Library							
bood	goog	Ţ	Emerald Library							
Good	Good	T	Gembrook Community Centre							Quandra 07.
Good	Good	3	Beaconsfield Community Complex		7.34	TT	Z8781	2033	ber room	<20 capacity
(plank)	Good	T	Alma Treloar Reserve	Well supplied	231	TT	89781	2023	noitelugog 000,8	Community room - small
(ग्रवधाय)	p005	1	Ovacood recion English	boilgans lloW	15.0		10160	2003	apiteluaga 000 9	Community room
(pjank)	(p l ank)	τ	לו זיסו ססבם בסבסו סואבו הבמנסוופוופות ויבנובמתוחו עבפובמנו							
			[PROPOSED 2027] Alma Heloar Masser plan Implementation [PROPOSED 2026] Upper Beaconsfield Recreation Reserve							
(plank)	(plank)	Ţ	Emerald Senior Citizens [PROPOSED 2027] Alma Treloar Masterplan implementation							
Good	bood	٦ ح	Sutherland Park Recreation Reserve							
poop	(plank)	t T	Gembrook Community Centre Hills Hub							
poog	Good	7								
poog	bood	T	Emerald Nobelius Museum & Toilets Gembrook Recreation Reserve							
Good	Good	7	Emerald Arts Society (Studio and workshop)							
Good	goog	Į.	Chandler Reserve							
(plank)	Good	7	Beaconsfield Upper Recreation Reserve							Guandra ao az
poop	goog	Ţ	Beaconsfield Upper Community Centre		7.34	20	78752	2033	ber room	20-50 capacity
poog	goog	Ţ	Besconsfield Community Complex	Over supplied	231	18	89781	2023	noitelugog 000,8	Community room - medium
6009	6009	l l	Bosoonsfield Community Complex	boilgans soy0	15.0	01	10160	2003	apiteluaga 000 8	шоол лфішташоў
naan	noon	-	HOLLOHON LANGUILLIO							
bood	poog	Ţ	Tonimbuk Public Hall							
p009	poog	Ţ	Emerald Community House							
Poor	poog	Ţ	Clematis Hall							
(plank)	(plank) Good	Ţ	Beaconsfield Upper Recreation Reserve							Guandra . a.a.
Good (blank)	(Aneld)	T T	Beaconsfield Upper Conservation Group Nursery		76 0	1	78752	2033	ber room	100+ capacity
poog	goog	Ţ	Ash Wednesday Bushfire Education Centre (Education centre)	Over supplied	76.0		78458	2023	noitelugog 000,02	Community room - large (standalone)
p005	p005	l l	(extrace goitecutal) extract goitecutal existing webserboll day	boilgans sov0	0.00	Z	10160	2005	agiteluaga 000 00	шоол тфішташоў
200	noce		0410001111000015011110							
bood	poog	Ţ T	Holm Park Recreation Reserve							
poop	poog	Ţ	Workell Reserve							
Good	bood	τ	Cockatoo Mtn Rd Res Netball Pavilion							
Average	goog	τ	Cockatoo Kindergarten and Neighbourhood House (Community House)							
noon	(nlquv)	т								
p009	(plank)	٦ ح	Gembrook Community Centre Hills Hub							
bood	Good	<u>د</u> ت	Emerald Senior Citizens							
poog	Good	T T	Emerald Nobelius Museum & Toilets							
bood	Good	7	Cockatoo Community Complex and senior citizens							
bood	Good	T T	Chandler Reserve							20-700 capacity
Good	Good	T	Beaconsfield Upper Community Centre		2,34	9T	78752	2033	ber room	large (integrated)
Good	Good	7	Beaconsfield Community Complex	Over supplied	2.31	12 T2	89781	2023	noitelugog 000,8	Community room
Score	condition	rooms	Facility name	Assessment	Target		Population		standard 8	Category
Facility FFP	Building	Number of		φιοωοοοο σ	Tordot	Adding			Provision Provision standard	

Well supplied	,bəilqquz lləW ni əfsupəbsni		Unders	pəilqqu	элО	r supplied				
		2033	78782	8			Beaconsfield Upper Charing Cross toilet block	J CC	роод	poog
ateliot oildu		2023	78 † 87	8					poog	bood
									Good	goog
							Puffing Billy Railway Station		(plank)	bood
							Hills Hub (Mens Shed)		(p l ank)	bood
							Gembrook Riding Club (Social space)		(p j guk)	poo9
IOI D		2033	18752	9			Gembrook Craft Cottage / Community Shop (crafting room)		poog	600d
ther		2023	18458	9			Emerald Lake Park (café, paddleboats, model railway)	T eq	bood	Average
	ber library	2033	78752	T	6T " 0					
ibrary	noitaluqoq 000,001		18458	Ţ	81.0	Over supplied	Emerald Library	J C	poog	poog
									(p j suk)	600d
						-	Gembrook Community Centre		poop	poop
						-	Tonimbuk Public Hall Cockatoo Community Complex and senior citizens		poog poog	poog Poog
						-			poog	poog
						-			poop	poog
						-			poog	poog
		2033	78752	13					Good	Good
itchen		2023	18458	13				T CC	poog	bood
							Gembrook Kindergarten		Good	Average
							Emerald Kindergarten (2 rooms)	778 60	poog	Average
							Cockatoo Kindergarten and Neighbourhood House (Commmunity House)	Z8 eq	goog	Average
							Cockatoo Community Childcare Centre (not Council program) (5 rooms)	N/A	bood	goog
							Beaconsfield Upper Kindergarten - Stoney Creek		Good	Poor
							Beaconsfield Upper Kindergarten - McBride		Good	Poor
	year olds						Beaconsfield Kindergarten Wood Street		bood	Average
uo ingronu	P-6 to noiteludod	2033	425	203	361,25	nouddne ueu	Reaconsfield Kindergarten O'Neil Road (2 rooms)		poop	G00d
indergarten	Covers 85% of	2023	437	203	366,35	beilgque lleW	Avonsleigh Kindergarten	99	booə	Poor
							Emerald MCHC	2 60	poog	goog
							duH alliH		(plank)	poog
							Cockatoo Community Complex and senior citizens	T CC	Good	goog
ncludes MCH)	ber room	2033	78752	9	۲.4		Beaconsfield Upper Community Centre		Good	Good
moon flusing	noiteluqoq 000,4	2023	18 1 28	9	9"7	Well supplied	Beaconsfield Community Complex	ा ए	poog	Good
					_		duH elliH	q) t	(p l gnk)	poog
							House)			
							Cockatoo Kindergarten and Neighbourhood House (Community		poog	Average
							Emerald Library		bood	bood
aining room	ber room	2033	18752	L	16.0	nouddno is:			poog	bood
ombuter/	standard 60,000 population	Year 2023	Population 18458	Viddu8	Target 0.31	Assessment Over supplied	Beaconsfield Community Complex		condition	Score
. 2.2,5040,	Provision			.,	4-2I	,y	Coulity name		Buibling	Facility FF

32

Facility FFP score

Building condition Good Good

Number of rooms

Facility name

Assessment

Year Population Supply Target

Provision standard

Category

(blank) Average (blank)

> 600d 600d 600d

⊣

Clematis CFA Depot
Cockatoo toilet (McBride St walkway)
Emerald Public Toilet Block (behind the hall on Emerald Gembrook Rark toilet block
Maryknoll Rec Res Toilet Block
Emerald Public Toilet Block
Emerald Public Toilet Block (Ferres Rd, near Mitre 10)

Good Average Average

Over supplied	over supplied	

Well supplied, becoming Undersupplied inadequate in 2033

Well supplied

33

Southern Rural Region

Southern rural region context

The southern rural region is characterised by several smaller townships in amongst stretches of agricultural land. Urban development occurs in areas surrounding some of the townships in this area, particularly Koo Wee Rup and Lang Lang, with housing development and population increase occurring.

The population of this region has increased by one third between 2011 and 2021, with a current population 10,300 people in 2023. More growth is expected, with a projected population of 12,600 people by 2033.

There is an increasing population of young families and children in the

Figure 7: Community infrastructure in the southern rural region

Officer South

Rythdale Carra North

Dalmore Callermeane Catani

Monomeith Yanghan

Caldermeane Lang Lang Heath
Hill

Poown North
North

North

Poown North

North

Poown North

North

North

Ripplebrook

North

southern rural region, particularly within townships experiencing growth. This is placing pressure on ageing infrastructure that was not designed for the levels or type of services required today. In addition to young families, 20 per cent of the population is aged over 70 years, and services for older residents is also important.

The population of the southern rural region is less culturally diverse than other regions in Cardinia Shire, with 10 per cent of the population born overseas and four per cent of the population speaking a language other than English. The indigenous population is also lower than other areas of the Shire with 11 per cent of Cardinia's Aboriginal and Torres Strait Islanders living in the southern rural region.

Two fifths (41 per cent) of working residents work within Cardinia Shire, highlighting the value that the agricultural industries within the region bring to the local economy. However, there are slightly higher proportions of low-income earners in the southern rural region (32 per cent of adults earning less than \$500 per week), and lower proportions of adults with higher or tertiary education (42 per cent of the population), compared to other regions in Cardinia Shire. These indicators may increase the vulnerability of people in this region to socioeconomic down-turn and cost of living pressures, where adequate community services and infrastructure is required to support the community.

According to the 2021 Cardinia Liveability Survey, in the last 12 months, less than one in ten (8 per cent) residents in the southern rural region attended local art exhibitions, 17 per cent attended a local library, and 18 per cent attended cultural events. While over one in four (42 per cent) residents in the region feel no or a slight connection to local community, this score is lower than the growth region. One in five (16 per cent) believe there is not enough connection to local community. It will be important to understand the expectations of the southern rural region community about what they want and need from community infrastructure to enhance opportunities for community connection, particularly in relation to access, given the distances between some communities.

Proposed community infrastructure

In the southern rural region, there are currently three significant projects included in Council's Long Term Financial Plan that are proposed to include community infrastructure. These are:

Koo Wee Rup Bowls & Community Facility
 Cora Lynn Reserve - Pavilion Design/Construct
 Lang Lang Recreation Facility - Soccer - Pavilion
 Proposed 2023/24
 Proposed 2024/25
 Proposed 2030/31

^{*}Where projects have not already commenced, these assets are proposed only, with all investment subject to Council's annual budget process and the availability of external funding.

Southern rural region analysis

Undersupplied in 2023	Undersupplied in 2033	Over supplied in 2033
Kindergarten Library		Community room - large (integrated) Community room - large (standalone) Community room - medium Community room - small Computer/training room

Community rooms

The quantity assessment suggests that large community rooms in integrated facilities are over supplied in the southern rural region, with most of these spaces being available within recreation reserve pavilions (four of a total of six). Some recreation reserves are located outside of townships, and travel accessibility may be restricted. The condition and functionality of these spaces are also good. As many of these facilities are not managed by Council, information about utilisation and capacity for additional use is not known, and this could be explored to understand whether utilisation could be increased.

The functionality assessment for several large community rooms in standalone facilities is poor. These facilities are owned by Council, with varying governance models. This provides an opportunity to source accurate utilisation data, to better understand community value, impact of condition on utilisation and to consider whether spaces can be repurposed to deliver under-supplied spaces for the region.

In particular, the community infrastructure audit suggests that three public halls are under-utilised and not functional for use. These are Catani Soldiers Memorial Hall, Modella Public Hall and Yannathan Public Hall. These facilities should be reviewed as a priority to determine the ongoing value and possible future use of these facilities.

For small and medium community rooms and training rooms, the quantity assessment suggests these are over supplied in the southern rural region and utilisation for these facilities is low. Overall, the condition and functionality of these facilities is good, and these facilities may have potential for activation or consideration of what other services they can be used for.

Consult rooms

The quantity assessment suggests that consult rooms are well supplied in the southern rural region. Currently consult rooms are only provided within Early Years facilities that house maternal and child health, parenting programs, and kindergarten services. Further investigation is required to determine whether these rooms are suitable for all services that may be delivered from consult rooms (e.g., services not targeted to children and families).

Kindergarten

The quantity assessment suggests that there is a current and future under supply of kindergarten in the southern rural region. The Koo Wee Rup Region Feasibility Study (2022) is already seeking to address kindergarten shortfalls in Koo Wee Rup, Lang Lang and Bayles, in terms of supply and demand for kindergarten space, and the condition and functionality of the facilities (including consult rooms). The Koo Wee Rup Region Feasibility Study considers the implementation of the Best Start, Best Life reform and will also align to the review of the Cardinia Kindergarten Infrastructure and Service Plan (KISP), commencing in 2023.

Concentrations of community infrastructure

There are several different community infrastructure assets within individual townships in the southern rural region, particularly Koo Wee Rup and Lang Lang. Consideration should be given to whether infrastructure could be integrated, in line with the principles of the Community Infrastructure Plan, to move towards community hub models.

Kitchen facilities

There are 12 facilities that have kitchen spaces available within the southern rural region, which may be ancillary to other uses within the facility, or for the provision of community kitchen uses. It is recommended that further investigation is carried out to understand the need for, and suitability of, these spaces for community kitchen uses.

Library

The is no library space available in the southern rural region, however the Cardinia Mobile Library services many townships in the region. It is recommended that further investigation is carried out to understand whether population growth will drive demand for future permanent facilities.

Public toilets

There are three public toilets in the southern rural region. The community infrastructure audit suggests that the condition and functionality of these facilities are generally good.

Recommendations for the southern rural region

- Seek community feedback about the utilisation and community sentiment of the Catani Soldiers Memorial Hall, Modella Public Hall, and Yannathan Public Hall.
- 2. Review accessibility of library services and opportunities as the population grows.
- 3. Consider the need for, and suitability of, community kitchen spaces within the southern rural region.
- 4. Review the mix of community infrastructure in Lang Lang to consider if integration will improve utilisation and accessibility.
- 5. Review the mix of community infrastructure in Koo Wee Rup to consider if integration will improve utilisation and accessibility.
- 6. Review of community infrastructure to be included in the scope and timing of the proposed Lang Lang Recreation Facility Soccer Pavilion.

Community infrastructure audit - southern rural region

Well supplied	Iqqus IləW deupəbeni			ersupplied		Over sup					
							?┐	Lang Lang Medical Centre (in use for doctors?)	Þ	(p l ank)	goog
(Includes MCH)	ber room	2033	12,578	8	3.1		?7	Lang Lang Community Complex RTC	7	poog	poog
Consult room	noiteluqoq 000,4	2023	10,254	8	5.5	Mell s	q к	Noo Wee Rup Kindergarten and MCHC	τ	poog	Average
moor gninist	рег гоот	2033	12,578	Ţ	0.2						
Computer/	noitaluqoq 000,03	2023	70°524	Ţ	τ.0	Over	р	DTA xəlqmoD vinumunoD gneJ gneJ	τ	goog	goog
							;	Yannathan Public Hall	τ	goog	Poor
							_		τ	(plank)	(p l ank)
Guandra a=							Я	Koo wee Rup Senior Citizens Club	τ	(p y suk)	Good
- small <20 capacity	рег гоот	2033	12,578	8	g " T		Ж	Koo Wee Rup Community Centre	ħ	goog	600d
Community room	noitaluqoq 000,8	2023	10,254	8	7.2	Over	о р	Catani Recreation Reserve	τ	poog	goog
					·		· ·				
							4]	[PROPOSED 2025] Cora Lynn Reserve - Pavilion Design/Construct	Ţ	(p j guk)	(plank)
								[PROPOSED 2024] Koo Wee Rup Bowls & Community Facility	T	(plank)	(plank)
								S - S - S - S - S - S - S - S - S - S -	Ţ	(pjank)	(plank)
							_	Koo Wee Rup recreation reserve	Ţ	goog	(plank)
							_		Ţ	(p j suk)	(plank)
							_		τ	Good	Good
20-50 capacity	ber room	2033	12,578	8	9 " T		_	Yannathan Public Hall	Ţ	poog	Poor
Community room - medium	8,000 population		10,254	g	7"T	Over			Ţ	Good	Good
		0000	, _ ,			J				, ,	, ,
							. T	Vannathan Public Hall	τ	goog	Poor
							_		Ţ	Good	Average
							_		T	Good	Average
							_		T	(pjank)	poog
							_		Ţ	(pjank)	poog
									Ţ	(plank)	(plank)
							_	Koo Wee Rup Community Centre	τ	Good	Good
Guandaa							_		Ţ	poog	Poor
large (standalone) 100+ capacity	ber room	2033	12,578	OT	9'0		_		τ	goog	poog
Community room -	noitelugog 000,02	2023	79Z'0T	OT	9'0	Over	_		τ	goog	poog
		<u> </u>									
							27	Lang Eaderly Citizens Club and Memorial Hall	7	goog	роод
							_		Ţ	(p j suk)	Good
							_	Cora Lynn Recreation Reserve	Ţ	Good	Good
50-100 capacity	moor rod	2033	12,578	9	9 " T		_		T	Good	(plank)
Community room - large (integrated)	noiðslugog 000,8 moer room	2023	10,254	9	7 . 1	Over	_		Ţ	Good	poog (ylasid)
Category	Provision standard	Year	Population	ddnS			-	Facility name	Number of rooms	Building condition	Facility FFF score

Well supplied, becoming inadequate in 2033

Well supplied

Undersupplied

	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FF score
(Logo:	ninnuma	Inol	uonnindo	(iddne	20815	WOW OO CO.	Lang Ederly Citizens Club and Memorial Hall (xx may not exist)	Ţ	роод	p000g
	Covers 85% of	2023	283	0/ፒ	747	Undersupplied	Bayles Kindergarten	99	goog	Poor
	P-S to noitsludod	2033	175	0۲۲	312		Koo Wee Rup Kindergarten and MCHC	1 9	bood	Average
(year olds						Lang Lang Kindergarten	09	роод	Poor
Laby	100 000	3005	NACOL	U	2010	Poilaguayoball				
i	population per library		10,254 12,518	0	0,126	Undersupplied				
иәүр		2023		12			Bayles Public Hall	Ţ	goog	Good
	,	2033		12			Cardinia Public Hall	T	goog	Average
							Cardinia Recreation Reserve	T	poog	Good
							Catani Soldiers Memorial Hall	T T	600d	Poor
							Koo Wee Rup Secondary College Pavilion	T T	Good (blank)	Good
	,						Koo wee Rup Senior Citizens Club	Ţ	(blank)	goog
	,						Lang Lang Community Recreation Reserve	7	(plank)	Good
							Lang Lang Elderly Citizens Club and Memorial Hall	τ	Good	bood
							Modella Public Hall	τ	Good	Average
Т							Yannathan Public Hall	τ	Good	Poor
		2000	V 3C 0 V	V			(recent leginate; III) who is a 2 leginate; II has I has I	V	Poo O	booo
J G L			42,01 878,21	ל ל			Lang Lang Historical Society (Historical room) Koo Wee Rup Historical Society	τ τ	Good (blank)	Good (blank)
			(
							Lang Lang Men's Shed	T T	poog	bood
							Lang Lang Medical Centre (treatment room)	т.	(pjank)	goog
stellot oild		2023	10,254	3			Koo Wee Rup bus interchange toilet block	T	bood	bood
	,		12,578	3			Koo Wee Rup toilet block	τ	Good	Good
							Lang Lang toilet block	τ	bood	Average

88

Over supplied

East Region

East region context

The east region is characterised by the railway townships to the east of Cardinia's urban growth areas, signalling the transition between metropolitan Melbourne and regional Victoria.

The population of this region has been relatively stable between 2011 to 2021, with a current population of 11,200 people in 2023. Slight growth is expected in the future, with a projected population of 12,900 in 2033.

There are higher proportions of older adults in the east region, with over one third (38 per cent) of people aged 50 years and over. Of the families in the region, the proportions of families with older children are generally higher.

The population of east region is less culturally diverse than other regions in Cardinia Shire with 10 per cent of the

population born overseas and three per cent of the population speaking a language other than English. The indigenous population is slightly higher as a proportion of total population in the east region, with 8.4 per cent of Aboriginal and Torres Strait Islanders in the Shire living in the east region.

45 per cent of working residents work within Cardinia Shire. However, there are slightly higher proportions of low-income earners in the east region (32 per cent of adults earning less than \$500 per week), and slightly lower proportions of adults with higher or tertiary education (47 per cent of the population), compared to other regions in Cardinia Shire. These indicators may increase the vulnerability of people in this region to socio-economic down-turn and cost of living pressures, where adequate community services and infrastructure is required to support the community.

According to the 2021 Cardinia Liveability Survey, there were lower proportions of residents in the east region attending art exhibitions (17 per cent) and just under one third visited their local library (31 per cent). 29 per cent of residents attended cultural events. In the east region, residents are more likely to feel connected to local community. 34 per cent of residents feel no or a slight connection to local community, and 11 per cent of residents believe there is not enough connection to local community. It will be important to maintain the sense of connection to community and ensuring adequate services and facilities are available to meet the community's needs and expectations.

Proposed community infrastructure

In the east region, there are currently two significant projects included in Council's Long Term Financial Plan that are proposed to include community infrastructure. These are:

Garfield North Cannibal Creek Reserve Building

Proposed 2023/24

• Bunyip Community House

Proposed 2028/29

*Where projects have not already commenced, these assets are proposed only, with all investment subject to Council's annual budget process and the availability of external funding.

East region analysis

Undersupplied in 2023	Undersupplied in 2033	Over supplied in 2033
Computer / training room	Consult room	Community room – large (standalone)
Library	Kindergarten	Community room – medium

Rigure 8: Community infrastructure in the east region

North

Solution

Solu

Community rooms

The quantity assessment suggests that large community rooms in standalone facilities, and medium community rooms are over supplied in the east region, with these spaces being available within either public halls or recreation reserves. The condition and functionality of these spaces is generally good. As many of these facilities are not managed by Council, information about utilisation and capacity for additional use is not known, and this could be explored to understand whether utilisation could be increased.

There are no training rooms available within the east region. It is recommended that further information is sought to determine the needs for training space within the region, and to determine whether alternative spaces could be repurposed as a training room.

The community infrastructure audit suggests the Nar Nar Goon Community Centre and Scout Hall (Memorial Hall) are under-utilised and not functional for use. These facilities should be reviewed as a priority to determine the ongoing value and possible future use.

Consult rooms and kindergarten

The quantity assessment suggests that both consult rooms and kindergarten rooms will be under supplied in 2033. Currently consult rooms are only provided within Early Years facilities that house maternal and child health, parenting programs, and kindergarten services. Further investigation is required to determine whether these rooms are suitable for all services that may be delivered from consult rooms (i.e., services not targeted to children and families). Consideration should be given to whether over supplied community room spaces can be repurposed for kindergarten spaces into the future to implement the Best Start Best Life reform. Further exploration of kindergarten requirements will be carried out through the review of the Cardinia Kindergarten Infrastructure and Service Plan (KISP), commencing in 2023.

Concentrations of community infrastructure

There are several different community infrastructure assets within individual townships in the east region, particularly Nar Nar Goon, Garfield and Bunyip. Consideration should be given to whether infrastructure could be integrated, in line with the principles of the Community Infrastructure Plan, to move towards integrated facilities such as community hub models.

Kitchen facilities

There are eight facilities that have kitchen spaces available within the east region, which may be ancillary to other uses within the facility, or for the provision of community kitchen uses. It is recommended that further investigation is carried out to understand the need for, and suitability of, these spaces for community kitchen uses.

Library

There are no library spaces available within the east region, however the Cardinia Mobile Library services many townships in the region. It is recommended that further investigation is carried out to understand whether population demand will drive demand for future permanent facilities.

Public toilets

There are four public toilets in the east region in various localities. The community infrastructure audit suggests the condition and functionality of these facilities are generally good.

Recommendations for the east region

- 1. Seek community feedback about the utilisation and community sentiment of Nar Nar Goon Community Centre (Memorial Hall). Consider alongside the Scout Hall which is also on the same site.
- 2. Assess the opportunity to repurpose underutilised spaces that may be suitable to repurpose for kindergarten spaces within the east region.
- 3. Consider the requirements for consult room spaces and training room spaces within the east region.
- 4. Review accessibility of library services and opportunities as the population grows.
- 5. Consider the need for, and suitability of, community kitchen spaces within the east region.

- 6. Review the mix of community infrastructure in Nar Nar Goon to consider if integration will improve utilisation and accessibility.
- 7. Review the mix of community infrastructure in Garfield to consider if integration will improve utilisation and accessibility.
- 8. Review the mix of community infrastructure in Bunyip to consider if integration will improve utilisation and accessibility.

east region
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- 1
audit
infrastructure
Community

ommunity infrastructure addit – east region	מסומוס מממור	0								
Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
Comminity room	8 000 population	2003	11 231	_	1 404	Well consider	Bunvin Community House	-	(Alank)	(Alceld)
large (integrated)	o, oco population	2023	12,631	t <	1010	Mell supplied	Nar Nar Good Community Contro (Momorial Dall)	+ -	(Dialin)	(Dialin)
FO 400 conceits	1100	2022	12,340	†	ото-т		Natival Goot Community Centre (Memorial nam)	-1 ₹	0000 c	- TOOL
20-Too cabacity							Garrield Recreation Reserve (+ Community Centre)		poo5	p005
							Nar Nar Goon Rec Res Pavillon	Ţ	p005	(Dlank)
Community room -	20,000 population	2023	11,231	9	0.56	Oversupply	Bunyip Hall	₽	Good	Good
large (standalone)	per room	2033	12,946	9	0.51		Bunyip Pound Road Pony Clubrooms	1	Good	Good
100+ capacity							Garfield Bowling Club	1	Good	Good
							Garfield Recreation Reserve (+ Community Centre)	1	Good	Good
							Nar Nar Goon North Public Hall	₽	Good	Average
							Tynong Public Hall	1	Good	Good
Community room	8,000 population	2023	11,231	10	1,404	Oversupply	Bunyip Hall	2	Good	Good
- medium	per room	2033	12,946	12	1.618		Bunyip recreation reserve	1	Good	(blank)
20-50 capacity							Nar Nar Goon Scout Hall	1	Good	Good
							Bunyip Pound Road Pony Clubrooms (Pound Road	1	Good	Good
							Recreation Reserve)	(
							Tynong Nth Recreation reserve (Tynong North Hall)	2	Good	Average
							Iynong Small Buildings - 20 Kailway Ave	П.	(blank)	Average
							Yarrabubba recreation Reserve	-1 -	0005	Average
							[PROPOSED 2029] Bunyip Community House		(blank)	(blank)
							[PROPOSED 2024] Garfield North Cannibal Creek	Н	(blank)	(blank)
							Notes of the second of the sec			
Community room	8.000 population	2023	11.231	Ç	1.404	Well supplied	Nar Nar Goon Community Centre (Memorial Hall)	_	Good	Poor
- small	per room	2033	12.946	9	1.618		Nar Nar Goon Rec Res Pavilion	2	Good	(blank)
<20 capacity							Bunyip Pound Road Pony Clubrooms (Pound Road	Т	Good	Good
							Recreation Reserve)	,	-	
							Bunyip Kindergarten & MCHC	Н .	000g	000g
							Garrield bowling oldb	T	p005	G 000
Computor /	acitalinaca 000 03	6000	11 001	c	0.407	pojladinaopall		-	(100 4)	(यवविष)
training room	per room	2023	+		0.216	palidansianilo			(blank)	(blank)
training room	per room	2033	_	0	0.216				(blank)	(blank)
Concult room	acitelinaca OOO N	2003	11 221	ď	8086	Wall cumpled currently	Bunyin Kindardartan & MCHC (MCH & toy library)	C	Coord	Pood
(Includes MCH)	per room	2033	11,202) (2000	becoming inadequate by	-	1 4	goog	Poor
			12,940	ກ	3.23/	2033	-	T		
Kindergarten	Covers 85% of	2023	275	234	238	Well supplied currently	Bunyip Kindergarten & MCHC	114	Good	Good
	population of 3-4	2033	334	284	238	becoming inadequate by	Garfield Kindergarten	09	Good	Poor
	year olus					2033	Nar Nar Goon Kindergarten and MCHC	64	Good	Poor
Kitchen		2003	11 231	<u>α</u>			Runvin Hall	_	Good	Good
		2033	12 946	0 00			Nar Nar Goon Community Centre (Memorial Hall)	4 -	Good	Poor
				,			Bunvip Pound Road Pony Clubrooms	1 ←	Good	Good
							Garfield Recreation Reserve (+ Community Centre)	4	Good	Good
							Tynong Nth Recreation reserve (Tynong North Hall)	2	Good	Average
							Tynong Public Hall	1	Good	Good
Well supplied	Well supplied, becoming inadequate in 2033	d, becoming in 2033	Undersupplied	pplied	Over	Over supplied				
	200	200								

42

Facility FFP score

Building condition

Number of rooms

Facility name
Nar Nar Goon North Public Hall

Assessment

Year Population Supply Target

Provision standard

Category

Undersupplied

0.112

00

100,000 population 2023 11,231 per library 2033 12,946

Library

2023 11,231 2033 12,946

Public toilets

Good Good Good

Good (blank) Good Good

Bunyip Toilet Block Garfield Nth Mt Cannibal Toilet Block Garfield toilet block Nar Nar Goon Toilet Block

(blank) (blank)

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olied	
ver sup	

Well supplied, becoming Undersupplied inadequate in 2033

Well supplied

43

Implementation

The Community Infrastructure Plan will be finalised and adopted by Council following community engagement.

A prioritised implementation plan will be developed as part of the finalised Plan, which will outline short-, medium- and long-term priorities relating to:

- strategic actions identified in the draft Plan that are focused on strengthening Council processes and priorities around community infrastructure planning to:
 - o maximise access to and use of community infrastructure for the community,
 - o ensure the community has access to the most needed community services,
 - o prioritise investment based on demonstrated need, and
 - o ensure consistent and functional quality of facilities across the Shire.
- strategic or operational work that will inform future decision-making on capital priorities.

In this version of the Community Infrastructure Plan, more information is required before any capital project priorities are identified for consideration in Council's Long Term Financial Plan. If capital projects are identified through community engagement and finalising this Plan, potential items will also be outlined in the implementation plan.

Where additional financial or human resourcing is required, delivery of recommendations is subject to Council's annual budget process. In addition, the availability of external funding will be critical for the achievement of recommendations.

Table 10: Implementation of the Community Infrastructure Plan

Objective	Strategic Actions
To guide Council's planning and delivery of community infrastructure.	1.1 Validate data associated with the community infrastructure audit and establish a process to ensure required data can be regularly obtained.
	1.2 Establish tools and resources to ensure the community infrastructure audit is regularly updated and able to inform Council decision-making about community infrastructure.
	1.3 Develop community infrastructure functional requirements to identify a suite of consistent requirements for various types of spaces that enables delivery of community services, in line with the scope of the Community Infrastructure Plan.
To focus on improving the performance of what we have while prioritising and	2.1 Governance and operating models of new or redeveloped community infrastructure is determined at planning stage of new infrastructure.
directing new investment.	2.2 Council undertakes further analysis of the full cost of each existing community infrastructure facility based on current governance, operating and pricing models. Consider future options for how governance and operating models may be reviewed, that complements Council's 'Services for Success' approach.
	2.3 Seek further information about utilisation of community infrastructure, prioritising categories of over-supplied spaces, and infrastructure with poor building or functionality, followed by infrastructure with average building condition or functionality.
To respond to increasing demand due to our changing and growing population.	3.1 Council explores a formalised approach to service planning for community services provided by Council.
To seek and secure external funding, advocacy and/or project partners.	

Appendix 1

Glossary

Term	Definition
Council	Cardinia Shire Council, as constituted under the Local Government Act 2020.
Councillors	A person / people who hold the office of a member of Cardinia Shire Council under the Local Government Act 2020.
Council Plan 21-25	Establishes the strategic direction of the Council and the objectives, strategies and indicators for monitoring achievement of the objectives for a period of 4 years after a general election, which is developed in accordance with section 90 of the Local Government Act 2020.
Community Vision 2040	Describes the aspirations for the future of Cardinia Shire, covering a period of at least 10 years, which is developed with the community and in accordance with section 88 of the Local Government Act 2020.
Liveability Plan 2017-29	Cardinia's Liveability Plan, setting the broad mission, goals and priorities to improve health and wellbeing outcomes for Cardinia residents, which satisfies Council's requirement to prepare a Municipal Public Health and Wellbeing Plan within the period of 12 months after each general election of the Council.
Long Term Financial Plan	Cardinia's long term financial plan, outlining Council's resources and assumptions underpinning forecasts, covering a period of at least 10 years, which is developed and adopted in accordance with section 91 of the Local Government Act 2020.
Cardinia Asset Plan	Cardinia's Asset Plan, outlining the maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of infrastructure assets, covering a period of at least 10 years, which is developed and adopted in accordance with section 92 of the Local Government Act 2020.
Municipal Strategic Statement (MSS)	Municipal Strategic Statement, forming part of Cardinia's Planning Scheme to outline the strategic planning objectives of Cardinia Shire Council, prepared and adopted in accordance with the Planning and Environment Act 1987.
Active Cardinia Strategy	Cardinia's Active Cardinia Strategy, providing an evidence-based approach to planning for the future sport and active recreation needs of Cardinia Shire.
Open Space Strategy 2022- 2031	Cardinia's Open Space Strategy, providing the framework for the planning, delivery, and management of open spaces within Cardinia Shire for the next 10 years.
Community Infrastructure	Public buildings across Cardinia Shire that provide community services to residents.
Governance model	How community infrastructure is managed and by who.
Operating Model	The day to day running of community infrastructure, including hours of operation, types of uses, fees and charges for use (pricing models), cleaning and maintenance scheduling, etc.
Quantity assessment	Assessment of current and future supply and demand, considering current provision and benchmark provision ratios which may indicate where there is a shortfall or oversupply of a service.
Utilisation	Capacity and use of community infrastructure or spaces within community infrastructure based on comparing operating hours with use and purpose of use.
Provision Ratio (PR)	Benchmark provision ratios, to assess the supply and demand for each type of space.
Condition	Building condition rating score in accordance with Council's compliance requirements under the Building Act 1993, as well as other relevant requirements such as the Disability (Access to Premises – Buildings) Standards 2010, the Child Safe Standards (2022), the National Quality Standard for kindergarten, etc.
Functionality / Fit for Purpose (FFP)	Functionality, or fit for purpose rating score based on the degree to which the service can successfully operating from the building or space within the building. This includes existing agreed Council standards for the size and layout of spaces and other inclusions beyond building compliance
Population / population forecast	Projected information about Cardinia's population after the ABS Census 2021, sourced from forecast.id.

ABS Census	Five-yearly Australia-wide survey conducted by the Australian Bureau of Statistics, collecting information about population and housing. The last Census was conducted in 2021 with 96 per cent of Australian dwellings completing the Census.
	Cardinia's Census results can be found within profile.id.
Liveability Survey	Cardinia's bi-annual survey to measure outcomes of the Liveability Plan 2017-29, where survey questions are sent to a selected representative sample of Cardinia residents.
Rate capping	A cap set by the Minister for Local Government that limits the maximum amount a Council can increase general rates and municipal charges each year.
Crown Land	Land that is owned by the State or Commonwealth Government and governed under the Crown Land (Reserves) Act 1978. In Victoria, many Crown land reserves are managed directly by local government, or by voluntary
	committees of management with support and oversight from the State Department of Energy, Environment and Climate Action (DEECA).
Place-based planning	Describes an approach to target the specific circumstances of a place and engage local people as active participants in development and implementation. In the context of Cardinia's Community Infrastructure Plan, this means ensuring community infrastructure is planned with community and responds to community needs now and into the future.
Interface Council	Describes the 10 municipalities that form a ring around metropolitan Melbourne, including Cardinia, Casey, Hume, Melton, Mitchell, Mornington Peninsula, Nillumbik, Whittlesea, Wyndham and Yarra Ranges Councils.
Growth Council	Describes the seven municipalities that are identified by the State Government at 'Victorian Growth Area Councils', where land within the Councils is identified for future development. The Victorian growth area councils include Cardinia, Casey, Hume, Melton, Mitchell, Whittlesea and Wyndham Councils.
Precinct Structure Plan (PSP)	A land use and infrastructure plan to guide the development of an area over time.
Development Contribution Plan (DCP)	A development contributions plan outlines the levies landowners and developments must pay to the State Government and council to fund infrastructure and facilities for a new community. In Cardinia, DCPs are often aligned to a Precinct Structure Plan.
Infrastructure Contribution Plan (ICP)	An infrastructure contributions plan is a system for funding basic and essential local infrastructure required by a new community, paid for by the property developer to the State Government, where the PSP provides the strategic justification for the ICP items.
	In Cardinia, an ICP is prepared alongside new Precinct Structure Plans.

Tables and Figures

Tables

- Table 1: List of infrastructure categories in the Community Infrastructure Plan
- Table 2: Measures of community engagement by region from the 2021 Liveability survey
- Table 3: Summary of Cardinia Shire population growth and future estimated population
- Table 4: Key community demographic data, 2021 Census
- Table 5: Challenges and opportunities of the Community Infrastructure Plan
- Table 6: Types of roles for Council in community infrastructure planning, delivery and operations
- Table 7: Components of the community infrastructure audit
- Table 8: Provision ratios per infrastructure category type in the community infrastructure audit
- Table 9: List of localities for each of the community infrastructure planning regions
- Table 10: Implementation of the Community Infrastructure Plan

Figures

- Figure 1: Community infrastructure planning regions
- Figure 2: Age range of residents in each Cardinia Shire region, 2021 Census
- Figure 3: Strategic alignment of the Community Infrastructure Plan
- Figure 4: Community infrastructure planning regions including locations of existing community infrastructure

Figure 5: Community infrastructure in the growth region

Figure 6: Community infrastructure in the hills region

Figure 7: Community infrastructure in the southern rural region

Figure 8: Community infrastructure in the east region

Functionality Assessment (Fit for Purpose)

A functionality assessment (Fit for Purpose, or FFP) was undertaken for identified community facilities in Mid-2023. This fit for purpose analysis was designed to assess the functionality and quality of facilities to help support and identify future improvements and suitability for ongoing use. This FFP assessment resulted in a score for each based on:

Car parking (sufficient / suitable number, configuration, surface material, condition, entry and exit, bus access, wheelchair parking)

Safety for users travelling to the facility (lighting, paths, neighbourhood issues, lone users)

Exterior appearance (finish, feel, colours, design, access, welcomeness)

Reception / customer service area (location, shelving / storage, furniture, equipment, heating, cooling, lighting, power points, noise, welcomeness, colours)

Surfaces (floors, windows, doors, materials, wear, structure, colour)

Utilities and services (plumbing, electrical, gas, lighting, heating, cooling, IT, usage, safety, reliability)

Outdoor areas (gardens, paths, planting, shade, lighting, fencing, BBQ, seating, safety, separation of spaces, scale)

Security (contents, surroundings, locks, alarms, points of entry, surveillance, CCTV

Personal safety of users (in emergency - hazards, risks to users, staff movement, fire exits, extinguishers, alarms, lockdown points)

Technology (AV, ease of use, Wi-Fi, Intercom)

Toilet appearance and fit-out (age, design, appliances, access, size, layout, temperature, colour, location)

Toilets - number

Toilets - size

Toilets - layout

Staff offices - size

Staff offices - number

Staff offices - layout (desks / planning areas, seating etc)

Storage (enough, size)

Overall layout (interconnectedness, ease of circulation within the space, access within facility)

Space for expansion (expand or reconfigure to increase service capacity)

Access for staff and users of all physical and cognitive (mental) abilities (include eyesight, hearing, dementia, wheelchair)

Fair access for all genders

Fair access for all ethnicities / cultures

Far access for all ages

Space to escape family violence

Kitchen - Appearance (age, location, design, lighting, colour)

Kitchen - Fit-out (food preparation space, appliances, safety, materials)

Kitchen - Size

Kitchen - Configuration (height, location of storage)

Cardinia Shire Council



Community Infrastructure Plan

September 2023

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Acknowledgements

Cardinia Shire Council recognises and values the Bunurong and Wurundjeri tribes as the original inhabitants of the land that makes up Cardinia Shire.

Cardinia Shire's name is derived from the Bunurong or Wadawurrung word 'Kar-din-yarr', meaning 'look to the rising sun' or 'close to the sunrise'. Council's logo, which includes a motif of the rising sun, reflects this meaning.

Cardinia Shire Council acknowledges the right of Aboriginal peoples, and indeed all Australians, to live according to their values and customs, subject to the law. Council is committed to developing and strengthening relationships through reconciliation.

Council supports the reconciliation process, which promotes mutual respect and understanding of the Aboriginal peoples and of all ethnic groups and their history and culture in our community.

Introduction

The Community Infrastructure Plan will guide the planning and delivery of community infrastructure required to accommodate services required for the growing and changing population of Cardinia Shire. Using a place-based and data-driven approach, supported by community engagement and in partnership with government, business, community and developers, the plan will identify infrastructure requirements and the opportunity to improve the performance of existing infrastructure across the Shire. Enhancing the delivery and management of community infrastructure will optimise current and future generations access to essential community services that contribute to strong, healthy and connected communities.

Scope

The Community Infrastructure Plan focuses on the infrastructure required to meet community service needs.

The infrastructure categories considered in this Plan are included in Table 1. Future versions of the Community Infrastructure Plan may consider review and or expansion of the scope of services or infrastructure to respond to changing community need and Council's priorities.

Table 1: List of infrastructure categories in the Community Infrastructure Plan

Infrastructure category	Description
Consult rooms	May be used for the purposes of maternal and child health consultations, as well as other allied health or support service consultations for any population cohort.
Kindergarten rooms	May be used for the provision of kindergarten services, where these spaces may also be used for other early years services such as occasional care or playgroups.
Hireable community/meeting spaces of varying sizes	May be used for the provision of a variety of services, programs, or activities.
Computer or training rooms	May be used for the provision of a variety of services, programs or activities relating to training and skill development.
Library	Traditional library spaces and community spaces for learning, studying, accessing technology and services, and connecting with others.
Kitchen facilities	May include basic, commercial grade, or training kitchen facilities to directly provide or support delivery of services, programs, and activities.
Public toilets	Public amenities, where there is a reasonable expectation of community use.
Other	All other spaces or facilities where Council has a role in providing funding or facilitating use and development of community infrastructure. This includes arts and cultural spaces.

The core objective of the Community Infrastructure Plan is to:

- set the methodology and approach to community infrastructure planning,
- confirm this with the Cardinia community,
- identify initial findings and recommendations, and
- validate these initial findings.

Community Infrastructure in Cardinia Shire

There are over 150 public buildings across Cardinia Shire that provide community services within the scope of community infrastructure, as identified in this Plan.

The portfolio of community infrastructure is rapidly increasing to meet the growing needs of our population. This growth is driven both by increasing population and increasing demand for services. Much of the new community infrastructure is being delivered in the urban areas of the Shire where new residential development is occurring.

Council also has a significant portfolio of ageing community infrastructure with varying degrees of condition, functionality (performance), and utilisation. Many of these are 'stand-alone', or single-use facilities. These facilities can be costly to maintain and may not meet modern standards. While these facilities served a purpose in their time, many are now outdated, in poor condition and/or not able to meet the service needs of the population today. This presents an opportunity to reconsider our infrastructure within the Shire and align this to the services needs of the community.

The Community Infrastructure Plan includes facilities where Council has an existing role in providing, funding of facilitating use and development, for the purposes of community service provision. The facilities are owned or managed by Council, other levels of government, contractors or volunteers.

For purposes of the Community Infrastructure Plan the Shire has been considered in four regions: Growth, Hills, East and Southern Rural. This allows Council to consider the needs of unique characteristics of each of these areas of the Shire and that services are delivered where the demand exists.



Note: The community infrastructure planning regions are draft and under review as part of reviewing Council's demographic resources portfolio. These areas are subject to change as a result of finalising the demographic resources review.

Our Plans and Strategies

The Community Infrastructure Plan is one of Council's key strategic documents that is informed by the Community Vision 2040, Council Plan 2021-25, Liveability Plan 2017-29, and Municipal Strategic Statement. The Community Vision 2040 states that: We plan for the growth of our community through consultation with residents and have infrastructure in place to meet the needs of the community. Planning and infrastructure for community growth is a Community Vision priority area.

The Community Infrastructure Plan responds to Council Plan Priority 2 Liveable Places: We support the creation of liveable spaces and places. Development of the Community Infrastructure Plan is an action in the Council Plan 2021-25 (2.1.1); to develop a municipal-wide community infrastructure plan and include relevant projects in the 10-year capital program.

Council's Liveability Plan 2017-29 (municipal public health and wellbeing plan) includes a key liveability indicator related to community infrastructure: *Increase access to community infrastructure and services close to home.*

Services for Success is Cardinia Shire Council's service attraction philosophy, underpinned by the Liveability Plan 2017-29. Council remains committed to attracting services required to meet our communities needs through leadership, partnerships, advocacy, and where funding permits the provision of resources to attract service partners. Council can and has made community spaces available to service partners for the provision of priority services.

The Municipal Strategic Statement seeks: To provide residents with a reasonable level of access to a range of community services and facilities and to ensure that these services and facilities are provided in response to community needs (Clause 21.05-6).

The Community Infrastructure Plan also seeks to respond to related State policies, as follows:

ume	Policy 5.3.1 – Facilitate a whole-of-government approach to the delivery of social infrastructure	Policy 5.3.3 – Support not-for-profit community services to build social capital and stronger communities
8 ₹	Policy 6.1.1 – Support a network of vibrant activity centres	Policy 6.2.1 – Mitigate exposure to natural hazards and adapt to the impacts of climate change
Plan	Policy 6.2.2 – Require climate cha	nge risks to be considered in infrastructure planning
ria's ructure tegy	Section 2.1 – Integrated land use and infrastructure planning	Section 2.4 – Adapt infrastructure for modern needs
Victoria' Infrastructu Strategy	Section 3.3 – Align social infrastructure with better service delivery	Section 3.4 – Plan for growth areas

Table 2 outlines results relating to community participation and community connection from the 2021 Liveability Survey, based on the four regions of Cardinia Shire. The Liveability Survey is conducted using a representative survey of randomly selected households to ensure representation across different household types across the urban and rural areas of the Shire. The results below are based on percentages of survey participants in each region. The Liveability Survey is conducted every two years and helps Council to monitor progress in achieving the seven long-term goals in the Liveability Plan 2017-29.

Table 2: Measures of community engagement by region from 2021 Liveability survey

		South	Hills	East	Growth
. <u>⊆</u> Art exhibitions		8%	23%	17%	29%
Cultural events		17%	41%	31%	41%
Cultural events		18%	30%	29%	38%
Feel no / slight connection to local community		42%	35%	34%	58%
Not enough connection to local community		16%	19%	11%	28%

Our Community

Cardinia Shire is located on the traditional lands of the Bunurong/Boon Wurrung and Wurundjeri people of the Kulin Nation. Located 55 kilometres south-east of Melbourne's central business district, Cardinia Shire is one of 10 'interface councils' around the perimeter of metropolitan Melbourne, where urban and rural areas meet.

Cardinia Shire covers an area of 1,280km² and has a rich diversity of both natural and cultural sites, from the waters of Western Port Bay to the foothills of the Dandenong Ranges, comprising places of local and state significance. These heritage places reflect the different periods and people who have shaped the Shire's landscape, from Aboriginal Australians, the first people to use the rugged landscape, to the logging and gold mining of the foothills, the draining of the former Koo Wee Rup Swamp, and pastoral settlement. The landscape is again under a period of change as new development and new people move into the area every week.

The Victorian Government has nominated the Casey–Cardinia Region as one of five regions around the fringe of metropolitan Melbourne where new housing and population growth is to be concentrated. The main areas of growth in Cardinia Shire are Beaconsfield, Officer and Pakenham. Outside this growth area, Cardinia Shire's large rural population is centred around 27 townships.

It is one of the fastest growing local government areas in Victoria with an average of three families moving into the area every day. As of 2023, Cardinia Shire's estimated population is 129,896 and is expected to increase by approximately 42,361 over the next 10 years.

Our community can be distributed into four distinct areas: Growth, Hills, East and Southern Rural. Most of the population growth is being experienced in Officer, Pakenham and Beaconsfield. The Hills and East Region have experienced population decline due to changing demographics.

Table 3: Summary of Cardinia Shire population growth and future estimated population

Region	2011 Population	2021 Population	Change 2011- 2021	% change 2011- 2021	Estimated 2033 population
Growth	42,400	81,106	+38,706	91%	127,982
Hills	17,722	18,876	+1,154	7%	18,752
Southern Rural	6,448	8,901	+2,453	38%	12,578
East	7,605	9,309	+1,704	22%	12,946
Total	74,175	118,192	+44,394	60%	172,257

The age profile of community members varies across the different regions of the Shire. Children and youth make up a higher share of residents in the growth area, whereas the other regions have a higher proportion of older adults.

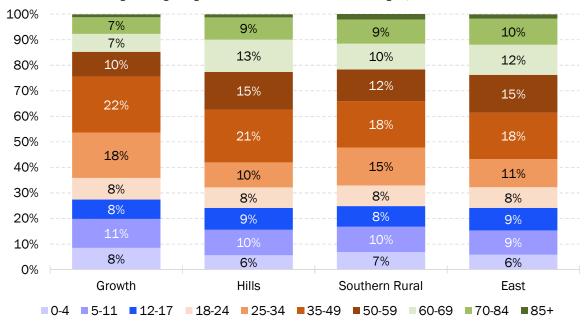


Figure 2: Age range of residents in each Cardinia Shire region, 2021 Census

The following table provides details about the place of birth, numbers of low-income earners and education and employment, 2021 ABS Census results, based on the four regions of Cardinia Shire. These groups of people may be additionally reliant on community infrastructure for support, opportunities, and to build community connections.

Table 4: Key community demographic data, 2021 Census

	Growth	Hills	Southern Rural	East
Language other than English	24%	5%	4%	3%
Born overseas	29%	14%	10%	10%
Aboriginal and Torres Strait Islander	783	133	135	96
Personal income <\$500 per week	31%	29%	32%	32%
Adults educated beyond secondary school	52%	54%	42%	47%
Adults not in the labour force (unemployed, home duties, retired)	27%	28%	28%	29%
Employed residents who work in Cardinia Shire	30%	32%	41%	45%

Opportunities and Challenges

Cardinia Shire Council is facing an increasing number of financial, legislative, social and environmental challenges that impacts on its ability to plan, manage and/or deliver community infrastructure, required to accommodate services to meet the community's needs. The community's reliance on council facilities is increasing due to significant changes and growth in our population. The Community Infrastructure Plan recognises that Council, on its own, without support from other levels of government, business, developers and the community will not be able to deliver community infrastructure for our growing population into the future. Table 5 summarises key challenges and the opportunities that can be explored.

Table 5: Challenges and opportunities of the Community Infrastructure Plan

Rapid population growth and diversity of population growth in the shire is driving increasing or varied demand for infrastructure needed for services. Poorer population health due to limited access to preventative services. Poorer population services. Vulnerability and disadvantage groups living within community increasing greater service levels (for example the Best Start Best Life Kindergarten Reforms). Increasing requests from service providers to establish in Cardinia, but infrastructure not always available where needed. Competing demands for community spaces in facilities such as for the provision of Maternal & Child Health group programs and kindergarten services. Competition for community services with bigger councils funded or having more resources to attract services, to serve all the outer South-East Melbourne region Many of council's facilities are on Crown Land held by State Government, and council needs to subsidise maintenancy. Utilisation of facilities managed by community groups or organisations parties often not shared with council. Rising costs of infrastructure and asset management is making it harder to provide services sustainably. Long term agreements in place for council facilities winch limits ability to change use to meet community infrastructure. Rising community expectations about quality and f	PL	Table 5: Challenges and opportunities of the Community Infrastructure Plan			
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		Limited funding sources for infrastructure: rates, Developer/Infrastructure Contribution	•	•	
in growth areas and reducing funding grant		in growth areas and reducing funding grant	•		
 Unpredictability of grant funding from other levels of government. Increased funding required for operational, maintenance and renewals of council facilities. Council and engage with the community planning new infrastructure.		levels of government. Increased funding required for operational,		Council and engage with the community when planning new infrastructure.	

Theme	Challenges	Opportunities
Capital/ asset	 Ageing infrastructure with many buildings more than 40 years old. Some buildings are single use facilities, not fit for purpose, or not in right location. Resource shortages (internal and external) to deliver new/upgraded infrastructure, e.g., trade shortages. Infrastructure may be long distances from homes in areas of lower population density. Significant challenges of attracting workers to remote projects. 	 Collocated or integrated facility models that are flexible and adaptable to many and changing community needs. Repurpose existing assets to meet current and future needs. Potential to rationalise infrastructure and use funding as potential revenue stream for new/increased infrastructure investment. Opportunities for joint procurement could be realised.
Environmental	 Increasing community reliance on community infrastructure as the third place to work/education and home with increased cost of living and reduced house/apartment size. Exposure to extreme climate and weather events, including drought, bushfire and flood, also bring considerable resilience risks, requiring greater investment to protect or maintain these assets. Impacts of increased heating/cooling costs. Increasing incidences of extreme weather events. 	 Community facilities designed to facilitate the "third place" and to promote community connection opportunities more often, e.g., spaces to meet, spaces to work or study. Community facilities to become a place of respite for vulnerable community members during extreme weather events (e.g., where heating or cooling is not available at home). Safe and accessible community facilities are used as emergency relief centres during times of climate emergency.

Strategy

Vision

The vision for the Community Infrastructure Plan seeks to meet contemporary community expectations about how community infrastructure is developed, used and maintained for community use.

Our community facilities are welcoming, vibrant and loved.

A resilient network of high-performing community infrastructure that supports the health, social wellbeing and economic prosperity of our community, to enjoy a sustainable Cardinia for present and future generations.











Amenities

Arts and Culture

Children's Services

Community Services

Recreation Facilities

Objectives

The objectives of the Community Infrastructure Plan details how Council will respond to challenges and opportunities and lead the planning of community infrastructure for the provision of community services, programs and activities now and into the future.



To guide Council's planning and delivery of community infrastructure.

- Ensure legislative and policy requirements (for services or infrastructure) are met.
- Advocate to other levels of government to ensure state and federally funded community infrastructure is provided in new growth areas (based on Council's catchment analysis),
- Advocate to other authorities and developers to ensure staging of residential development is aligned to and facilitates the timely delivery of new community infrastructure.
- Infrastructure projects to align with the objectives and principles of the Community Infrastructure Plan.
- Infrastructure projects will be reviewed and updated annually alongside Council's annual budget and capital works program and long-term financial plan. (The Community Infrastructure Plan needs to align with Council's 10-year Financial and Asset Plans in accordance with the Local Government Act 2020).



To focus on improving the performance of what we have while prioritising and directing new investment.

- Work towards meeting service needs before demand exceeds supply.
- Consider whether services can be delivered differently, while still meeting community needs.
- Council to monitor the performance of community infrastructure to understand opportunities to improve, adapt or renew spaces to improve performance.
- Where opportunities exist, attract service providers in accordance with Council's 'Services for Success' approach.

 Where an infrastructure outcome is required, seek opportunities to partner with other funding bodies or service providers to reduce the cost and resource requirements of Council in delivering the project.



To respond to increasing demand due to our changing and growing population.

- Location of community infrastructure must respond to the where demand is (place-based planning).
- Being proactive in understanding and forecasting future community needs to react to increasing demands. These changing demands may be due to changing community expectations, increasing population, or reforms from other levels of government.



To seek and secure external funding, advocacy and/or project partners.

- Recognise that Council cannot deliver the required infrastructure for the community on its own and is reliant on funding and partnerships to ensure community needs are met in a timely way.
- Review and confirmation with community about Council's role and responsibility in responding to community needs, including responding to State and Federal Government reform.
- The value-add to community should exceed Council's investment in delivering, operating, and maintaining community infrastructure.

Principles

The principles of the Community Infrastructure Plan articulate the preferred planning, design and operational outcomes for community infrastructure, which will be used to inform new, expanded, redeveloped or refurbished facilities.

Integrated

- Complementary community facilities housed in community hubs for better convenience, service integration and resource sharing.
- Multiple and varied spaces to cater to many uses and maximise utilisation.
- A network of community infrastructure, interconnected with a broader network of services and infrastructure.

Accessible

- Welcoming community infrastructure that all community members can access regardless of age, culture, gender, or ability.
- Operating models for facilities that enable and facilitate attraction of services and programs that the community can afford.

Place Based

- Convenient community facilities and services, placed close to where people live, learn, work, shop, and recreate.
- Located where there are multiple transport options to access facilities and services by personal, public, and/or active transport.
- Community infrastructure that meets the local community's priority needs and desires.
- Community infrastructure that enhances the amenity and identity of neighbourhoods.

Future Proofed

- Community infrastructure that can withstand the impacts of climate change and deliver our zero-carbon emissions goal.
- Flexibly designed community infrastructure that can accommodate multiple uses, changing demands and innovations.

Quality

 Well designed and maintained community infrastructure that can deliver services to agreed community standards. Repurposed, consolidated, or rationalised community infrastructure to accommodate changing community demands.

Achieved Together

- Planned, delivered, operated, and maintained in partnership with community and other partners for the benefit of meeting the needs of the community.
- Determining the purpose and operating model of facilities at the beginning to ensure functional design and operations.

Future-Focused Approach: Integrated Community Centres

Contemporary community infrastructure models focus on integrated centres that flexibly provide many service options and that are available to all population cohorts.

Currently in Cardinia Shire, there are several ageing, stand-alone facilities that cater for a single service. The objectives of the community infrastructure plan focus on new or redeveloped community infrastructure to be delivered within integrated community centres.

The benefits of integrated community centres include:

- Creating place, where community infrastructure is well-located and connected to other services and infrastructure in a neighbourhood.
- Integrated community infrastructure that is accessible by various modes of transport, where community can access a range of services, programs, activities, and social connections in the one place.
- Shared, flexible spaces that can be used for a variety of uses, for the benefit of social connection, health, and wellbeing of the community.
- Integrated community infrastructure is attractive to government funding, where multiple community benefits can be demonstrated, thus supporting Council's ability to deliver new or redeveloped integrated community infrastructure when it's needed.
- Operational and financial viability, where integrated community infrastructure can meet a range of
 community needs through the provision of shared spaces and shared amenities. Where flexibility of
 spaces can support maximisation of use, and operation and maintenance costs are offset by community
 benefits.
- Safety, where maximised utilisation of a variety of services, activities and programs increases natural surveillance within and surrounding community infrastructure.

Strategic Alignment

Council has several strategies which identify how we will achieve the Community Vision 2040. These strategies identify how we plan for and deliver services now and into the future, and the assets needed to support this service delivery.

The Community Infrastructure Plan is closely aligned with the Open Space Strategy and Active Cardinia Strategy. Collectively, these plans seek to provide the community with quality and accessible places and spaces to meet their social and recreation needs now and into the future. These plans consider the needs and desires of the community for these services, the growth to address population increase and the upgrades needed to deliver the future services.

The priorities and works identified through the Community Infrastructure Plan, Open Space Strategy and Active Cardinia Strategy will be considered as part of the *Cardinia Shire Council - Asset Plan*. The Asset Plan, which seeks to manage and balance Council's competing priorities, will consolidate these plans and their delivery within Council's resources.

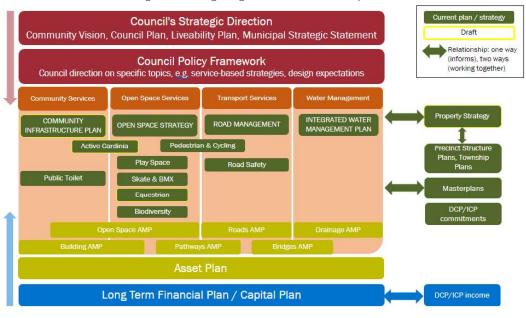


Figure 3: Strategic alignment of the Community infrastructure Plan

Coordination Guiding Principles

To enhance the planning, design and delivery of complementary community places and spaces, the following guiding principles inform how Council will seek to coordinate the implementation of the Community Infrastructure Plan, Open Space Strategy and Active Cardinia Strategy:

- 1. Seek co-location of complementary community and recreation infrastructure and open space, where possible, preferably in areas that are highly accessible for the community by various modes of transport.
- 2. Explore opportunities to integrate community and recreation facilities under the one roofline, while not compromising service/use requirements, through innovative design to maximise efficiencies, including building maintenance, operations, and utilisation of shared spaces.
- 3. In circumstances where infrastructure priorities are many, and Council cannot afford to deliver all, prioritise infrastructure and service provision based on:
 - a. Meeting highest demonstrated need first.
 - b. Ability to accommodate unmet or delayed priorities with short-term interim solutions.
 - c. Innovative infrastructure and service delivery models which may see outcomes delivered in different and more efficient ways.
- 4. In circumstances where multiple projects that rely on each other or have similar timeframes, are planned, work to coordinate and sequence construction appropriately and seek to minimise disruption to community.
- 5. Consider the impact of and opportunities for innovation in operating models based on priority of access to enhance community outcomes and user experience.

Council's Role

Cardinia Shire Council undertakes several different roles in planning, management and delivery of community services and infrastructure. The financial and resource investment needed to deliver high performing, accessible community infrastructure is dependent upon funding from Council (rates), other levels of government (funding grants), developers (contributions) in growth areas and community organisations.

Within our new growth areas, developers contribute funding to new infrastructure in the shire through Developer Contribution Plans (DCP) and Infrastructure Contribution Plans (ICP) or in-kind works. This funding contributes to the delivery of community infrastructure detailed in Precinct Structure Plans (PSP). Council is required to provide or source funding for the remaining cost to deliver and maintain any new infrastructure. The roles are detailed in the table below.

Role type	Role description
Provide	 Direct service and infrastructure delivery (we build/fund, we maintain, we manage, we deliver the service). In "provide", Cardinia Shire Council has the highest level of involvement, which often includes significant up-front financial and resource investment and/or ongoing financial and resource investment for success.
Facilitate	 Council partners with other parties, leases/hires facilities, contributes funding or seeks external funding to deliver, manage or maintain infrastructure. In "facilitate", Cardinia Shire Council has a moderate to high level of involvement, particularly in up-front negotiation and financial and resource investment.
Advocate	 Advocacy is required to deliver new infrastructure not able to be funded through rates or developer contributions. No direct service delivery role
No action	Where infrastructure is the responsibility of another level of government or organisation council does not play a part.

Governance and Operating Models

Council is experiencing an ongoing challenge in resourcing the operation, management, and maintenance of community facilities. Population growth, additional infrastructure requirements, environmental challenges and the legislative or policy requirements of other levels of government contributes to this challenge. New innovative ways to deliver community infrastructure need to be explored to meet community need.

Governance Models

Community infrastructure is managed by a combination of council, other providers or volunteers.

Where Council is the owner of community infrastructure management may be by the following:

- Managed and maintained by Council.
- Managed and maintained by a Community Asset Committee (comprising volunteers), or other partner appointed by Council under the Local Government Act 2020.
- Managed by a Community Asset Committee (comprising volunteers) or other partner appointed by Council under the Local Government Act 2020 and maintained by Council.

Community infrastructure on Crown or state government land is generally managed by a committee of management appointed by the Crown land authority under the Crown Land (Reserves) Act 1978, however there are instances where Council is the appointed land manager by the Crown. Council holds leases or joint use agreement for community infrastructure on state government land, e.g., on public school sites, which is negotiated with the relevant state government land authority. In many instances, Council funds (or contributes funding to) the maintenance of community infrastructure on other public land. Council also often funds and/or delivers renewals, upgrades, or new community infrastructure on public land.

From time to time, Council may also lease commercial properties to deliver services that the community requires. The requirements of these leases are typically in line with general commercial lease requirements. Kindergarten services are managed by approved early years services providers or committees of management.

Operating Models

The operating model of community infrastructure relates to the day to day running of the facility including hours of operation, types of uses, fees and charges for use (pricing models), cleaning, and maintenance scheduling, etc.

The following operating models are generally used either at a facility level, or by type of service/hirer.

Subsidised by Council (prioritise community service delivery, where Council wears all or part of the operational and maintenance costs).

- Recover costs / cost neutral (operational and maintenance costs are completely offset by hire/lease fees).
- Commercial / operate at a surplus (hire/lease fees exceed operational and maintenance costs).

Recommended Approach to Determining Future Management and Operating Models

Currently, there is no formal or consistent process to identify the preferred governance and operating models of community infrastructure. The advantage of determining the governance and operating models for community infrastructure when planning new or redeveloped community infrastructure is that the design of the facility meets the functional requirements for the operator.

Recommended actions:

- Governance and operating models of new or redeveloped community infrastructure is determined at planning stage of new infrastructure.
- Council undertakes further analysis of the full cost of each existing community infrastructure facility
 based on current governance, operating and pricing models. Consider future options for how governance
 and operating models may be reviewed, that complements Council's 'Services for Success' approach.

Methodology

The Community Infrastructure Plan is underpinned by the community infrastructure audit, which assessed the provision and quality of infrastructure now, and projected future needs. The audit included:



Table 7: Components of the community infrastructure audit

Community Infrastructure audit component	Description
Facilities Register	Information about each facility such as location, type of facility, age of building, spaces within the facility, size of spaces, services currently provided within the facility. The facilities register also includes information about historic and future scheduled asset improvements, informed by the Community Infrastructure Plan and the Asset Plan.
Quantity Assessment	Assesses current and future supply and demand, considering current provision and benchmark provision ratios which may indicate where there is a shortfall or oversupply of a service, and should be tested through the life of the Plan.
Utilisation / Capacity	Operating hours of each space within a facility compared to how often the space is used and for what purpose. NB. This data is limited as Council only collects utilisation data for community facilities that are managed by Council.
Building Condition	Condition rating score in accordance with compliance requirements under the <i>Building Act</i> 1993, as well as other relevant requirements such as the <i>Disability (Access to Premises – Buildings) Standards 2010</i> , the <i>Child Safe Standards (2022)</i> , the <i>National Quality Standard</i> for Early Childhood Education and Care, etc. NB: building condition assessments were conducted in 2019 as part of Council's rolling assessment program. Revised assessments have been commissioned.
Functionality (Fit for Purpose)	Rating score based on the degree to which the service can successfully operate from the building or space within the building. This includes existing agreed Council standards for the size and layout of spaces and other inclusions beyond building compliance. NB: functionality assessments were conducted in late 2022/early 2023 using a newly developed assessment approach, where every building was assessed based on a suite of criteria (refer to Appendix 1).

The audit also included an analysis of the above items based on geographic precincts within the municipality (known as regions). The audit helps to inform what gaps need to be addressed to ensure the adequate supply and quality of community infrastructure. In accordance with the Cardinia Asset Plan, this may include recommendations for asset renewal, upgrade, expansion (at current or additional sites), maintenance, or disposal and decommissioning.

The strategic direction included in the Community Infrastructure Plan helps to inform how Council may approach recommended outcomes from the community infrastructure audit.

In this first iteration of the community infrastructure audit considers available data and will be reviewed as new data becomes available. Community and stakeholder engagement will help to qualify data and findings about user experience.

In the longer term, the methodology for the community infrastructure plan should be refined to ensure information remains current, and to facilitate easy analysis of the community infrastructure audit to inform decision-making about community infrastructure.

Recommended Actions:

- Validate data associated with the community infrastructure audit and establish a process to ensure required data can be regularly obtained.
- Establish tools and resources to ensure the community infrastructure audit is regularly updated and able to inform Council decision-making about community infrastructure.
- Seek further information about utilisation of community infrastructure, prioritising categories of oversupplied spaces, and infrastructure with poor building or functionality, followed by infrastructure with average building condition or functionality.

Provision Ratios

The Quantity Assessment component of the community infrastructure audit is informed by benchmark provision ratios to assess the supply and demand for each type of space. Provision ratios may indicate where there is a shortfall or oversupply of a service. Provision ratios should be tested through the life of the Plan and informed by review and confirmation about how services are delivered to community.

Table 8: Provision rations per infrastructure category type in the community infrastructure audit

Infrastructure category	Description	Provision ratio
Consult room	For the purposes of maternal and child health consultations, as well as other allied health or support service consultations for any population cohort	1 room per 4,000 population
Kindergarten room	For the provision of kindergarten services, where these spaces may also be used for other early years services such as occasional care or playgroups	1 licensed place for an average 85% of all 3- and 4-year-old children. NB: the Cardinia Kindergarten Infrastructure Service Plan (KISP) is under review in 2023. The revised KISP will provide more accurate supply and demand requirements for kindergarten places.

Infrastructure category	Description	Provision ratio
Hireable community/ meeting spaces of varying sizes	For the provision of a variety of services, programs, or activities. Hireable community/meeting spaces may be located in integrated centres or in standalone centres, with different conditions of use based on the operating model of the building as a whole (e.g., hours of operation, permitted / prohibited types of uses). Consideration is also given to the flexibility of spaces to provide multiple room configurations, e.g., through the provision of operable walls. Room capacity is calculated at 2m² per person.	
	Small community/meeting spaces cater for up to 20 people (<40m²)	1 room per 8,000 population
	Medium community/meeting spaces cater for between 20 and 50 people (41-100m²)	1 room per 8,000 population
	Large community/meeting rooms (within an integrated facility) cater for up to 100 people (101+m²)	1 room per 8,000 population
	Large community/meeting rooms (in stand-alone facility) cater for 100 or more people	1 room per 20,000 population Minimum one per region
Computer or training rooms	For the provision of a variety of services, programs or activities relating to training and skill development	1 room per 60,000 population
Library	For the provision of traditional library space and community spaces for learning, studying, accessing technology and services, and connecting with others.	
	Library (Catchment of 100,000 people)	1 per 100,000 population
	Branch Library (Catchment of 30,000 people)	1 per 30,000 population
Kitchen facilities	Commercial-grade, or training kitchen facilities to directly provide or support delivery of services, programs, and activities. Also recognises basic kitchen facilities ancillary to other spaces within a facility.	Minimum one per region.
Public toilets	Public amenities, where there is a reasonable expectation of community use (i.e., outside of public buildings with restricted opening hours or public access)	N/A
Other	All other spaces or facilities where Council has a role in providing, funding, or facilitating use and development of community infrastructure. This includes arts and cultural spaces	N/A

Future versions of the Community Infrastructure Plan may review the provision ratios identified, based on demand for spaces and be informed by review of service delivery models.

Service Planning

The demand for community infrastructure is influenced by the way in which community services are delivered to community, including hours of operation, number/eligibility of participants, the programs provided, etc. It also includes consideration on the requirements of the spaces to adequately deliver services.

A formalised approach to service planning that provides agreed levels of service will enable Council to refine benchmark provision ratios to better match demand, and to review the functional requirements for spaces that cater for such services.

Recommended Actions:

- Council explores a formalised approach to service planning for community services provided by Council.
- Develop community infrastructure functional requirements to identify a suite of consistent requirements for various types of spaces that enables delivery of community services, in line with the scope of the Community Infrastructure Plan.

Regional Analysis

The Community Infrastructure Plan provides a place-based approach to meeting community service and infrastructure requirements. The four regions identified in the Plan are based on key demographic and geographic cohorts, where people are more likely to travel within a region to access community services and infrastructure. The community infrastructure audit summarises data and analysis based on these regions.

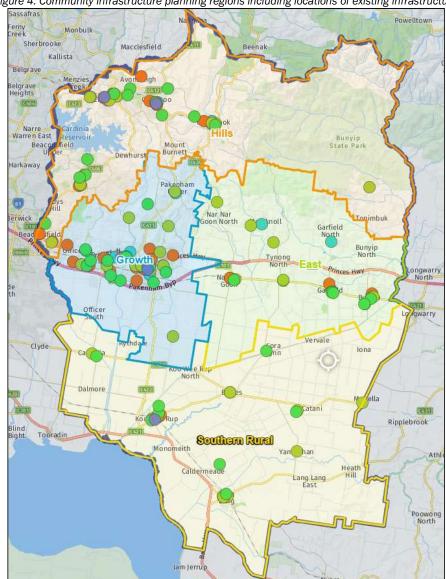


Figure 4: Community infrastructure planning regions including locations of existing infrastructure

Table 9: List of localities for each of the community infrastructure planning regions

	Growth	Hills	South	East
Localities covered	Cardinia, Officer, Officer South, Pakenham, Pakenham East, Pakenham South, Pakenham Upper.	Avonsleigh, Beaconsfield, Beaconsfield Upper, Clematis, Cockatoo, Dewhurst, Emerald, Gembrook, Guys Hill, Menzies Creek, Mount Burnett, Nangana.	Bayles, Caldermeade, Catani, Cora Lynn, Dalmore, Heath Hill, Iona, Koo Wee Rup, Koo Wee Rup North, Lang Lang, Lang Lang East, Modella, Monomeith, Nyora, Rythdale, Tooradin, Vervale, Yannathan.	Bunyip, Bunyip North, Garfield, Garfield North, Longwarry, Maryknoll, Nar Nar Goon, Nar Nar Goon North, Tonimbuk, Tynong, Tynong North.
Forecasting				
2023 Population	89,952	18,458	10,254	11,231
2033 population	127,982	18,752	12,578	12,946

Community Engagement

The Community Infrastructure Plan establishes the strategic direction and methodology that will inform community infrastructure planning for Cardinia Shire Council. The community is invited to provide feedback on the draft Plan to strengthen the strategic direction in line with community expectations, and to review and confirm findings from the community infrastructure audit based on local knowledge and experience.

Further engagement is proposed as Council refines the Community Infrastructure Plan over time. This first stage of engagement will assist in informing the purpose of future engagement opportunities.

Community Infrastructure Audit

Assessment categories

Quantity Assessment

	Description
Well supplied	Supply is higher than provision target for both 2023 and 2033
Well supplied currently	Current supply meets provision target, but will be under target in 2033
becoming inadequate by	
2033	
Undersupplied	Current supply is less than provision target
Over supplied	Current and future supply more than 2 times the provision target

Building Condition & Functionality

	Description
Good	Overall condition of facility is good. Any defects are superficial.
	Overall functionality is good, where expected level of service is provided.
Average	Condition deterioration is evident, requiring more frequent maintenance to maintain serviceability.
	Reduced functionality is evident, where impact to service delivery is minor.
Poor	Evidence of high condition deterioration affecting serviceability. Evidence of significantly reduced functionality where expected level of service may be compromised.

Growth Region

Growth region context

The growth region is characterised by urban development, including the established suburb of Pakenham, as well as emerging growth to the north, east and south of Pakenham and through Officer and Officer South.

The population of this region has almost doubled between 2011 to 2021, with a current population of almost 90,000 people in 2023. More growth is expected, with a projected population of 128,000 people by 2033.

There are many families and children in the growth region, with both younger and older children, which places significant demand on education, health, and social services. Eight per cent of the population is aged over 70 years.

The population of the growth region is very culturally diverse and community services and infrastructure must facilitate inclusion, connection and wellbeing. Almost one third (29 per cent) of the population were born overseas, and one quarter (24 per cent) speak a language other than English. The indigenous population of the growth region is high and

makes up almost two-thirds of Aboriginal and Torres Strait Islanders living within Cardinia Shire.

Pakenham

Officer
South

Officer
South

Case

Officer
South

Case

Nor. Nar. Nar. Goon North

Case

Officer
South

Case

Officer
South

Case

Officer
South

Case

Figure 5: Community infrastructure in the growth region

Over two-thirds (70 per cent) of working residents in the growth region leave the Shire for work every day. The Victorian Government has allocated significant land in the region (Cardinia Road Employment Precinct and future Officer South Employment Precinct) for employment opportunities, which is aimed to service the south-east of Melbourne more broadly.

According to the 2021 Cardinia Liveability Survey, in the last 12 months, more than one quarter (29 per cent) of residents in the growth region attended local art exhibitions, four in ten (41 per cent) attended a local library, and more than one third (38 per cent) attended cultural events. More than half (581 per cent) of residents in the region feel no or a slight connection to their local community, and 28 per cent believe there is not enough connection to local community. It will be important to understand the expectations of the growth region community about what they want and need from community services and infrastructure to enhance opportunities for community connection and access to services, programs, and events.

Proposed community infrastructure

In the growth region, there are active and proposed Precinct Structure Plans (PSP), prepared by the Victorian Planning Authority (State government) that outline the requirements for community infrastructure to accommodate new population growth. The associated Developer Contributions Plan (DCP) or Infrastructure Contributions Plan (ICP) provides further information around the costs and indicative timing for community infrastructure, including contributions to be collected by developers that are provided to Council to contribute to funding development of new community infrastructure.

In the growth region, there are currently 10 significant projects on Council's Long Term Financial Plan that are proposed to include community infrastructure, nine of which are identified in DCPs or ICPs. The projects committed within Council's Long Term Financial Plan (to be delivered in the next 10 years) are:

Council priority:

Cardinia Youth Facility – Building
 Proposed 2023/24

Officer PSP

•	Gin Gin Bin Recreation Reserve – Sports Complex	Proposed 2029/30
•	Starling McMullen Integrated Child and Family Centre	Proposed 2029/30
•	McMullen Recreation Reserve – Pavilion	Proposed 2030/31
•	Officer Library (including meeting spaces)	Proposed 2031/32

21

Community Meeting Place (Senior Centre and Performing Arts Space) Proposed 2031/32

Cardinia Road PSP:

Thewlis Road Integrated Child and Family Centre
 Proposed 2024/25

Pakenham East PSP

Deep Creek Integrated Child and Family Centre
 Hancocks Gully Integrated Child and Family Centre
 Pakenham East Community Hub - Level 2
 Proposed 2029/30
 Proposed 2031/32

Growth region community infrastructure

Undersupplied in 2023	Undersupplied in 2033	Over supplied in 2033
Kindergarten		Community room – medium 60-100 capacity Community room – small <60 capacity Consult room Computer/training room

Community rooms

The functionality assessment suggests that many large community rooms (five of a total of eight) in standalone facilities are of average or poor functionality due to both age and condition. There is an opportunity to consider the community's expectations for spaces that cater to over 100 people and to consider any improvements required to facilitate increased use and activation of these spaces.

The quantity assessment suggests that medium and small community rooms and training rooms are over supplied in the growth region. These facilities are owned by Council, with varying governance models. This provides an opportunity to further review utilisation, engage with the community, and identify opportunities to consolidate or collocate services. Any savings could be utilised to fund unmet demand for community infrastructure.

Consult rooms

The quantity assessment suggests that consult rooms are over supplied in the growth region. Many consult rooms are provided within Early Years facilities that house maternal and child health, parenting programs and kindergarten services. Further investigation is required to determine whether these rooms are suitable for all services that may be delivered from consult rooms (e.g., services not targeted to children and families).

Kindergarten

The quantity assessment suggests that there is a current and future under supply of kindergarten in the growth region, however utilisation and kindergarten enrolment data suggests spaces are under supplied in some areas and potentially over supplied in others.

The community infrastructure audit suggests that Andrews Child and Family Centre and Pakenham Heights Kindergarten are under-utilised and not functional for use. This is due to a combination of the overall age, appearance and condition of both the interior and exterior of these standalone kindergarten sites. These facilities should be reviewed as a priority to determine the ongoing value and use of these facilities.

It is recommended that a review of kindergarten requirements is assessed as part of the review of Cardinia's Kindergarten Infrastructure and Service Plan (KISP).

^{*}Where projects have not already commenced, these assets are proposed only, with all investment subject to Council's annual budget process and the availability of external funding.

Kitchen facilities

There are 13 facilities that have kitchen spaces available within the growth region, which may be ancillary to other uses within the facility, or for the provision of community kitchen uses. Further kitchen spaces will be provided in new facilities in this region. It is recommended that further investigation is carried out to understand the need for, and suitability of, these spaces for community kitchen uses.

Library

Pakenham Library, as well as a proposed library in Officer, are within the growth region. A feasibility study for the Officer Library is being commissioned by Council in 2023/2024.

Public toilets

There are six public toilet facilities in the growth region, with many being in Pakenham. The community infrastructure audit suggests that the Purton Road, Pakenham toilets and the Former CFA Shed toilets in Pakenham Upper are underperforming due to functionality and overall level of demand and condition. Consideration should be given to the need for these facilities, as well as the need for public toilet amenities across the rest of the growth region (e.g., in Officer).

Recommendations for the growth region

- 1. Consider the need for, and suitability of, large community rooms that cater for 100 or more people in the growth region.
- 2. Seek community feedback about the utilisation of small and medium meeting rooms and training rooms, recognising these spaces are over supplied for the region.
- 3. Consider the need for, and suitability of consult rooms within the growth region to attract services to meet community needs.
- 4. Seek further information about the utilisation and community sentiment of Andrews Child and Family Centre and Pakenham Heights Kindergarten as part of the Kindergarten Infrastructure and Services Plan (KISP) review.
- 5. Consider the need for, and suitability of, community kitchen spaces within the growth region.
- 6. Review the community infrastructure required to be included in the scope and timing of the following projects:
 - a. the proposed Gin Gin Bin Recreation Reserve Sports Complex,
 - b. the proposed Starling McMullen Integrated Child and Family Centre.
 - c. the proposed McMullen Recreation Reserve Pavilion,
 - d. the proposed Officer Library (including meeting spaces),
 - e. the proposed Community Meeting Place (Senior Centre and Performing Arts Space),
 - f. the proposed Deep Creek Integrated Child and Family Centre,
 - g. the proposed Hancocks Gully Integrated Child and Family Centre, and
 - h. the proposed Pakenham East Community Hub Level 2.
- 7. Consider the need for, and suitability of public toilet facilities within the growth region.

Community infrastructure audit - growth region

Well supplied	Well supplied, b inadequate in 2		Undersuppli	pə	Over supp	þəji				
							Officer recreation reserve	Ţ	Good	poog
							Officer Community Hub	2	poog	bood
							Lily Pond House Community Centre	τ	Good	Good
							Lakeside Children's Centre	τ	Good	Average
							James Bathe Recreation Reserve	τ	Good	bood
							IYU Recreation Reserve	Ţ	Good	bood
							Homegarth Community Centre	τ	bood	Average
							Childcare Centre	_	2002	2002
0-50 capacity							Hollins Childrens Centre / Pakenham Cardinia Lakes	<u> </u>	bood	poog
muibem -	per room	2033	286,721	07	00'97	poulddne 1040	Heatherbrae Recreation Reserve	Ţ	Good	p009
moor trinummo	noitslugog 000,8	2023	Z96'68	30	11,24	Over supplied	Comely Recreation Reserve	Ţ	(p l snk)	booə
							Toomuc Valley Hall	Ţ	Good	Average
							The Point	Ţ	Good	bood
							Pakenham Upper Public Hall	τ	Good	Poor
							Pakenham Upper Huxtable Pony Club	τ	Good	Average
							Pakenham Upper Civic Concert Band Hall	Ţ	bood	Average
.00+ capacity							Pakenham South Public Hall	τ	bood	Average
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Well supplied, becoming inadequate in 2033

Well supplied

Undersupplied

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						-	and Family Centre (2030)	, , , , , , , , , , , , , , , , , , ,	(7 40 4)	(//40/4/
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							Family Centre (2028)	ν	(7 40 4)	(//40/4/
							[PROPOSED 2028] Deep Creek Integrated Child and	τ	(p j guk)	(pjank)
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			Family Centre							
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Poor	Good	09	Pakenham Heights Kindergarten							
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Good	(b l ank)	132								
600d	(plank)		Kurmboon Child and Family Centre (3 rooms)							
		564	Konewark Child and Family Centre (Rix Rd) (3 rooms)							
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noon	noon	007	Childcare Centre (2 rooms)							
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poog	bood	867	Henry Family Childrens Centre (2 rooms)							
poo5	bood	867	Bridgewood Primary School and Integrated Family Centre							
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Facility FFP	Building	Number of							Provision	

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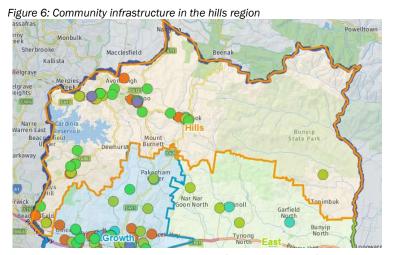
Hills Region

Hills region context

The hills region comprises several townships to the south of the Dandenong Ranges, with 'rural country' or 'hill-top bushland' character.

The population of this region is relatively stable.

Between 2011 and 2021, the population increased by 1,150 people and the current population is 18,460 people in 2023. The population is expected to continue to increase slightly into the future, with a projected population of 18,750 people by 2033.



There are higher proportions of older adults in the hills region, with over one third of the population (37 per cent) aged 50 years and over. Of the families in the region, the proportions of families with older children are generally higher.

The population of the hills region has higher proportions of culturally and linguistically diverse populations than other non-urban areas of Cardinia Shire. Fourteen per cent of the population were born overseas and five per cent of the population speak a language other than English. 11.6 per cent of Cardinia's Aboriginal and Torres Strait Islander population lives in the hills region.

Over two-thirds (68 per cent) of working residents in the hills region leave the Shire for work every day.

According to the 2021 Cardinia Liveability Survey, in the last 12 months, one fifth (23 per cent) of residents in the hills region attended local art exhibitions, 41 per cent of residents attended a local library, and almost one third (30 per cent) attended cultural events. Attendance at a local library is higher in the hills region than elsewhere in Cardinia Shire, demonstrating the value of the Emerald Library and Cardinia Mobile Library for this community. 35 per cent of residents in the region feel no or a slight connection to their local community, and 19 per cent believe there is not enough connection to local community. It will be important to understand the expectations of the hills region community about what they want and need from community services and infrastructure to enhance opportunities for community connection and access to services, programs, and events, especially given the distances between townships.

Proposed community infrastructure

In the hills region, there are currently two significant projects included in Council's Long Term Financial Plan that are proposed to include community infrastructure. These are:

Upper Beaconsfield Recreation Reserve pavilion Proposed 2025/26

Alma Treloar Masterplan Implementation Proposed 2026/27

*Where projects have not already commenced, these assets are proposed only, with all investment subject to Council's annual budget process and the availability of external funding.

Hills region community infrastructure

Undersupplied in 2023	Undersupplied in 2033	Over supplied in 2033				
		Community room – large (integrated) Community room – large (standalone) Community room – medium Computer/training room Library				

Community rooms

The quantity assessment suggests that large and medium community rooms and training rooms in the hills region are oversupplied. Spaces are available in a variety of facility types, such as community centres, public halls or recreation reserve pavilions. The condition and functionality of these spaces are good. Sourcing accurate utilisation data is important to better understand community value and to consider increased activation opportunities, or whether spaces can be repurposed to deliver under-supplied spaces for the region.

The community infrastructure audit suggests that the Clematis Hall is not functional which is due to its overall condition and the limited accessibility of the amenities. This could also extend to there being an oversupply of similar sized standalone spaces in other nearby locations This facility should be reviewed as a priority to determine the ongoing value and possible future use of the Hall.

Consult rooms

The quantity assessment suggests that small meeting rooms and consult rooms are well supplied in the hills region. Condition and functionality of these facilities is generally good.

Kindergarten

The quantity assessment suggests that kindergarten spaces are well-supplied, however utilisation and kindergarten enrolment data suggest spaces are under supplied in some townships and potentially over supplied in others. Council is undertaking a Hills Region Feasibility Study to understand kindergarten demand and requirements further, particularly relating to the implementation of the Best Start, Best Life reform and review of the Cardinia Kindergarten Infrastructure and Service Plan, commencing in 2023.

Concentrations of community infrastructure

There are several different community infrastructure assets within individual townships in the hills region, particularly Cockatoo and Emerald and to a lesser extent, Beaconsfield, Beaconsfield Upper and Gembrook. Consideration should be given to whether infrastructure could be integrated, in line with the principles of the Community Infrastructure Plan, to move towards community hub models.

Kitchen facilities

There are five facilities that have kitchen facilities available within the hills region, which may be ancillary to other uses within the facility, or for the provision of community kitchen uses. These facilities are located within separate townships. The facilities themselves are of good building condition and functionality.

Library

The Emerald Library is located within the hills region and has recently been extended. This library is valued by the community and centrally located in Emerald's shopping precinct optimising access.

Public toilets

There are eight public toilets in the hills region in various localities. The community infrastructure audit suggests that the condition and functionality of these facilities are generally good.

Recommendations for the hills region

1. Seek community feedback about the utilisation and community sentiment of Clematis Hall.

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- 2. Review the mix of community infrastructure in Cockatoo to consider if integration will improve utilisation and accessibility.
- 3. Review the mix of community infrastructure in Emerald to consider if integration will improve utilisation and accessibility.
- 4. Review the community infrastructure required to be included in the scope and timing of the the proposed Alma Treloar Masterplan Implementation.

Community infrastructure audit - hills region

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							Gembrook Community Centre	7	Good (Ageld)	poog
							Emerald Senior Citizens	T T	poog	poog
							Emerald Nobelius Museum & Toilets	T	bood	poog
							Cockatoo Community Complex and senior citizens	7	bood	bood
50-100 capacity							Chandler Reserve	Ţ	bood	poop
large (integrated)	ber room	2033	78781	97	2,34		Beaconsfield Upper Community Centre	T	Good	Good
Community room -	noitelugod 000,8	2023	787ES	97	2.31	Over supplied	Beaconsfield Community Complex	2	Good	bood
Category	standard	Year	Population	Supply	Target	InemssessA	Facility name	rooms	condition	score
	ucture audit – hil Provision etandard			Magnia	Tordot	-tuomaaaaa A	emen villipe3	Number of	Buibling	Facility FFP

			paylddns.a	^0	ersupplied	pun		,bəilqqus lle ni ətsupəbe		Mell supplied
poog	Good	τ	Beaconsfield Upper Charing Cross toilet block			8	78781	2033		
bood	goog	Ţ	Beaconsfield Toilet Block (Exe Loo)			8	89787	2023		Public toilets
goog	goog	τ	The Gem Community Arts Centre (Theatre)							
Good	(plank)	Ţ	Puffing Billy Railway Station							
Good	(pjank)	ī	Hills Hub (Mens Shed)							
goog	(pjank)	T	Gembrook Riding Club (Social space)							
Good	Good	Ţ	Gembrook Craft Cottage / Community Shop (crafting room)			9	78781	2033		
Average	Good	Ţ	Emerald Lake Park (café, paddleboats, model railway)			9	18458	2023		Other
						-				
					6T ° 0	T	78787	2033	ber library	
роор	goog	τ	Emerald Library	Over supplied	81.0	Ţ	18458	2023	100,000 population	Library
10	1 0	· ·		, ,	010	,	03707	0000		
noon	(plank)	7	anu cuu							
poop	Good (blank)	5	Gembrook Community Centre							
Good	Good	<u>ح</u> ا	Cockatoo Community Complex and senior citizens							
poog	Good	T	Tonimbuk Public Hall							
Good	Good	3	Holm Park Recreation Reserve							
poop	Good	ī	Beaconhills Country Golf Club							
goog	Good	Ţ	Ash Wednesday Bushfire Education Centre							
Good	Good	Ţ	Beaconsfield Upper Community Centre			13	78752	2033		
poog	Good	Ţ	Beaconstield Community Complex			13	18458	2023		Kitchen
		,	1 2 " 211" 21				02.07	0000		1 101
Average	goog	99	Gembrook Kindergarten							
Average	Good	811	Emerald Kindergarten (2 rooms)							
			(Community House)							
Average	Good	28	Cockatoo Kindergarten and Neighbourhood House							
noon	noon	\/ /N	rooms)							
bood	bood	A∖N	Cockatoo Community Childcare Centre (not Council program) (5							
Poor	Good	25	Beaconsfield Upper Kindergarten - Stoney Creek							
Poor	Good	09	Beaconsfield Upper Kindergarten - McBride							
Average	Good	28	Beaconsfield Kindergarten Wood Street						year olds	
bood	Good	99	Beaconsfield Kindergarten O'Neil Road (2 rooms)		361,25	203	425	2033	4-£ to noitaluqoq	
Poor	Good	99	Avonsleigh Kindergarten	bəilqqus IləW	366,35	203	TE17	2023	Covers 85% of	Kindergarten
poog	Good	7	Emerald MCHC							
bood	(p l ank)	τ	duH slliH							
Good	Good	τ	Cockatoo Community Complex and senior citizens							
bood	Good	τ	Beaconsfield Upper Community Centre		7.4	9	78752	2033	ber room	(Includes MCH)
Good	Good	τ	Beaconsfield Community Complex	bəilqqus lləW	9'7	9	78428	2023	noitsluqoq 000,4	Consult room
bood	(p l ank)	Ţ	duH elliH							
Average	goog	τ	House)							
			Cockatoo Kindergarten and Neighbourhood House (Community							
poog	Good	Ţ	Emerald Library					00		
poog	bood	Ţ	Beaconsfield Upper Community Centre	nouddno ice o	16.0	L	78752	2033	ber room	training room
рооб	booa	3	Beaconsfield Community Complex	Over supplied	0°3T	L	18458	2023	noiteluqoq 000,09	Computer
Facility FFP score	Building condition	Number of rooms	Facility name	Assessment	Target	Supply	Population	Year	Provision standard	Category

£72

Average	poog	τ	Emerald Public Toilet Block (Ferres Rd, near Mitre 10)							
Average	poog	τ	Maryknoll Rec Res Toilet Block							ľ
poop	Good	τ	Gembrook Park toilet block							
(plank)	goog	т	Сетргоок Rd)							
		L .	Emerald Public Toilet Block (behind the hall on Emerald							
Average	Good	τ	Cockatoo toilet (McBride St walkway)							
(p j suk)	D00D	Ţ	Clematis CFA Depot							
score	condition	rooms	Facility name	frameseseA	Target	Supply	Population	Year	standard	Category
Facility FFP	Building	Number of							Provision	

Ordinary Council Meeting 16 October 2023

Well supplied, becoming inadequate in 2033

Southern Rural Region

Southern rural region context

The southern rural region is characterised by several smaller townships in amongst stretches of agricultural land. Urban development occurs in areas surrounding some of the townships in this area, particularly Koo Wee Rup and Lang Lang, with housing development and population increase occurring.

The population of this region has increased by one third between 2011 and 2021, with a current population 10,300 people in 2023. More growth is expected, with a projected population of 12,600 people by 2033.

There is an increasing population of voung families and children in the

southern rural region, particularly within townships experiencing growth. This is placing pressure on ageing infrastructure that was not designed for the levels or type of services required today. In addition to young families, 20 per cent of the population is aged over 70 years, and services for older residents is also important.

The population of the southern rural region is less culturally diverse than other regions in Cardinia Shire, with 10 per cent of the population born overseas and four per cent of the population speaking a language other than English. The indigenous population is also lower than other areas of the Shire with 11 per cent of Cardinia's Aboriginal and Torres Strait Islanders living in the southern rural region.

Two fifths (41 per cent) of working residents work within Cardinia Shire, highlighting the value that the agricultural industries within the region bring to the local economy. However, there are slightly higher proportions of low-income earners in the southern rural region (32 per cent of adults earning less than \$500 per week), and lower proportions of adults with higher or tertiary education (42 per cent of the population), compared to other regions in Cardinia Shire. These indicators may increase the vulnerability of people in this region to socio-economic down-turn and cost of living pressures, where adequate community services and infrastructure is required to support the community.

According to the 2021 Cardinia Liveability Survey, in the last 12 months, less than one in ten (8 per cent) residents in the southern rural region attended local art exhibitions, 17 per cent attended a local library, and 18 per cent attended cultural events. While over one in four (42 per cent) residents in the region feel no or a slight connection to local community, this score is lower than the growth region. One in five (16 per cent) believe there is not enough connection to local community. It will be important to understand the expectations of the southern rural region community about what they want and need from community infrastructure to enhance opportunities for community connection, particularly in relation to access, given the distances between some communities.

Figure 7: Community infrastructure in the southern rural region Officer South Rythdale Caraga Roome Rap North Dalmore Roome Rurel Monomeith Caldermeave Lang Lang East Poow North Rypra Rypra

Proposed community infrastructure

In the southern rural region, there are currently three significant projects included in Council's Long Term Financial Plan that are proposed to include community infrastructure. These are:

Koo Wee Rup Bowls & Community Facility
 Cora Lynn Reserve - Pavilion Design/Construct
 Proposed 2023/24
 Proposed 2024/25

Lang Lang Recreation Facility - Soccer - Pavilion Proposed 2030/31

*Where projects have not already commenced, these assets are proposed only, with all investment subject to Council's annual budget process and the availability of external funding.

Southern rural region analysis

Undersupplied in 2023	Undersupplied in 2033	Over supplied in 2033
Kindergarten Library		Community room - large (integrated) Community room - large (standalone) Community room - medium Community room - small Computer/training room

Community rooms

The quantity assessment suggests that large community rooms in integrated facilities are over supplied in the southern rural region, with most of these spaces being available within recreation reserve pavilions (four of a total of six). Some recreation reserves are located outside of townships, and travel accessibility may be restricted. The condition and functionality of these spaces are also good. As many of these facilities are not managed by Council, information about utilisation and capacity for additional use is not known, and this could be explored to understand whether utilisation could be increased.

The functionality assessment for several large community rooms in standalone facilities is poor. These facilities are owned by Council, with varying governance models. This provides an opportunity to source accurate utilisation data, to better understand community value, impact of condition on utilisation and to consider whether spaces can be repurposed to deliver under-supplied spaces for the region.

In particular, the community infrastructure audit suggests that three public halls are either not utilised or underutilised and not functional for use due to overall age and accessibility of the facilities, along with being relatively unknown due to their remote location. These facilities are Catani Soldiers Memorial Hall, Modella Public Hall and Yannathan Public Hall. These facilities should be reviewed as a priority to determine the ongoing value and possible future use of these facilities.

For small and medium community rooms and training rooms, the quantity assessment suggests these are over supplied in the southern rural region and utilisation for these facilities is low. Overall, the condition and functionality of these facilities is good, and these facilities may have potential for activation or consideration of what other services they can be used for.

Consult rooms

The quantity assessment suggests that consult rooms are well supplied in the southern rural region. Currently consult rooms are only provided within Early Years facilities that house maternal and child health, parenting programs, and kindergarten services. Further investigation is required to determine whether these rooms are suitable for all services that may be delivered from consult rooms (e.g., services not targeted to children and families).

Kindergarten

The quantity assessment suggests that there is a current and future under supply of kindergarten in the southern rural region. The Koo Wee Rup Region Feasibility Study (2022) is already seeking to address kindergarten shortfalls in Koo Wee Rup, Lang Lang and Bayles, in terms of supply and demand for kindergarten space, and the condition and functionality of the facilities (including consult rooms). The Koo Wee Rup Region Feasibility Study considers the implementation of the Best Start, Best Life reform and will also align to the review of the Cardinia Kindergarten Infrastructure and Service Plan (KISP), commencing in 2023.

Concentrations of community infrastructure

There are several different community infrastructure assets within individual townships in the southern rural region, particularly Koo Wee Rup and Lang Lang. Consideration should be given to whether infrastructure could be integrated, in line with the principles of the Community Infrastructure Plan, to move towards community hub models.

Kitchen facilities

There are 12 facilities that have kitchen spaces available within the southern rural region, which may be ancillary to other uses within the facility, or for the provision of community kitchen uses. It is recommended that further investigation is carried out to understand the need for, and suitability of, these spaces for community kitchen uses.

Library

The is no library space available in the southern rural region, however the Cardinia Mobile Library services many townships in the region. It is recommended that further investigation is carried out to understand whether population growth will drive demand for future permanent facilities.

Public toilets

There are three public toilets in the southern rural region. The community infrastructure audit suggests that the condition and functionality of these facilities are generally good.

Recommendations for the southern rural region

- Seek community feedback about the utilisation and community sentiment of the Catani Soldiers Memorial Hall, Modella Public Hall, and Yannathan Public Hall.
- 2. Review accessibility of library services and opportunities as the population grows.
- 3. Consider the need for, and suitability of, community kitchen spaces within the southern rural region.
- 4. Review the mix of community infrastructure in Lang Lang to consider if integration will improve utilisation and accessibility.
- 5. Review the mix of community infrastructure in Koo Wee Rup to consider if integration will improve utilisation and accessibility.
- 6. Review of community infrastructure to be included in the scope and timing of the proposed Lang Lang Recreation Facility Soccer Pavilion.

Community infrastructure audit - southern rural region

Mell supplied			lied, becoming e in 2033		Jndersupplied		Dver supplied			
							Lang Lang Medical Centre (in use for doctors?)	7	(p j suk)	роор
(Includes MCH)	ber room	2033	12,578	8	3,14		DTR Ang Community Complex RTC	2	роод	goog
Consult room	4,000 population	2023	10,254	8	2,56	Mell supplied	Noo Wee Rup Kindergarten and MCHC	Ţ	poog	Average
training room	ber room	2033	878,21	τ	12 . 0					
Computer /	noitaluqoq 000,03	2023	70°524	τ	71 . 0	Over supplied	Lang Lang Community Complex RTC	τ	Good	Good
							Yannathan Public Hall	τ	poog	Poor
							Lang Lang Community Recreation Reserve	τ	(p j suk)	(p l snk)
<20 capacity							Koo wee Rup Senior Citizens Club	τ	(p j guk)	poog
- small	ber room	2033	12,578	8	78 . 1		Koo Wee Rup Community Centre	Þ	p005	goog
Community room	noitaluqoq 000,8	2023	70°524	8	1,28	Over supplied	Catani Recreation Reserve	Ţ	bood	poog
							[PROPOSED 2025] Cora Lynn Reserve - Pavilion Design/Construct	τ	(p j suk)	(p j suk)
	·						[PROPOSED 2024] Koo Wee Rup Bowls & Community Facility	Ţ	(pjank)	(pjank)
							[PROPOSED 2031] Lang Lang Recreation Facility - Soccer - Pavilion	Ţ	(pjank)	(plank)
							Koo Wee Rup recreation reserve	τ	bood	(p l suk)
							Lang Lang Recreation Facility (complete in 2023)	τ	(p j guk)	(pjank)
20-50 capacity							DTA xəlqmoD viinmmoD gnas gnas	τ	bood	poog
muibəm –	ber room	2033	12,578	8	78 . 1		Yannathan Public Hall	τ	p005	Poor
Community room	noitaluqoq 000,8	2023	10,254	g	1,28	Over supplied	Cardinia Recreation Reserve	τ	poog	goog
							Yannathan Public Hall	Ţ	рооэ	Poor
							Lang Lang RSL	τ	goog	Average
							Modella Public Hall	τ	bood	Average
							Koo wee Rup Senior Citizens Club	Ţ	(p l guk)	goog
							Koo Wee Rup Secondary College Pavilion	τ	(plank)	goog
							Koo Wee Rup Primary School	τ	(p j suk)	(p l suk)
							Koo Wee Rup Community Centre	τ	Bood	poog
100+ capacity							Catani Soldiers Memorial Hall	Ţ	bood	Poor
large (standalone)	per room	2033	12,578	OT	79'0		Sardinia Public Hall	Ţ	bood	poog
- moor thinmmoo	noitaluqoq 000,02	2023	10,254	OT	T9 ' 0	Over supplied	Bayles Public Hall	τ	booə	Good
							Lang Lang Elderly Citizens Club and Memorial Hall	7	poog	роођ
							Lang Lang Community Recreation Reserve	τ	(p j auk)	роод
20-700 capacity							Cora Lynn Recreation Reserve	τ	bood	роод
large (integrated)	рег гоот	2033	12,578	9	78 . £		Roo Wee Rup recreation reserve	τ	Bood	(p j suk)
- moon trinummoo	noitaluqoq 000,8	2023	10,254	9	1,28	Over supplied	Catani Recreation Reserve	Ţ	bood	poog
ommunity initast Category	Provision standard	Year	Population	Ylddng	Target	Assessment	Facility name	Number of rooms	Building noitibnoo	Facility FFP score

							Lang Lang toilet block	Ţ	poog	Average
		2033	12,578	3			Koo Wee Rup toilet block	Ţ	goog	poog
ateliot oild			10,254	3			Koo Wee Rup bus interchange toilet block	Ţ	poog	poog
-7-1:-7-:11		0000	12001	Ü			election and entire and end entire and	,	prio	pro
							Lang Lang Medical Centre (treatment room)	τ	(pjank)	goog
							Lang Lang Men's Shed	τ	Good	Good
		2033	878,21	7			Koo Wee Rup Historical Society	τ	(p j suk)	(pjank)
her			10,254	7			Lang Lang Historical Society (Historical room)	Ţ	poog	Good
							Yannathan Public Hall	τ	bood	Poor
							Modella Public Hall	τ	bood	Average
							Lang Lang Elderly Citizens Club and Memorial Hall	τ	boob	bood
							Lang Lang Community Recreation Reserve	7	(blank)	Good
							Koo wee Rup Senior Citizens Club	τ	(blank)	bood
							Koo Wee Rup Secondary College Pavilion	τ	(p l guk)	Good
							Koo Wee Rup Community Centre	τ	bood	bood
							Catani Soldiers Memorial Hall	τ	bood	Poor
							Cardinia Recreation Reserve	τ	bood	bood
		2033		77			Cardinia Public Hall	Ţ	bood	Average
суви		2023		12			Bayles Public Hall	Ţ	booə	Good
	library									
	population per	2033	12,578	0	0,126					
), such	000,001		10,254	0	0.102	Undersupplied				
	year olds						Lang Lang Kindergarten	09	bood	Poor
	Pe to noiseluded	2033	175	071	312		Koo Wee Rup Kindergarten and MCHC	1 9	poog	Average
ndergarten	Covers 85% of	2023	283	0/1	747	Undersupplied	Bayles Kindergarten	99	poog	Poor
							Janua I			
							Lang Lang Elderly Citizens Club and Memorial Hall (xx may not exist)	Ţ	роод	goog
rtegory	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FI score

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Over supplied

Well supplied, becoming inadequate in 2033

∩ndersupplied

East Region

East region context

The east region is characterised by the railway townships to the east of Cardinia's urban growth areas, signalling the transition between metropolitan Melbourne and regional Victoria.

The population of this region has been relatively stable between 2011 to 2021, with a current population of 11,200 people in 2023. Slight growth is expected in the future, with a projected population of 12,900 in 2033.

There are higher proportions of older adults in the east region, with over one third (38 per cent) of people aged 50 years and over. Of the families in the region, the proportions of families with older children are generally higher.

The population of east region is less culturally diverse than other regions in Cardinia Shire with 10 per cent of the

population born overseas and three per cent of the population speaking a language other than English. The indigenous population is slightly higher as a proportion of total population in the east region, with 8.4 per cent of Aboriginal and Torres Strait Islanders in the Shire living in the east region.

45 per cent of working residents work within Cardinia Shire. However, there are slightly higher proportions of low-income earners in the east region (32 per cent of adults earning less than \$500 per week), and slightly lower proportions of adults with higher or tertiary education (47 per cent of the population), compared to other regions in Cardinia Shire. These indicators may increase the vulnerability of people in this region to socio-economic down-turn and cost of living pressures, where adequate community services and infrastructure is required to support the community.

According to the 2021 Cardinia Liveability Survey, there were lower proportions of residents in the east region attending art exhibitions (17 per cent) and just under one third visited their local library (31 per cent). 29 per cent of residents attended cultural events. In the east region, residents are more likely to feel connected to local community. 34 per cent of residents feel no or a slight connection to local community, and 11 per cent of residents believe there is not enough connection to local community. It will be important to maintain the sense of connection to community and ensuring adequate services and facilities are available to meet the community's needs and expectations.



In the east region, there are currently two significant projects included in Council's Long Term Financial Plan that are proposed to include community infrastructure. These are:

Garfield North Cannibal Creek Reserve Building

Proposed 2023/24

Proposed 2028/29

*Where projects have not already commenced, these assets are proposed only, with all investment subject to Council's annual budget process and the availability of external funding.

East region analysis

Community House

Undersupplied in 2023	Undersupplied in 2033	Over supplied in 2033
Computer / training room	Consult room	Community room – large (standalone)
Library	Kindergarten	Community room – medium

Nar Nar Goon North

Some Street Way Sorth

S

Community rooms

The quantity assessment suggests that large community rooms in standalone facilities, and medium community rooms are over supplied in the east region, with these spaces being available within either public halls or recreation reserves. The condition and functionality of these spaces is generally good. As many of these facilities are not managed by Council, information about utilisation and capacity for additional use is not known, and this could be explored to understand whether utilisation could be increased.

There are no training rooms available within the east region. It is recommended that further information is sought to determine the needs for training space within the region, and to determine whether alternative spaces could be repurposed as a training room.

The community infrastructure audit suggests the Nar Nar Goon Community Centre/Memorial Hall is underutilised and has limited functionality for varying ranges of use in the local community. The Nar Nar Goon Scout Hall should be considered in combination with the Community Centre due to being located in close proximity. These facilities should be reviewed as a priority to determine the ongoing value and possible future use.

Consult rooms and kindergarten

The quantity assessment suggests that both consult rooms and kindergarten rooms will be under supplied in 2033. Currently consult rooms are only provided within Early Years facilities that house maternal and child health, parenting programs, and kindergarten services. Further investigation is required to determine whether these rooms are suitable for all services that may be delivered from consult rooms (i.e., services not targeted to children and families). Consideration should be given to whether over supplied community room spaces can be repurposed for kindergarten spaces into the future to implement the Best Start Best Life reform. Further exploration of kindergarten requirements will be carried out through the review of the Cardinia Kindergarten Infrastructure and Service Plan (KISP), commencing in 2023.

Concentrations of community infrastructure

There are several different community infrastructure assets within individual townships in the east region, particularly Nar Nar Goon, Garfield and Bunyip. Consideration should be given to whether infrastructure could be integrated, in line with the principles of the Community Infrastructure Plan, to move towards integrated facilities such as community hub models.

Kitchen facilities

There are eight facilities that have kitchen spaces available within the east region, which may be ancillary to other uses within the facility, or for the provision of community kitchen uses. It is recommended that further investigation is carried out to understand the need for, and suitability of, these spaces for community kitchen uses.

Library

There are no library spaces available within the east region, however the Cardinia Mobile Library services many townships in the region. It is recommended that further investigation is carried out to understand whether population demand will drive demand for future permanent facilities.

Public toilets

There are four public toilets in the east region in various localities. The community infrastructure audit suggests the condition and functionality of these facilities are generally good.

Recommendations for the east region

- Seek community feedback about the utilisation and community sentiment of Nar Nar Goon Community Centre/Memorial Hall. Consider alongside the Scout Hall which is also on the same site.
- 2. Assess the opportunity to repurpose underutilised spaces that may be suitable to repurpose for kindergarten spaces within the east region.
- 3. Consider the requirements for consult room spaces and training room spaces within the east region.
- 4. Review accessibility of library services and opportunities as the population grows.
- 5. Consider the need for, and suitability of, community kitchen spaces within the east region.

40

- 6. Review the mix of community infrastructure in Nar Nar Goon to consider if integration will improve utilisation and accessibility.
- 7. Review the mix of community infrastructure in Garfield to consider if integration will improve utilisation and accessibility.
- 8. Review the mix of community infrastructure in Bunyip to consider if integration will improve utilisation and accessibility.

Community infrastructure audit - east region

Mell supplied		Vell supplied, ni ətsupəber		эриЛ	rsupplied	Over supplie	t			
							Tynong Public Hall	τ	goog	Good
							Tynong Nth Recreation reserve (Tynong North Hall)	7	goog	Average
							Garfield Recreation Reserve (+ Community Centre)	T	goog	goog
							Bunyip Pound Road Pony Clubrooms	T	goog	Good
		2033	12,946	8			Nar Nar Goon Community Centre/Memorial Hall	T	goog	Poor
Kitchen		2023	11,231	8			llsH qiynua	T	goog	goog
	year olds					5033	Nar Nar Goon Kindergarten and MCHC	† 9	goog	Poor
	Population of 3-4	2033	334	787	238	becoming inadequate by	Garfield Kindergarten	09	Good	Poor
Kindergarten	Covers 85% of	2023	275	234	238	Well supplied currently	Bunyip Kindergarten & MCHC	⊅ TT	Good	bood
	, ,,,,,,,	0000	120	700	000		011077 0 1 1 1/1 1 2		, ,	, 0
						2033				
(Includes MCH)	ber room	2033	12,946	3	7.52 <u>.</u> E	becoming inadequate by	Nar Nar Goon Kindergarten and MCHC	τ	Good	Poor
Consult room	noiteIuqoq 000,4	2023	11,231	3	2,808	Well supplied currently	Bunyip Kindergarten & MCHC (MCH & toy library)	7	Good	bood
anoon Hinono	4 000 p	0000	100 11	C	000 C	. Hanamura ha Hanna Haift	(rapadil not & LIOMA) OLIOMA & anthrobushail airrand	C	P-0-0	Pood
	unon rod	0007	01.0,21	0	0.7.7.0				(vunda)	(virinta)
Computer / training room	60,000 population per room	2023 2023	12,946 12,946	0	0,187 0,216	Undersupplied			(pjank)	(plank)
Computer /	goitelugog 000 08	5003	11 331	0	7810	Hadereunplied			(Яцејц)	(Япеја)
							Garfield Bowling Club	τ	Good	bood
							Bunyip Kindergarten & MCHC	τ	Good	Good
							Recreation Reserve)	_		
<20 capacity			(Bunyip Pound Road Pony Clubrooms (Pound Road	T	Good	bood
llsme –	ber room	2033	12,946	9	819.1		Nar Nar Goon Rec Res Pavilion	2	Good	(blank)
Community room	noitsluqoq 000,8	2023	11,231	9	7°70'T	beilqqus lleW	Nar Nar Goon Community Centre/Memorial Hall	Ţ	booə	Poor
							Reserve Building		,	
							[PROPOSED 2024] Garfield North Cannibal Creek	τ	(blank)	(plank)
							[PROPOSED 2029] Bunyip Community House	Ţ	(Ansld)	(plank)
							Yarrabubba recreation Reserve	Ţ	goog	Average
							evA yewlis OS - 20 Railway Ave	Ţ	(blank)	Average
							Tynong Nth Recreation reserve (Tynong North Hall)	7	Good	Average
							Recreation Reserve)	_	2002	2002
							Bonyip Pound Road Pony Clubrooms (Pound Road	Ţ	bood	bood
20-50 capacity			2: 2!==				Nar Nar Goon Scout Hall	Ţ	p009	bood
muibəm –	ber room	2033	75,946	12	819.1	fields.s.s.	Bunyip recreation reserve	Ţ	D00D	(blank)
Community room	noitslugog 000,8	2023	11,231	0T	7°40¢	Oversupply	llsH qiynu8	7	p005	goog
							∥sH ⊃ildu9 gnonyT	Ţ	goog	poop
							Nar Nar Goon North Public Hall	Ţ	goog	Average
							Garfield Recreation Reserve (+ Community Centre)	Ţ	Good	bood
TOO+ capacity							Garfield Bowling Club	Ţ	goog	poog
large (standalone)	ber room	2033	12,946	9	T9 " 0		Bunyip Pound Road Pony Clubrooms	Ţ	Good	Good
- moor trinummoD	noiteluqoq 000,02	2023	11,231	9	99'0	Oversupply	llsH qiynu8	Ţ	booə	Good
							Nar Nar Goon Rec Res Pavilion	τ	Good	(plank)
50-100 capacity							Garfield Recreation Reserve (+ Community Centre)	Ţ	goog	Good
large (integrated)	ber room	2033	12,946	Þ	819.1		Nar Nar Goon Community Centre/Memorial Hall	τ	Good	Poor
Community room -	noitaluqoq 000,8	2023	11,231	7	7°40¢	Mell supplied	Bunyip Community House	τ	(blank)	(plank)
Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFF score

283

Well supplied, becoming inadequate in 2033

Well supplied

Undersupplied

(p j suk)	(Anald) (Anald)			Undersupplied	0,112	0	752,11		100,000 population per library	Library
						0				
Good	Good	τ	Bunyip Toilet Block			Þ	11,231	2023		Public toilets
Average	(plank)	Ţ	Garfield Nth Mt Cannibal Toilet Block			ħ	12,946	2033		
Good	Good	Ţ	1 12 11 2 11							
	Average	(blank) Average Good	1 (blank) Average Good	Garfield Nuth Mt Cannibal Toilet Block 1 (blank) Average Garfield toilet block 1 Good Good	Garfield Nth Mt Cannibal Toilet Block 1 (blank) Average Garfield toilet block 2 Good Good	Garfield Nth Mt Cannibal Toilet Block 1 (blank) Average Garfield toilet block 1 Good Good	4 Garfield Nth Mt Cannibal Toilet Block 1 (blank) Average Garfield toilet block 1 Good Good	12,946 4 Garfield Nth Mt Cannibal Toilet Block 1 (blank) Average Garfield toilet block 1 Good Good Good	2033 12,946 4 Cardield With Mt Cannibal Toilet Block 1 (blank) Average Garfield toilet block 1 Good Good Good	2033 12,946 4 Gartield Nth Mt Cannibal Toilet Block 1 Cood Cood Cood

87

Over supplied

Implementation

The Community Infrastructure Plan will be finalised and adopted by Council following community engagement.

A prioritised implementation plan will be developed as part of the finalised Plan, which will outline short-, medium- and long-term priorities relating to:

- strategic actions identified in the draft Plan that are focused on strengthening Council processes and priorities around community infrastructure planning to:
 - o maximise access to and use of community infrastructure for the community,
 - o ensure the community has access to the most needed community services,
 - o prioritise investment based on demonstrated need, and
 - o ensure consistent and functional quality of facilities across the Shire.
- strategic or operational work that will inform future decision-making on capital priorities.

In this version of the Community Infrastructure Plan, more information is required before any capital project priorities are identified for consideration in Council's Long Term Financial Plan. If capital projects are identified through community engagement and finalising this Plan, potential items will also be outlined in the implementation plan.

Where additional financial or human resourcing is required, delivery of recommendations is subject to Council's annual budget process. In addition, the availability of external funding will be critical for the achievement of recommendations.

Table 10: Implementation of the Community Infrastructure Plan

Objective	Strategic Actions
To guide Council's planning and delivery of community infrastructure.	1.1 Validate data associated with the community infrastructure audit and establish a process to ensure required data can be regularly obtained.
	1.2 Establish tools and resources to ensure the community infrastructure audit is regularly updated and able to inform Council decision-making about community infrastructure.
	1.3 Develop community infrastructure functional requirements to identify a suite of consistent requirements for various types of spaces that enables delivery of community services, in line with the scope of the Community Infrastructure Plan.
To focus on improving the performance of what we have while prioritising and	2.1 Governance and operating models of new or redeveloped community infrastructure is determined at planning stage of new infrastructure.
directing new investment.	2.2 Council undertakes further analysis of the full cost of each existing community infrastructure facility based on current governance, operating and pricing models. Consider future options for how governance and operating models may be reviewed, that complements Council's 'Services for Success' approach.
	2.3 Seek further information about utilisation of community infrastructure, prioritising categories of over-supplied spaces, and infrastructure with poor building or functionality, followed by infrastructure with average building condition or functionality.
To respond to increasing demand due to our changing and growing population.	3.1 Council explores a formalised approach to service planning for community services provided by Council.
To seek and secure external funding, advocacy and/or project partners.	

Appendix 1

Glossary

Term	Definition
Council	Cardinia Shire Council, as constituted under the Local Government Act 2020.
Councillors	A person / people who hold the office of a member of Cardinia Shire Council under the Local Government Act 2020.
Council Plan 21-25	Establishes the strategic direction of the Council and the objectives, strategies and indicators for monitoring achievement of the objectives for a period of 4 years after a general election, which is developed in accordance with section 90 of the Local Government Act 2020.
Community Vision 2040	Describes the aspirations for the future of Cardinia Shire, covering a period of at least 10 years, which is developed with the community and in accordance with section 88 of the Local Government Act 2020.
Liveability Plan 2017-29	Cardinia's Liveability Plan, setting the broad mission, goals and priorities to improve health and wellbeing outcomes for Cardinia residents, which satisfies Council's requirement to prepare a Municipal Public Health and Wellbeing Plan within the period of 12 months after each general election of the Council.
Long Term Financial Plan	Cardinia's long term financial plan, outlining Council's resources and assumptions underpinning forecasts, covering a period of at least 10 years, which is developed and adopted in accordance with section 91 of the Local Government Act 2020.
Cardinia Asset Plan	Cardinia's Asset Plan, outlining the maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of infrastructure assets, covering a period of at least 10 years, which is developed and adopted in accordance with section 92 of the Local Government Act 2020.
Municipal Strategic Statement (MSS)	Municipal Strategic Statement, forming part of Cardinia's Planning Scheme to outline the strategic planning objectives of Cardinia Shire Council, prepared and adopted in accordance with the Planning and Environment Act 1987.
Active Cardinia Strategy	Cardinia's Active Cardinia Strategy, providing an evidence-based approach to planning for the future sport and active recreation needs of Cardinia Shire.
Open Space Strategy 2022- 2031	Cardinia's Open Space Strategy, providing the framework for the planning, delivery, and management of open spaces within Cardinia Shire for the next 10 years.
Community Infrastructure	Public buildings across Cardinia Shire that provide community services to residents.
Governance model	How community infrastructure is managed and by who.
Operating Model	The day to day running of community infrastructure, including hours of operation, types of uses, fees and charges for use (pricing models), cleaning and maintenance scheduling, etc.
Quantity assessment	Assessment of current and future supply and demand, considering current provision and benchmark provision ratios which may indicate where there is a shortfall or oversupply of a service.
Utilisation	Capacity and use of community infrastructure or spaces within community infrastructure based on comparing operating hours with use and purpose of use.
Provision Ratio (PR)	Benchmark provision ratios, to assess the supply and demand for each type of space.
Condition	Building condition rating score in accordance with Council's compliance requirements under the Building Act 1993, as well as other relevant requirements such as the Disability (Access to Premises – Buildings) Standards 2010, the Child Safe Standards (2022), the National Quality Standard for kindergarten, etc.
Functionality / Fit for Purpose (FFP)	Functionality, or fit for purpose rating score based on the degree to which the service can successfully operating from the building or space within the building. This includes existing agreed Council standards for the size and layout of spaces and other inclusions beyond building compliance
Population / population forecast	Projected information about Cardinia's population after the ABS Census 2021, sourced from forecast.id.

ABS Census	Five-yearly Australia-wide survey conducted by the Australian Bureau of Statistics, collecting information about population and housing. The last Census was conducted in 2021 with 96 per cent of Australian dwellings completing the Census.
	Cardinia's Census results can be found within profile.id.
Liveability Survey	Cardinia's bi-annual survey to measure outcomes of the Liveability Plan 2017-29, where survey questions are sent to a selected representative sample of Cardinia residents.
Rate capping	A cap set by the Minister for Local Government that limits the maximum amount a Council can increase general rates and municipal charges each year.
Crown Land	Land that is owned by the State or Commonwealth Government and governed under the Crown Land (Reserves) Act 1978.
	In Victoria, many Crown land reserves are managed directly by local government, or by voluntary committees of management with support and oversight from the State Department of Energy, Environment and Climate Action (DEECA).
Place-based planning	Describes an approach to target the specific circumstances of a place and engage local people as active participants in development and implementation. In the context of Cardinia's Community Infrastructure Plan, this means ensuring community infrastructure is planned with community and responds to community needs now and into the future.
Interface Council	Describes the 10 municipalities that form a ring around metropolitan Melbourne, including Cardinia, Casey, Hume, Melton, Mitchell, Mornington Peninsula, Nillumbik, Whittlesea, Wyndham and Yarra Ranges Councils.
Growth Council	Describes the seven municipalities that are identified by the State Government at 'Victorian Growth Area Councils', where land within the Councils is identified for future development. The Victorian growth area councils include Cardinia, Casey, Hume, Melton, Mitchell, Whittlesea and Wyndham Councils.
Precinct Structure Plan (PSP)	A land use and infrastructure plan to guide the development of an area over time.
Development Contribution Plan (DCP)	A development contributions plan outlines the levies landowners and developments must pay to the State Government and council to fund infrastructure and facilities for a new community. In Cardinia, DCPs are often aligned to a Precinct Structure Plan.
Infrastructure Contribution Plan (ICP)	An infrastructure contributions plan is a system for funding basic and essential local infrastructure required by a new community, paid for by the property developer to the State Government, where the PSP provides the strategic justification for the ICP items.
	In Cardinia, an ICP is prepared alongside new Precinct Structure Plans.

Tables and Figures

Tables

- Table 1: List of infrastructure categories in the Community Infrastructure Plan
- Table 2: Measures of community engagement by region from the 2021 Liveability survey
- Table 3: Summary of Cardinia Shire population growth and future estimated population
- Table 4: Key community demographic data, 2021 Census
- Table 5: Challenges and opportunities of the Community Infrastructure Plan
- Table 6: Types of roles for Council in community infrastructure planning, delivery and operations
- Table 7: Components of the community infrastructure audit
- Table 8: Provision ratios per infrastructure category type in the community infrastructure audit
- Table 9: List of localities for each of the community infrastructure planning regions
- Table 10: Implementation of the Community Infrastructure Plan

Figures

- Figure 1: Community infrastructure planning regions
- Figure 2: Age range of residents in each Cardinia Shire region, 2021 Census
- Figure 3: Strategic alignment of the Community Infrastructure Plan
- Figure 4: Community infrastructure planning regions including locations of existing community infrastructure

Figure 5: Community infrastructure in the growth region

Figure 6: Community infrastructure in the hills region

Figure 7: Community infrastructure in the southern rural region

Figure 8: Community infrastructure in the east region

Functionality Assessment (Fit for Purpose)

A functionality assessment (Fit for Purpose, or FFP) was undertaken for identified community facilities in Mid-2023. This fit for purpose analysis was designed to assess the functionality and quality of facilities to help support and identify future improvements and suitability for ongoing use. This FFP assessment resulted in a score for each based on:

Car parking (sufficient / suitable number, configuration, surface material, condition, entry and exit, bus access, wheelchair parking)

Safety for users travelling to the facility (lighting, paths, neighbourhood issues, lone users)

Exterior appearance (finish, feel, colours, design, access, welcomeness)

Reception / customer service area (location, shelving / storage, furniture, equipment, heating, cooling, lighting, power points, noise, welcomeness, colours)

Surfaces (floors, windows, doors, materials, wear, structure, colour)

Utilities and services (plumbing, electrical, gas, lighting, heating, cooling, IT, usage, safety, reliability)

Outdoor areas (gardens, paths, planting, shade, lighting, fencing, BBQ, seating, safety, separation of spaces, scale)

Security (contents, surroundings, locks, alarms, points of entry, surveillance, CCTV

Personal safety of users (in emergency - hazards, risks to users, staff movement, fire exits, extinguishers, alarms, lockdown points)

Technology (AV, ease of use, Wi-Fi, Intercom)

Toilet appearance and fit-out (age, design, appliances, access, size, layout, temperature, colour, location)

Toilets - number

Toilets - size

Toilets - layout

Staff offices - size

Staff offices - number

Staff offices - layout (desks / planning areas, seating etc)

Storage (enough, size)

Overall layout (interconnectedness, ease of circulation within the space, access within facility)

Space for expansion (expand or reconfigure to increase service capacity)

Access for staff and users of all physical and cognitive (mental) abilities (include eyesight, hearing, dementia, wheelchair)

Fair access for all genders

Fair access for all ethnicities / cultures

Far access for all ages

Space to escape family violence

Kitchen - Appearance (age, location, design, lighting, colour)

Kitchen - Fit-out (food preparation space, appliances, safety, materials)

Kitchen - Size

Kitchen - Configuration (height, location of storage)