

Destination

JOONDALUP
2021-2026



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KEY TERMS, DEFINITIONS AND CONSIDERATIONS

Within this document, the organisation, the City of Joondalup, is referred to as 'the City'. The geographical area managed by the City is the local government area and is referred to as 'the city', 'Joondalup', 'the Joondalup region' or 'the local area'.

Visitor: Refers to customers, clients, patrons who are coming to the Joondalup region from outside of its local government boundary not only for leisure, but for education, business, medical, legal and all types of commercial services and activities.

Visitor economy: Refers to the diverse industries and business types that provide products, services, and experiences to visitors.

Economic terms: Throughout this document "total output" is referred to as "total value of goods and services" and "gross value added" is referred to as "business productivity". Definitions of "total output" and "gross value added" align with [id.community](#) definitions.

Local visitor economy: Refers to the visitor economy within the City of Joondalup.

Reliable and current data: In preparing this Plan, every effort has been taken to source the most accurate and reliable data available. The primary source of the statistics appearing in this Plan is .idcommunity Demographic Resources. .idcommunity utilise data sets prepared by a range of Government Departments and Agencies, including the Australian Bureau of Statistics (ABS), the National Institute of Economic and Industry Research (NIEIR), Australian Business Register (ABR), Australian Tax Office (ATO) and Tourism Research Australia (TRA). Where only national data is available, it is interpreted through a micro simulation model to establish regional statistics. Estimations are required in certain circumstances.

.idcommunity update their statistics four times every year, depending on availability. The data used in this Plan is the most current available at the time of writing (October 2020).

ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS

The City of Joondalup acknowledges the traditional custodians of the land, the Whadjuk people of the Noongar nation, and recognises the culture of the Noongar people and the unique contribution they make to the Joondalup region and Australia.



DESTINATION JOONDALUP WELCOME FROM THE MAYOR



In just over two decades, the City of Joondalup has grown to become the capital of Perth's growing northern corridor; a commercial, civic and cultural hub that welcomes students, workers, shoppers, tourists and commercial customers 365 days a year.

Home to an engaged and connected community of almost 161,000 residents – as well as stunning natural assets – Joondalup is a city recognised internationally for its liveability and many healthy lifestyle opportunities.

In line with its aspiration as a Global, Bold, Creative and Prosperous city, *Destination Joondalup* sets out a path in which we can all work collaboratively to take advantage of Joondalup's uniqueness and drive the local economy.

Destination Joondalup has been developed in broad consultation with the community, business owners and tourist visitors. It is a job maker plan, reflecting a confident city that is energised to find opportunities in the current economic disruption and focused on the future.

I look forward to working with you to realise the vision that we all share for Joondalup.

Hon Albert Jacob, JP
Mayor

WELCOME FROM THE CEO



The City of Joondalup is the engine room of the northern corridor of Perth where the region's population growth strengthens local businesses and creates employment opportunities.

Destination Joondalup sets the foundations for the next phase of the city's growth. It advocates and champions the establishment of world-class experiences and products at our retail spaces, our education sites and our health precincts, along with our unique leisure and food offerings.

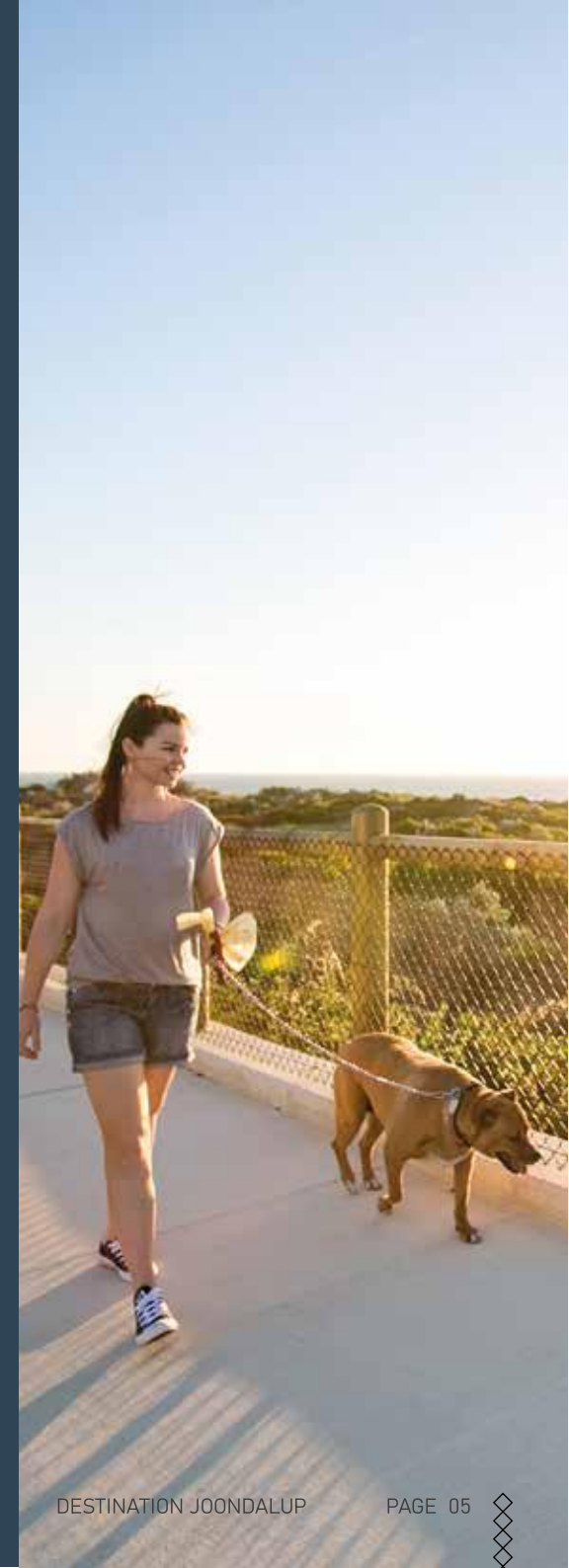
It also recognises the associated services and infrastructure that will cement the city's position as one of Western Australia's key destinations.

Destination Joondalup has been prepared to market Joondalup collaboratively and to attract investment in all business sectors.

It seeks to drive the local economy by bringing the private sector together so we can demonstrate the strengths of our beautiful city – which as we know is unlike any other place in Australia.

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, recreate and visit.

Garry Hunt, PSM
Chief Executive Officer



WHERE REAL CONNECTIONS HAPPEN

Destination Joondalup has been facilitated by the City of Joondalup in close consultation with local industry, to empower the local visitor economy to elevate its profile as a destination of choice and enhance visitor experiences to attract more leisure, education and commercial visitors.

Joondalup's pristine beaches and family-friendly attractions are drawcards for day trippers looking for fun in the sun, while the diverse community invites friends and relatives from near and far to spend time exploring its beaches, trails, lakes, parks and dining and entertainment precincts. World class education and health precincts attract experts, innovators, students and entrepreneurs, while the city also provides comprehensive retail and professional services for many individuals and families in Perth's northern corridor.

Image: Pinnaroo Point Beach

¹⁻⁵ id.community, [City of Joondalup Economic Profile](#).

Statistics relating to the tourism and hospitality includes Retail Trade, Accommodation and Food Services, Arts and Recreation Services, Rental, Hiring and Real Estate Services, Rail Transport, Road Transport, Water Transport, Other Transport, Administrative and Support Services and Education and Training. At this stage it does not include health services, which the City recognises as part of the visitor economy. See id.community [Topic Notes for more information](#).

During the 2018/2019 financial year:⁽¹⁾

- More than 1 million day trips were made to the Joondalup region.
- Domestic visitors spent 370,000 nights in the Joondalup region.
- International visitors spent 951, 500 nights in the Joondalup region.

In comparison to Western Australia as a whole, Joondalup's local economy is more reliant on visitors. In 2018/19 tourism and hospitality industries alone⁽²⁾ produced 10% of the city's total output, and supported 12% of the city's employment compared with 4% of Western Australia's total output and 8% of Western Australia's total employment⁽³⁾.

Visitors are vital for the growth and resilience of the local economy. In 2018/19, tourism and hospitality alone in Joondalup:⁽⁴⁾

- Produced \$792.2 million total value in goods and services.
- Generated \$470.2 million in business productivity.
- Supported over 6,000 direct and indirect local jobs.

NOW IS THE TIME

Global disruptions to travel resulting from the COVID-19 pandemic have exposed how much national and local economies rely on visitors. Joondalup is no exception. In fact, compared to Western Australia as a whole, the city is more reliant on visitor related industries as a proportion of the local economy⁽⁵⁾. Like many cities and regions, the City of Joondalup is focused on how it can support the survival of visitor related businesses in the short term as well as building a strong foundation for long term resilience and growth.

Now is the perfect time to develop a Destination City Plan and set a positive vision for the future, one that also responds to the challenges and uncertainty faced by the local visitor economy today. This will involve empowering our industry with better visitor data and services, elevating Joondalup's brand and enhancing experiences for visitors.

Joondalup's local community, visitors, industry and stakeholders have embraced this project from the outset, generously donating their time, insights and experiences, helping the City to facilitate what they would like to see prioritised in *Destination Joondalup*.

Image: Hillarys Boat Harbour



OUR VISION:

Joondalup is more than a city – it's a destination where people can find experiences that truly connect them to family, friends, nature, culture, career and innovation.

OUR GOALS:

- Attract more visitors to the Joondalup region.
- Increase our share of Perth and Western Australia's key markets.
- Grow our visitor economy.

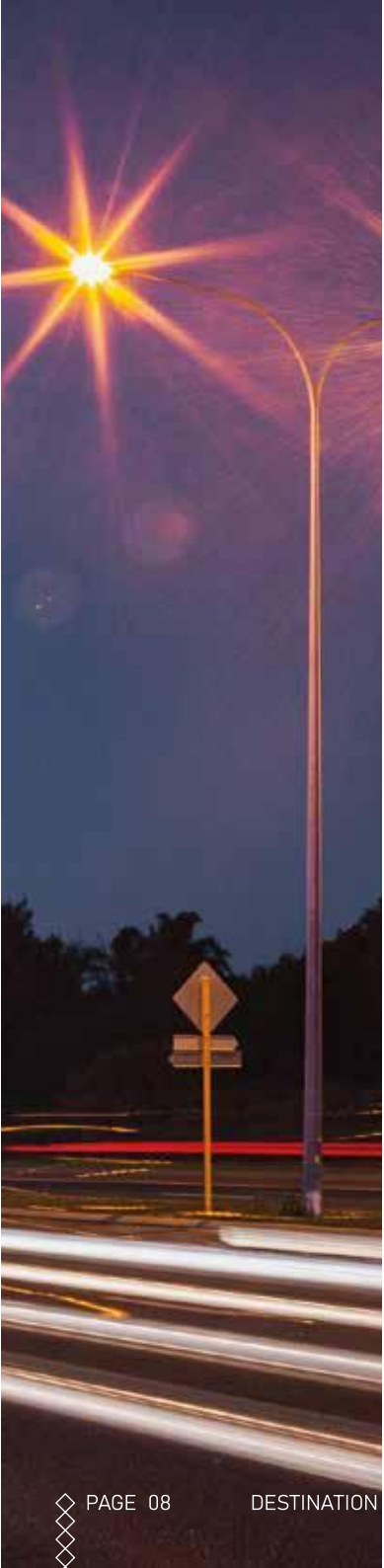
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BY 2026:

- 1,500,000 annual visitors to the Joondalup region (an increase of 200,000).
- Joondalup's market share of tourism visitors to Perth and to WA increased by 1% and .5% respectively.
 - 1,000 new direct and indirect jobs.
- Increase total value of goods and services in the local visitor economy by \$121 million.
- Increase business productivity of local visitor economy by \$72 million.





A STRONG PLAN

The initiatives identified in this plan are defined through the following three strategic priority areas. Delivering these actions requires strong support and collaboration with the private sector, including industry, strategic organisations and the community. This approach will guide and enable investment and action to meet the vision and goals of *Destination Joondalup*.

1 **EMPOWER** OUR INDUSTRY

EMPOWER Joondalup's visitor economy to realise opportunities through collaboration and innovation



1. Drive growth of the visitor economy through visitor servicing and amenities.
2. Encourage collective focus and action via effective collaboration.
3. Promote Joondalup as a great place for businesses to invest.
4. Encourage innovation and experimentation through initiatives that minimise risk in investment.

2 **ELEVATE** OUR BRAND

ELEVATE awareness and inspire new perceptions of what Joondalup has to offer



1. Redefine Joondalup as a destination with plenty to offer.
2. Establish Joondalup as a destination of choice.
3. Encourage visitors to choose Joondalup as their next destination.
4. Foster strong relationships with the City's key stakeholders and strategic partners to drive visitation.

3 **ENHANCE VISITOR** EXPERIENCES

ENHANCE the visitor experience through unique and unforgettable experiences



1. Identify and create bustling vibrant precincts that give people a 'buzz' to be around.
2. Develop iconic, engaging and exciting attractions, products and experiences.
3. Incentivise and celebrate excellence in the visitor economy.
4. Improve connectivity and ease of movement between visitor precincts.

Image: Night view of Whitfords Avenue

A FRESH DESTINATION IDENTITY

Discussions with community members, industry stakeholders and visitors has revealed what they love about Joondalup, why they chose to visit, to stay or to recommend it. This has resulted in a refreshed identity for Joondalup supported by three experience pillars.

Joondalup – Where real connections happen

Joondalup is more than a city – it's a destination where you can find experiences that truly connect you to family, friends, nature, culture, career and innovation.



Close to Perth CBD, Joondalup is centrally located and home to a spectacular coastline, bushland and urban parks as well as world-leading cyber, education, health and commercial facilities.

Connect with this satellite city, a place where you can recharge your brain, reconnect with nature, re-energise the body and repeat these experiences.



Experience Joondalup

Open spaces, nature and free time

Explore and relax in Joondalup, where you'll be spoilt for choice when it comes to pristine beaches, lakes and parks.

Community, culture and wellbeing

Discover a hive of activity, buzzing with year-round events, immersive cultural experiences and a diverse range of entertainment options that promote a sense of community and fulfilment.

Future thinking and innovation

Connect with a progressive, energetic city that's at the cutting edge of the global digital revolution. Joondalup is the place to launch and establish your career; a hub where talent can prosper and grow.



PROJECTS TO DRIVE OUR VISION

Achieving this vision and goals requires firm actions. The following projects will be game-changers for Joondalup's visitor economy:

1 EMPOWER OUR INDUSTRY

Joondalup visitor economy network

Establishing a partnership with the private sector will be crucial for the successful implementation of *Destination Joondalup*.

Destination infrastructure investment attraction

Work with industry networks to build a collective understanding of the need for investment into major destination infrastructure projects.

Visitor servicing and customer engagement

Driving growth of the visitor economy through accredited visitor servicing, strong visitor data and contemporary amenities.

Business Incentives program

Programs that incentivise businesses to access support at the right time and help address the impacts of COVID-19. The programs also empower businesses to achieve industry accreditation and boost the Joondalup region's destination value proposition.

2 ELEVATE OUR BRAND

Destination marketing plan

A well-rounded destination marketing plan will be created to help drive destination awareness and, ultimately, visitation to the region.

Destination marketing platform

Communicate the Joondalup region's destination brand identity both to the general public and industry through an appealing, user-friendly visitor servicing platform and accompanying social media channels.

Leveraging partnerships to promote Joondalup

Working closely with key networks and organisations to position Joondalup as a destination for leisure, education and commercial visitors and maintain widespread awareness of Joondalup's key experiential strengths in target markets. This will also involve strengthening existing collaborations as well as targeting new partnerships within and beyond the Perth region.

3 ENHANCE VISITOR EXPERIENCES

Destination value program

The destination value program is a framework which will empower Joondalup's local businesses to explore and improve their value proposition, as well as the city's attractiveness as a visitor destination.

Industry-led Iconic events

Actively seek out, support and promote industry-led events which can bring new and exciting events to the Joondalup region.

Joondalup place activation strategy

The preparation of a strategy to guide place activation and defining a vision for the city's key places will better align delivery of hard and soft infrastructure with the needs of place users, businesses and community. This will result in increasing foot traffic to support retail, hospitality and tourism businesses in the Joondalup city centre and smaller suburban centres.





INTRODUCTION

A diverse and sustainable visitor economy contributes to a strong foundation for ongoing economic growth. *Destination Joondalup* is an economic development roadmap that seeks to support a thriving, innovative and resilient visitor economy that attracts more leisure, education, and commercial visitors to the Joondalup region, with the support of industry and government.

While Joondalup's day trip market is strong and growing, there is room to increase its profile as an overnight destination. In 2019, Joondalup captured less than 5% of greater Perth's domestic and international overnight visitors, and less than 3% of Western Australia's domestic and international overnight visitors⁽¹⁾.

Global disruption as a result of the COVID-19 pandemic has exposed how much national and local economies rely on visitors to sustain local businesses as well as entire industries. The City of Joondalup is now focused on supporting the survival of visitor related businesses in the short term as well as building a strong foundation for long term resilience and growth.

It is timely, therefore, to develop a Destination City Plan for Joondalup that sets a positive vision for the future and responds to the challenges and uncertainty faced by the local visitor economy today.

Destination Joondalup must reflect the ideas, aspirations and concerns of local businesses, community, and regional and state partners to succeed. Extensive consultation with stakeholders was done through one-on-one interviews, group workshops and online surveys to gain their input, knowledge and experience to formulate the goals, vision and priority action areas represented in this Plan.

The support and contributions of the local community, businesses, stakeholders and visitors throughout the development of this plan signify that they are up for the challenge, and that there is a strong desire to take control of the future, embrace change and transform the current crisis into an opportunity.

¹ id.community, [City of Joondalup Economic Profile](#)

Image: Lake Joondalup

Diversify WA Western Australian Government Economic Development Policy			
Western Australia Tourism Strategy 2020 Tourism WA		Study Perth: LIVE LEARN LAUNCH 2018-2025	
City of Joondalup Strategic Community Plan 2012-2022			
Expanding Horizons City of Joondalup Economic Development Strategy			
Growing business	Promoting innovation	Building capacity	Future workforce
Regional collaboration	City planning	Developing clusters	Attracting investment
Destination City	Digital City		Global City

“

...Destination Joondalup must reflect the ideas, aspirations and concerns of local businesses, community, and regional and state partners.

”

Destination Joondalup directly supports the City’s broader community and economic development priorities, outlined in the City’s Strategic Community Plan 2012-2022 and economic development strategy Expanding Horizons. It aligns strongly with the priorities of key State organisations including Tourism WA and StudyPerth, a not-for-profit organisation.

Destination Joondalup introduces the destination brand and identity for the entire local government area. It articulates the vision, goals and priorities of the visitor economy and how these will be achieved over the next five years.

Through this Plan, Joondalup will become more than a city – it will be a destination where visitors can find experiences that truly connect them to family, friends, nature, culture, career and innovation.





WHO WE ARE

Joondalup gets its name from the Noongar word “Doonalup” meaning “the lake that glistens”. The City of Joondalup is in the north west region of metropolitan Perth. A planned commercial and residential centre, the local economy is driven by the services and knowledge sectors and is a growing centre for world class education and training, health care and retail.

INCREDIBLE NATURAL ASSETS

Joondalup boasts 17 kilometres of pristine coastline to the west and the exceptional Yellagonga Regional Park to the east. The Joondalup region has more than 372 diverse parklands which incorporate spacious open grassed areas and more than 500 hectares of natural bushland. These areas support a range of unique flora and fauna, providing locals and visitors with diverse recreational opportunities.

DRAWCARDS

Joondalup’s sweeping coastline features iconic tourism attractions, including the popular Hillarys Boat Harbour which is home to the Aquarium of Western Australia (AQWA) and the region’s link to Rottnest Island. The growing city centre supports a sprawling health medical sector, justice and legal sector, significant retail offering and educational facilities serving in excess of 60,000 students at the Western Australia Police Academy, North Metropolitan TAFE, Edith Cowan University and National Electrical and Communications Association training centre.

STRONG RETAIL AND WORLD CLASS INDUSTRY

A comprehensive retail offering is provided to locals and visitors alike across the Joondalup region through flagship retail centres including Lakeside Joondalup Shopping City, Westfield Whitford City, Warwick Grove and Currambine Central.

VIBRANT COMMUNITY

Approximately 161,000 people call Joondalup home, and make up a diverse and engaged local community. The City proudly supports a significant migrant population, who not only contribute to a diverse and vibrant community, but who’s visiting friends and relatives are a critical component of the visitor economy. Joondalup’s residents want to see natural assets celebrated and protected, public spaces bustling and vibrant with more opportunities for culture and arts.

Image: Hillarys Foreshore Reserve

THE CITY OF JOONDALUP'S LOCAL DEMOGRAPHICS⁽¹⁾



160,995 people live in the City of Joondalup.



38% of residents were born overseas.



48.6% of people who work in Joondalup live outside the Joondalup region.



52,762 local jobs.



12,857 local businesses.

¹ id.community, [City of Joondalup Economic Profile](#)



WHAT'S BRINGING PEOPLE TO JOONDALUP?

Joondalup's diverse community, strong retail and commercial offering, world class education and health facilities all surrounded by pristine natural assets, bring a range of domestic and international visitors to the region.

Family, friends and leisure

Visiting friends and relatives (VFR) and holiday seekers are the key drivers for leisure visitation to Joondalup in the city's three tourism sectors (international overnight trips, domestic overnight trips and domestic day trips)⁽¹⁾. Joondalup's strong appeal to the VFR market can be attributed to the Joondalup region's significant expatriate population (38% of residents were born overseas), plus the estimated 6,000 international students. A 2019 resident and visitor survey conducted by the City revealed Joondalup's top experiences for visitors are⁽²⁾:

1 Going to the beach

2 Coastal walking trails & paths

3 Picnics & BBQs

4 Shopping & retail

5 Bushwalking trails & paths

Education

Joondalup is home to a variety of primary, secondary, tertiary and vocational education institutions that attract both domestic and international students and visitors, including Edith Cowan University, North Metropolitan TAFE, the Western Australian Police Academy, College of Electrical Training and a new training centre for the Australian Medical Association (WA Chapter). Education is an important driver of visitors to Australia. International students are not only visitors themselves, but also attract visitation from their family and friends. In 2018, one in every four people that visited Australia came to visit a family member or a friend who was studying here⁽³⁾.

² City of Joondalup Online Visitor and Community Survey, July 2020

³ International Education Association of Australia [Edu-Tourism and the impact of international students](#)

Business and services

Joondalup is a commercial hub for business visitors. It offers significant building supplies, wholesale and other business to business (B2B) services. The city hosts an increasing range of health, government and legal facilities servicing the entire northern region of Perth. Furthermore, conference and events spaces including Joondalup Resort and Golf Course, AQWA, HBF Arena, Whitfords Nodes are attracting more diverse markets and customers to the city each year.

The Joondalup region is becoming a magnet for innovation, investment and global connection as the home of WA's first Innovation Hub (Joondalup Innovation Hub), WA AustCyber Node and the headquarters of the Cyber Security Cooperative Research Centre (situated at Edith Cowan University).

VISITOR SNAPSHOT

Tourism Research Australia data indicates that between 2014/15 and 2018/19, visiting friends and relatives, followed closely by holiday seekers, were Joondalup's largest visitor cohort across domestic and international markets, as illustrated below.

IN THE 2018 / 2019 FINANCIAL YEAR⁽²⁾

- ◆ More than **1 million day trips** were made to the Joondalup region.
- ◆ Domestic visitors spent **370,000 nights** in the Joondalup region.
- ◆ International visitors spent **951,500 nights** in the Joondalup region.

BETWEEN 2010 AND 2019⁽³⁾

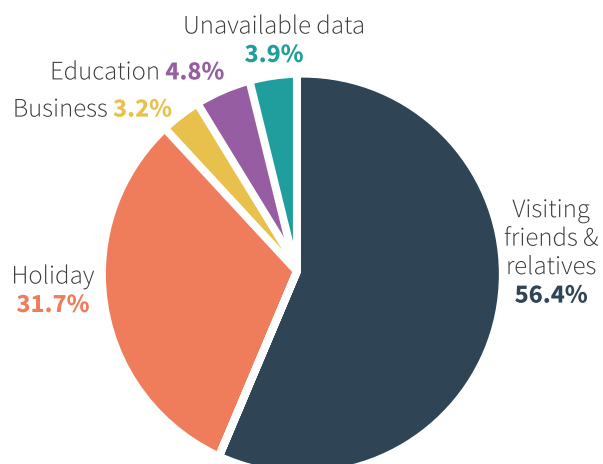
- ◆ Day trips to the Joondalup region **doubled**.
- ◆ The number of domestic and international visitor nights **increased by 10%**.

¹⁻³ id.community, [City of Joondalup Economic Profile](#)

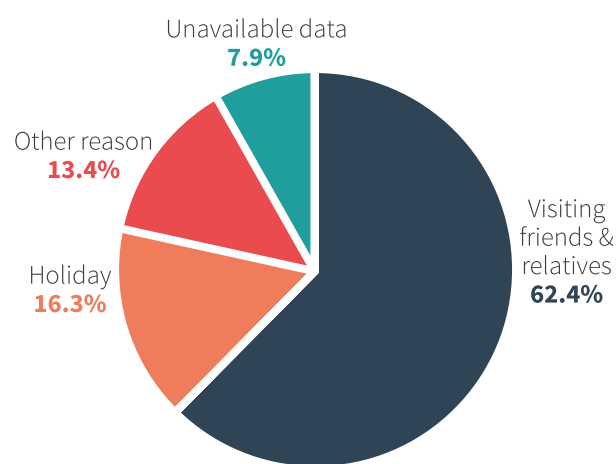
Image: Hillarys Boat Harbour

JOONDALUP'S VISITORS BY REASON 2014/15 - 2018/19⁽⁴⁾

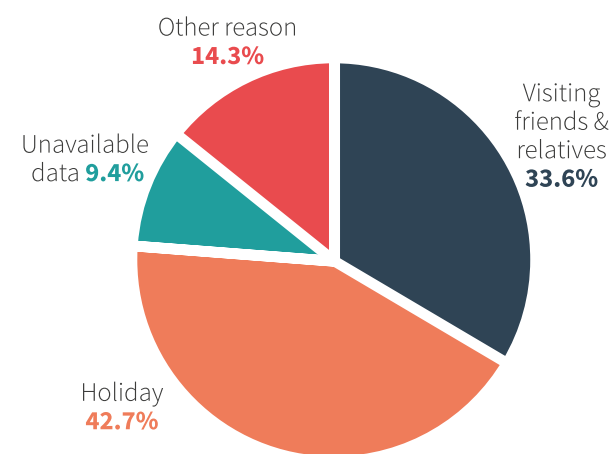
International visitors



Domestic overnight visitors



Domestic day visitors



⁴ id.community, [City of Joondalup Economic Profile](#). "Unavailable data" represents data that has been suppressed due to a sample size of 40 or less. See id.community [comments](#) on visitor data for more information.





DESTINATION JOONDALUP

OUR LOCAL VISITOR ECONOMY

Joondalup's visitors come from the four corners of Australia and the world. The international resident community invite their friends and relatives and the Joondalup region's trails, lakes, parks, and dining precincts provide an unrivalled range of entertainment offerings. World class education and health facilities attract students, innovators and entrepreneurs, while extensive retail services provide everything for individuals and families.

Image: Pinnaroo Point

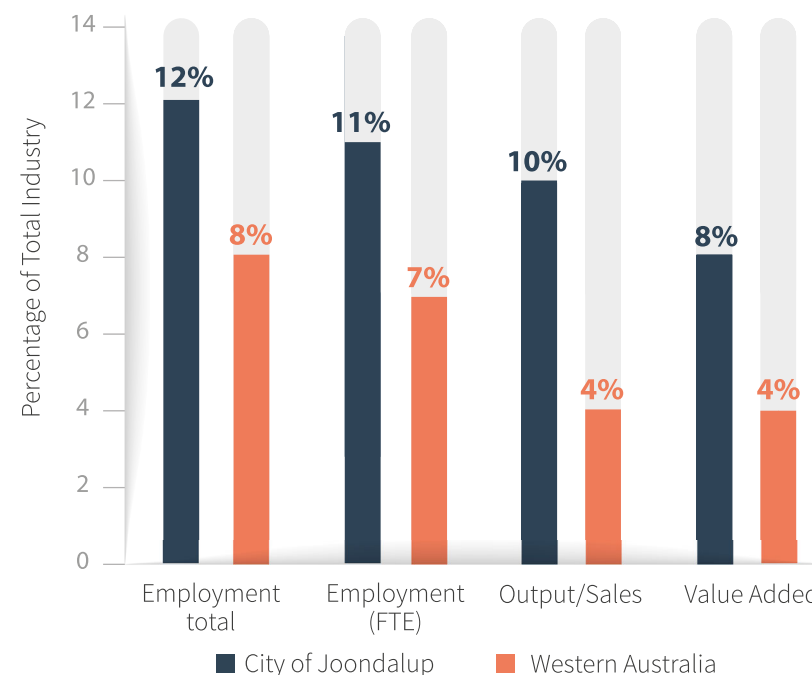
In 2018/2019, tourism and hospitality related industries⁽¹⁾

- Produced \$792.2 million in total value of goods and services in the Joondalup economy.
- Generated \$470.2 million in business productivity in the Joondalup economy.
- Supported 4,474 direct local jobs (2,663 FTE).
- Supported 2,065 indirect local jobs (1,559 FTE).

When compared with the broader Western Australian economy, Joondalup's local economy is more reliant on visitor industries. Not only is the visitor economy more productive compared to the broader Western Australian economy, it provides proportionately more jobs and employment opportunities, as evidenced in the adjacent table.

These above statistics alone do not fully capture the contribution of the local visitor economy, as key industries such as health care are not currently included but are important attractors of visitors⁽²⁾. More detailed analysis is warranted to understand both opportunities and challenges for local business in the face of the impacts of COVID-19. It will be important to balance between empowering businesses to harness the unique opportunities presented by the pandemic, and to recognise the significant disruption and pain being felt by many and provide support accordingly.

Value of tourism and hospitality 2018/2019 as a percentage of total industry, Joondalup and Western Australia⁽³⁾



¹ id.community, [City of Joondalup Economic Profile](#).

² Updating definitions of the visitor economy within local economic data sets to provide a more nuanced indication of the value of Joondalup's visitor economy (that includes health services, for example) will be key actions resulting from Destination Joondalup.

³ id.community, [City of Joondalup Economic Profile](#).



OUR VISION

Joondalup is more than a city – it's a destination where people can find experiences that truly connect them to family, friends, nature, culture, career and innovation.



OUR GOALS

- Attract more visitors to the Joondalup region.
- Increase our share of Perth and Western Australia's key markets.
- Grow our visitor economy.

Where we are now

- 6.6% share of Perth's visitor market.
- 3.5% share of Western Australia's visitor market.
- 1,300,000 annual tourism visitors to the Joondalup region.
- \$792.2 million total value of goods and services.
- \$470.2 million in business productivity generated in the local economy.
- 4,400 direct jobs.
- 2,000 indirect jobs.

By 2026

- 7.6% of Perth's visitor market.
- 4.1% of Western Australia's visitor market.
- 1,500,000 annual tourism visitors to the Joondalup region.
- \$900-920 million total value of goods and services.
- \$542 million in business productivity generated in the local economy.
- 5,100 direct jobs.
- 2,300 indirect jobs.

Source: id.community, [City of Joondalup Economic Profile](#) and FAR Lane 2020



OUR OBJECTIVES

- **EMPOWER** the visitor economy to realise opportunities through collaboration and innovation.
- **ELEVATE** awareness and inspire new perceptions of what Joondalup has to offer.
- **ENHANCE** the visitor experience through unique, world class offerings supported by high quality services and amenities.

Image: Joondalup Festival

1 EMPOWERED INDUSTRY

2 ELEVATED BRAND

3 ENHANCED EXPERIENCES

STRATEGIC PRIORITY AREAS

The visitor economy is thriving in an environment that supports agility and innovation while building industry resilience and collaboration.

Dynamic and contemporary marketing and information services are raising Joondalup's profile and attracting more visitors.

Joondalup is a destination that offers unique and unforgettable experiences to visitors, customers and clients who are returning, staying longer and spending more.



WHY?

COVID-19 has significantly disrupted Local, State and National visitor economies. International and interstate markets face uncertain futures, creating a high-risk environment for enterprises of all sizes, and a decrease in appetite for investment.

Internal and external perceptions about Joondalup are outdated and do not reflect or celebrate the current, diverse and growing leisure, retail, health and education offerings.

Stakeholder feedback indicates that Joondalup needs more unique and iconic experiences to attract more visitors and set it apart. Challenges relating to vibrancy and connectivity have constrained progress in the past and need to be addressed to unlock Joondalup's potential.



FOCUS AREAS

1. Drive growth of the visitor economy through visitor servicing and amenities.
2. Encourage collective focus and action via effective collaboration.
3. Promote Joondalup as a great place for businesses to invest.
4. Encourage innovation and experimentation through initiatives that minimise risk in investment.

1. Redefine Joondalup as a destination with plenty to offer.
2. Establish Joondalup as a destination of choice.
3. Encourage visitors to choose Joondalup as their next destination.
4. Foster strong relationships with the City's key stakeholders and strategic partners to drive visitation.

1. Identify and create bustling vibrant precincts that give people a 'buzz' to be around.
2. Develop iconic, engaging and exciting attractions, products and experiences.
3. Incentivise and celebrate excellence in the visitor economy.
4. Improve connectivity and ease of movement between visitor precincts.



TARGET MARKETS

The customer base and target market for Joondalup-based industry are divided into the following three sections. An assessment of those markets is provided below as perceived from the current economic conditions and navigating the short to medium term future. Opportunities exist in all three markets, however the method by which these can be realised differs. As previously stated, industry will need to be agile, flexible and responsive to customer expectations and activities in competing destinations.

Local and intrastate Available with significant opportunities to grow	Interstate Disrupted supply chains, but important to continue engagement through technology	International Disrupted supply chains, but important to continue to grow
<p>In the immediate term while Western Australia's borders are restricted, this is the primary market for Joondalup. The market can be further broken down into regional and metropolitan Perth markets.</p> <p>The profile of Joondalup must be elevated as an accessible, affordable, competitive and exciting destination. This will be aided by visitor interest in supporting WA businesses during challenging times, and also through an engaged local community that is passionate about its city.</p> <p>Work in this area now can pay dividends to help grow and retain this market in the long term.</p>	<p>While interstate visiting friends and relatives markets are currently restricted, it will be important to continue to build both the offering, and the anticipation for that offering, in preparation for the opening of the WA border.</p> <p>The tourism, conference and events sectors have also been severely impacted by closed borders. Other industries are adapting to use technology to a greater degree. There is improved website design, chat capability, online purchases, blogs, faster response times being implemented. Video conferencing is more widely accepted and establishing new meeting protocols.</p> <p>The anticipated outcome is that these changes will be adopted as normal methods for transactions and communication. The current economic disruption will expedite digital adoption and hasten with enhanced digital commodification of every type of product being transacted between businesses (B2B) and between businesses and consumers (B2C).</p>	<p>As COVID-19 has taken hold globally, the City has acknowledged that economic functionality in international markets has also changed significantly, with globally trading businesses having to alter their mode of operation to accommodate supply chain disruption. In addressing these changes, the City has and will continue to conduct virtual missions and economic exchanges via digital platforms.</p> <p>These virtual missions and exchanges have proven successful to date and will continue to assist Joondalup stakeholders to realise their international aspirations and assist them to enter new and emerging global markets to develop sustainable business connections.</p> <p>The City continues to engage with business associations, state bodies and international partners through digital and virtual missions. A key focus is to engage, retain and grow the international visiting friends and relatives (VFR) market.</p>

Joondalup's share of the domestic day trip market 2018/2019⁽³⁾

- 8.1% of Greater Perth's day trip visitors.
- 5.1% of Western Australia's day trip visitors.

Joondalup's share of the domestic overnight market 2018/2019⁽⁴⁾

- 2.4% of Greater Perth's domestic overnight visitors.
- 0.9% of Western Australia's domestic overnight visitors.

Joondalup's share of the international market 2018/2019⁽⁵⁾

- 4% of Greater Perth's international visitors.
- 2.4% of Western Australia's international visitors.

¹⁻⁵ id.community , [City of Joondalup Economic Profile](#).

VISITOR SEGMENTS

Destination Joondalup seeks to attract and grow visitor numbers across diverse market segments. This includes people who are visiting the Joondalup region to access services, attend conferences, undertake business to business transactions or simply visit the beach. By understanding who makes up Joondalup's key visitor segments and the types of experiences they are seeking, marketing and investment can be targeted and tailored to initiatives that will satisfy and delight, invite repeat visitation, encourage longer stays and larger spends.

The table below provides analysis of Joondalup's visitors under three broad cohorts; Leisure, Education and Commercial.

	Leisure	Education	Commercial
Visitor type	<ul style="list-style-type: none"> • Friends and relatives of Joondalup locals (international and domestic) • 'Local' families • Day trippers • Retail seekers 	<ul style="list-style-type: none"> • International students • Domestic students 	<ul style="list-style-type: none"> • Research and innovation leaders • Professionals and experts • Conference, training or meeting attendees • Business to business visitors • Service seekers (i.e. allied health and wellbeing)
This visitor segment is seeking:	<ul style="list-style-type: none"> • Affordable experiences • Family friendly experiences • Nature and the outdoors • Diverse and comprehensive retail offering • High quality services and amenities • Great dining experiences 	<ul style="list-style-type: none"> • Courses and opportunities that enhance employability • Affordable lifestyle and accessibility (transport) • Casual and part time work opportunities • Authentic leisure experiences to share with family and friends • High quality services and amenities 	<ul style="list-style-type: none"> • Stress free experiences • High quality services and amenities • Great dining experiences • Authentic local experiences • Outdoor and recreation options • Unique products and attractions to explore
Joondalup experience pillars to highlight*	<ul style="list-style-type: none"> • Open spaces, nature and free time • Community, culture and wellbeing 	<ul style="list-style-type: none"> • Future thinking and innovation • Open spaces, nature and free time • Community, culture and wellbeing 	<ul style="list-style-type: none"> • Future thinking and innovation • Open spaces, nature and free time • Community, culture and wellbeing

*See page 25





JOONDALUP'S EXPERIENCE PILLARS

Joondalup's experiences are the collective hook which draw visitors in and make them want to keep coming back. The diverse offerings across the city appeal to a broad range of visitors within key visitor segments. Natural assets and cultural offerings are attractions in and of themselves, but are also an important consideration to support visitors who come to the city primarily for education opportunities, health services or cyber and digital technology activities.

Image: Human Nature Concert, 2020

Open spaces, nature and free time Explore and relax in Joondalup, where you'll be spoilt for choice when it comes to pristine beaches, lakes and parks.		Community, culture and wellbeing Discover a hive of activity, buzzing with year-round events, immersive cultural experiences and a diverse range of entertainment options that promote a sense of community and fulfilment.		Future thinking and innovation Connect with a progressive, energetic city that's at the cutting edge of the global digital revolution. Joondalup is the place to launch and establish your career; a hub where talent can prosper and grow.	
The sunset coast Experience the quintessential Aussie coastal lifestyle along 17km of coast, home to beach-hugging walking trails, cycling tracks, family friendly marine attractions and food and entertainment hubs.	Family-friendly adventure With everything from parks and playgrounds, to educational experiences, Joondalup is a great place to spend the day with family and friends.	Events Community groups to international headline acts, the city hosts some of the best in the business. Joondalup has a range of event facilities, spanning grand outdoor settings to intimate comedy shows.	Arts and cultural experiences Learn about the history and heritage of the region through an eco-tourism experience and/or embrace Joondalup's arts and culture offerings through a self-guided art/culture trail, at an exhibition or event.	WA Cyber City Interact with a large network of cyber security experts, who work on quality digital security solutions and implement them across different sectors in Joondalup and around the world.	Destination education Gain access to a multitude of world-leading institutions and research opportunities in one convenient location, where you can also experience an authentic, coastal Australian city lifestyle.
Lake Joondalup Discover Lake Joondalup, only a short stroll from Joondalup's city centre. This pristine inland waterway is a mecca for wildlife and offers a beautiful nature escape in the heart of the city.	Marine experiences Diving, sailing and whale watching are frequently available through the year and AQWA, WA's largest indoor aquarium offers close up encounters all year-round.	Markets When it comes to embracing the heart and culture of a city, nothing beats a trip to the markets. Browse one of Joondalup's markets where you can pick up local wares and interact with a friendly community.	Eat & drink Enjoy the best of Western Australian cuisine with beach-to-wine experiences, family-friendly dining options and relaxed bar, pub and brewery offerings.	Innovation hub Join innovative minds in Joondalup – the home to the State Government's first Innovation Hub and the centre of excellence for developing and showcasing new technologies.	Joondalup health and medical precinct Access a comprehensive, progressive, all-in-one health and medical hub that's close to all the amenities and services you need.
Parks and reserves Between the wind swept Coastal Regional Park and the Yellagonga Regional Park are leafy and quiet reserves with smooth paths and shady benches, all convenient and easy to access.	Sports action Get the blood pumping by partaking in a number of great sports activities available in the region – from surfing and swimming, to sports carnivals and adventure sport experiences – or come along to one of Joondalup's sports events.	Shopping A broad range of retail greets visitors in Joondalup, including specialty boutiques, bulky household goods, city centre malls and modern shopping and entertainment malls.			
Walking and cycling trails Joondalup's network of walking and cycling trails suit all levels of adventure and energy. Weaving through native bushland or bracing against westerlies and feeling the ocean spray on your face.					





Destination Joondalup has been prepared against a backdrop of a once in a lifetime set of disruptive economic factors. Through this period, community members, visitors, industry leaders and stakeholders have shared their insights, financial experiences and innovative spirit to reveal a strong understanding of Joondalup's prospects and challenges.

STRENGTHS AND OPPORTUNITIES

Shifting perceptions and open minds

Unprecedented challenges and disruptions like the COVID-19 global pandemic provide fertile ground for new ways of thinking and doing things that were previously unimaginable or considered 'too hard'. Now is the time to experiment, take risks and make the most of an environment where minds are open to new approaches.

A region on the rise

Joondalup is located in the heart of one of Australia's fastest growing regions, Perth's northern growth corridor and is becoming a magnet for innovation, investment and global connection as the home of WA's first Innovation Hub (Joondalup Innovation Hub), WA AustCyber Node and the headquarters of the Cyber Security Cooperative Research Centre (situated at Edith Cowan University). With a rising national and global profile, the City is seeking to attract global talent and investment, making Joondalup an exciting place to visit.

Iconic attractions and hidden natural gems

Joondalup is a city between two waters, nestled between pristine coastlines on the west and flourishing wetlands and lakes to the east. While the coastline is well known with iconic attractions like Hillarys Boat Harbour and Western Australia's only aquarium AQWA, the parks, trails and natural spaces are ready to be activated and promoted with eco-tourism ventures, activities and amenities that will create new experiences for visitors and transform how people perceive Joondalup.

Image: Kinross Skate Park

An exciting pipeline of activation projects

An exciting pipeline of visitor activation projects are at various stages of development across the city. These projects will enhance the reputation of Joondalup as a leisure and recreational destination.

1. Burns Beach coastal node - Burns Beach will be rejuvenated through a range of tourism activities, ventures and amenities that will attract locals and visitors to this stunning part of the coastline.

2. Ocean Reef Marina - Under the stewardship of State Government, this is the most ambitious and large-scale project in the City's history. Utilising the latest environmental design and engineering the Marina will provide for the local community through to services for super yachts. There will be commercial opportunities, short stay accommodation, extensive marine servicing facilities plus a considerable residential component.

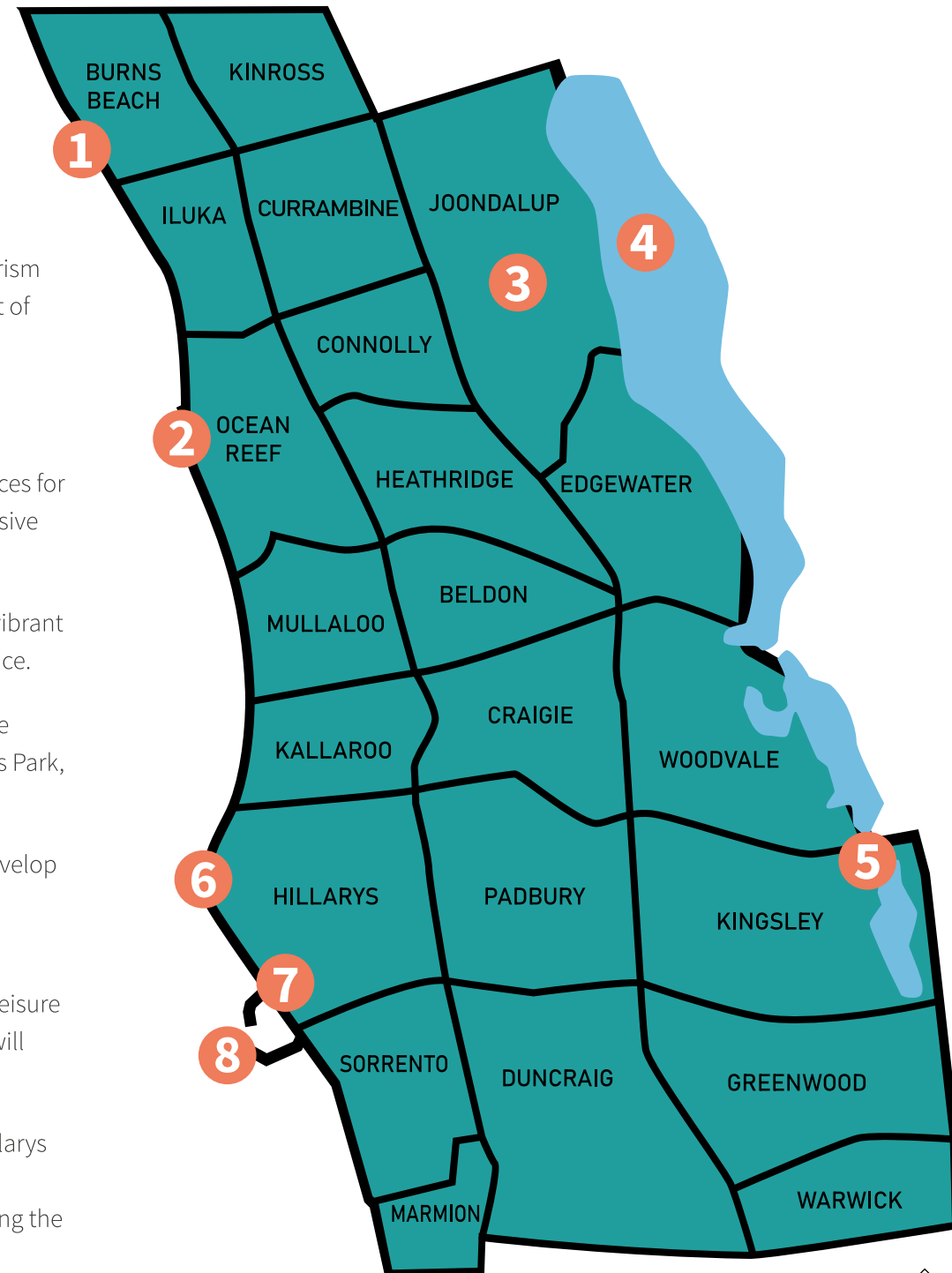
3. Boas Avenue urban renewal - In the heart of the city, Boas Place will incorporate a vibrant mix of commercial, retail and residential spaces that create a compelling urban experience.

4. Activation of Yellagonga Regional Park - A unique opportunity to establish genuine historic and cultural connections for the city through indigenous tourism at Neil Hawkins Park, Lake Joondalup and early European settler activities around Lake Goollelal.

5. Pinnaroo Point cafe/kiosk - Pinnaroo Point will be activated by opportunities to develop a cafe/kiosk as well as a restaurant, enhancing the city's coastline offer.

6. Whitfords Nodes health and wellbeing hub - This exciting activation project re-imagines a beloved beach side park and event space through exciting recreational and leisure infrastructure, including a "Jacobs Ladder of the north" - a 21 metre high staircase that will attract fitness enthusiasts from near and far.

7. A new vision for Hillarys Boat Harbour - Perth's second most visited attraction, Hillarys Boat Harbour is embarking on a master planning project that will revitalise this classic Western Australian experience for recreational visitors, while enhancing connectivity along the coastline, helping to create an iconic coastal cycle and walking trail.



Strong local government initiatives are already supporting visitor economy development.

Place Activation Strategy

The City is already improving and activating key public places through infrastructure upgrades, programs and events. The preparation of a strategy to guide place activation and define a vision for Joondalup's key places will better align delivery of hard and soft infrastructure with the needs of place users, businesses and community, creating more vibrant experiences for locals and visitors.

Business Ready Program

The City has partnered with local experts to create three business accelerator programs, custom-designed to inspire transformation and drive business growth within businesses in Joondalup. The program targets 30 small to medium size businesses in three streams (10 in each) focusing on operational and marketing initiatives, digital and technology capabilities and import/export and investment opportunities.

Joondalup Business Catalogue

Launched in late 2019, the Joondalup Business Catalogue provides a way for users to search and connect with local businesses and services, whether that be for business to business or business to customer trade. Using the catalogue, businesses who are located or trade within the City of Joondalup can:

- Promote their business with a free listing.
- Connect to business opportunities.
- Look at how to grow their business by accessing the business diagnostic tool.

Established networks ready to be leveraged further

Joondalup's visitor economy is already empowered by industry specific networks and regional collaborations such as:

- Sunset Coast Collaboration (joint destination marketing collaboration with the City of Wanneroo, the City of Stirling and Destination Perth).
- WA Business News: the development of a special edition of WA Business News that positions Joondalup as a destination to invest in.
- Joondalup Business Association: A strong and active association advocating for and connecting local businesses.
- Joondalup Learning Precinct and the Joondalup Education Network: Precinct and industry-based groups focused on networking, collaboration and mentoring to produce a high quality education offer and attract more students to Joondalup's education institutions.

These existing networks and initiatives can be leveraged further to enhance Joondalup's value proposition and attract more visitors. The goals and strategic priorities of *Destination Joondalup* will strengthen and focus the efforts of these groups, providing a strong foundation upon which to plan and implement projects that will transform and grow the visitor economy.

Relive Perth campaign

The City of Joondalup partnered with Destination Perth for the "Relive Perth" campaign, which, as a response to the significant impacts of COVID-19 on Perth's visitor economy, aimed to connect visitors with businesses who are providing incredible local products and experiences.

Explore Joondalup

The City of Joondalup's website provides information about the diverse range of products and experiences on offer in Joondalup. The page provides a comprehensive overview of Joondalup's assets and attractions ready for exploration by visitors and residents alike.

CURRENT CHALLENGES AND CONSTRAINTS

Low and disjointed destination awareness

Visitor information about Joondalup as a destination (encompassing the entire local government area) lacks consistency across industry and local government. Joondalup's diverse offering is both a strength and a weakness, as engagement indicates that while the city has a lot for visitors to experience, there is a perceived lack of unique attractions and experiences that visitors can not get elsewhere. Low destination awareness contributes to this issue, as people do not connect Joondalup with unique attractions such as Hillarys Boat Harbour.

Lack of visitor data

Knowing more about visitor markets, spend, expectations and experiences will power the development of Joondalup's visitor economy and provide a strong foundation upon which to make innovative and progressive investment decisions. Limited concierge services in the north metropolitan corridor, a lack of bookable experiences and visitor data provide challenges around establishing baseline numbers upon which to grow and improve.

Lack of vibrancy in key visitor precincts

People who live in Joondalup love the sense of space that has been built into the city's planning and layout. The local lifestyle lets residents enjoy urban amenities nestled amongst pristine natural assets such as beaches, parks and lakes. However, a side effect of a lack of density can be a lack of vibrancy. Engagement feedback suggests that Joondalup struggles to create bustling vibrant precincts that can generate a sense of activity and buzz, leading to memorable experiences for visitors



Lack of connection of key visitor precincts

As a large local government area, Joondalup lends itself to self-drive visitors but struggles to provide services for those who wish to (or can only) explore using public transport. The current transport offering does not efficiently connect key precincts such as the central business district to hero attractions and assets along the coastline, creating a missed opportunity.

COVID-19

The COVID-19 global pandemic poses the most significant threat to local, regional, state and national visitor economies in recent history. Australia's National response severely restricts inbound international travel, while Western Australia's success at eliminating community transmission of COVID-19 is contingent upon the State's border being closed to the rest of Australia.

This has created uncertainty in the Western Australian economy, and particularly visitor related industries who rely on interstate and international markets. As federal government stimulus packages begin to scale down, it is expected that some businesses in these sectors will delay investment decisions, reduce growth plans or even cease operations in some cases.





PRIORITY AREA 1

EMPOWERED INDUSTRY

THE OPPORTUNITY

The future performance of Joondalup's visitor economy will be dependent on the collective efforts of internal and external enterprises, agencies and representative groups.

The current COVID-19 crisis has significantly disrupted local, state and national visitor economies, with flow-on impacts to Joondalup's visitor economy. An aligned and empowered industry is required to effectively respond to uncertain international, interstate markets and business conditions for the collective benefit of the destination economy.

More than ever it will be important to ensure local industry is supported and empowered to not only survive, but to actively harness and realise the opportunities presented during these times.

Image: Evening at Hillarys Boat Harbour

This will involve a combination of approaches, involving:

- Driving the growth of the visitor economy through accredited visitor servicing, strong visitor data and contemporary amenities;
- Promoting Joondalup as a great place for businesses to invest and grow;
- Establishing networks and collaborative partnerships that enhance Joondalup's diverse precincts; and
- Minimising risk in innovation and experimentation.

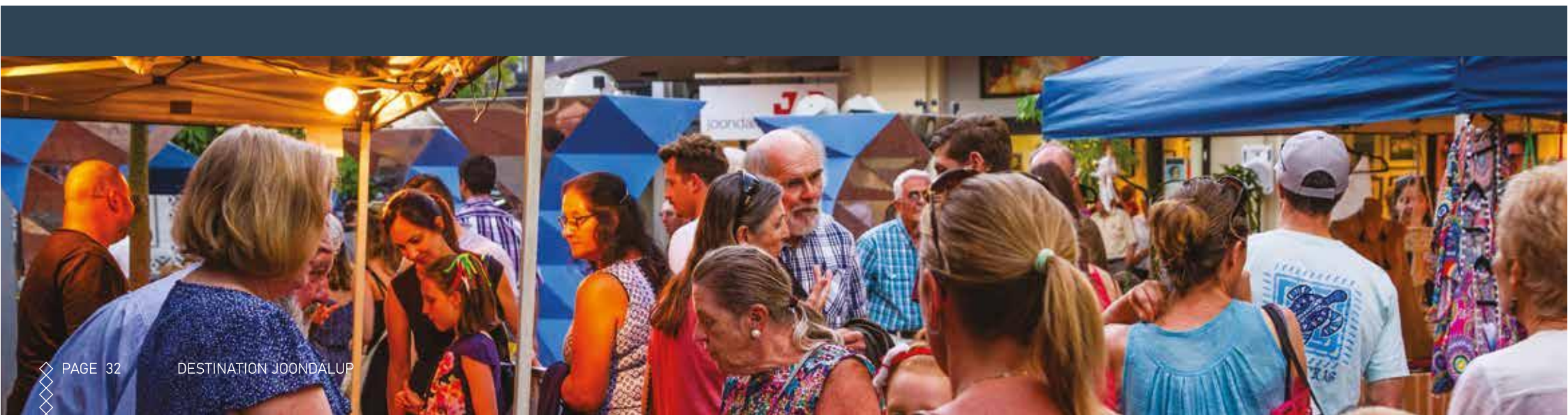
1 EMPOWERED INDUSTRY

Our focus areas	1. Drive growth of the visitor economy through visitor servicing and amenities	2. Encourage collective focus and action via effective collaboration	3. Promote Joondalup as a great place for businesses to invest	4. Encourage innovation and experimentation through initiatives that minimise risk in investment
Why it's important	Visitor services and regional accreditation is a key catalyst for the growth of the visitor economy. By providing an engine room that offers concierge services to leisure, education and commercial visitors we can quickly enhance experiences. Joondalup's digital strengths will assist in providing dynamic visitor information services, while contemporary amenities, accommodation and customer service will connect visitors with Joondalup's welcoming and down-to-earth community spirit.	We are stronger together. Engagement with the visitor economy suggests that in some sectors there is an appetite to collaborate, not compete. By sharing information, expertise and resources, networks can empower businesses of all sizes to make new connections that produce innovative ideas, products and experiences that will draw visitors to Joondalup.	To grow the visitor economy we must support new and existing enterprises to attract investment and businesses that realise new drawcards for leisure, education and commercial visitors. Through investment attraction initiatives, public private partnerships, and incentives, we will promote Joondalup as a great place to start and grow a business.	Operating in times of unprecedented uncertainty presents significant challenges for local businesses. We will provide the support and incentives required to give the local visitor economy the confidence to continue being creative and innovative, and build a unique visitor offering in Joondalup.
What we will do	<ul style="list-style-type: none"> • Provide fully accessible visitor information using contemporary visitor services and digital platforms. • Invest in and capture data about Joondalup's visitors, including those accessing commercial, health and wellbeing or education experiences – to inform future improvements and planning. • Provide a diversity of accommodation options that cater to a range of visitor needs and budgets, as well as lengths of stay (for example, student accommodation). • Enhance goods and services availability to build a 24 hour economy. 	<ul style="list-style-type: none"> • Utilise and empower existing industry networks (where possible, to avoid duplication) to provide a space for the advocacy and representation of the concerns specific to Joondalup's visitor economy. • Establish an industry and stakeholder working group ("Joondalup Visitor Economy Network") who will oversee the development of the network and the development of <i>Destination Joondalup</i>. • Develop precinct-based action plans for focused visitor economy development, advocacy and value proposition development that recognises and harnesses opportunities unique to Joondalup's diverse visitor hubs. 	<ul style="list-style-type: none"> • Facilitate an understanding of investment attractiveness through promotion of the proposition and potential return of investment in major infrastructure projects (for example Ocean Reef Marina, Joondalup Performing Arts Centre, Boas Avenue Activation and Coastal Node Activation) against the aspiration and impacts outlined in this Plan. • Actively scan for and follow up regional projects that align with Joondalup's strengths and value proposition. • Support industry to collectively pitch for public and private investment in enabling infrastructure and provide support required to realise the vision, goals and impacts articulated in this Plan. 	<ul style="list-style-type: none"> • Provide start-up visitor enterprise support through an annual visitor-oriented support and mentoring program. • Upskill existing enterprises through the continued delivery of City of Joondalup business support programs, as well as providing incentives and linkages to formal accreditation courses and opportunities. • Support innovation and experimentation by refining City statutory processes for businesses and community groups wishing to trial visitor-oriented activities.



Our focus areas	1. Drive growth of the visitor economy through visitor servicing and amenities	2. Encourage collective focus and action via effective collaboration	3. Promote Joondalup as a great place for businesses to invest	4. Encourage innovation and experimentation through initiatives that minimise risk in investment
The impact	<ul style="list-style-type: none"> Physical visitor service hubs. Joondalup is an accredited tourism region. Joondalup is collecting local visitor data through service hubs, online platforms and booking systems. Joondalup's students are serviced by affordable and diverse accommodation options. Smart City initiatives are enhancing visitor information and experiences. 	<ul style="list-style-type: none"> A strong and collaborative formalised industry network is focused on development of the visitor economy. The industry network has achieved diverse membership across visitor segments. The industry network is collectively driving and owning precinct-based strategies to develop the visitor economy. 	<ul style="list-style-type: none"> Increased public and private investment in Joondalup's visitor economy. Year-on-year increases in the number of new visitor related businesses. Year-on-year increases in the number of products and experiences on offer across Joondalup visitor precincts. 	<ul style="list-style-type: none"> A minimum of 20 start-up visitor enterprises supported per year. A minimum of 20 established visitor-oriented enterprises supported per year. External recognition of the visitor-business friendly environment facilitated within the City of Joondalup (e.g., via Tourism WA, Small Business Development Corporation).

Image: Twilight Markets, Central Walk, 2016



WHO'S INVOLVED

Attracting investment and growing the visitor economy in a post-COVID-19 world will require nimble, proactive and strategic collaboration between the public and private sector. Local economies are made up of groups, individuals, places and enterprises of different sizes. These players bring their own strengths and capabilities to create a visitor economy that can respond to, and embrace, uncertainty.



STRATEGIC ALIGNMENT

The City of Joondalup is committed to supporting and empowering local business and future entrepreneurs. The actions required to build a resilient visitor economy also support the growth and diversification of Joondalup's broader local economy, and is strongly aligned with the strategic economic priorities of the City.

Shared Priorities

	Joondalup Strategic Community Plan	Expanding Horizons (Digital City)	Emerge Stronger COVID-19	Corporate Marketing Plan
1. Drive growth of the visitor economy through visitor servicing and amenities	✓	✓		
2. Encourage collective focus and action via effective collaboration	✓	✓	✓	✓
3. Promote Joondalup as a great place for businesses to invest	✓	✓		✓
4. Encourage innovation and experimentation through initiatives that minimise risk in investment	✓	✓	✓	

PROJECTS TO DRIVE OUR VISION

The City of Joondalup is committed to supporting and empowering local business and future entrepreneurs. The actions required to build a resilient visitor economy also support the growth and diversification of Joondalup's broader local economy, and is strongly aligned with the strategic economic priorities of the City.

Joondalup visitor economy network

A public and private partnership approach will be critical for the successful implementation of *Destination Joondalup*. The City of Joondalup will lead and facilitate the establishment of a Joondalup visitor economy network that will advocate for the needs of the local visitor economy, drive the implementation of *Destination Joondalup*, as well as provide space for collaboration, information sharing and accessing support.

Recognising the diversity of Joondalup's visitor economy, the network will foster precinct-based action plans that seek to enhance the value proposition of the city's unique visitor precincts and industries.

Destination infrastructure investment attraction

The City will work with industry networks to build a collective understanding (between local government, industry and agencies) of the need and case for investment into major destination infrastructure projects (e.g. Ocean Reef Marina, Hillarys, Coastal Node activation), student accommodation and transport needs.

Business incentives program

The City will provide incentives and programs that connect local businesses with the right support at the right time to help address the impacts of COVID-19 on the visitor economy as well as empower businesses to achieve critical visitor economy accreditation, boosting Joondalup's destination value proposition. Existing internal and external programs that will be promoted include but are not limited to:

- The City of Joondalup's Business Ready Program
- The City of Joondalup's Business Engagement Program
- Australian Tourism Industry Council's Quality Tourism Framework Program
- Tourism Council WA's Tourism Boost Program and China Ready Program
- Eco-tourism Australia's ECO Certification
- Perth Regional Tourism Association Membership (Destination Perth)

Visitor servicing and customer engagement

A physical visitor information centre should be considered in conjunction with digital information platforms. Visitor centres have been proven to achieve stronger engagement with potential clients, create lasting positive impressions and greater spend in the region.

An information centre in Joondalup can promote services, products and attractions for the greater northern region. Accordingly, it should be developed in collaboration with neighbouring local governments including the City of Wanneroo, Shire of Gingin, Shire of Chittering and City of Stirling.

The scope should align to the profile and diverse industries of the Joondalup region and seek to attain accreditation – for example from Tourism Council WA. This has the potential to bring the Joondalup region into State and Federal marketing collateral and key consumer websites.





PRIORITY AREA 2 ELEVATED BRAND

THE OPPORTUNITY

Participants at the engagement workshops identified that Joondalup had a multitude of assets and experiential offerings. However, they were equally agreed there is a lack of awareness of what Joondalup offers as a destination for students, commercial operators, and visitors.

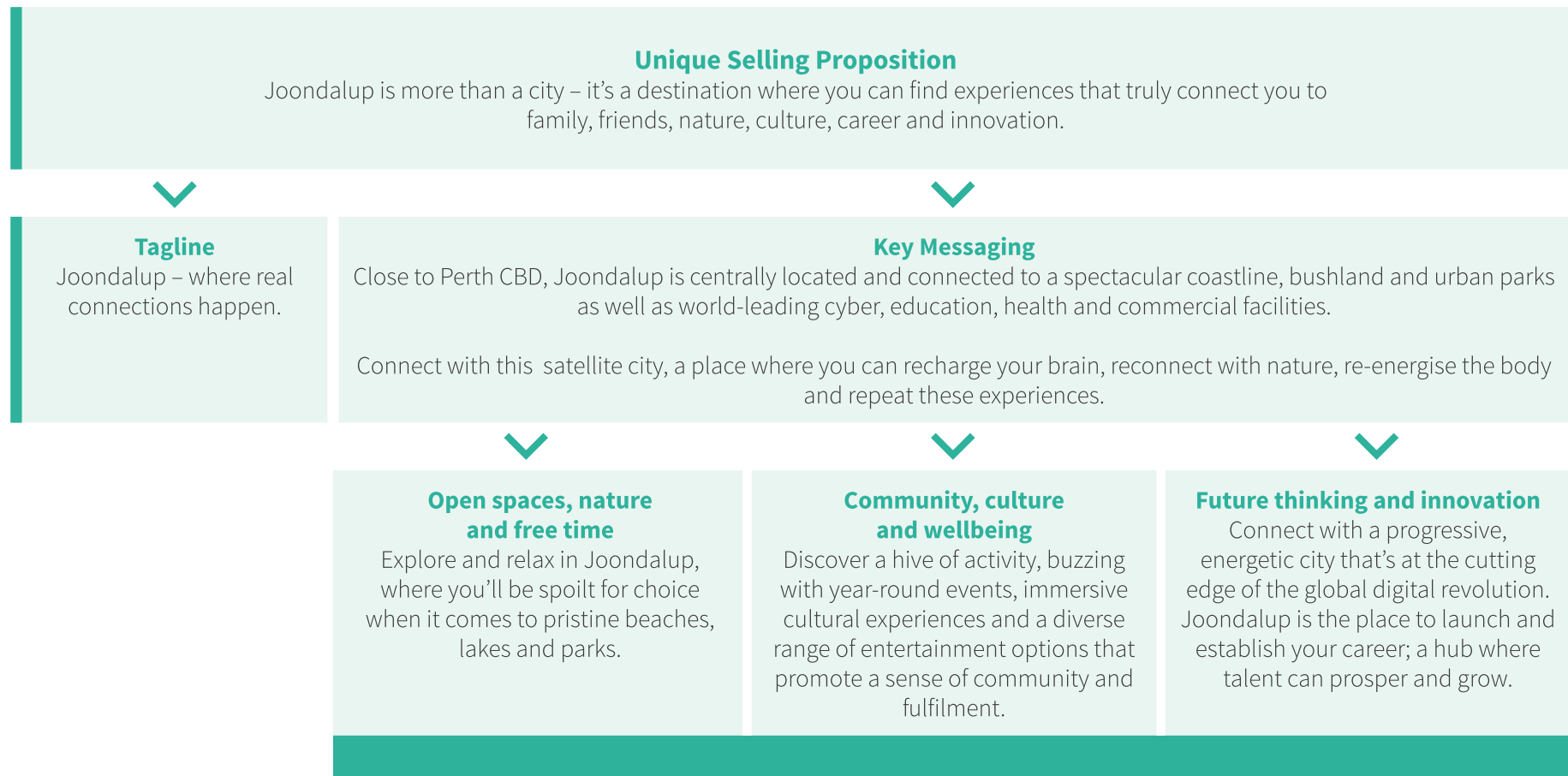
Creating a destination identity for the Joondalup region commences with the development of a clear understanding of what Joondalup is to locals. This is Joondalup's unique value proposition and it emerges around the regions' experiential offerings. For the benefit of visitors it is presented as the unique selling proposition. In Joondalup's case these are in health, education, retail, tourism and commercial. This vision is communicated to the world through destination marketing.

Image: Shepherds Bush Playground

JOONDALUP'S DESTINATION BRAND IDENTITY

The breadth of Joondalup as a destination is distilled into the single sentence of its unique selling proposition. Forming the foundation of Joondalup's destination brand identity, it targets specific consumer markets.

The key messaging provides consumer facing descriptions linking into the major industry sectors. The industry sectors have been analysed from the perspective of customer expectations and interests and are represented into three consumer pillars.



2 ELEVATED BRAND

Our focus areas	1. Redefine Joondalup as a destination with plenty to offer	2. Establish Joondalup as a destination of choice	3. Encourage visitors to choose Joondalup as their next destination	4. Foster strong relationships with Joondalup's key stakeholders and strategic partners to drive visitation
Why it's important	While we know that Joondalup is a great place to live, can we pinpoint why it's a great place to visit? To redefine Joondalup as a destination, we need to have a clear understanding of what attracts Joondalup's key visitor segments (leisure, education, health and commercial) and why. From here, we will be able to develop a strong destination identity for the City to promote.	Awareness of Joondalup's destination offerings is low, so we need to start re-educating the market on who we are and what we're about. This will be achieved by initially creating strong brand assets and collateral and sharing them with industry, consumers, stakeholders and the community frequently and consistently and encouraging them to on-share. Brand assets will focus on connecting people to the Joondalup region's diverse experiential offerings and will follow destination marketing best practice.	There are three distinct phases people pass through prior to travelling to a destination: they dream, they plan and then they book. We want to be at the forefront of visitors' minds during those phases and, as such, will work on engaging them throughout this process via carefully curated marketing campaigns, platforms, initiatives, ongoing organic marketing strategies and through the championing of Joondalup's key advocates.	To further reach and engage with key target markets and promote visitation and visitor retention, we will collaborate closely with Joondalup's neighbours on joint marketing initiatives and develop strong relationships with regional organisations who can represent us in the intrastate, interstate and international markets.

Image: Whitfords Nodes Health and Wellbeing Hub



Our focus areas	1. Redefine Joondalup as a destination with plenty to offer	2. Establish Joondalup as a destination of choice	3. Encourage visitors to choose Joondalup as their next destination	4. Foster strong relationships with Joondalup's key stakeholders and strategic partners to drive visitation
What we will do	<ul style="list-style-type: none"> • Create a destination brand identity for Joondalup that identifies the value the region brings to its visitors and how Joondalup is to be perceived by consumers now and into the future. • Define Joondalup's key experiential offerings for its visitors and distinguish opportunities for growth of future attractors. • Communicate destination brand identity to City of Joondalup internal business units. • Re-educate intrastate visitors, community and stakeholders on Joondalup's refreshed destination brand identity. 	<ul style="list-style-type: none"> • Mould Joondalup into a destination in which to visit, play and stay by creating a robust destination marketing strategy focused on reach, engagement and visitation. • Foster destination brand awareness, destination marketing, industry engagement, regional collaboration and strategic partnerships through development of a dedicated destination marketing resource. • Attract visitors to Joondalup through fresh branding that appeals to the destination's key demographics, engaging digital marketing initiatives and online visitor servicing utilising new and existing platforms. • Utilise pre-existing channel marketing (Urban List, insider guides, etc.) and connect with new channels and platforms (Broadsheet, Perth is OK) to tell Joondalup's story. 	<ul style="list-style-type: none"> • Maintain consistent messaging and communications with potential visitors through destination marketing. • Ensure maximum exposure to key visitor markets is achieved by keeping key regional tourism organisations up-to-date with branding, collateral (images, video) and news. • Regularly communicate Joondalup's destination brand to industry and community and encourage them to on-share. • Build awareness around Joondalup's diverse product offerings by supporting local businesses through capacity building and marketing assistance. 	<ul style="list-style-type: none"> • Spread awareness of Joondalup's key experiential offerings and destination marketing strategy with external partners, stakeholders and organisations. • Celebrate Joondalup's key advocates and encourage them to be "the voice of Joondalup". • Work closely with key tourism organisations to maintain widespread awareness of Joondalup's key experiential strengths in markets we are currently not reaching. • Collaborate with neighbouring Councils on destination marketing campaigns.
The impact	<ul style="list-style-type: none"> • Joondalup is recognised as a destination where visitors can connect with family, friends, nature, culture, and innovation. • The City can easily identify the three key experience pillars that attract visitors to the region. 	<ul style="list-style-type: none"> • The Joondalup region has a significant digital footprint (website, social media, listings on partner sites, online editorial). • Visitors, businesses, residents and stakeholders can identify Joondalup's key experiential offerings. 	<ul style="list-style-type: none"> • Increased number of bookings (accommodation, attractions, products and services) are recorded through visitor servicing platforms. • The City has a strong digital reach and engagement across existing and new owned platforms. 	<ul style="list-style-type: none"> • Key stakeholders are actively promoting Joondalup through their own channels and networks. • Joondalup is heavily represented at interstate and international tourism consumer and trade shows, events and conferences.



WHO'S INVOLVED

Creating, implementing and communicating a strong destination city brand requires a multifaceted approach that will ultimately be led by the City of Joondalup and supported by strong interactions, partnerships and collaborations with industry, strategic organisations and the community.



INDUSTRY

- Aid in spreading consistent key destination messaging and key experience pillars to the public
- Advocate Joondalup to audiences and markets
- Develop strong product offerings that combine to build Joondalup as an attractive destination



THE CITY

- Fund destination marketing initiatives
- Promote a clear, concise and consistent brand identity
- Encourage industry, strategic organisation and community engagement with destination branding
- Collaborate with key industry and regional organisations to increase reach and awareness of brand
- Strengthen destination offerings through capacity building



STRATEGIC ORGANISATIONS

- Promote Joondalup as a destination to visitor markets outside our catchment
- Strengthen destination offerings through capacity building, workshops, etc



COMMUNITY

- Share the best of Joondalup's destination offerings with family and friends
- Support local businesses, attractions and experiences
- Expand Joondalup's digital footprint through user-generated content (social media posts)

STRATEGIC ALIGNMENT

While Joondalup’s destination city identity will be distinct from the local government, the City’s existing efforts to celebrate, promote and advocate for Joondalup as a place to live, work, study, visit and invest align with the goals of *Destination Joondalup*.

	Shared Priorities		
	Joondalup Strategic Community Plan	Expanding Horizons (Digital City)	Corporate Marketing Plan
1. Redefine Joondalup as a destination with plenty to offer	✓	✓	✓
2. Establish Joondalup as a destination of choice		✓	✓
3. Encourage visitors to choose Joondalup as their next destination		✓	✓
4. Foster strong relationships with Joondalup’s key stakeholders and strategic partners to drive visitation	✓	✓	✓

Image: Sorrento Quay Boardwalk



PROJECTS TO DRIVE OUR VISION

The following projects and initiatives will kickstart progress and build momentum towards elevating Joondalup's destination brand.

Destination marketing plan

A well-rounded destination marketing plan will be created to help drive destination awareness and, ultimately, visitation to the region. The plan will:

- Provide a clear outline of the City of Joondalup's marketing plans around building Joondalup into, and promoting it as, a destination over the next five years, covering marketing activities targeting key visitor cohorts.
- Include the development of consumer-facing assets and collateral (which are pivotal to generating engagement and fostering the right brand image for Joondalup), will identify how the City plans on supporting small businesses/ key stakeholders through destination marketing initiatives and other promotional opportunities (buy-in to be discussed).
- Explore options for industry capacity building and assistance with infrastructure for attractions, bookable products and services (to ensure top quality experiences are available to visitors).
- Provide a framework for working with regional partners/organisations on collaborations.

Destination marketing platform

In order to foster and maintain awareness around Joondalup as a destination, we need to communicate Joondalup's destination brand identity both to the general public and industry. Currently, the City does not have a strong consumer-focused platform in which to do this (the City of Joondalup website and social media channels speak to community and investors rather than visitors and there is limited highly visible digital or physical visitor servicing).

The City will create an appealing, user-friendly website/visitor servicing platform and accompanying social media channels in which to:

- Provide a 'members' platform for businesses to access destination marketing resources, collateral, access case studies and visitor data and find out more about Joondalup's destination marketing opportunities.
- Communicate Joondalup's destination brand image and promote key experiential offerings (attractions, products and services) to current and potential visitors.
- Provide a space for Joondalup's operators to sell what they have to offer.

Leveraging partnerships to promote Joondalup

The City will work closely with key networks and organisations, including, but not limited to, Tourism WA, Destination Perth and StudyPerth to position Joondalup as a destination for leisure, education and commercial visitors. The City will discuss co-funded partnership with Destination Perth to run specific brand awareness campaigns directed at untapped visitor markets (i.e. interstate and international/travel trade) as well as work with strategic organisations to promote Joondalup within the travel trade and international education space. The City will strengthen existing collaborations with local government partners, while also actively seeking new partnerships within and beyond the Perth region.



Image: Music in the Park, 2018





PRIORITY AREA 3

ENHANCED EXPERIENCES

THE OPPORTUNITY

A destination's experiences are the collective hook which draw visitors in and make them want to keep coming back.

Feedback from stakeholders, residents and visitors indicates that while Joondalup offers a range of visitor experiences it lacks unique experiences.

Whether they are visiting friends and relatives, spending the day at Hillarys Boat Harbour with the kids, shopping in the city centre, studying at one of Joondalup's education institutions or attending the health campus, visitors should have seamless, welcoming and unforgettable experiences that showcase the best of what Joondalup has to offer.

Image: Mullaloo Beach

This will involve a combination of approaches, involving:

- Identifying and creating bustling vibrant precincts that give people a 'buzz' to be around.
- Developing iconic, engaging and exciting attractions, products and experiences.
- Enhancing visitor services and amenities to provide frictionless and contemporary experiences.
- Incentivising and celebrating excellence in the visitor economy.

3 ENHANCED EXPERIENCES

Our focus areas	1. Identify and create bustling vibrant precincts that give people a 'buzz' to be around	2. Develop iconic, engaging and exciting attractions, products and experiences	3. Incentivise and celebrate excellence in the visitor economy	4. Drive dispersal through enhanced accessibility and connection
Why it's important	Many of Joondalup's coastal, urban and natural spaces (regional parks) lie untapped and unknown outside of Joondalup. These are ready for activities, amenities, unique infrastructure and collaborations to bring them alive.	Joondalup is brimming with talent, innovation and forward thinkers. We will harness local creativity and passion and support businesses and projects to encourage ideas, initiatives and services that are unique to Joondalup.	Over time, we will develop an understanding of the standards, the services, products, amenities as they apply to customers, visitors and clients across our different industry sectors. Developing an alignment of mutual aspirations, a program of activities and incentives to promote and celebrate great achievements and excellence can be put in place. This can be driven through a shared vision for Joondalup and encourage businesses and operators to work together.	Joondalup is a big city, with room to grow in a stunning natural setting. As a result, we have an opportunity to position Joondalup as a destination everyone can explore – whether you travel by car, public transport, bike or even a motorised skateboard.
What we will do	<ul style="list-style-type: none"> • Through the Place Activation Strategy, identify and plan new spaces prime for activation. • Engage the community with their place and support neighbourhood and precinct-based initiatives to boost authentic activation with local businesses. • Invite (and support) local artists and businesses to participate in precinct activation. • Enhance access to after hours experiences to bring Joondalup to life at night. 	<ul style="list-style-type: none"> • Support a diverse and engaging calendar of industry-led events. • Encourage local and regional collaborations prioritising geo-tourism initiatives for the Sunset Coast. Explore partnerships with Fremantle, Mandurah and Swan Valley. • Ensure products, attractions and experiences are targeted at the right markets at the right time, recognising and responding to WA border controls and international travel restrictions. 	<ul style="list-style-type: none"> • Identify and promote 'champion' or 'hero' experiences and enterprises that exemplify Joondalup's brand and value proposition through the implementation of the destination value program. • Support businesses to understand and assess their local and visitor-based value proposition and alignment to the Joondalup destination brand. • Connect businesses with resources and support. 	<ul style="list-style-type: none"> • Ensure that products, experiences and visitor attractions are dispersed throughout Joondalup's precincts, not just within the City Centre. • Activate Yellagonga Regional Park, prioritising Aboriginal tourism experiences, geo-tourism initiatives and enhanced walking and bike trails. • Ensure key attractions and assets are connected and accessible by a range of transportation options.



Our focus areas	1. Identify and create bustling vibrant precincts that give people a ‘buzz’ to be around	2. Develop iconic, engaging and exciting attractions, products and experiences	3. Incentivise and celebrate excellence in the visitor economy	4. Drive dispersal through enhanced accessibility and connection
The impact	<ul style="list-style-type: none">Place Activation Strategy is completed.Local businesses have access to opportunities to activate precincts.Joondalup’s night time offer is expanded and enhanced through extended trading hours.Vibrant precincts are attracting extended visitor stays and increased spends.	<ul style="list-style-type: none">Increase in external iconic events established in Joondalup.Increase in new local and regional product and experience collaborations.Increase in local and intrastate day trip and overnight visitors in the short term.Increase in domestic and international overnight visitors in the medium to long term.	<ul style="list-style-type: none">Destination value program is implemented and connecting local businesses to support and incentives.Large and small enterprises are actively seeking to increase Joondalup’s value proposition through shared understandings of excellence.	<ul style="list-style-type: none">New public or private transportation routes are connecting local and regional attractions, education, health and commercial precincts.Events and festivals are utilising new spaces throughout the Joondalup region.Increased visitation to Yellagonga Regional Park, including Neil Hawkins Park and Lake Joondalup.

Image: Edith Cowan University

WHO'S INVOLVED

Developing iconic and unforgettable experiences will require taking some risks and doing things differently. Key stakeholders across Joondalup's diverse visitor economy (tourism, education, retail, health and commercial) all have a part to play when it comes to making every visitor, client or customer experience one that will have them coming back for more.



STRATEGIC ALIGNMENT

Precinct activation, product and experience creation, services and amenities elevation and enhancing accessibility are goals that are well aligned with the City of Joondalup's strategic priorities and key planning documents. This will help ensure decision makers have confidence and clarity and are empowered to make decisions that truly unlock the potential of the visitor economy.

	Shared Priorities					
	Joondalup Strategic Community Plan	Expanding Horizons (Digital City)	Joondalup Activity Centre Plan	Joondalup Local Planning Strategy	Yellagonga Integrated Catchment Plan	Community Development Plan
1. Identify and create bustling vibrant precincts that give people a 'buzz' to be around	✓	✓	✓	✓	✓	✓
2. Develop iconic, engaging and exciting attractions, products and experiences	✓	✓			✓	✓
3. Incentivise and celebrate excellence in the visitor economy	✓	✓				✓
4. Drive dispersal through enhanced accessibility and connection			✓	✓		✓

PROJECTS TO DRIVE OUR VISION

The following projects and initiatives will kickstart progress and build momentum towards enhancing visitor experiences in the City of Joondalup.

Joondalup place activation strategy

A high proportion of operators have expressed a need for urgent action to increase foot traffic in the retail and commercial precincts in the city centre and the smaller suburban centres. While the City has made significant improvements in major public places through infrastructure upgrades, programs and events, more targeted response is required.

The current preparation of a Place Activation Strategy will focus on the needs of place users, businesses and community with the aim to create more meaningful and authentic experiences for locals and visitors in the key places across the Joondalup region. This strategy addresses the “how” of placemaking. It provides a strong framework for the delivery of facilities (hard infrastructure) by the City in alignment to place activation initiatives (soft infrastructure). This strategy will ensure this is done in a consistent way across the region.

Industry-led iconic events

Joondalup already has a strong reputation for City-led iconic events such as the Joondalup Festival and the Kaleidoscope Festival. There is now an opportunity to actively seek out, support and promote industry-led events which can bring new and exciting events to Joondalup. Through strategic engagement and clear, flexible and efficient planning and event approvals, the City of Joondalup will position itself as a premier destination for national and international event organisers who will help build a dynamic calendar of annual and one-off events that truly put Joondalup on the map.

Destination value program

The destination value program is a framework to empower businesses across the Joondalup region to explore their ‘destination value’ and how they can enhance their value proposition, as well as contribute to Joondalup’s attractiveness as a visitor destination. Through the provision of a simple diagnostic tool that leverages the Joondalup Business Catalogue, the destination value program will provide users with an individual ‘score’ and a suite of resources (including but not limited to internal and external support programs, case studies, visitor data – see Business Incentives Program) that will assist with addressing any challenges or constraints identified.

The framework will help the City to identify those businesses which are excelling in enhancing Joondalup’s unique value proposition. These will be rewarded through targeted promotion and access to scholarships or grants for further development, with the aim of providing incentives for all businesses to increase their destination value score.

Image: Joondalup Festival



MEASURING OUR SUCCESS

The following key performance indicators, grouped by *Destination Joondalup's* strategic priority areas, will assist the City to measure progress towards the vision and goals of the Plan.



KEY PERFORMANCE INDICATORS

A minimum of 20 established visitor-oriented enterprises supported per year.	Year-on-year increase in online following	Increase in external/industry-led events hosted in Joondalup.
External recognition of the visitor enterprise friendly environment facilitated within the City of Joondalup.	Key stakeholders are actively promoting Joondalup through their own channels and networks.	Increase in domestic and international overnight visitors in the medium to long term.
Physical visitor centres are operating in key precincts.	Joondalup is heavily represented at interstate and international tourism consumer and trade shows, events and conferences.	Increase in local and intrastate day trip and overnight visitors in the short term.
Joondalup is an accredited tourism region.	Joondalup's profile is increased through greater representation in industry awards, destination profiles and rankings.	Increase in new local and regional product and experience collaborations.
Joondalup's students are serviced by affordable and diverse accommodation options.	Increase in number of Joondalup-based experience packages and products registered on Australian Tourism Data Warehouse.	Destination Value Program is implemented and connecting local businesses to support and incentives.
Smart City initiatives are enhancing visitor information and experiences.	Increased and diversified creative assets available to industry and community for use.	Local visitor related enterprises are actively seeking to increase Joondalup's value proposition through shared understandings of excellence.
Increased public/private partnerships and investment into destination development		New public or private transportation routes are connecting local and regional attractions, education, health and commercial precincts.
		Events and festivals are utilising new spaces throughout the Joondalup region.
		Increased visitation to Yellagonga Regional Park, including Neil Hawkins Park and Lake Joondalup.



ACKNOWLEDGEMENTS

Destination Joondalup was developed in close consultation with the City of Joondalup's valued community, industry, key stakeholders and visitors and included:

- More than 700 survey responses.
- One on one consultation with 22 key visitor economy industry and stakeholders.
- 50 workshop attendees.

The response and support for *Destination Joondalup* has been extremely positive, and as a result the Plan has benefitted from a broad range of voices, perspectives and experiences.

We sincerely appreciate the following individuals and groups (in no particular order) who have been actively engaged throughout the process:

- | | |
|---|---|
| • AQWA | • College of Electrical Training |
| • Churches of Christ Sport & Recreation Association | • Currambine Central |
| • City of Stirling | • Department of Transport (Hillarys Boat Harbour) |
| • City of Wanneroo | • Destination Perth |
| • Coffee Club | • DevelopmentWA |

- | | |
|---|---|
| • Duncraig Veterinary Hospital | • Ramsay Health Care |
| • Edith Cowan University | • Rottnest Island Fast Ferries |
| • Fence Makeover | • Saffron Savor |
| • Hillarys Boardwalk | • Scentre Group (Whitford City) |
| • Ian Goodenough - Federal Member for Moore | • St Marks Anglican Community School |
| • Industrial Automation Group | • Study Perth |
| • Joondalup Business Association | • The Diamond Club |
| • Joondalup Education Network | • Tourism WA |
| • Joondalup Resort | • WA Police Academy |
| • Magenta Capital | • Vicinity Centres (Warwick Grove) |
| • Mailboxes Etc | • Wyllie Group (Sorrento Quay Board Walk) |
| • North Metropolitan TAFE | • Work Wear Supplies |
| • Pinnacle QM | • Your Business Accountant |
| • Quality Resort Sorrento Beach | • Zaccaria Events |
| • Quest Apartments | |



Destination Joondalup was prepared by FAR Lane and Creative Lilies with graphic design by Rochelle Design on behalf of the City of Joondalup.
For information about *Destination Joondalup* please contact the City of Joondalup on business@joondalup.wa.gov.au on 08 9400 4000.