

**DRAFT**

Draft Strategic Plan  
2003 - 2008



City of  
Joondalup

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## FOREWORD

Welcome to the City of Joondalup's Strategic Plan 2003 – 2008.

The Plan has been developed following considerable input from the community and stakeholders, and Councillors and staff at the City of Joondalup. The input confirmed that ideas expressed by the stakeholders were also those of the Council.

The City of Joondalup's preferred future is :

*“A sustainable community and City that are recognised as unique and diverse.”*

A sustainable community is one that is:

- environmentally responsible
- socially sound
- economically viable
- based on effective governance

There is a growing emphasis on environmental sustainability and the need to protect and maintain the City's wealth and natural assets, to ensure the City becomes more vibrant, innovative, open, responsive to changing community expectations and needs, as well as being a safe environment.

The City loves and embraces its people and community and is a place of opportunity.

Thus the City now has a number of principles, which will guide its future decisions and direction. These guiding principles are:

- Community Focused
- Sustainable
- Best Value
- Leadership through Partnership and Networks
- Flexible in Service Delivery

The City will be able to achieve the outcomes presented in this Plan through cooperation, partnerships and flexibility.

John Bombak JP  
Mayor

Denis Smith  
Chief Executive Officer

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## VISION

“A sustainable community and City that are recognised as unique and diverse.”

## PURPOSE

Plan, develop and fulfil a range of community lifestyles to meet community expectation.

## VALUES

The values held by the City will support the achievement of its' Vision. These values are:

### Vibrancy

- We will work with stakeholders to create a vibrant community.
- We will be dynamic and flexible.

### Innovation

- We will provide innovative programs and services.
- We will have a strong team spirit to generate positive ideas, developing a culture of innovation and excellence.

### Responsiveness

- We will respond to changing community needs.
- We will promote a sense of community spirit and ownership.

### Respect

- We will acknowledge individuals' opinions.
- We will respect individuals' contributions.

### Trust

- We will develop an environment of openness and transparency.
- We will make information accessible.

### Safety

- We will provide a safe and secure environment.
- We will develop partnerships.

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## GUIDING PRINCIPLES

Our decisions will be guided by a number of underlying principles. These principles have been developed to guide the City's decision-making and to ensure the appropriate undertaking of events.

### **Community Focused**

- We will develop a sense of belonging/ownership.
- We will understand community diversity and harmony, meeting changing customer needs.

### **Sustainability**

- We will promote an integrated environmental, social and economic approach to all our activities.
- We will focus on improving quality of life for current and future residents and ratepayers.

### **Best Value**

- We will provide value for money with our quality services.
- We will use the most efficient and effective processes continuously improving our delivery.

### **Leadership through Partnerships and Networks**

- We will develop partnerships and networks.
- We will gain support from key stakeholders.

### **Flexibility in Service Delivery**

- We will be flexible in our planning to accommodate changing circumstances.
- We will be flexible in our delivery of a range of services and programs.

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## Key Focus Area

### I. Social Wellbeing

The City of Joondalup is creating a positive future for all community members and stakeholders. It is proud of its diversity in the community and sees the importance of retaining its youth and seniors. We are ensuring we have a safe and healthy environment for people to participate in cultural, recreational and leisure activities.

The City also can see the potential of education as a business opportunity rather than just a service.

OUTCOME	OBJECTIVES	STRATEGIES
The City of Joondalup is globally recognised as a centre for Lifelong Learning.	<p>1.1 To continue development of the City of Joondalup as a Learning City.</p>	<p>1.1.1 Plan for student growth.</p> <p>1.1.2 Create alliances through leadership and to maximise learning opportunities.</p> <p>1.1.3 Support whole-of-life learning and creation of knowledge opportunities.</p>
The City of Joondalup is a cultural centre.	<p>1.2 To meet the cultural needs and values of the community.</p>	<p>1.2.1 Enhance and create cultural activities and events.</p> <p>1.2.2 Create and maintain cultural partnerships.</p> <p>1.2.3 Create cultural facilities.</p>

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OUTCOME	OBJECTIVES	STRATEGIES
<p>The City of Joondalup provides social opportunities that meet community needs.</p>	<p><b>1.3</b> To provide services that meet changing community needs, particularly for youth and seniors.</p>	<p><b>1.3.1</b> Ensure leisure and recreational activities are aligned to community expectations.</p> <p><b>1.3.2</b> Ensure quality-of-life opportunities for all community members, including people with disabilities and diverse cultures.</p> <p><b>1.3.3</b> Develop non-traditional ways for people to incorporate sport and recreation into their lives.</p>
<p>The City of Joondalup is a safe and healthy City.</p>	<p><b>1.4</b> To ensure individuals and families feel safe and secure in a healthy environment.</p>	<p><b>1.4.1</b> Create and support “visible” security.</p>
		<p><b>1.4.2</b> Ensure the protection of human health..</p>

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## Key Focus Area

### 2. Caring for the Environment

The City of Joondalup promotes and enjoys a lifestyle which engenders environmental, social and economic sustainability. It will focus on improving the environment, protecting foremost the natural environment and ensuring sustainability is fulfilled. The City is recognised as a leader in environmental sustainability.

We will be promoting a “clean and green” environment.

OUTCOME	OBJECTIVES	STRATEGIES
The City of Joondalup is environmentally responsible in its activities.	<p>2.1</p> <p>To plan and manage our natural resources to ensure environmental sustainability.</p>	<p>2.1.1</p> <p>Maintain and protect natural assets.</p> <p>2.1.2</p> <p>Continue to develop environmentally effective and energy-efficient programs.</p> <p>2.1.3</p> <p>Develop a coordinated environmental framework.</p>
The City of Joondalup efficiently and effectively manages waste.	<p>2.2</p> <p>To facilitate waste management in accordance with environmental sustainability principles.</p>	<p>2.2.1</p> <p>Focus on recycling.</p> <p>2.2.2</p> <p>Plan for the development of waste management.</p>

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## Key Focus Area

### 3. City Development

To ensure a sustainable community, the City will provide and maintain a managed built environment. The City will work in conjunction with associations to plan efficient transport means. Tourism also will be seen as an important part of economic development for the community. All development will be to ensure the City has a vibrant community focus, with a view to creating local employment for local people.

OUTCOME	OBJECTIVES	STRATEGIES
The City of Joondalup has well maintained assets and built environment.	<p><b>3.1</b></p> <p>To develop and maintain the City of Joondalup's assets and built environment.</p>	<p><b>3.1.1</b></p> <p>Plan the timely design, development, upgrade and maintenance of infrastructure, buildings, facilities, roads, parks, paths, cycleways.</p> <p><b>3.1.2</b></p> <p>Facilitate the safe design, construction and approval of buildings and facilities.</p> <p><b>3.1.3</b></p> <p>Create and maintain parklands that incorporate nature and cultural activities accessible to residents.</p> <p><b>3.1.4</b></p> <p>Develop an asset management strategy.</p>
The City of Joondalup is recognised as a great place to visit.	<p><b>3.2</b></p> <p>To develop and promote the City of Joondalup as a tourist attraction.</p>	<p><b>3.2.1</b></p> <p>Create and promote cultural tourist attractions.</p> <p><b>3.2.2</b></p> <p>Create an "eco-tourism" strategy.</p> <p><b>3.2.3</b></p> <p>Build partnerships to create further opportunities for tourism.</p> <p><b>3.2.4</b></p> <p>Develop marketing strategies to support the identity of the City of Joondalup.</p>

OUTCOME	OBJECTIVES	STRATEGIES
<p>The City of Joondalup meets the changing demographic needs of the community.</p>	<p><b>3.3</b> To meet the changing demographics, in particular, seniors and students.</p>	<p><b>3.3.1</b> Provide residential living choices.</p> <p><b>3.3.2</b> Integrate plans to support community and business development.</p>
<p>The City of Joondalup has an effective integrated transport system.</p>	<p><b>3.4</b> To ensure integrated transport is meeting regional and local needs.</p>	<p><b>3.4.1</b> Facilitate, advocate and create transport linkages to facilities and events.</p> <p><b>3.4.2</b> Align use of land and modes of transport.</p>
<p>The City of Joondalup is recognised for investment and business development opportunities.</p>	<p><b>3.5</b> To provide and maintain sustainable economic development.</p>	<p><b>3.5.1</b> Support business development through creating tourist attractions.</p> <p><b>3.5.2</b> Develop partnerships to foster business development opportunities.</p> <p><b>3.5.3</b> Create employment opportunities.</p>

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## Key Focus Area

### 4. Leadership and Organisational Development

The City of Joondalup will ensure good leadership through the provision of informed staff, clear lines of communication and the participation of staff at all levels in decision-making processes. Clear and direct decision-making also will provide learning opportunities.

OUTCOME	OBJECTIVES	STRATEGIES
The City of Joondalup is a sustainable and accountable business.	<p>4.1 To be economically viable.</p>	<p>4.1.1 Ensure financial viability and alignment to Strategic Plan.</p> <p>4.1.2 Develop a corporate reporting framework.</p> <p>4.1.3 Develop a risk management strategy.</p>
The City of Joondalup provides Local Government leadership.	<p>4.2 To enable the City to be a regional leader.</p>	<p>4.2.1 Develop strategic alliances with key stakeholders, including education, tourism and health.</p> <p>4.2.2 Form partnerships with State, Federal and corporate bodies.</p> <p>4.2.3 Provide governance framework.</p>

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OUTCOME	OBJECTIVES	STRATEGIES
<p>The City of Joondalup provides quality value-adding service.</p>	<p>4.3 To provide quality services with the best use of resources.</p>	<p>4.3.1 Ensure efficient and effective service delivery.</p> <p>4.3.2 Provide quality customer service.</p> <p>4.3.3 Provide and promote knowledge management.</p>
<p>The City of Joondalup is an interactive community.</p>	<p>4.4 To ensure the City responds and communicates with the community.</p>	<p>4.4.1 Ensure appropriate community consultation.</p> <p>4.4.2 Assure accessible community information.</p>
<p>The City of Joondalup is recognised as a unique City.</p>	<p>4.5 To develop community pride and identity.</p>	<p>4.5.1 Build and develop marketing opportunities.</p>
<p>The City of Joondalup is recognised as a great place to work.</p>	<p>4.6 To be an Employer of Choice.</p>	<p>4.6.1 Create a culture of learning and development.</p> <p>4.6.2 Develop a Human Resource Strategy.</p> <p>4.6.3 Ensure communication and participation.</p>

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