

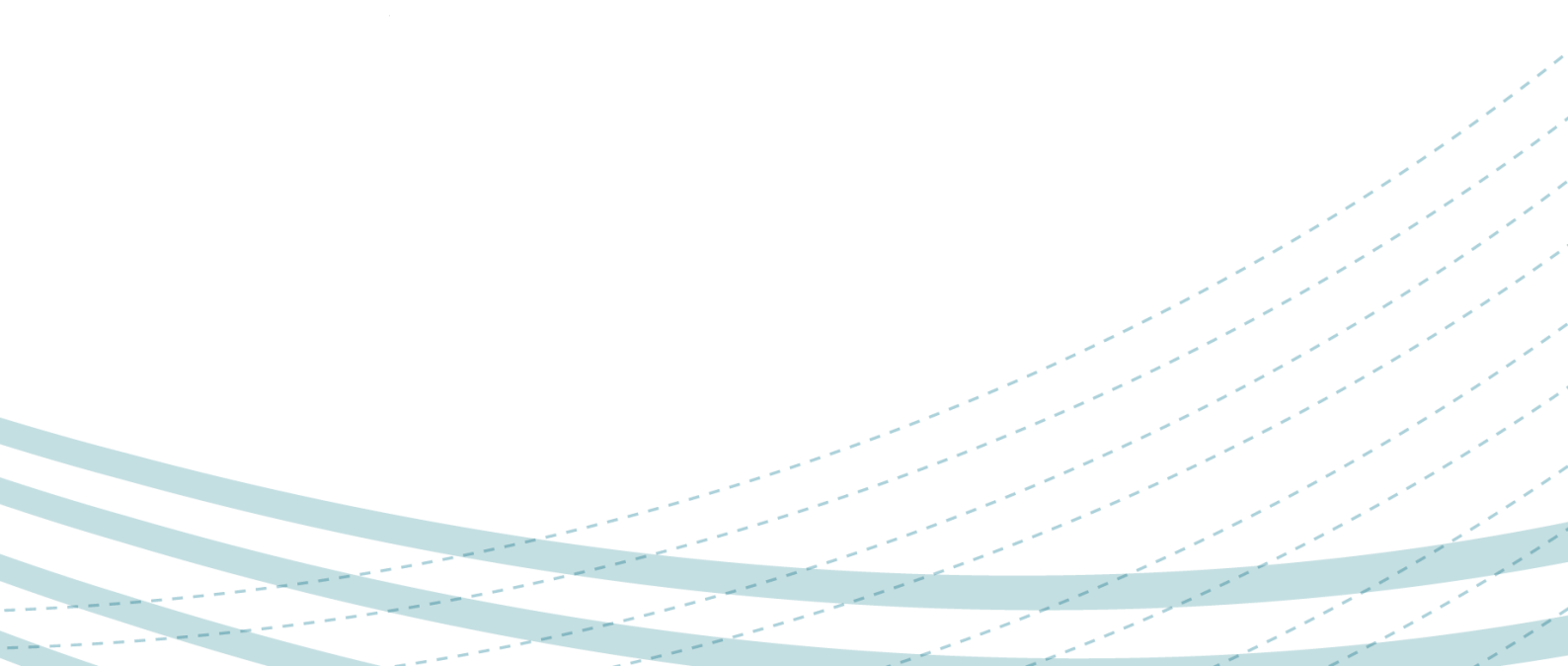
Corporate Business Plan

2015/16 – 2019/20



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Introduction

The Corporate Business Plan is the City of Joondalup's 5-year service and project delivery program. It is aligned to the strategic direction and priorities set within the 10-year *Strategic Community Plan 2012–2022* — “Joondalup 2022” and reflects actions in the City's forward *Capital Works Program* and informing strategies.

The purpose of the Plan is to demonstrate the operational capacity of the City to achieve its aspirational outcomes and objectives over the medium-term. All operational planning and reporting is driven by the *Corporate Business Plan*, which is reviewed annually to ensure priorities are achievable and effectively timed.

Flexibility and adaptability are built into the City's corporate business planning model, to ensure the organisation is able to adjust to external influences as they arise. The annual review process enables the City to frequently assess its progress and realign actions and tasks against the most currently available information.

Planning Framework

The diagram below illustrates the relationship between the City's strategic and operational documents, highlighting the position of the *Corporate Business Plan* within this planning hierarchy.





Key Documents

Strategic Community Plan 2012–2022 — “Joondalup 2022”

The *Strategic Community Plan 2012–2022* — “Joondalup 2022” is the City’s long-term strategic planning document, which outlines the City’s commitment to achieving the vision and aspirations of its community and regional stakeholders. It has a 10-year duration and is subject to minor reviews every two years and major reviews every four years.

The Plan is structured according to six Key Themes, with each theme containing a 10-year Aspirational Outcome, Objectives and Strategic Initiatives.

Corporate Business Plan

This document is responsible for translating the strategic direction of the City, articulated within the *Strategic Community Plan 2012–2022* — “Joondalup 2022”, into specific priorities and actions at the operational level.

The *Corporate Business Plan* also draws together actions contained within the City’s 5-year *Capital Works Program* and various informing strategies. It provides a medium-term snapshot of operational actions and priorities to inform the annual planning and budgeting process within a sufficient broader context.

Annual Plan

The *Annual Plan* provides the details and quarterly milestones to achieve actions within the current financial period of the *Corporate Business Plan*. The document is subject to quarterly Progress Reports through Council and achievements against the full Plan are compiled within a comprehensive *Annual Report* at the end of each financial year.

Annual Budget

The annual budgeting process is driven by the strategic and business planning activities of the City, while its timing and execution is informed through legislation, namely, the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996*.

State Government Requirements

In 2011, the Department of Local Government and Communities introduced its *Integrated Planning and Reporting Framework* to standardise and guide strategic and corporate business planning across the Western Australian local government industry.

All local governments are now required, by legislation, to develop a Strategic Community Plan and Corporate Business Plan to fulfil the statutory obligations of section 5.56 of the *Local Government Act 1995*, which is to effectively “plan for the future”.

Under the *Local Government (Administration) Regulations 1996*, a Corporate Business Plan is required to:

- (a) *set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and*
- (b) *govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and*
- (c) *develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.*

The City's *Corporate Business Plan* aims to fulfil these obligations, as well as demonstrate leadership and best-practice in operational planning within the local government industry.

Vision and Values

The City's strategic direction is articulated through the following vision and values within the *Strategic Community Plan 2012–2022* — “Joondalup 2022”:

“A global City: bold, creative and prosperous”

- Bold
- Ambitious
- Innovative
- Enterprising
- Prosperous
- Compassionate

The *Corporate Business Plan* fulfils this strategic direction through an organisational commitment to: **own projects, apply initiative and demonstrate action.**



Structure of Corporate Business Plan 2015/16 – 2019/20

The *Corporate Business Plan* is aligned to “Joondalup 2022” and, as such, is divided into six Key Themes. Each Key Theme is defined by an Aspirational Outcome and within each are Objectives and Strategic Initiatives. This structure is shown below.

Governance and Leadership

Effective Representation
Corporate Capacity
Active Democracy
Strong Leadership



Financial Sustainability

Financial Diversity
Major Project Delivery
Effective Management



Quality Urban Environment

Quality Built Outcomes
Integrated Spaces
Quality Open Spaces
City Centre Development



Economic Prosperity Vibrancy and Growth

Primary Centre Status
Activity Centre Development
Destination City
Regional Collaboration
Business Capacity



The Natural Environment

Environmental Resilience
Community Involvement
Accessible Environments
Environmental Leadership



Community Wellbeing

Quality Facilities
Cultural Development
Community Spirit
Community Safety



Governance and Leadership



Aspirational Outcome: The City is recognised for its outstanding governance practices, which are achieved through strong leadership and fully-integrated community engagement systems.

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Effective Representation To have a highly skilled and effective Council that represents the best interests of the community	Attract a diverse elected body that represents, promotes and reflects the composition of the community.	Elected Member Attraction Develop, implement and review a program to increase candidacy numbers at each Local Government Ordinary Election.		Operational	●		●		■	➔
		Coordination of Elections Biennially coordinate Local Government Ordinary Elections in accordance with legislation.	Local Government Act 1995	Operational	●		●		■	➔
	Ensure the elected body has a comprehensive understanding of its roles and responsibilities.	Governance Framework — Review Review the Governance Framework to inform governance and decision-making processes across the organisation.		Operational		●		■		➔
		Elected Member Induction Program Conduct an Elected Member Induction Program following each Local Government Ordinary Election to introduce Elected Members to local government and provide information on their roles and responsibilities.		Operational	●		●		■	➔
		Delegated Authority Manual — Review Conduct an annual review of the Delegated Authority Manual in accordance with legislation.	Local Government Act 1995	Operational	●	●	●	■	■	➔

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Effective Representation (cont.) To have a highly skilled and effective Council that represents the best interests of the community	Develop and deliver training initiatives that will foster a skilled and confident elected body.	Elected Member Training and Support Coordinate and maintain appropriate ongoing training programs for Elected Members.		Operational	●	●	●	●	●	➔
		Elected Member Strategic Development Sessions Conduct regular Elected Member Strategic Development Sessions to inform and guide leadership and strategic decision-making.		Operational	●		●		●	➔
Corporate Capacity For the community to have confidence and trust in the City that it can deliver services effectively and transparently.	Demonstrate accountability through robust reporting that is relevant and easily accessible by the community.	Annual Plan Prepare an Annual Plan to describe City activities on an annual basis.		Operational	●	●	●	●	●	➔
		Annual Report Prepare and present an Annual Report of City activity to demonstrate achievements against the City's Annual Plan.	Local Government Act 1995 Annual Plan	Operational	●	●	●	●	●	➔
		Online Performance Indicators Develop online performance indicators for display on the City's website to demonstrate achievements against the City's Annual Plan.	Annual Plan Annual Report	Operational	●	●	●			
		Compliance Audit Return Complete an annual Compliance Audit Return to demonstrate compliance with legislation.	Local Government Act 1995	Operational	●	●	●	●	●	➔
		Council and Committee Meetings Prepare and publish all Agendas and Minutes of Council and Committee Meetings in accordance with legislation and make recordings of Council Meetings accessible to the community.	Local Government Act 1995	Operational	●	●	●	●	●	➔

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Corporate Capacity (cont.) For the community to have confidence and trust in the City that it can deliver services effectively and transparently.	Maintain a highly-skilled and effective workforce.	Workforce Plan 2013-2017 Implement Workforce Plan 2013-2017 to provide a strategic framework for organisational workforce planning and management.	Integrated Planning and Reporting Framework (WA Department of Local Government and Communities)	Operational	●	●	■			
	Apply a work ethic of confident and responsive action.	Code of Conduct — Review Review the City's current Code of Conduct.	(Draft) Model Code of Conduct (WA Local Government Association)	Operational	●		●		■	➔
		Customer Service Charter — Review Review the City's current Customer Service Charter to inform and enhance customer service outcomes in alignment with the City's new strategic direction.	Organisational Plan	Operational	●		●		■	➔
		Customer Service Plan— Review Review the City's Customer Service Plan to provide a coordinated approach to service delivery that meets the needs of City customers and stakeholders.	Organisational Plan	Operational			■	■		
	Continuously strive to improve performance and delivery across all corporate functions.	Australian Business Excellence Framework Implement the Australian Business Excellence Framework to inform and guide best practice in organisational performance, which is delivered through the City's Organisational Plan.	Organisational Plan	Operational	●	●	●	■	■	➔

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Corporate Capacity (cont.) For the community to have confidence and trust in the City that it can deliver services effectively and transparently.	Continuously strive to improve performance and delivery across all corporate functions.	ISO 9001 Continue applying a quality management system to drive continuous improvement and service delivery.	Organisational Plan	Operational	●	●	●	■	■	➔
		Customer Satisfaction Survey Conduct an annual survey of residents to measure customer satisfaction with City services.		Operational	●	●	●	■	■	➔
		Policy Development and Review Develop new policies, as required, and conduct an annual review of the City's Policy Manual.	Policy Manual	Operational	●	●	●	■	■	➔
		Recordkeeping Plan – Review Review the City's Recordkeeping Plan in alignment with statutory requirements under the State Records Act 2000.	State Records Act 2000 Organisational Plan	Operational	■				■	
		Local Laws — Development Develop new or amend existing local laws, as required.	Local Government Act 1995	Operational	●	●	●	■	■	➔
		Ward Boundary Review Finalise 8 yearly review of ward boundaries in accordance with legislation	Local Government Act 1995	Operational						

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Corporate Capacity (cont.) For the community to have confidence and trust in the City that it can deliver services effectively and transparently.	Adopt citizen-centric digital services as opportunities arise that support improved service delivery and accessibility by residents.	Online Application Services Develop and implement online application services to streamline and improve customer access to City services.	Organisational Plan	Operational						
		Library Service Digital Enhancements Upgrade infrastructure to increase customer access to digital services.	Annual Plan 2013-14	Operational						
		Electronic Communication Improve communication with the community through the ongoing review and development of the City's website and other digital means.	Organisational Plan	Operational						
		Mobile Website Develop a user friendly version of the City's website for mobile applications.	Digital City Strategy	Operational						
		Social Media Continue to develop Social Media capability, application and technologies at the City.	Organisational Plan	Operational						
Active Democracy To have a community that actively engages with the City to achieve consensus and legitimacy in decision-making.	Fully integrate community consultation practices into City activities.	Community Consultation and Engagement Deliver an ongoing program of community consultation initiatives to encourage maximum community participation in local government matters.	Governance Framework Community Consultation and Engagement Policy	Operational						
	Optimise opportunities for the community to access and participate in decision-making processes.	Council Meetings — Community Involvement Encourage and facilitate deputations, questions and public statements at Council Meetings.	Local Government Act 1995	Operational						

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Active Democracy (cont.) To have a community that actively engages with the City to achieve consensus and legitimacy in decision-making.	Optimise opportunities for the community to access and participate in decision-making processes.	Elected Member Community Engagement Review Examine mechanisms to enable residents and stakeholders to better access Elected Members within the community.		Operational						
	Adapt to community preferences for engagement formats.	Community Engagement Network Continue to develop an electronic network of interested community residents and stakeholders to provide input into and feedback on City services and planning activities.	Governance Framework Community Consultation and Engagement Policy	Operational	●	●	●	■	■	➔
		Strategic Community Reference Group Manage a strategic Community Reference Group of interested community residents and stakeholders to provide advice to Council on matters of significant community interest.	Governance Framework Community Consultation and Engagement Policy	Operational	●	●	●	■	■	➔
		Publications Develop and distribute a range of newsletters for the community which provide information on matters related to the City of Joondalup.		Operational	●	●	●	■	■	➔
Strong Leadership For the City to demonstrate advocacy in promoting the needs and ambitions of the City.	Advocate and influence political direction to achieve local and regional development.	Strategic Position Statements — Review Conduct biennial reviews of the City's Strategic Position Statements to provide clear, overall direction on specific political and strategic matters.		Operational	●		●		■	➔

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Strong Leadership (cont.) For the City to demonstrate advocacy in promoting the needs and ambitions of the City and the advancement of local government.	Seek out City representation on key external and strategic bodies.	External Partnerships Continue representation on external committees and boards, such as the Tamala Park Regional Council, Mindarie Regional Council, Joondalup Learning Precinct and others, to influence positive local and regional outcomes.		Operational	●	●	●	●	●	➔
	Participate in State and National policy development processes affecting local government.	Submissions to the State and Federal Government Reply to requests for submissions from the State and Federal Government on strategic policy matters affecting the City.		Operational	●	●	●	●	●	➔
		Metropolitan Local Government Reform Continue to provide feedback on the outcomes of the Metropolitan Local Government Review Findings.	Metropolitan Local Government Review Findings (WA Department of Local Government and Communities)	Operational						

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Strong Leadership (cont.) For the City to demonstrate advocacy in promoting the needs and ambitions of the City and the advancement of local government.	Foster strategic alliances to deliver key transformational projects and initiatives in partnership with key stakeholders.	Jinan Sister City Relationship Implement the Joondalup-Jinan Sister City Relationship Plan 2006-2016 to provide strategic direction for the management of the Sister City Relationship with Jinan Municipal People's Government, China.	Joondalup-Jinan Sister City Relationship Plan 2006-2016	Operational	●					
		Jinan Garden Establish a Jinan Garden to provide a cultural and recreational facility as a visible and tangible reminder of the Sister City Relationship between the City of Joondalup and the Jinan Municipal People's Government, China.	Joondalup-Jinan Sister City Relationship Plan 2006-2016	Capital						
		City Centre Stakeholder Review Consider the Establishment of a Engage with stakeholder group to inform and advise on the revitalisation and development of the Joondalup City Centre.	Economic Development Plan	Operational	■	■	■	■	■	➡
		Stakeholder Relationship Plan Develop a Implement the City's Stakeholder Relationship Plan to guide relationship-building and the effective management of City stakeholders.		Operational	■	■	■	■	■	➡

Financial Sustainability



Aspirational Outcome: The City is a financially diverse local government that uses innovative solutions to achieve long-term financial sustainability. Its rate revenue is moderated through the adoption of ongoing service efficiencies and alternative income streams.

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Financial Diversity To be less reliant on rates as the primary basis for revenue by leveraging alternative income streams.	Identify opportunities for new income streams that are financially sound and equitable.	City Freehold Property Disposals Rationalise the City's freehold property portfolio to provide an additional income stream and in line with longer term asset planning.	Property Management Framework							
		Building Certification Develop and implement a Building Certification Service under the Building Act 2011.	Building Act 2011	Operational						
	Position the City to align with State and Federal Government priorities to increase eligibility for grant funding.	Integrated Planning and Reporting Framework Demonstrate compliance with the Western Australian Department of Local Government and Communities' Integrated Planning and Reporting Framework and align City planning documents to this Framework.	Integrated Planning and Reporting Framework (WA DLGC)	Operational						
	Embrace outcomes from the local government reform process that allow for alternative means of raising revenue and innovative partnership opportunities.	Income Diversification Review Conduct a review of current income streams that considers the outcomes of the Metropolitan Local Government Reform process and potential opportunities for new sources of revenue.	Local Government Act 1995	Operational						
Effective Management To conduct business in a financially sustainable manner.	Manage liabilities and assets through a planned, long-term approach.	20-Year Strategic Financial Plan Conduct annual reviews of the 20-Year Strategic Financial Plan to inform long-term financing of City operations and projects.	Local Government Act 1995	Operational						
Effective Management (cont.) To conduct business in a financially	Manage liabilities and assets through a planned, long-term approach.	Property Management Framework Implement the City's Property Management Framework to guide the management of all property owned or managed by the City.		Operational						

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
sustainable manner.	Balance service levels for assets against long-term funding capacity.	Asset Management Plan and Strategy—Review* Review Implement the City's current Asset Management Plan and Strategy.	Local Government Act 1995	Operational						
	Seek out efficiencies and regional collaborations to reduce service delivery costs.	Cost Efficiency Review In alignment with the 20-Year Strategic Financial Plan cost projections, continually review materials and contracts costs to identify and implement efficiency reductions.	20-Year Strategic Financial Plan	Operational						

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Major Project Delivery To effectively plan for the funding and delivery of major projects.	Effectively prioritise major capital projects to facilitate long-term financial sustainability.	5-Year Capital Works Program Implement a rolling 5-Year Capital Works Program to guide the delivery of capital works projects over this period.	Asset Management Plan	Capital	●	●	●	■	■	➔
		Major Projects Program Deliver the Major Projects Program to plan and provide for the construction of new buildings and major upgrades to facilities that have significant expenditure, community involvement and consultation.	5-Year Capital Works Program	Capital	■	■	■	■	■	➔
	Optimise funding options for new projects that take advantage of favourable economic conditions.	Borrowing Strategy — Review Review the City's current Borrowing Strategy to align with current strategic financial positions within the Strategic Community Plan 2012–2022.		Operational						
		Guiding Principle Statements, Financial — Review Review the City's Financial Guiding Principle Statements annually to guide long-term financial management planning.	20-Year Strategic Financial Plan	Operational	●	●	●	■	■	➔

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Major Project Delivery (contd.) To effectively plan for the funding and delivery of major projects.	Support new projects that balance identified financial risks against effective management approaches.	Risk Management Framework—Review Review the City's current Risk Management Framework to identify major risks, determine risk tolerance levels and apply appropriate responses.	Integrated Planning and Reporting Framework (DLGC)	Operational						
		Project Management Framework Implement the City's Project Management Framework to ensure consistent and professional delivery of projects.	Project Management Framework	Operational						
		Business Continuity Plan – Review Review the City's Business Continuity Plan to provide an effective response to major risks that may significantly threaten business operations.	Organisational Plan	Operational						

Quality Urban Environment



Aspirational Outcome: The City's built environment is planned for enduring relevance through quality, modern design that is creative, flexible and diverse. Design of its urban landscapes promotes connectivity, useability and accessibility; contributing to the highest standards of liveability.

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Quality Built Outcomes For the City's commercial and residential areas to be filled with quality buildings and appealing streetscapes.	Planning frameworks promote and support adaptive, mixed-use developments with active ground floor uses on appropriately zoned sites.	District Planning Scheme — Review Review the District Planning Scheme No. 2 and develop the Local Planning Scheme No. 3 to guide planning and development in the City. This review incorporates: <ul style="list-style-type: none"> District planning Scheme No 2 – Schedule 5 review; and District Planning Scheme No 2 Short Stay Accommodation Review. 	Planning and Development Act 2005	Operational						
		Air Rights Strategy Progress proposal for achieving air rights over the railway reserve in the City Centre.								
		Local Planning Strategy — Review Review Implement the Local Planning Strategy to provide strategic direction for land use planning and development, based on the outcomes of the Local Housing Strategy and Local Commercial Strategy.	Town Planning Regulations 1967	Operational						
	Housing infill and densification is encouraged and enabled through a strategic, planned approach in appropriate locations.	Local Housing Strategy — Implementation Pursue a Scheme amendment and develop and review local planning policies to implement the recommendations of the Local Housing Strategy to encourage and enable housing infill and densification in appropriate locations.	Directions 2031 and Beyond (WA Planning Commission)	Operational						
Quality Built Outcomes (Contd) For the City's commercial and residential areas to be filled with quality buildings and	Environmentally sensitive building designs are showcased, promoted encouraged.	Renewable Energy Program.* Invest in clean, renewable energy to reduce greenhouse gas emissions and promote the benefits to the community.	Environment Plan	Capital Grant(s)						

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
appealing streetscapes.										
Quality Built Outcomes (Contd) For the City's commercial and residential areas to be filled with quality buildings and appealing streetscapes.	Environmentally sensitive building designs are showcased, promoted encouraged.	ECOSTAR Program Implement the ECOSTAR Program to raise awareness of environmental technologies through retro-fitting City facilities to gain energy, water and waste efficiency.	Environment Plan	Operational						
	Buildings and landscaping is suitable for their immediate environment and reflect community values.	Landscape Master Plan 2009–2029 Implement the Landscape Master Plan 2009–2029 to provide functional and appealing landscapes that are reflective of community values.	5-Year Capital Works Program Environment Plan	Capital						
		Burns Beach Master Plan Develop a Master Plan to guide the future enhancement and provision of facilities within the Burns Beach Foreshore catchment area.		Operational						
	The community is able to effectively age-in-place through a diverse mix of facilities and appropriate urban landscapes.	Planning for an Ageing Population Study Finalise the study into the housing and service needs of the City's ageing population to inform future planning processes.		Operational						
Integrated Spaces To have integrated land use and transport planning that provides convenient and efficient movement across the City.	Understand issues arising from the interaction between current transport modes.	Transport Study Conduct a comprehensive transport study across identified activity centres to understand transport convergences, interactions and issues.	Activity Centre Structure Plans	Operational						

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Integrated Spaces (cont.) To have integrated land use and transport planning that provides convenient and efficient movement across the City.	Provide for diverse transport options that promote enhanced connectivity.	Integrated Transport Management Plan Develop and implement an Integrated Transport Management Plan to inform future transport planning at the City.		Operational						
		Major Road Construction Program Implement the Major Road Construction Program to provide for the upgrade of major roads.	5 Year Capital Works Program Road Asset Management Plan 2009-2020	Capital						
		Parking Facilities Program Implement the Parking Facilities Program to provide, maintain and improve parking facilities throughout the City.	5 Year Capital Works Program	Capital						
		Bike Plan 2009-2015 Review and implement the Bike Plan 2009-2015 to promote cycling in the City of Joondalup and to align with the State Government's Draft WA Bicycle Network Plan 2012-2021 to increase grant opportunities.	Environment Plan	Operational Capital						
		State and Federal Funding of Infrastructure Projects Continue to liaise with key stakeholders such as State and Federal Government Agencies to maximise funding opportunities for key infrastructure projects for the Perth Metropolitan North West Corridor.		Operational						

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Integrated Spaces (cont.) To have integrated land use and transport planning that provides convenient and efficient movement across the City.	Improve the interface between the urban and natural environments.	5-Year Capital Works Program* Implement a rolling 5-Year Capital Works Program to guide the delivery of capital works projects over this period.	Asset Management Plan	Capital	●	●	●	●	●	➡
	Enable safe, logical and accessible pedestrian movements throughout public spaces.	Walkability Plan Implement a Walkability Plan 2012–2017 to provide a comprehensive, coordinated, and improved network of walk and recreational paths for all residents and visitors to the City and the region.		Operational Grant(s)	●	●				
		Joondalup City Centre Lighting Investigate the existing standard of lighting pole design in areas of the City to improve lighting efficiency and quality for pedestrians, and reduce lighting costs. Upgrade the existing lighting network within the City Centre to improve lighting efficiency and quality for road users, and reduce lighting costs.		Operational	●	●	●	●	●	

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Quality Open Spaces To have urban and green spaces which are attractive, well-utilised and enrich the lives of the community.	Apply a strategic approach to the planning and development of public open spaces.	Parks Asset Management Plan Develop a Parks Asset Management Plan to guide the City's approach to managing its parks and establish associated design guidelines.	Asset Management Plan	Operational						
		Parks and Public Open Spaces Classification Framework — Review* Review the Parks and Public Open Spaces Classification Framework in accordance with the development of a Parks Asset Management Plan.	Parks Asset Management Plan	Operational						
	Employ quality and enduring infrastructure designs that encourage high utilisation and increased outdoor activity.	Parks and Public Open Spaces Classification Framework — Review* Review the Parks and Public Open Spaces Classification Framework in accordance with the development of a Parks Asset Management Plan.	Parks Asset Management Plan	Operational						

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Quality Open Spaces (cont.) To have urban and green spaces which are attractive, well-utilised and enrich the lives of the community.	Adopt consistent principles in the management and provision of urban community infrastructure.	Asset Management Plan and Strategy — Review* Review Implement the City's current Asset Management Plan and Strategy.	Integrated Planning and Reporting Framework (WA DLGC)	Operational						
	Establish landscapes that are unique to the City and provide statements within prominent network areas.	Iconic Verge and Median Treatments Continue to undertake iconic arterial road landscaping projects in accordance with the Landscape Master Plan 2009–2029.	5-Year Capital Works Program Landscape Master Plan 2009–2029	Capital						
		Entry Statements Install significant entry statements to provide an attractive and effective entrance into and out of the City Centre and install secondary statements across City suburbs.	5-Year Capital Works Program Landscape Master Plan 2009–2029	Capital						
City Centre Development To have quality and diverse landmark buildings within the Joondalup City Centre that enhances the vitality and vibrancy of the urban space.	Promote and support bold and iconic private building developments within strategic City Centre land locations.	Activity Centre Structure Plan — City Centre* Develop an Activity Centre Structure Plan for the Joondalup City Centre in accordance with the State Planning Policy 4.2 — Activity Centres for Perth and Peel.	Planning and Development Act 2005 State Planning Policy 4.2 — Activity Centres for Perth and Peel (WA Planning Commission)	Operational						
	Encourage ground level retail activities to support a growing and dynamic City Centre.	Activity Centre Structure Plan — City Centre* Develop an Activity Centre Structure Plan for the Joondalup City Centre in accordance with the State Planning Policy 4.2 — Activity Centres for Perth and Peel.	Planning and Development Act 2005 State Planning Policy 4.2 — Activity Centres for Perth and	Operational						

Quality Urban Environment



Aspirational Outcome: The City's built environment is planned for enduring relevance through quality, modern design that is creative, flexible and diverse. Design of its urban landscapes promotes connectivity, useability and accessibility; contributing to the highest standards of liveability.

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
			Peel (WA Planning Commission)							
City Centre Development (cont.) To have quality and diverse landmark buildings within the Joondalup City Centre that enhances the vitality and vibrancy of the urban space.	Pursue the development of commercial office buildings within the Joondalup City Centre.	Joondalup City Centre Commercial Office Development Facilitate the development and construction of a Commercial Office Development within the City Centre.	5-Year Capital Works Program Economic Development Plan	Capital	●	●	●			
	Pursue the development of a Joondalup Performing Arts and Cultural Centre within the Joondalup City Centre.	Joondalup Performing Arts and Cultural Facility* Progress the development of a Performing Arts and Cultural Facility within the Joondalup City Centre and commence construction if the project is supported.	5-Year Capital Works Program	Capital	●	●	●			

Economic Prosperity, Vibrancy and Growth



Aspirational Outcome: The City is lively and flourishing across its activity centres. It is a global City, home to a recognised industry niche that fosters local job production and promotes employment self-sufficiency.

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Primary Centre Status For the Joondalup City Centre to be the first Strategic Metropolitan Centre in Western Australia to achieve Primary Centre status.	Develop and promote a recognised industry niche that builds on existing strengths.	Niche and Growth Clusters Research and identify key local and regional business clusters and identify opportunities to enhance investment and employment. Developing Business Cluster – Innovation Precinct Research and develop business cases and conduct marketing activities to promote Joondalup as a centre for knowledge and innovation.	Economic Development Plan	Operational	●	●	■	■	■	
	Provide an efficient and integrated transport network that can support the needs of a high-functioning City Centre.	Transport Study* Conduct a comprehensive transport study across identified activity centres to understand transport convergences, interactions and issues.		Operational	■					
	Support advanced technology opportunities that will foster a thriving business environment.	Wi-Fi Service within the City Centre — Discover Joondalup Continue to provide free public wi-fi service within the Joondalup City Centre to stimulate business activity, assist the local community to connect with each other, businesses, education and health sectors as well as attract visitors and travellers to the City.	Economic Development Plan	Operational	●	●	●	■	■	➔
	Proactively target and engage industries and businesses to drive City Centre development, including large government departments and agencies.	Investment Attraction Research and identify opportunities in key sectors to attract investment and create employment.	Economic Development Plan	Operational	●	●	●	■	■	➔

Economic Prosperity, Vibrancy and Growth



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Primary Centre Status (cont.) For the Joondalup City Centre to be the first Strategic Metropolitan Centre in Western Australia to achieve Primary Centre status.	Pursue the construction of multi-storey car park facilities within the Joondalup City Centre to facilitate greater accessibility.	Multi-Storey Car Park in the Joondalup City Centre Construct a multi-storey car park facility in the Joondalup City Centre. and construct the facility.	5-Year Capital Works Program	Capital						
Activity Centre Development To have revitalised Activity Centres that are multi-purpose and provide for housing diversity and enhanced liveability.	Understand local commercial needs and opportunities.	Local Commercial Strategy* Finalise and implement a Local Commercial Strategy to guide the planning and development of commercial activities within the City of Joondalup.	Local Planning Strategy	Operational						
	Support the development of fresh and exciting de-centralised areas of activity.	Currumbine District Centre Structure Plan — Review Review and update the Currumbine District Centre Structure Plan to determine the detailed land use and form of urban development with the Currumbine District Centre.	District Planning Scheme No. 2	Operational						
		Activity Centre Structure Plans for Secondary Centres Develop Activity Centre Structure Plans for Secondary Centres in alignment with State Government requirements, to determine the detailed land use and form of urban development in these areas.	District Planning Scheme No. 2 State Planning Policy 4.2 — Activity Centres for Perth and Peel (WA Planning Commission)	Operational						

Economic Prosperity, Vibrancy and Growth



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Activity Centre Development (cont.) To have revitalised Activity Centres that are multi-purpose and provide for housing diversity and enhanced liveability.	Facilitate increased housing density in Activity Centres.	Activity Centre Structure Plans for Secondary Centres — Implementation Implement Activity Centre Structure Plans for Secondary Centres to facilitate increased housing densities in locations outside of identified Housing Opportunity Areas within the Local Housing Strategy.	District Planning Scheme No. 2 State Planning Policy 4.2 — Activity Centres for Perth and Peel (WA Planning Commission)	Operational						
	Promote the primacy of the Joondalup City Centre in the application of the Activity Centre Hierarchy.	Activity Centre Structure Plan — City Centre* Develop an Activity Centre Structure Plan for the Joondalup City Centre in accordance with the State Planning Policy 4.2 — Activity Centres for Perth and Peel.	District Planning Scheme No. 2 State Planning Policy 4.2 — Activity Centres for Perth and Peel (WA Planning Commission)	Operational	●	■				
		Local Commercial Strategy* Finalise and i Implement a Local Commercial Strategy to guide the planning and development of commercial activities within the City of Joondalup.	Local Planning Strategy	Operational	■	■	■	■	■	■

Economic Prosperity, Vibrancy and Growth



Aspirational Outcome: The City is lively and flourishing across its activity centres. It is a global City, home to a recognised industry niche that fosters local job production and promotes employment self-sufficiency.

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Destination City To become a "Destination City" where unique tourism opportunities and activities provide drawcards for visitors and high amenity for residents.	Actively promote and sponsor significant events and activities.	Significant Event Attraction Develop a Position Statement and guidelines to provide direction for attracting major events to the region.		Operational						
		Tourism Promotion Support the promotion of tourism within the City through: <ul style="list-style-type: none"> Supporting the development of a Sunset Coast Holiday Planner with Experience Perth; and Identifying and developing proposals for new strategic marketing activity to promote tourism opportunities and events. 	Economic Development Plan	Operational	●	●	●	●	●	➔
	Facilitate the establishment of major tourism infrastructure.	Ocean Reef Marina — Business Case and Structure Plan* Develop a Business Case and Structure Plan for Ocean Reef Marina for approval by relevant government agencies and progress to construction and activation stage.	5-Year Capital Works Program	Operational	●	●	●			

Economic Prosperity, Vibrancy and Growth



Aspirational Outcome: The City is lively and flourishing across its activity centres. It is a global City, home to a recognised industry niche that fosters local job production and promotes employment self-sufficiency.

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Destination City (Contd) To become a "Destination City" where unique tourism opportunities and activities provide drawcards for visitors and high amenity for residents.	Facilitate the establishment of major tourism infrastructure.	Establishment of Cafés, Kiosks and Restaurants Provide high quality, environmentally sustainable cafe, kiosk and restaurant facilities on identified sites owned and managed by the City.	5-Year Capital Works Program Beach Management Plan	Operational	●	●	●	■	■	➡
	Encourage diverse accommodation options.	District Planning Scheme — Review* Review the District Planning Scheme No. 2 and develop the Local Planning Scheme No. 3 to guide planning and development in the City. This review incorporates: <ul style="list-style-type: none"> District planning Scheme No 2 – Schedule 5 review; and District Planning Scheme No 2 Short Stay Accommodation Review. PAES 	Planning and Development Act 2005	Operational	●	■				
		Attraction of Accommodation Providers Develop proposals to attract new accommodation providers to the City.	Economic Development Plan	Operational						
Regional Collaboration To be immersed within a region that is complementary and supportive of broader strategic outcomes.	Foster strategic regional partnerships.	Regional Economic Framework Development Progress the adoption of a Regional Economic Framework with the City of Wanneroo to support a regional approach to economic development activities. Progress regional economic initiatives through implementation of a Regional Economic Development Framework, engagement with State Government to progress the Perth and Peel Economic Development Strategy and other regional economic development activities.	Economic Development Plan Strategic Position Statements	Operational	●	●	●	■	■	➡

Economic Prosperity, Vibrancy and Growth



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Regional Collaboration (cont.) To be immersed within a region that is complementary and supportive of broader strategic outcomes.	Drive new employment and infrastructure opportunities on a regional scale.	Economic Development Plan Strategy Finalise and Implement a the Economic Development Plan Strategy to guide and drive economic development in the City.		Operational	●	●	●	■	■	➡
		Economic Development and Employment Strategy for the North West Region Liaise with the Department of Planning regarding the development of an Economic Development and Employment Strategy for the North West Region.		Operational						
Business Capacity For the City's business community to have the technology and communication capability necessary to thrive within a competitive environment.	Actively seek opportunities for improving local communication network infrastructure.	Digital Strategy Implement the City's Digital Strategy to position the City as a "smart city" and to maximise the benefits of digital communication technology and initiatives within the City for local businesses and the community.	Economic Development Plan	Operational	●	●	●	■	■	➡

Economic Prosperity, Vibrancy and Growth



Aspirational Outcome: The City is lively and flourishing across its activity centres. It is a global City, home to a recognised industry niche that fosters local job production and promotes employment self-sufficiency.

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Business Capacity (cont.) For the City's business community to have the technology and communication capability necessary to thrive within a competitive environment.	Facilitate knowledge sharing and learning opportunities.	Business Engagement and Communication Engage with the Business Community through: <ul style="list-style-type: none"> Industry and Business Forums to inform the broader business community of development opportunities in the City and regional economic initiatives; Publication of information relating to business and investment in the City; and Developing ongoing engagement with the business community. 	Economic Development Plan	Operational	●	●	●	●	●	➔
		Business Growth and Productivity Promote business growth and productivity through: <ul style="list-style-type: none"> Collaboration with a range of partner organisations to support business growth and programs within the City; Continue involvement with the Australian Research Council Program with Edith Cowan University and West Coast Institute. 	Economic Development Plan	Operational	●	●	●	●	●	➔
		Business Innovation Encourage and promote innovation to support business growth and productivity.	Economic Development Plan	Operational	●	●	●	●	●	➔
		Digital City Hub Project Feasibility Develop proposal for a Digital City Hub for use by the business community, State and Federal Government, educational institutions within the Joondalup Learning Precinct and ICT industry bodies for the purposes of tele working, training and support for business start-ups.	Economic Development Plan	Operational						

The Natural Environment



Aspirational Outcome: The City is a global leader in adaptive environmental management. It works closely with the community to protect and enhance the natural environment, while celebrating and showcasing its natural assets to the world.

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Environmental Resilience To continually adapt to changing local environmental conditions.	Understand the local environmental context.	Native Vegetation Mapping Conduct mapping of individual vegetation complexes across the City's natural areas to inform conservation strategies.	Environment Plan	Operational	●	●	●	■	■	➡
		Coastal Vulnerability Study Coastal Hazard Risk Management and Adaptation Planning Develop and finalise Coastal Hazard Risk Management and Adaptation Plans in accordance with the findings of completed coastal vulnerability studies. Conduct a Coastal Vulnerability Study to identify and prioritise the risks to the City's Coastal Zone with regard to the impacts associated with climate change.	Environment Plan	Operational Grant(s)	■					
		Environment Plan 2013—2018 2014—19 Develop and Implement the Environment Plan to provide strategic direction in the delivery of environmental initiatives within the City.		Operational	●	●	●	●		
	Identify and respond to environmental risks and vulnerabilities.	Yellagonga Integrated Catchment Management (YICM) Plan 2009—2014 2015—2019* Implement and review the Yellagonga Integrated Catchment Management Plan 2009—2014 2015—2019 to provide a comprehensive and integrated approach to managing the Yellagonga Wetlands, in partnership with the City of Wanneroo and Department of Parks and Wildlife.	Yellagonga Regional Park Management Plan (WA Department of Environment and Conservation) Environment Plan	Operational	●	●	■	■		
		Climate Change Strategy Develop and Implement a the Climate Change Strategy to address climate change mitigation and adaptation across the City.	Environment Plan	Operational	●	●	●	■		

The Natural Environment



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
		Biodiversity Action Plan 2009–2019 Implement the Biodiversity Action Plan 2009–2019 to guide the City's biodiversity management activities.	Environment Plan	Operational	●	●	●	●		
		Yellagonga Integrated Catchment Management (YICM) Plan 2009–2014 2015–2019* Implement and review the Yellagonga Integrated Catchment Management Plan 2009–2014 2015–2019 to provide a comprehensive and integrated approach to managing the Yellagonga Wetlands, in partnership with the City of Wanneroo and Department of Parks and Wildlife.	Yellagonga Regional Park Management Plan (WA Department of Environment and Conservation) Environment Plan	Operational	●	●	■	■		

The Natural Environment



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Environmental Resilience (cont.) To continually adapt to changing local environmental conditions.	Identify and respond to environmental risks and vulnerabilities. (cont.)	Water Plan 2102 – 2015 Implement the Water Plan 2012–2015 to provide strategic direction in the delivery of water conservation and water quality improvement initiatives within the City.	Environment Plan	Operational	●					
		Natural Areas Management Plans Develop management plans for the City's natural areas that guide environmental management and operations within specific locations.	Environment Plan Biodiversity Action Plan 2009–2019	Operational	●	●	●	■	■	➔
		Weed Management Plan Develop and implement a Weed Management Plan to provide an ongoing strategic approach to the management of natural areas in order to reduce the incidence of weeds.	Environment Plan Biodiversity Action Plan 2009–2019	Operational	●	●	●	■	■	
		Pathogen Management Plan Implement the Pathogen Management Plan to reduce the risk of introducing and spreading pathogens by establishing the level of risk within vegetated areas of the City.	Environment Plan Biodiversity Action Plan 2009–2019	Operational	●	●				
		Bushland Fire Management Plan Develop and implement a Bushland Fire Management Plan to provide an ongoing strategic approach to the management of natural areas in order to reduce the incidence of fire.	Environment Plan Biodiversity Action Plan 2009–2019	Operational	●	●	●	■	■	

The Natural Environment



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Environmental Resilience (cont.) To continually adapt to changing local environmental conditions.	Demonstrate current best practice in environmental management for local water, waste, biodiversity and energy resources.	Coastal Foreshore Management Plan Finalise the review of and Implement the City's Coastal Foreshore Management Plan to guide the management of the City's coastal foreshore areas.	Environment Plan Biodiversity Action Plan 2009–2019	Operational Grant(s)	●	●	●	●	●	➔
		Eco-zoning and Hydro-zoning in Parks Design and implement principles of eco-zoning and hydro-zoning in identified parks to increase water efficiency.	5-Year Capital Works Program Landscape Master Plan 2009–2029	Capital	●	●	●	●	●	➔
		Carbon Offset for the City's Fleet Continue to offset annually the greenhouse gas emissions of the City's vehicle fleet.	Environment Plan	Operational	●	●	●	●	●	➔

The Natural Environment



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Community Involvement To build a community that takes ownership of its natural assets and supports their ongoing preservation and conservation.	Elevate community awareness regarding its impact on the natural environment.	Renewable Energy Program* Invest in clean, renewable energy to reduce greenhouse gas emissions and promote the benefits to the community.	Environment Plan	Capital Grant(s)	●	●	●	■	■	➡
		Think Green Energy Program Implement the Think Green Energy Program to provide climate change and energy education to the community.	Environment Plan	Operational	●	●	●	■	■	➡
	Ensure that community behaviours and attitudes are continually adapting to achieve global and local environmental targets.	Strategic Waste Minimisation Plan – Review Review the Strategic Waste Minimisation Plan to facilitate a reduction in the amount of waste to landfill, efficient management of waste recovery programs and the sustainable disposal of waste.	WARR Act 2007 WA Waste Strategy 2012 Environment Plan	Operational	■					
		Think Green Environmental Education Program* Implement the Think Green Environmental Education Program to inform and educate the community on environmental issues.	Environment Plan	Operational	●	●	●	■	■	➡

The Natural Environment



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Community Involvement (cont.) To build a community that takes ownership of its natural assets and supports their ongoing preservation and conservation.	Facilitate active involvement from the community in preserving and enhancing the natural environment.	Adopt-a-Coastline Program Implement the Adopt-a-Coastline Program, in partnership with local schools, to provide school students with the opportunity to participate in dune re-vegetation and improvements to the local environment.		Operational	●	●	●	■	■	➡
		Friends' Groups Provide technical support to Friends' Groups in accordance with the Friends' Group Manual.	Friends' Groups Manual	Operational	●	●	●	■	■	➡
Accessible Environments To develop an appreciation for local natural assets by providing appropriate access to natural areas.	Promote significant local natural areas	Think Green Environmental Education Program* Implement the Think Green Environmental Education Program to inform and educate the community on environmental issues.	Environment Plan	Operational	●	●	●	■	■	➡
		Walkability Plan* Implement the Walkability Plan 2012-2017 2013-2018 to provide a comprehensive, coordinated, and improved network of walk and recreational paths for all residents and visitors to the City.		Operational Grant(s)	●	●	■			
		Signage Strategy Develop and implement a signage strategy, including a signage hierarchy, to enable the provision of information and interpretive messages within the City's natural areas.	Environment Plan Walkability Plan	Operational	●	●	■			
	Build an effective interface between humans and the natural environment.	Beach Management Plan 2011-2016 Implement and review the Beach Management Plan 2011-2016 to provide a management framework for the use, enjoyment maintenance, protection, preservation and appropriate development of		Operational	●					

The Natural Environment



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
		the coastal lands covered by the Plan.								
Accessible Environments (Contd) To develop an appreciation for local natural assets by providing appropriate access to natural areas.	Immerse learning opportunities within the natural environment.	Craigie Bushland Animal Sanctuary Conduct research into the establishment of an animal sanctuary facility within the Craigie Bushland area.		Operational						
	Obtain appropriate recognition for our natural areas.	District Planning Scheme — Review* Review the District Planning Scheme No. 2 and develop the Local Planning Scheme No. 3 to guide planning and development in the City. This review incorporates: <ul style="list-style-type: none"> District planning Scheme No 2 – Schedule 5 review; and District Planning Scheme No 2 Short Stay Accommodation Review. PAES 	Planning and Development Act 2005	Operational	●	■				
	Obtain appropriate recognition for our natural areas.	Local Biodiversity Program Participate in the Local Biodiversity Program to assist the City to effectively integrate biodiversity conservation into land use planning.	Environment Plan	Operational						

The Natural Environment



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Environmental Leadership To embrace learning opportunities on an international scale and continuously lead by example in our application of new knowledge.	Demonstrate leadership in environmental enhancement and protection initiatives.	BiodiverCities Program Participate in the BiodiverCities Program in order to build capacity for the conservation of urban biodiversity. Develop and implement projects that combine biodiversity management and climate change objectives.	Environment Plan Biodiversity Action Plan 2009-2019	Operational						
		Waterwise Councils Program Participate in the Waterwise Councils Program to strengthen relationships with industry stakeholders and other local governments in order to improve water efficiency.	Environment Plan Water Plan 2012-2015	Operational	●	●	●	●	●	➔
		Leafy City Program Develop and implement a program of tree planting throughout the City to reduce the effects of urban heat islands.	Environment Plan	Operational Capital	●	●	●	●	●	➔
	Promote environmental scholarship and effective environmental management practices to a global audience.	International BiodiverCities Conference Organise and host an international conference on biodiversity that showcases local and regional applications of best practice management.		Operational						

The Natural Environment



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Environmental Leadership (cont.) To embrace learning opportunities on an international scale and continuously lead by example in our application of new knowledge.	Actively support local environmental research initiatives.	Community Funding Program* Support annual funds to local environmental community groups in delivering local environmental research projects	Community Funding Policy	Operational	●	●	●	●	●	➡
		Joondalup Learning Precinct — Environmental Research Partner with neighbouring education institutions to undertake local environmental research using City examples to support research methodologies.		Operational	●	●	●	●	●	➡

Community Wellbeing



Aspirational Outcome: The City has world-class facilities and a thriving cultural scene. It encourages and supports local organisations and community groups. Community spirit is felt by all residents and visitors, who live in safe and friendly neighbourhoods.

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Quality Facilities To provide facilities of the highest quality which reflect the needs of the community now and into the future.	Support a long-term approach to significant facility upgrades and improvements.	Building Asset Management Plan 2010–2030 Implement the Building Asset Management Plan 2010–2030 to guide the City's approach to managing its building infrastructure within the City of Joondalup.	5-Year Capital Works Program Asset Management Plan	Operational Capital	●	●	●	●	●	➔
		Building Refurbishment Projects Implement the Capital Works Program to provide for refurbishments and upgrades to existing City owned buildings such as Timberlane Park Hall, Beaumaris Community Centre and Penistone Park Clubrooms.	5-Year Capital Works Program Building Asset Management Plan 2010–2030	Capital						
		Percy Doyle Reserve Master Planning Project Develop a Master Plan for Percy Doyle Reserve to ensure long-term, sustainable management which reflects the current and future needs of the community.	Master Planning Framework	Operational Capital						
		Edgewater Quarry Master Planning Project Continue to develop a Master Plan for the Edgewater Quarry to ensure long-term, sustainable management which reflects the current and future needs of the community.	Master Planning Framework	Operational Capital	●	●	●	●	●	➔
		Synthetic Hockey Pitch Development Progress the development of a synthetic hockey pitch, car park, floodlighting and other sporting infrastructure at Warwick Open Space.	Master Planning Framework 5-Year Capital Works Program	Operational Capital	●	■				

Community Wellbeing



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Quality Facilities (cont.) To provide facilities of the highest quality which reflect the needs of the community now and into the future.	Support a long-term approach to significant facility upgrades and improvements (cont.)	Heathridge Park Master Plan Investigate options for the design and construction of a new multi-purpose community centre in Heathridge to replace the current Heathridge Leisure Centre; Heathridge Park Clubroom; Guy Daniel Clubroom. Project to also consider rationalisation of other site infrastructure such as car parking, tennis courts, playgrounds etc.	Master Planning Framework	Operational Capital						
		Penistone Park Redevelopment Development of clubroom facility and other infrastructure as agreed by Council.	Master Planning Framework 5-Year Capital Works Program	Capital						
		Chichester Park Redevelopment Redevelopment of clubroom facility and other infrastructure to be determined during consultation phase of the project.	Master Planning Framework 5-Year Capital Works Program	Capital						
		Warwick Leisure Centre Expansion Provide advice into the development of the project as required.	N/A	Capital						
		Mullaloo Surf Life Saving Club Refurbishment Provide advice into the refurbishment project as required.	N/A	Capital						

Community Wellbeing



Aspirational Outcome: The City has world-class facilities and a thriving cultural scene. It encourages and supports local organisations and community groups. Community spirit is felt by all residents and visitors, who live in safe and friendly neighbourhoods.

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Quality Facilities (cont.) To provide facilities of the highest quality which reflect the needs of the community now and into the future.	Support a long-term approach to significant facility upgrades and improvements (cont.)	Wanneroo Basketball Association — Relocation Joondalup Arena Redevelopment Projects Participate and provide advice, particularly for on the relocation of Wanneroo Basketball Association from their current location and providing new clubroom facilities for the West Perth Football Club, Collier Pass, Joondalup to the Arena site.		Operational	●					
	Understand the demographic context of local communities to support effective facility planning.	Statistical Services Subscribe to and develop locally-based statistical service programs to enhance demographic analysis capability, including Community Profile, Community Atlas, Economic Profile and Population Forecasts.		Operational	●	●	●	●	●	➔
	Employ facility design principles that will provide for longevity, diversity and inclusiveness and where appropriate, support equitable access to administrative services.	Currambine Community Centre Finalise construction of a multi-purpose community centre facility in Currambine that will provide for the recreational and social needs of the local community.	5-Year Capital Works Program	Capital						
		Warwick Community Centre Investigate options for the design and construction of a new multi-purpose community centre in Warwick to replace the current Grove Child Care Centre and Dorchester Hall.	5-Year Capital Works Program	Capital	●	●	●	●		
Cultural Development For the community to have access to world-class cultural and artistic events and facilities.	Establish a significant cultural facility with the capacity to attract world-class visual and performing arts events.	Joondalup Performing Arts and Cultural Facility* Progress the development of a Performing Arts and Cultural Facility within the Joondalup City Centre and commence construction if the project is supported.	5-Year Capital Works Program	Capital	●	●	●	●		

Community Wellbeing



Aspirational Outcome: The City has world-class facilities and a thriving cultural scene. It encourages and supports local organisations and community groups. Community spirit is felt by all residents and visitors, who live in safe and friendly neighbourhoods.

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Cultural Development (cont.) For the community to have access to world-class cultural and artistic events and facilities.	Invest in publicly accessible visual art that will present a culturally-enriched environment.	Community Invitation Art Award Conduct an annual Community Invitation Art Award to recognise the artistic, creative and innovative skills of West Australian contemporary artists.		Operational	●	●	●	●	●	➔
		Public Art Support the implementation of public art within the City through programs such as the: <ul style="list-style-type: none"> • Inside Out Billboard Project • International Residency Program • Online Art Collection • Commissioned Public Art 		Operational	●	●	●	●	●	➔
	Actively engage event promoters to host iconic, cultural and sporting events within the City.	Significant Event – Position Statement Develop a Significant Events Position Statement to Attract and support state, national and international events held within the City.		Operational	■	■	■	■	■	➔
	Promote local opportunities for arts development.	Arts Development Scheme Implement the Arts Development Scheme to support the annual allocation of funds to encourage the delivery of arts programs and projects by professional arts companies and individuals within the City.	Community Funding Policy	Operational	●	●	●	●	●	➔

Community Wellbeing



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Cultural Development (cont.) For the community to have access to world-class cultural and artistic events and facilities.	Promote local opportunities for arts development.	Community Art Exhibition Conduct an annual Community Art Exhibition for residents and members of local visual arts associations to provide local artists with the opportunity to gain exposure and participate in an annual community exhibition.		Operational	●	●	●	●	●	➔

Community Wellbeing



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Community Spirit To have proud and active residents who participate in local activities and services for the betterment of the community.	Support and encourage opportunities for local volunteering.	Joondalup Volunteer Resource Centre Provide funding and support to the Joondalup Volunteer Resource Centre to assist volunteers looking for positions in the Joondalup community.		Operational	●	●	●	■	■	➡
	Promote the sustainable management of local organisations and community groups.	Community Funding Program* Support annual funds to local community groups to assist groups in conducting local events and activities to develop and enhance the community.	Community Funding Policy	Operational	●	●	●	■	■	➡
		Clubs in Focus Program Deliver the Clubs in Focus Program to support local sport and recreation clubs to enhance their capacity and sustainability.		Operational	●	●	●	■	■	➡
	Deliver a program of community-based events that encourage social interaction within local neighbourhoods.	Cultural Program Deliver an annual program of community-based events (eg: Joondalup Festival, Little Feet Festival, Valentine's Concert, Youth Events)		Operational	●	●	●	■	■	➡
		Civic Events Deliver an annual program of civic events (e.g. ANZAC Dawn Service, Volunteer Appreciation Function, Citizenship Ceremonies).		Operational	●	●	●	■	■	➡
		Lifelong Learning and Community Education Programs Continue to support the provision of lifelong learning opportunities to the community through the delivery of services and programs.		Operational	●	●	●	■	■	➡

Community Wellbeing



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Community Spirit (cont.) To have proud and active residents who participate in local activities and services for the betterment of the community.	Promote and support the needs of disadvantaged communities.	Community Development Plan Develop a Implement the Community Development Plan to guide the provision of community-based services delivered by the City.		Operational						
		Positive Ageing Plan — Review Review the City's Positive Ageing Plan 2009–2012 to guide the provision and delivery of aged services and programs by the City.		Operational						
		Access and Inclusion Plan 2012–2014 — Review Review the Implement the Access and Inclusion Plan 2012–2014 to guide City operations and services to ensure they are inclusive of all members of the community, including people with disabilities and their families or carers, and people from culturally and linguistically diverse backgrounds.	Disability Services Act 1993	Operational						
	Support and facilitate the development of community leaders.	Community Leaders Program Investigate the development of a program to identify and empower leaders within the local community.	Community Development Plan	Operational						

Community Wellbeing



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Community Safety For residents to feel safe and confident in their ability to travel and socialise within the community.	Build a community that works in partnership with government and non-government organisations to achieve real and long lasting improvements in safety and wellbeing.	Community Safety and Crime Prevention Plan 2009-2011 — Review Review Implement the Community Safety and Crime Prevention Plan to highlight current community safety programs and services within the City and identify areas for improvement to guide future direction.	State Community Crime Prevention Plan (WA Office of Crime Prevention)	Operational Grant(s)						
		Cat Act Implementation Develop systems and processes for implementing the new Cat Act 2011.	Cat Act 2011	Operational						
		Animal Care Facility Develop concept design and construct an animal care facility within the City.		Operational						
		Emergency Management Continue involvement in emergency management through participation in the Joint Local Emergency Management Committee and WALGA Emergency Management Advisory Committee Meetings.	Emergency Management Act 2005	Operational						

Community Wellbeing



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2015-16	2016-17	2017-18	2018-19	2019-20	Ongoing
Community Safety (contd.) For residents to feel safe and confident in their ability to travel and socialise within the community.	Build a community that works in partnership with government and non-government organisations to achieve real and long lasting improvements in safety and wellbeing.	Road Safety Action Plan 2011–2015 Implement and review the Road Safety Action Plan 2011–2015 to outline and prioritise road safety programs and services within the City of Joondalup and identify areas for improvement to guide future direction.	National Road Safety Strategy 2011–2020 (Australian Transport Council) Towards Zero - Road Safety Strategy 2008–2020 (WA Office of Road Safety)	Operational						
		Community Wellbeing Survey Develop and conduct a biennial Community Wellbeing Survey to measure community perceptions with regard to overall health, wellbeing and safety.		Operational						

EXPLANATIONS FOR AMENDMENTS TO CORPORATE BUSINESS PLAN

ATTACHMENT 2

Action/Project	Page	Change	Delete	Insert
GOVERNANCE AND LEADERSHIP				
Workforce Plan.	8	Adjusted timeline to reflect correct financial year for review.		
Customer Service Plan – Review.	8	Adjusted timeline to reflect correct financial year for review.		
Recordkeeping Plan – Review.	9	Carry forward to 2015-16 to finalise review process with State Records Office and inclusion of next review in 2019-20.		
Ward Boundary Review.	9		Completed in 2013-14 and not due again for eight years.	
Online Application Services.	10	Considered an ongoing project with timelines adjusted across all years.		
Library Service Digital Enhancements.	10		Completed in 2014-15.	
Mobile Website.	10		Completed in 2014-15.	
Elected Member Community Engagement Review.	11		Completed in 2013-14 as part of Elected Member Strategic Weekend.	
Metropolitan Local Government Reform.	12		Reform process suspended in 2014-15.	
Jinan Garden.	13		Suggested removal due to duplication with project “Joondalup Performing Arts and Cultural Centre”.	
City Centre Stakeholder Review.	13	Project changed from considering the establishment of a stakeholder group to engaging City Centre stakeholders on an ongoing basis.		
Stakeholder Relationship Plan.	13	Project changed from review to implementation and timelines adjusted across years accordingly.		

Action/Project	Page	Change	Delete	Insert
FINANCIAL SUSTAINABILITY				
City Freehold Property Disposals.	14	Adjusted timeline to reflect ongoing delivery of the project and time required to identify and dispose of properties.		
Building Certification.	14	Carry forward to 2015-16 to confirm the financial viability of the project.		
Asset Management Plan and Strategy – Review.	15	Adjusted timeline and text to reflect the completion of the review and implementation of the new Strategy.		
Major Projects Program.	16		Suggested removal due to duplication with project "Five Year Capital Works Program".	
Borrowing Strategy – Review.	16		Completed in 2013-14.	

Action/Project	Page	Change	Delete	Insert
QUALITY URBAN ENVIRONMENT				
District Planning Scheme – Review.	18, 29 & 38	Carry forward to 2016-17 due to recent release of new planning regulations by State Government and requirement to adjust scheme amendments accordingly.		
Air Rights Strategy.	18	Project amended to reflect ongoing progress and implementation.		
Local Planning Strategy – Review.	18	Project changed from review to implementation and timelines adjusted across years accordingly.		
Local Housing Strategy – Implementation.	18	Carry forward to 2015-16 to finalise development of planning policies under the <i>Local Housing Strategy</i> .		
ECOSTAR Program.	19	Suggested amendment of project title "ThinkGreen Buildings Program". Timelines also adjusted to reflect ongoing nature of project.		
Burns Beach Master Plan.	19	Carry forward to 2015-16 to finalise plan.		
Planning for an Ageing Population Study.	19		Completed in 2014-15 and findings incorporated into the <i>Community Development Plan 2015-2020</i>	
Transport Study.	19 & 25	Carry forward to 2015-16 to complete transport studies in alignment with activity centre structure plans.		
Major Road Construction Program.	20		Suggested removal due to duplication with project " <i>Five Year Capital Works Program</i> ".	
Parking Facilities Program.	20		Suggested removal due to duplication with project " <i>Five Year Capital Works Program</i> ".	
Bike Plan 2009-2015.	20	Carry forward to 2015-16 to finalise the review of the plan.		
Joondalup City Centre Lighting.	21	Project changed from investigation to implementation and timelines adjusted		

Action/Project	Page	Change	Delete	Insert
QUALITY URBAN ENVIRONMENT				
		across years accordingly.		
Parks Asset Management Plan.	22	Carry forward to 2016-17 in alignment with Asset Management Strategy implementation timelines.		
Parks and Public Open Spaces Classification Framework – Review.	22	Carry forward to 2015-16 to finalise review process.		
Asset Management Plan and Strategy – Review.	23	Project changed from review to implementation and timelines adjusted across years accordingly.		
Entry Statements.	23		Entry statement installations completed in 2014-15.	
Activity Centre Structure Plan – City Centre.	23 & 27	Carry forward to 2016-17 to allow for all aspects of implementation to be completed.		
Joondalup City Centre Commercial Office Development.	24	Carry forward to 2018-19 to reflect new MOU signed with Devwest Group Pty Ltd. and subsequent impacts on timelines.		
Joondalup Performing Arts and Cultural Facility.	24 & 42	Carry forward to 2018-19 in alignment with 20 Year Strategic Financial Plan.		

Action/Project	Page	Change	Delete	Insert
ECONOMIC PROSPERITY, VIBRANCY AND GROWTH				
Niche and Growth Clusters.	25	Suggested amendment of project title "Developing Business Cluster – Innovation Precinct" to reflect recent investment attraction promotions. Timelines also adjusted to reflect ongoing nature of project.		
Multi-Storey Car Park in the Joondalup City Centre.	26	Carry forward to 2015-16 to complete construction phase.		
Local Commercial Strategy.	26 & 27	Project changed from review to implementation and timelines adjusted across years accordingly.		
Currambine District Centre Structure Plan – Review.	26	Suggested timeline amendment to 2018-19 to determine project deliverables following withdrawal of land owners from project.		
Activity Centre Structure Plans for Secondary Centres.	26		Suggested removal as secondary centre structure plans are developed by landowners and not the City.	
Activity Centre Structure Plans for Secondary Centres – Implementation.	27		Suggested removal due to duplication with project "Activity Centre Structure Plans for Secondary Centres".	
Significant Event Attraction.	28		Position Statement developed and adopted in 2014-15.	
Establishment of Cafés, Kiosks and Restaurants.	29	Timelines adjusted to reflect ongoing nature of project.		
Attraction of Accommodation Providers.	29		Suggested removal due to duplication with project "Investment Attraction".	
Regional Economic Framework.	29	Suggested amendment of project title "Regional Economic Development" to reflect all regional economic initiatives and activities. Timelines also adjusted to reflect ongoing nature of project.		
Economic Development Plan.	30	Project changed from finalisation to implementation and timelines adjusted		

Action/Project	Page	Change	Delete	Insert
ECONOMIC PROSPERITY, VIBRANCY AND GROWTH				
		across years accordingly.		
Economic Development and Employment Strategy for the North West Region.	30		Suggested removal due to duplication with re-titled project "Regional Economic Development".	
Digital City Hub Project Feasibility.	31		Completed in 2014-15.	

Action/Project	Page	Change	Delete	Insert
THE NATURAL ENVIRONMENT				
Coastal Vulnerability Study.	32	Suggested title change to "Coastal Hazard Risk Management and Adaptation Planning" to reflect next phase of planning as a result of completed costal vulnerability studies.		
Environment Plan 2013-2018.	32	Suggested title change to reflect new title of recently adopted Environment Plan.		
Yellagonga Integrated Catchment Management (YICM) Plan 2015-2019.	32 & 33	Project changed from review to implementation and timelines adjusted across years accordingly.		
Climate Change Strategy.	32	Project changed from develop to implementation and timelines adjusted across years accordingly.		
Weed Management Plan.	34	Extended timeline to 2019-20 to reflect anticipated adoption of plan in 2015-16 and five year implementation period.		
Fire Management Plan.	34	Suggested title change to reflect focus of Fire Management Plans to just bushland areas. Extended timeline to 2019-20 to reflect anticipated adoption of plan in 2015-16 and five year implementation period.		
Strategic Waste Minimisation Plan – Review.	36	Carry forward to 2015-16 to finalise the review process.		
Walkability Plan.	37	Extended timeline to 2017-18 to reflect the Plan's original adoption year in 2013.		
Signage Strategy.	37	Extended timeline to reflect additional roll-out of signage into natural areas until 2017-18.		
Craigie Bushland Animal Sanctuary.	38		Suggested removal based on anticipated finalisation of MOU with DPAW in 2014-15 to establish and manage an animal sanctuary.	
Local Biodiversity Program.	38		Suggested removal due to	

Action/Project	Page	Change	Delete	Insert
THE NATURAL ENVIRONMENT				
			discontinuation of external program funding.	
BiodiverCities Program.	39		Completed in 2013-14.	
Leafy City Program.	39			Suggestion insertion as a high-profile project over this period.
International BiodiverCities Conference.	47		Completed in 2013-14.	

Action/Project	Page	Change	Delete	Insert
COMMUNITY WELLBEING				
Building Refurbishment Projects.	41		Suggested removal due to duplication with project "Five Year Capital Works Program".	
Percy Doyle Reserve Master Planning Project.	41		Suggested removal due to the project falling outside of the period of this plan (listed in 2030-31 as detailed in the 20 Year Strategic Financial Plan)	
Synthetic Hockey Pitch Development.	41	Extended timeline to 2016-17 to reflect anticipated construction commencement in 2015-16.		
Heathridge Park Master Plan.	42			Suggested insertion as a high-profile project over this period.
Penistone Park Redevelopment.	42			Suggested insertion as a high-profile project over this period.
Chichester Park Redevelopment.	42			Suggested insertion as a high-profile project over this period.
Warwick Leisure Centre Expansion.	42			Suggested insertion as a high-profile project over this period.
Mullaloo Surf Life Saving Club Refurbishment.	42			Suggested insertion as a high-profile project over this period.
Wanneroo Basketball Association — Relocation.	43	Suggested title change to "Joondalup Arena Redevelopment Projects" and project detail changes to include the provision of advice on the West Perth Clubroom development.		
Currambine Community Centre.	43		Completed in 2013-14.	
Significant Event – Position Statement.	44	Extended timeline to reflect ongoing		

Action/Project	Page	Change	Delete	Insert
COMMUNITY WELLBEING				
		implementation of the strategic position statement.		
Community Development Plan.	47	Project changed from review to implementation and timelines adjusted across years accordingly.		
Positive Ageing Plan – Review.	47		Suggested removal following the plan's incorporation into the new Community Development Plan.	
Access and Inclusion Plan 2012–2014.	47	Suggested title change to reflect new title of recently adopted plan. Project changed from review to implementation and timelines adjusted across years accordingly.		
Community Leaders Program.	47	Carry forward to 2015-16 in alignment with new <i>Community Development Implementation Plan</i> .		
Community Safety and Crime Prevention Plan 2009–2011 – Review.	48	Suggested title change to reflect new title of recently adopted plan. Project changed from review to implementation and timelines adjusted across years accordingly.		
Cat Act Implementation.	48		Completed in 2013-14.	
Animal Care Facility.	48		Suggested removal due to project's deletion from the <i>20 Year Strategic Financial Plan</i> .	
Road Safety Action Plan.	49	Suggested title change to reflect new title of plan anticipated for completion in 2014-15. Project changed from review to implementation and timelines adjusted across years accordingly.		