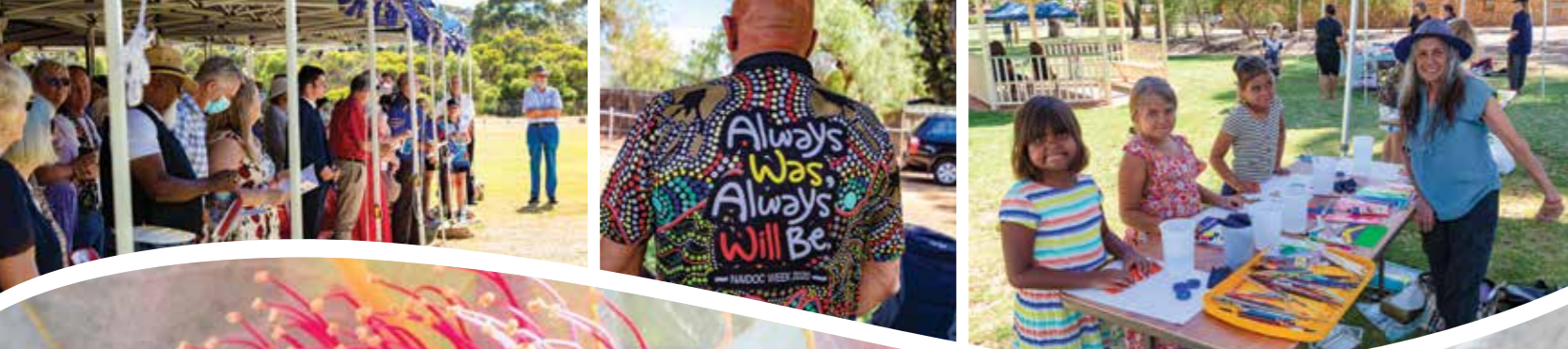




SHIRE OF YORK
**STRATEGIC
COMMUNITY PLAN**
2020-2030





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The York Shire Council acknowledges the Ballardong people of the Noongar Nation who are the Traditional Owners of this country and recognise their continuing connection to land, water, sky and culture. We pay our respects to all these people and their Elders past, present and emerging.

The Ballardong Noongar people are the Traditional Custodians of this area.

Their culture and connection to Country has endured for more than 50,000 years with significant sites and registered Aboriginal Heritage Places intact within Ballardong boodja (country) and the Shire of York, including the 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.



Message from the President

As far as places to live go, it doesn't get much better than York. We have a diverse heritage, a vibrant community and can look forward to a prosperous future.

When we undertook the last major review of our Strategic Community Plan in early 2020, nobody would have forecast the events that would transpire over the coming two years. Despite the impacts of a pandemic and how it affected each and every one of us, York has been very fortunate that our local businesses and community were able to progress and prosper.

While the most recent Strategic Community Plan concentrated on re-energising the community due to COVID, this minor review has focussed on where we're heading next. Consequently, our Vision Statement now provides a more 'consolidated' vision for York over the next 10 years, reflective of the feedback from our community and stakeholders. We have also added some new priorities and removed those priorities which have either been completed or are no longer relevant. These new priorities reflect areas where our community would like to see action, enabling the Shire to progress towards being a sustainable and diverse place to be.

Implementing the Strategic Community Plan will take all of us to work together for our shared vision. Its overall success relies on the participation and commitment of local community groups, businesses, other levels of government, and our community to work together to deliver on the vision and priorities presented within it. The Council cannot achieve the community's vision on its own, and we will continue to support and partner community-led efforts.

Thank you to everyone that has contributed to this minor review. Your valued input will help us continue to achieve big things and be a community that people love being a part of.

Denese Smythe

CR DENESE SMYTHE
SHIRE OF YORK PRESIDENT



Shire Council



SHIRE PRESIDENT
Cr. Denese Smythe
Term Expires: 21 October 2023



DEPUTY SHIRE PRESIDENT
Cr. Denis Warnick
Term Expires: 18 October 2025



Cr. Kevin Trent
OAM; RFD; JP
Term Expires: 18 October 2025



Cr. Pam Heaton
Term Expires: 21 October 2023



Position Vacant



Cr. Ashley Garratt
Term Expires: 21 October 2023



Cr. Peter Wright
Term Expires: 18 October 2025

*In October 2023 Councillors James Adamini, Blake Luxford and Kevin Pyke replaced Councillors Heaton, Garratt and the vacant position. Councillor Smythe was also re-elected.



Introduction

In June 2020 the Shire of York (the Shire) endorsed its Strategic Community Plan 2020-2030. It was informed by extensive community engagement, which documented the community's priorities, aspirations and vision for the next decade.

The purpose of the Shire's Strategic Community Plan is to guide Council's medium-term plans and annual budgets and provide the basis for:



Working with our community and partners to achieve the vision



Pursuing funding by demonstrating how projects align with the aspirations of our community and the strategies outlined in the plan



Monitoring progress against the plan

In line with Department of Local Government Sports and Cultural Industries (DLGSC) Integrated Planning and Reporting Framework and Guidelines, every two years, local governments are required to undertake a review of their Strategic Community Plan, alternating between a minor and major review.

In 2023, the Shire undertook a minor review of its Strategic Community Plan, informed by targeted stakeholder and community engagement. This was the first review of the Strategic Community Plan since its adoption.

A major review is scheduled for 2025 – the midway point of the Strategic Community Plan's 10 year horizon. In line with DLGSC's Guidelines, this major review will include a broad program of community and stakeholder engagement.

Context

The Shire's Strategic Community Plan was prepared during the COVID-19 pandemic. With a focus on supporting local economies, a range of economic recovery and support measures were implemented for residents and businesses which have served York well.

In the context of COVID-19, three phases were identified for the Strategic Community Plan – Endure, Renew and Prosper. Three years on, and as the world moves forward with a new 'normal' the Shire of York has entered its 'prosper' phase.

As for many regional towns, COVID brought significant challenge, but many silver linings. For York, a return to 'local', together with a growing cohort of people seeking a tree change has given the district new energy and rhythm. In December 2022, York was identified by the Regional Australia Institute as one of Australia's regional hotspots, with 244% annual growth via internal migration from capital cities.

Today, the Shire is thriving, with strong population growth and a buoyant local economy fuelled by intra-state tourism and agriculture.

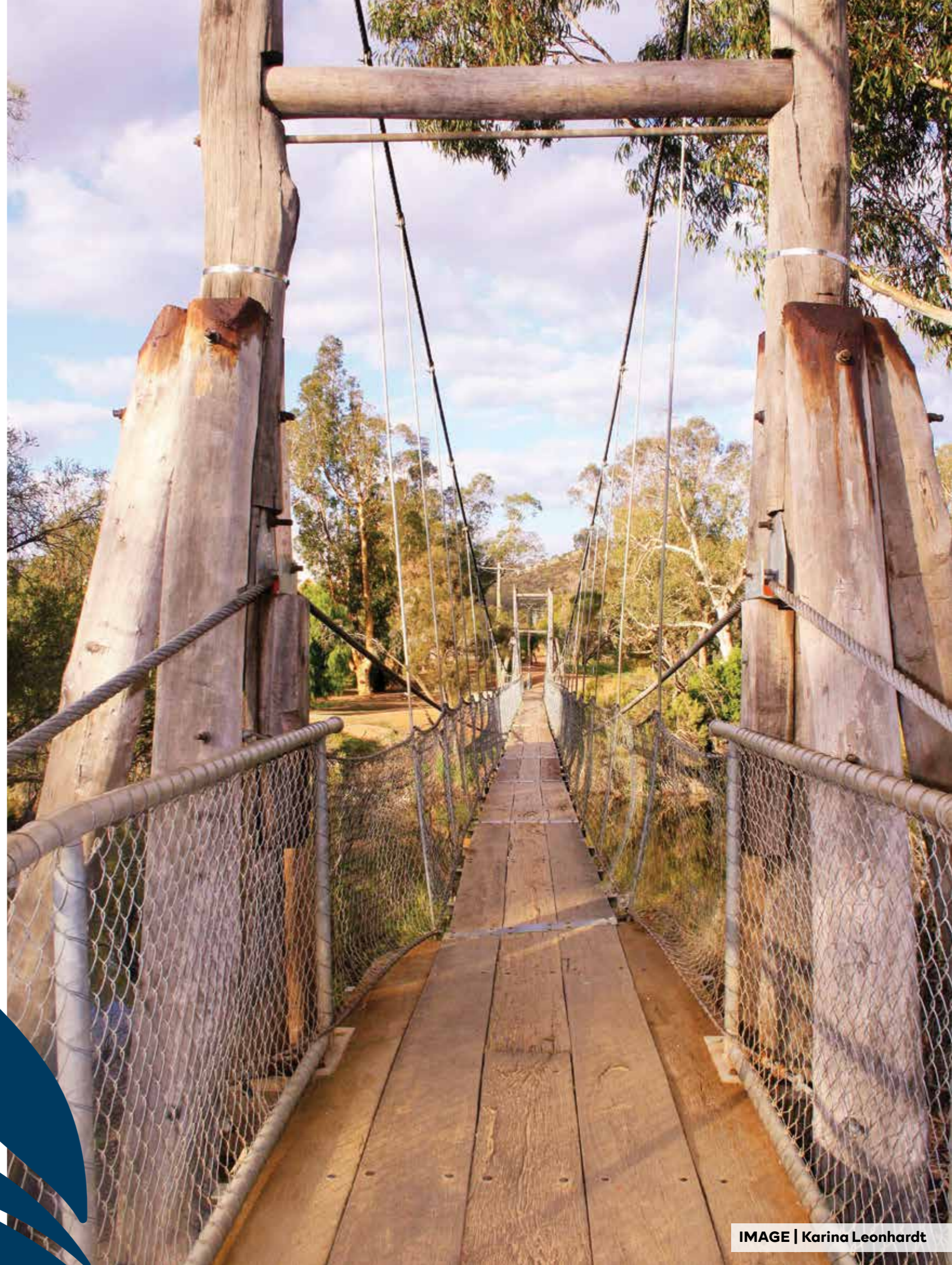
York's community is resilient, with new ideas, opportunities and pathways identified for the decade ahead. More young families are choosing to build their lives in York than ever before. Delivering housing supply that caters for the Shire's new and existing residents, including an ageing population is a key focus for the next 10 years and beyond.

York's heritage identity, together with its strong Ballardong culture and natural environment remain key drawcards for the town, along with the availability of medical and education facilities that serve the community. Enhancing liveability will continue to be a key focus over the coming decade, ensuring residents and visitors have access to the facilities, programs and networks that support self-sufficiency and prosperity.

Creating tangible pathways and opportunities for young people to build a sustainable future in York will continue to be central to the Strategic Community Plan. Growing, supporting and enabling creative industries and emerging economies through Shire-led economic development is critical to economic diversity and resilience.

The Shire will continue to empower community, building stewardship and custodianship of programs, activities and events that bring community together and support destination and tourism goals.

As York continues to adjust to a 'post COVID world', focus continues to be centred on future proofing and creating prosperity for communities of today, and for future generations.





Goals & Priorities in this plan



GOAL 1: The Place to Be

To be a close-knit community, full of life, in a welcoming and accessible place for all

PRIORITIES

- 1.1** Engage children and young people in their place and future
- 1.2** Increase disability access and seniors' services to facilitate accessibility, diversity and inclusion
- 1.3** Support and empower community-led development and self-sufficiency
- 1.4** Enable housing diversity for all life stages
*New priority
- 1.5** Facilitate access to community facilities and services to enable wellbeing, diversity and inclusion
*New priority





GOAL 2: Driving the York Economy Forward

To have a vibrant, diverse and prosperous local economy which creates local jobs, business opportunities and a positive image for the Shire

PRIORITIES

- 2.1** Support tourism and business development
- 2.2** Support diversification of the local economy
*New priority



GOAL 3: A Leader in Sustainable Environment

To be a place which is renowned for the quality of its natural environment, the astounding beauty of the landscape, and the care taken by the community

PRIORITIES

- 3.1** Improve the ecology and enjoyment of the river and natural environment
- 3.2** Define the Shire's climate and sustainability position and commitments
*New priority





GOAL 4: Built for Lifestyle and Resilience

To have a built environment which supports community, economy and the environment, respects the past and creates a resilient future

PRIORITIES

- 4.1 Upgrade roads and complete footpaths network
- 4.2 Enhance streetscapes with a focus on trees

- 4.3 Revitalise Avon Terrace and restore heritage



GOAL 5: Strong Leadership and Governance

To have effective and responsive leadership and governance, where a sense of collective purpose and shared direction combine to work together

PRIORITIES

- 5.1 Continuous improvement of community engagement
- 5.3 Continuous improvement of governance



Integrated Planning and Reporting Framework

The Western Australian Integrated Planning and Reporting Framework (illustrated below) ensures that Council's decisions consider and prioritise community aspirations and deliver the best results within available resources. The Strategic Community Plan sets the scene for the whole framework, showing the long-term vision, priorities, objectives and strategies for change.

The Planning Cycle

Whilst the Strategic Community Plan is a ten-year plan, it is reviewed and updated every two – three years to ensure the aspirations, goals and priorities are reflective of community's current needs and priorities. The two-yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again). The plan is continuously looking ahead, so each review keeps a ten-year horizon.

The detailed implementation for the first four years is covered in the Corporate Business Plan. The Long Term Financial Plan, Asset Management Plans and Workforce Plan show how the Plan will be managed and resourced.

The Annual Budget relates to that year's "slice" of the Corporate Business Plan, with any necessary adjustments made through the Annual Budget process.

The Planning Cycle

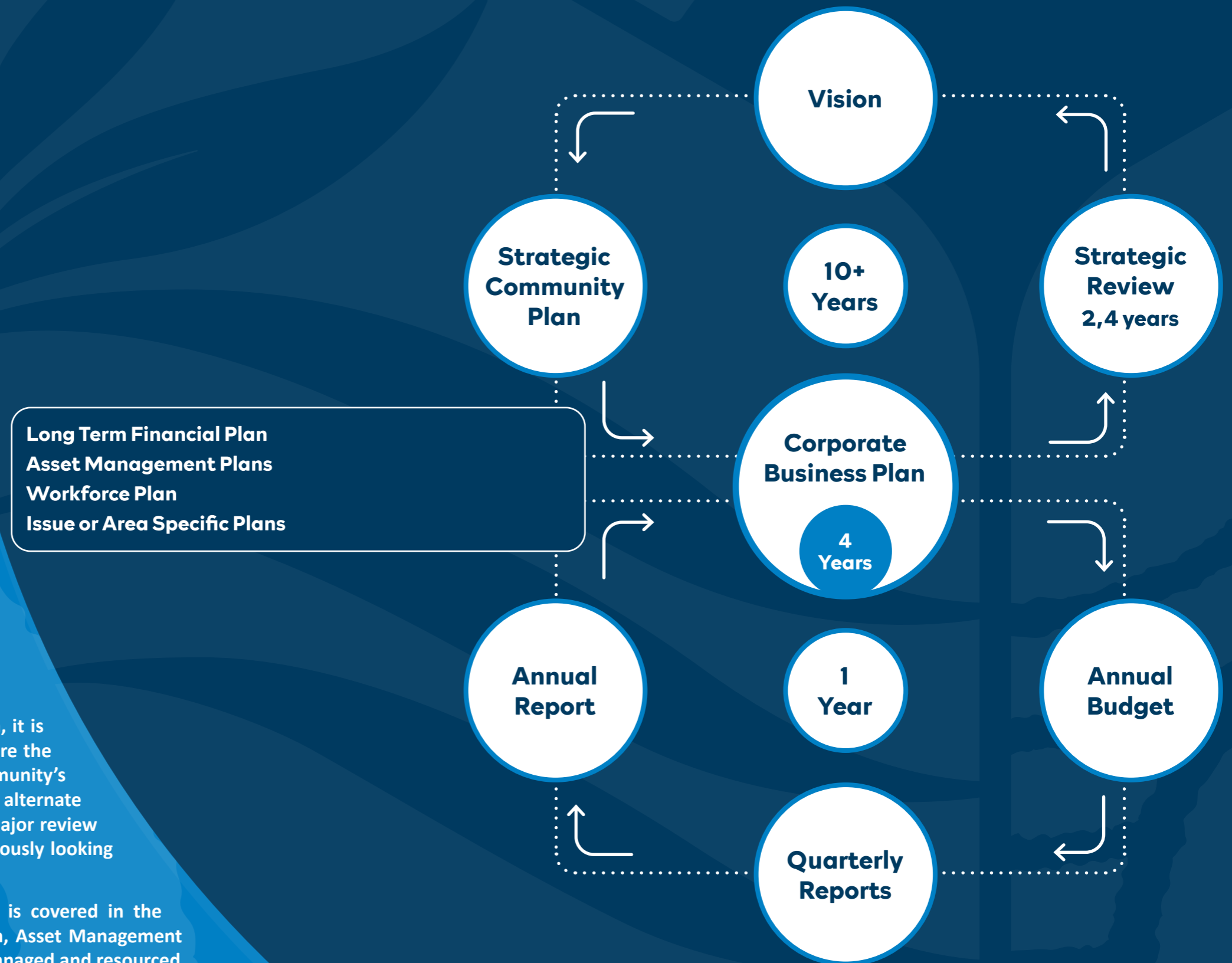


FIGURE 1: Integrated Planning and Reporting Cycle



Empathy Respect Courage Excellence





Community Profile

Overview

The Shire of York is a Local Government Area in the Wheatbelt region of Western Australia - one of the major wheat producing areas in Australia. The Shire of York covers an area of 2,131km², and is bounded by the Shires of Northam and Cunderdin to the north and northeast respectively, Quairading to the east, Beverley to the south, and Mundaring and Kalamunda to the west (see Figure 2). The climate is Mediterranean with warm to hot, dry summers and mild wet winters.

Community and Economic Snapshot



3,456
POPULATION
ABS 2021



1,869
DWELLINGS
ABS 2021



34
HERITAGE LISTED
BUILDINGS
ABS 2021



\$46.2M
AGRICULTURAL
INDUSTRY P.A.
ABS 2021



51%
AGED OVER 55
ABS 2021



936
HOUSEHOLDS
WITH CHILDREN
ABS 2021



47.9%
OF PEOPLE OWN
THEIR HOME
ABS 2021



11%
PEOPLE BORN
OVERSEAS
ABS 2021



200K
VISITORS P.A.
ABS 2021

2023 Minor Review Community Engagement Process

The 2023 Minor Review of the Strategic Community Plan included a targeted program of community and stakeholder engagement to test overall strategic direction and intent ahead of a major review scheduled for 2025.

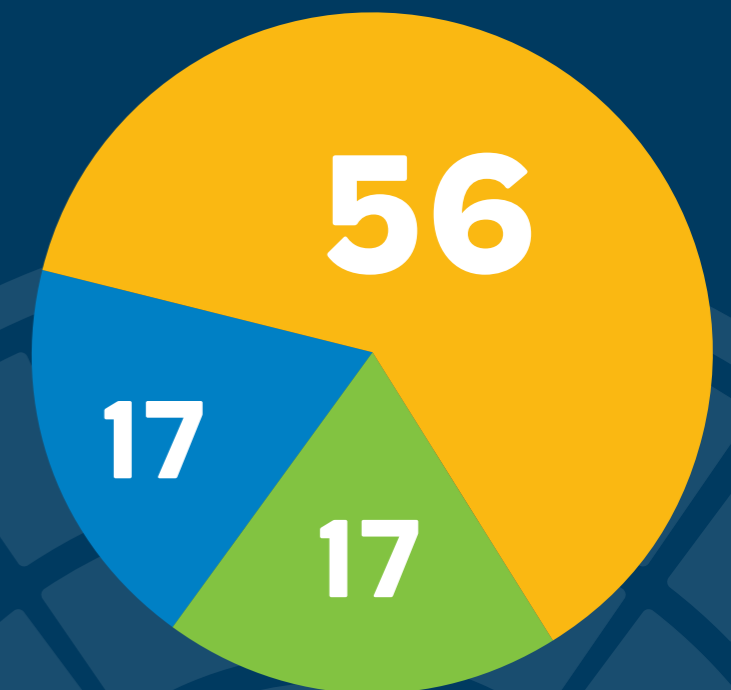
Participation

92
People took part in
the minor review

56
Community surveys

17
Attended focus groups

17
Staff surveys



Engagement Outcomes

– Key Themes and Outcomes



Overall, community and Shire staff are satisfied with the direction of the Strategic Community Plan



Majority of community (70% of survey respondents) feel the vision reflects their aspirations well or very well. More than half of Shire staff (57%) feel the vision reflects their visions and aspirations well or very well.



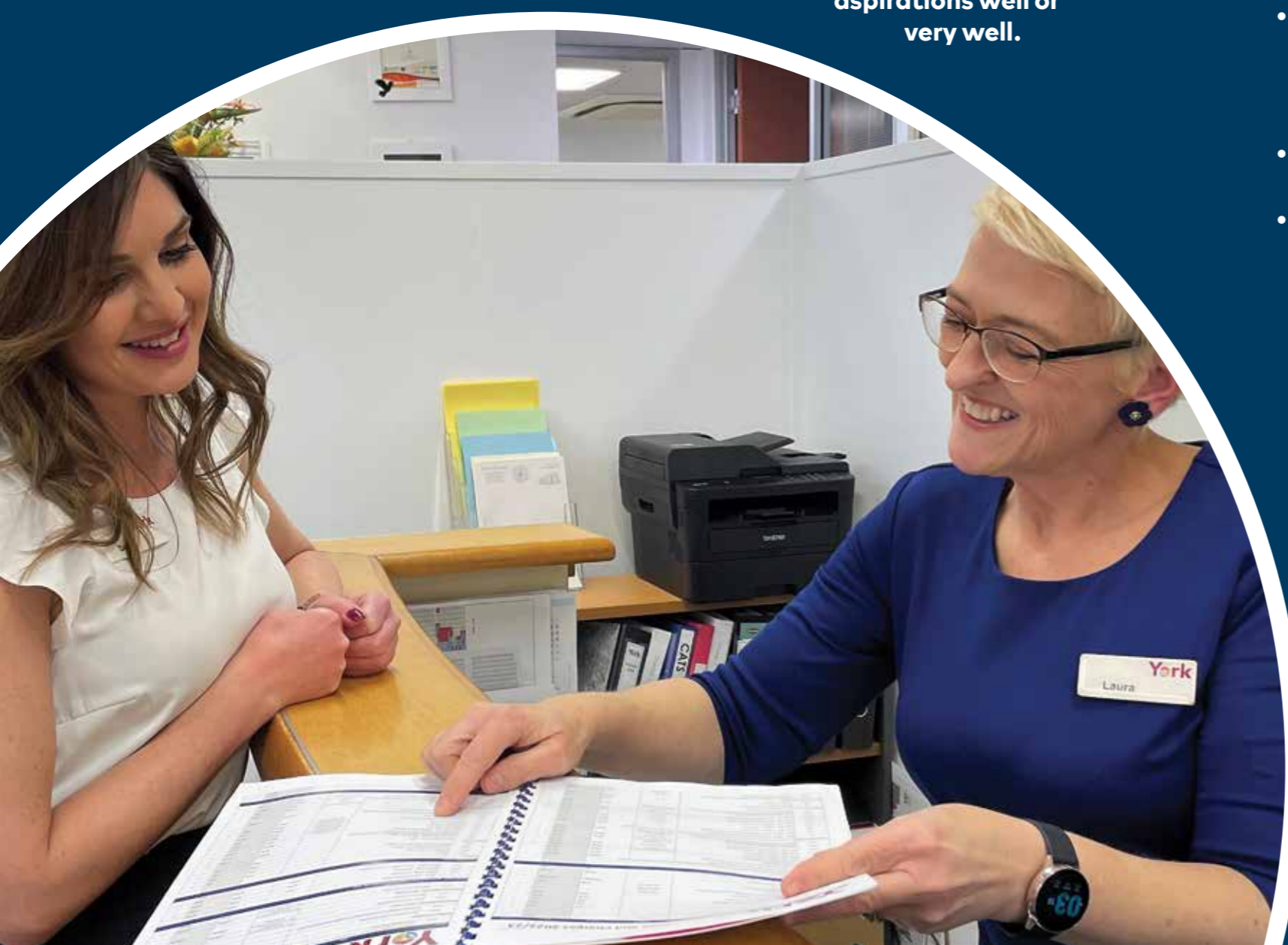
The core elements of the 2020 Strategic Community Plan vision that are most important to highlight in a refined vision statement moving forward are:

- A thriving economy based largely in tourism and agriculture with employment opportunities and diverse pathways for employment access and ongoing development for all, providing a future for young people
- Restored and thriving town centre, showcasing York's iconic heritage
- Much loved, looked after and enjoyed Avon River



Corresponding priorities against each goal area were all deemed to be relevant, with a number of new / emerging priorities identified as:

- Enable housing diversity for all life
- Facilitate access to community facilities and services to enable wellbeing, diversity and inclusion
- Support diversification of the local economy
- Define the Shire's climate and sustainability position and commitments



All goal areas were deemed to be reflective of their priorities and aspirations for the Shire over the coming 12-24 months



Current community priorities were highlighted as infrastructure, roads and footpaths; protection and future of the environment (beyond Avon River to include all environment); acknowledging and celebrating Ballardong culture and Shire community engagement – listening and collaborating and communications.



Diverse Heritage · Vibrant Community · Prosperous Future



The Community's Vision

(updated 2023)

As part of the 2023 minor review, the Shire tested the elements of the community vision identified through the 2020 engagement program to understand what was most important. The following vision statement has been created to provide a more 'consolidated' vision for York over the next 10 years, reflective of feedback from community and stakeholders.

Achieving the Vision

The Shire's Roles

Local governments operate under Statute but also with some discretion. The primary roles the Shire has are:



DELIVERY OF FACILITIES AND SERVICES

This includes delivery of facilities such as parks and gardens, roads, footpaths, drainage, waste management, sport and recreation facilities, cultural facilities such as the museum and library, events, community grants, and support for community groups. Some of those services are based on infrastructure, for instance parks and playgrounds, roads and buildings. Maintenance and renewal of those infrastructure assets is a vital part of the Shire's service delivery role. Some services are non-asset based, such as provision of events, management of waste and delivery of social services such as childcare, aged care and library services.

REGULATION

Local governments have specific regulatory responsibilities that are vital for community wellbeing. For example, they have a regulatory and enforcement role in public health (e.g. licensing and monitoring food premises), the appropriateness and safety of new buildings, and the use of land. These areas are subject to regulation to ensure a minimum standard is adhered to, as well as to minimise the potential to impose costs or adverse effects on others (e.g. food poisoning, injuries or hazardous activities too close to population). Balancing the rights of those wishing to operate and the rights of those who may be affected or consider themselves to be affected can be delicate.

FACILITATION

In some cases, the Shire enables or facilitates services to be provided by others or in partnership with the Shire rather than directly providing or funding the service (for example facilitating community care efforts through volunteer programmes etc).

INFLUENCE AND ADVOCACY

Influencing the decisions of others who do or can contribute to positive community outcomes in the Shire is an important role. Advocacy to regional agencies and the State Government for recognition, funding, or policy support is a good example of this role. The Shire can also have an advocacy role in statutory processes, such as before the Western Australian Planning Commission, on matters of strong interest to the community.

CIVIC LEADERSHIP

Good governance and leadership can play a central role in signalling community confidence in its future, attracting people to the Shire and the town, and positioning the community to leverage external funding and investment.



Goals, objectives and strategies for change (2023 update)

This section outlines the five goals for the Strategic Community Plan, together with a description of the community’s aspiration.

For each goal, the Shire has:

- outlined the services that that most directly support the goal, noting it is not always directly responsible for achieving outcomes. In some cases, the Shire takes roles such as facilitation or advocacy (see page 18)
- articulated the priorities for each goal, including some new priorities, together with the short, medium and longer term (Strategies For Change)
- outlined progress and forecast delivery against each strategy, along with the intended outcomes by 2030.



GOAL 1: The Place to Be

Aspiration: To be a close-knit community, full of life, in a welcoming and accessible place for all

Our diverse community life thrives, with community groups, clubs and volunteering empowered and playing an integral role in our wellbeing. Ballardong culture is respected and highly valued. We have a rich and varied program of arts, festivals and events and ample opportunities to participate in recreation and sport. Community takes action to safeguard against bushfires and other emergencies and is strong, resilient and capable to respond if needed. Children and young people have a strong sense of belonging and connection, as do older citizens, where their wealth of knowledge and skills inform our community’s future. There are places to gather, celebrate and learn together in a clean, safe environment. Our cultural and leisure assets, community services and other facilities are accessible and people of all life stages have access to diverse housing choice.

Shire services supporting this goal:

- Swimming pool
- Recreation facilities and services
- Community halls and public toilets
- Community development and funding
- Arts, culture and events
- Seniors, disability and youth services
- Library
- Museum
- Ranger, fire and emergency

Priorities for this goal

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1.1 Engage children and young people in their place and future</p> <p>1.2 Increase disability access and seniors’ services to facilitate accessibility, diversity and inclusion</p> | <p>1.3 Support and empower community-led development and self-sufficiency</p> <p>1.4 Enable housing diversity for all life stages *New priority</p> <p>1.5 Facilitate access to community facilities and services to enable wellbeing, diversity and inclusion *New priority</p> |
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	COMPLETE		IN PROGRESS		ANTICIPATED DELIVERY		REFORECAST
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PRIORITY 1.1
Engage children and young people in place and future

STRATEGIES FOR CHANGE		2023 REVIEW STATUS	BY 2027	BY 2030
By end June 2021				
1.1.1	Skate Park complete and well-utilised			
1.1.2	Increased place-making activities for young people Understand needs and provide more experiences and activities for teens, including connections to sport and recreation facilities			
1.1.3	YorKIDS festival re-instated and funded			
1.1.4	Increase digital communications content			
1.1.5	Extended partnership with school			
1.1.6	Engage with inter-agency youth committee (led by CRC) to progress youth leadership in the district			
1.1.7	Support facilitation between Shire hospitality providers and young people – work experience and jobs for youth			
1.1.8	Shire traineeship (possibly involving other businesses)			
By end June 2024				
1.1.9	YORKids is an annual event in the York event calendar			
1.1.10	More experiences that attract and retain young families and teens			
1.1.11	Positive feedback from this demographic			

2030 outcomes

- York is a great place for children, teens and young people
- Young people of York are engaged, have plenty of positive things to do and are valued contributors to community leadership

Priority 1.2
Increase disability access and seniors' services to facilitate accessibility, diversity and inclusion

STRATEGIES FOR CHANGE		2023 REVIEW STATUS	BY 2027	BY 2030
By end June 2021				
1.2.1	Reinstatement of the Seniors Forum			
1.2.2	Substantial progress on the actions contained in the access and inclusion audit			
1.2.3	Implementation of the Age Friendly Community Plan and Disability Access and Inclusion Plan (DAIP)			
1.2.4	Development of Public Health Plan in progress			
By end June 2024				
1.2.5	Seniors Forum is a biennial event			
1.2.6	DAIP and Age Friendly Community Plans have been reviewed, updated and are implemented to a high standard.		Ongoing	




2030 outcomes

- The town is accessible for seniors and people with disability and promotes overall access and inclusion
- The Community Survey results reflect satisfaction with the Shire's actions relating to seniors, people with disabilities and general community accessibility requirements



	COMPLETE		IN PROGRESS		ANTICIPATED DELIVERY		REFORECAST
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**Priority 1.3
Support and empower community-led development and self-sufficiency**

STRATEGIES FOR CHANGE		2023 REVIEW STATUS	BY 2027	BY 2030
By end June 2021				
1.3.1	Investigate gaps and needs (informed in part by COVID-19 Response and Recovery activities - YorKIND) to prioritise, plan, refocus and (re)allocate resources			
1.3.2	Progress implementation of above			
By end June 2024				
1.3.3	Continued implementation and adaptation of above			
1.2.4	Continue to support the Community Resource Centre (CRC) and facilitate development of cross-functional community networks	New Strategy	Ongoing	

- 2030 outcomes**
- Clubs and community groups are well supported and operating at a high level
 - Volunteerism grows and young people are engaged to future proof ongoing operation of community groups and clubs
 - Community survey results reflect satisfaction with the Shire’s actions to support community-led development
 - Improvement in York community’s overall wellbeing



**Priority 1.4
Enable housing diversity for all life stages**

STRATEGIES FOR CHANGE		2023 REVIEW STATUS	BY 2027	BY 2030
By end June 2024				
1.4.1	Ensure planning framework facilitates provision of diverse housing types across the Shire, responsive to all life stages	New Strategy		
1.4.2	Facilitate opportunities for private sector to deliver diverse housing stock including affordable housing, adaptable housing and housing for older citizens	New Strategy		

- 2030 outcomes**
- There is a diversity of housing choice available for all life stages, including affordable and adaptable housing
 - Variety and choice of housing enables retention of residents, particularly young people

**Priority 1.5
Facilitate access to community facilities and services to enable wellbeing, diversity and inclusion**

STRATEGIES FOR CHANGE		2023 REVIEW STATUS	BY 2027	BY 2030
By end June 2024				
1.5.1	Progress the feasibility of upgrades of York’s aquatic facilities including site assessments, infrastructure and funding options	New Strategy		
1.5.2	Optimise use of community assets and facilities, such as York Town Hall, for business, tourism, arts and culture attractions and programs	New Strategy	Ongoing	

- 2030 outcomes**
- Facilities and services support community wellbeing, diversity and inclusion in line with community needs
 - York’s aquatic facilities are fit-for-purpose in line with community use and needs





GOAL 2: Driving the York Economy Forward

Aspiration: To have a vibrant, diverse and prosperous local economy which creates local jobs, business opportunities and a positive image for the Shire

Our local economy provides a range of economic opportunities, particularly in skilled and full-time employment. York is known for its business innovation and business growth, support networks and systems including strong local clusters in specialised areas. The business community is resilient in the face of economic volatility, with the skills for long term viability. Young people in particular are connected to local industry and employment pathways. Visitor-based economic activity is flexible, innovative and flourishing, building on our strengths in heritage, events, festivals, arts, culture, nature and adventure.

Shire of York services which most directly contribute to this area:

- Economic development, tourism and visitor information services

Priorities for this Goal

- 2.1** Support tourism and business development
- 2.2** Support diversification of the local economy *New priority

	COMPLETE		IN PROGRESS		ANTICIPATED DELIVERY		REFORECAST
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PRIORITY 2.1 Support tourism and business development				
STRATEGIES FOR CHANGE		2023 REVIEW STATUS	BY 2027	BY 2030
By end June 2021				
2.1.1	Re-instate events post COVID-19			
2.1.2	Launch of new brand and marketing focussed on future optimism			
2.1.3	Reactivation of events by groups with COVID-19 funding on hold			
2.1.4	Work with event organisers to re-establish the annual events calendar			
2.1.5	Rebuild visitation with tour operators			
2.1.6	Progress Trails Master Plan with Avon Park as the hub, including business case and funding support for trails on Mt Brown			
2.1.7	Work with local Ballardong people to develop cultural tourism opportunities in partnership with key stakeholders			
By end June 2024				
2.1.8	Strong and effective local tourism cluster, collaborative product development, marketing and visitor experience			
2.1.9	More events attracted to York			
2.1.10	Investigation of the creation of a York Equine Precinct			
2.1.11	Investigation of an innovation hub (possible themes sustainability and/or arts)	Reallocated: refer 2.2		

2.1.12	Well-developed trails markets, via delivery of the Trails Masterplan	➔		
2.1.13	Strong reputation – "there's always something happening in York"		Reallocated: outcome	
2.1.14	York brand recognition is evident, within strengthening Avon Valley regional brand		Reallocated: outcome	
2.1.15	Continued development of cultural tourism (see also goal 3) Collaborate with Ballardong Custodians to identify Aboriginal cultural tourism opportunities, such as learning 'On Country'	⦿		
2.1.16	Day trip visits expand into overnight/extended stay	⦿		
2.1.17	Identify 1-2 more clusters, where York has competitive strength		Reallocated: refer 2.2	
2.1.18	New business and job opportunities		Reallocated: outcome	

2030 outcomes

- Strong tourism sector built around intra-State market, providing business and employment growth, with strong recognition of the York brand, as part of the Avon Valley regional brand
- Diversified range of visitor experiences unique to York, including trails network
- York has a strong reputation as a visitor destination where there is always something happening
- Ballardong culture is embedded into the town's visitor experiences, in line with cultural protocols
- New business and job opportunities are created



✓	COMPLETE	⦿	IN PROGRESS	✱	ANTICIPATED DELIVERY	➔	REFORECAST
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Priority 2.2
Support diversification of the local economy *New priority

STRATEGIES FOR CHANGE		2023 REVIEW STATUS	BY 2027	BY 2030
By end June 2024				
2.2.1	Develop and implement an Economic Development Strategy with focus on: <ul style="list-style-type: none"> • Diversifying the local economy, business innovation and growth • Current industry growth, development and diversification • Strengthening primary sectors such as agriculture, including supply chain and diversification, innovation and technology • Identification of specific, new economic clusters including creative industry economy • Creating variety of employment pathways and career development for sustainable long term employment • Optimising activation of the industrial precinct, including industry attraction strategies 	New Strategy		
2.2.2	Develop and implement a Tourism Strategy focussing on supply, demand and capability drivers	New Strategy		

2030 outcomes

- Economic Development Strategy is guiding industry development and attraction
- Delivery of the industrial precinct
- New economic clusters in speciality areas have formed and are growing successfully
- New, sustainable, long-term industry employment and career development pathways are available
- Attraction of new residents, particularly of working age



GOAL 3: A Leader in Sustainable Environment

Aspiration: To be a place which is renowned for the quality of its natural environment, the astounding beauty of the landscape, and the care taken by the community

The Avon River and river edges is a central focal point of our diverse natural environment which is highly valued and accessed by our community. Looking to a sustainable future, the Avon River and river edges are restored to health with high levels of biodiversity and our wildflower and at-risk habitats are protected. We have a well-defined approach to sustainable water harvesting and conservation, energy supply and use, land practices that minimises discharge of nutrients to the river, and sustainable waste management that minimises disposal to landfill.

Shire of York services which most directly contribute to this area:

- Environmental management
- Waste management

Priorities for this Goal

- 3.1** Improve the ecology and enjoyment of the river and natural environment
- 3.2** Define the Shire's climate and sustainability position and commitments
*New priority

	COMPLETE		IN PROGRESS		ANTICIPATED DELIVERY		REFORECAST
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PRIORITY 3.1 Improve the ecology and enjoyment of the river and natural environment				
STRATEGIES FOR CHANGE		2023 REVIEW STATUS	BY 2027	BY 2030
By end June 2021				
3.1.1	Identify role and priorities of the Shire in managing and improving river health and develop work program			
3.1.2	Identify where Shire can work in partnership, facilitation or advocacy with others who influence the health and amenity of the river			
3.1.3	Include community days for clean-ups and riverbank planting etc as part of community participation process			
3.1.4	Parks and Garden trainee to focus on this	Removed: redundant		
3.1.5	In conjunction with River Conservation Society, completion of \$20,000 environmental grant to plant along the Avon riverbank.			
By end June 2024				
3.1.6	Explore the development of an Environmental and Cultural Discovery Centre, led by a partnership (River Conservation Society, Ballardong people, the Wildflower Society and the Shire), in conjunction with Bilya Koort Boodja			
3.1.7	The Shire, key organisations and community continuing to improve the health and amenity of the river			
3.1.8	Continue to support the River Conservation Society and their role in future proofing the Avon River	New Strategy		

<p>2030 outcomes</p> <ul style="list-style-type: none"> • The Avon River meets the community's vision of a natural waterway with a healthy regenerated ecology, which is valued and enjoyed by locals and visitors • The broader natural environment is well managed and future-proofed in line with the community's vision

	COMPLETE		IN PROGRESS		ANTICIPATED DELIVERY		REFORECAST
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PRIORITY 3.2
Define the Shire's climate and sustainability position and commitments

STRATEGIES FOR CHANGE		2023 REVIEW STATUS	BY 2027	BY 2030
By end June 2024				
3.2.1	Audit and review the Shire's existing climate and sustainability commitments across its business	New Strategy		
3.2.2	Define the Shire's forward-facing climate and sustainability position and commitments across its business, considering: <ul style="list-style-type: none"> • Policy and Planning framework • Waste management • Energy transition and reduction • Sustainable transport, including EV charging • Procurement practice, including supplier / supply chain requirements • Requirements of industry • Programs that support community awareness and behaviour change 	New Strategy		
3.2.3	Develop climate and sustainability framework (including policy, strategy, action plan)	New Strategy		

- 2030 outcomes**
- The Shire leads by example in sustainability practices, particularly water, energy and waste
 - The Shire's climate and sustainability position and commitments are clearly articulated and understood by stakeholders and community
 - Clear, measurable climate and sustainability outcomes are reported



IMAGE | Karina Leonhardt



GOAL 4: Built for Lifestyle and Resilience

Aspiration: To have a built environment which supports community, economy and the environment, respects the past and creates a resilient future.

Our built environment is well maintained, safe and accessible for all community members, whether in town or surrounding agricultural areas, meeting required standards for health, safety and amenity. The town's main street, including public and privately owned buildings and heritage assets are maintained for current and future generations, and the town is known for its green and shady streets and parks. The wide range of urban and natural environments are well connected through urban and rural roads, footpaths, cycle paths and trails which are of a high standard safe and reliable. Residential, industrial and commercial development needs are met without compromising the area's historic and environmental integrity. Drainage (stormwater) catchments are well managed via a public network, to agreed community standards.

Shire of York services which most directly contribute to this area:

- Town planning, heritage protection and building control
- Shire buildings and leases
- Parks, open space and cemetery

Priorities for this Goal

- 4.1** Upgrade roads and complete footpaths network
- 4.2** Enhance streetscapes with a focus on trees
- 4.3** Revitalise Avon Terrace and restore heritage

	COMPLETE		IN PROGRESS		ANTICIPATED DELIVERY		REFORECAST
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Priority 4.1
Upgrade roads and complete footpaths network

STRATEGIES FOR CHANGE		2023 REVIEW STATUS	BY 2027	BY 2030
By end June 2021				
4.1.1	Completion of Year 2 Road program			
4.1.2	Identify and attract increased funding for footpaths and roads, including COVID-19 response funding for roads program			
4.1.3	Concept, design and funding of shared use path connecting Henrietta St, Forrest St and school			
4.1.4	Substantial completion of forward capital works program - first 5 years at a minimum			
4.1.5	Increased funding to support capital works program			
4.1.6	Investigate options for improved entry statements and beautification	New Strategy		

2030 outcomes

- Completed network of accessible footpaths and bike path networks to a high standard, enabling multi-modal movement
- Upgraded road network that meets the needs of the broader community (agriculture, tourism, local)



Priority 4.2
Enhance streetscapes with a focus on trees

STRATEGIES FOR CHANGE		2023 REVIEW STATUS	BY 2027	BY 2030
By end June 2021				
4.2.1	Development of a streetscape forward plan, including planting days, working with River Conservation Society and Wheatbelt Natural Resource Management, and source plants (including possible partnership with Wildflower Society)		(by 2024)	
4.2.2	Seek expressions of interest for a community committee to lead (with support) an on-going community participation program for planting days (and a range of other activities as suggested in the community engagement) – ringfence some event funding for this.			
By end June 2024				
4.2.1	Implementation of the streetscape forward plan, including lighting			
4.2.2	Strong community ownership generated by widespread interest in the progress of the plan and participation in the planting days			

2030 outcomes

- York has extensive tree canopies and greening which reduces heat island effects
- Streetscapes and greening create outstanding aesthetic appeal
- Strong community engagement in streetscape improvement and greening initiatives



	COMPLETE		IN PROGRESS		ANTICIPATED DELIVERY		REFORECAST
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**Priority 4.3
Revitalise Avon Terrace and restore heritage**

STRATEGIES FOR CHANGE		2023 REVIEW STATUS	BY 2027	BY 2030
By end June 2021				
4.3.1	Activation of the Old Courthouse complex			
4.3.2	Economic stimulus funding for Avon Terrace businesses			
4.3.3	Consider a new round of revitalisation grants			
4.3.4	Funding for earthquake mitigation works			
4.3.5	Work taking place to improve the heritage amenity of the street		(by 2024)	
4.3.6	Trees planted as part of streetscape plan, to improve green canopies (see above)		(by 2024)	
By end June 2024				
4.3.7	MOU in place with business and building owners regarding maintenance of main street facades			
4.3.8	Continued investment in heritage restoration and maintenance			
4.3.9	Continued investment in greening Avon Terrace			
4.3.10	Undertake a trial of streetscape greening and activation in line with York CBD Revitalisation Plan	New Strategy	(by 2024)	
4.3.11	Delivery of key initiatives identified through the York CBD Revitalisation Plan and Toolkit	New Strategy		
4.3.12	Options (including funding) for underground power investigated			

2030 outcomes

- Avon Terrace’s heritage buildings are conserved and strengthened by public and private sector owners, for future generations
- Avon Terrace has high quality streetscapes feature continuous tree canopies and ground plantings
- Avon Terrace is active and vibrant as a jewel in the crown of York for locals and visitors



GOAL 5: Strong Leadership and Governance

Aspiration: To have effective and responsive leadership and governance, where a sense of collective purpose and shared direction combine to work together

York’s Shire and Elected Members communicate openly and efficiently with the community, using a range of methods and networks. Information is of a high quality, in line with the Shire’s future-facing vision. Community engagement methods are aligned with best practice frameworks and there is a high level of community involvement and a strong, collective voice, informs decision making and advocates for community priorities.

We work in respectful collaboration with Ballardong leaders, guided by principles of cultural safety including self-determination and empowerment, co-design, cultural knowledge and authority, promoting First Nations perspectives, authenticity and accountability.

We have committed, skilled and effective staff working with a ‘can do’ mindset. The Shire exercises guardianship over the community’s assets and ensures public finances are sustainable in the short and long term.

Shire services supporting this goal

- Community engagement and communications
- Advocacy and collaboration
- Shire buildings and leases

Priorities for this Goal

5.1 Continuous improvement of community engagement

5.3 Continuous improvement of governance

**Priority 5.2 has been explored but has proven cost prohibitive, hence is removed.*

Priority 5.1
Continuous improvement of community engagement

STRATEGIES FOR CHANGE		2023 REVIEW STATUS	BY 2027	BY 2030
By end June 20				
5.1.1	Instagram platform activated and consistently updated with new content to attract new markets	✓		
5.1.2	Online activity for community integrated with marketing strategies for visitor market where relevant / appropriate	✓		
5.1.3	Council meetings are video recorded	✓		
5.1.4	Council meetings are livestreamed	➔		
By end June 2024				
5.1.5	Improved and well utilised community engagement tools and processes, with increased community input into major reviews	✓		
5.1.6	Increased participation in the biennial community survey	✓		
5.1.7	Ready access to and uptake of opportunities to view Council meetings online	⦿		
5.1.8	A new, future-facing vision is developed and communicated, promoting York's unique lifestyle and value proposition	New Strategy	(by 2024)	
5.1.9	Community engagement processes are aligned with IAP2 Framework and best practice methods are 'fit-for-purpose' for collaborating with key demographics, such as Traditional Custodians and young people Elected members and key staff participate in identified key community events	New Strategy	(by 2024)	
5.1.10	The Shire and Elected Member-endorsed priorities are communicated regularly, to support community engagement and awareness	New Strategy	(by 2024)	

- 2030 outcomes**
- The Shire has kept pace with contemporary technologies
 - Community survey shows increased satisfaction with the Shire's engagement with the community, and participation in decision making
 - High community awareness and understanding of the Shire's role, value and responsibilities

✓	COMPLETE	⦿	IN PROGRESS	✱	ANTICIPATED DELIVERY	➔	REFORECAST
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Priority 5.3
Continuous improvement of governance

STRATEGIES FOR CHANGE		2023 REVIEW STATUS	BY 2027	BY 2030
By end June 2021				
5.3.1	Initiate work on remaining gaps in Asset Management Plans (AMPs) – parks, drainage and bridges	✓		
5.3.2	Stage 1 Reconciliation Action Plan undertaken (RAP)	✓		
By end June 2024				
5.3.3	Completion of parks, drainage and bridges AMPs	✓		
5.3.4	Implementation of RAP and initiation of next stage, in partnership with Traditional Custodians	✓		
5.3.5	Completion of Public Health Plan	✓		
5.3.6	Shire audit completed in water and energy use and waste	➔		
5.3.7	Develop a complete 'suite' of informing plans with regular review	New Strategy		

- 2030 outcomes**
- Implementation of AMPs improvement plan
 - Suite of informing plans is identified, developed under regular review
 - Reconciliation Action Plan is co-designed and implemented in partnership with Traditional Custodians
 - High community awareness and understanding of the Shire's role, values and responsibilities





How will we know if the plan is succeeding?



How will we know if the plan is succeeding?

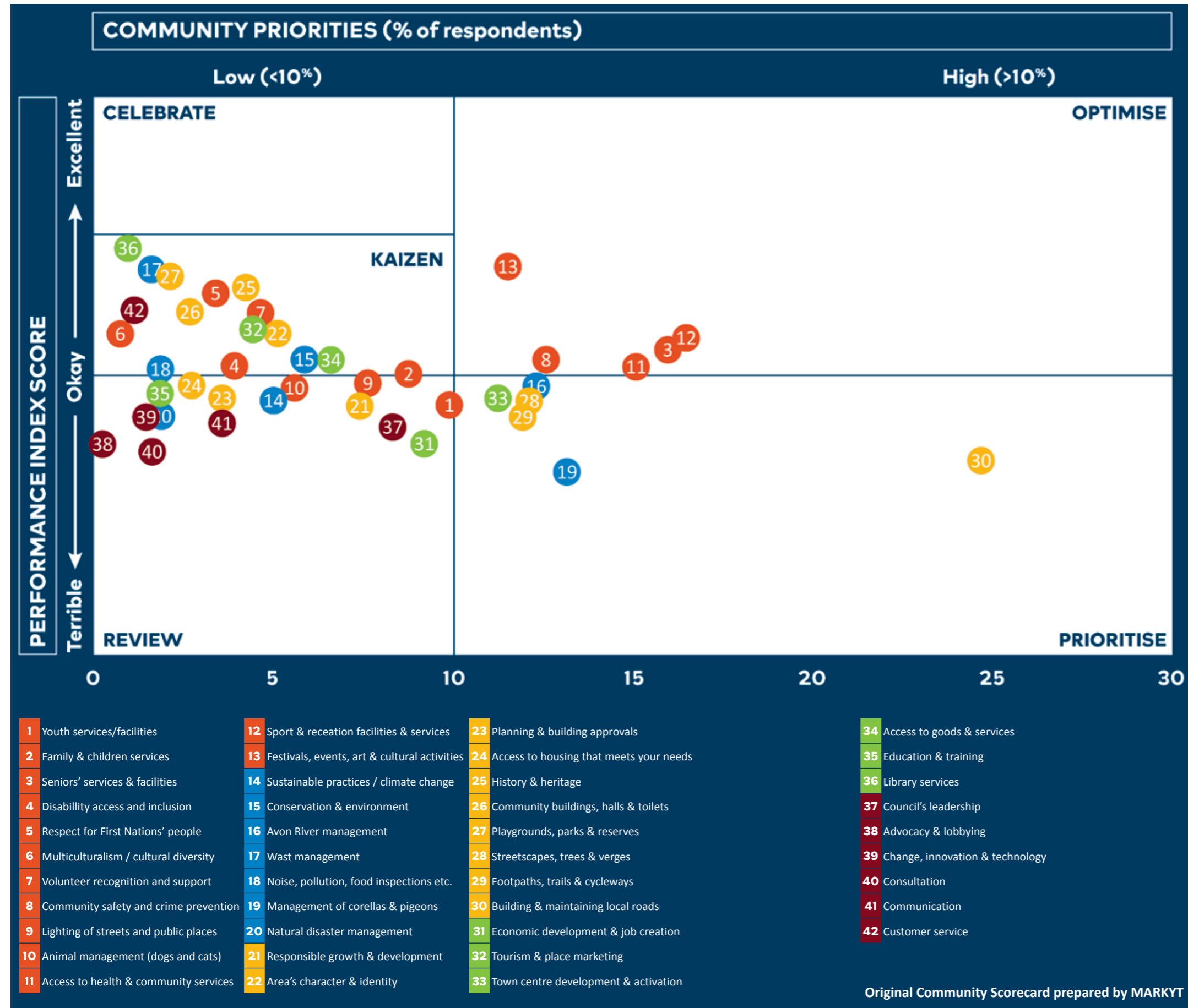
Community Surveys

To monitor community priorities and achievement of the Strategic Community Plan objectives, the Shire undertakes regular surveys that determine where it should focus its efforts. The survey is linked to the five goal areas of the Strategic Community Plan. The Shire's performance across these areas are benchmarked and compared with other Local Governments who participate in the MARKYT Community or Business Survey.

The Shire also undertakes regular satisfaction surveys for key service delivery areas for measurement and continuous improvement.



Community Priorities 2023



Question: How would you rate the performance in the following areas?

Base: All respondents, excludes unsure and no response. (n=varies)

Question: Over the next 10 years, which areas would you mostly like the Shire of York to focus improving?

Base: All respondents, excludes no response (n = 541)

Other Measures and Reporting

Corporate Business Plan

The Shire's Corporate Business Plan links annual operations to the Strategic Community Plan and informs the annual budget process. It contains strategies and actions for the first four years of the Strategic Community Plan objectives, detailing key projects strategies and actions to deliver on the community's priorities.

Annual Report

The Shire's Annual Report which is published at the completion of each financial year, outlines progress against the objectives of the Strategic Community Plan and Corporate Business Plan.

Asset Management Plans

The Shire has adopted its Transport Asset Management Plan which will inform the Capital Road Program. Successes will be measured against achievement of the identified works.



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