

City of Albany

YOUTH FRIENDLY ALBANY PLAN 2022 - 2025



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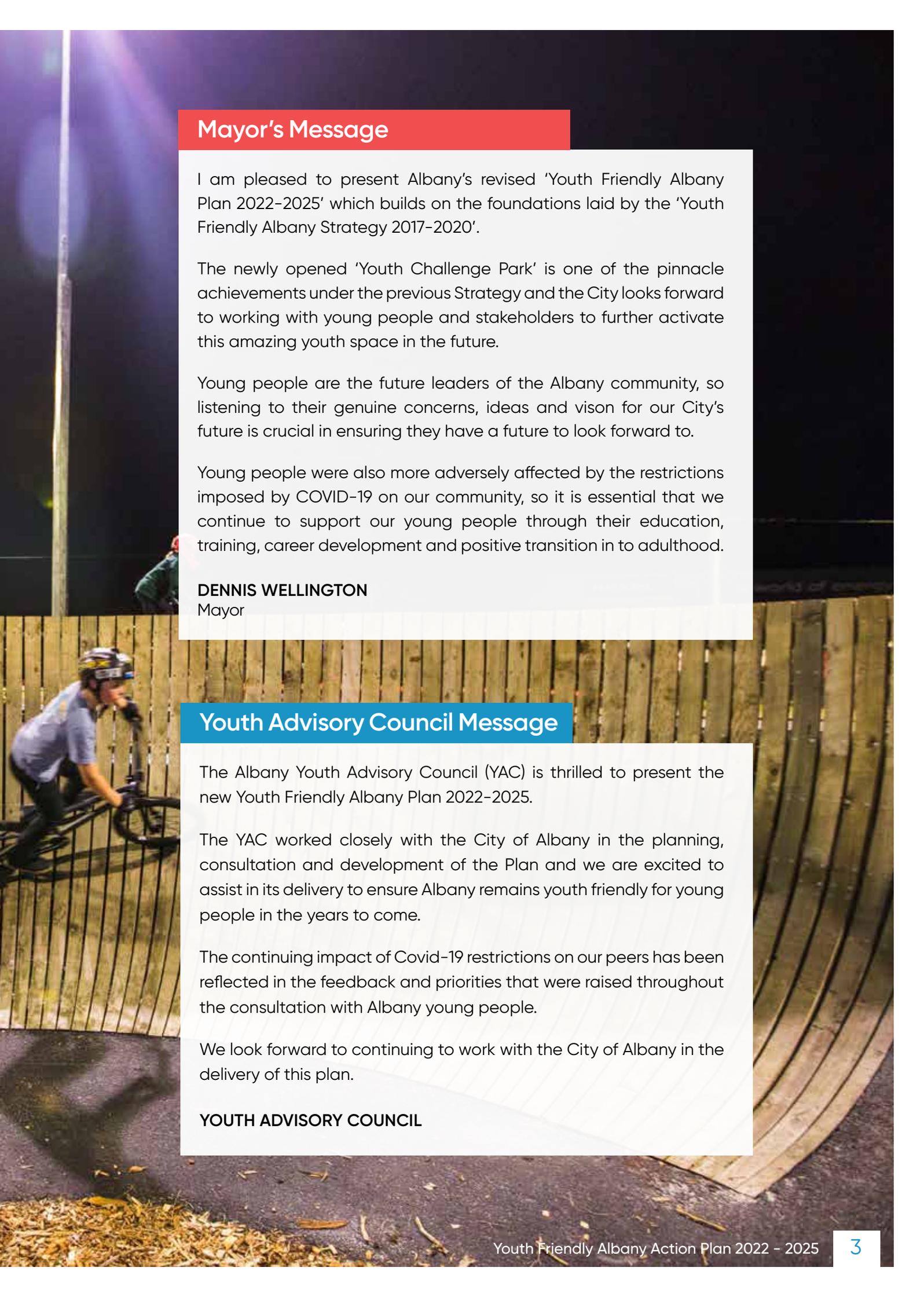
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The City of Albany respectfully acknowledges the Menang Noongar people as the traditional custodians of the land on which the city conducts its business, and pays respect to elders past and present.



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A person wearing a helmet and a light blue shirt is riding a bicycle on a wooden ramp at a skate park. The ramp is made of vertical wooden planks and curves upwards. The background is dark, suggesting it might be nighttime or in a shaded area. The person is in motion, leaning forward as they ride.

Mayor's Message

I am pleased to present Albany's revised 'Youth Friendly Albany Plan 2022-2025' which builds on the foundations laid by the 'Youth Friendly Albany Strategy 2017-2020'.

The newly opened 'Youth Challenge Park' is one of the pinnacle achievements under the previous Strategy and the City looks forward to working with young people and stakeholders to further activate this amazing youth space in the future.

Young people are the future leaders of the Albany community, so listening to their genuine concerns, ideas and vision for our City's future is crucial in ensuring they have a future to look forward to.

Young people were also more adversely affected by the restrictions imposed by COVID-19 on our community, so it is essential that we continue to support our young people through their education, training, career development and positive transition in to adulthood.

DENNIS WELLINGTON
Mayor

Youth Advisory Council Message

The Albany Youth Advisory Council (YAC) is thrilled to present the new Youth Friendly Albany Plan 2022-2025.

The YAC worked closely with the City of Albany in the planning, consultation and development of the Plan and we are excited to assist in its delivery to ensure Albany remains youth friendly for young people in the years to come.

The continuing impact of Covid-19 restrictions on our peers has been reflected in the feedback and priorities that were raised throughout the consultation with Albany young people.

We look forward to continuing to work with the City of Albany in the delivery of this plan.

YOUTH ADVISORY COUNCIL

EXECUTIVE SUMMARY

The Youth Friendly Albany Plan 2022-2025 was a collaboration between the City of Albany and the Albany Youth Advisory Council, who played a crucial role in the engagement and development of the Plan.

The Plan is based on the UNICEF's Child Friendly Cities Framework and aims to develop a youth friendly community.

'Where young people are treated with respect and where they feel safe, welcome and included. It is a community that encourages and recognises the participation and contributions of young people, supports youth development and provides youth-friendly services, facilities and programs'. (DLGC, 2015).

Youth services and facilities was one of the top five priorities identified in the MARKYT Community Scorecard 2021 and this feedback has been reflected in the development of the new Youth Friendly Albany Plan 2022-2025.

This Plan will provide the direction for the City to respond to the priorities identified by young people through the consultation as well as those identified through the MARKYT Community Scorecard 2021.

Delivery of the Plan will in some instances be reliant on securing additional resources and external funding. The City will continue to work with partners and youth stakeholders to work towards the realisation of all of the identified activities within the Plan.

Based on the consultation results, the Youth Advisory Council identified three key priority areas which more accurately reflected the feedback provided.

These priorities also align with the City of Albany Strategic Community Plan 2032, and the vision for an 'Amazing Albany, where anything is possible'.

The City of Albany recognises and values the contribution young people make to the Albany community are committed to continue making Albany a more youth friendly community through delivery of the Plan.



BACKGROUND

The City's first Youth Friendly Albany Strategy was adopted in 2017, and was made possible with a grant from the Department of Local Government and Communities Youth Friendly Communities Grant Program.

The Strategy was based on UNICEF's Child Friendly Cities Framework, and underpinned by the Youth Friendly Community Principles.

A partnership with Rio Tinto, enabled the City to employ a dedicated resource to deliver the Strategy.

YOUTH FRIENDLY ALBANY STRATEGY 2017-2020 ACHIEVEMENTS

- Completion of Youth Challenge Park
- Completion of the Centennial Sporting Precinct central pathway to provide a safe corridor through the area
- Rebranding of Youth Advisory Council
- The YAC worked closely with Council to develop the 'Climate Change Emergency Declaration' and will continue to work with the City and Council in its delivery
- Delivery of school holiday activities targeting the older youth cohort including Laserscape, Anime film nights, Game Zone
- Incorporation of activities targeting older youth at the City's large iconic events including Christmas Festival and Pageant, New Years Eve Picnic and Fireworks and Binalup/Middleton Beach Festival



Youth Challenge
Park completion!



Climate Change
Emergency Declaration



Youth Advisory
Council Rebrand

COUNCIL'S COMMITMENT

The City of Albany continues its commitment to making Albany a more youth friendly community. We will achieve this by:

COUNCIL'S COMMITMENT

01

Implementing the actions of the Youth Friendly Albany Plan with the aim of making Albany a more youth friendly community.



02

Continue to offer young people multiple ways to engage with Council and share their views.



03

Continue to include young people as key stakeholders on projects or activities that may impact on them.



04

Listen to and respect the opinions of young people in the community.



\$

Invest in the development of young leaders in the community.

05



Encourage other organisations to engage with young people when planning or implementing activities, events and projects.

06



Advocate on behalf of young people in our community to state and federal governments to ensure adequate services are available.

07



Ensure Council programs, services and facilities are inclusive and accessible to all young people.

08

ROLE OF LOCAL GOVERNMENT IN THE YOUTH SECTOR

Every local government is different and the roles local government play in providing services varies from Council to Council, therefore it is necessary to define the role the City of Albany has within the Youth sector.

Albany is fortunate to have a number of youth agencies and services who provide young people in crisis with a range of services. The City is not a youth service provider but plays a significant support role to these agencies in addition to fulfilling its own roles of:

- **Advocate** – The City plays an important role in advocating for the continuation and expansion of essential services to meet the needs of young people.
- **Facilitate** – The City can make it possible and easier to meet community needs through building connections between agencies/community groups and creating opportunities for collaboration.
- **Fund** – The City provides funding through service agreements for essential services, and through our Community Events, and Community Development Grants programs.
- **Partner** – The City forms strategic alliances in the interests of the community, and work with our partners to achieve agreed outcomes.
- **Provide** – Through the Albany Public Library, Vancouver Arts Centre, Albany Town Hall, Albany Leisure & Aquatic Centre and the Community Development Team we provide activities, school holiday programs and workshops to provide a range of affordable inclusive activities. The City also provide parks, gardens, sport and recreation facilities, library services, CCTV, lighting of streets and public spaces, footpaths, trails and much more.
- **Regulate** – The regulate compliance with legislation related to town planning, public health, events, litter, noise pollution, signage, parking and much more.

ALBANY YOUTH DEMOGRAPHIC SNAPSHOT



YOUNG PEOPLE AGED
10-25 MAKE UP 19.2% OF
THE ALBANY POPULATION



5.25%

OF YOUNG PEOPLE
IDENTIFY AS
INDIGENOUS OR
TORRES STRAIT
ISLANDER



15.6%

OF YOUNG PEOPLE
AGED 15-24 WORKED
FULL TIME



11%

OF THE YOUTH
POPULATION
IS ESTIMATED TO
IDENTIFY
AS LGBTQIA+



11.3%

OF YOUNG PEOPLE AGED
15-24 YEARS' VOLUNTEER
FOR AN ORGANISATION
OR GROUP



15.7%

OF YOUNG PEOPLE
AGED 15-24 WORKED
PART TIME



3.91%

OF YOUNG PEOPLE AGED
5-24 REQUIRE ASSISTANCE
WITH CORE ACTIVITY



53.14%

MALE



46.86%

FEMALE



11%

OF 15-24 YEAR OLDS
WERE DISENGAGED WITH
EMPLOYMENT AND EDUCATION
COMPARED TO 14.9% IN
REGIONAL AREAS & 10.5% IN
WESTERN AUSTRALIA



5.8%

IDENTIFY AS CULTURALLY
AND LINGUISTICALLY
DIVERSE

STRATEGIC CONTEXT

The *Youth Friendly Albany Plan 2021-2025* aligns with the *City of Albany Strategic Community Plan 2032* (Figure 1: *City of Albany Strategic Community Plan Summary*).

The *City's Strategic Community Plan 2032* aims to shape the future of Albany. It includes a vision for the City of Albany, achieving and resourcing objectives and measuring success.

The *Strategic Community Plan 2032* operates through five pillars: People, Planet, Place, Prosperity and Leadership

The *Youth Friendly Albany Plan 2021-2025* contributes to seven of the fifteen outcomes within the pillars of the *Strategic Community Plan 2032*. The 7 relevant outcomes are:

1. A diverse and inclusive community;
2. A happy, healthy and resilient community;
3. A safe community;
5. A shared responsibility for climate action;
8. Interesting, vibrant and welcoming places;
10. A safe, sustainable and efficient transport network;
11. A strong, diverse and resilient economy with work opportunities for everyone.

The *Youth Friendly Albany Plan 2021-2025* sits under the *City's Community Development Strategy 2032* and is underpinned by *Asset Based Community Development Principles*.



The Plan is also guided by the UNICEF's *Child Friendly Cities Framework* (UNICEF, 2004) principles which include:

1. Local government support
2. Partnerships in the community
3. Build relationships with youth
4. Diversity of young people
5. Ownership by young people
6. Holistic approach when consulting young people
7. Flexible approach to consulting young people
8. Fun and innovation
9. Evaluation and feedback
10. Youth views embedded in to community strategic planning

Figure 1: City of Albany Strategic Community Plan 2032 Summary.



COMMUNITY ENGAGEMENT AND RESEARCH

A comprehensive review was undertaken of the *Youth Friendly Albany Plan 2022-2025* as part of the review. This included;



- Review of National Youth Policy Framework and Beyond 2020, WA Youth Action Plan
- Review of other Local Government Youth Strategies and Action Plans
- Literature review
- Review of Albany's Youth Demographic profile
- Consultation with young people, youth stakeholders and City of Albany staff
- Numerous meetings with the Youth Advisory Council to plan and develop the engagement tools, review of the data and the formulation of the plan.

A comprehensive review was undertaken of the *Youth Friendly Albany Plan 2022-2025* as part of the review. This included;

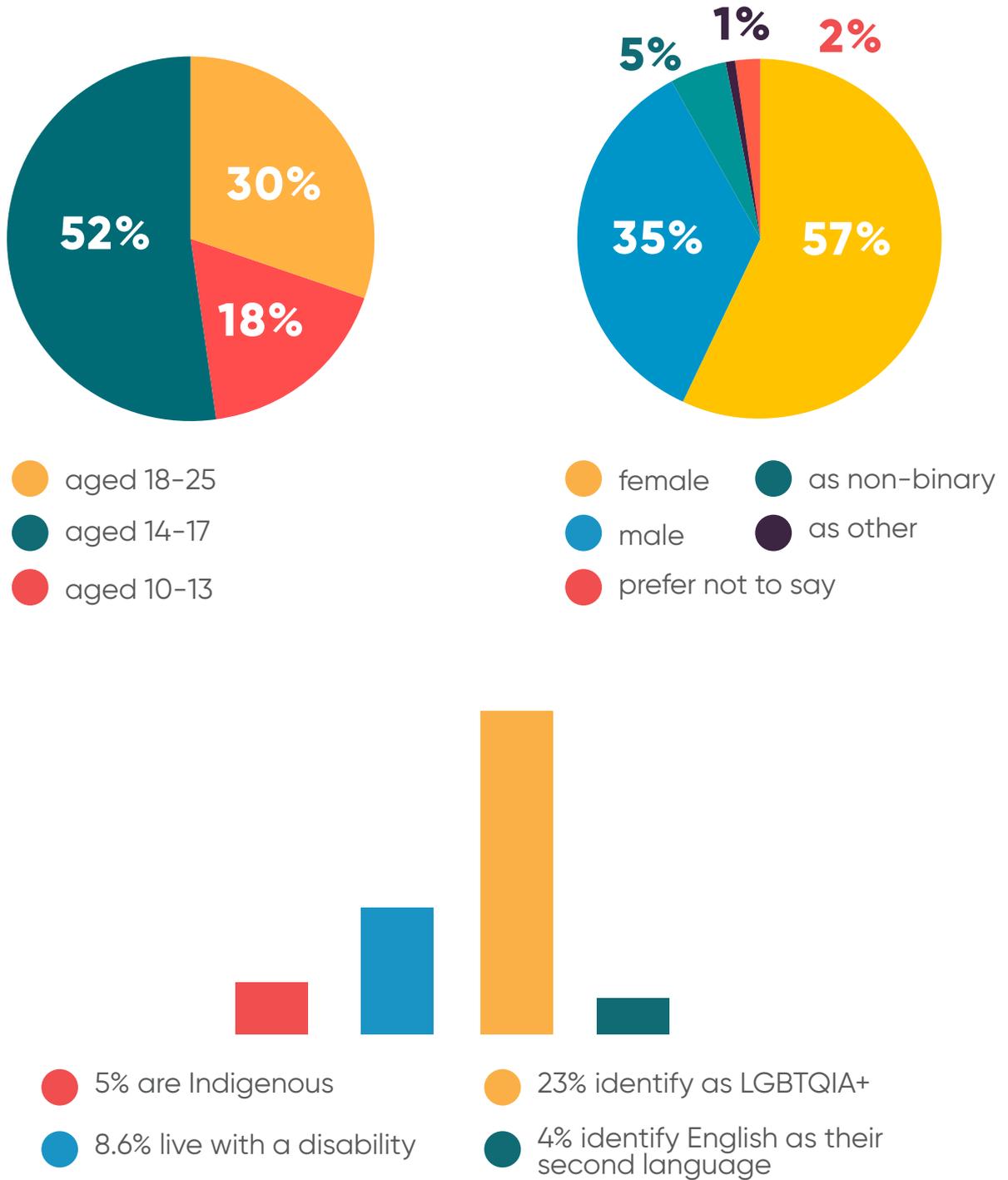


- Completion of an online survey
- Completion of a feedback post card
- Provide feedback via a Pop Up at Middleton Beach Festival, Green Fair on the Square, Cloudy with a chance of Music Youth Festival, Albany Skate & BMX Park, Game On and Albany PCYC SafeSPACE program
- Workshops within schools (Alta-1, and Community Futures schools were the only schools to take up this opportunity)

PARTICIPANTS

Total of 656 people provided feedback for the review of the Youth Plan.
 Of these respondents 473 were young people aged between 10-25 years of age representing 6.73% of the youth population.

ALBANY YOUTH PARTICIPANT DATA



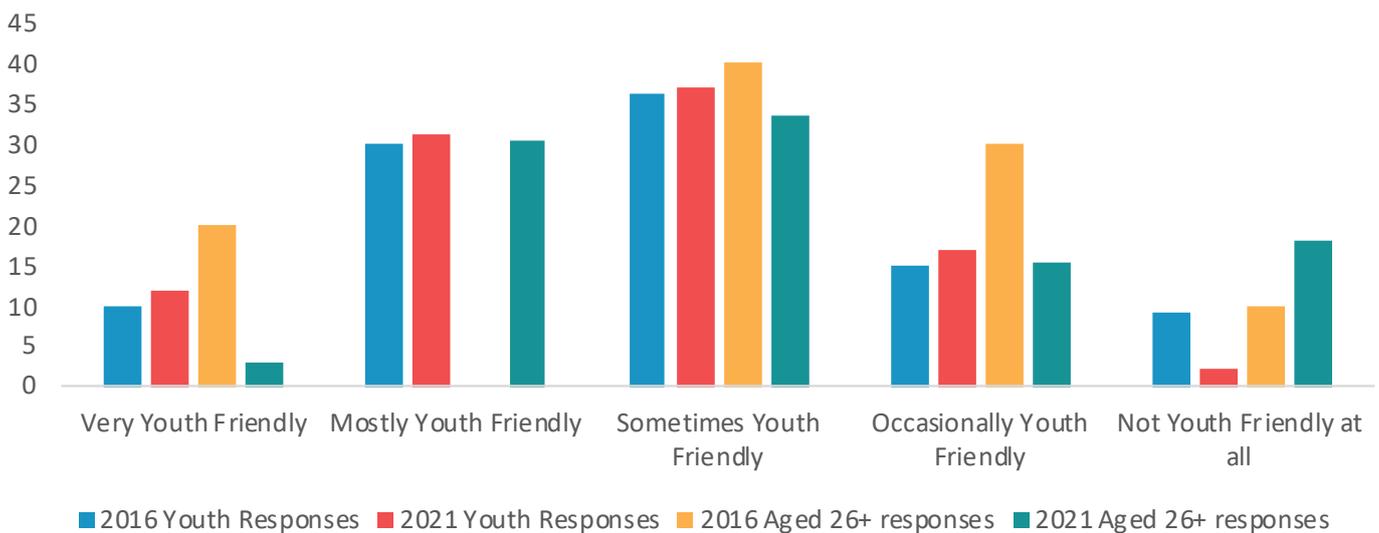
TRENDS/CHANGES

Compared to the 2016 responses, the perception of friendliness in Albany for young people has slightly increased, and there has been a significant decrease in the number of young people who feel that Albany is not youth friendly at all.

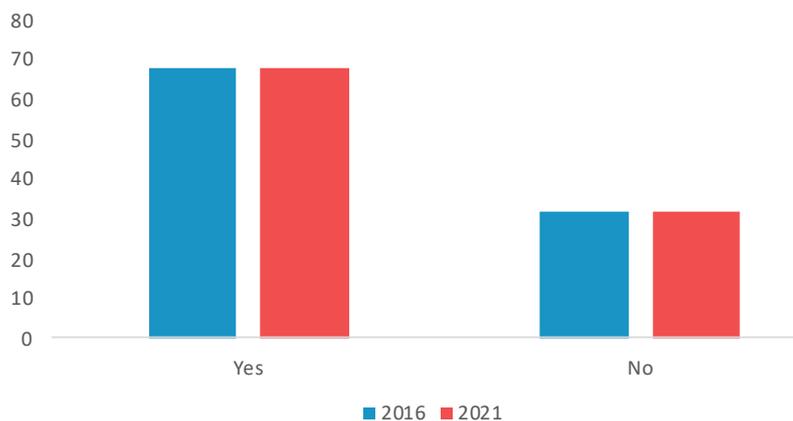
"I think Albany is getting better with this one. Everyone is getting a bit more friendly and understanding with young people and I hope it keeps getting better".

(14 to 17 year old female, 2021)

PRECEPTION OF YOUTH FRIENDLINESS



DO YOU FEEL VALUED?



The respondents in the 2016 consultation data prioritised the areas of Youth Spaces and Places, and Events and Social Opportunities.

In comparison, the 2021 respondents prioritised Education, Employment and Training significantly above the other three areas prioritised in the 2016 Youth Friendly Albany Plan, which could be a result of the ongoing Covid-19 restrictions.

Young people's barriers to participating in their chosen activities are still greatly limited by cost and affordability however, energy/motivation and anxiety or other mental health conditions have become a greater issue.

MAIN BARRIERS TO PARTICIPATING IN LEISURE ACTIVITIES

2021	<ul style="list-style-type: none"> • Cost/affordability • Homework/study commitments • Energy/motivation • Anxiety or other mental health issues 	2016	<ul style="list-style-type: none"> • Cost/affordability • Weather • Lack of free time • Homework/Study Commitments
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Young people feel the impacts of mental health issues such as anxiety much more than any other demographic in the community.

Affordability, lack of transport, and homework were cited as the main reasons for these groups to withdraw from leisure activities.

The impact of COVID 19 and the decline in available housing in Albany is also reflected in the main concerns for the future identified by young people. Mental health and climate change have also moved up in the priority list for young people over the past five years.

YOUNG PEOPLE'S MAIN CONCERNS FOR THE FUTURE

2021	<ul style="list-style-type: none"> • Housing affordability • Career options • Climate change • Mental health concerns for yourself or someone close to you 	2016	<ul style="list-style-type: none"> • Career options • Housing affordability • Finding employment • Where am I going to live
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An improvement to mental health services, now more than ever I feel young people are losing hope for a future where we can see ourselves achieving our dreams, due to climate change, increasing cost of living, and an increasingly hostile political environment that is swinging towards valuing profit over human lives. These are major issues of course that the City has little control over, but the impact they are having on young people is very real.

(18 to 25 year old female, 2021)

YOUTH FRIENDLY ALBANY PLAN 2022-2025

1. PLANNING FOR THE FUTURE

GOAL: Young people are given the necessary skills, experience and opportunities to pursue the career of their choice and successfully transition to living independently.

ACTION	MEASUREMENT	RESPONSIBLE	TIMELINE	BUDGET	
STRATEGIC OBJECTIVE 1.1 INCREASED EMPLOYMENT OPPORTUNITIES FOR YOUNG PEOPLE					
1.1.1	Partner with local providers to promote a regular program of 'job ready workshops' including: <ul style="list-style-type: none"> • Resume Development • Addressing Selection Criteria • Interview Skills • Where to look for job advertisements 	A minimum of 3 workshops are delivered each year	Community Development People and Culture	Ongoing	Existing budget
1.1.2	Partner with education providers, Albany Chamber of Commerce and Industry and Registered Training Organisations to increase promotion of traineeships, apprenticeships and other entry level positions, and encourage local businesses to consider trainee or apprentice roles .	Increase in the number of positions advertised	Community Development	Ongoing	Existing budget
1.1.3	Facilitate and/or promote the delivery of affordable training opportunities to increase a young person's employability.	A minimum of 3 trainings are delivered/promoted each year	People and Culture	Ongoing	Existing budget
1.1.4	Continue to provide meaningful work experience opportunities for students.	A minimum of 5 longer (1 day per week a semester) placements per year along with short term ad-hoc placements as requested.	People and Culture	Ongoing	Existing budget
1.1.5	Facilitate university placement and internship opportunities for delivery of projects.	A minimum of 1 unpaid per year across the organisation	People and Culture	Ongoing	Existing budget
1.1.6	Advocate to state and federal government departments to provide entry level employment opportunities for young people.		EMT Council	Ongoing	Existing budget
1.1.7	Promote employment opportunities for young people through social media.		Community Development	Ongoing	Existing budget
1.1.8	Participate in career expos, showcasing the range of employment opportunities to encourage young people to consider a career in local government.	A minimum of 1 per year	People and Culture	Ongoing	Existing budget

ACTION	MEASUREMENT	RESPONSIBLE	TIMELINE	BUDGET	
STRATEGIC OBJECTIVE 1.2 ACCESS TO EDUCATION/TRAINING					
1.2.1	Facilitate promotion of scholarships available through universities, local service groups and TAFE.	Development of a page on City website with all known scholarships	Community Development Communications	Ongoing	Existing budget
1.2.2	Identify mentors to support young people applying for scholarships.	A team of mentors is developed to support scholarship applications	Community Development		Existing budget
1.2.3	Continue to advocate for Albany to become a university City.	An increase in the availability of full courses available in Albany	Council	Ongoing	Existing budget
1.2.4	Establish annual scholarships to support students attend TAFE and University.	Annual scholarship program developed	Office of CEO/ People and Culture	2022/23	Budget to be allocated in 2022/23
1.2.5	Continue to provide access to Studiosity and exam tutors at the Albany Public Library.	Number of students accessing Studiosity and exam tutors.	Community Development/ Library	Ongoing	Existing budget
1.3 VOLUNTEERING					
1.3.1	Continue to partner with Albany & Regional Volunteer Service to promote unique volunteering opportunities for young people.	Number of young people volunteering	Community Development	Ongoing	Existing budget
1.3.2	Continue to support other community groups to engage young volunteers.		Community Development	Ongoing	Existing budget
1.4 TRANSITIONING TO INDEPENDENCE					
1.4.1	Facilitate a regular program of workshops to support young people transition to living independently <ul style="list-style-type: none"> • How to maintain a good rental history • How to do tax • Budgeting/financial management • Contracts, credit cards and Afterpay 	Delivery of annual workshop program	Community Development/ Library	Ongoing	Existing budget and external funding
1.4.2	Advocate, plan and investigate options for increased affordable housing options for low income earners.	Increase in affordable housing options	Council Planning	Ongoing	Existing officer time

2. SPACES AND PLACES

GOAL: Young people have access to accessible safe spaces and places in the community, and they are included in facility and service design.

ACTION	MEASUREMENT	RESPONSIBLE	TIMELINE	BUDGET	
STRATEGIC OBJECTIVE 2.1 INCLUSIVE INFRASTRUCTURE DESIGN AND DEVELOPMENT					
2.1.1	Provide accessible opportunities for young people to provide feedback on design of infrastructure.	Demographical data is recorded for participants at consultations to measure participation by young people	Community Engagement Major Projects Reserves	Ongoing	Existing budget
2.1.2	Complete the delivery of key youth focused projects (subject to funding) including: <ul style="list-style-type: none"> Albany Surf Reef Motorplex Mountain Bike Trails Project 	Projects completed	Major Projects Reserves Council	Ongoing	Existing budget plus external funding
2.1.3	Incorporate youth targeted spaces in to the redevelopment of major parks including: <ul style="list-style-type: none"> Havoc St Park, Milpara Lange Skate Park 	Demographical data is recorded for participants at consultations to measure engagement of young people	Reserves	Ongoing	Existing budget plus external funding
2.1.4	Explore options to provide additional 'all weather' spaces for young people and promote existing spaces.	Increase in all-weather spaces	Reserves Major Projects Rec Services Library Town Hall VAC Communications	Subject to funding	Subject to external funding
2.2 SAFE SPACES AND ACTIVITIES					
2.2.1	Continue to support PCYC's SAFE Spaces program (Strike II) to provide a safe space each Friday night.	Strike program continues to be available	Community Development	Ongoing	Additional budget required
2.2.2	Investigate smart city technology to increase the safety of popular parks.	Provision of services to increase perception of safety.	Com Dev IT Reserves Major Projects	Subject to funding	Subject to external funding
2.2.3	Explore options to provide device charging points in popular parks/CBD.	Provision of device charging points	Reserves Major Projects	Subject to funding	Subject to external funding
2.2.4	Expand public Wi-Fi network to Youth Challenge Park and popular parks.	Increase in the number of free Wi-Fi locations	IT Com Dev Major Projects	2022/23	Allocate in 2022/23 budget

ACTION	MEASUREMENT	RESPONSIBLE	TIMELINE	BUDGET	
STRATEGIC OBJECTIVE 2.3 MOVING AROUND THE CITY					
2.3.1	Improve footpath connectivity to link major population centres with schools and central business district.	Linkages between population centres completed	City Engineering	Ongoing	Existing budget
2.3.2	Undertake study to investigate options/ feasibility of affordable transport options on weekends/evenings.	Completion of feasibility study	Community Development	2023/24	Subject to additional resourcing
2.4 SUSTAINABLE ENVIRONMENTS					
2.4.1	Continue to deliver urban tree infill program (verge trees).	Expansion of number of verge trees	Reserves	Ongoing	Existing budget
2.4.2	Engage young people in projects that protect the natural environment.	Number of natural environment projects young people have supported	Reserves Major Projects	Ongoing	Existing budget

3. COMMUNITY CONNECTION & WELLBEING

GOAL: Develop a sense of inclusiveness and belonging by creating opportunities for young people to connect and participate in community life in ways that they choose.

ACTION	MEASUREMENT	RESPONSIBLE	TIMELINE	BUDGET
STRATEGIC OBJECTIVE 3.1 YOUTH ENGAGEMENT				
3.1.1	Continue to support the Youth Advisory Council.	Number of YAC meetings and initiatives supported each year	Council Community Development	Ongoing Existing budget
3.1.2	Increase and improve the measurement of and engagement with young people (more accessible/inclusive).	Number of young people engaged including vulnerable groups	Whole organisation Community Engagement	Ongoing Existing budget
3.1.3	Increase the number of opportunities for young people to engage with Council through structured focus group sessions on issues of importance for young people.	Minimum of two focus group sessions held each year	Community Development Governance	Ongoing Existing budget
3.1.4	Deliver on Climate Change Declaration Actions and review in 2022 as agreed.	Number of actions achieved and review completed	Community Development Sustainability	Review 2022 Existing budget
3.1.5	Encourage and support young people to have a place on City working groups and advisory groups.	Number of groups with young people represented	Community Development Whole organisation	Ongoing Existing budget
3.2 INCLUSIVE EVENTS				
3.2.1	Celebrate diversity and address discrimination through involvement in special weeks/days including Pride, NAIDOC, Disability Awareness Week, Mental Health Week.	Number of days/ weeks supported through funding and or City initiatives	Community Development Library Arts & Culture People and Culture	Ongoing Existing budget and grant funding
3.2.2	Hold events in accessible places i.e. (Town Square, Town Hall, VAC).	Number of events held in these	Events Community Development Arts & Culture	Ongoing Subject to additional funding
3.2.3	Advocate for an iconic all ages music festival.	Development of relationships with music promoters	Events Community Development Arts & Culture	Ongoing Subject to additional funding
3.2.4	Improve promotion of youth focused events, workshops and activities.	Increased awareness of youth activities	Community Development Communications	Ongoing Existing budget
3.2.5	Facilitate more opportunities for live music performances, and activate the Youth Sound studio at PCYC.	Number of live music performances held, number of times Youth Sound Studio utilised	Community Development Events Arts & Culture	Ongoing Subject to additional funding

ACTION	MEASUREMENT	RESPONSIBLE	TIMELINE	BUDGET	
STRATEGIC OBJECTIVE 3.3 AFFORDABLE INCLUSIVE ACTIVITIES					
3.3.1	Increase the number of casual, flexible opportunities for young people to engage in sport.	Number of flexible opportunities available	Recreation Services	Ongoing	Existing budget
3.3.2	Continue to deliver a wide range of school holidays activities targeted young people in partnership with service providers.	Number of activities delivered each period	Community Development Recreation Services Library Arts & Culture	Ongoing	Existing budget
3.3.3	Facilitate a range of activities for young people who are not interested in sports.	Number of non-sport activities provided	Community Development Library Arts & Culture	Ongoing	Existing budget and external funding
3.3.4	Develop an affordable youth membership program for ALAC that provides a range of physical activities.	Number of youth members/ sustainability of program	Recreation Services Community Development	2022/23	Subject to sourcing funding for pilot
3.3.5	Provide a range of opportunities for interschool activities.	Number of interschool activities	Community Development Recreation Services Arts & Culture	Ongoing	Existing budget
3.3.6	Activate key areas with a regular program of events/workshops and activities including: <ul style="list-style-type: none"> • Youth Challenge Park • Town Square • Vancouver Arts Centre 	Number of workshops delivered in each location	Community Development Events Recreation Services Arts & Culture Library	Ongoing	Subject to external funding
3.4 YOUTH CELEBRATION					
3.4.1	Actively seek out opportunities to celebrate youth achievements and positive contributions ie; (Youth Art Award).	Number of young people nominated	Community Development Communications Arts and Culture	Ongoing	Existing budget
3.4.2	Continue to partner with young people and youth service providers to deliver Youth Week celebration activities.	Activities and events are held during Youth Week each year	Community Development Events	Ongoing	Existing budget and external funding
3.5 YOUTH SERVICES					
3.5.1	Advocate for increased mental health support services.	Number of applicable workshops, meetings and support for funding provided	Council EMT	Ongoing	Existing budget
3.5.2	Plan and advocate for increased support for families experiencing domestic violence or at risk of homelessness.	Number of applicable workshops, meetings and support for funding provided	Council EMT Planning	Ongoing	Existing budget
3.5.3	Partner/advocate/support local youth agencies apply for funding to expand services to support young people.	Number of letters of support provided	Community Development	Ongoing	Existing budget

IMPLEMENTATION PLAN

The Plan outlines the actions that the City will undertake to further develop as a Youth Friendly community. While the Plan does list timelines, delivery will depend on resourcing and in some cases external funding.

MONITORING AND REVIEW

The success of the Plan is dependent on building and strengthening partnerships between the City of Albany and key stakeholders in the community. These include:

- Young people
- Community organisations
- Council
- Neighbouring Local Governments
- State and Federal Government Agencies
- Funding bodies

The Community Development Team will facilitate reporting against the plan. The delivery requires a 'whole of The City' response to be successful. The Community Development Team will be responsible for the ongoing advocacy of the plan within the organisation, and to stakeholders.

The City of Albany will utilise the LG Professionals 'Community Development Framework and Toolkit' to measure the effectiveness of initiatives delivered under the Plan. Evaluation of the success of the overall plan will be measured through the City's Community Scorecard and ongoing engagement with stakeholders and young people.

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