

DRAFT

**The City of Joondalup
Strategic Plan
2008 - 2011**

VISION

“A sustainable City that is committed to service delivery excellence and operates under the principles of good governance.”

MISSION

“To undertake all our activities with the endeavour of meeting community expectations and achieving sustainable lifestyles”.

VALUES AND PRINCIPLES

The Values and Principles outlined below will underpin the way the City achieves its Vision and Mission. These Values and Principles are:

Customer Focus

- We will work to understand and respond to the needs of all our customers both now and into the future.
- We will provide opportunities for community engagement.
- We will focus our improvement efforts on better services for our customers.

Purpose, Direction and Planning

- We will be plan driven, we will set priorities and we will ensure the effective allocation of resources to achieve our plans.

Sustainability

- We will minimise any adverse impact from our activities on the external environment and the resources available for future generations.
- We will provide value for money to all of our stakeholders.
- We will always act to ensure our activities serve the long-term interests of Joondalup.

Data, Measurement and Understanding

- We will make decisions based on information and understanding.
- We will measure and report progress against our goals.
- We will use measurement to drive continuous improvement.

Honesty and Integrity

- We will be fair, open and transparent in our activities.

CITY OF JOONDALUP PROFILE

The City of Joondalup is home to an estimated 160,000 people; 34.5% of whom were born outside of Australian borders.

This rich diversity of ethnicity and culture forms the basis of Joondalup's reputation as a facilitator of attractive lifestyles and community wellbeing.

The City is also blessed with a wide variety of natural and built environments including wetlands; coastal foreshore reserves; residential areas; light industrial and commercial precincts; a golf course; and dry and reticulated parks. All of these areas contribute to the City's overall high environmental and social amenity.

THE STRATEGIC PLAN

The City's Strategic Plan articulates the highest level of direction for the City for the coming four years. It is an overarching framework that aims to achieve better leadership and decision making with greater community participation.

The 2005 amendment of section 5.56 of the *Local Government Act 1995* had the effect of requiring local governments to "plan for the future of the district". The Strategic Plan 2008-2011 has been prepared in accordance with the Act and forms the City's "Plan for Future".

THE PLANNING FRAMEWORK

The City has developed a Planning Framework to ensure that programs and services are being delivered in alignment with the strategic priorities of the organisation. The Strategic Plan is the key document within the planning framework as it outlines these strategic priorities or 'key focus areas'.

The City's Organisational Development Plan is responsible for driving internal operational activities, which are developed in line with the priorities set in the Strategic Plan. Internally focused documents that support the Organisational Development Plan are not included in the Strategic Plan because of their internal operational nature.

High-level Plans enable key focus areas in the Strategic Plan to be more comprehensively articulated. Actions in these Plans are measured against key performance indicators, which enable the City and the community to gauge success in the implementation of strategic objectives.

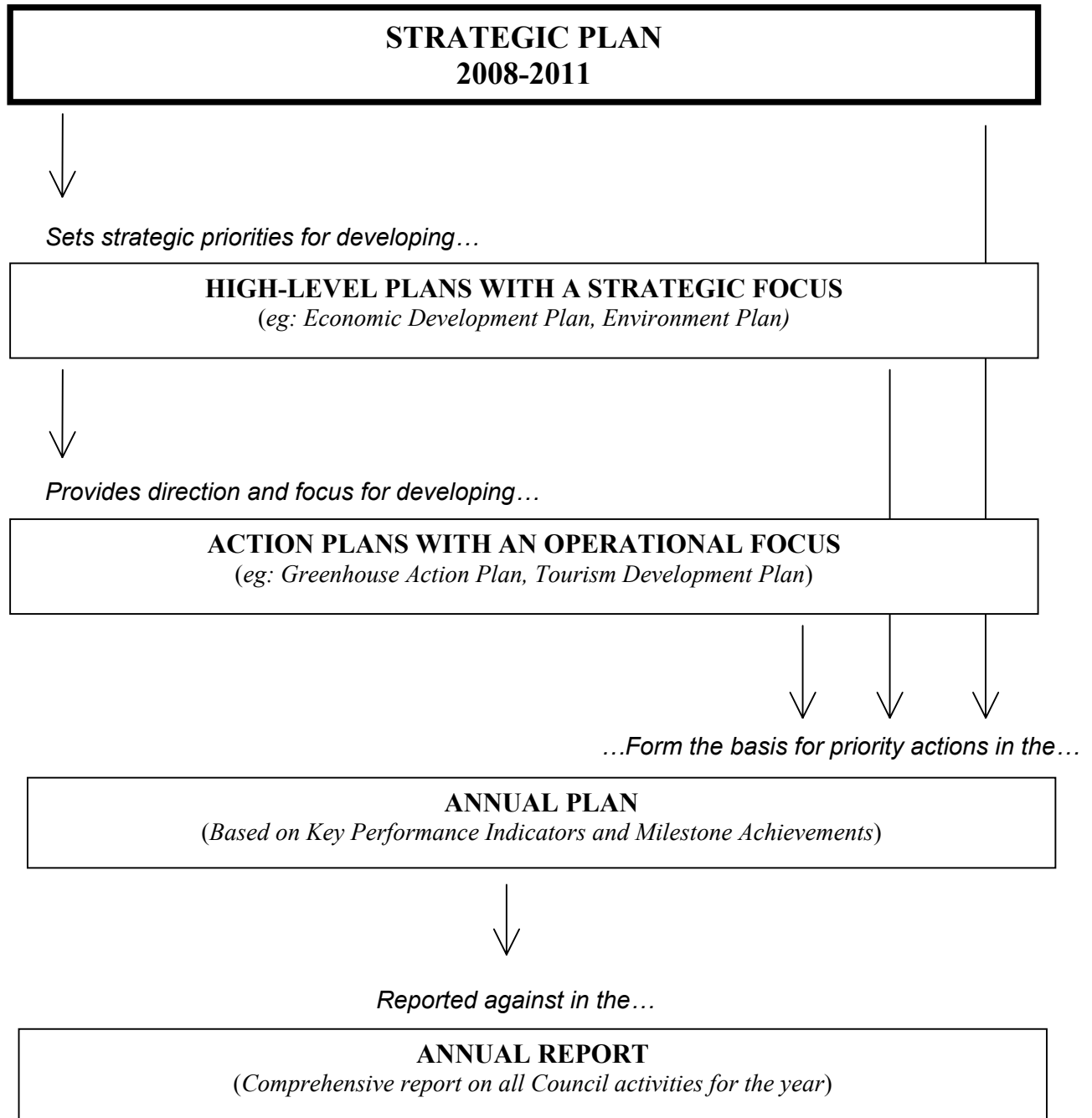
Successes in the achievement of Strategic Plan outcomes will be ascertained through:

- Annual Customer Satisfaction Survey Results
- Annual State of Environment Report
- Timely delivery of projects in line with the Annual Plan
- Annual statistical data comparisons
- Delivery of projects on budget

To ensure that transparency is achieved, the City's Annual Report will detail the yearly achievements of the City in line with the strategic priorities and outcomes

addressed in this Strategic Plan. The Annual Report is a public document that is accessible to all.

Below is the City's externally focused Planning Framework:



SUSTAINABILITY

The City of Joondalup recognises sustainability as an essential means of achieving a good quality of life for the community, both now and in the future, while maintaining and enhancing the environmental resources upon which we all depend.

It is a principle that permeates all of the City's decision-making and planning processes and has been given a degree of prominence in the Strategic Plan in accordance with its significance.

Sustainability at the City

Under the Local Government Act 1995, the City is required to play a key role in sustainable development, using its best endeavours to meet the needs of current and future generations through integration of environmental protection, social advancement and economic prosperity.

The City has taken this legislative requirement a step further through the adoption of its Sustainability Policy. The overall objective of the policy is:

“To establish the City's position on its responsibility towards developing, achieving and maintaining a sustainable community”.

Some of these responsibilities include:

- Incorporating elements of sustainability into all policy developments
- Ensuring that all City activities take in consideration the impacts of sustainability
- Utilising local laws to control activities that are adverse to sustainable principles
- Raising community awareness and assisting the community to achieve sustainable practices
- Providing leadership to positively influence the community

This policy will effectively guide the implementation of the objectives and strategies contained in the Strategic Plan.

KEY FOCUS AREAS:

**Setting the Strategic Priorities for the City
of Joondalup**

KEY FOCUS AREA: LEADERSHIP AND GOVERNANCE

The *Local Government Act 1995* places significant emphasis on leadership and governance, particularly through its statement of intent. This statement focuses on:

- Better decision making;
- Greater community participation;
- Greater accountability; and
- More efficient and effective local government

This key focus area of the City's Strategic Plan translates the legislative statement of intent into objectives and strategies for the City. It acknowledges that high quality leadership and governance processes are essential for a local government to operate at its optimum capacity.

The following objectives and strategies reflect the fact that:

- There are often diverse and competing needs within the community;
- The City cannot meet the needs of the local community on its own but needs to do this in partnership with other stakeholders; and
- Effective local leadership can only be achieved by understanding the community and acting with accountability and integrity.

Since the election of a new Council in 2006, the City has taken significant steps towards regaining community confidence. Extensive training has occurred and a governance framework has been implemented. The objectives and strategies identified below and their associated outcomes are designed to enhance community confidence that the City is providing strong leadership and high quality governance processes.

1.1 OBJECTIVE

To ensure that the processes of local governance are carried out in a manner that is ethical, transparent and accountable.

STRATEGIES

- 1.1.1 The City maintains an appropriate code of conduct which influences the way Elected Members and staff operate.
- 1.1.2 The City provides regular training to Elected Members and staff to assist them in complying with their legislative responsibilities and the City's Governance Framework.
- 1.1.3 The City ensures that all Council documents involving decision-making processes and Council procedures are available and accessible to the community.

OUTCOME

The City's Elected Members and staff act with integrity and in the best interests of the community.

1.2 OBJECTIVE

To engage proactively with the community.

STRATEGIES

- 1.2.1 The City implements and, if necessary, further refines its Public Participation Policy.
- 1.2.2 The City implements and, if necessary, further refines its Marketing and Public Relations processes.
- 1.2.3 The City continues to enhance its website and embraces opportunities to communicate with the community.
- 1.2.4 The City maintains its commitment to public engagement, allowing deputations and public statement times, in addition to the legislative requirements for public participation.

OUTCOME

The City acts with a clear understanding of the wishes of its community.

1.3 OBJECTIVE

To lead and manage the City effectively.

STRATEGIES

- 1.3.1 The City develops and implements comprehensive and clear policies which are reviewed regularly.
- 1.3.2 The City maintains a long-term Strategic Financial Plan which is reviewed regularly.
- 1.3.3 The City develops and implements a wide variety of Plans which benefit the community socially, economically and environmentally.
- 1.3.4 Elected Members and staff represent the community on external bodies and build strategic alliances.

OUTCOME

The City provides effective local leadership.

KEY FOCUS AREA: THE NATURAL ENVIRONMENT

Preserving the City's natural environmental assets is of critical importance as population growth and activity places increasing pressure on such environments. This key focus area identifies a series of objectives and strategies to protect and preserve these assets in line with the City's Environment Plan.

The City's Environment Plan is divided into 5 priority areas which cover land management, water management, air quality, local biodiversity and waste management. The plan also identifies the development of an Environment Centre in the Yellagonga Regional Park as a key opportunity.

The environmental issue of climate change is receiving considerable public and political attention at present. The City has been proactive in reducing its own greenhouse gas emissions and has also encouraged the community to decrease its emissions. As a result, the City has achieved the fifth and highest milestone in the Cities for Climate Protection (CCP) program and will continue to undertake activities to minimise emissions through participation in the CCP Plus program.

The following objectives and strategies also recognise that effective protection and preservation of the natural environment cannot be achieved by the City alone. It requires the support of the community, other organisations and the State Government to be successful.

The City is fortunate to have many well-established Friends Groups who are very active in pursuing positive outcomes for the natural environment. In particular, assistance has been received in implementing many of the actions identified in the City's Coastal Foreshores Natural Areas Management Plan. The ongoing rehabilitation activities that Friends Groups undertake along the City's coastline and in natural bushland areas are highly valued and as such, the City will continue to work with these Groups under this Strategic Plan to achieve valuable environmental outcomes.

2.1 OBJECTIVE

To ensure that the City's natural environmental assets are preserved, rehabilitated and maintained.

STRATEGIES

- 2.1.1 The City finalises, implements and, if necessary, refines its Environmental Plan.
- 2.1.2 The City incorporates further environmental considerations into its planning processes.
- 2.1.3 The City develops and implements a water plan to reduce water consumption.
- 2.1.4 The City implements improved storm water management and water quality processes.

- 2.1.5 The City reduces its greenhouse gas emissions and assists the public to reduce community emissions.
- 2.1.6 The City implements strategies and projects that reduce the amount of waste which requires disposal.
- 2.1.7 The City protects local biodiversity through effective planning of biodiversity and natural areas.

OUTCOME

The City's natural environmental assets are preserved for future generations.

2.2 OBJECTIVE

To engage proactively with the community and other relevant organisations in the preservation of the City's natural environmental assets.

STRATEGIES

- 2.2.1 The City works closely with external organisations in establishing environmental management and monitoring processes.
- 2.2.2 The City conducts campaigns to raise community awareness about environmental protection and preservation.
- 2.2.3 The City undertakes actions to protect and rehabilitate its natural bushland and coastal environment and works closely with Friends and local environmental groups to achieve these outcomes.
- 2.2.4 The City will promote and support sustainable transport opportunities.

OUTCOME

The City establishes new, or maintains existing, networks and partnerships in relation to the preservation of its natural environmental assets.

KEY FOCUS AREA: COMMUNITY WELLBEING

The City of Joondalup is committed to enhancing the wellbeing of all people in the community – socially, emotionally, culturally and physically. The City has taken many steps to demonstrate this commitment. For instance, it has:

- Established a state of the art recreational centre at Craigie;
- Created a substantial library at Joondalup;
- Assisted in the development of the Joondalup Learning Precinct;
- Supported the popular Joondalup Festival as well as a range of other festivals and events;
- Provided 24 hour security patrols for the whole community; and
- Provided ongoing support for youth, seniors and families with children

The objectives and strategies associated with this key focus area support and continue these past initiatives. They also address areas of past weakness. For instance, some of the City's community facilities, particularly in the southern part of the City, are fairly old and require major upgrades. Enhancing the City's approach to asset management will help the City improve the standard of its community facilities in the future.

The City is also committing to the TravelSmart programs in an effort to promote healthy lifestyles and reduce motorised travel (and its associated greenhouse gas emissions). Enhanced safety and security, through the implementation of a Community Safety Plan, will support TravelSmart programs and encourage additional walking. Achieving the outcomes identified below through the objectives and strategies identified will provide a major boost for community wellbeing in Joondalup.

3.1 OBJECTIVE

To ensure the City's facilities and services are of a high quality and accessible to everyone.

STRATEGIES

3.1.1 The City develops and implements a Strategic Asset Management Framework to improve the standard and management of its community infrastructure, including the consolidation and rationalisation of current building facilities.

3.1.2 The City implements and, if necessary, reviews, its Community Development Plan.

OUTCOME

Agreed levels of service for community infrastructure are achieved and the City's facilities and services are accessible to everyone.

3.2 OBJECTIVE

To facilitate healthy lifestyles within the community.

STRATEGIES

- 3.2.1 The City provides high quality recreation facilities and programs.
- 3.2.2 The City develops and implements TravelSmart programs
- 3.2.3 The City provides efficient and effective environmental health and immunisation services.

OUTCOME

The Joondalup community is provided with opportunities to lead a healthy lifestyle.

3.3 OBJECTIVE

To facilitate culture, the arts and knowledge within the community.

STRATEGIES

- 3.3.1 The City continues to host festivals, concerts and events and enhances these in response to community demands.
- 3.3.2 The City provides high quality libraries and learning programs.
- 3.3.3 The City finalises and then implements a Community Education Strategy.

OUTCOME

Cultural and artistic opportunities within the City are maintained and enhanced whilst the City's libraries provide quality environments and learning opportunities.

3.4 OBJECTIVE

To work collaboratively with stakeholders to increase community safety and respond to emergencies effectively.

STRATEGIES

- 3.4.1 The City develops and implements a Community Safety Plan.
- 3.4.2 The City maintains an effective visual presence in local residential areas and business districts.
- 3.4.3 The City works in collaboration with other local governments and the State Government to enhance community safety.

3.4.4 The City develops and implements a comprehensive Road Safety Program.

OUTCOME

Public perceptions of City safety programs remain high or increase.

KEY FOCUS AREA: ECONOMIC PROSPERITY AND GROWTH

Almost 69% of the people who live in the City and are members of the workforce travel outside of the City to work. This has significant implications for sustainability (for instance, the extra travel which is required and the pressure that this can place on family structures). Consequently, it is particularly important that the City places emphasis on local economic growth for the benefit of the local community and the region.

To achieve prosperity and growth, the City has developed an Economic Development Plan. This presents a multifaceted approach to achieve growth and prosperity outcomes covering urban planning, business industry sector development, marketing, infrastructure provision, property development, finance, workforce capability building and strong leadership.

The objectives and strategies outlined below support the implementation of this Economic Development Plan. In particular the City plays a significant role in business development and attraction through the collection and analysis of information about the local economy. This information is used to identify opportunities for local business and industry sectors to grow and develop, resulting in increased prosperity for business and more local employment opportunities for residents. The information can also be used to target and attract new industries and to encourage investment in the region. Two of the major established industry sectors that will support the achievement of these objectives include the Joondalup Learning Precinct and the Joondalup Health Campus.

Attracting industries and encouraging investment will not be a success without sufficient and appropriate physical infrastructure to support the growth. This does not simply refer to the amount of land available but also to the suitability of the land, the availability of floor space and the adequacy of infrastructure that serves the land. Each of these needs to be addressed before economic prosperity and growth can be maximised.

Finally, the objectives and strategies in this key focus area acknowledge that the City needs to work collaboratively and cooperatively with other Government entities and the private sector to achieve the best possible outcomes.

4.1 OBJECTIVE

To encourage the development of the Joondalup CBD.

STRATEGIES

- 4.1.1 The City finalises, implements and, if necessary, refines those elements of its Economic Development Plan relating to the CBD.
- 4.1.2 The City facilitates opportunities for development in the CBD through promotion, the provision of information, the identification of suitable opportunities and the implementation of supportive planning provisions, including the development and implementation of a new Structure Plan for the CBD (see Strategy 5.1.2).

- 4.1.3 The City works collaboratively with the State Government in developing and implementing strategies to facilitate development in the CBD.
- 4.1.4 The City attracts and grows office-based professional service industries within the CBD.
- 4.1.4 The City implements its CBD Parking Strategy.

OUTCOME

The Joondalup CBD's position as an employment and activity hub is enhanced.

4.2 OBJECTIVE

To increase employment opportunities within the City.

STRATEGIES

- 4.2.1 The City supports local businesses in their activities.
- 4.2.2 The City finalises, implements and, if necessary, refines its Economic Development Plan to support employment opportunities.
- 4.2.3 The City works collaboratively and cooperatively with the City of Wanneroo and the State Government in developing and implementing regional strategies to increase employment opportunities.
- 4.2.4 The City promotes Joondalup as an attractive investment destination and provides information and advice to assist businesses to relocate to the City.
- 4.2.5 The City supports targeted skills development to enhance local workforce growth and supply.
- 4.2.5 The City implements its Tourism Development Plan.

OUTCOME

Employment opportunities within the City are increased.

KEY FOCUS AREA: THE BUILT ENVIRONMENT

The 'look and feel' of the built environment within the City of Joondalup is important because of its impacts on local residents and the broader community. Well planned and managed suburbs and infrastructure provide for ongoing achievements in sustainability, a safer community, visually pleasing suburbs, cost effectiveness and regional attraction.

The City has achieved considerable success in developing its built environment. For instance, it generally has high quality roads and kerbing, it is well endowed with high quality parklands and open space, the Joondalup CBD reflects high quality design and infrastructure development and the City's planning control scheme is much more recent than the schemes which exist in many other local governments.

However, there is still much to be done. The planning scheme will be reviewed and revised during the term of this Strategic Plan. The City's management framework for infrastructure assets will be significantly improved and it is proposed that the City commence some major activities which will impact on the built environment. These include commencing the process of developing the Ocean Reef Marina site and also facilitating more significant buildings within the Joondalup CBD to support additional employment. A focus on building new community facilities in the City's north and prioritising maintenance of southern located community facilities will also occur during the period of this Strategic Plan.

The following objectives and strategies detail these and other initiatives in relation to the built environment.

5.1 OBJECTIVE

To ensure high quality urban development within the City.

STRATEGIES

- 5.1.1 Develop and implement a new planning scheme for the City.
- 5.1.2 Develop and implement a new Structure Plan for the Joondalup CBD.
- 5.1.3 Give timely and thorough consideration to applications for statutory approval.

OUTCOME

The City's planning documents and statutory approvals are dealt with thoroughly and efficiently and set a high standard of quality for future developments within the City.

5.2 OBJECTIVE

To progress a range of innovative and high quality urban development projects within the City.

STRATEGIES

- 5.2.1 Develop a concept for, and commit to, the development of land at the Ocean Reef Marina site.
- 5.2.2 Develop a concept for a Cultural Centre at Lot 1001 Kendrew Crescent, Joondalup
- 5.2.3 Facilitate the development of landmark buildings within the Joondalup city centre.
- 5.2.4 Support initiatives for the undergrounding of power to improve the amenity of areas.
- 5.2.5 The City develops and implements its Asset Management Strategy.
- 5.2.6 The City implements, and if necessary, refines its Capital Works Program.
- 5.2.7 The City provides technical support for externally driven infrastructure projects that are undertaken within the City.
- 5.2.8 The City provides an effective service for eradicating graffiti from City-owned and privately-owned buildings.

OUTCOME

Projects are completed on time, within budget and reflect the interests of the community.
