



City of  
Joondalup

# ADVOCACY FRAMEWORK





# Contents

- 2 Mayor's Welcome
- 3 Chief Executive Officer's Message
- 4 The Central Business District of Perth's North West Corridor
- 6 A Region on the Rise
- 8 Why Advocacy in Local Government
- 10 Demographic Snapshot
- 12 General Snapshot
- 14 Economic Snapshot
- 16 Ward Map
- 18 State and Federal Electorates
- 20 City of Joondalup Profile
- 22 Joondalup Advocacy Vision
- 24 Guiding Principles
- 26 Advocacy Drivers
- 28 Identifying Advocacy Priorities
- 30 Measuring Success
- 32 Successful Advocacy



## Mayor's welcome

The City of Joondalup (the City) is 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. The City strives to be a continual driver of smart growth, while sensitive to the current and future needs of an engaged and connected community. Joondalup's growth strategy sets out to attract new residents, employment and explore tourism opportunities.



Joondalup has approximately 161,000 residents spread across 22 suburbs, and it is recognised globally for its liveability and the many healthy lifestyle opportunities it offers those who live within its boundaries.

Our City has a very simple message – Joondalup is open for business.

We have an opportunity to work collectively, forge greater economic resilience and emerge stronger.

Joondalup is transitioning from an economy supported by population growth to one driven by private and public investment, innovation and entrepreneurship. The post-pandemic world presents major opportunities for Joondalup.

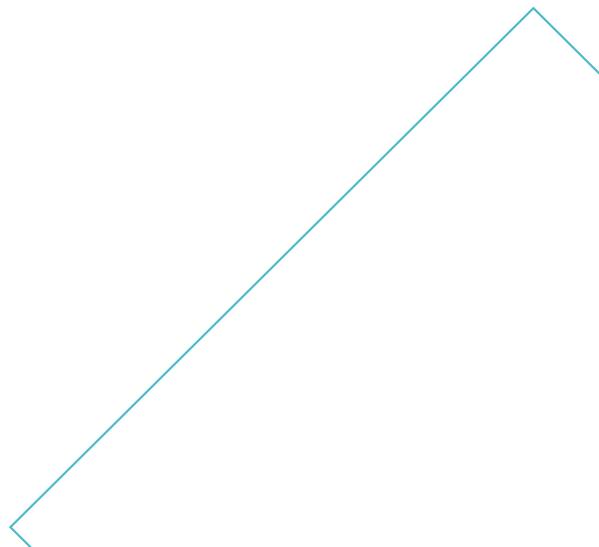
We are determined to support businesses to be connected, innovative, resilient and nimble – and eventually thrive and grow when things start to return to normal.

We are focused on increasingly attracting visitors, students, talent, events, business and investment into Joondalup, and to grow smart jobs of the future.

Across the City, we have numerous opportunities for coastal development, transformation of our City Centre, improved connectivity, infrastructure, community and sporting facilities, and a diverse range of accommodation options for a thriving student and ageing population.

We look forward to working in partnership with other local governments, industry associations, community and business leaders as well as State and Federal governments to make Joondalup the smart place to be, and we will continue to work towards ensuring it reaches its potential as a vibrant cosmopolitan City.

**Hon. Albert Jacob JP**  
Mayor



## Chief Executive Officer's message

Characterised by a diverse and dynamic working population and a hub for local and global talent, we're all about embracing opportunity and partnering with likeminded people, businesses, developers and investors to create a resilient community of the future.



Into its third decade, the City of Joondalup's population growth is maturing and the focus is on driving prosperity in the region – through private and public investment – fostering innovation to fuel the economy and continuing to transform Joondalup into a globally competitive city.

This document aims to highlight the City's priorities and identify advocacy for infrastructure, investment and policies that will help the City meet the current and future needs of the community and enhance our reputation as one of the world's most liveable cities.

These important and transformational projects will generate jobs and stimulate economic growth in Perth's CBD of the North.

Business is the engine room of the local economy and we recognise that facilitating business growth is critical to creating the wealth and enabling the high-quality services for our community and beyond.

Home to WA's first innovation hub, world-class cyber, health and tourism centres and a vibrant retail sector, our aim is to build Joondalup's reputation as a place for innovation and creativity by building on our strong platform to enhance growth across key industries and support businesses that create the well-paying, sustainable jobs of the future.

The City seeks opportunities for collaboration, facilitation and engagement wherever possible and we look ahead with optimism.

We will continue to be proactive, agile and innovative to deliver on the aspiration shared with our community for Joondalup to become the civic, cultural and economic capital of Perth's northern corridor.

**James Pearson**  
Chief Executive Officer



# The Central Business District of Perth's North West Corridor

With a vision to be “A Global City: Bold, Creative and Prosperous”, the City of Joondalup is committed to distinguishing itself through leadership and by developing an active and engaged community that enjoys lifestyle opportunities and outstanding services, events and programs.

The City is the third largest Local Government in Western Australia (by population) with 161,000 residents. Located just 25 minutes north of Perth, the City is known for its 17kms of pristine coastline, natural bushland and wetlands and more than 300 beautiful parks.

Having the unique advantage of being home to the Joondalup Learning Precinct, comprising Edith Cowan University (ECU), North Metropolitan TAFE and the Western Australia Police Academy, the City offers a hub of knowledge and innovation for students, researchers, business and investors.

Key employment sectors within the City include retail, health, education, and tourism. Westfield Whitford City, Lakeside Joondalup Shopping City, Centro Warwick and the Joondalup City Centre provide major retail centres for locals and visitors. One of the largest major public hospitals in WA – Joondalup Health Campus, is also based in the City of Joondalup.

The City is also home to and partner of the WA AustCyber Node, based in the Joondalup Innovation Hub precinct. The region is one of three key cyberhubs in Australia, bringing together world-class innovation, research and resources.





Western Australia



Western Australia

Joondalup  
Perth



Joondalup

25 minutes

Perth CBD

# A Region on the Rise

Joondalup is transitioning from an economy supported by population growth to one driven by business investment, innovation and entrepreneurship. The post-pandemic world presents major opportunities for Joondalup as the second CBD in Perth.

The population within the North-West Sub-Region of Perth (Cities of Joondalup and Wanneroo) is expected to reach almost 530,000 people by 2036. Whilst the majority of the population growth will be in the City of Wanneroo this increase in population will greatly impact the City in terms of demand for local employment and increased services that will need to be provided to the community and the wider North-West region.

In order to facilitate economic growth and achieve the state government's self-sufficiency targets by 2050 (North-West Sub-Regional Planning Framework) an additional 76,000 jobs are required within the North-West sub-region with 32,000 of these jobs needing to be within the City of Joondalup.

As Joondalup becomes an even more desirable destination, to live, work, visit, study, trade and invest, the City's advocacy role will be critical to ensure growth and development aligns with the City's strategic direction and the community's aspirations.

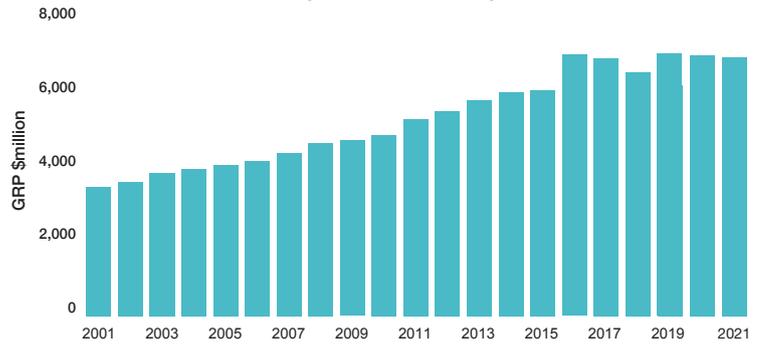




City of Joondalup Estimated Resident Population (2001–2021)



Gross Regional Product City of Joondalup



Source: National Institute of Economic and Industry Research (NIEIR).  
Compiled and presented economy id by .id the population experts

# Why Advocacy in Local Government?

Advocacy is the process of influencing others to create beneficial outcomes for residents and businesses. Advocacy is often aimed at decision makers to make positive changes to public policy or resourcing for the community. Advocacy can be undertaken through a series of smaller actions or a larger, partnership approach. Strong relationships are critical to the City's advocacy activities and effective advocacy requires clear understanding of the issues or challenges, and the strategies required to lead to beneficial outcomes.

Successful advocacy results in:

- Funding to implement priority projects and initiatives
- Beneficial changes in government policy
- Promoting community issues
- Stronger ties with our strategic partners
- Greater confidence and trust in the City
- A more capable and resilient community
- Strong leadership at the local, state and federal level
- Business investment
- Growth in jobs.

Overwhelmingly, local communities want their local government to advocate on their behalf. A study by the Australian Centre for Excellence in Local Government and University of Technology Sydney found 96% of people "agreed government should be advocating for needs of my local community". Asked which level of government is best able to make decisions about the local area, 75% of survey respondents said local government.

The City of Joondalup Advocacy Framework sets out how the City will use a variety of methods and techniques to pursue its advocacy priorities. This includes opportunistic and planned activities such as making submissions, funding applications, direct lobbying, delegations, face to face meetings, correspondence

and media activities and promotional campaigns. The City will also leverage existing strong relationships built over numerous years with major stakeholders.

This Framework will set out the methods and tools to develop this culture. Strong, consistent positions and awareness of community aspirations will also support the City to successfully advocate for the community.

Advocacy success can be measured by government acknowledgement and investment in the City but also through opportunities to meet with key representatives.

**To be successful,  
advocacy must be  
embedded in the City's  
activities and interactions  
at all levels.**





# Demographic Snapshot



17km

Coastline



Area

99km<sup>2</sup>



22

Suburbs



Language Spoken at Home

86%

English only

2021 ABS Census

Country of Origin



2021 ABS Census



60%

Australia



17%

United Kingdom



4%

South Africa



3%

New Zealand



16%

Other

# General Snapshot



**60,000**

Over 60,000 households



**88,646**

Number of employed people who live in the City regardless of where they work



**40** Median Age

2016 ABS Census



**\$1,949**

Median Weekly Household Income

2016 ABS Census

**59%**

Working full time

**40%**

Working part time





 **49.6%**  
MALE

**50.4%**  
FEMALE 



Population  
**161,000**

Babies and pre-schoolers (0 - 4)	5.7%
Primary schoolers (5 - 11)	9.5%
Secondary schoolers (12 - 17)	8.1%
Tertiary Education and independence (18 - 24)	9.2%
Young workforce (25 - 34)	11.2%
Parents and homebuilders (35 - 49)	21.2%
Older workers and pre-retirees (50 - 59)	14.7%
Empty nesters and retirees (60 - 69)	11.9%
Seniors (70 - 84)	7%
Elderly aged (85 and over)	1.6%

  
**40%**  
Couples with children

# Economic Snapshot



**52,370**  
Jobs



**3.5%**

**Unemployment Rate**

March 2019 – ABS/Department of Employment

**23,673**

Number of people who live and work in the City



**12,857**  
Businesses



**\$6.82 billion**  
Gross Regional Product



## Key Employment Locations

Joondalup, Hillarys, Currambine, Ocean Reef, Beldon, Woodvale, Padbury, Kingsley, Greenwood



**60,000**  
Students

Top 3 Industries  
by Employment



**9,788**  
Health Care



**8,266**  
Retail



**8,166**  
Education  
and training

**1.58**  
million  
Visitors  
(year till Dec 2019)  
Pre-COVID Figures

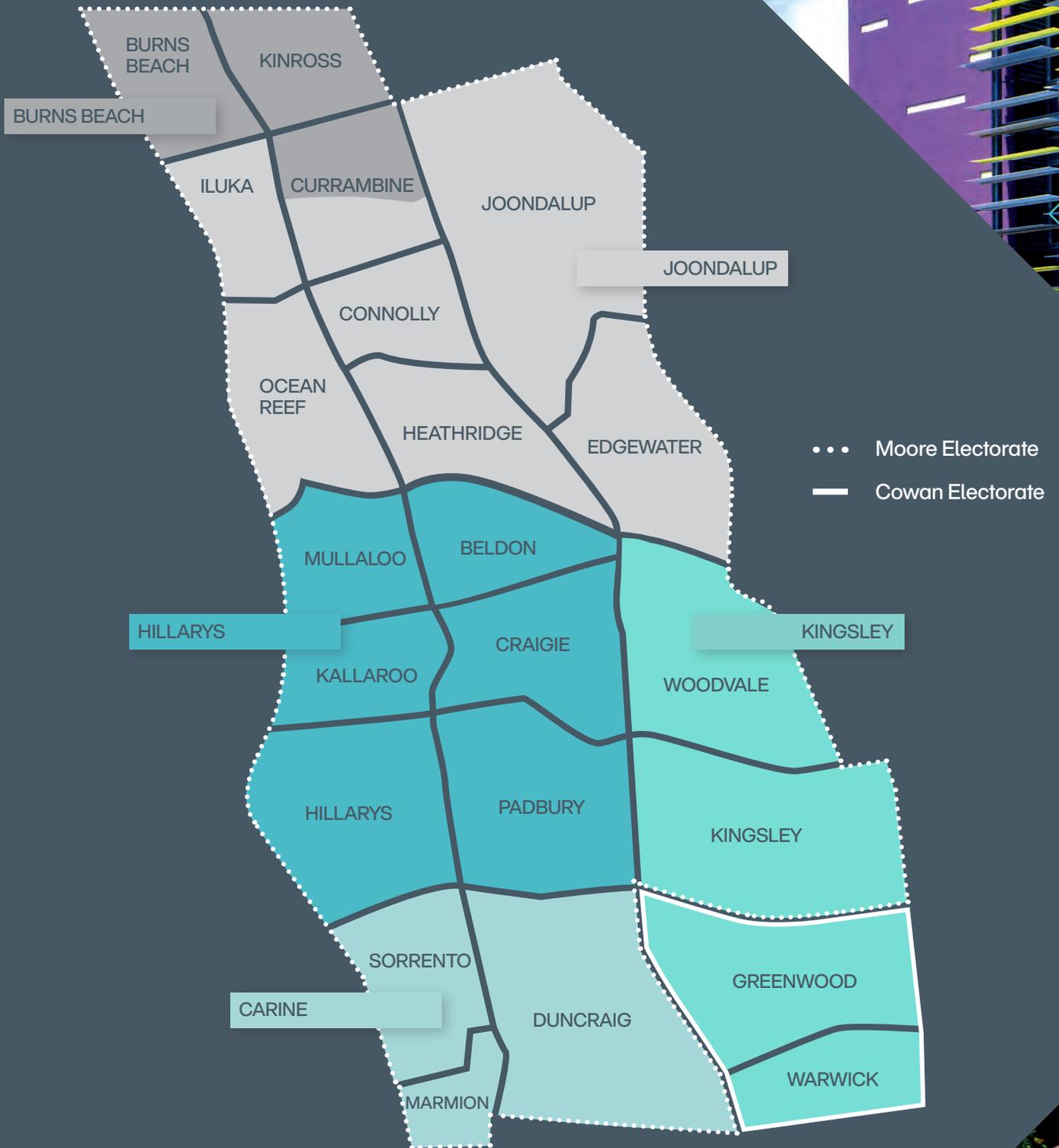


# City of Joondalup Ward Map





# State and Federal Electorates





# City of Joondalup Profile

- Third largest local government in WA (by population)
- Perth's CBD of the North
- Home to one of the most visited destinations in WA
- 17km of pristine coastline
- Over 300 parks and reserves, including Yellagonga Regional Park
- Significant medical presence in the northern region which includes one of Perth's largest hospitals
- Home to some of the largest shopping centres in the state
- Northern gateway to Rottnest Island
- 30 minutes to Perth International Airport
- Strategic transport networks running north, south, east and west
- A connected region accessible by road, rail, ferry and helicopter
- Discover WA's spectacular marine life at AQWA and Marmion Marine Park
- Home to Joondalup learning precinct
- Diverse educational offerings including ECU, North Metro TAFE, WA Police Academy and Australian Medical Association WA Training
- Known as the cyber capital with the largest cyber talent pipeline and research centre in Australia
- Home to two world class marinas





### List of local locations:

1. HBF Arena
2. Joondalup Health Campus
3. Lakeside Joondalup Shopping City
4. Edith Cowan University
5. North Metropolitan TAFE
6. WA Police Academy
7. College of Electrical Training WA
8. Australian Medical Association WA Training
9. Ocean Reef Marina Development
10. Hillarys Boat Harbour
11. Westfield Whitford City
12. Warwick Shopping Centre



Train Station



Strategic Metropolitan Centre



Secondary Activity Centre



# Joondalup Advocacy Vision

The Advocacy priorities are informed by the City's Strategic Community Plan, which sets the future vision for the City and the community.

In keeping with the goals and outcomes of the City's Strategic Community Plan, areas of focus for advocacy are:

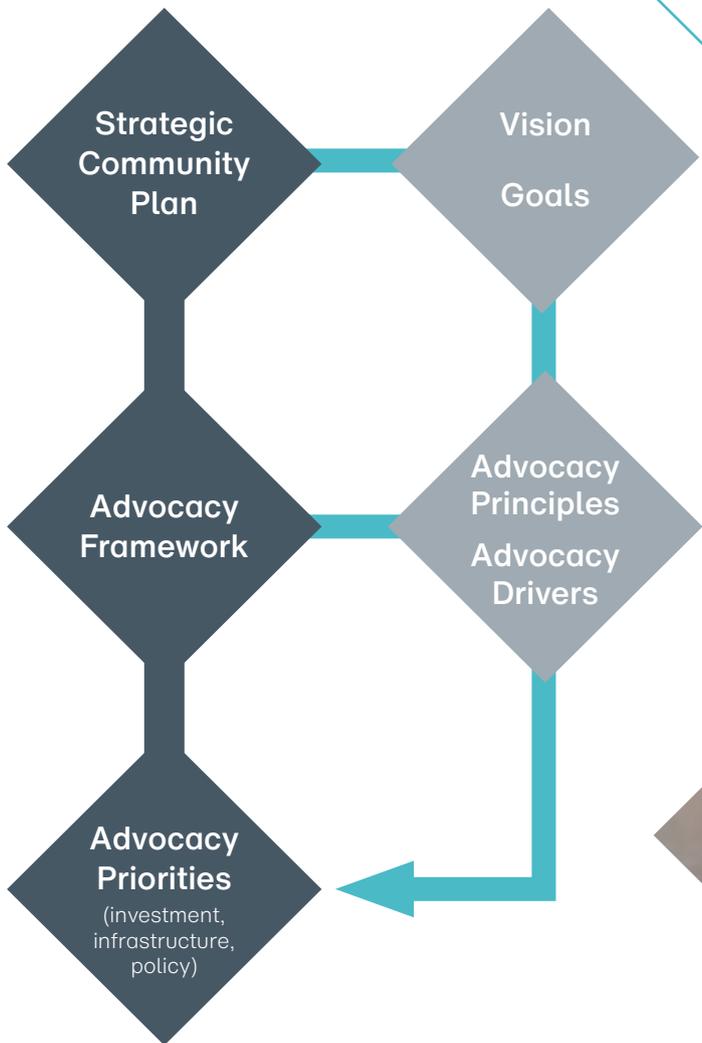
- Physical and digital infrastructure to enable the region's economic, environmental and community development goals;
- Government policies and investment to support the City's priorities that benefit the region and its community; and
- Business investment that supports innovation and drives economic and job growth for the Joondalup region and its community.

## Strategic Advocacy Enablers

1. Build the City's capacity to advocate
2. Build on and strengthen our advocacy partnerships
3. Monitor and respond to current and emerging issues impacting social, economic, environmental and governance issues
4. Build the community's capacity to advocate

To positively influence decisions that shape the City of Joondalup to be a liveable, smart, future-focussed and connected community with diverse opportunities for residents, businesses and visitors.





# Guiding Principles

Whilst advocacy priorities are influenced by the City’s Strategic Community Plan as well as emerging issues and challenges of the time, the following principles and themes underpin the City’s approach to advocacy.

	<b>Leadership</b>	Provide the community with strong leadership in advocating for strategic priorities.
	<b>Evidence based</b>	Advocacy priorities will be based on policy and strategy positions that are supported by research, evidence and data.
	<b>Community engagement</b>	Actively engage and work with the community to understand their aspirations and needs and regularly inform the community about advocacy activity.
	<b>Strategic partnerships and whole of government approach</b>	Position the City as a partner with federal and state governments, local members of parliament, and work in collaboration to address issues of common concern.
	<b>Innovation</b>	Be innovative in approach to develop solutions in partnership with community, government and stakeholders.
	<b>Transparency</b>	Be open and transparent in its advocacy objectives and priorities and/provide equitable access to services, infrastructure and economic opportunities.
	<b>Value for money</b>	Look at opportunities that have multiple benefits to the community and demonstrate return on investment.



The Strategic Community Plan gives a clear picture of the issues that matter to Joondalup and will inform the advocacy priorities.



## Advocacy Drivers

Advocacy activities should deliver the following strategic outcomes for the community, businesses and visitors to achieve the City's Advocacy Vision.

	Key Focus Area	Statement
	<b>Area 1: The City is a hub for smart employment.</b>	Helping the community and region find smart jobs that embrace new technologies and modes of working closer to home.
	<b>Area 2: Opportunities to enhance future growth.</b>	Ensuring the City is positioned to take advantage of opportunities to sustain and grow business and investor confidence.
	<b>Area 3: People can get around the City.</b>	Making sure residents, students and visitors can get from place to place safely and easily. Whether that be by car, walking, cycling or public transport.
	<b>Area 4: This City has smart, safe, vibrant, inclusive and accessible places and spaces.</b>	Making sure the community and visitors have access to quality public spaces that provide opportunities for activation.
	<b>Area 5: Environmental Assets are valued</b>	Protecting the City's natural environment whilst providing suitable access for the community.
	<b>Area 6: The community has confidence in the City.</b>	Putting City values into action. We are accountable. We show respect. We encourage innovation.
	<b>Area 7: The City is the destination of choice.</b>	To grow a strong visitor economy and position Joondalup as a destination of choice.
	<b>Area 8: Attracting global talent to become a cosmopolitan centre built on a diverse knowledge hub.</b>	Making sure that the City attracts and develops local and global talent to be a destination for future workforce, innovators and entrepreneurs.
	<b>Area 9: The City continues to be the capital of cybersecurity.</b>	Joondalup continues to be positioned as the hub of cybersecurity with a growing supply chain.
	<b>Area 10: The City is a smart place to do business.</b>	Present Joondalup as a preferred place to do business and to grow local businesses into global supply chains.



# Identifying Advocacy Priorities

Potential Advocacy Priorities can be identified through a range of approaches, including the Community, Elected Members and City Administration. Priorities should only be considered if they align with the City’s strategic objectives as outlined in the Corporate Business Plan.

Once identified, the potential priorities will be ranked using the scoring process and presentation matrix below thus enabling the City to identify its core Advocacy Priorities.

These can then be

- Delivered, if all funding and approvals are in place
- Advocated for with State/ Federal agencies in line with this document

## Advocacy Priority Identification Scoring

### Primary Factors

- 1. Financial Sustainability**  
A score that measures one-off costs and recurring impacts. Calculated as incremental impact on operating results i.e. measured versus current baseline.
- 2. Social and Economic Benefits**  
A score that combines Benefits Cost Ratio<sup>1</sup> and Size of Investment<sup>2</sup>.
- 3. Community/Elected Member Support**  
A score that measures community support. Scores may reflect specific community surveys, or council decisions.

### Secondary Factors

- 4. Shovel Ready**  
A score for more advanced projects may be given a higher score than those at inception. A high score also indicates the opportunity for grants.
- 5. State and/or Federal Alignment**  
A score that reflects either a commitment/indication of support from State/Federal bodies; or has a strong alignment with State or Federal priorities/policies.
- 6. Other Potential Funding Sources**  
A score to reflect funding from sources other than State or Federal bodies. These may include the private sector, tertiary sector or high net worth individuals.

Advocacy Prioritisation									
Project	Primary Factors (Scored 1 to 5)			Secondary Factors (Scored 1 to 2)			Overall Ranking		
	Financial Sustainability	Social and economic benefits	Community/Elected Member Support	Shovel Ready	State and/or Federal Alignment	Other potential funding sources	Total score	Rank	Priority
A	5	5	5	1	2	2	20	1	Very high
B	2	5	5	1	1	1	15	2	High
C	3	1	3	1	1	1	10	3	Low
D	1	3	1	1	1	1	8	4	Very low

<sup>1</sup> Benefits Cost Ratio: A standard ratio comparing each dollar of benefits against each investment dollar.

<sup>2</sup> Size of Investment: A weighting for projects that have much larger investments (e.g. > \$10m) relative to projects with minimal investment (e.g. \$1m).





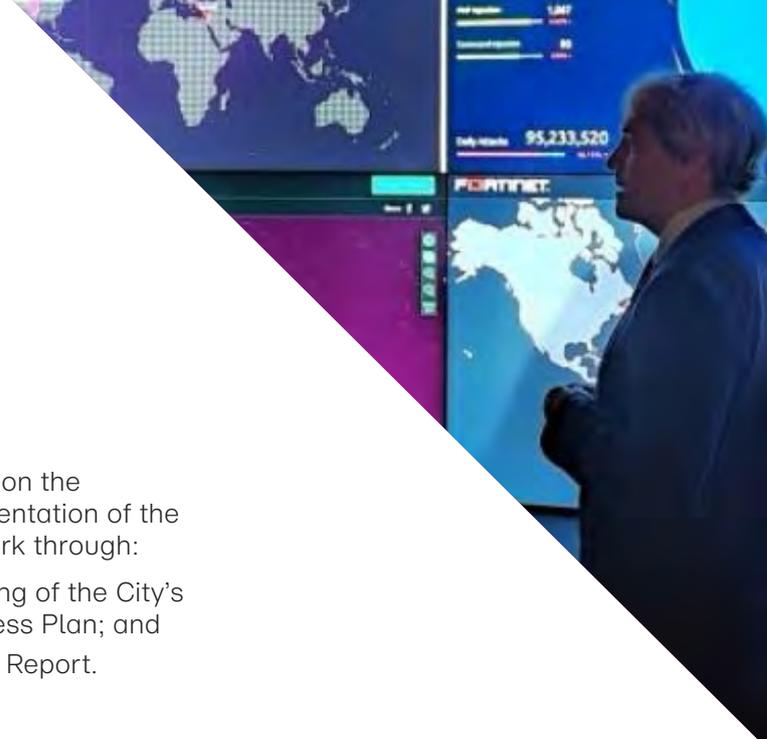
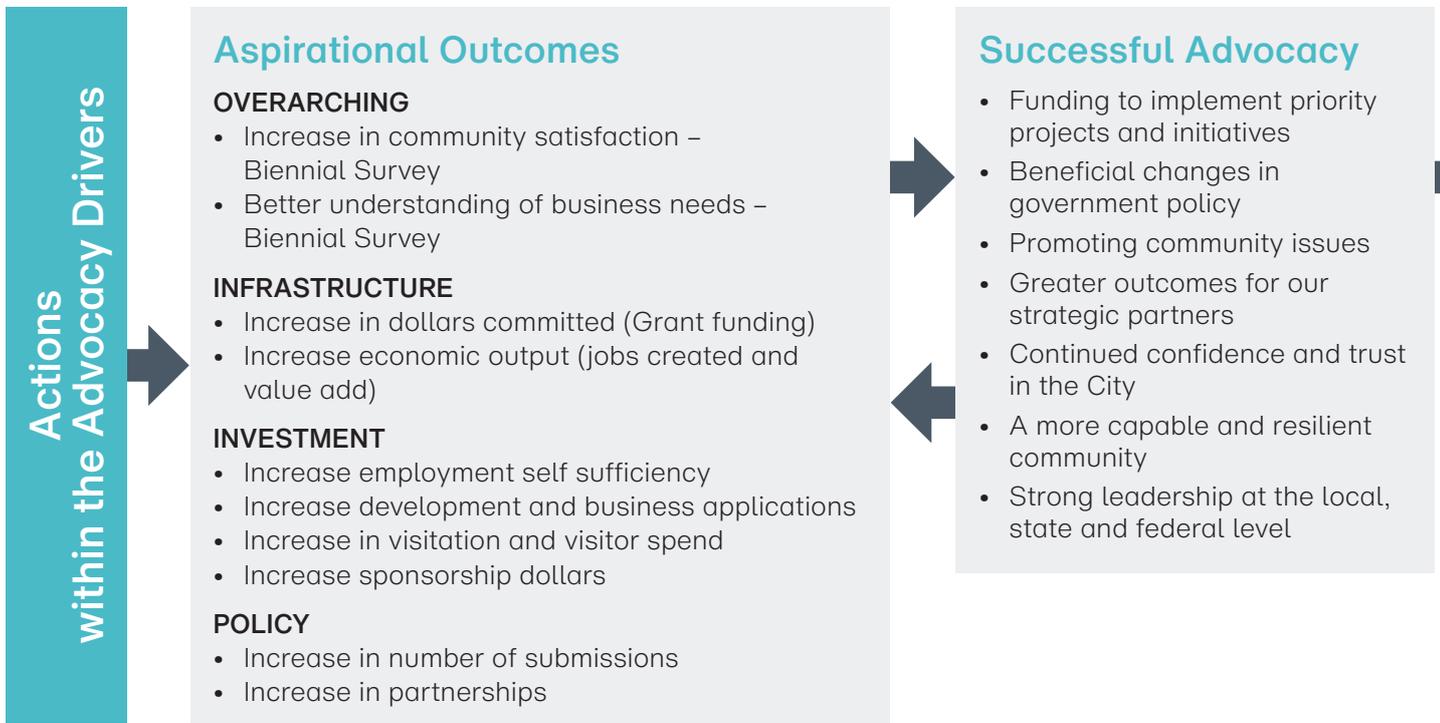
# Measuring Success

The City will continually review and confirm advocacy priorities through:

- Ongoing community engagement; and
- Annual review of implementation of the Advocacy Framework and Advocacy Priorities.

The City will report on the progress of implementation of the Advocacy Framework through:

- Quarterly reporting of the City's Corporate Business Plan; and
- the City's Annual Report.





### Ultimate Outcome (Vision)

A Global City: Bold | Creative | Prosperous:

- a global facing city, with local amenity and a powerful sense of community;
- a hub for education and state-of-the-art health facilities and an advocate for health and other community services;
- celebrating and adopting technology and innovation;
- providing excellent transport linkages and connectivity;
- a vibrant place where people want to live, work and play, and where people can find everything they need locally.



# Successful Advocacy

## Grants success delivers for the community and beyond

In 2020/21 the City successfully attracted more than \$1.5 million in funding. These funds contributed to the delivery of significant community projects aimed to increase community wellbeing, road safety, the quality of City parks and recreational areas, protect the City's natural assets and provide access to quality events for the local and wider community.

## Creating a global talent pipeline for the cyber supply chain

Joondalup is home to the largest global talent pipeline for the cyber supply chain. Joondalup became home to the first Innovation Hub at Edith Cowan University's Joondalup Campus in 2017 following many years of collaborative efforts between the university and the City to attract, build and support innovative business and create smart jobs of the future. The Innovation Hub is an initiative of the State Government's New Industries Fund, a \$16.7 million initiative to support and accelerate new and emerging businesses in Western Australia.

The New Industries Fund provides \$200,000 each year over four years to support operations and staffing at the Hub, partnering with WA AustCyber which contributes \$50,000 per year to support the node.

WA AustCyber is part of a federal network of AustCyber Nodes, part of the Federal Government's Industry Growth Centres Initiative. The City has a memorandum of understanding with WA AustCyber to recognise the partnership and further develop the cyber supply chain in the region.

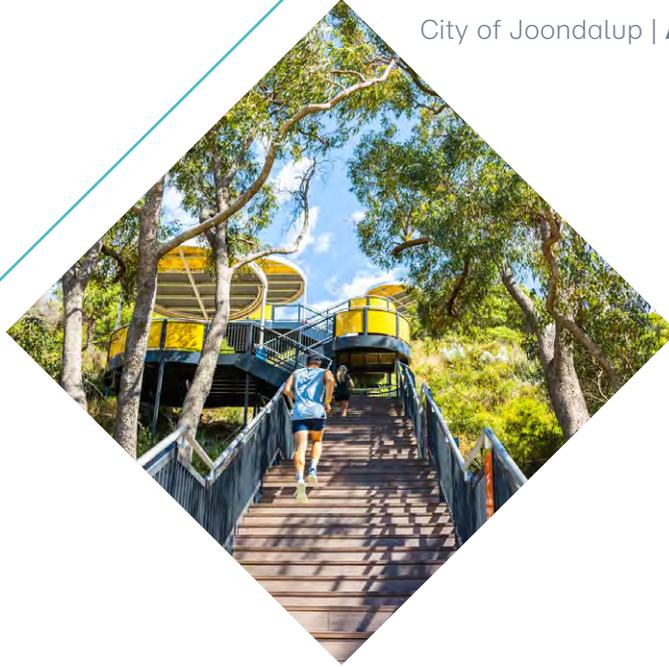
WA AustCyber aims to grow the Australian cybersecurity ecosystem, export Australia's cybersecurity to the world and make Joondalup a leading centre for cyber education. Through this initiative, they will become an important provider of in-demand skilled cybersecurity workers.

## Advocating to develop Premier Waterfront Precinct – Ocean Reef Marina

Ocean Reef Marina is set to become a world-class waterfront precinct providing recreational, tourism, residential and boating facilities for local residents and visitors alike, with capacity for 550 boat pens, 200 boat stackers, retail and commercial space, integrated with 12.6ha of high-quality public open space. The marina will also offer more than 1,000 new homes.

Premier Mark McGowan announced a commitment of \$120 million to enable planning and construction of the Ocean Reef Marina, undertaken by Development WA (formerly LandCorp), with key involvement of the City. Construction started in August 2020. After more than 10 years of advocacy from the City, the Marina project has commenced, and this advocacy will provide a lasting legacy.





### Jacob's Ladder of the North

Hillarys Beach Park has been transformed into the Whitfords Nodes Health and Wellbeing Hub. A great example of all tiers of government working together, the City has completed the first stage of construction.

These works include a large shaded public playground for the enjoyment of children aged between two and 12 years old, undercover picnic settings, benches and barbecues, new tree planting, an improved irrigation system, drink fountains and universal access footpaths. The playground includes swings, combination and climbing units, nature play elements, sand play and all-abilities play. Dubbed the Jacob's Ladder of the North the upgrades include a 21m-high exercise stairway.

The City secured \$500,000 through the Federal Government's Community Sport's Infrastructure Program and almost \$720,000 from Lotterywest to contribute to the total project cost of approximately \$1.6 million. The project has been years in the making and has tremendous support from the community with community consultation in late 2017 demonstrating that 87% of respondents indicated support or strong support for the proposal.

### City Centre welcomes State Government workers

In early 2019 we welcomed around 700 employees from the Department of Water and Environmental Regulation to Joondalup. Their home, in the stunning Primewest building on Davidson Terrace, is a striking addition to the City's skyline.

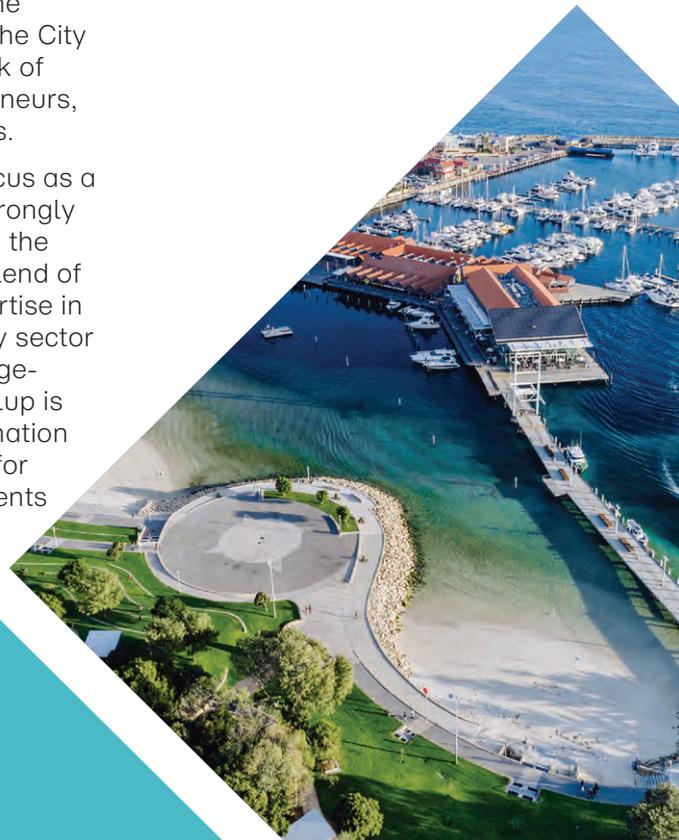
Over the past three decades, the Joondalup City Centre has grown to accommodate one of Perth's largest shopping centres, major university and health campuses, a major public transport hub, large scale office and commercial businesses and the largest apartment market in the northern suburbs, all of which have underpinned the City's employment base. The City also has a growing network of business leaders, entrepreneurs, researchers and graduates.

Together with the City's focus as a local government which strongly supports local businesses, the City now offers a unique blend of innovation, skills and expertise in the booming cyber security sector and leadership in knowledge-based economies. Joondalup is well-positioned as a Destination City, providing drawcards for visitors, workers and residents living in the City Centre.

### Stimulating the economy during COVID-19

Hundreds of local jobs are expected from the City's capital works program which has been significantly increased to deliver key community projects. This has included accelerating capital works and infrastructure projects with the support of Federal Government funding during COVID-19.

The City brought forward projects within its Five-Year Capital Works Program worth \$6.3 million, including \$1.4 million from the Local Roads and Community Infrastructure Program, to help stimulate the local economy during the COVID-19 recovery phase.





City of  
Joondalup

**T:** 9400 4000

**F:** 9300 1383

Boas Avenue Joondalup WA 6027

PO Box 21 Joondalup WA 6919

[joondalup.wa.gov.au](http://joondalup.wa.gov.au)



*This document is available in alternative  
formats upon request.*

# Strategic Position Statements

## 1. COMMUNITY FACILITIES

### *Master Planning*

Each significant facility should be developed in accordance with a master plan rather than being the subject of small ad-hoc fixes.

Private commercial facilities should also be considered within upgrades and developments of master planned community facilities.

### *Usage*

Facilities should be multi-use and be used at all times where possible. Facilities should include complementary services where possible.

Opportunities for decentralised service centres should be considered for master planning upgrades of community facilities such as libraries and leisure centres.

## 2. LEISURE CENTRE OPERATIONS

Leisure Centre operations overall should aim to be self-sufficient and meet all operating costs.

## 3. HBF ARENA JOONDALUP

Should the State Government agree to the transfer of this large-scale leisure and recreation facility to the City, the transfer is supported on the following conditions as a minimum:

- Consideration from the Minister for Transport and Public Transport Authority for the site to incorporate improved public transport linkages with the Joondalup City Centre.
- Maintenance of the existing facility to be addressed before transfer.
- Agreement for the land tenure to provide for development of commercial activities aligned to a sports precinct.

## 4. TAMALA PARK

The contribution of funds for the development of future regional recreation facilities at Tamala Park should be coordinated by the Mindarie Regional Council, with contributions provided by all current member Councils.

## 5. TAMALA PARK INCOME

Funds from Tamala Park should be used for programs aligned to the City's *Strategic Financial Plan*, but for the following purpose as a minimum:

- To invest in income producing facilities.

## **6. CBD LAND**

Development of high rise commercial office space and other City Centre uses, including high density residential development within the City Centre on City-owned land, is supported under the following conditions:

- High quality, environmentally sustainable, landmark development that will strengthen the local economic and employment base for the City.
- Enhances the vitality and vibrancy of the Joondalup City Centre increasing the number of people attracted to the City Centre for work, retail and commercial and residential purposes.
- Provides a fast-growing location for business, commercial operators and Government agencies surrounded by existing infrastructure with an increasing population base.

## **7. THIRD AUSTRALIAN FOOTBALL LEAGUE TEAM IN WESTERN AUSTRALIA**

Should the Australian Football League (AFL) decides to establish a third AFL football team in Western Australia, the City of Joondalup supports the licence being located within the City of Joondalup, with the club base located at HBF Arena, Joondalup.

## **8. CITY OF JOONDALUP LEADERSHIP AND REPRESENTATION**

The City supports and encourages Elected Members and Senior Officers to actively participate in professional and/or industry associations that will further enhance the image of the City and provide a mechanism for leveraging new opportunities that benefit the City and its community.

## **9. INTERNATIONAL RECOGNITION AND INNOVATION**

The City should build upon its international recognition for liveability by continuing to demonstrate and embrace innovation and best practice in all fields of service, which are comparable on a global scale.

## **10. SUSTAINABLE BORROWING**

The City supports borrowing as an appropriate form of financing capital expenditure in the achievement of objectives contained within the *Strategic Community Plan 2012-2022* and the City's *Strategic Financial Plan*.

Sustainable borrowing parameters should be determined as follows:

- Long term borrowing requirements will be identified as part of the City's *Strategic Financial Plan* and specific borrowings will be approved as part of the annual budget process.
- Borrowings should only be considered where the impacts are within the range of the key ratio targets contained within the City's *Strategic Financial Plan – Guiding Principles*, in particular, the Debt Service Coverage Ratio.

## **11. SIGNIFICANT EVENT ATTRACTION**

The City will attract and support significant events that are unique to Joondalup and enhance its image as an attractive destination for visitors, tourists and business.

These significant events will deliver economic development benefits for local businesses while promoting Joondalup's reputation state-wide, nationally and internationally as the cultural, civic and entertainment centre of the north-west region of the Perth metropolitan area.

## 12. HOMELESSNESS

The City of Joondalup recognises that a whole of community response is required to reduce and prevent homelessness and minimise the impact of homelessness on families, individuals and the community.

The City's role in addressing homelessness will be one of coordination, support and advocacy in responding to homelessness in collaboration and partnership with the State and Federal Government, neighbouring local governments, homeless support services, community organisations and other relevant stakeholders to ensure that people experiencing homelessness are provided with effective and coordinated responses.

## 13. ECONOMIC DEVELOPMENT INTERNATIONAL ACTIVITY

The City supports the pursuance of international economic development activities that seek to achieve:

- local economic growth
- investment attraction
- export growth in local goods and services
- return on investment.

The City's role in achieving the above should include:

- facilitating linkages between local businesses and industries to international markets
- providing financial contributions to pilot programs and initiatives with partner organisations that support international investment within the City
- leveraging current international sister city relationships, for example Jinan, China
- delivering a focused economic development international activities program to support the economic growth of the City of Joondalup for the benefit of ratepayers, Joondalup businesses, and other key stakeholders.

Activities should also align with the specialist themes contained within the City's *Economic Development Strategy*, namely: Global City, Destination City and Digital City.

## 14. TRI-CITIES ALLIANCE

The Tri-Cities Alliance will provide a platform for the Cities of Joondalup, Wanneroo and Stirling to adopt a collaborative and strategic approach to engagement with the State and Federal Government in order to promote and progress regionally agreed economic development and infrastructure priorities that will provide benefits across municipal boundaries.

## 15. SECOND A-LEAGUE FOOTBALL (SOCCER) TEAM IN WA

Should the Australian A-League decide to establish a second A-League Football (Soccer) team in Western Australia, the City of Joondalup supports the licence being located within the City of Joondalup on condition that the City is not required to provide a site but may contribute to the infrastructure requirements for an A-League facility.

## 16. CYBER SECURITY

The City actively seeks opportunities to strengthen its position as the home to cyber security and the first ever Innovation Hub in Western Australia by:

- identifying opportunities to support smart job creation, innovation and entrepreneurship in the City to grow the local economy
- facilitating connections between industry, government and academia to support the growth of the cyber cluster
- attracting business, investment, events, students and research to grow the cyber security supply chain
- partnership with industry facilitating greater awareness of cyber security to business and the community
- facilitating the relocation of government agencies into the Joondalup Innovation Hub.

---

**Amendments:** CJ120-07/08, C14-04/10, CJ121-07/10, CJ109-06/12, CJ132-08/14, CJ055-04/16, CJ061-04/18, CJ126-07/18, CJ185-12/20