

2025-2035



YORK 2035
TOGETHER WE THRIVE

Shire of York Council Plan

Draft for Community Consultation
March 2025





This is Ballardong Noongar Country

The Shire of York acknowledges the Ballardong Noongar people are the Traditional Custodians of this Country and recognises their continuing connection to land, water, sky and culture.

Their culture and connection to Country has endured for more than 60,000 years with significant sites and registered Aboriginal Heritage Places intact within Ballardong boodja (country) and the Shire of York, including Gogulyar Bilya / Avon River, caves, ceremonial sites, rock art, paintings and artefacts.

Spiritual and traditional ties to Country are deeply felt by Ballardong people today and are acknowledged by the Shire.

Our community is on a journey of learning and understanding the impact of settlement on the Ballardong community and is committed to building relationships and shared understanding through listening, respecting cultural knowledge and protocols and empowering Ballardong people.

We pay our respects to the Ballardong people and their Elders past, present and emerging.

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Introduction and context





Welcome to the Shire of York's Council Plan 2025-2035.

York is a town with a rich past, a strong community spirit, and an exciting future. We are proud of our heritage, our people, and the natural beauty that surrounds us. As we look ahead, the Shire of York remains committed to delivering on key priorities that will strengthen our community, protect our environment, and support a thriving local economy.

Over the years, we have worked closely with our residents to understand what matters most and where we should focus our efforts. This plan reflects those priorities—ensuring York remains a great place to live, work, and visit. From advocating for improved healthcare services and housing options to assisting the growth of employment opportunities and enhancing tourism, we are focused on building a sustainable and connected future.

The protection and enhancement of our natural environment also remain a key focus. We are committed to preserving our bushland, **improving the ecology of Gogulyar Bilya / Avon River**, and taking steps towards a more sustainable future. At the same time, we will continue to invest in our town centre, road networks, and public spaces, ensuring that York remains both beautiful and accessible for everyone.

Strong leadership and good governance underpin all that we do. We are dedicated to working closely with our community, strengthening communication, and ensuring transparency in decision-making. Achieving these goals will take collective effort, and we look forward to working together to bring this vision to life.

Thank you to everyone who has contributed to shaping this plan. Your input is invaluable in helping York move forward as a thriving, inclusive, and prosperous community.

Cr. Kevin Trent
OAM; RFD; JP
Shire President



Welcome to the Shire of York's Council Plan 2025-2035.

It is with great enthusiasm that I present the Shire of York's new **Council Plan**, a roadmap that reflects our shared aspirations for the future of our community. This plan replaces the previous **Strategic Community Plan** and **Corporate Business Plan**, bringing them together into a single, integrated document that will guide our decision-making and investment over the coming years.

York is a community rich in history, natural beauty, and opportunity. We want to ensure that our Shire remains a place where people feel connected, where businesses can thrive, and where our environment and culture are valued and protected. This plan has been shaped by extensive community input with over 1000 insights contributed by a broad cross section of our community ensuring the plan is built upon key themes that reflect what matters most to our residents.

We are committed to making York an inclusive and supportive place for people of all ages and backgrounds. Strengthening our community means fostering opportunities for young people, celebrating the cultural identity of the Ballardong Noongar people, and advocating for improved healthcare and diverse housing options to meet the needs of our growing population. A strong and diverse economy is essential to York's future, and we will continue working to attract new businesses, work on new ways to support small enterprises, and enhance cultural tourism to position York as a leading regional destination.

Our natural environment is at the heart of what makes York special, and we are dedicated to protecting and enhancing our bushland, improving the ecology of **Gogulyar Bilya / Avon River**, and driving sustainability initiatives to ensure our unique landscape is preserved for future generations. At the same time, we recognise the importance of maintaining and improving the spaces that bring our community together. From preserving our heritage to maintaining and upgrading roads, footpaths, and public spaces, we are committed to making York greener, more inviting, and easier to navigate.

Supporting all of this is our commitment to strong leadership, transparency, and meaningful engagement with our community. We are committed to improving how we engage and listen to our residents, strengthen governance, and for the Council to be informed, so they can make the considered strategic decisions that serve the best interests of York both now and into the future.

I would like to thank everyone who took the time to contribute to this inaugural Council Plan. This plan is not just about the Shire's priorities – it is about the collective vision of our community. Its success depends on collaboration, innovation, and a shared commitment to making York an even better place to live, work, and visit.

I look forward to working alongside our Council, staff, and community members as we bring this vision to life.

Chris Linnell
Chief Executive Officer

Integrated Planning and Reporting Framework

In accordance with section 5.56 of the Local Government Act 1995, all local governments in Western Australia are required to effectively plan for the future, in line with the requirements of the Department of Local Government, Sport and Cultural Industries (DLGSC) Integrated Planning and Reporting Framework (IPR).

The intent of the IPR framework is to ensure that priorities and services provided by the Shire are aligned with community needs and aspirations and, in doing so, facilitate a shift from short-term resource focus to a long-term value creation. The Shire's current Strategic Community Plan (SCP) and Corporate Business Plan (CBP) was developed in 2020, with a minor review completed in 2023 and a major review undertaken in 2025. Through the major review, the Shire has shifted to a Council Plan format, combining the functions of the SCP and CBP into one consolidated document (this Plan).

This brings the benefit of having one cohesive document that outlines a clear pathway from community aspirations to Council priorities and deliverables.

A suite of informing plans outline how the Council Plan is managed and resourced, which are available on the Shire's website and include:

- Long Term Financial Plan
- Asset Management Plans
- Workforce Plan
- Access and Inclusion Plan
- Risk Management Framework
- Aged Friendly Community Plan
- Business Continuity Plan
- Reconciliation Action Plan
- Wellbeing Plan
- CBD Revitalisation Plan

The Council Plan format and content is customised to the Shire's unique community context and needs. It forecasts a long term, 10-year vision and priorities along with specified four-year deliverables. The Shire's Annual Report provides a detailed report on the Shire's performance each year.



- This Council Plan is next scheduled for review in 2027, this will be a minor review.

10 year horizon

The future aspiration:

A strong, inclusive community supporting all cultures and generations



Council Plan 10-year priorities

- 1.1 Assist place, education and employment opportunities for young people
- 1.2 Strengthen First Nations and cultural identity
- 1.3 Advocate for housing supply and diversity
- 1.4 Advocate for improvements in healthcare services and infrastructure for an aging population
- 1.5 Facilitate access to community facilities for all life stages
- 1.6 Strengthen community stewardship and volunteerism

Example of the relationship between the Shire's Council Plan and Annual budget (indicative only)

This diagram demonstrates how to read the Council Plan, showing the relationship between:

- Its 10-year strategic horizon
- The four-year focus for deliverables (to achieve to the strategic horizon)
- The annual budget, which allocates funding to achieve deliverables in line with forecast timing.

4 year deliverables

4 year deliverables

	25/26	26/27	27/28	28/29
1.1.1 A youth strategy developed to identify and prioritise needs and opportunities	x			
1.1.2 In line with youth strategy, initiatives defined in key areas such as: <ul style="list-style-type: none"> • Place (public realm / entertainment / hang out spaces) • Infrastructure and facilities (recreation, cultural, other) • Connectivity (including wifi) • Recreation programs • Wellbeing programs 		x		
1.1.3 Partnerships with local employers and tertiary and training providers in place		x		
1.1.4 Shire facilities such as the Community Resource Centre (CRC) are 'fit for purpose' to facilitate community networks and training opportunities			x	

1 year Annual Budget

Funding is allocated in the Annual Budget for actions specified in that year.

About the Shire of York



As Western Australia's oldest inland town, located only 97 kilometres from Perth, York is deeply connected to its heritage, with strong ties to Ballardong Noongar culture and Gogulyar Bilya / Avon River. The Shire includes key town sites of York, Gwambygine, Mount Hardey, Greenhills and Kauring.

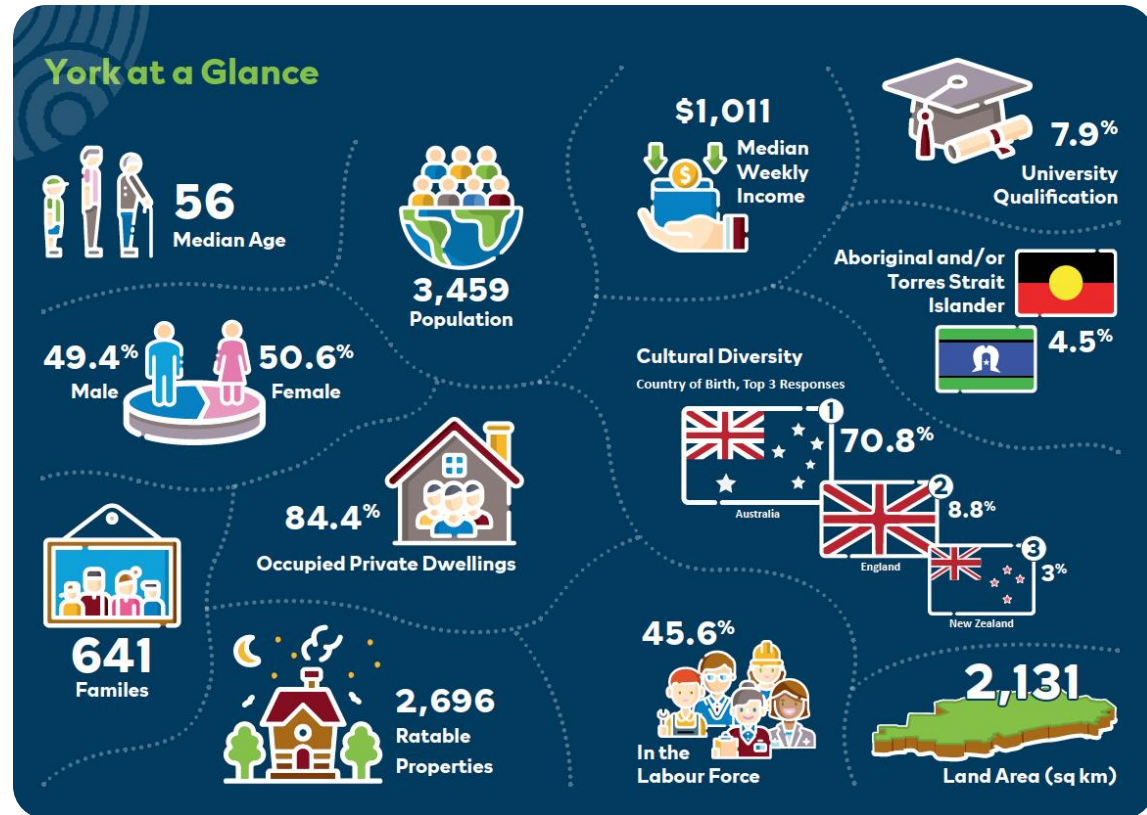
These elements, along with its rich Aboriginal and post-settlement history, draw visitors from across the state and beyond, contributing to York's strong positioning as a charming and accessible lifestyle and visitor destination.

In the years during and recently following the COVID-19 pandemic, the Shire's population grew significantly, predominantly with young families seeking an accessible and safe lifestyle, and older residents seeking a "tree change."

Agriculture (cropping and grazing) is the cornerstone of York's local economy with some 136,135ha of agricultural land holdings generating approximately \$46.2M in production value per annum. Other economic sectors include manufacturing, transport and logistics, retail and tourism. Housing availability and new supply has become a priority, with a dual need to accommodate both new residents and workers, along with the unique needs of an ageing population. This is a significant consideration and priority for the coming decade.

Looking to the future, key opportunities for the Shire include attracting and meeting the needs of new residents – with a focus on families and young people – and growing the cultural tourism sector – including leveraging its position as a Film Friendly Town, along with diversifying the local economy. Continuing to deliver high service levels across community wellbeing, economic development and environmental sustainability, advocating for heritage conservation and delivering strong leadership and governance are of key importance to the community.

York is on an exciting trajectory towards a prosperous, sustainable future as a lifestyle and cultural hub, positioned for innovation and growth.



York has become one of Australia's regional hotspots, with a remarkable 244% annual growth in migration from capital cities, as identified by the Regional Australia Institute in 2022.

Shire of York Elected Members

Elected Members are responsible for governing the Shire’s activities, overseeing its finances and resources and determining its policies.

The Shire of York has seven Councillors, elected for a term of four years and responsible for representing the interests of all electors, residents and ratepayers.

The Shire President and Deputy Shire President are elected by Councillors. The Shire President is responsible for chairing Council meetings, carrying out civic and ceremonial duties, speaking on behalf of Council and providing leadership and guidance to the community.



Shire President
Cr Kevin Trent OAM, RFD, JP
Term: Oct 2025



Deputy President
Cr Denis Warnick
Term: Oct 2025



Councillor
Chris Gibbs
Term: Oct 2027



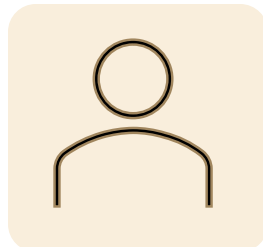
Councillor
Kevin Pyke
Term: Oct 2027



Councillor
Denee Smythe
Term: Oct 2027



Councillor
Peter Wright
Term: Oct 2025



Councillor
Vacant
*James Adamini
resigned effective 19
Nov 2024.
An ordinary election
will be held in 2025.*

Towards 2035 Our community's aspirations



Towards 2035 – the big picture

The following broad themes have been highlighted by Elected Members and community, as key context for the decade ahead and have informed strategic direction for the Council Plan.

Changing population

York's appeal to 'tree changers' and as an affordable lifestyle proposition for families, is expected to continue. In context of broad housing affordability and access pressures, York is well positioned to harness demand, however housing and land supply needs to be readily available.

A more diverse community demographic of families and young people is emerging, and they require services, amenities, infrastructure, business and employment pathways that retain them into the future.

Economy and jobs

York's predominantly agricultural economy is undergoing structural change in terms of farming practice, technology, government policy (ceasing live exports) and more.

Continuing to support this sector through strong road networks and infrastructure is critical. Economic diversification is also needed, through tourism, industrial and small business opportunities that also provide local employment opportunities – this is a key focus for 2025-2035.

Culture and heritage

Conserving the heritage value and character of York as the state's oldest inland town, with intact streetscapes and heritage listed places – is an enduring focus.

York's potential as a cultural destination and hub for cultural tourism is undefined and a significant opportunity that requires resourcing and focus, also leveraging its Film Friendly Town status.

Improved acknowledgement of Ballardong Noongar heritage and strong partnerships that build capacity, are needed.

Climate and environment

Challenges including a drying climate, limited water and increasing urban heat effect are being experienced in York.

A focus on renewables (solar and wind), greening the town centre and private properties and maintaining focus on the health and management of Gogulyar Bilya / Avon River are of ongoing importance. Improving community access, amenity and connection to the river is a significant opportunity, along with places such as Mt Brown.

Health and wellbeing

Access to high quality healthcare at all life stages remains a significant issue, as in many regional towns. State government upgrades to York Hospital is required. A population 'ageing in place' requires specific support including in home, aged care and allied services.

Continual improvement of recreational facilities, wellbeing services and programs targeted at young people and support for volunteer clubs and community groups require ongoing future focus.

Governance and leadership

Strong, responsive and accountable governance is essential to develop community engagement and trust.

Clear and confident decision making and consistent communication of a strong, future-focussed vision for York are key drivers for the community. An ongoing focus on multi-channel communications, community engagement practices and supporting community understanding of the role of the Shire and Council, remain of paramount importance.

Towards 2035 – the big picture

In the decade to 2035, the following opportunities and challenges are anticipated for the Shire:

Structural challenges

- **Economy and workforce:** Historic dependence on agriculture and tourism may leave York vulnerable to future economic shifts. Limited and narrow employment opportunities and lack of affordable housing means young people leave town, further compounding local skills shortages.
- **Ageing population and youth retention:** York's ageing population presents unique needs / challenges for services and infrastructure. Young people leave town for employment opportunities, housing and lifestyle. Addressing these challenges are critical to ensure York offers lifestyle options for families and all community members.



Considerations

- ❖ **Failure to protect and leverage unique identity:** York risks losing its heritage and cultural identity without proactive management and protection. Challenges to visitor attraction include lack of visitor amenities and weaker destination marketing compared to competing towns / regions.
- ❖ **Infrastructure and connectivity:** Ageing infrastructure, road maintenance, limited transport options, and limited digital connectivity are impediments to growth and ability to respond to population demands.
- ❖ **Environmental sustainability:** Climate change, rising temperatures, and water scarcity are threats to York's agriculture, natural bushland, waterways, and overall liveability. Land and environmental management needs to be prioritised to prevent decline, including salinity, tree loss, and quality of the Gogulyar Bilya/Avon River. The landfill proposal near York will further emphasise these issues.
- ❖ **Volunteerism and emergency services:** Volunteer groups face burnout, with a small number of people shouldering responsibilities. Fire and Emergency Services struggle to attract and retain volunteers, presenting a risk to community safety and emergency response capabilities.



Opportunities

- ✓ **Tourism, heritage, and culture:** Positioning York as an arts, culture and heritage destination by developing cultural tourism infrastructure and experiences (events, festivals) and supporting filming opportunities. Conserving heritage buildings and landscapes connected to Ballardong Noongar and colonial history.
- ✓ **Natural environment and sustainability:** Restore and protect the Gogulyar Bilya/Avon River and natural bushland to support tourism, recreation and environmental stewardship. Supporting and facilitating sustainability and renewable energy initiatives.
- ✓ **Infrastructure and built form:** Enhance town centre infrastructure, including roads, footpaths and recreation facilities. Explore a dedicated cultural hub and create safe, welcoming public spaces. Enable community participation in planning and decision making.
- ✓ **Economic development and business support:** Attract and support diverse businesses and reduce red tape. Focus on job creation, local economic growth and population retention, especially for families and young people. Encourage creative industries and innovative ventures, including digital infrastructure improvements.
- ✓ **Young people, families and lifestyle infrastructure:** Housing, schools, and recreational activities to attract young families and support community vibrancy. Promote outdoor lifestyle opportunities such as trails, bike paths, and family-friendly facilities.

Community engagement: Informing the Council Plan

As the highest order strategic document, the Council Plan will inform the Shire's decision making, resourcing and budgeting over the next 10 years.

As such, this major review process was informed by a robust program of community and stakeholder engagement, including with Elected Members, aligned with the Shire's ongoing outreach activities and commensurate with the community's size and capacity for engagement.

The engagement approach aimed to maximise community and stakeholder participation, leveraging the Shire's existing networks.

Engagement objectives

1. Position and build excitement for the major review
2. Deliver a program which provides all aspects of the community with equal opportunity to be involved and contribute
3. Utilise engagement to educate stakeholders around the role and importance of the major review process
4. Clearly articulate project scope, objectives, process to manage expectations and build ongoing trust with the community.

Communications tools and channels

Stakeholders were notified of the opportunity to participate in the major review via:

- The Shire's Facebook page and local newspaper content (Community Matters), with reference / links to an online survey
- Shire website – dedicated project page and profiling in Latest News
- The Shire's e-newsletter database
- Direct invitation to York Business Association (YBA) workshop
- The Farming community SMS database
- York Arts network promotion
- Hard copy surveys available at York CRC, YRCC and Shire venues
- Direct communication with Traditional Custodians, disability groups and CALD community, family playgroup and York Senior High School.

Key touchpoints with community:



99 survey responses



~**52** people attended **7 drop-in sessions** at York Town Hall



1 Elected Member workshop
1 York Business Assoc workshop
1 Farmers Breakfast
1 Recreation Club workshop



Meeting with York Playgroup



1 creative engagement with York District Highschool students



Over **1,000** insights contributed to development of the Council Plan

The community told us what they valued most about the Shire's community identity and way of life:

- ❖ **Unique heritage:** including farming, historic streetscapes and buildings, status as WA's first inland town, and Ballardong Noongar cultural heritage
- ❖ **The lifestyle:** family-friendly, relaxed environment that celebrates natural beauty and is an alternative to city life
- ❖ **Destination appeal:** A vibrant visitor destination with cultural tourism, scenic landscapes, small businesses, and special events
- ❖ **Arts and culture:** A strong and still emerging arts scene, festivals, and creative initiatives, which contribute to York's character
- ❖ **Community connection:** A welcoming community that values collaboration across generations and lifestyles
- ❖ **Environmental sustainability:** A growing focus on sustainability, managing natural assets like Golgulgar Bilya / Avon River
- ❖ **Pride and resilience:** Community pride in heritage, culture, and achievements; a strong rural identity

The special and unique qualities that need to be safeguarded into the future are:

1. York's historic streetscapes, heritage buildings, and places of European settler and Ballardong Noongar significance
2. Gogulyar Bilya / Avon River, bushland, reserves, and wildlife while addressing environmental challenges
3. Maintaining the town's agricultural and rural identity, open spaces and small-town feel
4. Retaining its appeal as a visitor destination, and ensuring a vibrant, friendly town
5. Supporting the strong sense of community, collaboration, and inclusivity amongst residents
6. Supporting and promoting the creative community, cultural events and festivals
7. Supporting local businesses and strengthening economic opportunities
8. Providing high quality facilities, recreational opportunities and safe, accessible public spaces to enhance quality of life.

“10 years from now, I would be proud if York had achieved recognition for...”

- ❖ Being a welcoming, inclusive, and supportive community where people of all ages and backgrounds thrive
- ❖ Establishing itself as a must-visit destination in WA, known for its vibrant events, thriving small businesses, and rich cultural history
- ❖ A reputation as a dynamic cultural hub, honouring Aboriginal and agricultural heritage, rivalling iconic towns like Daylesford and Hahndorf
- ❖ Leading the way in environmental care with recognition for enhancing biodiversity, water quality, and tree coverage, balancing agriculture and development
- ❖ A modern town with strong heritage identity, a vibrant and accessible Main Street, and an inviting entry statements
- ❖ Investment in high quality facilities, such as a new aquatic centre, improved roads, and sustainable housing
- ❖ A hub of sustainable economic growth, with thriving local businesses, diverse industries, and employment opportunities.

“The most important investment the Shire can make for its future is...”

“The most important investment York can make is in its **youth**. Without them, the town will age and die.”

“The Shire must focus on **roads, pathways, and sustainable infrastructure** to grow and thrive.”

“**Supporting local businesses and clubs** is essential to building a balanced and rewarding community.”

“The future lies in protecting what we value while **creating opportunities for youth, tourism, and sustainable development.**”

“Address **gaps in essential services** such as medical and improve local infrastructure in line with community needs.”

Focus on **attracting 35–55-year-olds** to provide labour for local businesses, ensuring a vibrant workforce

“Preserving the **natural environment and heritage** while supporting tourism is the key to York’s future success.”

“**Protect and conserve heritage buildings** and ensure the town maintains its traditional appeal.”

“Actively promote and support **First Nations culture and arts.**”

“We need **bold plans to ensure York’s relevance**, attracting new residents and fostering economic growth.”

“Investing in **culture, arts, and heritage** will make York a standout destination and a proud community.”

“**Strong leadership and governance**, with a focus on transparency and effective decision-making.”

10-year vision and priorities



The vision and five pillars that will guide our Council Plan

2035 Community Vision

A vibrant, family-friendly lifestyle and cultural destination where rich heritage, sense of place and connected community shape a thriving future.



Community:
Community and cultural vitality



Economy:
Future-ready economy



Environment:
Thriving natural environment



Built form:
Comfortable and connected places



Governance:
Strong governance, responsive leadership

Pillar 1: Community and cultural vitality

Community would like to see:

- ✦ York's cultural identity and creative talent strengthened
- ✦ More young people and families living in York and choosing to stay
- ✦ First Nations community and cultural understanding and recognition
- ✦ A range of diverse housing options enabled, for all generations
- ✦ Enhanced health care services and facilities for an ageing population
- ✦ Improved recreation facilities and options for young people and families
- ✦ Volunteer clubs and community groups well supported.

The future aspiration:

A strong, inclusive community supporting all cultures and generations.



Council Plan 10-year priorities

- 1.1 Assist place, education and employment opportunities for young people
- 1.2 Strengthen First Nations and cultural identity
- 1.3 Advocate for housing supply and diversity
- 1.4 Advocate for improvements in healthcare services and infrastructure for an aging population
- 1.5 Facilitate access to community facilities for all life stages
- 1.6 Strengthen community stewardship and volunteerism



Image credit: Lisa Astle

Pillar 2: Future-ready economy

Community would like to see:

- ✦ Cultural tourism, heritage and arts promoted
- ✦ New cultural attractions developed to position promote York as a cultural attraction and visitor destination
- ✦ Support for growth of existing businesses, and new businesses established
- ✦ Economic growth and employment stimulated through new businesses in the light industrial area
- ✦ Responsible growth in the town centre, while retaining heritage character
- ✦ Simplified approvals and red tape reduced to support business establishment and growth.

The future aspiration:

A diverse, resilient economy with employment and investment growth.



Council Plan 10-year priorities

2.1 Strategic growth of cultural tourism and the destination economy

2.2 Strengthen small business support

2.3 Position York as investment ready to attract diverse business and industries



Pillar 3: Thriving natural environment

Community would like to see:

- ✦ Continued focus on protecting and managing natural bushland, Gogulyar Bilya/Avon River and natural bushland
- ✦ Action on climate change including supporting local efforts through recycling, green initiatives and renewable energy
- ✦ Improved waste recovery systems and community driven initiatives
- ✦ Sustainable agricultural practices encouraged
- ✦ Spaces for nature-based tourism including walking and cycling trails.

The future aspiration:

A climate-resilient, healthy natural environment.

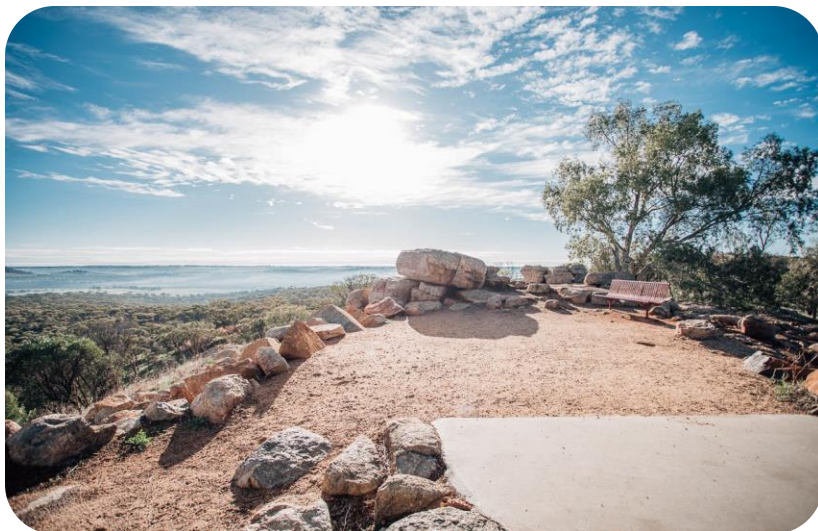


Council Plan 10-year priorities

3.1 Advance climate and sustainability position and commitments

3.2 Continue to improve bushland and Gogulyar Bilya/Avon River ecology

3.3 Enhance access to and enjoyment of the Gogulyar Bilya / Avon River and bushland



Pillar 4: Comfortable and connected places

Community would like to see:

- ✦ Improvements to road and footpath maintenance and connectivity
- ✦ Revitalisation of the town centre and main street, encouraging context-sensitive development, building and streetscape improvements
- ✦ More greenery and innovative shade to mitigate heat in streets and public places
- ✦ Improved public spaces such as picnic areas, playgrounds, walking trails and seating
- ✦ Improved entry statements at key intersections

The future aspiration:

Enduring heritage identity, quality infrastructure and built form.



Council Plan 10-year priorities

4.1 Continue town centre beautification and heritage conservation

4.2 Upgrade and maintain roads and footpaths in line with asset management plans

4.3 Enhance streets and places with a focus on greening to support climate resilience

4.4 Safe and accessible road infrastructure and connectivity



Pillar 5: Strong governance, responsive leadership

Community would like to see:

- ✪ Improved communication and responsiveness to community feedback
- ✪ A mix of communications and community engagement methods – online and offline
- ✪ Proactive and visible engagement and attendance at community events, by Elected Members
- ✪ A shift to a collaborative, community informed decision-making approach
- ✪ Strong governance, financial management and ethical behaviour.

The future aspiration:

Community-informed, responsive leadership and strong governance.



Council Plan 10-year priorities

5.1 Continued enhancement of community engagement and communications

5.2 Strengthen Elected Member community outreach and engagement

5.3 Facilitate community understanding of responsible governance

5.4 Continued improvement in governance and service delivery



Achieving our priorities – Council Plan implementation

Implementing the Council Plan

The Shire of York plays a vital role in shaping community and balancing service delivery, regulation, and advocacy. It provides infrastructure, manages development, supports local businesses and tourism, and ensures community well-being. While its responsibilities are broad, its focus is on sustaining York's unique character and future growth.



DELIVERY LEAD

We direct-deliver services, programs and initiatives important to the community.

- Providing parks, roads, drainage, waste management, and cultural facilities.
- Maintaining infrastructure assets such as parks, playgrounds, and buildings.
- Offering non-asset based services such as events and social services such as events, social services including childcare, aged care and library services.



REGULATOR

We regulate to ensure safety, fairness, and compliance

- Ensuring public health standards in food premises.
- Regulating compliance for new buildings and land use.
- Balancing operational requirements with potential community impact.



PARTNER / ENABLER

We build partnerships and enable others to assist in delivering initiatives.

- Establishing and maintaining formal and informal partnerships and alliances to strategically leverage Shire capacity and resources to maximise our reach and impact.
- Building capacity of community groups and others to support delivery through volunteer programs, grant funding and sponsorships.



ADVOCATE

We advocate on behalf of the community and stakeholders, for initiatives important to the Shire.

- Advocating for community interests to regional agencies and State Government.
- Engaging in statutory processes such as State level planning.

Responsible governance

The Council Plan is informed by the Shire's asset and financial management and workforce planning. Combined with the organisation's business unit plans and issue-specific plans, the Asset Management Plan, Long Term Financial Plan and Workforce Plan play a key role as follows:

Asset Management Plan: Guide the protection and enhancement of the Shire's natural and built environment in an ever-changing context – including constructing, maintaining and renewing Shire's assets in a financially sustainable manner.

Long Term Financial Plan: Guides the Shire's allocation of financial resources to maintain services, deliver and maintain infrastructure. It also determine the level of rates required to fund services and projects.

Workforce Plan: Aims to enhance workforce capacity to meet community needs, by ensuring the organisation has the required staff, capabilities, and resources for current and future service demands.

Revitalisation of Old Home Hardware site

The Shire of York and the York & Districts Co-operative are partnering to transform the Old Home Hardware site into a safe, green, and functional community space. This project includes the demolition of the existing building and a Quick Win activation initiative, creating an opportunity for collaborative community value. The Shire intends to lease part of the site long-term.

The community co-design process delivered in 2023 as part of the Town Teams work has provided the inspiration for the concept planning. Currently in the design phase, the Shire is working with a landscape architect and traffic engineer to finalise plans. A land use agreement is being drafted with the Co-op to support the project's future use.

Project Timeline:

- **Concept Plan Development:** Commenced October 2024
- **Formal Lease Agreement:** Expected December 2024
- **Community Engagement:** Early 2025
- **Stage 1 Construction:** Scheduled for 2025

York Aquatic Facility Renewal

The renewal of York's aquatic facility is more than just replacing an aging pool—it's about creating a modern community space that will serve generations to come. With the existing infrastructure deteriorating, a new pool is essential to meet York's future needs.

Following feasibility studies, the Council resolved in April 2024 to plan for a 50-metre pool. Geotechnical investigations of potential sites have been completed, with planning now focused on Site B in the Recreation Precinct (corner of South and Forrest) as the preferred location for the new aquatic facility.

Key project milestones include the approval of the Concept Design, Detailed Design, and Business Case, alongside securing funding. The Shire remains committed to engaging the community throughout the process to ensure the new facility supports York's health, well-being, and social connection for the next 50 years.

Project Timeline:

- **Engagement with user groups** to plan for relocation – 2024/25
- Establishment of **Project Advisory Group** - 2024/25
- **Concept Designs and Business Case** commencing 2024/25; presented to Council by March 2026

Key Decision Point– funding confidence

Industrial area upgrades

The Shire of York is upgrading the light industrial area to accommodate Restricted Access Vehicles (RAVs), improving freight movement and supporting local businesses. Currently, RAV 4 vehicles cannot legally enter the area, limiting deliveries and business access to essential services.

The project will upgrade four key intersections to support heavy vehicles and renew the road and drainage network, including pavement removal, underground service adjustments, power line relocation, drainage upgrades, and new road construction. Signage, pavement marking, and improvements to business interfaces will also be completed.

Project Timeline:

- **Concept Plan Development:** Complete 2023/24
- **Funding Confirmed:** July 2024
- **Design phase:** March – August 2025
- **Land Acquisition:** from March 2025
- **Construction:** during 2026

Pillar 1: Community and cultural vitality

Community Aspiration

A strong, inclusive community supporting all cultures and generations.

10-year Priorities

1.1 Assist place, education and employment opportunities for young people

1.2 Strengthen recognition of Ballardong Noongar cultural identity

1.3 Advocate for housing supply and diversity

1.4 Advocate for improvements in healthcare services and infrastructure for an aging population

1.5 Facilitate access to community facilities for all life stages

1.6 Strengthen community stewardship and volunteerism

10-yr Priority	4-year deliverables	Delivery			
		25/26	26/27	27/28	28/29
1.1	1.1.1 A youth strategy developed to identify and prioritise needs and opportunities	x			
	1.1.2 In line with youth strategy, initiatives defined in key areas such as: <ul style="list-style-type: none"> Place (public realm / entertainment / hang out spaces) Infrastructure and facilities (recreation, cultural, other) Connectivity (including Wi-Fi) Recreation programs Wellbeing programs 		x	x	x
	1.1.3 Partnerships with local employers and tertiary and training providers in place		x	x	x
	1.1.4 Shire facilities such as the Community Resource Centre (CRC) are 'fit for purpose' to facilitate community networks and training opportunities	x	x	x	x
1.2	1.2.1 Continue dual naming of key places, included in interpretation signage, in collaboration with Ballardong Elders <ul style="list-style-type: none"> Walwayling / Mt Bakewell Wongborel / Mt Brown Gogulyar Bilya / Avon River 	x	x	x	x
	1.2.2 Ballardong cultural heritage is expressed in community and cultural programs and events	x	x	x	x
	1.2.3 'Innovate' stage Reconciliation Action Plan developed	x	x		
	1.2.4 'Waugal Rising' project (collection of oral histories, artworks, trails) implementation in progress	x	x		
1.3	1.3.1 Private landowner advocacy to undertake 'infill' development within the York townsite		x		
	1.3.2 Local Planning Scheme review to enable quality, innovative and diverse housing supply		x	x	x
	1.3.3 Facilitate partnerships and opportunities that deliver diverse housing outcomes such as adaptable housing, tiny houses, seniors accommodation etc		x	x	x

Pillar 1: Community and cultural vitality

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- 1.3 Advocate for housing supply and diversity
- 1.4 Advocate for improvements in healthcare services and infrastructure for an aging population
- 1.5 Facilitate access to community facilities for all life stages
- 1.6 Strengthen community stewardship and volunteerism

10-yr Priority	4-year deliverables	Delivery			
		25/26	26/27	27/28	28/29
1.4	1.4.1 Engage with government agencies and WA Country Health Service (WACHS) to improve York health service and infrastructure (including York hospital)	x	x		
	1.4.2 Age Friendly Community Plan reviewed and updated	x			
	1.4.3 Access and Inclusion Plan (AIP) reviewed and updated				x
	1.4.4 Wellbeing Plan reviewed and updated			x	x
	1.4.5 Advocacy and support for sustained home care package service providers and programs	x	x		
1.5	1.5.1 York's new aquatic facility funded and in delivery	x	x	x	
	1.5.2 Community assets and facilities, such as York Town Hall, Recreation Centre and Residency Museum are optimised for current community use	x	x	x	x
1.6	1.6.1 Strategic support available to build volunteer groups' capacity and capability and strengthen governance practices		x	x	x
	1.6.2 York CRC facilitates high quality community networks, resources and training for volunteer groups	x	x	x	x

Service delivery

- Civic and Community Events
- Disability Access and Inclusion Planning
- Fire and Emergency Management
- Ranger Services
- Environmental Health
- Aboriginal relationships and reconciliation
- Museum
- Library
- Recreation Services & facilities
- Community Funding and leases
- Community Facilities, Halls and Toilets
- Youth support
- Older Persons' Support and Community Housing



Pillar 2: Future-ready economy

Community Aspiration

A diverse, resilient economy with employment and investment growth.

10-year Priorities

2.1 Strategic growth of cultural tourism and the destination economy

2.2 Strengthen small business support

2.3 Position York as investment ready to attract diverse business and industries

10-yr Priority	4-year deliverables	Delivery			
		25/26	26/27	27/28	28/29
2.1	2.1.1 Project and funding advocacy for York Cultural Infrastructure improvements, such as a cultural hub project	x	x		
	2.1.2 Trails Master Plan staged delivery and funding in line with 10-year implementation plan	x	x	x	x
	2.1.3 Strong destination brand for cultural tourism established		x	x	x
	2.1.4 Aboriginal cultural tourism partnerships, experiences and capacity building established, such as the Waugal Rising project	x	x	x	x
2.2	2.2.1 Businesses have access to capacity building and incentive programs for establishment and growth	x	x	x	x
	2.2.2 Small business approvals are simplified to support, establishment and growth		x	x	x
	2.2.3 Small business is promoted as a key pillar of the local economy and destination appeal	x	x	x	x
2.3	2.3.1 Economic Development Strategy in place as a framework for: <ul style="list-style-type: none"> • Agricultural sector • Cultural tourism and destination economy • Economic diversification 	x	x		
	2.3.2 Planning framework (through Local Planning Scheme Review) facilitates tourism and economic development in appropriate areas, for example short stay accommodation, wellness retreats		x	x	
	2.3.3 York is strategically positioned as WA's film friendly town of choice	x	x	x	x
	2.3.4 Industry and private sector investment opportunities are clearly defined and marketed		x	x	x

Service delivery

- Economic Development, Tourism and Marketing
- Visitor Information Services
- Festivals and events



Council Plan deliverables 2025 - 2029

Pillar 3: Thriving natural environment Community Aspiration

A climate-resilient, healthy natural environment.

10-year Priorities

3.1 Advance climate and sustainability position and commitments

3.2 Continue to improve bushland and Gogulyar Bilya/Avon River ecology

3.3 Enhance access to and enjoyment of the Gogulyar Bilya/Avon River and bushland

10-yr Priority	4-year deliverables	Delivery			
		25/26	26/27	27/28	28/29
3.1	3.1.1 Climate and sustainability framework in place (policy, strategy and resilience action plan)			x	x
	3.1.2 Sustainable community practices and programs, including waste management, are in place		x	x	x
3.2	3.2.1 Stormwater Management Plan development and implementation		x	x	x
	3.2.2 Support for community stewardship of the natural environment in place, such as: <ul style="list-style-type: none"> River Conservation Society's work in river management and recovery Aboriginal Ranger Program established in collaboration with Ballardong Noongar Community 	x	x	x	x
	3.2.3 Implementation of Wongborel / Mt Brown Environmental Management Plan, including Traditional Ecological Knowledge (TEK) practices	x	x	x	x
3.3	3.3.1 Implementation of interpretive and educational signage, to support community understanding, including the Waugal Rising project	x	x		
	3.3.2 Improved connectivity and access to Gogulyar Bilya/Avon River to enable recreational use (e.g. walking and cycle paths) such as: <ul style="list-style-type: none"> Completion of walk trails in York town centre Completion of the Loop Connecting strategic places such as Gwambygine 	x	x		x
	3.3.3 Improved awareness to support community use of existing river access infrastructure including ramps for canoeing, kayaking			x	x

Service delivery

- Environmental Services
- Waste Management
- Septic Ponds Management



Pillar 4: Comfortable and connected places

Community Aspiration

Enduring heritage identity, high quality infrastructure and built form.

10-year Priorities

4.1 Continue town centre beautification and heritage conservation

4.2 Upgrade and maintain roads and footpaths in line with asset management plans

4.3 Enhance streets and places with a focus on greening to support climate resilience

4.4 Safe and accessible road infrastructure and connectivity

10-yr Priority	4-year deliverables	Delivery			
		25/26	26/27	27/28	28/29
4.1	4.1.1 Staged implementation of York CBD Revitalisation Plan and toolkit, including: <ul style="list-style-type: none"> Heritage streetscape conservation, management and advocacy Accessibility and pedestrianisation Improve presentation – seating, shading, waste, signage 	x	x		
	4.1.2 Funding models for larger CBD revitalisation project / programs identified and progressed		x	x	x
	4.1.3 Staged delivery of new entry statements at key intersections		x	x	
4.2	4.2.1 Continued upgrade of road and footpath network in line with road hierarchy and asset management plans <ul style="list-style-type: none"> Prioritise footpath network completion to improve connectivity, including cycle networks 	x	x	x	x
4.3	4.3.1 Improved green canopy and shade coverage in priority places, in line with asset and town centre revitalisation plans	x	x		
	4.3.2 Private land owners supported to implement improved shade and appropriate greening selections	x	x	x	x
4.4	4.4.1 Road upgrade priorities are maintained in line with data-informed review of road hierarchy, and risk assessment	x	x	x	x
	4.4.2 Operational Plan and Capital Works programs implemented in line with Transport Asset Management Plan	x	x	x	x
	4.4.3 Advocacy for further grant funding secured to facilitate capital and road programs	x	x	x	x



Service delivery

- Building Control
- Mainstreet and Heritage Protection and Restoration
- Cemetery Operations
- Council Heritage Buildings
- Planning (Heritage Protection)
- Planning Administration
- Strategic Land Use Planning
- Parks and Open Space
- Drainage and Catchment Management
- Roads and Bridges
- Streetscaping, Footpaths and Trails

Pillar 5: Strong leadership, responsive governance

Community Aspiration

Community-informed, responsive leadership and strong governance.

10-year Priorities

5.1 Continued enhancement of community engagement and communications

5.2 Strengthen Elected Member community outreach and engagement

5.3 Facilitate community understanding of responsible governance

5.4 Continued improvement in governance and service delivery

10-yr Priority	4-year deliverables	Delivery			
		25/26	26/27	27/28	28/29
5.1	5.1.1 Communications and engagement framework revised and implemented	x	x		
	5.1.2 Continuous improvement of online content design and functionality (website, socials etc)	x	x	x	x
	5.1.3 Shire and Council decisions, priorities and work focus are communicated quickly to foster community awareness and trust	x	x	x	x
5.2	5.2.1 Elected Member engagement calendar developed and implemented	x	x	x	x
	5.2.2 A clear, future-facing, community-informed vision is consistently communicated	x	x	x	x
5.3	5.3.1 Information on Council's role, responsibilities and processes is available online and in Shire facilities	x	x	x	x
	5.3.2 Elected Members and Shire Executive actively promote the role and impact of local government at community engagements	x	x	x	x
5.4	5.4.1 Service plans and operational plans developed including system and technology requirements	x	x		
	5.5.1 Priorities for Shire business system improvements identified and in delivery	x	x	x	
	5.5.2 Future business requirements determined for information technology systems	x	x	x	x



Service delivery

- Governance Support
- Strategic and Corporate Planning
- Monitoring and Reporting
- Advocacy and Collaboration
- Community Engagement and Consultation
- Community Access to Information
- Organisation Development
- Human Resources
- Payroll and Records
- Administration and Customer Services
- Works Asset Management
- Works Operations
- Buildings and Property Asset Management
- Planning
- Finance Services
- External Grants Funding
- Licensing

Our assets

The Shire of York is built on a strong foundation of infrastructure, supporting both everyday life and future growth.

From roads to community spaces that bring people together, these assets are essential for residents, businesses, and visitors alike.

The Shire takes a proactive approach to asset management, ensuring infrastructure remains functional, sustainable, and delivers long-term value.



A snapshot of the Shire's assets.



**Parks
& Reserves**
10



**Sports
Facilities**
5



**Community
Buildings**
29



**Public
Amenities**
9



**Sealed
Roads (km)**
268



**Unsealed
Roads (km)**
467



Cemeteries
1



Libraries
1



Footpaths (km)
15



Trees Planted
950



Bridges
22



Playgrounds
7

Investment in core services

The Shire is committed to responsible financial management and expenditure that enhances services and infrastructure for residents and business. The figures below show expenditure against key services along with a three-year forecast, utilising WA Treasury expected CPI increases. Major projects investment is not reflected in these figures.

		2.90%	2.75%	2.50%
	23/24 expenditure*	24/25 forecast	25/26 forecast	26/27 forecast
CEMETERY	\$122,750	\$126,310	\$129,784	\$133,028
ECONOMIC DEVELOPMENT	\$465,590	\$479,092	\$492,267	\$504,574
TOURISM & AREA PROMOTION	\$557,890	\$574,069	\$589,856	\$604,602
ANIMAL CONTROL	\$216,822	\$223,110	\$229,245	\$234,976
FIRE PREVENTION	\$29,8918	\$307,586	\$316,045	\$323,946
OTHER RECREATION AND SPORT	\$2,298,647	\$2,365,307	\$2,430,353	\$2,491,112
ROAD CONSTRUCTION	\$2,092,641	\$2,153,328	\$2,212,544	\$2,267,858

*As per Annual Report

How will we evaluate the success of the Council Plan and ensure its delivery?

Council closely monitors implementation of the Council Plan. It has adopted an Integrated Planning and Reporting (Reporting) Policy (G4.2) which provides a mechanism for Council, on the advice of the CEO, to identify which projects (in addition to statutory requirements) it would like to see reported on a regular basis each year. The intent of the policy is to provide Council with a mechanism to monitor progress of strategically significant and/or high expenditure projects.

Progress updates will be visible to the community via reporting dashboards on the Shire of York Website as well as via the Shire's Annual Report.

The Shire will test community's satisfaction with progress against the Council Plan during the Minor and Major Strategic Review processes every two years.

The Shire's Risk Management Framework (March 2024) assists the Shire in understanding and documenting its approach to the identification, assessment, management, reporting and monitoring of risks. By monitoring the following risk categories, we will safeguard the delivery of the Council Plan priorities:

Risk management objectives

1. Optimise the achievement of our vision, experiences, strategies, goals and objectives.
2. Provide transparent and formal oversight of the risk and control environment to enable effective decision making.
3. Enhance risk versus return within our risk appetite.
4. Embed appropriate and effective controls to mitigate risk.
5. Achieve effective corporate governance and adherence to relevant statutory, regulatory and compliance obligations.
6. Enhance organisational resilience.
7. Identify and provide for the continuity of critical operations

Risk management categories

- Injury or Death
- Failure/Loss of Infrastructure
- Theft Fraud Misconduct
- Climate Change/Environmental Damage
- Failure to Deliver Key Projects
- Loss of Financial Viability
- Reputational Damage
- Failure of Legislative Compliance



Shire of York Council Plan 2025-2035

Draft for Community Consultation
March 2025

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