

Joondalup 2022

Strategic Community Plan 2012-2022



Last updated **July 2018**





Joondalup 2022

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Mullaloo Beach

Welcome from the Mayor Hon. Albert Jacob JP



This major review of the City's Strategic Community Plan has been a robust process and involved engagement and input from a broad section of our community as well as many key stakeholders.

During the revision process, our community and key stakeholders demonstrated support for the vision and intent of the *Joondalup 2022* plan, which will continue to provide strategic direction for all services and activities delivered by the City and guidance towards future aspirations.

The City has renewed its commitment to be a progressive and ambitious local government, driven by a vision we share with our community as a bold, creative and prosperous City that is internationally recognised.

Celebrating our 20th anniversary as a City on 1 July 2018, Joondalup has come a long way in a relatively short period of time and has ambitious plans for the future prosperity and sustainability of our City.

A City where about 40% of our residents were born overseas, we are already widely regarded as a leading local government authority that is internationally recognised for its healthy lifestyle and new economic, cultural, educational and environmental opportunities for our local community.

The City can be proud of the international partnerships it has forged with various stakeholders such as Edith Cowan University – part of the City's unique Education Learning Precinct – whose global aspiration of being 'world ready' aligns with our own vision.

We have enjoyed and continue to bear the fruits of a long and successful sister city relationship with Jinan, in the People's Republic of China.

As well as being a supporter of local businesses developing trade links and eCommerce activity in the global market place, the City's highly successful international investment attraction campaign continues to drive economic development in our region.

We remain home to a highly active, connected and engaged community and *Joondalup 2022* maintains a strong emphasis on enhancing the liveability of our City.

The City, its Council and Staff are dedicated to working on behalf of our community to ensure Joondalup continues its growth as a destination City where people love to live, work and visit.

Our journey has only just begun, and the best is yet to come.

Hon. Albert Jacob JP
Mayor
City of Joondalup

Welcome from the CEO Garry Hunt



Joondalup 2022 outlines the long-term vision for Joondalup as the City continues to grow and develop.

Joondalup is one of the largest local governments in Western Australia by population with 160,995 people now living within the City's boundaries and this Plan will not only guide how we grow as a City, but also how we grow as a region.

The north-west region of the Perth Metropolitan Area is still one of the fastest growing residential locations in Australia and this regional growth has significant implications on the future planning of Joondalup.

The Strategic Community Plan is the City's highest level plan and it outlines how the City will address issues like increased pressure on regional transport networks, existing infrastructure and natural assets.

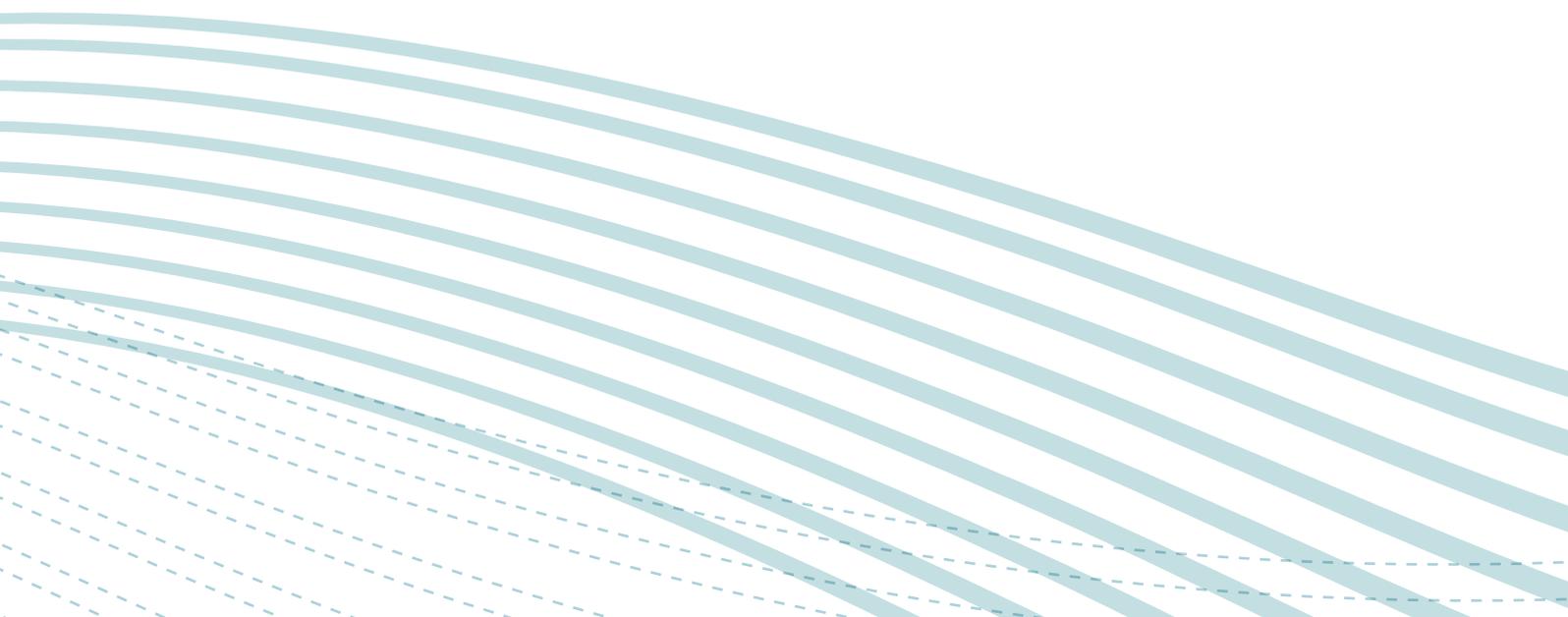
The City completed a comprehensive community engagement process during the original development of the Plan to ensure the Plan aligned with the aspirations, expectations and vision of our community and key stakeholders.

The City continues to be committed to sustainable development and meeting the current and future needs of the community through a range of environmental, social and economic programs and services aimed at giving the local community a range of healthy lifestyle choices and options.

Ensuring the long-term financial sustainability of the City remains a top priority for the City and *Joondalup 2022*. This Plan is an important part of the City's future and is central to what Joondalup will strive to achieve in the coming years.

The City has a strong record and a strong future and the annual customer satisfaction survey has consistently delivered strong community satisfaction ratings for the services and facilities provided. We will, however, not rest on our laurels and will continually strive to enhance Joondalup's reputation as a vibrant and exciting place to live, work and visit that we can all be proud of.

Garry Hunt PSM
CEO
City of Joondalup





Mullaloo Beach



Joondalup 2022 is the City of Joondalup's long-term strategic planning document that outlines its commitment to achieving the vision and aspirations of its community and regional stakeholders.

The document aims to be transformational and drive a bold new vision for the City by expanding upon its historical roots as *"the commercial, civic and cultural hub in Perth's north."* (Sir Charles Court, 1976).

For our community, its future is greater than just servicing the northern region. It is about distinguishing itself through leadership, spirit and energy. It is about obtaining recognition for its achievements and continuously striving for excellence.

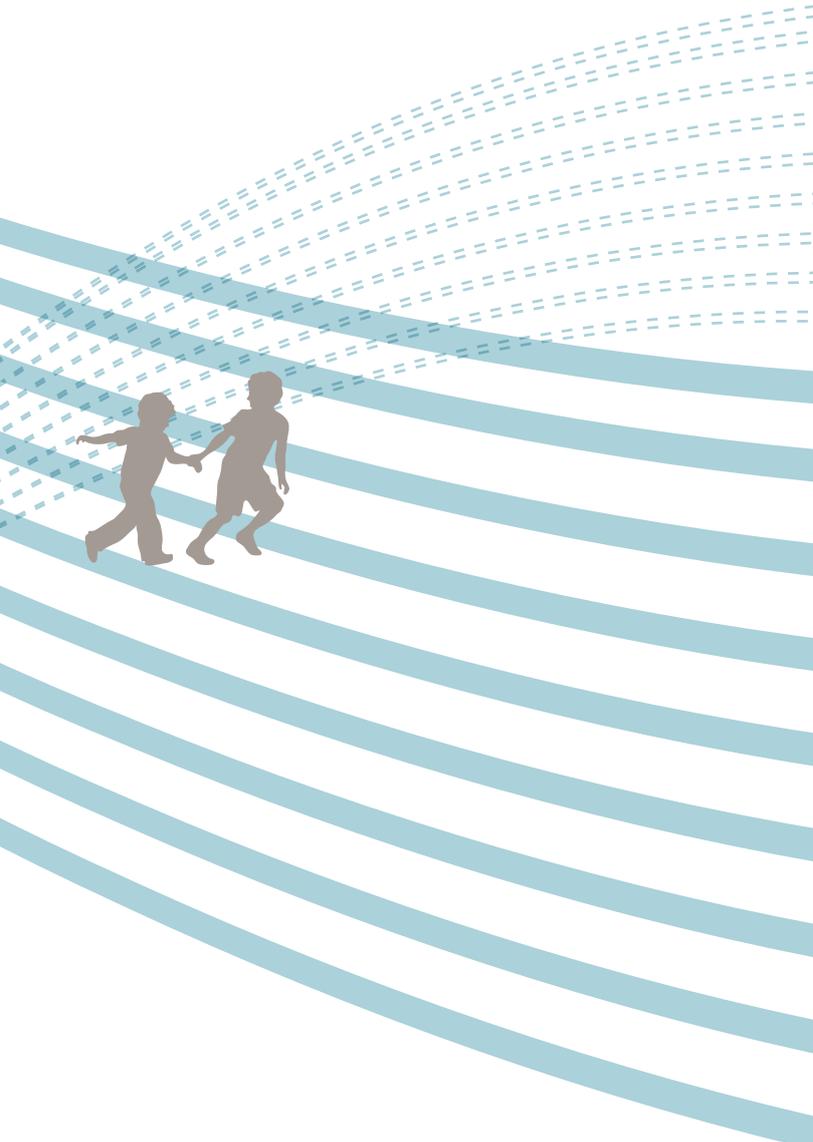
Joondalup 2022 recognises that committing to high quality service delivery and good governance practices should be a basic expectation of local governments by their residents and stakeholders.

Building a community of the highest liveable standards and demonstrating leadership in sustainable practices is what will drive the City in the future.



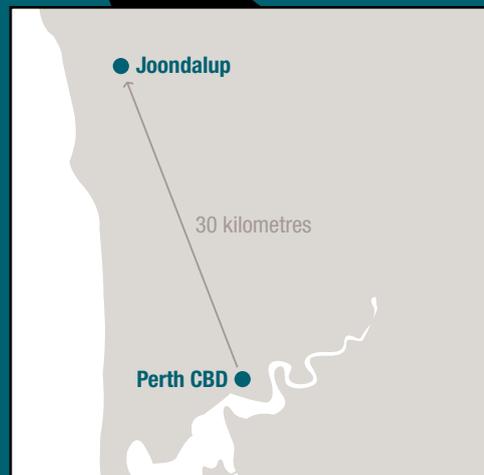
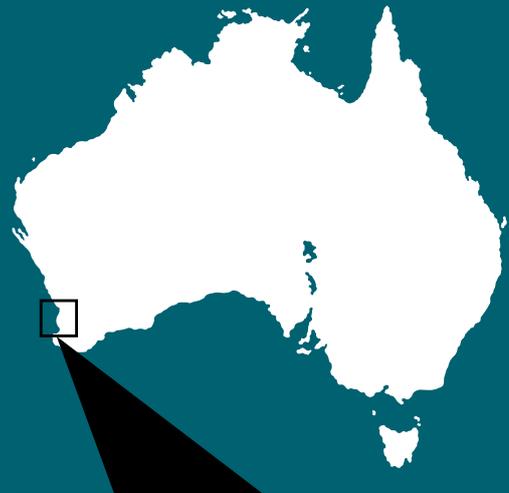


“... our future is greater than just servicing the northern region.”



Joondalup Today

Population	160,995
Distance from Perth CBD	30 kilometres
Number of businesses	12,907
Local GRP	\$5.47 billion
Area	96 square kilometres
Public Open Spaces	372
Schools	63







Joondalup City Centre



Our journey

The City has come a long way since Sir Charles Court laid down a vision for the north-west region of Perth in 1976. From a semi-rural district within the City of Wanneroo, the City has undergone significant development around a deliberately planned City Centre and transport network.

The creation of Hillarys Marina in 1987 and the subsequent housing and commercial growth that flourished across the City has supported its journey to becoming the highly liveable and sought-after residential destination that it is today.

In more recent years the growth of the City Centre, extension of the rail network and expansion of premier coastal residential locations, have further strengthened the City's economic base and diversified the housing, educational and employment options available within the City.

As we reflect on the 40 year-old grand vision set for the City, it is evident that a unique identity has developed over this time and the City is now home to a proud and active community.

Joondalup is known internationally as one of the world's most liveable cities and *Joondalup 2022* is intended to ensure that it reaches its potential as the CBD for the north-west region and the aspiration of becoming a 'Global City: bold, creative and prosperous'.

We are constantly keeping an eye on the future and working closely with our community and stakeholders to encourage further economic growth and job creation.

This activity is poised to grow in coming years as Joondalup emerges as a truly global city.



Who are we

Today, Joondalup is a successful City with large green spaces and bustling suburbs. It boasts 17 kilometres of pristine coastline to its west and the exceptional Yellagonga Regional Park to its east. The City has more than 372 diverse parklands which incorporate spacious open grassed areas and over 500 hectares of natural bushland. These areas support a range of unique flora and fauna, providing the community with many recreational opportunities

The City also supports a significant migrant population, compared to the metropolitan average, and has a higher proportion of owner-occupiers and families living across its 22 suburbs.

The City is also home to a vibrant City Centre that, in addition to retail and professional services, contains diverse tertiary educational institutions and a burgeoning health sector that services the broader north-west region.

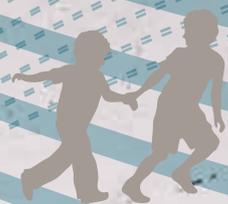
Joondalup benefits from a unique Learning Precinct, incorporating a five-star rated university with world-class research facilities, a premier large training provider and police academy. These assets are an important link to a highly skilled and productive local labour force and provide an excellent opportunity for industry-research collaboration.





What has been achieved so far

Since *Joondalup 2022* was developed, the City has delivered on a number of strategic initiatives, including the following.



THEME: GOVERNANCE AND LEADERSHIP

Transformational Projects and Priorities

Transformational projects/priorities	Achievements (2012/13 – 2016/17)
Local government reform	<ul style="list-style-type: none"> City was not identified as an affected local government on the State Government's amalgamation agenda, however, engagement with the State Government was pursued throughout the reform process to prepare the City for possible changes to governance arrangements and reporting requirements.
City representation	<ul style="list-style-type: none"> Representation on a number of international, national and state forums, including the Australian Local Government Association, Chief Officers' Group, Local Government Professionals Australia, Joondalup Learning Precinct Board and the Western Australian Local Government Association.
Australian Business Excellence Framework	<ul style="list-style-type: none"> The City won the 2012 Australian Business Excellence Award for the Category of Strategy and Planning, in recognition of organisational best practice for the City's planning processes. This award highlighted the City's ability to incorporate the implementation of strategic priorities through operational projects and programs, a strong community engagement approach, transparent performance reporting and a demonstrated commitment to continuous improvement.
Regional Governance Framework	<ul style="list-style-type: none"> Establishment of the Tri-Cities Alliance with the Cities of Wanneroo and Stirling. Development of a draft Regional Economic Development Strategy with the City of Wanneroo to support advocacy for regional priorities.
Social media and digital tools	<ul style="list-style-type: none"> Development and implementation of a Social Media Strategy with currently over 35,000 online followers across social media platforms. Launch of the City's mobile website platform understanding the changing nature of how residents access and consume information. Proof of Concept in partnership with Telstra at Tom Simpson Park including a trial across a range of internet connected sensor devices installed at the park, with data from the devices streaming off the park and reporting through a common, jointly designed, purpose built digital dashboard.

THEME: GOVERNANCE AND LEADERSHIP

Objectives and Strategic Initiatives

Objectives and strategic initiatives	Achievements (2012/13 – 2016/17)
<p>Effective representation</p> <p>To have a highly skilled and effective Council that represents the best interests of the community.</p>	<ul style="list-style-type: none"> • Established the Tri-Cities Alliance with the Cities of Wanneroo and Stirling to advocate to the Federal and State Government for priorities to support the goals of the three Cities. • Utilised the outcomes from the local government reform process to inform improvement opportunities. • Continued representations on external boards and committees including: <ul style="list-style-type: none"> • Community Board of Advice (Joondalup Health Campus); • Joondalup Learning Precinct; • Development Assessment Panel; • Joondalup Lotteries House Inc.; • Local Government Professionals; • Mindarie Regional Council; • North West District Planning Committee; • North West Metropolitan Regional Road Sub-Group; • Tamala Park Regional Council; • WA Local Government Association North Metropolitan Zone; • Wanneroo/Joondalup Local Emergency Management Committee; and • Yellagonga Regional Park Community Advisory Committee. • Establishment of a number of Council Committees and Reference Groups, including: <ul style="list-style-type: none"> • Audit Committee; • Finance Committee; • Joondalup Design Reference Panel; • Major Projects Committee; • Ocean Reef Marina Community Reference Group; • Policy Committee; and • Strategic Community Reference Group.
<p>Active democracy</p> <p>To have a community that actively engages with the City to achieve consensus and legitimacy in decision-making.</p>	<ul style="list-style-type: none"> • Major community engagement projects undertaken each year, including Community Wellbeing Survey, Bulk Waste Perception Survey, Performing Arts and Cultural Facility Business Case, as well as feedback on various strategic planning documents, capital works projects and park development projects. • Strategic Community Reference Group — in 2012 Council adopted a new participation mechanism for the external provision of advice to Council, namely, a City of Joondalup Strategic Community Reference Group with the objective of providing advice to the Council on matters of significant community interest and strategic initiatives. Membership of the Group includes Council-appointed community representatives from each ward, Elected Members and professionals to provide expert advice and information on specific matters to be discussed at meetings. <p>The Group has proven to be an innovative and effective mechanism for providing commentary and advice on a range of matters and has provided advice on the following:</p> <ul style="list-style-type: none"> • <i>Community Safety and Crime Prevention Plan;</i> • <i>Environment Plan;</i> • <i>Community Development Plan;</i> • <i>Waste Management Plan;</i> • Volunteer Recognition; • <i>Strategic Community Plan</i> — major review; • Volunteer Program; and • Community Engagement and Consultation.

Corporate capacity

For the community to have confidence and trust in the City that it can deliver services effectively and transparently.

- Maintained high customer satisfaction ratings through the annual Customer Satisfaction Survey, which is conducted annually to measure the City's performance in delivering specific services and facilities.
- Conducted the City's Policy Manual review.
- Developed the *Workforce Plan 2013–2017* to determine the workforce requirements necessary to resource and deliver the City's *Corporate Business Plan*.
- Achieved the 2012 Australian Business Excellence Award for the Category of Strategy and Planning.
- Undertook service reviews to improve efficiencies in service delivery resulting in significant savings through the implementation of efficiency measures.
- Provided regular reports to the community on progress against key projects and priorities through the Annual Report and quarterly reports against the *Corporate Business Plan*.

Strong leadership

For the City to demonstrate advocacy in promoting the needs and ambitions of the City and the advancement of local government.

- Participation in the Joondalup Learning Precinct Board. The Precinct comprises of the City of Joondalup and the three co-located education campuses of Edith Cowan University, North Metropolitan TAFE and the Western Australian Police Academy.
- Participation in the Joondalup–Jinan Sister City relationship, including inbound and outbound delegations. The City's most recent delegation to China in mid-2015 celebrated the 10-year anniversary of the Sister City Relationship between Joondalup and Jinan. The visit enabled the City to explore opportunities for partnerships and investment from local stakeholders in the Chinese market, particularly in the education, health, aged care, tourism and digital sectors.
- Strong external partnerships with the Australian Local Government Association, the Western Australian Local Government Association North Zone and the International Council for Local Environmental Initiatives.
- Provided submissions to 94% of State and Federal policy positions affecting local government.

THEME: FINANCIAL SUSTAINABILITY

Transformational Projects and Priorities

Transformational projects/priorities	Achievements (2012/13 – 2016/17)
Local government reform	<ul style="list-style-type: none"> The City continued to seek opportunities to improve service delivery and economic sustainability through the Service Efficiency and Review Program and partnership opportunities with stakeholders to make better use of shared resources.
Strategic Planning Framework	<ul style="list-style-type: none"> Development of the <i>Strategic Financial Plan</i> which projects the City's financial position over a 20 year period enabling the City to assess necessary funding requirements to afford capital replacement programs and new capital projects as well as the City's capacity to maintain overall financial sustainability into the long term. Development of a Property Management Framework to guide the management of all property under the City's ownership, care and control.
Asset Management Review	<ul style="list-style-type: none"> Conducted a series of Asset Management Planning reviews with the aim to ensure all assets are funded appropriately.
Income diversification review	<ul style="list-style-type: none"> Delivery of the City's first multi-storey car park to cater for City centre growth. The Reid Promenade multi-storey car park was one of the City's largest construction projects, providing over 500 undercover bays to meet the ever increasing demand for City Centre car parking. The car park utilises new technologies including number plate recognition. Cash Surplus in Year 20 of the <i>20-Year Strategic Financial Plan</i> shows a strong long term position for the City, notwithstanding the short-term pressures. The current financial position of the City is sound with reasonable surpluses being generated, significant reserves and low debt.

Objectives and Strategic Initiatives

Objectives and strategic initiatives	Achievements (2012/13 – 2016/17)
<p>Financial diversity</p> <p>To be less reliant on rates as the primary basis for revenue by leveraging alternative income streams.</p>	<ul style="list-style-type: none"> • Adopted the <i>20-Year Strategic Financial Plan</i> and continued to monitor for updates to major funding projects. • Continued investigating diversity through Service Efficiency and Review Program. • Reviewed the <i>Facility Hire Subsidy Policy</i>.
<p>Effective management</p> <p>To conduct business in a financially sustainable manner.</p>	<ul style="list-style-type: none"> • Adopted the <i>20-Year Strategic Financial Plan</i> and continued to be monitored for updates to major funding projects. • Established the Asset Management Strategy. • Developed the Property Management Framework. • Continued to implement and review of <i>Asset Management Plans</i> including finalising the <i>Building Asset Management Plan</i>.
<p>Major project delivery</p> <p>To effectively plan for the funding and delivery of major projects.</p>	<ul style="list-style-type: none"> • Construction of the Marmion Foreshore Parking Facility. • Construction of the Bramston Park Sporting Facility. • Construction of the Currambine Community Centre which is an award-winning facility and a welcome addition to the City's northern suburbs. The City won the 2015 Western Australian Project Management Achievement Award in the Sustainable Projects Category for the construction of the Centre. • Construction of the Reid Promenade multi-storey car park. The car park was one of the City's largest construction projects, providing over 500 undercover bays to meet the ever increasing demand for City Centre car parking. The car park utilises new technologies including number plate recognition and ticketless parking and was constructed using ecologically sustainable means, whilst ensuring the operations minimise emissions and costs through measures such as solar panelling and LED lighting. • Delivery of a number of major road construction programs. • Delivery of a number of park development projects. • Warwick Hockey Centre Project — the development includes a clubroom facility, one synthetic and two grass hockey pitches, parking, irrigation, landscaping and floodlighting.

THEME: QUALITY URBAN ENVIRONMENT

Transformational Projects and Priorities

Transformational projects/priorities	Achievements (2012/13 – 2016/17)
Local Planning Scheme No. 3	<ul style="list-style-type: none"> Finalised the Local Housing Strategy to determine future housing needs for the City as well as recommended appropriate policy measures for the provision of a range of housing types and densities.
Integrated transport planning	<ul style="list-style-type: none"> Development of a <i>Walkability Plan</i> and new <i>Bike Plan</i> review advocating alternative transport methods and delivery of a number of key initiatives in both Plans. Dualling of east-west arterial roads to provide more efficient and quicker access to the major highways and freeways.
Asset management review	<ul style="list-style-type: none"> Conducted a series of Asset Management Planning reviews with the aim to ensure assets are funded appropriately and meet the community's needs.
City Centre commercial development	<ul style="list-style-type: none"> The City progressed a project to deliver a mixed-use development in the heart of the Joondalup City Centre. The proposed development is seen as a priority to stimulate growth and enhance the vibrancy of the City Centre. Advocacy from the City, successful in the attraction of State Government agencies to Joondalup which will provide economic stimulus for the City Centre.
Joondalup Performing Arts and Cultural Facility	<ul style="list-style-type: none"> The City continued to seek opportunities for capital funding through a variety of channels. Council endorsement of the Joondalup Performing Arts and Cultural Facility Business Case for the purpose of advertising for public comment. The City advertised the Joondalup Performing Arts and Cultural Facility Business Case for public comment for a period of 42 days from 16 February 2017 to 30 March 2017. After receiving the results of the community consultation Council resolved, in June 2017, not to initiate the Design Development phase of the Joondalup Performing Arts and Cultural Facility at this time.

Objectives and Strategic Initiatives

Objectives and strategic initiatives	Achievements (2012/13 – 2016/17)
<p>Quality open spaces</p> <p>To have urban and green spaces which are attractive, well-utilised and enrich the lives of the community.</p>	<ul style="list-style-type: none"> • Implemented a number of <i>Landscape Master Plan</i> projects. • Established the Leafy City Program with the goal of providing shaded spaces in the environment through street tree planting. • Developed the Asset Management Strategy. • Implemented numerous capital works programs, including park developments, path, lighting and streetscape enhancements.
<p>Integrated spaces</p> <p>To have integrated land use and transport planning that provides convenient and efficient movement across the City.</p>	<ul style="list-style-type: none"> • Developed new <i>Bike Plan</i>. • Developed the <i>Walkability Plan</i>. • Implemented numerous capital works programs including road resurfacing, park developments and parking facilities. • Continued to review Joondalup City Centre Lighting network to reduce lighting costs.
<p>Quality built outcomes</p> <p>For the City's commercial and residential areas to be filled with quality buildings and appealing streetscapes.</p>	<ul style="list-style-type: none"> • Reviewed <i>District Planning Scheme</i> and developed the <i>Local Planning Scheme No. 3</i>. • Implemented the Local Housing Strategy. • Developed the Local Commercial Strategy. • Implemented a number of <i>Landscape Master Plan</i> projects. • Developed <i>Burns Beach Master Plan</i>.
<p>City Centre development</p> <p>To have quality and diverse landmark buildings within the Joondalup City Centre that enhances the vitality and vibrancy of the urban space.</p>	<ul style="list-style-type: none"> • Facilitated the development of the Joondalup City Centre Office Development. • Construction of City of Joondalup Entry Statements. • Continued progress on the Joondalup Performing Arts and Cultural Facility project including public advertising of business case. Council resolved, in June 2017, not to initiate the Design Development phase of the Joondalup Performing Arts and Cultural Facility at this time.

THEME: ECONOMIC PROSPERITY, VIBRANCY AND GROWTH

Transformational Projects and Priorities

Transformational projects/priorities	Achievements (2012/13 – 2016/17)
Local Planning Scheme No. 3	<ul style="list-style-type: none"> • Review of <i>District Planning Scheme No. 2</i> and the development of <i>Local Planning Scheme No. 3</i> to guide planning and development in the City.
Activity investment	<ul style="list-style-type: none"> • The Innovation Fund — developed to provide seed funding for innovative projects. • sixty27 co-working space — a collaborative project with North Metropolitan TAFE to provide a local hub for small businesses, students and community stakeholders to meet, collaborate, and share ideas. • The Link website — a collaborative project with Edith Cowan University designed to connect businesses and academic researchers to develop innovative solutions, foster growth, competitiveness and facilitate commercialisation of innovations to benefit the wider community. • Development and distribution of Investment Attraction Prospectus in order to promote the City to state, national and international audiences. • Progress on <i>Innovation Precinct Project</i>. • Joondalup delegation to Shanghai and Jinan which promoted the City's new <i>Investment Attraction Prospectus</i>. • International activities — development of an <i>International Activities Plan</i>. • Development of an investment attraction video for state, national and international audiences.
Regional Governance Framework	<ul style="list-style-type: none"> • Draft Regional Economic Development Framework assisted in managing and lobbying for funding. • The City continues to collaborate with the City of Wanneroo to identify and facilitate economic growth within the region.
Communication technology infrastructure	<ul style="list-style-type: none"> • Development of the Digital Strategy ensuring the City is positioned to take full advantage of the opportunities and efficiencies offered through a range of digital initiatives. • Proof of concept in partnership with Telstra at Tom Simpson Park including a trial across a range of internet connected sensor devices installed at the park, with data from the devices streaming off the park and reporting through a common, jointly designed, purpose built Digital Dashboard. • Ongoing liaison with NBN regarding Joondalup rollout.
Ocean Reef Marina	<ul style="list-style-type: none"> • Continued negotiations with State Government securing funding commitments and an announcement that the State would take a lead role in the Ocean Reef Marina project. The City will continue to engage with the State Government on the delivery of the project.

Objectives and Strategic Initiatives

Objectives and strategic initiatives	Achievements (2012/13 – 2016/17)
<p>CBD of the North</p> <p>For the Joondalup City Centre to be recognised as Perth's second CBD, functioning as the primary commercial centre of the North West Metropolitan Perth Region.</p>	<ul style="list-style-type: none"> • Established wi-fi service within the City Centre. • Construction of the Multi-Storey Car Park in the Joondalup City Centre. • Launched <i>Investment Attraction Prospectus — Joondalup has the Edge</i>. • Commenced development of an <i>Integrated Transport Management Plan</i>. • Continued advocacy for specialised centre status based on the City's Innovation Precinct.
<p>Activity Centre development</p> <p>To have revitalised Activity Centres that are multi-purpose and provide for housing diversity and enhanced liveability.</p>	<ul style="list-style-type: none"> • Expansion of the Lakeside Joondalup Shopping Centre. • Implemented the Local Commercial Strategy to guide the development of commercial activities within the City. • Developed an <i>Activity Centre Structure Plan</i> for the Joondalup City Centre which provides a guiding framework for the consideration of development within the Activity Centre over the next 10 years. The Plan has been referred to the Western Australian Planning Commission for consideration and determination.
<p>Destination City</p> <p>To become a "Destination City" where unique tourism opportunities and activities provide drawcards for visitors and high amenity for residents.</p>	<ul style="list-style-type: none"> • Reviewed <i>District Planning Scheme</i> and developed the <i>Local Planning Scheme No. 3</i>. • Continue development of the Sunset Coast Planner with Experience Perth. • Delivered a Significant Event — Kaleidoscope a festival of light, art, music and food. Kaleidoscope is a large-scale lighting projection festival with the aim of enhancing tourism activity and stimulating the local economy while attracting national and international attention. • Expression of interest advertised for the development of a café/kiosk on the coast at Pinnaroo Point. • Strong collaboration with the Tourism Council of WA. • Development of investment attraction video showcasing the City's tourism assets. • The public advertising of the <i>Public Environmental Review</i>, MRS Amendment and other related planning documents for the Ocean Reef Marina Project.
<p>Regional collaboration</p> <p>For the City to collaborate with regional partners and stakeholders in order to maximise opportunities for the future economic growth of the North West Metropolitan Perth Region.</p>	<ul style="list-style-type: none"> • Developed the City's Economic Development Strategy. • Establishment of the Tri-Cities Alliance. • On-going partnership with the Joondalup Learning Precinct.
<p>Business capacity</p> <p>For the City's business community to have the technology and communication capability necessary to thrive within a competitive environment.</p>	<ul style="list-style-type: none"> • Engaged business community through coordination of regular Business Forums. • Developed the City's Digital Strategy to maximise benefits of digital communication. • Developed The Link website in collaboration with Edith Cowan University. • Established the sixty27 co-working space in partnership with North Metropolitan TAFE. • Created the Innovation Fund which fosters local initiatives that will bring and create new business activities into Joondalup. • Membership on ECU Business Incubator Board and collaboration with the Incubator on a number of training programs for local businesses.

THEME: THE NATURAL ENVIRONMENT

Transformational Projects and Priorities

Transformational projects/priorities	Achievements (2012/13 – 2016/17)
Natural areas management planning	<ul style="list-style-type: none"> • Development of a number of key <i>Natural Area Management Plans</i>. • Development of a new <i>Environment Plan</i>. • Secured Waterwise Council accreditation.
Climate Change Strategy	<ul style="list-style-type: none"> • Received international recognition of the City's Climate Change Strategy. • Significant progress in a number of priority projects in the Strategy including coastal adaptation.
International biodiversity conference	<ul style="list-style-type: none"> • Hosted the 2013 International BiodiverCities Conference in collaboration with the International Council for Local Environmental Initiatives, Local Governments for Sustainability and the Western Australian Local Government Association. • Assembled local, national and international environmental experts to discuss biodiversity conservation within the context of a changing climate. • Showcased the local environment and the efforts undertaken to protect, conserve and enhance local biodiversity.
Native vegetation mapping	<ul style="list-style-type: none"> • Mapping project to assess the City's tree canopy percentage. • Flora surveys conducted on a regular basis to assist with natural area planning.
Waste Management	<ul style="list-style-type: none"> • New project added to align with new State Government diversion targets and an increasing landfill levy which will impact the City's costs associated with disposing of waste to landfill. • Developed a Bulk Waste Perception Survey to better understand the principles underpinning community behaviours and preferences for bulk waste collection services and obtain feedback on proposed options for future bulk waste collection services. • Developed a new <i>Waste Management Plan</i> which aims to guide waste management practices to ensure increased diversion from landfill and to inform future long-term planning for waste management. • New recycling processing contract in place. • Achievement of 50% waste diversion target.

Objectives and Strategic Initiatives

Objectives and strategic initiatives	Achievements (2012/13 – 2016/17)
<p>Environmental resilience</p> <p>To continually adapt to changing local environmental conditions.</p>	<ul style="list-style-type: none"> • Developed the new <i>Yellagonga Integrated Catchment Management Plan 2015–2019</i>. • Finalised <i>Coastal Hazard Risk Management and Adaptation Plans</i>. • Reviewed and implemented the <i>Environment Plan 2014–2019</i>. • Climate Change Strategy — provides guidance on the City’s management activities; both from a corporate and community perspective by recognising the importance of responding effectively to climate change. The Strategy focuses on reducing greenhouse gas emissions (mitigation) and being adaptable to climate change impacts (adaptation). • In order to achieve the objectives and targets of the Strategy, 42 projects were identified for implementation over the life of the Strategy. Since the adoption of the Strategy several key initiatives have been implemented including: <ul style="list-style-type: none"> • Urban Tree Planting Program; • Think Green Energy Education Program; • Coastal Monitoring Program; and • Coastal Adaptation Planning. • Developed and implemented the <i>Weed Management Plan</i>. • Developed and implemented the <i>Pathogen Management Plan</i>.
<p>Community involvement</p> <p>To build a community that takes ownership of its natural assets and supports their ongoing preservation and conservation.</p>	<ul style="list-style-type: none"> • Reviewed the <i>Waste Management Plan</i> with the Strategic Community Reference Group. • Developed the <i>Environment Plan</i> with the Strategic Community Reference Group. • Continued implementing the Think Green Environmental Education Program and delivered events such as Beyond Garden Workshops, Biodiversity Tours and Local Environment Photography Competition, Capture Nature. • Delivered a number of Think Green Renewable Energy Programs.
<p>Accessible environments</p> <p>To develop an appreciation for local natural assets by providing appropriate access to natural areas.</p>	<ul style="list-style-type: none"> • Continued to manage beach activities with guidance from the <i>Beach Management Plan 2011–2016</i>. • Development and ongoing implementation of a number of <i>Natural Area Management Plans</i>. • Developed and implemented the <i>City’s Walkability Plan 2013–2018</i>.
<p>Environmental leadership</p> <p>To embrace learning opportunities on an international scale and continuously lead by example in our application of new knowledge.</p>	<ul style="list-style-type: none"> • Developed the City’s Climate Change Strategy incorporating a number of priority projects including coastal adaptation. • Hosted 2013 International BiodiverCities Conference in collaboration with the International Council for Local Environmental Initiatives, Local Governments for Sustainability and the Western Australian Local Government Association. • Eco-zoning and hydrozoning works in various parks completed as part of the <i>Landscape Master Plan</i>. • A number of <i>Natural Area Management Plans</i> developed and implemented. • Development and ongoing implementation of <i>City Water Plan 2016–2021</i>. • Development and ongoing implementation of <i>Beach Management Plan</i>. • Development and ongoing implementation of the <i>Waste Management Plan 2016–2021</i>. • Review and implementation of new bulk hard waste collection service.

THEME: COMMUNITY WELLBEING

Transformational Projects and Priorities

Transformational projects/priorities	Achievements (2012/13 – 2016/17)
Joondalup Performing Arts and Cultural Facility	<ul style="list-style-type: none"> • The City continued to seek opportunities for capital funding for the project through a variety of channels. • Council endorsement of the Joondalup Performing Arts and Cultural Facility Business Case for the purpose of advertising for public comment. • The City advertised the Joondalup Performing Arts and Cultural Facility Business Case for public comment for a period of 42 days from 16 February 2017 to 30 March 2017. Council resolved, in June 2017, not to initiate the Design Development phase of the project at this time.
Hosting a significant event	<ul style="list-style-type: none"> • Appointed consultants to develop and deliver the City's significant event for a three year period. • In November 2016, the City hosted Kaleidoscope, a large-scale lighting projection festival incorporating music, food and beverages. • Continuing investigation of ways to broaden the appeal and presence of significant events.
Access to service reviews	<ul style="list-style-type: none"> • Established the <i>Community Development Plan</i>, which identifies a wide range of services and programs that can help build a happy, healthy and well-connected community. • Investigation of use of new technologies or digital tools with more traditional information approaches like print material or face to face service delivery.
Community Wellbeing Survey	<ul style="list-style-type: none"> • Community Wellbeing Survey undertaken to gain an understanding of the overall level of wellbeing those living and working within the City. • Data used to inform and enhance services to meet current and future needs of the community. • Currently exploring alternative avenues to conduct the Community Wellbeing Survey on a more frequent basis.

Objectives and Strategic Initiatives

Objectives and strategic initiatives	Achievements (2012/13 – 2016/17)
<p>Quality facilities</p> <p>To provide facilities of the highest quality which reflect the needs of the community now and into the future.</p>	<ul style="list-style-type: none"> • Refurbishment of Sorrento Community Hall. • \$8 million expansion of Warwick Leisure Centre into Warwick Stadium. • Construction of Mirror Park Skate Park completed. • 2015 Western Australian Project Management Achievement Award in the Sustainable Projects Category for the construction of the Currambine Community Centre. • Delivery of the Warwick Hockey Centre Project. • Delivery of a number of refurbishment projects including: State Emergency Services Building, Kingsley Clubrooms Facility, Undercroft Bridge Clubroom, Percy Doyle Reserve, and Timberlane Clubrooms, Woodvale.
<p>Cultural development</p> <p>For the community to have access to world-class cultural and artistic events and facilities.</p>	<ul style="list-style-type: none"> • Installation of a mural at Sorrento Beach Changerooms. • Delivery of Significant Lighting Event — Kaleidoscope. • Delivery of the annual Valentines Concert. • Supported the delivery of art programs through the City's Arts Development Scheme. • Delivery of the Annual Joondalup Festival featuring international artists.
<p>Community spirit</p> <p>To have proud and active residents who participate in local activities and services for the betterment of the community.</p>	<ul style="list-style-type: none"> • Provided support and funding to the Joondalup Volunteer Resource Centre to assist with volunteer recruitment. • Delivery of the Community Funding, Clubs in-Focus Program and Cultural Program. • Delivered annual program of civic events which included ANZAC Dawn Services, and Citizenship Ceremonies. • Review and implementation of the <i>Community Development Plan</i>.
<p>Community safety</p> <p>For residents to feel safe and confident in their ability to travel and socialise within the community.</p>	<ul style="list-style-type: none"> • Development of the <i>Community Safety and Crime Prevention Plan</i>. • Deployment and analysis of the Community Wellbeing Survey. • City Ranger Services launched combining the former separate services of City Watch and Ranger Services.

“ . . . regional growth has significant implications on the future planning of the City. . . ”



Aerial view of Iluka Foreshore, Iluka



Challenges we face

The north-west region of the Perth Metropolitan Area is one of the fastest growing residential locations in Australia. Such regional growth has significant implications on the future planning of the City of Joondalup, where increased pressure on regional transport networks, existing infrastructure and natural assets is anticipated in the short- to medium-term.

Under the Western Australian Department of Planning's *Directions 2031 and Beyond*, the City of Joondalup is expected to grow by up to 19,200 residents by 2022. To cater for this growing population, the number of dwellings in the City is expected to rise by between 11,800 and 12,300 by 2031. Greater growth is expected within the North West Corridor, which will drive infrastructure and service delivery within the City. As such, there is likely to be greater focus on Joondalup as a service, employment and entertainment hub for the north in the future.

With both a growing regional and metropolitan population, the City will need to plan for and deliver effective responses to these regional challenges.

The following challenges were identified during the development of *Joondalup 2022*:

- Climate change
- Transport congestion
- Ageing infrastructure
- Financial sustainability
- Competition for investment attraction
- Ageing population
- Sustainable tourism.

These challenges remain relevant today and *Joondalup 2022* provides a strategic response to these challenges.

New challenges identified in 2016/17

In addition to the challenges outlined in the development of the *Strategic Community Plan* in 2012, additional challenges raised by the City's Elected Members, the community and stakeholders during the major review include:

- A reduction in the availability of grants given the economic climate. Greater advocacy will be required to attract funding from the State and Federal Governments as well as establishment of partnerships with key stakeholders to align effort and resources to attracting funding opportunities;
- Enhancing City Centre vibrancy through additional focus on economic development and investment attraction activities as well as the activation of key areas in the City Centre;
- Developing a realistic and sustainable financial model for asset management;
- Enhancing regional economic development, particularly with regard to international activities;
- Positioning the City as an Innovation Precinct to reap the benefits of growth in the digital economy implementing the Digital Strategy to reap the benefits of growth in the digital economy;
- Coastal vulnerability and its ongoing management and communication with the community; and
- Providing appropriate services and infrastructure for an ageing population.

What did the community say

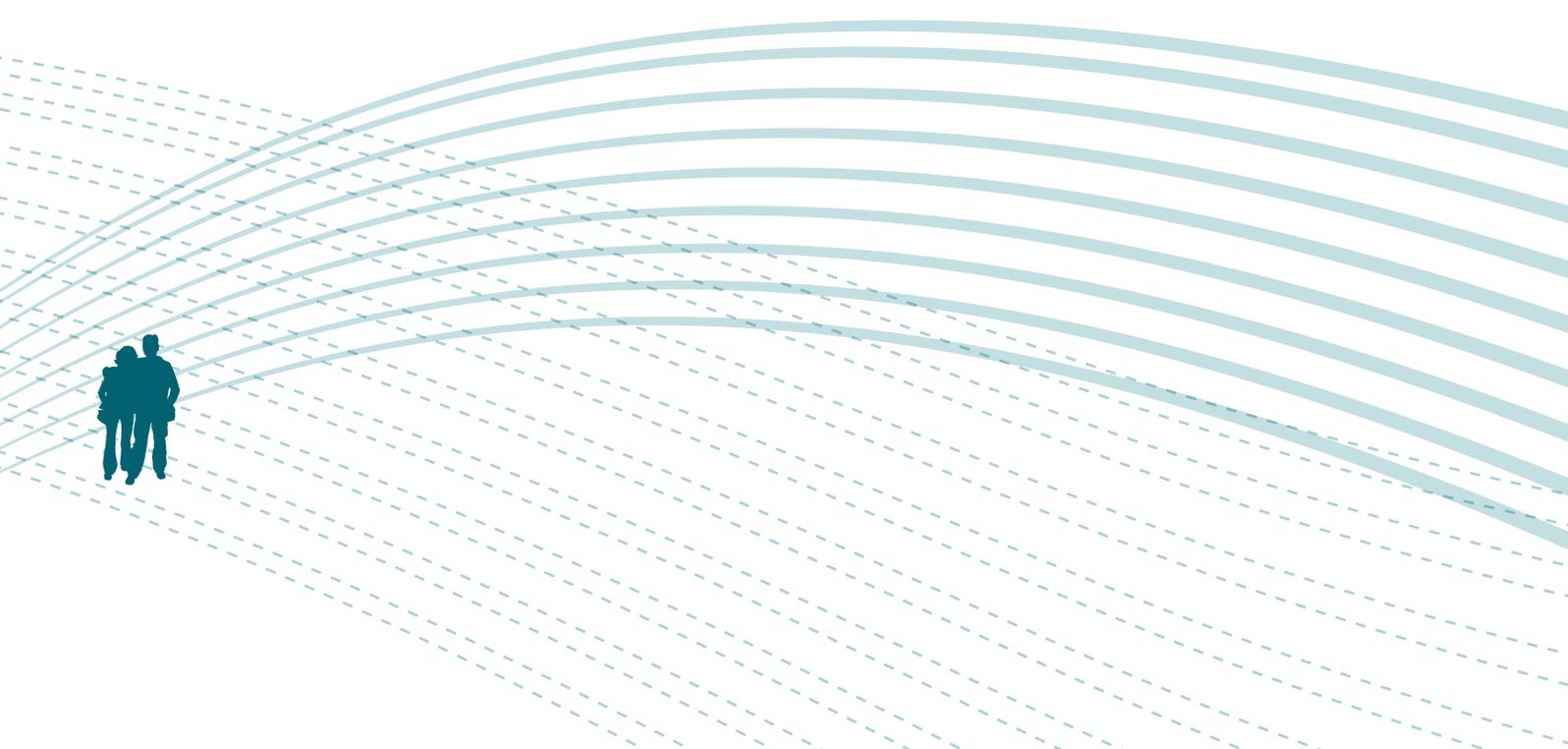
After engaging the community and stakeholders in the development of *Joondalup 2022*, they sent the following clear messages to the City:

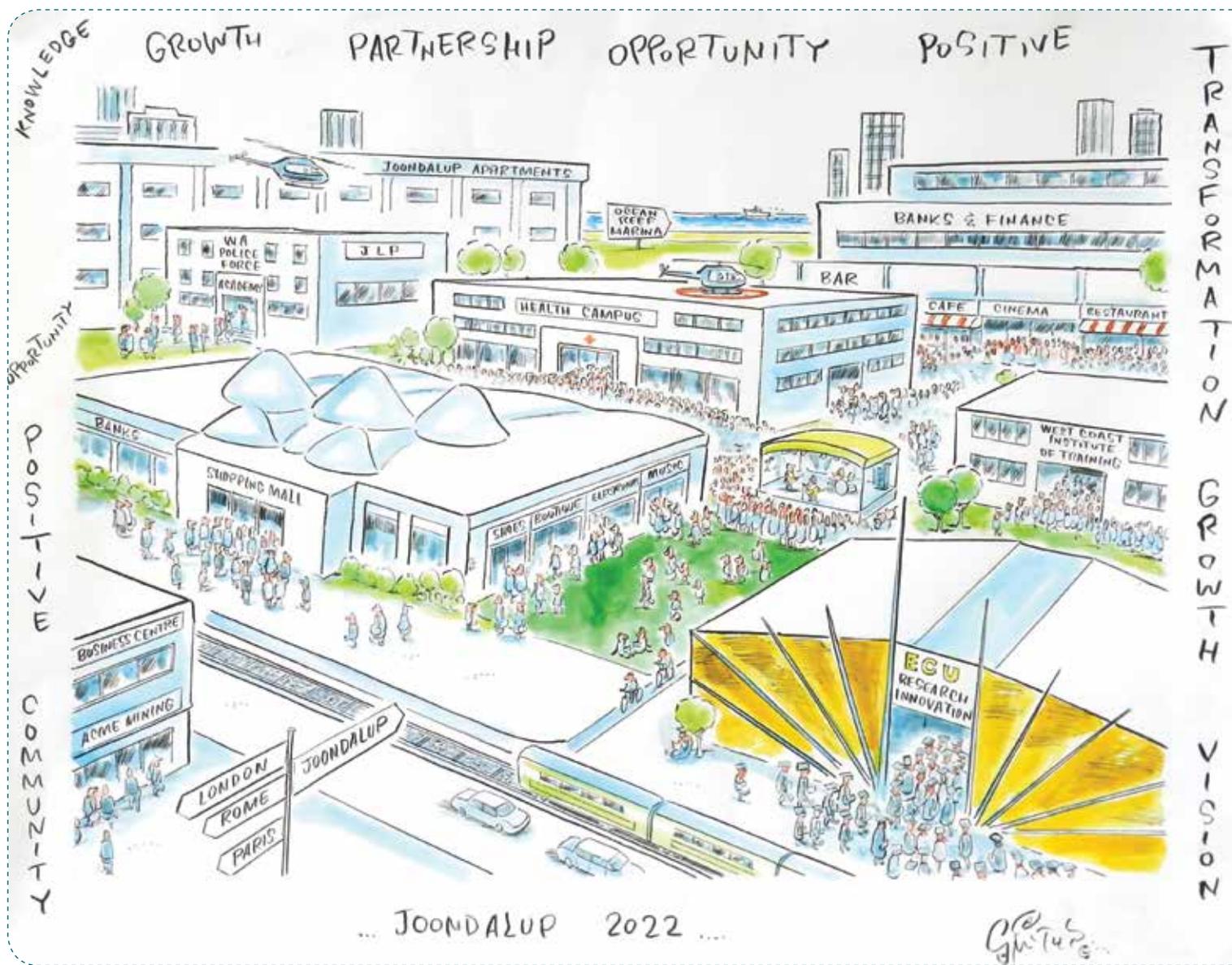
We want:

- Improved transport and connectivity;
- To celebrate and maintain our natural assets;
- Increased local job opportunities;
- A vibrant City Centre;
- Quality public open spaces;
- Strong community spirit with a village atmosphere;
- Increased opportunities for culture and the arts;
- Engaged and active youth;
- Increased housing and commercial density within appropriate areas;
- Greater tourism opportunities; and
- An appropriate interface between the built and natural environments.

The City is ready and keen to face these challenges to deliver an exciting new future for its residents and the broader community.

It is prepared to play the role of leader, advocate, facilitator, partner and service provider to influence and direct positive outcomes for current residents and the generations to come. This will involve some forms of direct action, as well as building resilience and capability within the community to help deliver its vision in partnership with the City.





Artist's impression of the future City of Joondalup, generated during discussions at "A Vision for Joondalup" Business Forum.



How we heard the community

During the development of the *Strategic Community Plan* in 2012, the City wanted to hear what people had to say about where they live, how they felt about their community and what they wanted for their community in the future. This involved a number of engagement opportunities spread over two years to inform the development of *Joondalup 2022*, including:

- Youth Community Forum
- Seniors' Interests Community Forum
- Conservation Community Forum
- Business Forum
- Stakeholder Round Table Sessions
- Survey Forms
- Online Surveys.

Consultation on a Draft Plan

After listening to what people had to say, the City developed the draft *Joondalup 2022* and asked the community whether it reflected their vision for the future.

The City asked the views of:

- 3,000 randomly selected residents
- 694 active community members and organisations
- 39 government and regional stakeholders

A total of 348 people provided their valuable feedback, indicating overwhelming support for the City's proposed 10-Year aspirational outcomes and objectives within the Plan.

An average of 89% of respondents either supported or strongly supported the contents of the draft *Joondalup 2022* document.

In total, over 1,000 residents, community groups and stakeholders provided input into the development and finalisation of *Joondalup 2022*.

Key Consultation and Engagement Facts

Forum Participants: 278

Roundtable Session Participants: 113

Engagement Surveys: 466

Consultation Surveys: 348

Total participation: 1,205



2016/17 Major Review

The major review has been heavily informed through multiple forms of engagement, as illustrated in the diagram below.

The City sought feedback from community members and stakeholders to assess whether the shared vision and priorities originally developed for *Joondalup 2022* remained relevant to community aspirations. While the consultation was promoted various print and online mediums for the general resident/ratepayer community, consultation information was also sent to random sample of 3,000 City residents/ratepayers in order to attract statistically significant response rate.

Consultation was conducted for a period of 21 days from 14 August to 4 September 2017, in accordance with the City's *Community Consultation and Engagement Policy*. The City collected 414 responses throughout the 21-day consultation period with the majority of respondents rating the Plan's aspirational outcomes and objectives under each key theme as considered 'moderately' or 'extremely' relevant.

ELECTED MEMBERS

Elected Members reviewed previous amendments to *Joondalup 2022*, discussed relevance of City's vision and strategic priorities and evaluated the City's progression since the Plan's implementation.

STRATEGIC COMMUNITY REFERENCE GROUP

Community representatives and City's key stakeholders identified new priorities and emerging challenges and provided comment on the City's progression towards its objectives.

COMMUNITY CONSULTATION

The City conducted consultation for a period of 21 days and collected 414 valid responses. The majority of respondents rated the Plan's vision, aspirational outcomes and objectives under each key theme as 'moderately' or 'extremely' relevant.

VISION:

“A global City:
bold, creative
and prosperous.”

VALUES:

In alignment with the City’s bold vision, the City believes the following primary values should be inherent within any well-functioning and community-driven organisation.

PRIMARY VALUES: Transparent, Accountable, Honest, Ethical, Respectful, Sustainable, Professional.



Joondalup City Centre



In order to drive strategic improvement and the re-positioning of the City and its community as leaders in excellence, *Joondalup 2022* requires the adoption of distinguishing values to guide the direction and operations of the City in the future. They include:

Bold

We will make courageous decisions for the benefit of the community and future generations.

Ambitious

We will lead with strength and conviction to achieve our vision for the City.

Innovative

We will learn and adapt to changing circumstances to ensure we are always one step ahead.

Enterprising

We will undertake ventures that forge new directions for business and the local economy.

Prosperous

We will ensure our City benefits from a thriving economy built on local commercial success.

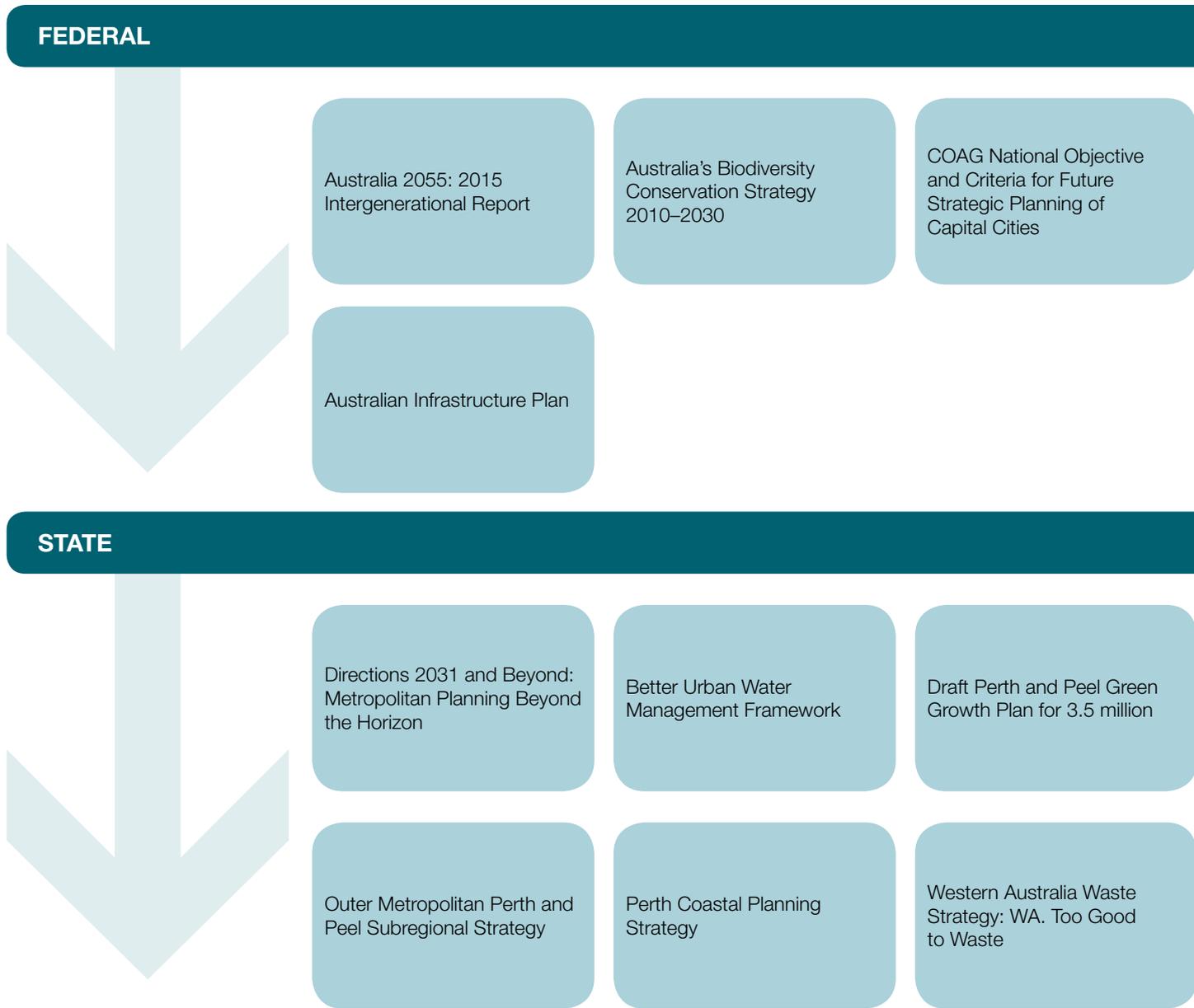
Compassionate

We will act with empathy and understanding of our community's needs and ambitions.

Strategic alignment

The City acknowledges that *Joondalup 2022* does not sit in isolation. The 10-year Plan fits within a State and Federal planning context that must be aligned with the broader strategic priorities that impact the community at large. The following diagram depicts the relationship between key external planning documents and *Joondalup 2022*.

Please note: some key external planning documents are currently in a draft format.



Joondalup 2022

National Climate Resilience and Adaptation Strategy

Plan for a Cleaner Environment 2016

Sustainable Australia — Sustainable Communities: A Sustainable Population Strategy for Australia



A 100-year Biodiversity Conservation Strategy for Western Australia for the Perth Metropolitan Region

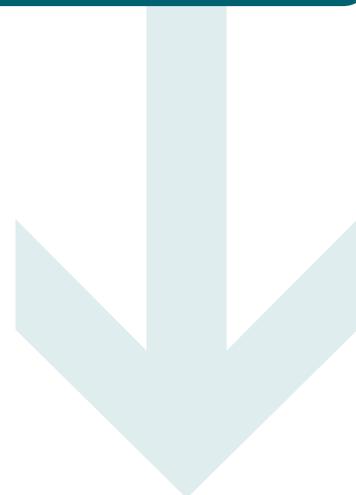
State Water Plan 2007

Transport @ 3.5 million

Draft Perth and Peel @ 3.5 million

Western Australia Bicycle Network Plan 2014–2031

Liveable Neighbourhoods 2015



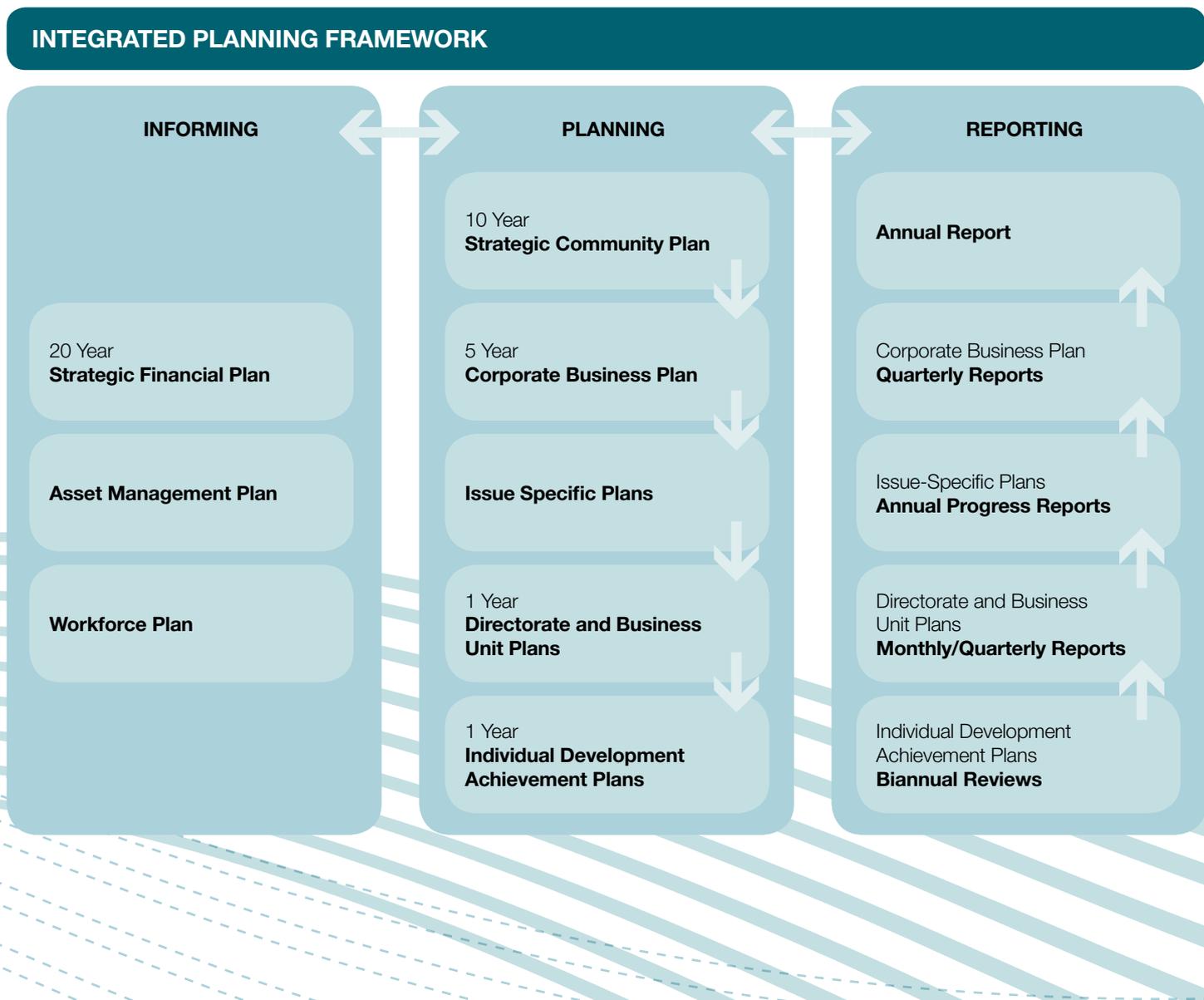
Integrated planning

In addition to the broader planning context, the City also works to an internal, Integrated Planning Framework.

This Framework ensures that the City’s strategic priorities align to its planned activities and resourcing requirements.

The Framework also builds in reporting requirements to ensure transparency and the demonstration of planned achievements.

Whilst the Framework aligns to the Department of Local Government’s Integrated Planning and Reporting Framework, the City’s strategic planning and reporting structure is quite detailed and sophisticated, incorporating comprehensive informing strategies into the Framework. As a result, *Joondalup 2022* becomes a very high-level document, whilst specific details on discrete service delivery areas are provided within the subsequent informing strategies.





Joondalup Library

Joondalup 2022

Joondalup 2022 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
- Active Democracy
- Corporate Capacity
- Strong Leadership



Financial Sustainability

- Financial Diversity
- Effective Management
- Major Project Delivery



Quality Urban Environment

- Quality Built Outcomes
- Integrated Spaces
- Quality Open Spaces
- City Centre Development



Economic Prosperity, Vibrancy and Growth

- CBD of the North
- 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

Effective representation

Active democracy

Corporate capacity

Strong leadership





Joondalup Civic Centre

ASPIRATIONAL OUTCOME

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



OBJECTIVES

Effective representation

To have a highly skilled and effective Council that represents the best interests of the community.

Strategic initiatives

- Attract a diverse elected body that represents, promotes and reflects the composition of the community.
- Ensure the elected body has a comprehensive understanding of its roles and responsibilities.
- Develop and deliver training initiatives that will foster a skilled and confident elected body.

Active democracy

To have a community that actively engages with the City to achieve consensus and legitimacy in decision-making.

Strategic initiatives

- Fully integrate community consultation practices into City activities.
- Optimise opportunities for the community to access and participate in decision-making processes.
- Adapt to community preferences for engagement formats.





Lakeside Drive, Joondalup

Corporate capacity

For the community to have confidence and trust in the City that it can deliver services effectively and transparently.

Strategic initiatives

- Demonstrate accountability through robust reporting that is relevant and easily accessible by the community.
- Maintain a highly-skilled and effective workforce.
- Apply a work ethic of confident and responsive action.
- Continuously strive to improve performance and service delivery across all corporate functions.
- Adopt citizen-centric digital services as opportunities arise that support improved service delivery and accessibility by residents.

Strong leadership

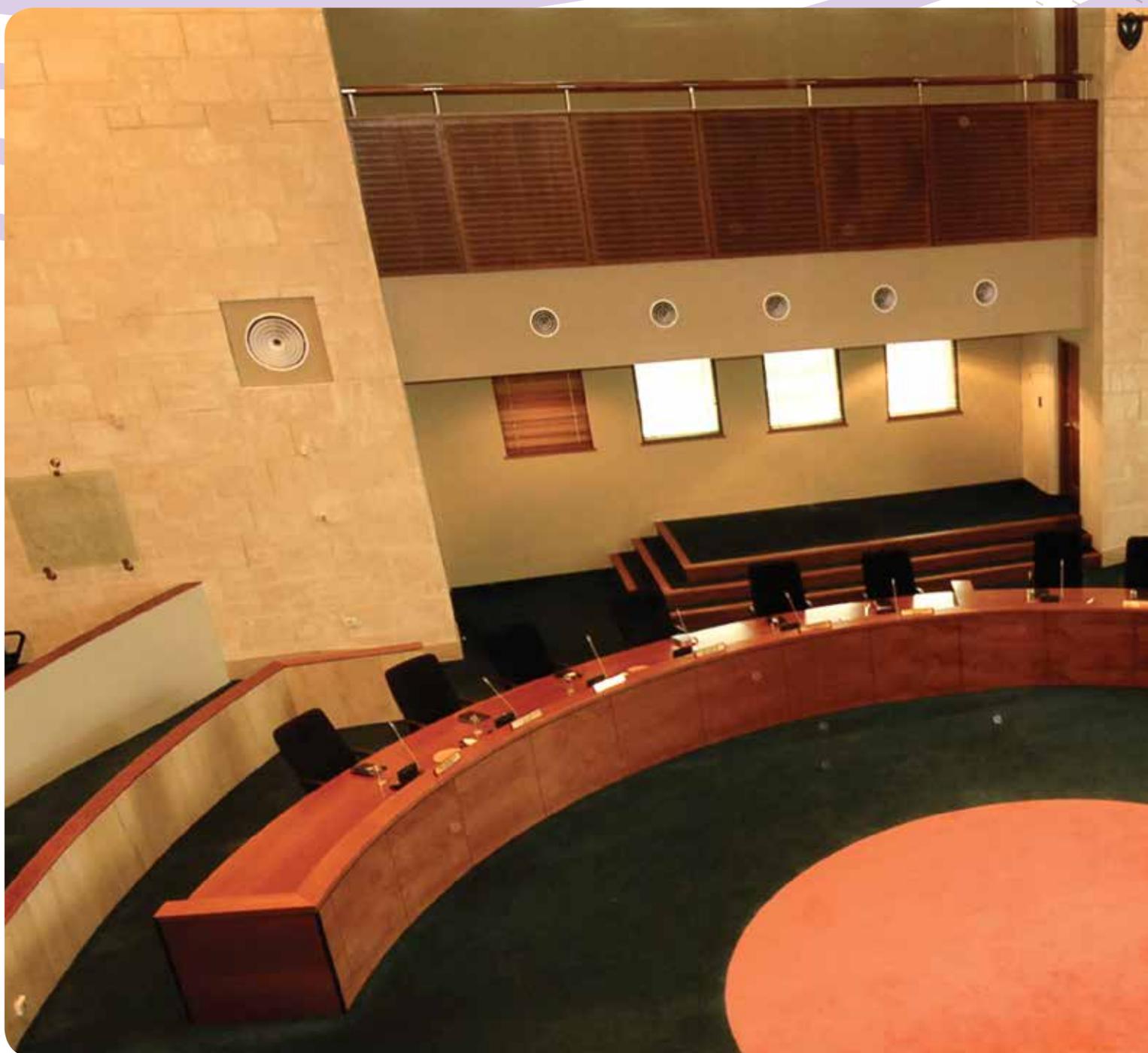
For the City to demonstrate advocacy in promoting the needs and ambitions of the City and the advancement of local government.

Strategic initiatives

- Advocate and influence political direction to achieve local and regional development.
- Seek out City representation on key external and strategic bodies.
- Participate in State and Federal policy development processes affecting local government.
- Foster strategic alliances to deliver key transformational projects and initiatives in partnership with key stakeholders.

TRANSFORMATIONAL PROJECTS AND PRIORITIES

Major priorities for the City in achieving its Governance and Leadership aspirations are included over the following pages.



City representation

The City capitalises on many opportunities for local, State, Federal and international representation on significant, external strategic bodies.

If the City is to demonstrate strong leadership to its community and stakeholders, it is important that opportunities for knowledge sharing and influence are leveraged throughout the tenure of these positions for the benefit of the City and the broader Western Australian local government community.



TRANSFORMATIONAL PROJECTS AND PRIORITIES

Australian Business Excellence Framework

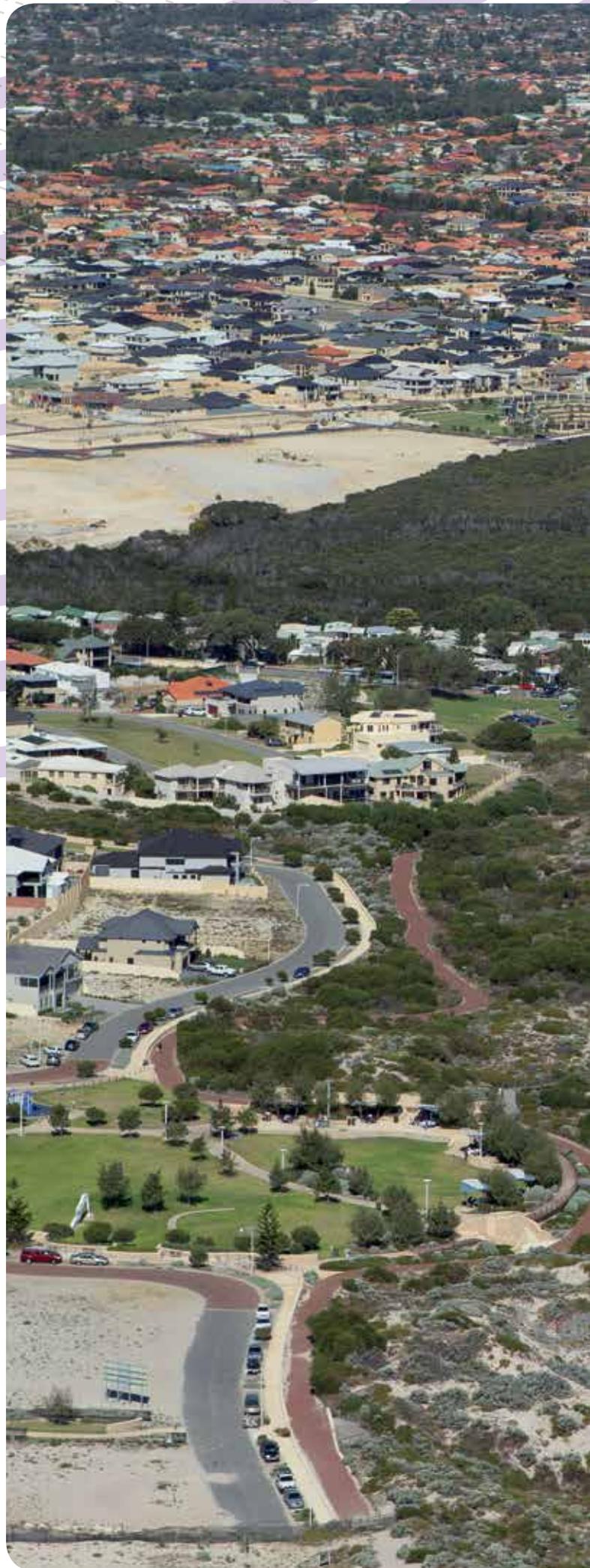
The City's continued commitment to implementing the principles and practices under the Australian Business Excellence Framework is important to identifying areas for improvement that are comparable on a national and global scale.

If the City is to be recognised for its outstanding governance practices, it is important that it seeks out opportunities to be involved in independent benchmarking exercises in order to drive a culture of continuous improvement. This extends to participating in awards and knowledge sharing events to compare and grow as an organisation.

Social media and digital tools

As a part of the City's Digital Strategy, the Social Media Strategy and enhanced digital tools allows greater access to communication for our community and stakeholders. The introduction of the City's social media platforms has allowed the City to actively engage with its residents and customers and has proved to be a beneficial additional communication tool.

With the emergence of the digital age and the discovery of new forms of communication, the City aims to become more aware and equipped with the appropriate technological infrastructure to manage and embrace increased digital connectivity.





Aerial view of Burns Beach Foreshore Park, Burns Beach

Measuring success

In order to assess the City's achievement of Aspirational Outcomes, the following strategic performance indicators provide a basis for evaluation.

Indicator	Baseline data (2012)	Progression (2016/17)	City target
Leadership	Since 2010, the City has achieved representation on four significant national and international strategic bodies.	In 2016/17, the City continues to maintain strong representation on two national or international strategic bodies, namely: ICLEI (International Cities for Local Environmental Initiatives) and CAUL (Clean Air and Urban Landscapes Hub).	To maintain Elected Member or Executive representation on two or more national or international strategic bodies. Measure: Number of national or international strategic bodies with City representation. Source: City of Joondalup <i>Corporate Business Plan Quarterly Report</i> .
	The City continually responded to requests for submissions on proposed major plans, strategies and policies affecting local governments by State and Federal Government departments and agencies.	In 2016/17, the City continues to respond to 94% of requests for submissions on major plans, strategies and policies affecting local government.	100% of requests for submissions on major plans, strategies and policies affecting local government are responded to. Measure: % submissions made versus requests received. Source: City of Joondalup <i>Corporate Business Plan Quarterly Report</i> .

Indicator	Baseline data (2012)	Progression (2016/17)	City target
Active democracy	<p>The City continually responded to requests for submissions on proposed major plans, strategies and policies affecting local governments by State and Federal Government departments and agencies.</p> <p>For strategic matters affecting the community at large, the City often uses sample sizes as a cost-effective methodology for large consultation processes. If the City can obtain a statistically reliable response for City-wide consultations, it is a reflection of an actively engaged community, effective encouragement for participation and an elected body that can make decisions with confidence.</p> <p>Of the four major sample sized consultations undertaken by the City since 2009, 75% have produced a statistically reliable result.</p> <p>To achieve statistical reliability with a confidence rating of 95% and +/-5% error margin for City-wide consultations, a minimum of 384 survey responses is required.</p>	<p>Since 2016/17, the City has conducted three major sample sized consultations undertaken by the City, with 100% producing a statistically reliable result.</p>	<p>100% of City-wide sample sized community consultations achieve a statistically reliable response rate based on a confidence rating of 95% and +/-5% margin for error.</p> <p>Measure: % City-wide sample sized consultations that receive >384 returned surveys.</p> <p>Source: City of Joondalup <i>Corporate Business Plan Quarterly Report</i></p>
	<p>At the 2011 local government election, the average voter turnout rate for the City was 22.8%, compared to the State average of 28.4%.</p>	<p>At the 2015 local government election, the average voter turnout rate for the City was 20.17%, compared to the State average of 27.5%</p>	<p>To meet or exceed the State average for voter turnout at local government elections.</p> <p>Measure: Average number of returned election packages.</p> <p>Source: Western Australian Electoral Commission <i>Voter Participation Report</i> (biennial).</p>
Corporate proficiency	<p>In 2011/2012 the City achieved an overall community satisfaction rating of 83%, which is consistent with its average rating since 2008/2009.</p> <p>Due to the unique characteristics of community surveys undertaken by each local government, data is not validly comparable on a State-wide basis. As such, benchmarking will need to be against the City's own performance.</p>	<p>In the most recent Community Satisfaction Survey, the City achieved an overall satisfaction rating of 83.8%, which is consistent with its average rating since 2008.</p>	<p>To maintain or exceed the average annual customer satisfaction rating since 2008.</p> <p>Measure: % overall community satisfaction rating.</p> <p>Source: City of Joondalup annual <i>Community Satisfaction Survey</i> results.</p>

Financial Sustainability

Financial diversity

Effective management

Major project delivery





ASPIRATIONAL OUTCOME

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

OBJECTIVES

Financial diversity

To be less reliant on rates as the primary basis for revenue by leveraging alternative income streams.

Strategic initiatives

- Identify opportunities for new income streams that are financially sound and equitable.
- Position the City to align with State and Federal Government priorities to increase eligibility for grant funding.

Effective management

To conduct business in a financially sustainable manner.

Strategic initiatives

- Manage liabilities and assets through a planned, long-term approach.
- Balance service levels for assets against long-term funding capacity.
- Seek out efficiencies and regional collaborations to reduce service delivery costs.

Major project delivery

To effectively plan for the funding and delivery of major projects.

Strategic initiatives

- Effectively prioritise major capital projects to facilitate long-term financial sustainability.
- Optimise funding options for new projects that take advantage of favourable economic conditions.
- Support new projects that balance identified financial risks against effective management approaches.





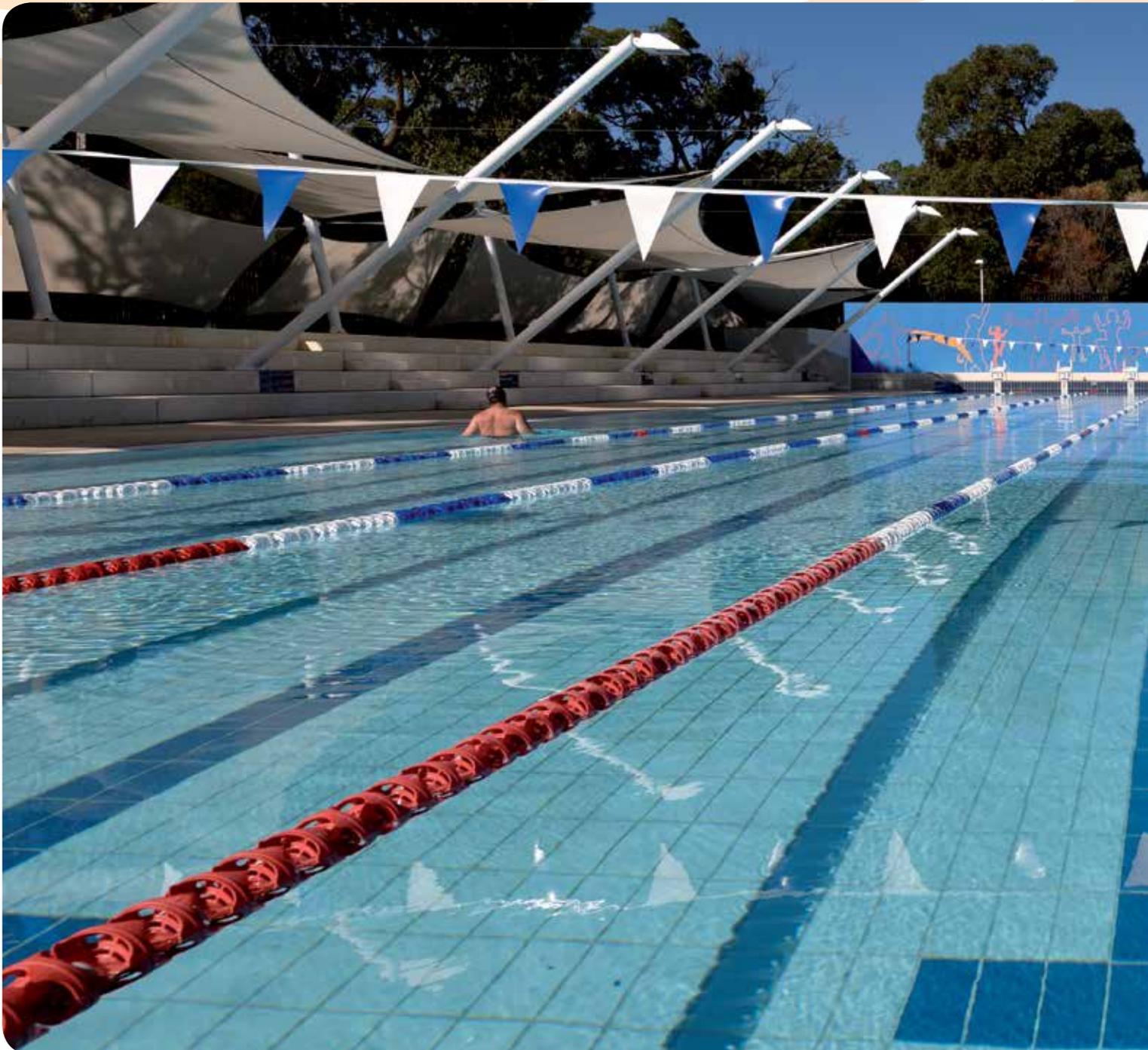
Sir James McCusker Park, Iluka

TRANSFORMATIONAL PROJECTS AND PRIORITIES

Major priorities for the City in achieving its Financial Sustainability aspirations are included over the following pages.

Strategic Planning Framework

In order to increase the City's eligibility for future grant funding arrangements, it is important that its Strategic Planning Framework demonstrates clear alignment to State and Federal Government priorities. The City periodically reviews all strategic planning documents to ensure their effective integration and reflection of broader strategic outcomes, with the view of increasing its potential grant eligibility.



Income diversification review

The City acknowledges that a continued heavy reliance on property rates as the major source of income is a long-term risk to the City. Further opportunities for revenue, for example diversified parking management systems, will need to be considered by the City in the form of a full review of potential income options in the future.



Measuring success

In order to assess the City's achievement of Aspirational Outcomes, the following strategic performance indicators provide a basis for evaluation.

Indicator	Baseline data (2012)	Progression (2016/17)	City target
Financial ratios	<p>Balanced cash budget ratio: In accordance with good financial management practices, the City aims to generate enough annual surplus to allow it to meet:</p> <ul style="list-style-type: none"> • Additional financial costs for new capital expenditure; • Any deficit from new facilities that are now operational; and • Projected annual operational costs. 	<p>In 2016/17, the City's balanced cash budget ratio was 0.05%; achieving a surplus of \$84,016.</p> <p>These figures indicates that the City's funds match expenses and is indicative of sound financial management.</p>	<p>To maintain an annual net closing position of between 0% and 1%.</p> <p>Measure: City of Joondalup annual net closing position.</p> <p>Source: City of Joondalup Annual Budget.</p>
	<p>Operating surplus ratio: In 2011/12, the City's operating surplus ratio was -0.4%.</p> <p>The Department of Local Government's Advanced Standards require an annual operating surplus ratio of >15%.</p> <p>The current advanced standard ratio is considered inconsistent with the City's ambition of maintaining an appropriate surplus and rate affordability level that reflects planned activities on an annual basis.</p>	<p>In 2016/17, the City's Operating surplus ratio was negative (5%).</p> <p>This figure is below the City's target, which is caused by factors such as undertaking additional infrastructure projects.</p> <p>Improvements to the operating position will be made to ensure the City returns to a positive operating surplus.</p>	<p>To maintain a positive operating surplus ratio of between 2%-8% over a 5-year average.</p> <p>Measure: City of Joondalup annual operating surplus ratio.</p> <p>Source: City of Joondalup Annual Report.</p>
	<p>Debt service cover ratio: In 2011-12, the City's debt service cover ratio was 10.8.</p> <p>The Department of Local Government's Advanced Standards require a debt coverage ratio greater than five.</p> <p>The current advanced standard ratio is considered inconsistent with the City's ambition of optimising funding options according to favourable economic conditions. Whilst the capacity to service debt is considered imperative, capitalising on opportunities for debt affordability is also important.</p>	<p>In 2016/17, the City's debt service cover ratio was 8.72.</p>	<p>Not to exceed five consecutive years with an annual debt service cover ratio of between 2 and 5, with all other periods exceeding a ratio of 5.</p> <p>Measure: City of Joondalup annual debt service cover ratio.</p> <p>Source: City of Joondalup Annual Report.</p>

Indicator	Baseline data (2012)	Progression (2016/17)	City target
Asset management ratios	<p>Asset consumption ratio: Asset consumption ratio: to be determined.</p> <p>This ratio highlights the aged condition of the local government's stock of physical assets.</p>	<p>In 2016/17, the City's asset consumption ratio was 0.62.</p> <p>Since 2012, a corporate project has been implemented to improve the accuracy of data contained within the City's asset inventory.</p> <p>This includes the review of asset lives, identification of information gaps and revaluation of infrastructure inventories to increase confidence in the calculation of the asset consumption ratio.</p>	<p>To be able to identify the City's asset consumption ratio with a high confidence level by 2014.</p> <p>Measure: City of Joondalup asset consumption ratio.</p> <p>Source: City of Joondalup <i>Annual Report</i>.</p>
	<p>Asset sustainability ratio: Asset sustainability ratio: to be determined.</p> <p>This ratio measures the life of an asset consumed during a year and the expenditure spent to renew this loss of service.</p>	<p>In 2016/17, the City's asset sustainability ratio was 0.65.</p> <p>The sustainability ratio is justifiable based the overall average age of the City's asset base being relatively young.</p>	<p>To be able to identify the City's asset sustainability ratio with a high confidence level by 2014.</p> <p>Measure: City of Joondalup asset sustainability ratio.</p> <p>Source: City of Joondalup <i>Annual Report</i>.</p>
	<p>Asset renewal funding ratio: Asset renewal funding ratio: to be determined.</p> <p>This ratio indicates the financial capacity to fund asset renewals as required.</p>	<p>In 2016/17, the City's asset renewal funding ratio was 0.62.</p> <p>The development of detailed asset class management plans now inform the City's long-term renewal requirements, commencing with the <i>Building Asset Management Plan</i>.</p> <p>Progress towards the completion of these plans, in addition to planned capital expenditure, will ensure a high confidence in the calculation of the Asset Renewal Funding Ratio.</p>	<p>To be able to identify the City's asset renewal ratio with a high confidence level by 2018.</p> <p>Measure: City of Joondalup asset renewal funding ratio.</p> <p>Source: City of Joondalup <i>Annual Report</i>.</p>

Quality Urban Environment

Quality built outcomes

Integrated spaces

Quality open spaces

City Centre development





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.”



OBJECTIVES

Quality open spaces

To have urban and green spaces which are attractive, well-utilised and enrich the lives of the community.

Strategic initiatives

- Apply a strategic approach to the planning and development of public open spaces.
- Employ quality and enduring infrastructure designs that encourage high utilisation and increased outdoor activity.
- Adopt consistent principles in the management and provision of urban community infrastructure.
- Establish landscapes that are unique to the City and provide statements within prominent network areas.

Integrated spaces

To have integrated land use and transport planning that provides convenient and efficient movement across the City.

Strategic initiatives

- Understand issues arising from the interaction between current transport modes.
- Provide for diverse transport options that promote enhanced connectivity.
- Improve the interface between the urban and natural environments.
- Enable safe, logical and accessible pedestrian movements throughout public spaces.





Motor Industry Training Association WA (inc.), Joondalup

Quality built outcomes

For the City's commercial and residential areas to be filled with quality buildings and appealing streetscapes.

Strategic initiatives

- Planning frameworks promote and support adaptive, mixed-use developments with active ground floor uses on appropriately zoned sites.
- Housing infill and densification is encouraged and enabled through a strategic, planned approach in appropriate locations.
- Environmentally sensitive building designs are showcased, promoted and encouraged.
- Buildings and landscaping is suitable for the immediate environment and reflect community values.
- The community is able to effectively age-in-place through a diverse mix of facilities and appropriate urban landscapes.

City Centre development

To have quality and diverse landmark buildings within the Joondalup City Centre that enhance the vitality and vibrancy of the urban space.

Strategic initiatives

- Promote and support bold and iconic private building developments within strategic City Centre land locations.
- Encourage ground level retail activities to support a growing and dynamic City Centre.
- Pursue the development of commercial office buildings within the Joondalup City Centre.
- Pursue the development of a Joondalup Performing Arts and Cultural Centre within the Joondalup City Centre.

TRANSFORMATIONAL PROJECTS AND PRIORITIES

Major priorities for the City in achieving its Quality Urban Environment aspirations are included over the following pages.

Local Planning Scheme No. 3

The City's new *Local Planning Scheme No. 3* will continue to support future housing and commercial development across the City, based on recently adopted informing strategies. The subsequent implementation of the new planning framework will increase flexibility to achieve built outcomes that meet the strategic objectives of the City and the future needs of its community.



Integrated transport planning

Understanding the interaction and use of current transport modes is required to plan for future people movements.

Developing a plan that identifies gaps in the current transport network will be necessary as a basis for successful funding and resource requests in the future.



TRANSFORMATIONAL PROJECTS AND PRIORITIES

Joondalup City Centre development

The development of Boas Place, a mixed-use development in the heart of the Joondalup City Centre, is seen as a priority to stimulate commercial growth and to enhance City Centre vibrancy.

The City will also welcome an additional 800 State Government officers to the City Centre in close proximity to Boas Place, who will contribute to growth by increasing the customer base for the potential commercial and retail tenants.

Joondalup Performing Arts and Cultural Facility

The construction of a Performing Arts and Cultural Facility within the Joondalup City Centre is critical to achieving the City's aspirations of establishing a thriving cultural scene within the City. It will also aid in encouraging greater activity within the City Centre to improve economic growth and investment.

Leafy City Program

To reduce the environmental impact of climate change and rapid urban growth, the City's Leafy City Program aims to increase its overall canopy cover by planting trees within the City's suburban streetscapes. Increasing canopy cover throughout the City will create cooler, inviting green urban spaces that will improve the comfort of pedestrian movement and reduce the 'urban heat island' effect generated by existing hardstand surfaces.





Lakeside Drive Apartments

Measuring success

In order to assess the City's achievement of Aspirational Outcomes, the following strategic performance indicators provide a basis for evaluation.

Indicator	Baseline data (2012)	Progression (2016/17)	City target
Housing infill	<p>In 2011, the total number of residential dwellings within the City was 58,305 (excluding caravans etc.).</p> <p>The Department of Planning's Outer Metropolitan Perth and Peel Sub-Regional Strategy provides a target of 12,300 additional greenfill and infill redevelopment lots by 2031.</p> <p>The City's draft Local Housing Strategy provides a target of 18,898 new dwellings in identified housing opportunity areas by 2031. Up-take trends in these areas are expected to be identifiable from 2017 when the Local Housing Strategy will be implementable.</p>	<p>In 2016/17, the total number of residential dwellings within the City was 59,354 (excluding caravans etc.), which equates to 1,049 new dwellings.</p> <p>In addition, the following progression towards the additional dwelling targets are as follows:</p> <ul style="list-style-type: none"> • 220 new dwellings in the City Centre. • 138 new dwellings in housing opportunities areas. • 911 new dwellings in Burns Beach and Iluka. 	<p>Additional dwelling targets for 2031 are as follows:</p> <ul style="list-style-type: none"> • 1,500 number of new dwellings in the City Centre. • 18,898 new dwellings in housing opportunity areas. • 1,014 new dwellings in Burns Beach and Iluka. <p>Measure: New "residential improved" rate qualifiers per annum within identified areas.</p> <p>Source: City of Joondalup property and rating database.</p>
Landscaping	<p>City's <i>Landscape Master Plan</i> guides the coordinated and holistic approach to public open space planning with sustainable water management outcomes.</p> <p>Implementation of the Plan demonstrates the City's commitment to public open space renewal and water reduction targets.</p>	<p>Since 2012, the City has continued to undertake at least one Landscape Master Plan projects per annum. These have included:</p> <ul style="list-style-type: none"> • Mawson Park, Hillarys; • Hillarys Park, Hillarys; • Warrandyte Park, Craigie; • Broadbeach Park and Flinders Parks, Hillarys; • James Cook Park and Nash Park, Hillarys; and • MacDonald Park, Padbury. 	<p>The City undertakes one <i>Landscape Master Plan</i> projects per annum.</p> <p>Measure: Number of <i>Landscape Master Plan</i> projects completed per annum.</p> <p>Source: City of Joondalup <i>Corporate Business Plan Quarterly Report</i>.</p>



Joondalup City Centre

Economic Prosperity, Vibrancy and Growth

CBD of the North

Activity Centre development

Destination City

Regional collaboration

Business capacity





Joondalup Train Station

ASPIRATIONAL OUTCOME

“The City is lively and thriving across its commercial centres. It is a global City, home to diversified industries that generate a wide-range of local job opportunities, achieving employment self-sufficiency.”



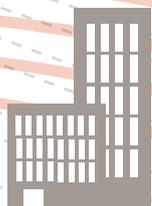
OBJECTIVES

CBD of the North

For the Joondalup City Centre to be recognised as Perth's second CBD, functioning as the primary commercial centre of the North West Metropolitan Perth Region.

Strategic initiatives

- Develop and promote a recognised industry niche that builds on existing strengths.
- Provide an efficient and integrated transport network that can support the needs of a high-functioning City Centre.
- Support advanced technology opportunities that will foster a thriving business environment.
- Proactively target and engage industries and businesses to drive City Centre development, including large government departments and agencies.
- Pursue the construction of multi-storey car park facilities within the Joondalup City Centre to facilitate greater accessibility.



Activity Centre development

To have revitalised Activity Centres that are multi-purpose and provide for housing diversity and enhanced liveability.

Strategic initiatives

- Understand local commercial needs and opportunities.
- Support the development of fresh and exciting de-centralised areas of activity.
- Facilitate increased housing density in Activity Centres.
- Promote the primacy of the Joondalup City Centre in the application of the Activity Centres Hierarchy.



Destination City

To become a “Destination City” where unique tourism opportunities and activities provide drawcards for visitors and high amenity for residents.

Strategic initiatives

- Actively promote and sponsor significant events and activities.
- Facilitate the establishment of major tourism infrastructure.
- Encourage diverse accommodation options.

Regional collaboration

For the City to collaborate with regional partners and stakeholders in order to maximise opportunities for the future economic growth of the North West Metropolitan Perth Region

Strategic initiatives

- Undertake planning within a regional context.
- Foster strategic regional partnerships.
- Drive new employment and infrastructure opportunities on a regional scale.

Business capacity

For the City’s business community to have the technology and communication capability necessary to thrive within a competitive environment.

Strategic initiatives

- Actively seek opportunities for improving local communication network infrastructure.
- Facilitate knowledge sharing and learning opportunities.

TRANSFORMATIONAL PROJECTS AND PRIORITIES

Major priorities for the City in achieving its Economic Prosperity and Growth aspirations are included over the following pages.

Local Planning Scheme No. 3

The City's new *Local Planning Scheme No. 3* will continue to support future housing and commercial development across the City, based on recently adopted informing strategies. The subsequent implementation of the new planning framework will increase flexibility to achieve built outcomes that meet the strategic objectives of the City and the future needs of its community.



Investment attraction

Establishing a culture of proactive engagement with potential investors is imperative to the successful attraction of significant built and social infrastructure within the City. The City is now well-placed to position itself as the preferred location for activity and business investment in the future at a state, federal and international level.



TRANSFORMATIONAL PROJECTS AND PRIORITIES

Regional Economic Development Approach

The City must be aware of the regional context within which it resides if it is to mature to a level that supports regional growth and increased opportunities for employment. A regional approach will identify areas for potential collaboration between the Cities of Joondalup and Wanneroo to facilitate the future economic prosperity of the region. A regional approach will be integral for strengthening the City's position to lobby for increased funding and support for large-scale infrastructure projects, due to their demonstrated regional implications.

Communication technology infrastructure

If the City is to effectively support business growth, investment attraction and employment self-sufficiency targets, advanced communication technology infrastructure will become a necessary resource in the future.

The City should apply strong leadership and influence to seek the early adoption and implementation of technologies through leveraging smart city technology options and regularly engaging with key stakeholders to identify opportunities for Smart City projects.

Ocean Reef Marina

Developing the Ocean Reef Marina site will be an essential catalyst for regional tourism development and the provision of diverse housing and accommodation options across the City in the future.

Constructing a facility that is environmentally responsible, unique and complementary to existing nearby infrastructure will be a challenge; however, its significance as a key transformational project is acknowledged.

Understanding the benefits that it will bring socially, economically and environmentally to the local and regional community is what will drive the City to continue pursuing the project into the future.





Measuring success

In order to assess the City's achievement of Aspirational Outcomes, the following strategic performance indicators provide a basis for evaluation.

Indicator	Baseline data (2012)	Progression (2016/17)	City target
Employment	<p>In 2009, the north-west region's employment self-sufficiency percentage was 41%.</p> <p>The Department of Planning's <i>Directions 2031 and Beyond</i> requires a regional employment self-sufficiency target of 60% by 2031. This will require an additional 77,200 jobs within the region, based on the Australian Bureau of Statistics' 2009 estimated regional resident population for the Cities of Joondalup and Wanneroo (306,300 people).</p>	<p>In 2016, the north-west region's employment self-sufficiency percentage was 53.6%.</p>	<p>To achieve a regional employment self-sufficiency percentage 10% greater than the 2009 baseline data by 2022.</p> <p>Measure: Residential location of workers that live and work within the Cities of Joondalup and Wanneroo.</p> <p>Source: Australian Bureau of Statistics' Journey to Work data (released every five years).</p>
	<p>In 2011, the City's unemployment rate was 2.0% compared to the Perth Metropolitan unemployment rate of 4.2%.</p>	<p>In 2016/17, the City's unemployment rate was 3.9% compared to the Perth Metropolitan unemployment rate of 4.8%.</p>	<p>To maintain unemployment rates under the Perth Metropolitan average.</p> <p>Measure: Subtract average City of Joondalup unemployment rate from the average Perth Metropolitan rate over an annual period.</p> <p>Source: Australian Bureau of Statistics' Labour Force Survey (monthly) and Department of Education, Employment and Workplace Relations' Small Area Labour Markets dataset (released quarterly).</p>
Economic growth	<p>Between 2007 and 2011, the City's Local Gross Regional Product by industry increased on average by 5%.</p>	<p>The City's Local Gross Regional Product has maintained a positive trend over the last five years.</p> <p>From 2011 – 2016, the City's Gross Regional Product has increased from \$5.71 billion to \$5.96 billion.</p>	<p>To exceed the current five year trend for Gross Regional Product.</p> <p>Measure: Annual Headline Gross Regional Product.</p> <p>Source: City of Joondalup's Economy i.d.</p>
Building approvals	<p>In 2011, the City granted over \$263 million in building approvals.</p> <p>This equates to a ratio of 92% of the 10-year rolling average to June 2012 (\$285 million).</p>	<p>In 2016/17, the City granted over \$365 million in building approvals.</p> <p>This equates to a ratio of 77% of the 10-year rolling average to June 2017 (\$356 million).</p>	<p>To achieve annual building approvals value of at least 70% of the 10-year rolling average.</p> <p>Source: ABS Building Approvals, Cat 8731.0.</p>



Harbour Rise, Hillarys

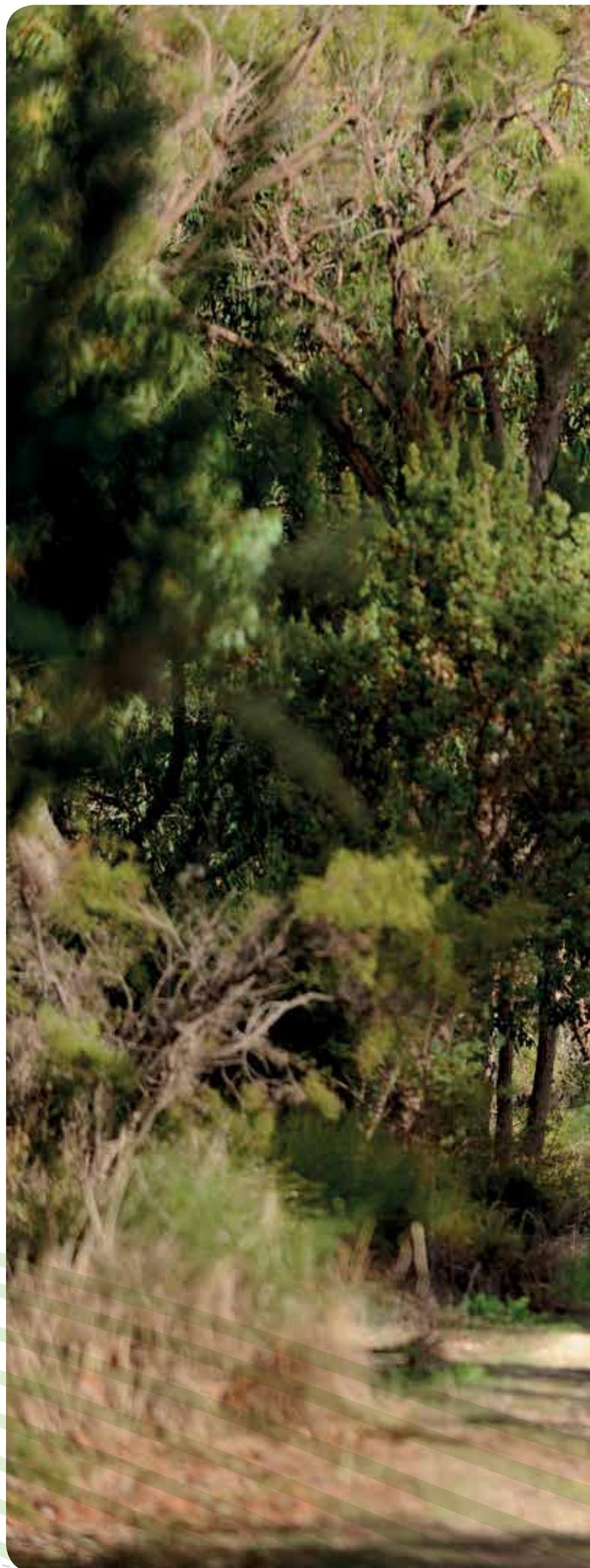
The Natural Environment

Environmental resilience

Community involvement

Accessible environments

Environmental leadership





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.”



OBJECTIVES

Environmental resilience

To continually adapt to changing local environmental conditions.

Strategic initiatives

- Understand the local environmental context.
- Identify and respond to environmental risks and vulnerabilities.
- Demonstrate current best practice in environmental management for local water, waste, biodiversity and energy resources.

Community involvement

To build a community that takes ownership of its natural assets and supports their ongoing preservation and conservation.

Strategic initiatives

- Elevate community awareness regarding its impact on the natural environment.
- Ensure that community behaviours and attitudes are continually adapting to achieve global and local environmental targets.
- Facilitate active involvement from the community in preserving and enhancing the natural environment.





Ocean Reef Foreshore Reserve

Accessible environments

To develop an appreciation for local natural assets by providing appropriate access to natural areas.

Strategic initiatives

- Promote significant local natural areas.
- Build an effective interface between humans and the natural environment.
- Immerse learning opportunities within the natural environment.
- Obtain appropriate recognition for our natural areas.

Environmental leadership

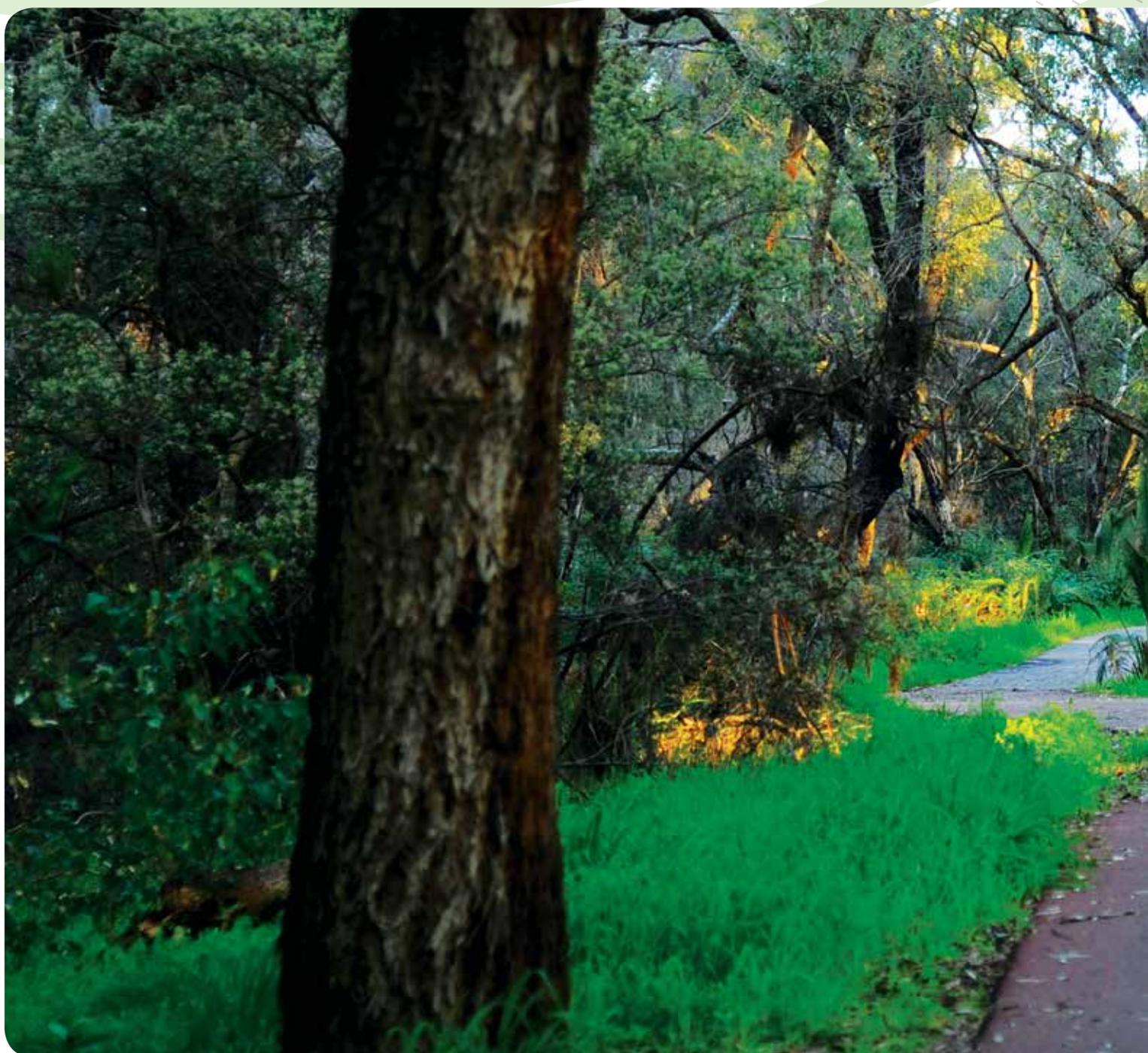
To embrace learning opportunities on an international scale and continuously lead by example in our application of new knowledge.

Strategic initiatives

- Demonstrate leadership in environmental enhancement and protection initiatives.
- Promote environmental scholarship and effective environmental management practices to a global audience.
- Actively support local environmental research initiatives.

TRANSFORMATIONAL PROJECTS AND PRIORITIES

Major priorities for the City in achieving its Natural Environment aspirations are included over the following pages.

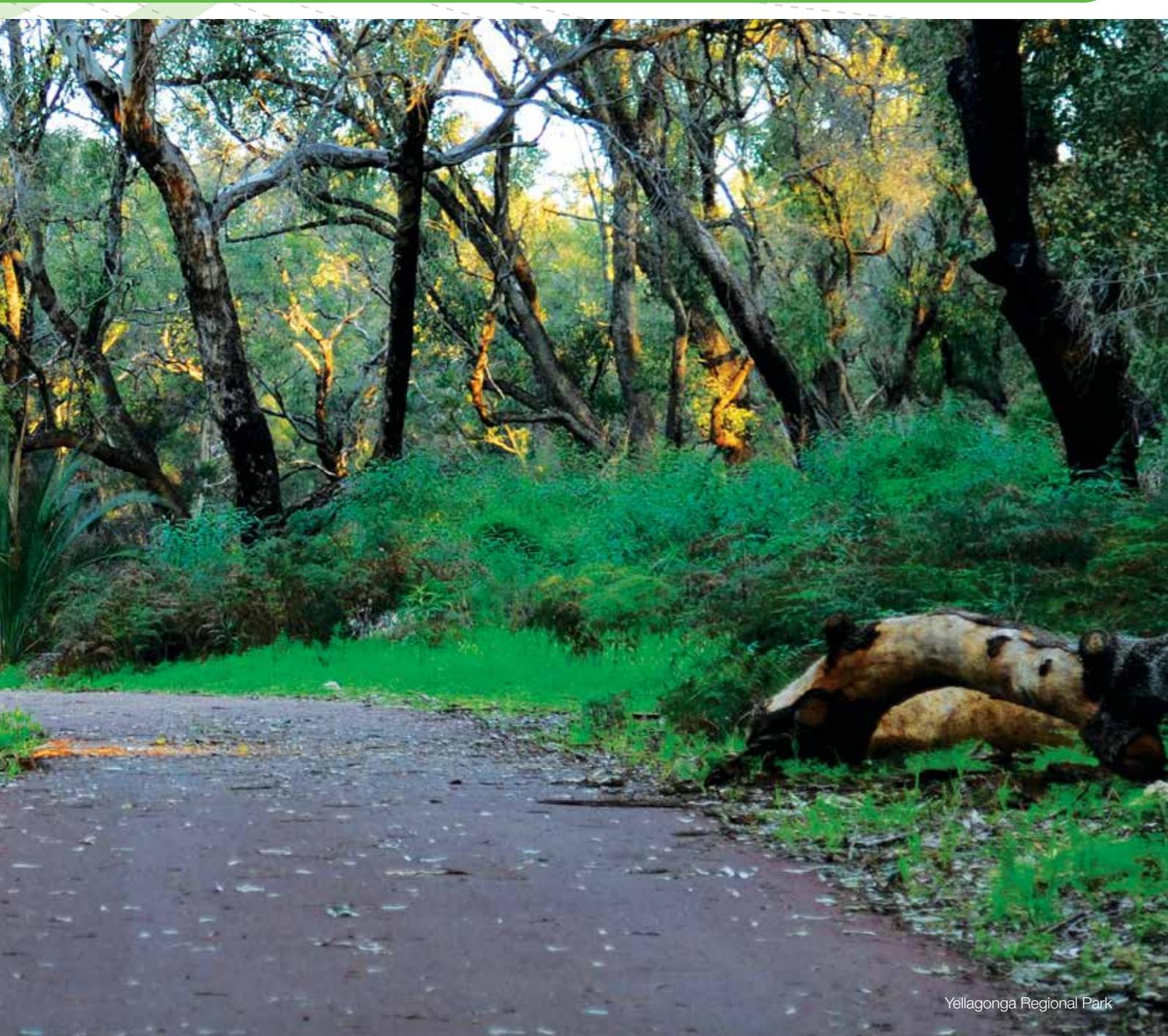


Natural areas management planning

Environmental threats have the potential to degrade natural areas and reduce biodiversity values.

The development of *Natural Areas Management Plans* will inform maintenance schedules and Capital Works Programs by providing prioritised management recommendations.

They will also increase funding opportunities for the City by detailing a schedule of projects that aim to improve City responses to identified environmental risks.



TRANSFORMATIONAL PROJECTS AND PRIORITIES

Climate Change Strategy

Climate change affects many local government management areas including infrastructure, health services, water and emergency management and the natural environment. Due to the complexity and uncertainty of climate change scenarios, it is essential that their associated risks are assessed in order to inform appropriate local planning responses. The City's Climate Change Strategy provides mechanisms for greenhouse gas mitigation and recommends strategies for building a resilient environment and community.

Coastal Adaptation Plans

The City's coastline is highly valued by the City and its community for its natural assets. There are significant infrastructure assets along the coast such as roads, car parks, dual use paths, playgrounds, park infrastructure and buildings that are either owned or managed by the City. Increasing erosion and inundation and potential sea level rise has the potential to impact on these natural and built assets and may alter the way these areas can be accessed and enjoyed. The City will develop site specific coastal infrastructure adaptation plans to respond to such challenges.

Native vegetation mapping

Understanding the extent of native vegetation that exists within the City of Joondalup can lead to greater protection of environmental assets. In order to establish the current level of native vegetation that is protected within the City a mapping project is required. Mapping of individual vegetation complexes and the current percentage of protected areas will result in greater understanding the types of floristic communities that exist within the City and will enable targets to be established to increase the level of protection.

Waste management

New State Government diversion targets and an increasing landfill levy will impact the City's costs associated with disposing of waste to landfill. The City's *Waste Management Plan* will continue to guide its waste management practices to ensure increased diversion from landfill and to inform long-term planning for waste management.

Bushfire risk management planning

Bushfires have the potential to cause injury and threaten lives, property and assets, significantly degrade bushland areas and harm wildlife. Planning for fire management and the implementation of prevention, preparedness and recovery strategies can minimise the risk to people, property and the environment.

The development of the City's *Bushfire Risk Management Plan* will provide an ongoing strategic approach to the management of bushfire risk within the City of Joondalup. The proposed mitigation strategies included within the Plan will aim to reduce the risk of fire occurrence within the City.



Measuring success

In order to assess the City's achievement of Aspirational Outcomes, the following strategic performance indicators provide a basis for evaluation.

Indicator	Baseline data (2012)	Progression (2016/17)	City target
Environmental leadership	<p>The City currently participates in many activities and programs that aim to promote and recognise best practice in environmental management.</p> <p>These extend to publishing case studies and articles, presenting at conferences and seminars and applying for project and management awards.</p>	In 2016/17, the City participates in eight environmental best practice promotional initiatives per annum.	<p>To participate in a minimum of three environmental best practice promotional initiatives per annum.</p> <p>Measure: Number of case study and article publications, awards won and conference and seminar presentations delivered on environmental matters per annum.</p> <p>Source: City of Joondalup Corporate Business Plan Quarterly Report.</p>
Grant funding	Minimum of \$100,000 based on review of grant funding received between 2009–2014.	The City has received, on average, \$225,231 each year in grant funding for environmental projects.	<p>To meet or exceed the baseline amount of \$100,000 received per annum for environmental management projects.</p> <p>Source: City of Joondalup Corporate Grants Register.</p>
	Minimum of 50% successful grant applications based on a review of grant opportunities between 2009–2014.	The City has been successful in 67.7% of all environmental grant applications.	<p>To meet or exceed 50% of successful grant applications per annum for environmental management projects.</p> <p>Source: City of Joondalup Corporate Grants Register.</p>
Risk assessment	Percentage of native vegetation protected across the City's natural areas: to be determined.	In 2016/17, 90% of native vegetation was protected across the City's natural areas.	<p>Percentage of native vegetation protected across the City's natural areas able to be calculated.</p> <p>Source: Local Planning Scheme No 3</p>



Lilburne Park, Duncraig

Community Wellbeing

Quality facilities

Cultural development

Community spirit

Community safety





Coastal cycle path, Iluka

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.”



OBJECTIVES

Quality facilities

To provide facilities of the highest quality which reflect the needs of the community now and into the future.

Strategic initiatives

- Support a long-term approach to significant facility upgrades and improvements.
- Understand the demographic context of local communities to support effective facility planning.
- Employ facility design principles that will provide for longevity, diversity and inclusiveness and where appropriate, support decentralising the delivery of City services.

Cultural development

For the community to have access to world-class cultural and artistic events and facilities.

Strategic initiatives

- Establish a significant cultural facility with the capacity to attract world-class visual and performing arts events.
- Invest in publicly accessible visual art that will present a culturally-enriched environment.
- Actively engage event promoters to host iconic, cultural and sporting events within the City.
- Promote local opportunities for arts development.





Joondalup Festival

Community spirit

To have proud and active residents who participate in local activities and services for the betterment of the community.

Strategic initiatives

- Support and encourage opportunities for local volunteering.
- Promote the sustainable management of local organisations and community groups.
- Deliver a program of community-based events and education that encourage social interaction within local neighbourhoods.
- Promote and support the needs of disadvantaged communities.
- Support and facilitate the development of community leaders

Community safety

For residents to feel safe and confident in their ability to travel and socialise within the community.

Strategic initiatives

- Embed safety principles into asset management and design.
- Build a community that works in partnership with government and non-government organisations to achieve real and long lasting improvements in safety and wellbeing.
- Build a healthy community that is aware of and responsive to current public health risks.

TRANSFORMATIONAL PROJECTS AND PRIORITIES

Major priorities for the City in achieving its Community Wellbeing aspirations are included over the following pages.

Joondalup Performing Arts and Cultural Facility

The construction of a Performing Arts and Cultural Facility within the Joondalup City Centre is critical to achieving the City's aspirations of establishing a thriving cultural scene within the City. It will also aid in encouraging greater activity within the City Centre to improve economic growth and investment.



Hosting a significant event

Hosting a significant event provides an opportunity to enhance tourism activity and stimulate the local economy, whilst attracting national and international media coverage, promoting and strengthening Joondalup's reputation and image as an attractive destination City.

Kaleidoscope, a family-friendly event, is a large-scale lighting projection festival, incorporating music, food and beverages. This event will provide participation opportunities for the community, including emerging performers, local organisations, schools and the general public.

If the City is to effectively lift its broader appeal and identity to a national scale, the presence of significant events within the City is essential for its reputational aspirations.



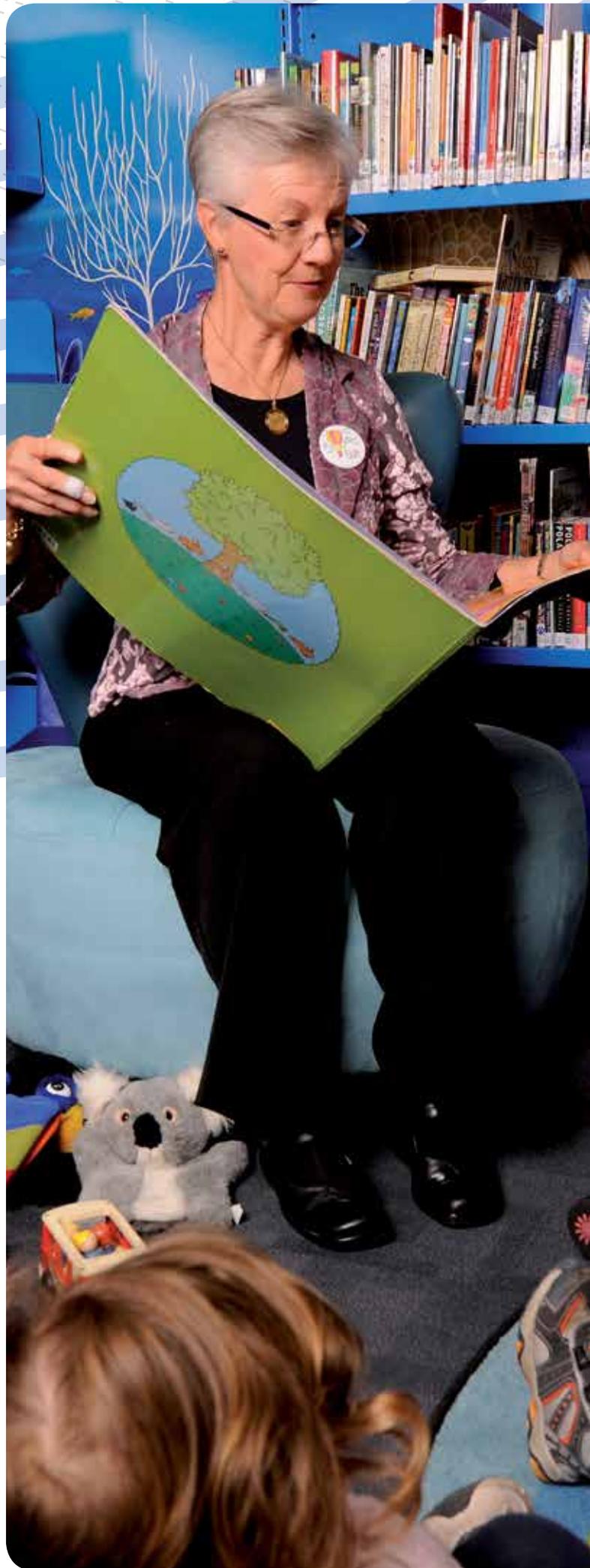
TRANSFORMATIONAL PROJECTS AND PRIORITIES

Improving access to services

The City will continuously review its service delivery methodologies to ensure that services remain relevant and tailored to community needs. Consideration of digital technologies and opportunities to increase accessibility are required to improve the City's current service efficiencies in order to help build a happy, healthy and well-connected community.

Community wellbeing survey

To identify and analyse community perceptions, the City's Community Wellbeing Survey provides information on the overall level of wellbeing experienced by the community. Data will be used to inform and enhance services to meet current and future needs of the community.





Measuring success

In order to assess the City's achievement of Aspirational Outcomes, the following strategic performance indicators provide a basis for evaluation.

Indicator	Baseline data (2012)	Progression (2016/17)	City target
Volunteer work	In 2011, the City's local volunteering percentage was 16.7% compared to the Perth Metropolitan average of 16.9%.	In 2016/17, the City's local volunteering percentage was 19.5% compared to the Perth Metropolitan average of 19.0%.	Exceed the Perth Metropolitan average for local volunteering. Measure: Percentage of the City of Joondalup population that volunteer for an organisation or group compared to the Perth Metropolitan average. Source: Australian Bureau of Statistics' Census of Population and Housing, usual residence (released every five years).
Safety perception	To be developed.	79.7% of respondents agree or strongly agree that they feel safe within their neighbourhood.	To be able to measure the community's perceptions of safety by 2015. Source: 2015 Community Wellbeing Survey.
Cultural participation	To be developed.	60.6% of respondents were involved in at least one community group.	To be able to measure the community's level of participation in local cultural activities by 2015. Source: 2015 Community Wellbeing Survey.
Significant events	The City has yet to attract a significant event that is able to generate over \$4m of expenditure within the local economy.	In 2016/17, the City hosted Kaleidoscope, a free, family-friendly event, which was a large-scale lighting projection festival, incorporating music, food and beverages.	To have a minimum of one significant event held within the City during the duration of <i>Joondalup 2022</i> . Measure: Number of significant events per annum. Source: City of Joondalup <i>Corporate Business Plan Quarterly Report</i> .



Valentine's Concert

Strategic alignment to State and Federal priorities

Under the Department of Local Government's Integrated Planning Framework, the City must demonstrate direct alignment between *Joondalup 2022* and the major objectives and targets set within key Federal and State Government planning documents.

The table below demonstrates this alignment. Where the State and Federal planning documents do not have clear objectives, the City either implements the plan directly or is aware of its implications to City operations.

Federal planning documents

Plan	Objective/Target	Alignment with Joondalup 2022
Australia's Biodiversity Conservation Strategy 2010 – 2030	Australia's biodiversity is healthy and resilient to threats, and valued both in its own right and for its essential contribution to our existence.	Strategic initiative: Understand the local environmental context.
		Strategic initiative: Demonstrate current best practice in environmental management.
		Strategic initiative: Promote significant local natural areas.
		Strategic initiative: Obtain appropriate recognition for our natural areas.
Plan for a Cleaner Environment 2016	The Government is committed to reducing national emissions to 80% below 2,000 levels by 2030	Objective — Environmental resilience: Continually adapt to changing local environmental conditions.
		Strategic initiative: Elevate community awareness regarding its impact on the natural environment.
		Strategic initiative: Ensure that community behaviours and attitudes are continually adapting to achieve global and local environmental targets.
		Objective — Environmental resilience: Continually adapt to changing local environmental conditions.
Australian Infrastructure Plan	The Government's Clean Energy Plan will cut pollution by at least 5% compared with 2,000 levels by 2020, which will require cutting net expected pollution by at least 23% by 2020.	Strategic initiative: Elevate community awareness regarding its impact on the natural environment.
		Strategic initiative: Ensure that community behaviours and attitudes are continually adapting to achieve global and local environmental targets.
		Strategic initiative: Provide for diverse transport options that promote enhanced connectivity.
		Objective — Environmental resilience: Continually adapt to changing local environmental conditions.
Australian Infrastructure Plan	All capital cities have increased their mode share of travel by public transport in the past 5 years.	Strategic initiative: Provide for diverse transport options that promote enhanced connectivity.
		Strategic initiative: Provide for diverse transport options that promote enhanced connectivity.
Australian Infrastructure Plan	The Australian Government has worked with States and Territories toward achieving a national cycling target to double the number of cyclists by 2016.	Strategic initiative: Provide for diverse transport options that promote enhanced connectivity.
		Strategic initiative: Provide for diverse transport options that promote enhanced connectivity.

Plan	Objective/Target	Alignment with Joondalup 2022
COAG National Objective and Criteria for Future Strategic Planning of Capital Cities	<p>To ensure Australian cities are globally competitive, productive, sustainable, liveable, socially inclusive and well placed to meet future challenges and growth.</p>	<p>Objective — CBD of the North: For the Joondalup City Centre to be recognised as Perth's second CBD, functioning as the primary commercial centre of the North West Metropolitan Perth Region.</p> <hr/> <p>Objective — Activity Centre development: To have revitalised Activity Centres that are multi-purpose and provide for housing diversity and enhanced liveability.</p> <hr/> <p>Objective — Business capacity: For the City's business community to have the technology and communication capability necessary to thrive within a competitive environment.</p> <hr/> <p>Objective — Community involvement: To build a community that takes ownership of its natural assets and supports their ongoing preservation and conservation.</p> <hr/> <p>Objective — Quality facilities: To provide facilities of the highest quality which reflect the needs of the community now and into the future.</p> <hr/> <p>Objective — Community spirit: To have proud and active residents who participate in local activities and services for the betterment of the community.</p>
Sustainable Australia — Sustainable Communities: A Sustainable Population Strategy for Australia	<p>Suburban Jobs encouraging states and local government to plan and provide for employment precincts outside the Central Business Districts (CBDs) of our major Cities.</p> <hr/> <p>Measuring Sustainability to improve the information on Australia's sustainability and develop indicators to assist decision-making at the regional level.</p>	<p>Objective — CBD of the North: For the Joondalup City Centre to be recognised as Perth's second CBD, functioning as the primary commercial centre of the North West Metropolitan Perth Region.</p> <hr/> <p>Objective — Activity Centre development: To have revitalised Activity Centres that are multi-purpose and provide for housing diversity and enhanced liveability.</p> <hr/> <p>Strategic initiative: Understand the local environmental context.</p> <hr/> <p>Strategic initiative: Demonstrate current best practice in environmental management.</p>

State planning documents

Plan	Objective/Target	Alignment with Joondalup 2022
Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon	<i>Directions 2031</i> seeks a 50% improvement on current infill residential development trends of 30% and 35%.	Strategic initiative: Housing infill and densification is encouraged and enabled through a strategic, planned approach in appropriate locations.
Transport @ 3.5 million	Public transport will be the preferred choice of travel to Perth's Strategic Centres and through Growth Corridors.	Strategic initiative: Provide for diverse transport options that promote enhanced connectivity.
Western Australia Waste Strategy: WA. Too Good to Waste.	Intergenerational equity –ensuring that the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations.	Strategic initiative: Identify and respond to environmental risks and vulnerabilities.
	Waste minimisation and waste avoidance – in which all reasonable and practicable steps should be taken to minimise the generation of waste and its discharge to landfill and the environment.	Strategic initiative: Demonstrate current best practice in environmental management for local water, waste, biodiversity and energy resources.
	Promoting the most efficient use of resources, including resource recovery.	Strategic initiative: Elevate community awareness regarding its impact on the natural environment. Strategic initiative: Ensure that community behaviours and attitudes are continually adapting to achieve global and local environmental targets.

Plan	Objective/Target	Alignment with Joondalup 2022
WA State Water Plan 2007	To reduce Perth's consumption to less than 155 kilolitres per year per person (from a high of 185 kilolitres a year) by 2012.	Strategic initiative: Elevate community awareness regarding its impact on the natural environment.
	To seek to protect and manage significant bushland recommended for protection and management for conservation purposes through a range of implementation mechanisms and as a collective and shared responsibility and general duty of care on the part of government, landowners and the community.	Strategic initiative: Ensure that community behaviours and attitudes are continually adapting to achieve global and local environmental targets.
		Strategic initiative: Understand the local environmental context.
		Strategic initiative: Demonstrate current best practice in environmental management.
		Strategic initiative: Elevate community awareness regarding its impact on the natural environment.
	Strategic initiative: Promote significant local natural areas.	
Strategic initiative: Obtain appropriate recognition for our natural areas.		
To provide a policy and implementation framework for significant bushland areas recommended for protection and management to assist conservation planning, planning assessment and decision-making processes.	Strategic initiative: Demonstrate current best practice in environmental management.	
Strategic initiative: Demonstrate leadership in environmental enhancement and protection initiatives.		

State planning documents

Plan	Objective/Target	Alignment with Joondalup 2022
A 100-Year Biodiversity Conservation Strategy for Western Australia for the Perth Metropolitan Region	Build biodiversity knowledge and improve information management.	Strategic initiative: Understand the local environmental context.
	Promote awareness and understanding of biodiversity and related conservation issues.	Strategic initiative: Elevate community awareness regarding its impact on the natural environment.
	Engage and encourage people in biodiversity conservation management.	Strategic initiative: Ensure that community behaviours and attitudes are continually adapting to achieve global and local environmental targets.
		Strategic initiative: Demonstrate current best practice in environmental management.
	Improve biodiversity conservation requirements in natural resource use sectors.	Strategic initiative: Demonstrate leadership in environmental enhancement and protection initiatives.
		Strategic initiative: Demonstrate leadership in environmental enhancement and protection initiatives.
	Enhance effective institutional mechanisms and improve integration and coordination of biodiversity conservation.	Strategic initiative: Promote environmental scholarship and effective environmental management practices to a global audience.
		Strategic initiative: Actively support local environmental research initiatives.
	Establish and manage the formal conservation reserve system.	Strategic initiative: Identify and respond to environmental risks and responsibilities.
	Recover threatened species and ecological communities and manage other significant species/ ecological communities and ecosystems.	Strategic initiative: Demonstrate current best practice in environmental management.
Conserve landscapes/ seascapes for biodiversity (integrating on- and off-reserve conservation and managing system-wide threats).	Demonstrate current best practice in environmental management.	
	Demonstrate leadership in environmental enhancement and protection initiatives.	



Glossary of Terms

Terms used within Joondalup 2022:

Activity Centres

Activity Centres are defined within the Western Australian Department of Planning's, *Directions 2031 and Beyond* document. The Centres are "attraction hubs" that have a concentration of commercial uses and other associated activities.

Activity Centres are listed in the following order:

1. Capital City
2. Primary Centre
3. Strategic Metropolitan Centre
4. Secondary Centre
5. District Centre
6. Neighbourhood Centre
7. Local Centre

The Joondalup City Centre is currently categorised as a Strategic Metropolitan Centre.

adaptive management

Adaptive management is a decision-making process that takes into account future uncertainty. It achieves this via consistent system monitoring to inform and improve future management needs before they become urgent.

ageing-in-place

Ageing-in-place is the ability for a person to live in their own home or community safely, independently and comfortably, regardless of age, income, or ability level. It promotes the need for an ageing population to have the option to remain in a home or community throughout their life.

asset consumption ratio

An asset consumption ratio shows the written-down current value of a local government's depreciable assets relative to their "as new" value in up-to-date prices. It highlights the aged condition of the local government's stock of physical assets.

The ratio is calculated by dividing the organisation's depreciated replacement cost of assets (written down value) with its current replacement costs of depreciable assets.

asset management ratios

Asset management ratios are used to identify asset sustainability levels.

asset renewal funding ratio

An asset renewal funding ratio measures whether a local government has the financial capacity to fund asset renewal as required, and can continue to provide existing levels of services in future, without:

- additional operating income; or
- reductions in operating expenses; or
- an increase in net financial liabilities above that currently projected.

It is calculated by dividing the net present value of the organisation's planned capital expenditure over 10 years with its net present value of required capital expenditure on renewals over the same period.

asset sustainability ratio

An asset sustainability ratio measures the extent to which assets managed by a local government are being replaced as they reach the end of their useful lives. It is calculated by dividing an organisation's capital expenditure on replacement or renewal of assets with its depreciation expense.

Australian Business Excellence Framework

The Australian Business Excellence Framework is an international business management system owned by SAI Global, which sets out the components of a high performing organisation. The City utilises this Framework to assess and inform its organisational performance current ratio.



A current ratio is a measure of a local government's liquidity that is calculated by dividing the organisation's current assets by its current liabilities.

debt service cover ratio

A debt service cover ratio measures the available cash within a local government to service the interest, principle and lease payments of a debt. It is calculated by dividing an organisation's annual operating surplus (before interest and depreciation) with its annual debt service payments.

employment self-sufficiency

Employment self-sufficiency is defined as the percentage of the workforce employed in the area or region that also lives within the area or region.

environmental resilience

Environmental resilience refers to the capacity of the environment to respond to a disturbance by resisting damage and recovering quickly.

financial ratios

Financial ratios are calculations based on reporting information that allow the overall financial condition and performance of an organisation to be evaluated. The specific financial ratios used by local government are legislated under the *Local Government (Financial Management) Regulations 1996*.

governance

The City's Governance Framework defines governance as:

"...the process by which decisions are taken and implemented, the process by which organisations go about achieving their goals and producing their outputs and the process by which organisations are directed, controlled and held to account."

housing infill

Housing infill refers to the insertion of additional dwellings into existing lots. For example, an existing home may be demolished and replaced with multiple units.

Local Gross Regional Product

Local Gross Regional Product shows the value of the economy, generated by the workers within the area, regardless of where they live, after taxes and dividends leave the area.

operating surplus ratio

An operating surplus ratio indicates the extent to which a local government's raised revenues are able to cover operational expenses. It is calculated by dividing the organisation's net operating surplus with its own source operating revenue.

Primary Centre

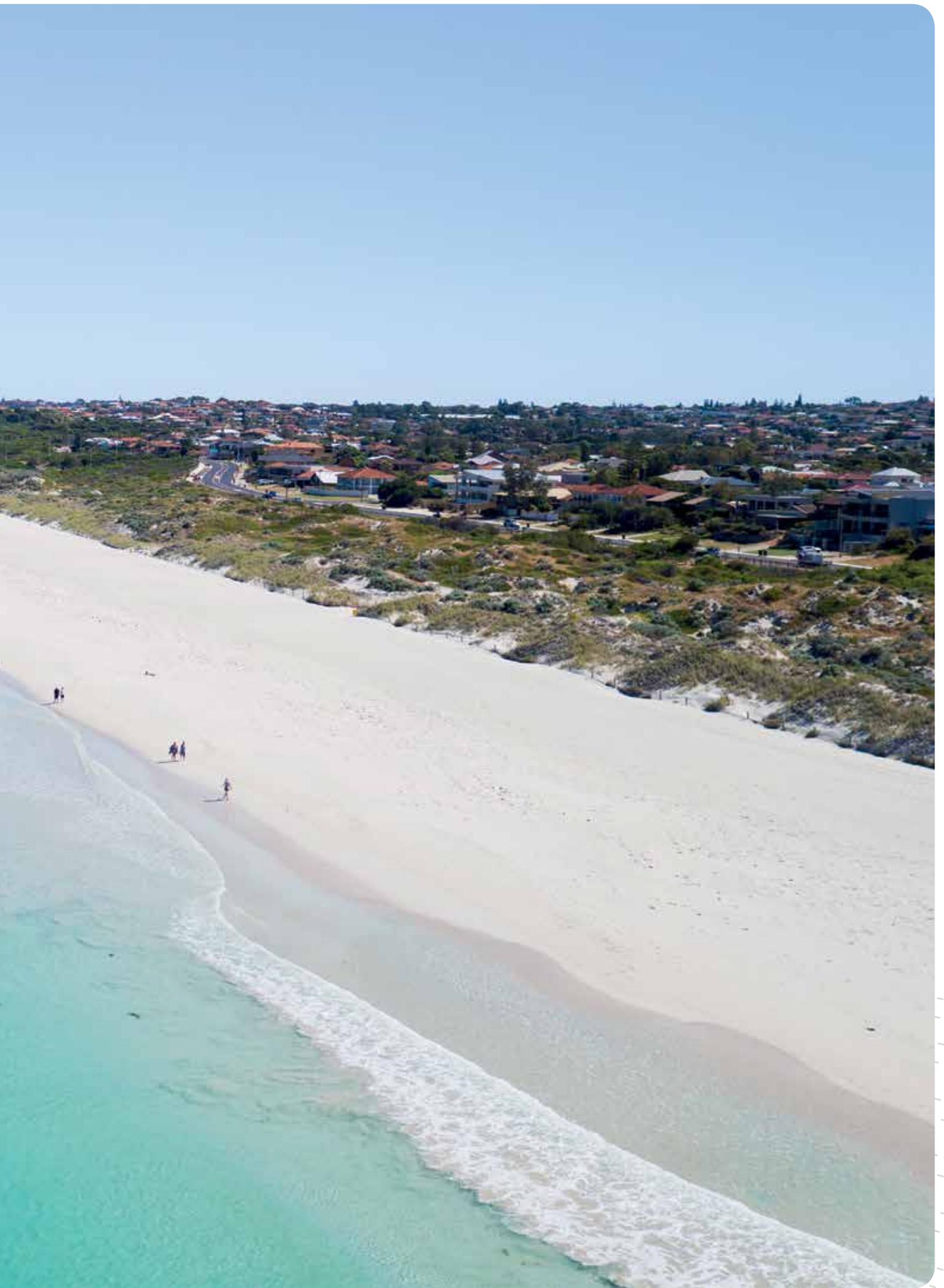
(See "Activity Centres".)

Strategic Metropolitan Centre

(See "Activity Centres".)



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This document is available in alternate formats upon request.