

SHIRE OF YORK **STRATEGIC COMMUNITY PLAN**

2020 - 2030



Adopted June 2020

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MESSAGE FROM THE PRESIDENT

Welcome, on behalf of Council, to Imagine York, the Shire of York's Strategic Community Plan 2020 - 2030.

The COVID-19 pandemic created a new and different impetus in the course of the major strategic review, which provided a timely opportunity to take stock, reassess priorities and re-shape our plans.

Many members of the community contributed to the strategic review and we got a clear picture of the community's vision and priorities.



As a result, the plan includes a focus on tourism and business development. This covers working with and supporting local business, as well as enhancing our visitor attractions. This will also make the Shire more liveable and enjoyable for our own residents by, for example, improving the ecology and amenity of the much loved Avon river and developing local trails.

The engagement of young people in our community and local economy is a key priority.

The plan also sees an enhancement of streetscapes with a focus on tree planting. The continued greening of Avon Terrace is a significant aspect, hand in hand with infrastructure improvements and heritage restoration. The community places high value on its heritage and expects the Shire and private property owners to protect it.

There will be footpath and building improvements to enable people of all ages to get around more easily and access the services and facilities they need. Road improvements will focus on the needs of residents and local industry.

An important part of the plan is continuous improvement in community engagement, both in person and online. The Council is also committed to the establishment of a contemporary Council Chamber, which is accessible both physically and digitally. We will continue to improve our governance, which includes the development of a Reconciliation Action Plan.

These priorities have shaped the plan and will remain our guide in determining strategic investments and strengthening our partnerships with the community and funders.

Implementing the plan will take all of us to work together for our shared vision. The Council cannot achieve the community's vision on its own, and will continue to support and partner community-led efforts. There will be setbacks and sacrifices, but also opportunities and victories. We may not always agree, but this is a time to look forward and be united in our indomitable community spirit and our values of empathy, respect and courage.

Cr Denese Smythe
President, Shire of York President

INTRODUCTION

The Strategic Community Plan sets out the community's vision and priorities for the future, and the key strategies we will focus on to achieve our aspirations. The purpose of the plan is to:

- guide Council's medium-term plans and annual budgets
- provide the basis for working with our community and partners to achieve the vision
- provide the basis to pursue funding by demonstrating how projects align with the aspirations of our community and the strategies outlined in the plan
- provide a framework for monitoring progress

This plan was reviewed by Council in 2019/20 as part of the Integrated Planning and Reporting cycle (shown in the planning cycle diagram on page 5). The draft plan was adopted by Council on 28 April 2020. It was open for public comment from 1 May 2020 to 29 May 2020. Following community feedback, the plan was finalised and adopted by Council on 30 June 2020.

It will be reviewed again in 2021/22. This is scheduled to be a minor review. However, depending on the circumstances at the time, a more substantial review and community engagement may be required.

Context

The Strategic Community Plan has been prepared in unusual circumstances. Not long after the community engagement was completed, the COVID-19 pandemic emerged. To avoid an overwhelming health crisis, the Australian Government acted to reduce the spread of the virus. This entailed social distancing measures and closure or curtailing of a large number of businesses.

The strong measures had the effect of bringing the virus under control (at the time of writing), however the Western Australian economy has taken a severe hit with many businesses under enormous pressure or closing (temporarily or permanently) and many people losing all or part of their jobs (again temporarily or permanently). The Federal and State Governments have instituted very large relief and stimulus packages in an attempt to stave off a major depression.

Local government is being called upon to play its part. Most if not all local governments in Western Australia have instituted rates and charges freezes for 2020/21. The Shire of York is no exception. A range of more immediate hardship measures have also been implemented.

There are three overlapping phases in the period of this plan. The first is the 'endure' phase. The focus of this phase is preventing the spread of COVID-19 and supporting community members and businesses with the impacts of that. This phase is still in progress as the plan is adopted.

The second phase is the 'renew' phase. At the time of adoption, this phase has begun. It was signalled by the progressive lifting of restrictions and the ability to gradually resume social and business activity. It will not be back to life exactly as it was before the pandemic. There will be

some irrecoverable losses. But there will also be positive changes. Some things that became normal in the response phase will continue. This focus of this period is getting back on our feet.

The third phase is the ‘prosper’ phase. There will be new ideas and opportunities. This period will see resilient communities create new pathways and thrive.

This is an overarching plan which encompasses all three phases. More detail for the next 1-4 years will be in the Corporate Business Plan. Note that there is still considerable uncertainty about the duration and impact of the COVID-19 pandemic. We are not sure exactly what our resource base will be or what circumstances our community will be facing.

However, we will responsibly manage the services, assets and finances of the Shire over the period of the plan, and ensure the community’s vision drives our long-term direction and resource allocation. To that end, Council has adopted specific decision-making criteria over this time (see page 19).

Goals and Priorities in this Plan

The goals and priorities have been tweaked since the last Strategic Community Plan, reflecting the results of the engagement process (see the Community Engagement section). By and large, the community is seeking further progress on a clear and consistent path towards its vision.

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
- 1.3. Support community-led development

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

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

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
- 5.1. Explore establishment of a contemporary, accessible Council Chamber
- 5.1. Continuous improvement of governance

Integrated Planning and Reporting Framework

The Western Australian Integrated Planning and Reporting Framework is shown in the diagram below. The idea behind the framework is to ensure that the Council’s decisions take the community’s aspirations into account and deliver the best results possible 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.

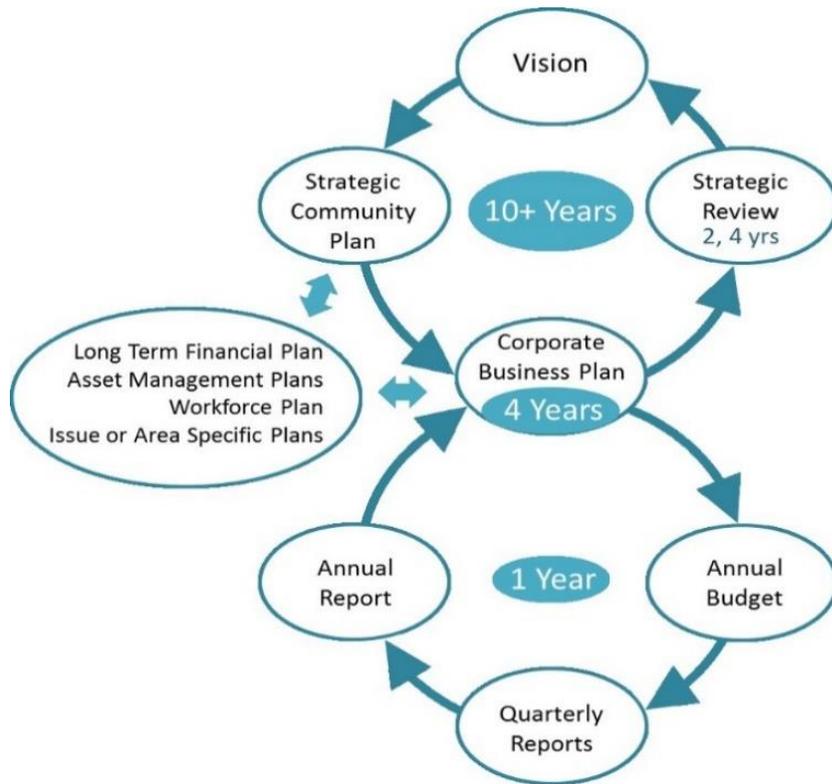
THE PLANNING CYCLE

The Strategic Community Plan is a ten-year plan. However, it is not fixed for ten years – it would be long out of date by then. Rather, it is a “rolling” plan which is reviewed every two years, as shown in Figure 1 below. 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.

Figure 1: Integrated Planning and Reporting Cycle



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.

Figure 2: Location of York



Population

The Shire, with the town sites of York, Gwambygine, Mount Hardey, Greenhills and Kauring had a total resident population of 3,606 in 2016¹, reflecting a modest increase of 210 residents (6.18%) since the 2011 census (see table 1). The male:female ratio is approximately 50:50. Aboriginal and Torres Strait Islander people make up approximately 3.1% of the total population (ABS, 2016).

Table 1: Shire of York – ABS Census Population 2006 and 2011, and 2016

	2006 Census		2011 Census		2016 Census	
	York	WA	York	WA	York	WA
Total Population	3,116	1,959,088	3,396	2,239,170	3,606	2,474,410

Source: ABS Census 2006, 2011 and 2016

The population was forecast to be 4,260 in 2026 in the Western Australia Tomorrow highest growth scenario². However, while the 2016 census saw the Shire growing at close to the top end of the forecast, the projections have since been revised downwards³, to indicate minor population growth by 2031 (in the absence of interventions).

The age profile is older for the Shire than for WA. 44.3% of the population is aged over 55 years (25.4% for WA). The median age is higher at 51 years (36 for WA). Correspondingly, there are gaps in the 15-34 year age groups, which comprise 15.2% of the Shire’s population (28% for WA). Residents leaving in search of tertiary education and employment opportunities is a key factor.

Economy

Agriculture (cropping and grazing) is the cornerstone of the Shire’s economy, being the dominant industry by value and employment, with 136,100ha of agricultural land holdings generating approximately \$46.2M in production value per year. Cereal crops (particularly wheat) are the most prevalent and valuable to the economy, followed by wool production.

Tourism also plays an important economic role, with over 170,000 visitors per year. Aboriginal and built heritage contributes to York’s unique history and identity. York was the first inland settlement in WA and is one of the best examples of a historic town in Australia. The town has 34 heritage listed sites on the State register and is recognised by the National Trust as a Historic Town. This is a unique and significant competitive advantage.

The daytrip market dominates tourism activity (79%), reflecting the town of York’s proximity to Perth (97kms). Other key assets to York’s tourism market potential include adventure, natural amenity and festivals.

The unemployment rate for the Shire was 5.9% in 2016, a slight rise from 2011 (following a ten year period of decline), but below the WA average of 7.8% (ABS, 2016).

¹ Australian Bureau of Statistics (ABS), 2016 Census

² Western Australia Tomorrow: Population Report No. 10, 2016 to 2026 – Forecast Profile

³ Western Australia Tomorrow: Population Report No. 11, 2016 to 2031 – Forecast Profile

HOME OWNERSHIP AND HOUSEHOLD INCOME

Home ownership is relatively high in the Shire. 44.7% of homes are owned outright, compared to the WA state average of 28.5%. Conversely, the Shire has lower percentages of homeowners with a mortgage (30.8%) and people renting (20.3%) when compared to WA averages (39.7% and 28.3% respectively) (ABS, 2016). On the other hand, median weekly household income is lower in the Shire (\$1,024) than the WA average (\$1,595), reflecting, in part, the age profile of the Shire (ABS, 2016).

COMMUNITY ENGAGEMENT IN DEVELOPING THE PLAN

Process

The Shire of York undertook community engagement in early 2020 as part of its major strategic review. The key steps in the process are shown in Figure 3.

Figure 3: Community Engagement Process “Imagine York 2020”



Participation

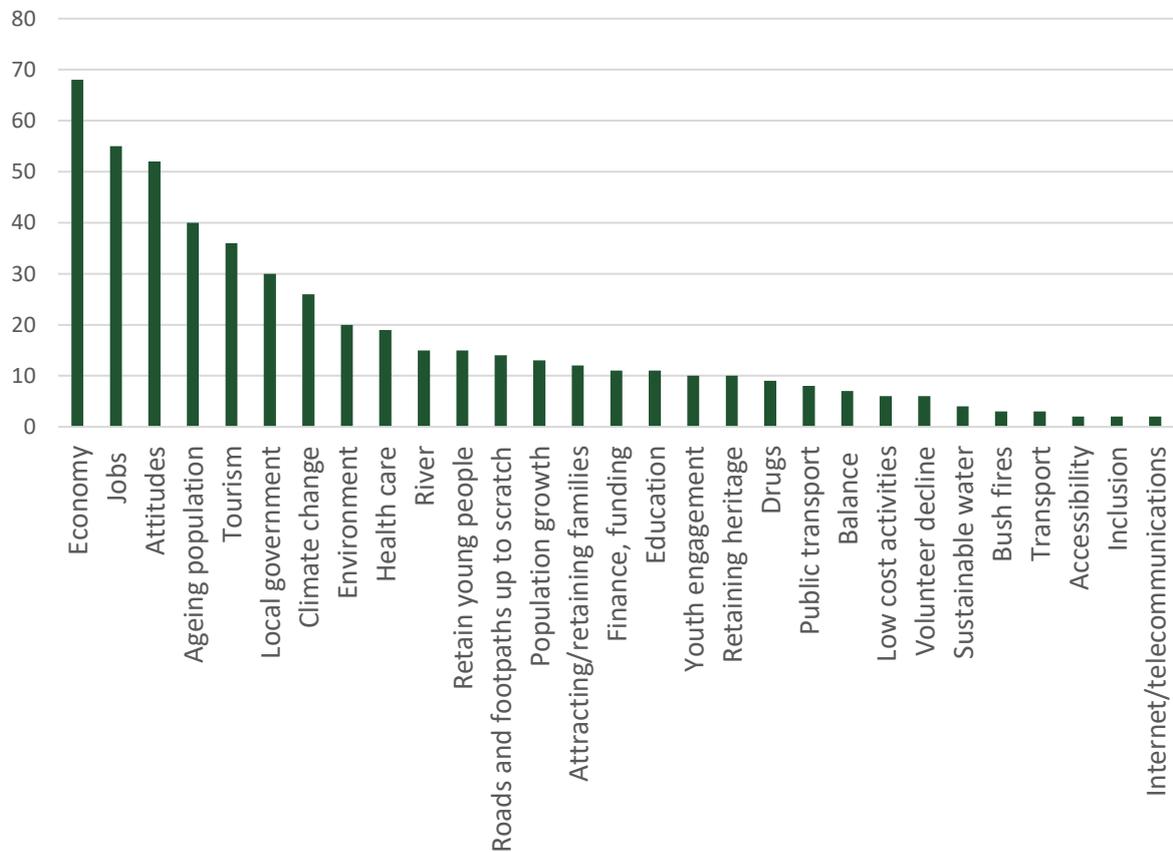
There were 335 participants, representing around 9.3% of the population. This is a slight over-estimate, as some participants engaged in more than one activity. As is common in self-selecting engagement, males and young people were under-represented. Around 25% were business owners.



TOP THREE CHALLENGES

- economy
- jobs (with a significant focus on jobs for young people)
- attitudes (in the community)

Figure 7: Top three challenges

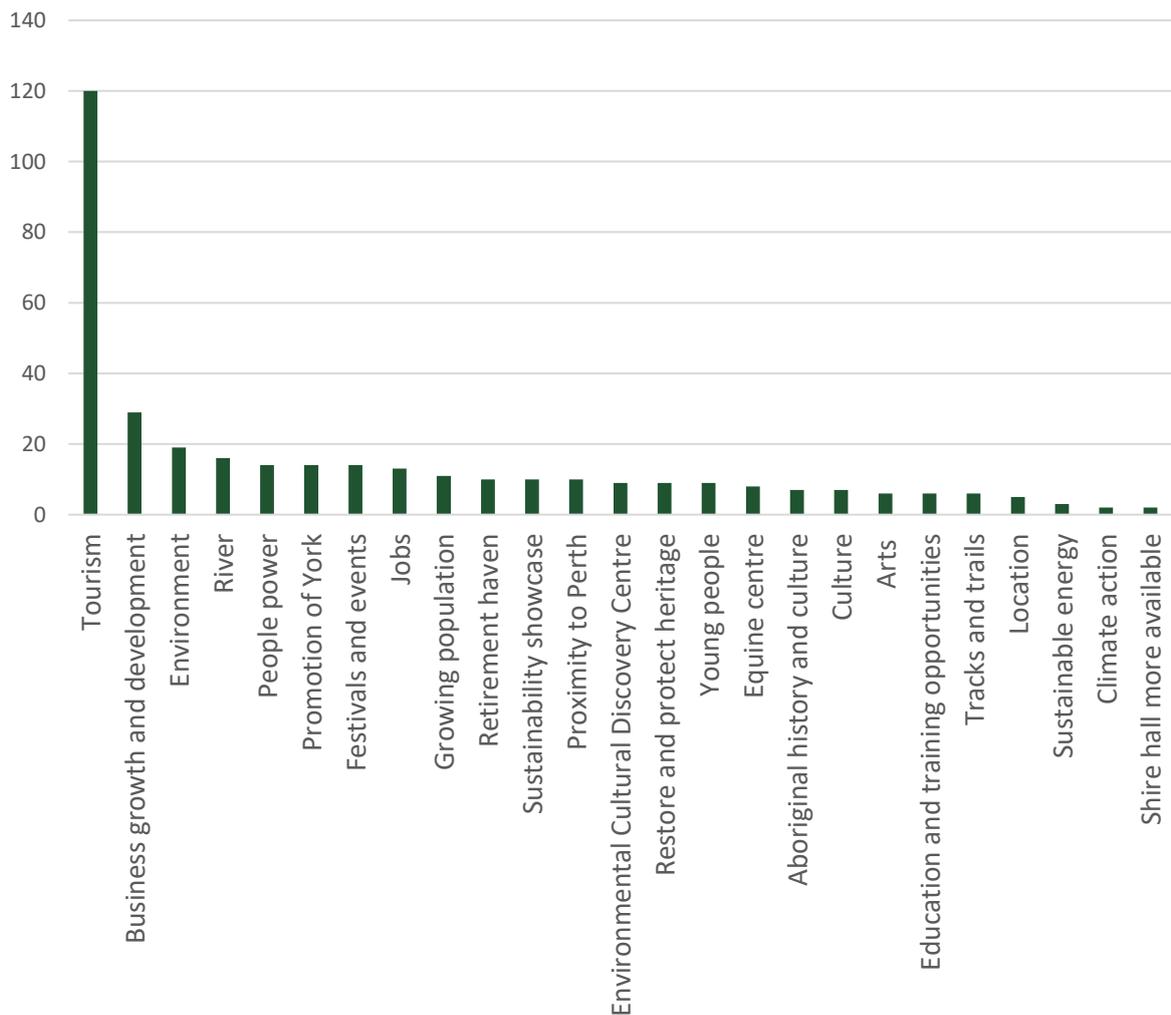


TOP THREE OPPORTUNITIES

- tourism (specifically)
- business growth and development (generally)
- environment

Tourism was mentioned four times more often than the next highest item. The river was a close fourth on the opportunities. Some of the environment mentions included reference to the river.

Figure 8: Top three opportunities

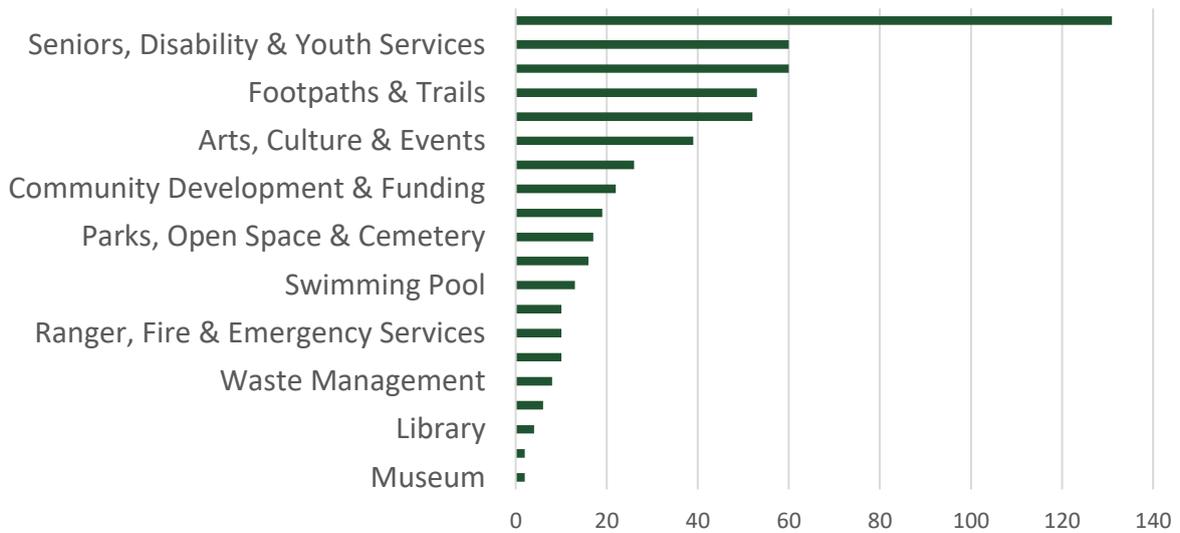


MOST IMPORTANT AREAS OF FOCUS FOR THE NEXT FOUR YEARS

- economic development, tourism and visitor information services
- seniors, disability and youth services
- environmental management

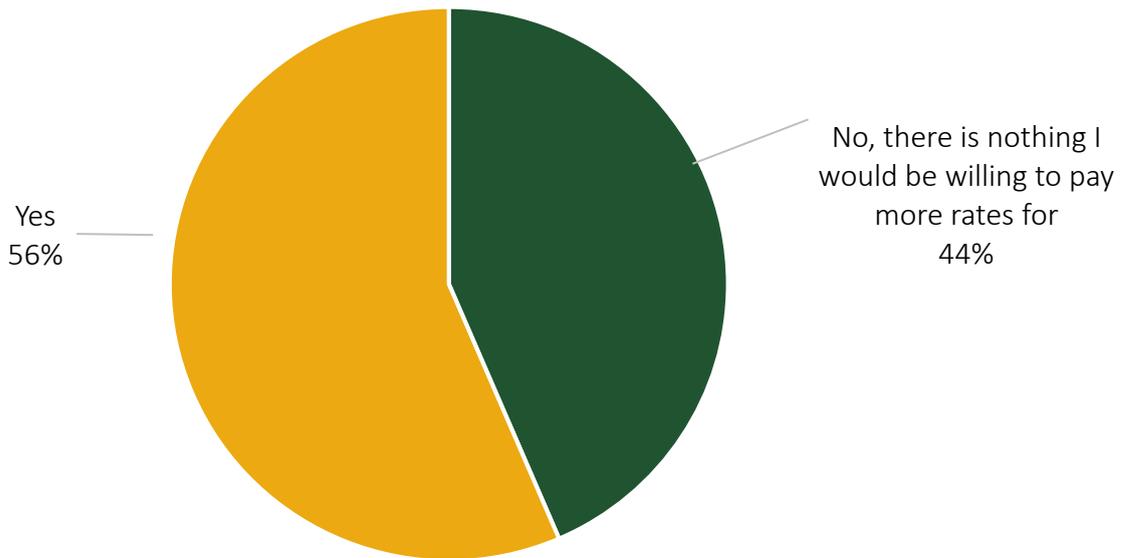
“Economic development, tourism and visitor information services” was mentioned twice as much as the next highest rating item. Age appropriate accommodation and services and youth engagement (including employment) were the most mentioned aspects of the second area.

Figure 9: Most important focus for the next four years



WILLINGNESS TO PAY MORE RATES FOR SOMETHING

Figure 10: Willingness to pay more rates for something



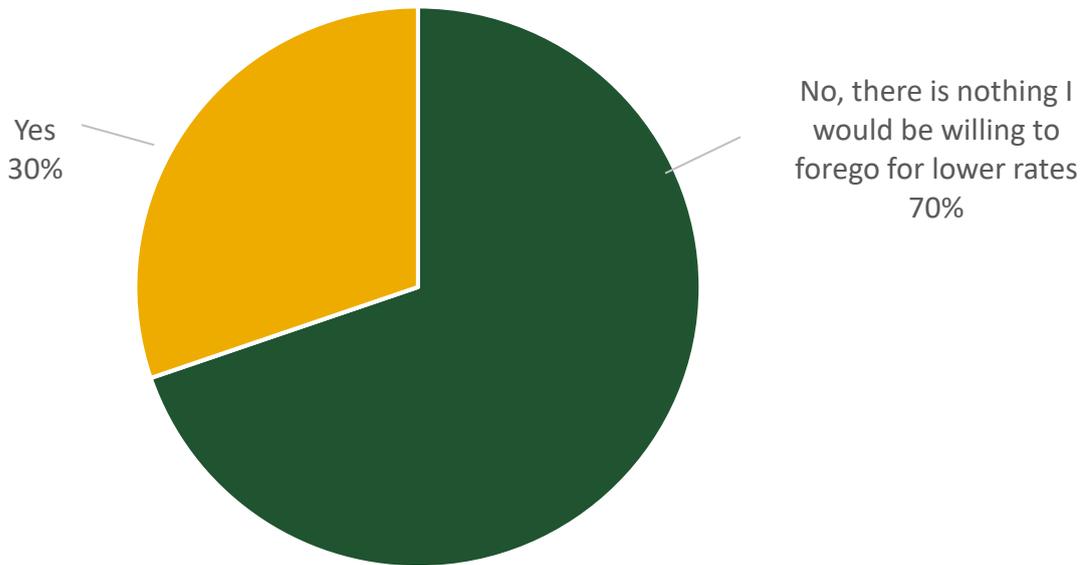
56% of participants were willing to pay a modest amount more in rates, as long as it was spent on (top 3):

- river/town pool/Avon park
- footpaths
- roads

It is interesting to note that while the presentation of the Town Centre and the health of the business community is of high importance to the community, these are not items that rated highly in the specific examples given. On the other hand, the “river/town pool/Avon park” item was seen by many as vital for both the direct wellbeing of locals and the visitor economy.

WILLINGNESS TO FOREGO SOMETHING FOR LOWER RATES

Figure 11: Willingness to forego something for lower rates



Less than a third (30%) of participants were willing to forego something for lower rates. Many of the specific ideas proposed were not service level reductions, but people’s beliefs that it should be possible to deliver the same or better services for a lower cost.

SHIRE’S MOST IMPORTANT ROLE IN IMPROVING THE EXPERIENCE OF LIVING IN YORK

The Shire’s most important role in improving the experience of living in York is:

- services activities and amenities
- focus on growth
- good governance

“BIG IDEA” TO IMPROVE YORK OVER THE NEXT TEN YEARS

The highest rated “big idea” for the next ten years was improved streetscapes.

ONE LOW COST IDEA

The single biggest mention for “one low cost idea” was “community clean ups/planting/busy bees”

Feedback on the Draft Strategic Community Plan

The draft Strategic Community Plan was open for community feedback from 1 May 2020 to 29 May 2020. The consultation period was advertised on the radio, in the Community Matters local newspaper and on the Shire’s website and Facebook page.

Two key questions were asked:

1. Does the SCP reflect your vision for the future of York?
2. How could we immediately align funds and priorities projects to support recovery following COVID in 2020/21 budget?

Eight responses were received. Below is a record of the feedback. All the feedback has been taken on board – a large majority of the comments were about how to implement the plan effectively. There were two minor changes made to the plan. One was to add information regarding the specific items the community mentioned in relation to the priority of “seniors, disability and youth services”. The other was to add the investigation of an equine precinct to the strategies for change – this was previously omitted in error.

FEEDBACK RECEIVED

- Several submitters noted that the Strategic Community Plan faithfully reported community feedback given at the workshops.
- There was strong support for the vision, and key priorities such as the river and tree planting, with some suggestions as to the type of trees that would meet tourism objectives as well as shade, cooling and beautification. Some would have preferred the plan to go further in the area of environmental enhancement.
- There was feedback about proactive and positive Shire leadership, as evidenced by the recently opened Avon Park upgrade, which will bring long lasting benefits for both residents and visitors.
- There was support for Avon Terrace as a jewel in York’s crown, with the suggestion that QR codes could be created as part of a digital tourism trail now that most of the buildings have been put on Wikipedia through voluntary effort.
- Economic development and tourism was also highly supported, with one submitter making the point that many of the elements of the plan that make York more liveable are also positive for the visitor economy.
- The investigation of an Environmental and Cultural Discovery Centre received support.
- The importance of Aboriginal culture, and culture and the arts generally, to meet the objectives of the plan as a place to be and driving forward economically was emphasised. Once submitter provided evidence of the importance of arts and culture, and Aboriginal culture specifically to the visitor economy.

- The Council-owned old convent school is being used already to provide a Noongar Enterprise Development Program (Regional Development Australia), which is showing the value of a space and activities such as this to the Noongar community – seen previously also in Community Arts Network projects. The convent school building is suggested as a possible site for an arts and culture centre.
- There was reinforcement of the vital role played by community groups in making York a highly desirable place to live and visit, and endorsement of the plan’s intent to work in collaboration and partnership with the community.
- There was some concern about the financial impact of the pandemic, and an emphasis on doing more with less generally. This included issues regarding debt, catering costs, WALGA membership costs, shared services and resourcing with other Shires, management of plant and fleet, surplus land, and the cost of staff and consultants.
- While the priorities in the plan were highly supported overall, at least one submitter would prefer to see lower spending on events and closure of the Residency Museum and the bar restaurant in the York Recreation and Convention Centre.
- The equine community sent a petition to highlight that the plan had not followed through on the strong support to investigate the possibility of an equine precinct. This was an oversight and has been fixed.
- One submitter found it confusing that seniors, disability and youth services were in one category as it was unclear which of the three were referred to. This has now been clarified in the document: “age appropriate accommodation and services and youth engagement (including employment) were the most mentioned aspects of the [this] area”.
- The need to ensure that the plan is translated into meaningful action was emphasised, while noting the challenges involved. Examples included improving streetscapes and improving privately owned buildings that are shabby.
- The Courthouse was noted as a major resource which can be used to engage young people with the potential to be an education centre for school groups from the metropolitan area to get instruction in relation to history, the law and court system, social studies etc.
- There was support for the Mt Bakewell trail.

THE COMMUNITY'S VISION AND PRIORITIES

COMMUNITY VISION

We are WA's first inland community

The treasured Avon river is at our heart

The Shire is easy to get around for everyone

Our tourism and agricultural based economy is thriving,
providing jobs for all and a future for our young people

The town centre is renowned for its iconic heritage and hosts
festivals and events that draw thousands of visitors per year

The natural environment replenishes the soul and we embrace
the culture and history of the Ballardong people as an integral
part of life and the future

PRIORITIES

Engage children and young people in their place and future

Increase disability access and seniors' services

Support community-led development

Support tourism and business development

Improve the ecology and enjoyment of the river

Upgrade roads and complete footpaths network

Enhance streetscapes with a focus on trees

Revitalise Avon Terrace and restore heritage

Continuous improvement of community engagement

Explore establishment of a contemporary, accessible Council Chamber

Continuous improvement of governance

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.

Council Decision-making criteria

As mentioned in the context section, Council has adopted specific decision-making criteria to reflect the principles it is following over this extraordinary time. These don't replace the existing criteria (shown below), rather they are an overlay in recognition of the high degree of uncertainty and the inevitable requirement for adapting the plan while in progress.

RESPONSE AND RECOVERY CRITERIA

- Have and show care for the circumstances of residents and businesses
- Continue to take vision and strategic direction/priorities into account and target initiatives that will leave the business and wider community better off in the long run, not just the short run
- Take funding opportunities into account
- Ask the community to input into significant decisions as the situation evolves
- Consider both local government and community levers to activate enterprise (new and existing businesses; exchange of goods and services), including business and community leadership
- Utilise spare capacity where possible (people, buildings etc)
- Continue to exercise risk management, financial responsibility and wise stewardship of assets

EXISTING CRITERIA

Is it consistent with our culture?

How well does the option fit with our culture, the valued social and physical character of the Shire, the way of doing things, organisational values?

How well does it fit our strategic direction?

Does the option help to achieve our vision and strategic priorities?

Who benefits?

Are we ensuring an equitable distribution of benefits in the community?

Can we afford it?

How well does the option fit within our long term financial plan? What do we need to do to manage the costs over the lifecycle of the asset/project/service?

Does it involve a tolerable risk?

What level of risk is associated with the option? How can it be managed? Does the residual risk fit within our risk tolerance level?

Goals, objectives and strategies for change

This section outlines the five goals for the plan and the Shire services that most directly contribute to each one. Each goal has several objectives feeding into it. These cover what the Shire will focus on over the coming decade. The Shire is not always directly responsible for the objectives. In some cases, the Shire takes roles such as facilitation or advocacy (see page 18).

While many objectives will continue to be delivered in accordance with current activities and service levels, strategies for change in the short, medium and long term have been developed for the priorities identified by the community (see page 17 for a summary of the priorities).

1. THE PLACE TO BE

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

Shire of York services which most directly contribute to 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 services

Objectives

- The community engages in a rich and varied program of arts, festivals and events.
- Ballardong culture is a respected and valued part of community life.
- The library and museum provide valued leisure, learning, and cultural enrichment experiences.
- York has ample opportunities and high participation in recreation and sport.
- Community groups, clubs and volunteering are a thriving, supported and integral part of the community.
- The community has places to gather, celebrate, play, learn, plan and act together.
- Children and young people feel valued, safe and supported, with a strong sense of belonging.
- Older citizens feel valued, safe and supported, and that their wealth of knowledge and skills is useful to the community's future.
- Affordable, appropriate housing choice allows people to stay in the Shire through their lives.
- There are few barriers to people accessing facilities, services and opportunities.
- The Shire and community take action to prevent bushfires and emergencies, while being prepared and capable to manage and recover in such an event.
- The Shire has a clean, nuisance free and safe living environment.

Priorities for this Goal

- 1.1 Engage children and young people in their place and future
- 1.2 Increase disability access and seniors’ services
- 1.3 Support community-led development

Strategies for change

Priority 1.1 Engage children and young people in their place and future	
Current state	<ul style="list-style-type: none"> ■ Partnership with the Community Resource Centre (CRC) to develop programs and activities ■ Swimming Pool programming ■ Early Years Hub ■ Storytime ■ Development of skate park and redevelopment of Avon Park ■ Partnership with school to provide access to gym for at risk youth
By end June 2021	<ul style="list-style-type: none"> ■ Skate Park complete and well-utilised ■ Increased place-making activities for young people ■ YorKIDS festival re-instated and funded ■ Increase digital communications content ■ To explore further: <ul style="list-style-type: none"> – Extended partnership with school – Engage with inter-agency youth committee (led by CRC) and consider how to progress youth leadership in the district, building on the existing Youth Council for Aboriginal girls – Consider mechanism to support facilitation between Shire (pool, recreation centre, visitors centre, museum), hospitality providers and young people, supporting local work experience and jobs for youth (eg holiday work, after school programs etc) – Shire traineeship (possibly involving other businesses)
By end June 2024	<ul style="list-style-type: none"> ■ YORKids is an annual event in the York event calendar ■ More experiences that attract and retain young families and teens ■ Positive feedback from this demographic ■ Other possibilities depend on previous stage
By end June 2030	<ul style="list-style-type: none"> ■ York is a great place for children ■ 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	
Current state	<ul style="list-style-type: none"> ■ Partnerships and support for local community groups to provide activities for seniors ■ Up to date Disability Access and Inclusion Plan (DAIP) in progress ■ An Access and Inclusion Advisory Committee of Council provides advice and input
By end June 2021	<ul style="list-style-type: none"> ■ Re-instatement of the Seniors Forum ■ Substantial progress on the actions contained in the access and inclusion audit ■ Implementation of the Age Friendly Community Plan and DAIP ■ Development of Public Health Plan in progress
By end June 2024	<ul style="list-style-type: none"> ■ Seniors Forum is a funded biennial event ■ DAIP and Age Friendly Plans have been reviewed and updated
By end June 2030	<ul style="list-style-type: none"> ■ The town is accessible for seniors and people with disability ■ The Community Survey results reflect satisfaction with the Shire's actions relating to seniors and people with disabilities

Priority 1.3 Support community-led development	
Current state	<ul style="list-style-type: none"> ■ Community sponsorship program in place ■ Currently work with local community development groups (CRC, police, high school, Forget-Me-Not Cafe, Early Years Hub) ■ Structure currently includes a 3 days per week resource, but Project Officer has been focused on YRCC management transition and media and communications ■ Volunteer support and encouragement at Visitor Centre, Museum, Library
By end June 2021	<ul style="list-style-type: none"> ■ Investigate gaps and needs (informed in part by COVID-19 Response and Recovery activities - YorKIND) to prioritise, plan, refocus and (re)allocate resources ■ Progress implementation
By end June 2024	<ul style="list-style-type: none"> ■ Continued implementation and adaptation
By end June 2030	<ul style="list-style-type: none"> ■ Clubs and community groups are well supported and operating at a high level ■ Community Survey results reflect satisfaction with the Shire's actions to support community-led development

2. DRIVING THE YORK ECONOMY FORWARD

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

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

- Economic development, tourism and visitor information services

Objectives

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

Priorities for this Goal

2.1 Support tourism and business development

Strategies for change

Priority 2.1 Support tourism and business development	
Current state	<ul style="list-style-type: none"> ■ Working relationship with Beverley, Goomalling, Northam, Toodyay to promote the Avon Region tourist brand ■ Provision of visitor information services ■ Annual calendar of events and festivals which are a mix of Shire and externally run events, balancing local and visitor orientation ■ Multi-year funding agreements in place with major event and festival organisers ■ Progressively rebuilding York’s event town reputation (locally and intra-State) and exploring new avenues for contemporary experiences (eg adventure-based events)
By end June 2021	<ul style="list-style-type: none"> ■ Re-instatement of events after COVID-19, starting with a "Welcome Back" series of smaller-scale gatherings over several months to celebrate being together again (locals and visitors) ■ Launch of new brand and marketing in tandem with the Welcome Back series, signifying a restart with optimism for the future

Priority 2.1 Support tourism and business development	
	<ul style="list-style-type: none"> ■ Reactivation of events by groups that have funding on hold due to COVID-19 disruption ■ Work with event organisers to re-establish the annual events calendar (eg cycling, motorbikes etc) ■ Rebuild visitation by tour operators identifying York as a prime stop ■ Progress Trails Master Plan with Avon Park as the hub, including business case and funding support for trails on Mt Brown. Possible private trails development on Mt Bakewell (subject to Development Application process) ■ Work with local Ballardong people to develop cultural tourism opportunities in partnership with Bilya Koort Boodja, the South West Land and Sea Aboriginal Council, Regional Development Australia, Wheatbelt Development Commission, and others
By end June 2024	<ul style="list-style-type: none"> ■ Strong and effective local tourism cluster, collaborating product development, marketing and visitor experience ■ More events attracted to York ■ Investigation of the creation of a York Equine Precinct ■ Investigation of an innovation hub (possible themes sustainability and/or arts) ■ Well-developed trails markets ■ Strong reputation - "there's always something happening in York" ■ York brand recognition is evident, within strengthening Avon Valley regional brand ■ Continued development of cultural tourism (see also goal 3) ■ Day trip visits expand into overnight/extended stay ■ Identify 1-2 more clusters, where York has competitive strength ■ New business and job opportunities
By end June 2030	<ul style="list-style-type: none"> ■ Strong tourism sector built around intra-State market, providing business and employment growth ■ Diversified range of visitor experiences unique to York ■ Identified and highly valued trails network ■ Other clusters have successfully formed to collaborate for growth ■ Instigation of a York Equine Precinct (subject to prior investigation) ■ Instigation of an innovation hub (subject to prior investigation) ■ Attraction of new residents, particularly of working age ■ Ballardong culture is respected and integrated into the town's experiences

3. A LEADER IN SUSTAINABLE ENVIRONMENT

Goal: 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

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

- Environmental management
- Waste management

Objectives

- The Avon River and the river edges are restored to health, have high levels of biodiversity and people can use and enjoy both.
- There is a high level of community involvement in environmental protection and restoration.
- The Shire’s wildflower and at-risk habitats are protected.
- Sustainable water harvesting and conservation.
- Sustainable energy supply and use.
- Sustainable land use practices that minimise discharge of nutrients to the river.
- Sustainable waste management that minimises disposal to landfill.

Priorities for this Goal

3.1 Improve the ecology and enjoyment of the river

Strategies for change

Priority 3.1 Improve the ecology and enjoyment of the river	
Current state	<ul style="list-style-type: none"> ■ Work with the River Conservation Society to remove feral animals and noxious weeds, and replant along the river ■ Bushfire risk mitigation works and emergency access improved
By end June 2021	<ul style="list-style-type: none"> ■ Identify role and priorities of the Shire in managing and improving river health and amenity and develop work program accordingly (including planting, weed and pest management, and drainage). ■ Identify where the Shire can work in partnership, facilitation or advocacy with others who also influence the health and amenity of the river (eg Ballardong leaders, Wheatbelt Natural Resource Management, River Conservation Society, Wildflower Society, Girl Guides Association, landowners, community members, etc) ■ Include community days for clean-ups and riverbank planting etc as part of the community participation process (see goal 4) ■ Parks and Garden trainee to focus on this ■ In conjunction with River Conservation Society, completion of \$20,000 environmental grant to plant along the Avon riverbank.

Priority 3.1 Improve the ecology and enjoyment of the river	
By end June 2024	<ul style="list-style-type: none"> ■ 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. It would be a major project in terms of economic and tourism development also. If feasible, it is anticipated to be a 6-8 year process. ■ The Shire, key organisations and community continuing to improve the health and amenity of the river.
By end June 2030	<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.

4. BUILT FOR LIFESTYLE AND RESILIENCE

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

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

Objectives

- Buildings within the Shire meet standards for health, safety and amenity
- The town of York mainstreet and public and privately owned heritage sites and buildings are looked after for current and future generations.
- The needs of residential, industrial and commercial development are met without compromising the environmental and historic integrity of the district.
- The town of York is known for its green and shady streets and parks - the coolest town in WA! - and its range of accessible urban and more natural environments.
- Drainage (stormwater) catchments are managed via a public network to an agreed community standard.
- Urban and rural roads, footpaths, cycle paths and trails are well-maintained and well-integrated, safe and reliable.

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

Strategies for change

Priority 4.1 Upgrade roads and complete footpaths network	
Current state	<ul style="list-style-type: none"> ■ Capital Works plan in place, with current spending of approximately \$2m on capital works per annum, assisted by external funding (Roads to Recovery and Regional Roads Groups) ■ Approximately \$100k per annum spent on footpaths
By end June 2021	<ul style="list-style-type: none"> ■ Completion of Year 2 Road program ■ Identify and attract increased funding for footpaths and roads, including COVID-19 response funding for roads program ■ Concept, design and funding of shared use path connecting Henrietta St, Forrest St and school
By end June 2024	<ul style="list-style-type: none"> ■ Substantial completion of forward capital works program - first 5 years at a minimum ■ Increased funding to support capital works program
By end June 2030	<ul style="list-style-type: none"> ■ Completed network of footpath and bike path networks ■ Upgraded road network that meets the needs of the broader community (agriculture, tourism, local) ■ Funding for heavy vehicle by-pass confirmed

Priority 4.2 Enhance streetscapes with a focus on trees	
Current state	<ul style="list-style-type: none"> ■ Small infill program to replace street trees.
By end June 2021	<ul style="list-style-type: none"> ■ 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) ■ 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	<ul style="list-style-type: none"> ■ Substantial implementation of the streetscape forward plan ■ Strong community ownership generated by widespread interest in the progress of the plan and participation in the planting days
By end June 2030	<ul style="list-style-type: none"> ■ York is literally the coolest town in WA, due to its extensive tree coverage bringing down the temperature relative to other towns in its climate range and creating outstanding aesthetic appeal

Priority 4.3 Revitalise Avon Terrace and restore heritage	
Current state	<ul style="list-style-type: none"> ■ Revitalisation grants as part of the York beautification program. Limited take up in the first round, but doubled in the second round, and some interest expressed in a third round ■ Rubbish bins replaced and added to Avon Terrace and in parks including interchangeable bin panels ■ Addition of new bench seats along Avon terrace ■ Refurbishment of telephone box on Avon terrace to complement Heritage streetscape ■ Heritage Christmas themed bin panels, life size Christmas cards and banners produced utilising Residency Museum images ■ Access and inclusion and parking improvements utilising revitalisation funding
By end June 2021	<ul style="list-style-type: none"> ■ Activation of the Old Courthouse complex ■ Economic stimulus funding for Avon Terrace businesses ■ Consider a new round of revitalisation grants ■ Funding for earthquake mitigation works ■ Work taking place to improve the heritage amenity of the street ■ Trees planted as part of streetscape plan (see above)
By end June 2024	<ul style="list-style-type: none"> ■ MOU in place with business and building owners regarding maintenance of main street facades ■ Continued investment in heritage restoration and maintenance ■ Continued investment in greening Avon Terrace ■ Options (including funding) for underground power investigated
By end June 2030	<ul style="list-style-type: none"> ■ Avon Terrace is a jewel in the crown of York for locals and visitors

5. STRONG LEADERSHIP AND GOVERNANCE

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

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

- Community engagement and communications
- Advocacy and collaboration
- Democratic services
- Corporate services

Objectives

- The Council supported by the administration is strategic, effective and informed in its decision-making.
- The Council works in partnership and mutual respect with Ballardong leaders.
- There is a strong collective voice advocating on key issues of concern to the community.
- There are high levels of community engagement in decision-making.
- Communication between the Shire and the community is open, smart, efficient, and uses a range of methods including social media, is factually informative and makes use of collaborative community networks.
- The Shire has skilled, committed and effective staff working in a productive environment and a ‘can do’ culture.
- The Shire exercises responsible guardianship of the community’s assets.
- The Shire's public finances are sustainable in the short and long-term.

Priorities for this Goal

- 5.1 Continuous improvement of community engagement
- 5.2 Explore establishment of a contemporary, accessible Council Chamber
- 5.3 Continuous improvement of governance

Strategies for change

Priority 5.1 Continuous improvement of community engagement	
Current state	<ul style="list-style-type: none"> ■ Community Engagement policy in place ■ Website and Facebook page consistently updated ■ Instagram platform established but not yet fully utilised ■ Limited digital content available ■ Print and radio media used regularly ■ Community Survey undertaken every two years ■ Zoom platform currently used for Council meetings but public not yet invited to attend. Exploring equipment and platforms. Technology restricted due to building constraints
By end June 2021	<ul style="list-style-type: none"> ■ Instagram platform activated and consistently updated with new content to attract new markets ■ Improve opportunities for the community to input in real time into significant decisions in between major planning processes ■ Investigate online community engagement and reporting tools (eg Engagement Hub or Bang the Table or similar) ■ Online activity for the community is integrated with marketing

Priority 5.1 Continuous improvement of community engagement	
	<p>and promotional strategies for the visitor market where relevant and appropriate (see also goal 2)</p> <ul style="list-style-type: none"> ■ Council meetings are video recorded and livestreamed
By end June 2024	<ul style="list-style-type: none"> ■ Improved and well utilised community engagement tools and processes, with increased community input into major reviews (eg Strategic Community Plan) and key decisions in between reviews (eg on major projects etc) ■ Increased participation in the biennial community survey ■ Ready access to and uptake of opportunities to view Council meetings online
By end June 2030	<ul style="list-style-type: none"> ■ 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

Priority 5.2 Explore establishment of a contemporary, accessible Council Chamber	
Current state	<ul style="list-style-type: none"> ■ The Council chambers are located upstairs in the heritage listed York Town Hall. Technology is restricted due to building constraints. There is limited space for a public gallery and accessibility is difficult. For meetings attracting more than 15 community members, the Lesser Hall must be used which has poor acoustics. Limited climate control. As noted above, it is currently not possible to livestream meetings ■ Relocation of the library and using the existing library space for the Chambers has been identified as a solution
By end June 2021	<ul style="list-style-type: none"> ■ Identification of a preferred option for the relocation of the Library to an existing building (eg Old Courthouse, Old Convent Building) ■ Development of agreed plans for the relocation of the Chambers to the current library space
By end June 2024	<ul style="list-style-type: none"> ■ A contemporary accessible Council Chamber has been established
By end June 2030	<ul style="list-style-type: none"> ■ All community members can attend or participate in Council meetings at the Council Chambers ■ The Shire has kept pace with contemporary technologies and asset management to ensure a contemporary, accessible Council Chamber

Priority 5.3 Continuous improvement of governance

Current state	<ul style="list-style-type: none"> ■ Progressive improvement of governance practices – over recent times this has included improvements in asset management, risk management and financial management
By end June 2021	<ul style="list-style-type: none"> ■ Initiate work on remaining gaps in Asset Management Plans (AMPs) – parks, drainage and bridges ■ Stage 1 Reconciliation Action Plan undertaken (RAP)
By end June 2024	<ul style="list-style-type: none"> ■ Completion of parks, drainage and bridges AMPs ■ Implementation of RAP and initiation of next stage ■ Shire audit completed in water and energy use and waste ■ Completion of Public Health Plan
By end June 2030	<ul style="list-style-type: none"> ■ Implementation of AMPs improvement plan ■ Next RAP developed and in progress ■ Leading by example in sustainability practices, particularly water, energy and waste ■ Improvement in York’s public health



Asset Management and Capital Works

The Shire maintains a comprehensive Forward Capital Works Program, in alignment with its Asset Management Plans (AMPs). In turn, the Asset Management Plans follow the direction of the Strategic Community Plan and Corporate Business Plan. The works program is a major component of the Shire's Long Term Financial Plan (LTFP). It informs the LTFP and is then beholden to its financial constraints.

The last Strategic Community Plan identified two key issues with asset management generally. The first was that expenditure on renewals was insufficient to maintain the value of assets. The second was that the information for determining the required expenditure was not accurate enough.

The Shire has made significant progress on both fronts. Expenditure on renewals has been increased. Key ratios that the State Government uses to measure the Shire's performance with respect to asset renewals have improved.

The information for more accurate assessment of the requirements has also improved. There are three key remaining gaps which have been identified (see above) - drainage, parks and bridges AMPs. These will be filled in the medium term of implementing this Strategic Community Plan.

Establishing a drainage network design and investment plan is the first priority. As identified in the last Strategic Community Plan, drainage is a particularly high risk area for the Shire due to the risk of flooding. It is also a significant aspect of river restoration.

A summary of the ten year Forward Capital Works Program for roads, paths and drainage is shown in Appendix 1. This includes some of the highest priority areas for the community. The base year (2019/20) and the first five years of the plan are shown individually. The years 2025/26 – 2028/29 are grouped together. There are also other significant investments in buildings, facilities (including Avon Park and the swimming pool), and other asset categories, in progress or that will occur over the coming years.

Financial Implications

With a zero rates and charges increase for 2020/21, activation of hardship provisions, and uncertain grants funding, the long term financial implications are still being calculated.

The Shire will continue to apply sound financial management principles and vigorously pursue grant funding. It will consider its reserves and capacity to borrow, as part of a responsible approach to balancing the community's need for both relief and stimulus, while continuing to move forward in favour of its strongly held vision.

As further decisions arise in this regard, the Council will keep the community informed and provide timely opportunities for community input. A new Long Term Financial Plan will be prepared as soon as possible. In the meantime, the following assumptions are built into the plan.

ASSUMPTIONS

Item	Assumptions								
Shire Population	Current (2016) 3606 Projected Minor growth by 2031 (in the absence of intervention)								
Property base growth	Conservatively estimated at 0.2%								
Interest rate (borrowing)	<p><i>10-year loan term</i> Borrowing rates start at 1.85% increasing over the life of the plan to 3.08%</p> <p><i>20-year loan term</i> Rates start at 2.59% increasing over the life of the plan to 3.67%</p> <p>Loan repayments within the plan are based on existing loan schedules. At this stage, the current draft has no proposed new borrowings. This may change depending on further decisions related to COVID-19 response and recovery actions.</p> <p>Note that it is possible WA will institute a pool for local government borrowing at extremely low interest rates as is starting to occur elsewhere in Australia.</p>								
Local Government Cost Index (LGCI)	<p>This forecast is based on the WA Local Government Association (WALGA) estimate of general inflation for 2019/20 and 2020/21 in May 2020 and estimate of LGCI for 2021/22 and 2022/23 in February 2020 (prior to impact of COVID-19). It will be revised again once the medium term outlook is more certain and should be treated with high caution.</p> <table border="1" data-bbox="555 1263 1369 1352"> <thead> <tr> <th>2019/20</th> <th>2020/21</th> <th>2021/22</th> <th>2022/23</th> </tr> </thead> <tbody> <tr> <td>-1%</td> <td>2.75%</td> <td>2.7%</td> <td>3.2%</td> </tr> </tbody> </table>	2019/20	2020/21	2021/22	2022/23	-1%	2.75%	2.7%	3.2%
2019/20	2020/21	2021/22	2022/23						
-1%	2.75%	2.7%	3.2%						
Payroll	2.5% annually over four years to cater for EBA increases, and movement within levels for current workforce.								
Staffing levels	<p>There are no new positions in the plan, apart from:</p> <ul style="list-style-type: none"> ■ part time social media officer (contractor), to release the Community Development Officer to focus on their core role ■ 6-month casual for Works (engaged 2019/20) to assist with COVID-19 recovery ■ Parks and Gardens Trainee (offset by matched funding) <p>The following are the next highest priorities. They are unbudgeted and will only be instigated if resources allow:</p> <ul style="list-style-type: none"> ■ community development – youth ■ other community development priorities (aged, sport and recreation, access and inclusion) 								

HOW WILL WE KNOW IF THE PLAN IS SUCCEEDING?

The indicators below will help Council and the community monitor progress towards achieving York’s community vision and goals. Some of them are in the direct control of the Shire while others are less so. They are colour coded for ease of reference. The indicators in this plan are focused on the identified priorities. The Corporate Business Plan will focus on Service Performance Indicators across the board. The indicators have been tweaked in light of the refreshed goals and priorities.

Key: Local Government level of control/ influence:

High	Areas that are in direct control of local government.
Medium	Issues that local government does not control but can influence.
Low	Areas that local government neither controls nor is likely to influence but are of concern to the community and affect community well-being.
-	Not applicable (under development)

	Indicator	Current	Target
	GOAL 1: The Place to Be		
-	Young people’s sense of belonging	New measure tbc	tbc
-	People with disability and older people’s rating of accessibility of facilities, services and opportunities	New measure tbc	tbc
M	Percentage of the community that volunteers	25.5% (2016)	28.5% (Wheatbelt)
	GOAL 2: Driving the York Economy Forward		
M	Numbers using the York Visitor Centre	Increasing	Increasing
-	Perception of York as a destination	New measure tbc	tbc
L	Number of jobs in the Shire	2,704 (2017)	Increasing
L	Number of businesses located in the Shire	397 (2018)	Increasing
	GOAL 3: A Leader in Sustainable Environment		
-	Avon River planting	New measure tbc	tbc
-	Community participation in river care	New measure tbc	tbc
	GOAL 4: Built for Lifestyle and Resilience		
H	Number of priority roads with condition issues	Decreasing	Decreasing
H	Metres of sealed footpath in town	Increasing	Increasing
-	Number of street trees and trees in parks	New measure tbc	tbc
M	Number of unpainted buildings in Avon Terrace	Decreasing	Decreasing
	GOAL 5: Strong Civic Leadership and Governance		
H	Community satisfaction with engagement	Increasing	Increasing
H	Contemporary, accessible Council Chamber	-	Achieved
H	Completion of parks, drainage and bridges AMPs	-	Achieved

	Indicator	Current	Target
	GOAL 1: The Place to Be		
-	Reconciliation Action Plan	New measure tbc as part of first RAP	tbc
-	Improvement in Shire’s own water and energy use and waste	New measure tbc after audit	tbc
H	All asset management and financial ratios meet WA State Government minimum standards	All but Operating Surplus Ratio	100% compliance

APPENDIX 1: FORWARD CAPITAL WORKS PROGRAM FOR ROADS, PATHS AND DRAINAGE

PROGRAM	ROAD	DESCRIPTION	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025–29
Roads to Recovery									
Complete	Greenhills South	Construct to Sealed Standard							
Complete	Waterfall Road	Seal for dust suppression							
2019/20 – 25/26	Mannavale Road	Reconstruction and Widening							
2020/21	Ashworth Road (gap)	Construct to Sealed standard							
2020/21 – 27/28	Quellington Road	Reconstruction and Widening							
2020/21 – 28/29	Rural Reseal	To Be Determined							
2026/27 – 28/29	Narraloggin	Reconstruction and Widening							
2028/29	Qualen West	Reconstruction							
		Total	\$ 396,868	\$ 406,789	\$1,627,156				
Regional Roads Group									
Complete	Knotts Road	Reconstruction and Widening							
Complete	Goldfields Road	Reconstruction and Widening							
2025/26 – 28/29	Spencer Brook Road	Reseal							
2025/26 – 27/28	Talbot Road	Reconstruction and Widening							
2028/29	Talbot West	Reconstruction							
		Total	\$ 210,847	\$ 400,000	\$ 408,000	\$ 416,160	\$ 424,483	\$ 432,973	\$1,700,236
State Blackspot									
2020/21 – 22/23	Spencer Brook - York	Widening and Drainage Upgrade							
2023/24 – 28/29	To be determined								
		Total		\$ 100,000	\$ 102,000	\$ 104,000	\$ 106,121	\$ 108,243	\$ 455,060
				-\$ 66,667	-\$ 68,000	-\$ 69,360	-\$ 70,747	-\$ 72,162	-\$ 303,373

PROGRAM	ROAD	DESCRIPTION	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025-29
WANDRRA									
Complete	Various locations	Cyclone Joyce cleanup							
		Total	\$336,000						
Shire Fully Funded									
2019/20 – 28/29	Various locations	Gravel Resheet – Bus Routes initial priority							
		Total	\$ 200,000	\$ 204,000	\$ 208,080	\$ 212,242	\$ 216,486	\$ 220,816	\$ 928,320
Urban Road Sealing									
2019/20 – 28/29	To be determined								
		Total	\$ 100,000	\$ 102,000	\$ 104,040	\$ 106,121	\$ 108,243	\$ 110,408	\$ 464,160
Rural Road Projects									
2019/20 – 23/24	Doodananging Road	Reconstruction and Widening							
2024/25 – 28/29	To be determined								
		Total	\$ 120,000	\$ 122,400	\$ 124,848	\$ 127,345	\$ 129,892	\$ 132,490	\$ 556,992
Safety Improvements (non-Blackspot) identified by Risk Audit									
2019/20 – 28/29	To be determined								
		Total	\$ 110,000	\$ 112,200	\$ 114,444	\$ 116,733	\$ 119,068	\$ 121,449	\$ 510,576
Tree Pruning									
2019/20 – 28/29									
		Total	\$ 120,000	\$ 122,400	\$ 124,848	\$ 127,345	\$ 129,892	\$ 132,490	\$ 556,992
Access and Inclusion (incorporated in paths from 2024/25)									
2019/20 – 23/24		DAIP priorities							
		Total	\$ 50,000						
Paths									
2019/20 – 28/29	See detail below								
		Total	\$ 105,000	\$ 107,100	\$ 109,242	\$ 111,427	\$ 113,655	\$ 163,655	\$ 688,012

PROGRAM	ROAD	DESCRIPTION	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025–29
Bridge Renewal									
2019/20 – 28/29	Various								
		Total	\$ 85,000	\$ 86,700	\$ 88,434	\$ 90,203	\$ 92,007	\$ 93,847	\$ 394,536
Drainage Replacements and Upgrades									
2019/20 – 28/29	Various								
		Total	\$ 80,000	\$ 81,600	\$ 83,232	\$ 84,897	\$ 86,595	\$ 88,326	\$ 371,328
Shoulder and Table Drain Renewal									
2019/20 – 28/29	Various								
		Total	\$ 150,000	\$ 153,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 600,000

PATHS DETAIL

Path	DESCRIPTION	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025–29
Ulster Road	Insitu Concrete							
Suburban Road	Red Asphalt							
Grey Street	Red Asphalt							
South Street	Brick Paving							
Georgiana Street	Red Asphalt							
Redmile Road	Insitu Concrete							
Broome Street	Brick Paving							
Henrietta Street	Insitu Concrete							
Ulster Road	Insitu Concrete							
Macartney Street	Red Asphalt							
Henry Road	Insitu Concrete							
South Street	Brick Paving							
Railway Street	Brick Paving							
Grey Street	Insitu Concrete							

Paths detail cont'd

Path	DESCRIPTION	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025–29
Henry Road	Insitu Concrete							
Avon Terrace	Brick Paving							
Pool Street	Insitu Concrete							
Henry Road	Brick Paving							
Avon Terrace	Red Asphalt							
Henry Road	Red Asphalt/Insitu Concrete							
Avon Terrace	Insitu Concrete							
Newcastle Street	Insitu Concrete/Brick Paving							
Lincoln Street	Red Asphalt							
Northam Cranbrook	Insitu Concrete							
Railway Street	Insitu Concrete							
Ulster Road	Insitu Concrete							
Knight Street	Insitu Concrete							
New footpaths to be determined								