



STRATEGIC PLAN

2016-2021

**YACKANDANDAH COMMUNITY
CENTRE INC.**

...first port of call in Yackandandah

September 2016

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1. Introduction

This strategic plan sets out the strategic direction and vision for Yackandandah Community Centre over the next 5 years. It is the Committee of Management's key planning instrument. We use it to guide our decision-making, our operations and activities.

2. Our Community Context

The Yackandandah Community Centre is located in the High Street, Yackandandah, and is managed by a Committee of Management, staff and local volunteers. The Centre is a Neighbourhood House, and we provide support for a variety of community activity in an informal and friendly environment. We source local tutors and facilitators wherever possible for programs. We are the home of the Yackandandah Community Op Shop, Indigo FM and the Yackandandah Toy Library, and we also auspice the Yackandandah Community Garden.

2.1 Town description

Yackandandah has a district population of 4,883 people and a town population of 950. Yackandandah is a classic small country town set in a beautiful landscape with mature trees. The town's historic main street is included on the Register of the National Estate. The main street comprises single story buildings with verandahs and deep traditional gutters. Yackandandah's main street is active with retail outlets serving principally residents in addition to visitors. Community, arts and cultural activities feature strongly. The town plays an important tourism role being in close proximity to Albury Wodonga, Beechworth and enroute to the ski-fields of the North East. It shares many social, commercial and educational ties with Beechworth. The Yackandandah district includes Tangambalanga, Kiewa, Allans Flat, Osbornes Flat, Staghorn Flat, Gundowring, Charleroi, Huon, Kergunyah and Sandy Creek. The town and district are a place of residence for commuters who work in Albury and Wodonga, and there are many lifestyle farms around Allans Flat and Osbornes Flat.

2.2 Business Mix

In the ABS Business Count (2012), Yackandandah had 592 registered businesses – 34% of the businesses numbers for the Indigo Shire. Overall, there are 12 business in Yackandandah turning over greater than \$2m; and 15 businesses employing between 20-199 staff.

The Yackandandah and district population of 4,883 is 29% of the Indigo Shire population and grew by 0.24% per annum over the past five years to 2012. The average annual growth rate for the Yackandandah District is above the average growth rate for Indigo Shire of 0.09% per annum. The Yackandandah township population of 950 is showing the most significant growth rate of all of the Indigo Shire Centres. The growth rate of 7.5% per annum is significantly beyond the growth rate of other towns in the Shire

The top three classifications of household residents of Yackandandah are:

- ♣ Older couples with families (55-64 yrs) (27.6%).
- ♣ Established couples and families (45-54 yrs)(26.8%)
- ♣ Older independents (10.5%)

The average household size is 2.7 people (ABS 2011). Median age of persons – 42.

Median total personal income (\$/weekly) 585; median total family income (\$/weekly) 1,475; median total household income (\$/weekly) 1,292; median mortgage repayment (\$/monthly) 1,500.

Source: ABS Quickstats Census 2011

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In terms of ownership:

- ♣ *37% of Yackandandah properties are owned outright*
- ♣ *38% of Yackandandah properties residents are being purchased*
- ♣ *21% of Yackandandah properties are rented.*

Median house prices and rentals For Yackandandah, the median house price is \$365, 000 and the median rental is \$ 390 per week. (The Victorian median house price is \$455,000 and the Victorian median rental is\$340 per week.)

About 66% of residents of Yackandandah work outside the Indigo Shire. They mainly travel to:

- ♣ *Wodonga (29%of working residents),*
- ♣ *Albury (18%)*
- ♣ *Towong Shire (4%)*

The key strengths for Yackandandah and district are:

- ♣ *Attractive residential and lifestyle living for commuters, with strong township growth*
- ♣ *Arts and culture –including performing arts, visual arts, crafts and events*
- ♣ *Strengthening retail sector catering for day to day residential needs and tourism*
- ♣ *Increasing tourism visitation (mostly day trips)*
- ♣ *Strong community drive*
- ♣ *Sound and diverse agricultural base, with value adding (including dairy products manufacturing)*
- ♣ *Businesses with highest numbers of employees include:*
 - *Agriculture, forestry and fishing (three businesses employ between 20-199 staff)*
 - *Construction (six businesses employ between 20-199 staff)*
 - *Health care and social assistance (six businesses employees between 20-199 staff)*

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3. Purpose, vision and values

Our purpose:

...this is what we are here for

- To be a central hub and connection point for people in Yackandandah
- To build a strong sense of identity within the community
- To bring people together from different age groups and different walks of life
- To offer learning opportunities through educational and cultural programs/activities

Our vision:

... this is our aspiration for the future

...our vision is for a cohesive, connected and resilient Yackandandah community

Our values:

... our values are the behavioural 'sign-posts' that guide our conduct & decision-making

- We welcome 'all-comers' to YCC
- We find ways to include everyone who comes to YCC in what we do
- We celebrate our diversity
- We engage proactively with the community
- We listen, respect all views and encourage new ideas
- We are transparent in the way we operate and communicate

4. Our Goals (Ongoing)

The following are the ongoing goals of YCC and the required outcomes:

Outcome:	Goals - Ongoing:
1. Well-being and personal development	<ul style="list-style-type: none"> • Create new opportunities for well-being and personal development • Create opportunities for innovation and new ways of doing things
2. Diversity and social inclusion	<ul style="list-style-type: none"> • Welcome and celebrate our cultural diversity and be sensitive to the needs of different cultures • Build community awareness of Yackandandah's indigenous history • Create equal opportunity for all
3. Environmental, social and economic sustainability	<ul style="list-style-type: none"> • Ensure all centre programs and activities are environmentally sustainable • Model the principles of sustainability to the broader community • Develop and support projects that are based on current climate science • Develop programs that will secure the economic future of Yackandandah • Ensure that the Centre is financially sustainable
4. Community self-reliance and resilience	<ul style="list-style-type: none"> • Develop programs that build community self-reliance and resilience • Support and promote cultural events and activities in the community • Collaborate with Yack Health, the VIC, and the museum to recruit and retain a secure volunteer base • Work with the CFA to identify and work with 'at risk' Yackandandah residents in relation to bush fire risks

...these are the things we do

5. Our Strategic Priorities - 2016 -2021

The following table sets out our strategic priorities for the next 5 years.

These priorities are reviewed on an on-going basis by the Management Committee, and formally, at least annually.

Focus Area:	Strategic Priorities - 2016-2021	Action	Timing
A. Cultural and educational programs	1. Build on existing recreational and educational courses currently run from and by YCC.	On-going.	On-going
B. Community engagement, public forums and events	2. Conduct a public conversation forum to address the questions of 'growth' in Yackandandah.	This could be part of a forum run at the ABC Back Roads launch in late November 2016. Discuss with ABC for relevance.	Nov 2016
	3. Build on the series of Community Forums held during 2016, by identifying issues that need addressing locally.	Identify pathways to resources and public services. Identify sectors of our society that may need assistance. List resources and podcasts of 2016 forums on our website.	2017
	4. Look at the feasibility of running an event to celebrate Yackandandah's community diversity	This could be a networking event for building/strengthening relationships based on the back of ABC Back Roads launch & street party in Nov 2106. Identify the need to carry out a similar function annually. Identify resources required to organise an annual special event – music, dance, art (mini-folk festival/High Country Fair). It would require liaison with Arts Yack and other groups as necessary to involve all Yack groups who collectively support the township in order to get a picture of what each organisation does. This could be linked with High Country Craft Fair on 1 st Saturday of December.	Post Nov 2016 ABC event, & identify demand during 2017

Focus Area:	Strategic Priorities - 2016-2021	Action	Timing
C. Communication and transparency	5.	.Ensure a regular column in Yackity Yak.	On-going.
	6.	Develop a new 'YackAPP' (with events calendar, alerts, links to other community organisations/ websites etc.).	Identify a person studying in that area who could take this on as a possible study project. Liaise with local universities/colleges. Identify likely grant funding, plus a person to update regularly.
	7.	Develop a 'Yack Newcomers' Kit' as a means of making early contact with all new residents	Examine the possibility of creating this by: <ul style="list-style-type: none"> Identifying what information is already out there i.e. Indigo Shire Council's out-dated community directory. Ascertaining why Yack Primary School ceased to produce their old brochure it. Aiming to have this information available on our website and as a hard copy for older non-tech savvy people. Identifying how to keep information current and generic rather than specific. Identifying costs connected with setting this up and keeping information up to date
D. Advocacy, collaboration and partnerships	8.	Collaborate with Totally Renewable Yackandandah to help with the achievement of the 2022 goal of Yackandandah obtaining its energy from renewable sources.	Continue links with TRY. This can include providing meeting spaces and support where we can.
E. Enterprises and Creating Local Employment	9.	Investigate the feasibility of establishing a new community-owned social enterprise in Yackandandah (i.e.; backpackers, laundrette, bartering etc.).	Develop pathways to options. Identify any current gaps and funding sources.
	10.	Examining and sourcing projects that will lead to further employment by or through the Centre i.e. a central volunteers'	Investigate the need for these, and any funding opportunities i.e. Indigo Shire, Trusts,

Focus Area:	Strategic Priorities - 2016-2021	Action	Timing
	program/database that can assist with providing Yackandandah organisations with volunteers.	Foundations and YCDCo.	
	11. Insufficient signage for Op Shop and Centre generally. -	Signage will be reviewed and replaced when the front garden refurbishment is carried out. Signage to be part of the Planning Permit to Indigo Shire Council	2016-17
	12. Op Shop to look at opening during weekends more generally, and particularly on Sundays when the Lions Community Market is held (third Sunday of each month).	Admin Support Officer & Manager to discuss at our next Op Shop volunteers meeting and identify possibilities.	2016
	13. Revenue / Sustainability -	Ensure that revenue exceeds expenditure. Identify and apply for grant funding as appropriate. Continue to review finances on a monthly basis at Committee of Management meetings. The Manager will give advance advice of any potential issues	On-going
	14. Reserves – run a Community Grant Program.	A policy and guidelines for this have largely been developed. Once this is signed off we need a formal launch using local and social media.	2016
	15. Fixed Asset Register & Replacement Program	This will be developed by the Manager in conjunction with the Treasurer and Committee of Management. It will become a regular agenda item at Committee of Management meetings.	2016

...these are the things we'll focus on, but are not limited to carrying out over the next 5 years.

6. Profile/Current Activities

YCC, whilst having a high profile with its community development projects, continues to provide Yackandandah and District with quality education classes using local qualified tutors. The Centre is home to the Yackandandah Community Op Shop, the Toy Library and community radio station, Indigo FM.

It also auspices the well-known and high profile Yackandandah Community Garden, funded by Sustainable Gardens Australia and the Helen McPherson Smith Trust post-bushfires of 2009.

The Centre has three part time positions and currently an annual term contract position for an Administration Support role (as at 1st October, 2016). The Op Shop and Community Garden are staffed with volunteers from Yackandandah and surrounding areas, offering great opportunities to be involved with their community with interesting work, at times to suit themselves.

7. Previous Projects/Work - Information taken from 2013-2015 Strategic Plan

Values	Examples (* = instigated / auspiced by YCC; other listed activities are supported by YCC)
Well-being & personal development: Health & fitness	<ul style="list-style-type: none"> • YCC as a Cool Relief place * • Yack Community Garden *
Skill development & empowerment	<ul style="list-style-type: none"> • Gardening workshops * • Indigo F.M. : information, entertainment, radio presentation skills * • Education and training courses*
Creativity & innovation	<ul style="list-style-type: none"> • Guinness world record for the longest continuous line of bunting * • Annual High Country Fair *
Diversity & social inclusion	<ul style="list-style-type: none"> • Welcome indigenous people, including by display of the Aboriginal flag in the Centre and the community garden *
Environmental, social and economic sustainability	<ul style="list-style-type: none"> • Eco-efficient demonstration centre (retrofitted YCC building) * • Community garden & gardening workshops * • Links with Totally Renewable Yackandandah
Community self-reliance & resilience	<ul style="list-style-type: none"> • Yackandandah Community Garden* • High Country Craft Fair * • Op-shop * • Toy Library • Produce swap * • Bunting world record * • YCDCo • Yack Chamber of Commerce • Yack Lions Club • Men's Shed • Yack Folk Festival