

ANALYSIS OF 'SHAPING OUR FUTURE: HAVE YOUR SAY' (PHASE 2) SURVEY

The following provides an analysis of the quantitative and qualitative data gathered from the *Shaping Our Future: Have Your Say* (Phase 2) Resident, Community and Stakeholder Surveys.

Please note that this analysis refers to *valid surveys* and *valid responses*. A *valid survey* is one which was received prior to the closing date, for which sufficient contact details were provided and duplicate submissions by individuals were not received. A *valid response* is one which has been completed and, for qualitative responses, is one which relates specifically to the question asked and does not include general comments on operational matters or anecdotal experiences.

RESPONSE RATES

The City sent surveys out to three different community stakeholder groupings:

- 3,000 *Resident* Surveys were sent to randomly-selected residents from the City's property database (500 households per ward), which were accompanied by a cover letter and Frequently Asked Questions document. These surveys intended to capture the perspective of the broader community on the City's *draft Strategic Community Plan 2012-2022*. In light of the significant size of the draft Plan, residents were offered the opportunity to view the document online. They were also informed that it was not necessary to read the Plan in order to effectively participate in the consultation process, although it was encouraged.
- 807 hardcopy and electronic *Community* Surveys and Frequently Asked Questions were sent to community members who attended a Stakeholder Round Table Session or completed a survey as part of Phase One of the *Shaping our Future* initiative. Those who were invited to participate in these events but were unable to attend were also sent Community Surveys. (A total of 807 surveys were sent directly to these groups, of which 113 electronic surveys were returned as undeliverable. As such, a total of 694 surveys were assumed to be received by the target audience).

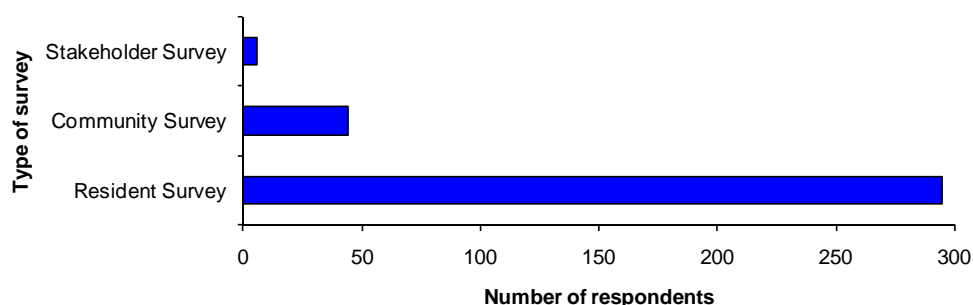
The Community Survey was also extended to include the general public through an online survey and general advertising. To differentiate between respondents, a question was asked within the survey as to whether the respondent had attended a Stakeholder Round Table Session or Business Forum. Again, respondents were offered the opportunity to view the draft Plan online.

- 39 *Stakeholder* Surveys were sent to identified stakeholders within the region (including local State and Federal Government politicians, State Government departments, surrounding local government, educational institutions, and others), which were accompanied by a cover letter, Frequently Asked Questions document and a copy of the *draft Strategic Community Plan 2012-2022*. A full copy of the Plan was sent to stakeholders as it was more likely that qualitative responses would be the preferred method of response by this group.

The City collected a total of 386 *Shaping Our Future: Have Your Say* Surveys (phase 2). Of these, there were 295 valid Resident Surveys, 44 valid Community Surveys and 9 valid Stakeholder Surveys; these are summarised in Table 1 and Chart 1 below.

Table 1: Survey responses by type of survey

Survey type	Sent N	Received N	Response rate %
Resident Survey	3,000	295	9.8%
Community Survey	694 ¹	44	6.3%
Stakeholder Survey	39	9	23.1%
total (valid) survey responses	3,733	348	N/A

Chart 1: Survey responses by type of survey

DEMOGRAPHICS

Of the valid surveys collected, over 99% of the Resident Surveys, and over 90% of the Community Surveys were completed by City residents. The majority of respondents, who did not state that they lived within the City of Joondalup, stated that they lived in areas bordering the City.

Compared with the demographics for the City, a larger than expected proportion of respondents to the Resident Survey were from the South Ward, and a smaller than expected proportion were from the North Central Ward. For the Community Survey, this was reversed, with also larger than expected proportions of respondents from both the South-West and South-East Wards. (It should be noted however, that the sample size for the Community Survey was only small (N = 44).) These data are summarised in Tables 2 and 5 and Charts 2 and 6 below.

With regard to age demographics, compared with the demographics for the City, over half of the respondents to the Resident Survey were between the ages of 55–64 and 65–74. There was also a larger than expected proportion of residents in the 75–84 age group. For the Community Survey, a quarter of the respondents were in the 45–54, 55–64 and 65–74 age groups, respectively. (Again, it should be noted that the sample size for the Community Survey was only small (N = 44).) These data are summarised in Tables 3 and 6 and Charts 3 and 7 below.

Additionally, for both the Resident Survey and the Community Survey, the proportion of male respondents was slightly larger than expected. However, the difference is not considered significant. These data are summarised in Tables 4 and 7 and Charts 4, 5, 8 and 9 below.

Note that demographic information has not been provided for the Stakeholder Survey as these responses have been considered separately.

¹ 807 surveys distributed, minus the 113 electronic surveys that were returned as undeliverable.

Table 2. Resident Survey responses by ward

Ward	Demographics ²	Responses	
	%	N	%
South Ward	13.8%	64	21.6%
South-West Ward	17.3%	47	15.9%
South-East Ward	15.0%	56	18.9%
Central Ward	15.7%	47	15.9%
North Central Ward	16.6%	43	8.2%
North Ward	21.6%	37	19.0%
total City of Joondalup	100.0%	294	99.5%
outside the City of Joondalup	N/A	1	0.3%
total (valid) respondents	N/A	295	100.0%

Chart 2: Resident Survey responses by ward

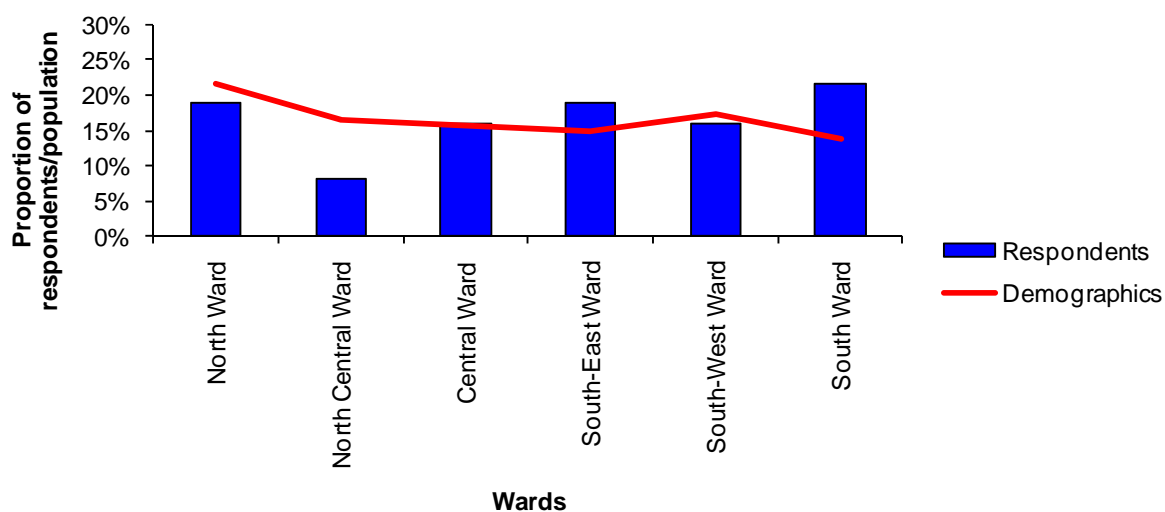


Table 3. Resident Survey responses by age group

Age group	Demographics ³	Responses	
	%	N	%
under 18	24.1%	0	0.0%
18–24	10.4%	1	0.3%
25–34	10.8%	11	3.7%
35–44	14.4%	40	13.6%
45–54	16.1%	46	15.6%
55–64	13.4%	87	29.5%
65–74	6.2%	70	23.7%
75–84	3.3%	23	7.8%
85+	1.3%	1	0.3%
unknown (no response)	N/A	16	5.4%
total (valid) respondents	N/A	295	100.0%

² Demographics represent the proportion of population across the suburbs of the City of Joondalup (Source: Australian Bureau of Statistics 2011, *Census of Population and Housing*)

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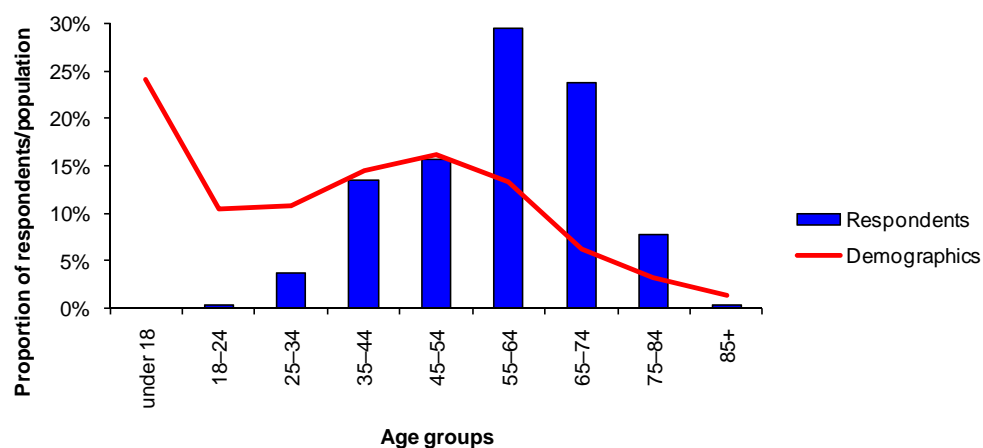
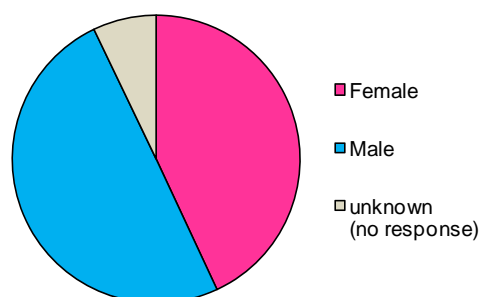
Chart 3. Resident Survey responses by age group

Table 4. Resident Survey responses by gender

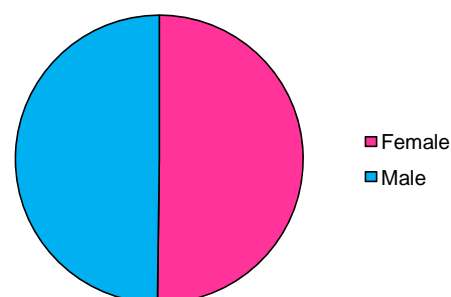
Gender	Demographics ⁴	Responses	
	%	N	%
Female	50.2%	127	45.1%
Male	49.8%	147	49.8%
unknown (no response)	N/A	21	7.1%
total (valid) respondents	N/A	295	100.0%

Charts 4 and 5. Resident Survey responses by gender

Respondents:



Demographics:



⁴ Demographics represent the proportion of population across the City of Joondalup (Source: Australian Bureau of Statistics 2011, *Census of Population and Housing*)

Table 5. Community Survey responses by ward

Ward	Demographics ⁵	Responses	
	%	N	%
South Ward	13.8%	4	9.1%
South-West Ward	17.3%	9	20.5%
South-East Ward	15.0%	13	29.6%
Central Ward	15.7%	4	9.1%
North Central Ward	16.6%	13	29.6%
North Ward	21.6%	6	13.6%
City of Joondalup	100.0%	40	91.0%
outside the City of Joondalup	N/A	4	9.1%
total (valid) respondents	N/A	44	100.0

Chart 6. Community Survey responses by ward

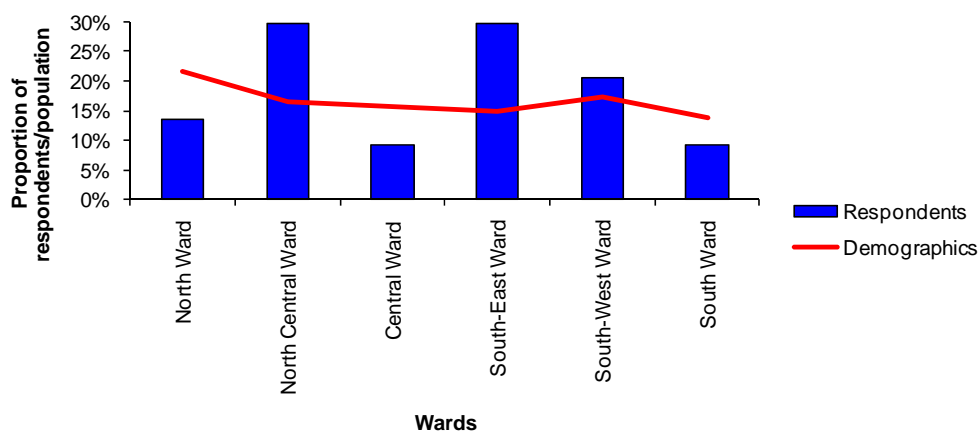
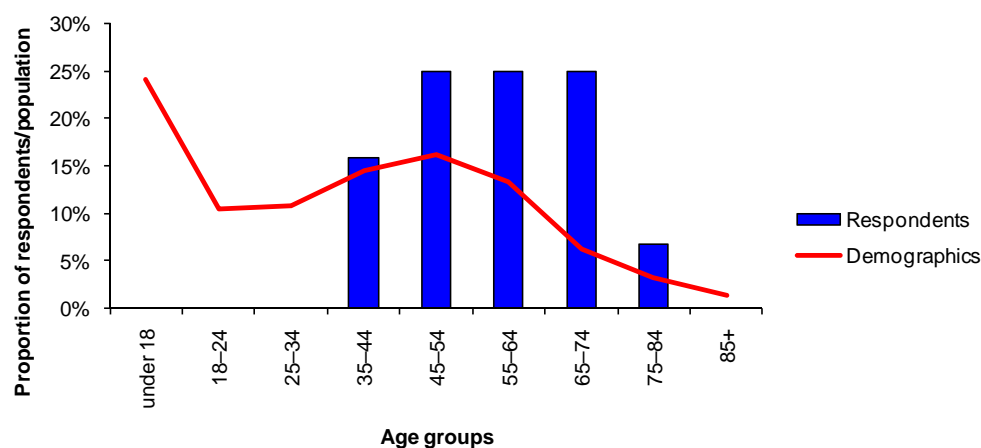


Table 6. Community Survey responses by age group

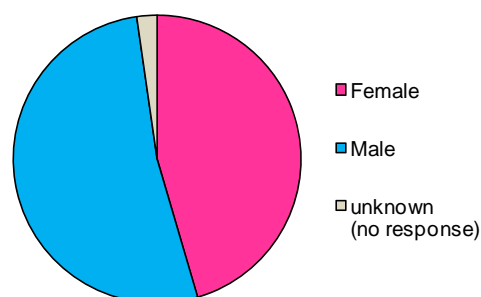
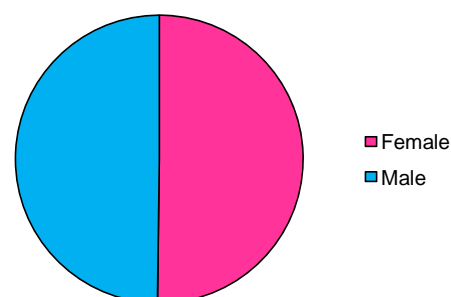
Age group	Demographics ⁶	Responses	
	%	N	%
under 18	24.1%	0	0.0%
18–24	10.4%	0	0.0%
25–34	10.8%	0	0.0%
35–44	14.4%	7	15.9%
45–54	16.1%	11	25.0%
55–64	13.4%	11	25.0%
65–74	6.2%	11	25.0%
75–84	3.3%	3	6.8%
85+	1.3%	0	0.0%
unknown (no response)	N/A	1	2.3%
total (valid) respondents	N/A	44	100.0%

⁵ Demographics represent the proportion of population across the suburbs of the City of Joondalup (Source: Australian Bureau of Statistics 2011, *Census of Population and Housing*)

⁶ Demographics represent the proportion of population across the City of Joondalup (Source: Australian Bureau of Statistics 2011, *Census of Population and Housing*)

Chart 7. Community Survey responses by age group**Table 7. Community Survey responses by gender**

Gender	Demographics ⁷	Responses	
	%	N	%
Female	50.2%	20	45.5%
Male	49.8%	23	52.3%
unknown (no response)	N/A	1	2.3%
total (valid) respondents	N/A	44	100.0%

Charts 8 and 9. Community Survey responses by gender**Respondents:****Demographics:**

Of the 44 Community Surveys received, 2 respondents identified as attendees of the 2011 “Vision for Joondalup” Business Forum and 12 identified as attendees of one of the *Shaping Our Future* Stakeholder Round Table Sessions. Through cross-referencing, the City determined that 21 of these respondents has submitted a survey in Phase One of the *Shaping our Future* community engagement process.

⁷ Demographics represent the proportion of population across the City of Joondalup (Source: Australian Bureau of Statistics 2011, *Census of Population and Housing*)

KEY THEMES

Survey respondents were asked to rate their support/opposition to the Aspirational Outcomes and Objectives of each Key Theme of the draft 10-Year Strategic Community Plan — *Joondalup 2022*. The following, provides an analysis of the responses from the Resident Survey and the Community Survey.

1. GOVERNANCE AND LEADERSHIP

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

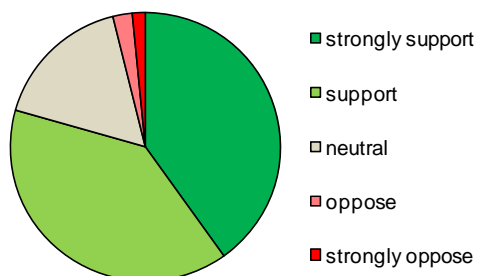
The Aspirational Outcome for Governance and Leadership was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 257 valid responses received from the Resident Survey, almost 80% of respondents either supported or strongly supported the Aspirational Outcome. Of the 41 valid responses received from the Community Survey, over 85% of respondents were either supportive or strongly supportive. These data are summarised in Table 8 and Charts 10 and 11 below.

Table 8. Responses in support/opposition of the Aspirational Outcome for Governance and Leadership

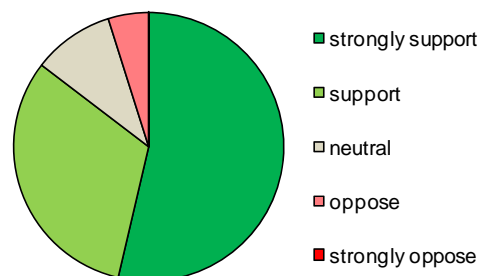
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	103	40.1%	22	53.7%	125	41.9%
support	101	39.3%	13	31.7%	114	38.3%
neutral	43	16.7%	4	9.8%	47	15.8%
oppose	6	2.3%	2	4.9%	8	2.7%
strongly oppose	4	1.6%	0	0.0%	4	1.3%
total (valid) responses	257	100.0	41	100.0%	298	100.0

Charts 10 and 11. Responses in support/opposition of the Aspirational Outcome for Governance and Leadership

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Aspirational Outcome for Governance and Leadership were provided with the opportunity to outline their reasons why through “Further Comments” at the end of the survey. Ten respondents from the Resident Survey stated that they opposed or strongly opposed this Aspirational Outcome. These respondents did not provide valid responses for their opposition.

With regard to the Community Survey, two respondents opposed this Aspirational Outcome for Governance and Leadership. These respondents did not provide valid responses for their opposition.

Objective — Effective Representation: “To have a highly skilled and effective Council that represents the best interests of the community.”

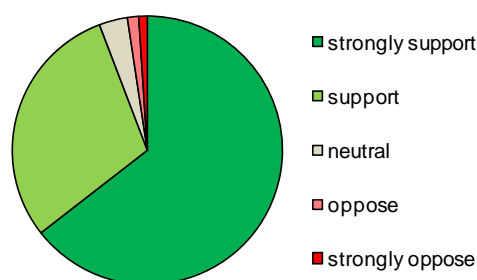
The Objective — Effective Representation (under the Key Theme — Governance and Leadership) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 293 valid responses received from the Resident Survey, almost 95% of respondents either supported or strongly supported the Objective. Of the 44 valid responses received from the Community Survey, 100% of respondents were either supportive or strongly supportive. These data are summarised in Table 9 and Charts 12 and 13 below.

Table 9. Responses in support/opposition of the Objective — Effective Representation (under the Key Theme — Governance and Leadership)

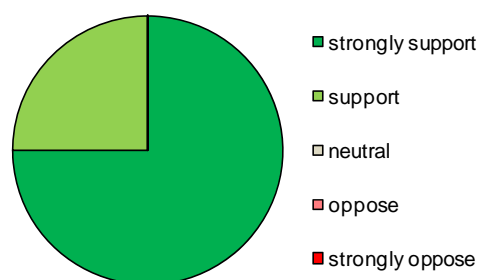
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	189	64.5%	33	75.0%	222	65.9%
support	87	29.7%	11	25.0%	98	29.1%
neutral	10	3.4%	0	0.0%	10	3.0%
oppose	4	1.4%	0	0.0%	4	1.2%
strongly oppose	3	1.0%	0	0.0%	3	0.9%
total (valid) responses	293	100.0%	44	100.0%	337	100.0%

Charts 12 and 13. Responses in support/opposition of the Objective — Effective Representation (under the Key Theme — Governance and Leadership)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Effective Representation (under the Key Theme — Governance and Leadership) were asked to outline their reasons why. Seven respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. Of these, two respondents provided valid responses for their opposition. In general, these respondents outlined personal experiences they had with contacting the City or Elected Members. It should be noted that this reason indicates that these respondents would likely *support* the proposed Objective; however, it is possible that they understood the rating scale to be an assessment of their past experiences with the City of Joondalup, rather than an Objective for the future.

With regard to the Community Survey, no respondents opposed or strongly opposed the Objective — Effective Representation.

Objective — Corporate Capacity: “For the community to have confidence and trust in the City that it can deliver services effectively and transparently.”

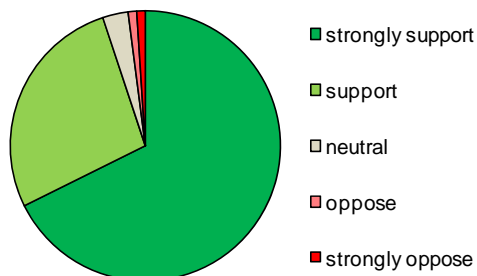
The Objective — Corporate Capacity (under the Key Theme — Governance and Leadership) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 294 valid responses received from the Resident Survey, almost 95% of respondents either supported or strongly supported the Objective. Of the 44 valid responses received from the Community Survey, 100% of respondents were either supportive or strongly supportive. These data are summarised in Table 10 and Charts 14 and 15 below.

Table 10. Responses in support/opposition of the Objective — Corporate Capacity (under the Key Theme of Governance — Leadership)

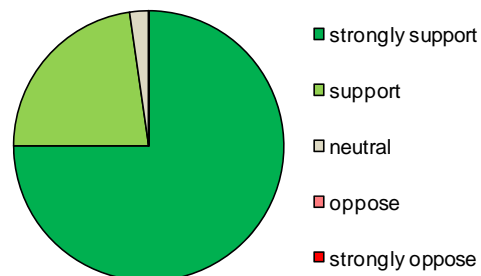
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	199	67.7%	33	75.0%	232	68.6%
support	80	27.2%	10	22.7%	90	26.6%
neutral	9	3.1%	1	2.3%	10	3.0%
oppose	3	1.0%	0	0.0%	3	0.9%
strongly oppose	3	1.0%	0	0.0%	3	0.9%
total (valid) responses	294	100.0%	44	100.0%	338	100.0%

Charts 14 and 15. Responses in support/opposition of the Objective — Corporate Capacity (under the Key Theme — Governance and Leadership)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Corporate Capacity (under the Key Theme — Governance and Leadership) were asked to outline their reasons why. Six respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. Of these, one respondent provided a valid response for their opposition. In general, this respondent felt that the City currently took too long to respond to requests from the community. It should be noted that this reason indicates that this respondent would likely *support* the proposed Objective; however, it is possible that they understood the rating scale to be an assessment of their past experiences with the City of Joondalup, rather than an Objective for the future.

With regard to the Community Survey, no respondents opposed or strongly opposed the Objective — Corporate Capacity.

Objective — Active Democracy: *“To have a community that actively engages with the City to achieve consensus and legitimacy in decision-making.”*

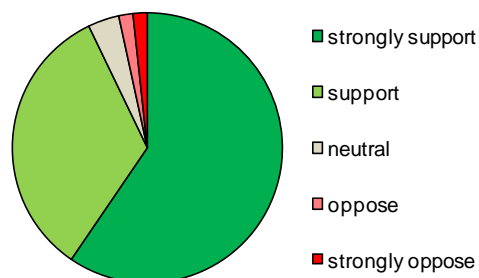
The Objective — Active Democracy (under the Key Theme of Governance and Leadership) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 294 valid responses received from the Resident Survey, over 90% of respondents either supported or strongly supported the Objective. Of the 44 valid responses received from the Community Survey, over 90% of respondents were either supportive or strongly supportive. These data are summarised in Table 11 and Charts 16 and 17 below.

Table 11. Responses in support/opposition of the Objective — Active Democracy (under the Key Theme — Governance and Leadership)

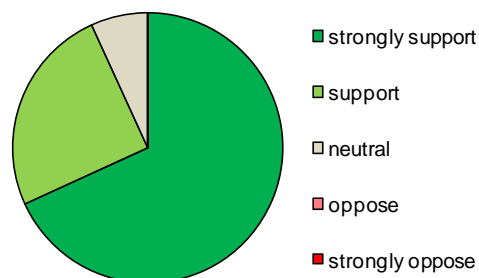
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	175	59.5%	30	68.2%	205	60.7%
support	98	33.3%	11	25.0%	109	32.2%
neutral	11	3.7%	3	6.8%	14	4.1%
oppose	5	1.7%	0	0.0%	5	1.5%
strongly oppose	5	1.7%	0	0.0%	5	1.5%
total (valid) responses	294	100.0%	44	100.0%	338	100.0%

Charts 16 and 17. Responses in support/opposition of the Objective — Active Democracy for Governance and Leadership

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Active Democracy (under the Key Theme — Governance and Leadership) were asked to outline their reasons why. Ten respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. Of these, two respondents provided valid responses for their opposition. In general, these respondents felt that this Objective could encourage vocal minorities to dictate decision-making, rather than the broader community. Also, these respondents felt that continually deferring to the community could unnecessarily prolong decision-making.

With regard to the Community Survey, no respondents opposed or strongly opposed the Objective — Active Democracy.

Objective — Strong Leadership: “For the City to demonstrate advocacy in promoting the needs and ambitions of the City and the advancement of local government.”

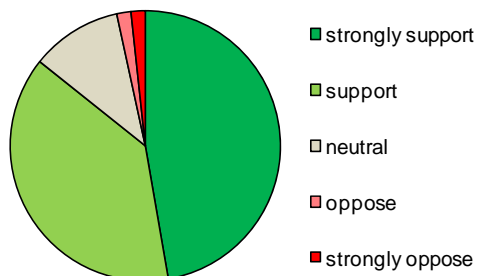
The Objective — Strong Leadership (under the Key Theme — Governance and Leadership) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 294 valid responses received from the Resident Survey, over 85% of respondents either supported or strongly supported the Objective. Of the 44 valid responses received from the Community Survey, over 95% of respondents were either supportive or strongly supportive. These data are summarised in Table 12 and Charts 18 and 19 below.

Table 12. Responses in support/opposition of the Objective — Strong Leadership (under the Key Theme — Governance and Leadership)

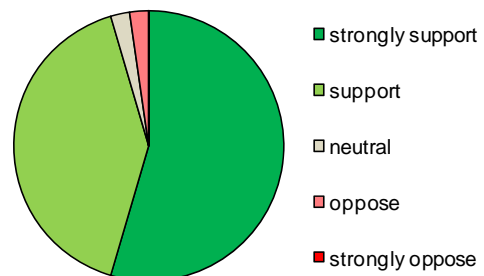
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	139	47.3%	24	54.5%	163	48.2%
support	113	38.4%	18	40.9%	131	38.8%
neutral	32	10.9%	1	2.3%	33	9.8%
oppose	5	1.7%	1	2.3%	6	1.8%
strongly oppose	5	1.7%	0	0.0%	5	1.5%
total (valid) responses	294	100.0%	44	100.0%	338	100.0%

Charts 18 and 19. Responses in support/opposition of the Objective — Strong Leadership (under the Key Theme — Governance and Leadership)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Strong Leadership (under the Key Theme — Governance and Leadership) were asked to outline their reasons why. Ten respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. Of these, six respondents provided valid responses for their opposition. In general, these respondents felt that “strong leadership” should be guided by the community and that the “advancement of local government” sounded self-serving and could be misconstrued as meaning “power seeking”.

With regard to the Community Survey, one respondent opposed the Objective — Strong Leadership. This respondent did not provide a valid response for their opposition.

2. FINANCIAL SUSTAINABILITY

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

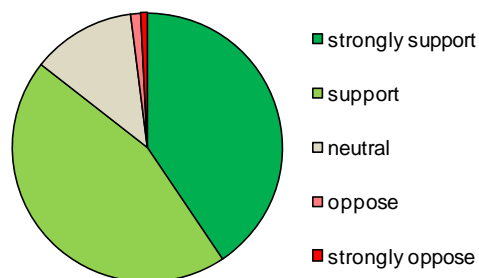
The Aspirational Outcome for Financial Sustainability was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 249 valid responses received from the Resident Survey, over 85% of respondents either supported or strongly supported the Aspirational Outcome. Of the 41 valid responses received from the Community Survey, over 80% of respondents were either supportive or strongly supportive. These data are summarised in Table 13 and Charts 20 and 21 below.

Table 13. Responses in support/opposition of the Aspirational Outcome for Financial Sustainability

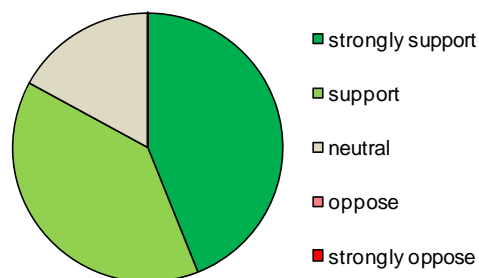
Response	<u>Resident Survey</u>		<u>Community Survey</u>		total (valid) responses	
	N	%	N	%	N	%
strongly support	101	40.6%	18	43.9%	119	41.0%
support	112	45.0%	16	39.0%	128	44.1%
neutral	31	12.4%	7	17.1%	38	13.1%
oppose	3	1.2%	0	0.0%	3	1.0%
strongly oppose	2	0.8%	0	0.0%	2	0.7%
total (valid) responses	249	100.0%	41	100.0%	290	100.0%

Charts 20 and 21. Responses in support/opposition of the Aspirational Outcome for Financial Sustainability

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Aspirational Outcome for Financial Sustainability were provided with the opportunity to outline their reasons why through “Further Comments” at the end of the survey. Five respondents from the Resident Survey stated that they opposed or strongly opposed this Aspirational Outcome. Of these, one respondent provided a valid response for their opposition. This respondent felt that the City spent a disproportionate amount of money on the Joondalup City Centre compared to the older suburbs.

With regard to the Community Survey, no respondents opposed or strongly opposed the Aspirational Outcome for Financial Sustainability.

Objective — Financial Diversity: “To be less reliant on rates as the primary basis for revenue by leveraging alternative income streams.”

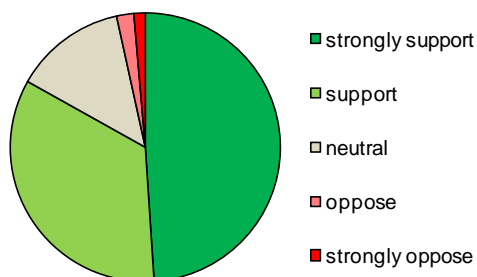
The Objective — Financial Diversity (under the Key Theme — Financial Sustainability) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 290 valid responses received from the Resident Survey, over 80% of respondents either supported or strongly supported the Objective. Of the 40 valid responses received from the Community Survey, over 90% of respondents were either supportive or strongly supportive. These data are summarised in Table 14 and Charts 20 and 21 below.

Table 14. Responses in support/opposition of the Objective — Financial Diversity (under the Key Theme — Financial Sustainability)

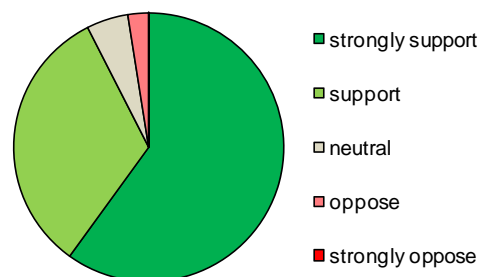
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	142	49.0%	24	60.0%	166	50.3%
support	99	34.1%	13	32.5%	112	33.9%
neutral	39	13.4%	2	5.0%	41	12.4%
oppose	6	2.1%	1	2.5%	7	2.1%
strongly oppose	4	1.4%	0	0.0%	4	1.2%
total (valid) responses	290	100.0%	40	100.0%	330	100.0%

Charts 20 and 21. Responses in support/opposition of the Objective — Financial Diversity (under the Key Theme — Financial Sustainability)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Financial Diversity (under the Key Theme — Financial Sustainability) were asked to outline their reasons why. Ten respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. Of these, eight respondents provided valid responses for their opposition. In general, these respondents felt that the City should not be taking unnecessary risks with ratepayers' money and that the City should not be making a profit, or being run as a business.

With regard to the Community Survey, one respondent opposed the Objective — Effective Representation. This respondent felt that rates should remain the primary source of income for the City as this would mean that ratepayers were entitled to have a greater say in how that income is spent.

Objective — Effective Management: *“To conduct business in a financially sustainable manner.”*

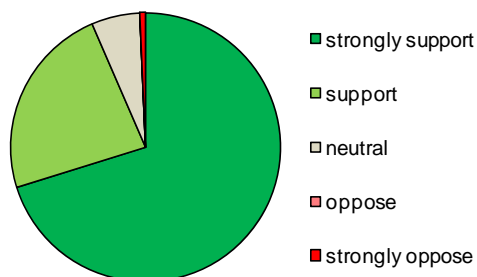
The Objective — Effective Management (under the Key Theme — Financial Sustainability) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 292 valid responses received from the Resident Survey, over 90% of respondents either supported or strongly supported the Objective. Of the 43 valid responses received from the Community Survey, almost 100% of respondents were either supportive or strongly supportive. These data are summarised in Table 15 and Charts 22 and 23 below.

Table 15. Responses in support/opposition of the Objective — Effective Management (under the Key Theme — Financial Sustainability)

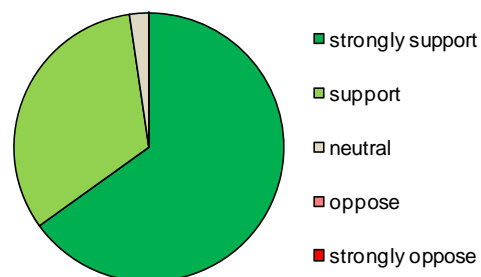
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	205	70.2%	28	65.1%	233	69.6%
support	68	23.3%	14	32.6%	82	24.5%
neutral	17	5.8%	1	2.3%	18	5.4%
oppose	0	0.0%	0	0.0%	0	0.0%
strongly oppose	2	0.7%	0	0.0%	2	0.6%
total (valid) responses	292	100.0%	43	100.0%	335	100.0%

Charts 22 and 23. Responses in support/opposition of the Objective — Effective Management (under the Key Theme — Financial Sustainability)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Effective Management (under the Key Theme — Financial Sustainability) were asked to outline their reasons why. Two respondents from the Resident Survey stated that they strongly opposed this Objective. These respondents did not provide a valid response for their opposition.

With regard to the Community Survey, no respondents opposed or strongly opposed the Objective — Effective Management.

3. QUALITY URBAN ENVIRONMENT

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

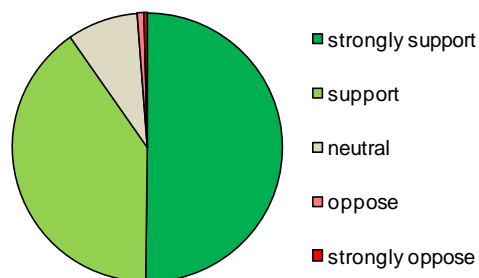
The Aspirational Outcome for Quality Urban Environment was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 247 valid responses received from the Resident Survey, over 90% of respondents either supported or strongly supported the Aspirational Outcome. Of the 40 valid responses received from the Community Survey, over 95% of respondents were either supportive or strongly supportive. These data are summarised in Table 16 and Charts 24 and 25 below.

Table 16. Responses in support/opposition of the Aspirational Outcome for Quality Urban Environment

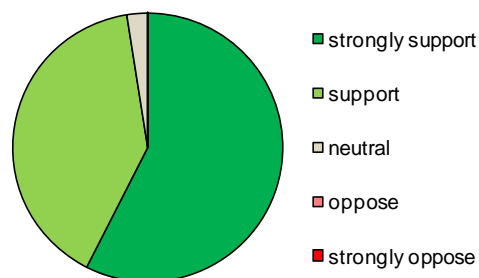
Response	<u>Resident Survey</u>		<u>Community Survey</u>		<i>total (valid) responses</i>	
	N	%	N	%	N	%
strongly support	124	50.2%	23	57.5%	147	51.2%
support	99	40.1%	16	40.0%	115	40.1%
neutral	21	8.5%	1	2.5%	22	7.7%
oppose	2	0.8%	0	0.0%	2	0.7%
strongly oppose	1	0.4%	0	0.0%	1	0.3%
total (valid) responses	247	100.0%	40	100.0%	287	100.0%

Charts 24 and 25. Responses in support/opposition of the Aspirational Outcome for Quality Urban Environment

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Aspirational Outcome for Quality Urban Environment were provided with the opportunity to outline their reasons why through “Further Comments” at the end of the survey. Three respondents from the Resident Survey stated that they opposed or strongly opposed this Aspirational Outcome. Of these, one respondent provided a valid response for their opposition. This respondent felt that the City placed too much emphasis on the “built environment” and not enough on the “natural environment”.

With regard to the Community Survey, no respondents opposed or strongly opposed the Aspirational Outcome for Quality Urban Environment.

Objective — Quality Built Outcomes: “For the City’s commercial and residential areas to be filled with quality buildings and appealing streetscapes.”

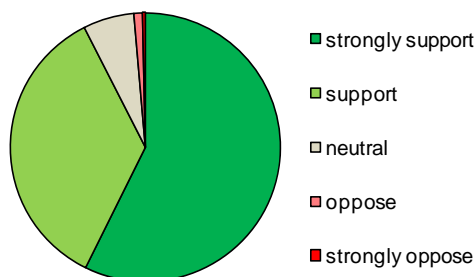
The Objective — Quality Built Outcomes (under the Key Theme — Quality Urban Environment) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 293 valid responses received from the Resident Survey, over 90% of respondents either supported or strongly supported the Objective. Of the 44 valid responses received from the Community Survey, over 95% of respondents were either supportive or strongly supportive. These data are summarised in Table 17 and Charts 26 and 27 below.

Table 17. Responses in support/opposition of the Objective — Quality Built Outcomes (under the Key Theme — Quality Urban Environment)

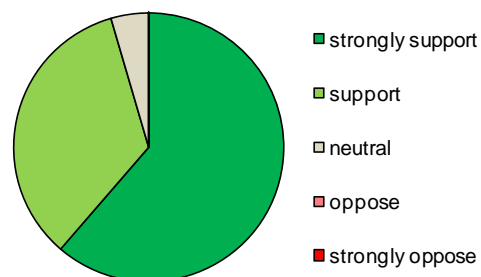
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	168	57.3%	27	61.4%	195	57.9%
support	103	35.2%	15	34.1%	118	35.0%
neutral	18	6.1%	2	4.5%	20	5.9%
oppose	3	1.0%	0	0.0%	3	0.9%
strongly oppose	1	0.3%	0	0.0%	1	0.3%
total (valid) responses	293	100.0%	44	100.0%	337	100.0%

Charts 26 and 27. Responses in support/opposition of the Objective — Quality Built Outcomes (under the Key Theme — Quality Urban Environment)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Quality Built Outcomes (under the Key Theme — Quality Urban Environment) were asked to outline their reasons why. Four respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. Of these, one respondent provided a valid response for their opposition. This respondent felt that the City imposed too much costly bureaucracy on building companies.

With regard to the Community Survey, no respondents opposed or strongly opposed the Objective — Quality Built Outcomes.

Objective — Integrated Spaces: “To have integrated land use and transport planning that provides convenient and efficient movement across the City.”

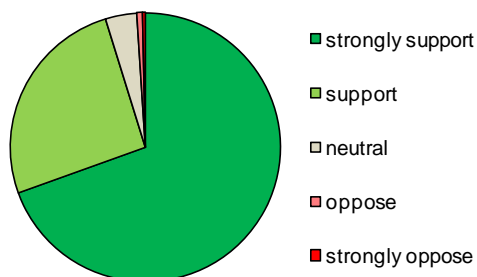
The Objective — Integrated Spaces (under the Key Theme — Quality Urban Environment) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 292 valid responses received from the Resident Survey, over 95% of respondents either supported or strongly supported the Objective. Of the 44 valid responses received from the Community Survey, over 95% of respondents were either supportive or strongly supportive. These data are summarised in Table 18 and Charts 28 and 29 below.

Table 18. Responses in support/opposition of the Objective — Integrated Spaces (under the Key Theme — Quality Urban Environment)

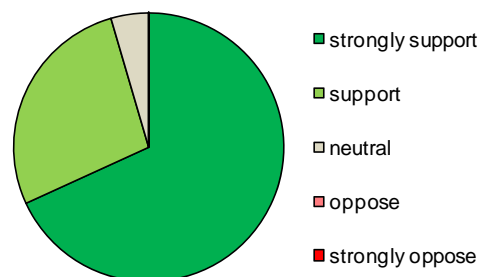
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	203	69.5%	30	68.2%	233	69.3%
support	75	25.7%	12	27.3%	87	25.9%
neutral	11	3.8%	2	4.5%	13	3.9%
oppose	2	0.7%	0	0.0%	2	0.6%
strongly oppose	1	0.3%	0	0.0%	1	0.3%
total (valid) responses	292	100.0%	44	100.0%	336	100.0%

Charts 28 and 29. Responses in support/opposition of the Objective — Integrated Spaces (under the Key Theme — Quality Urban Environment)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Integrated Spaces (under the Key Theme — Quality Urban Environment) were asked to outline their reasons why. Three respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. These respondents did not provide a valid response for their opposition.

With regard to the Community Survey, no respondents opposed or strongly opposed the Objective — Integrated Spaces.

Objective — Quality Open Spaces: “To have urban and green spaces which are attractive, well-utilised and enrich the lives of the community.”

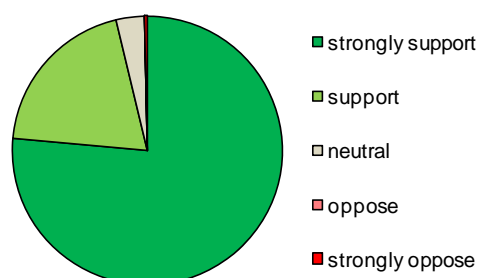
The Objective — Quality Open Spaces (under the Key Theme — Quality Urban Environment) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 293 valid responses received from the Resident Survey, over 95% of respondents either supported or strongly supported the Objective. Of the 44 valid responses received from the Community Survey, 100% of respondents were either supportive or strongly supportive. These data are summarised in Table 19 and Charts 30 and 31 below.

Table 19. Responses in support/opposition of the Objective — Quality Open Spaces (under the Key Theme — Quality Urban Environment)

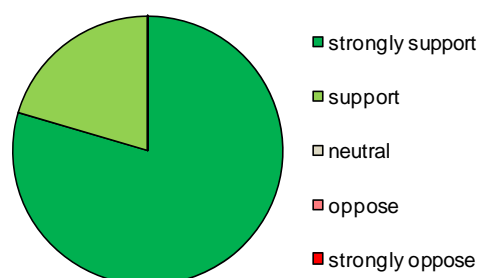
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	224	76.5%	35	79.5%	259	76.9%
support	58	19.8%	9	20.5%	67	19.9%
neutral	10	3.4%	0	0.0%	10	3.0%
oppose	0	0.0%	0	0.0%	0	0.0%
strongly oppose	1	0.3%	0	0.0%	1	0.3%
total (valid) responses	293	100.0%	44	100.0%	337	100.0%

Charts 30 and 31. Responses in support/opposition of the Objective — Quality Open Spaces (under the Key Theme — Quality Urban Environment)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Quality Open Spaces (under the Key Theme — Quality Urban Environment) were asked to outline their reasons why. One respondent from the Resident Survey stated that they strongly opposed this Objective. This respondent felt that a specific park, nearby their home, had not been redeveloped appropriately. It should be noted that this reason indicates that this respondent would likely *support* the proposed Objective; however, it is possible that they understood the rating scale to be an assessment of their past experiences with the City of Joondalup, rather than an Objective for the future.

With regard to the Community Survey, no respondents opposed or strongly opposed the Objective — Effective Representation.

Objective — City Centre Development: *“To have quality and diverse landmark buildings within the Joondalup City Centre that enhance the vitality and vibrancy of the urban space.”*

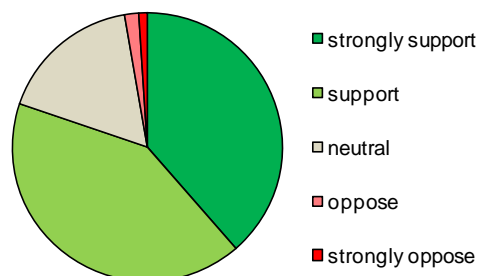
The Objective — City Centre Development (under the Key Theme — Quality Urban Environment) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 293 valid responses received from the Resident Survey, over 80% of respondents either supported or strongly supported the Objective. Of the 44 valid responses received from the Community Survey, almost 85% of respondents were either supportive or strongly supportive. These data are summarised in Table 20 and Charts 32 and 33 below.

Table 20. Responses in support/opposition of the Objective — City Centre Development (under the Key Theme — Quality Urban Environment)

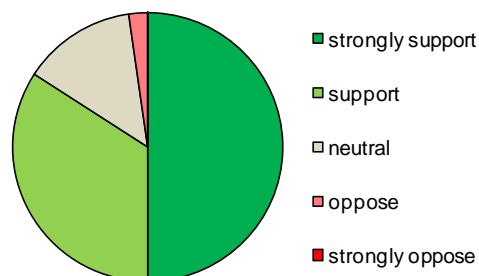
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	113	38.6%	22	50.0%	135	40.1%
support	122	41.6%	15	34.1%	137	40.7%
neutral	50	17.1%	6	13.6%	56	16.6%
oppose	5	1.7%	1	2.3%	6	1.8%
strongly oppose	3	1.0%	0	0.0%	3	0.9%
total (valid) responses	293	100.0%	44	100.0%	337	100.0%

Charts 32 and 33. Responses in support/opposition of the Objective — City Centre Development (under the Key Theme — Quality Urban Environment)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — City Centre Development (under the Key Theme — Quality Urban Environment) were asked to outline their reasons why. Eight respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. Of these, six respondents provided valid responses for their opposition. In general, these respondents felt that either “landmark buildings” should not be limited to the Joondalup City Centre alone, or felt that “landmark buildings” were a waste of money.

With regard to the Community Survey, one respondent opposed the Objective — City Centre Development. This respondent did not provide a valid response for their opposition.

4. ECONOMIC PROSPERITY, VIBRANCY AND GROWTH

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

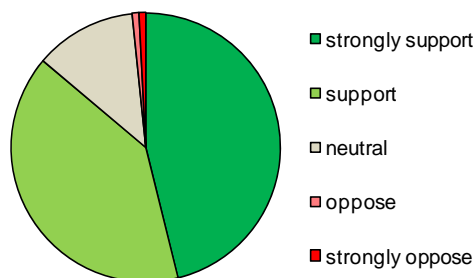
The Aspirational Outcome for Economic Prosperity, Vibrancy and Growth was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 245 valid responses received from the Resident Survey, over 85% of respondents either supported or strongly supported the Aspirational Outcome. Of the 41 valid responses received from the Community Survey, over 90% of respondents were either supportive or strongly supportive. These data are summarised in Table 21 and Charts 34 and 35 below.

Table 21. Responses in support/opposition of the Aspirational Outcome for Economic Prosperity, Vibrancy and Growth

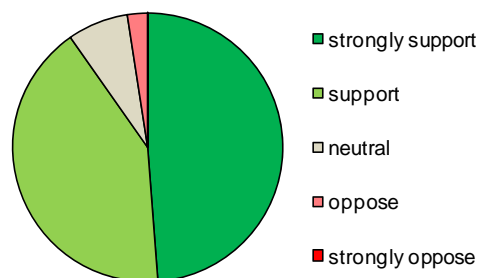
Response	<u>Resident Survey</u>		<u>Community Survey</u>		<i>total (valid) responses</i>	
	N	%	N	%	N	%
strongly support	113	46.1%	20	48.8%	133	46.5%
support	98	40.0%	17	41.5%	115	40.2%
neutral	30	12.2%	3	7.3%	33	11.5%
oppose	2	0.8%	1	2.4%	3	1.0%
strongly oppose	2	0.8%	0	0.0%	2	0.7%
<i>total (valid) responses</i>	<i>245</i>	<i>100.0%</i>	<i>41</i>	<i>100.0%</i>	<i>286</i>	<i>100.0%</i>

Charts 34 and 35. Responses in support/opposition of the Aspirational Outcome for Economic Prosperity, Vibrancy and Growth

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Aspirational Outcome for Economic Prosperity, Vibrancy and Growth were provided with the opportunity to outline their reasons why through “Further Comments” at the end of the survey. Four respondents from the Resident Survey stated that they opposed or strongly opposed this Aspirational Outcome. Of these, one respondent provided a valid response for their opposition. This respondent felt that the wording of the Aspirational Outcome was unclear.

With regard to the Community Survey, one respondent opposed the Aspirational Outcome for Economic Prosperity, Vibrancy and Growth. This respondent did not provide a valid response for their opposition.

Objective — Primary Centre Status: “For the Joondalup City Centre to be the first Strategic Metropolitan Centre in Western Australia to achieve Primary Centre status.”

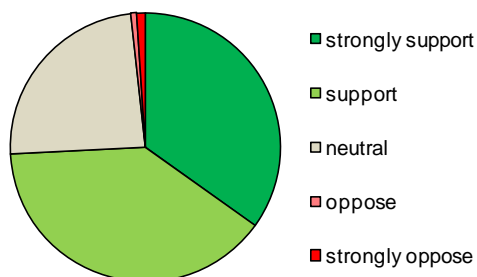
The Objective — Primary Centre Status (under the Key Theme — Economic Prosperity, Vibrancy and Growth) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 287 valid responses received from the Resident Survey, almost 75% of respondents either supported or strongly supported the Objective. Of the 44 valid responses received from the Community Survey, over 75% of respondents were either supportive or strongly supportive. These data are summarised in Table 22 and Charts 36 and 37 below.

Table 22. Responses in support/opposition of the Objective — Primary Centre Status (under the Key Theme — Economic Prosperity, Vibrancy and Growth)

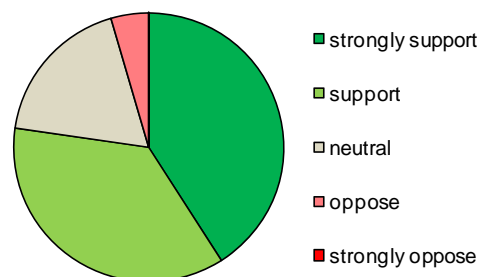
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	100	34.8%	18	40.9%	118	35.6%
support	113	39.4%	16	36.4%	129	39.0%
neutral	69	24.0%	8	18.2%	77	23.3%
oppose	2	0.7%	2	4.5%	4	1.2%
strongly oppose	3	1.0%	0	0.0%	3	0.9%
total (valid) responses	287	100.0%	44	100.0%	331	100.0%

Charts 36 and 37. Responses in support/opposition of the Objective — Primary Centre Status (under the Key Theme — Economic Prosperity, Vibrancy and Growth)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Primary Centre Status (under the Key Theme — Economic Prosperity, Vibrancy and Growth) were asked to outline their reasons why. Five respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. Of these, three respondents provided valid responses for their opposition. In general, these respondents expressed that they did not understand what “Primary Centre Status” was or why the City would want to pursue “Primary Centre Status”. It should be noted that both “Primary Centre” and “Activity Centre” were defined in the survey; it is possible that these respondents did not see this (or did not understand the definition).

With regard to the Community Survey, two respondents opposed the Objective — Primary Centre Status. Of these, one respondent provide a valid response for their opposition. This respondent felt that the cost of pursuing Primary Centre Status would be too high.

Objective — Activity Centre Development: “To have revitalised Activity Centres that are multi-purpose and provide for housing diversity and enhanced liveability.”

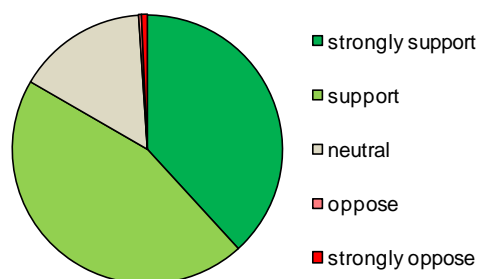
The Objective — Activity Centre Development (under the Key Theme — Economic Prosperity, Vibrancy and Growth) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 288 valid responses received from the Resident Survey, over 80% of respondents either supported or strongly supported the Objective. Of the 42 valid responses received from the Community Survey, over 85% of respondents were either supportive or strongly supportive. These data are summarised in Table 23 and Charts 38 and 39 below.

Table 23. Responses in support/opposition of the Objective — Activity Centre Development (under the Key Theme — Economic Prosperity, Vibrancy and Growth)

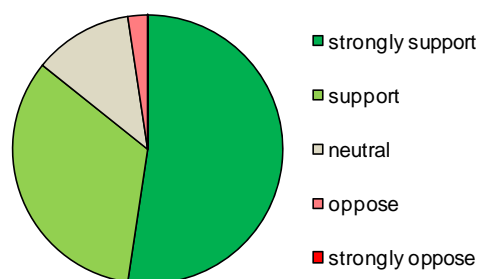
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	110	38.2%	22	52.4%	132	40.0%
support	130	45.1%	14	33.3%	144	43.6%
neutral	45	15.6%	5	11.9%	50	15.2%
oppose	1	0.3%	1	2.4%	2	0.6%
strongly oppose	2	0.7%	0	0.0%	2	0.6%
total (valid) responses	288	100.0%	42	100.0%	330	100.0%

Charts 38 and 39. Responses in support/opposition of the Objective — Activity Centre Development (under the Key Theme — Economic Prosperity, Vibrancy and Growth)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Activity Centre Development (under the Key Theme — Economic Prosperity, Vibrancy and Growth) were asked to outline their reasons why. Three respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. These respondents did not provide a valid response for their opposition.

With regard to the Community Survey, one respondent opposed the Objective — Activity Centre Development. This respondent did not provide a valid response for their opposition.

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

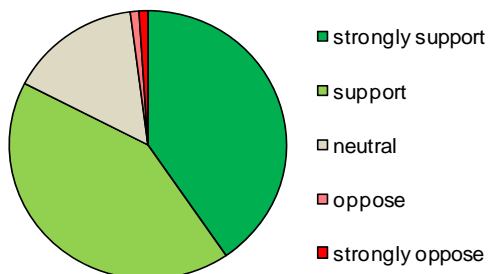
The Objective — Destination City (under the Key Theme — Economic Prosperity, Vibrancy and Growth) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 292 valid responses received from the Resident Survey, over 80% of respondents either supported or strongly supported the Objective. Of the 43 valid responses received from the Community Survey, over 80% of respondents were either supportive or strongly supportive. These data are summarised in Table 24 and Charts 40 and 41 below.

Table 24. Responses in support/opposition of the Objective — Destination City (under the Key Theme — Economic Prosperity, Vibrancy and Growth)

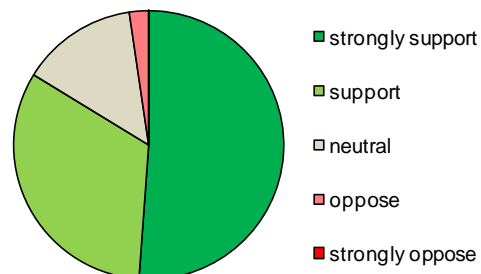
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	118	40.4%	22	51.2%	140	41.8%
support	123	42.1%	14	32.6%	137	40.9%
neutral	45	15.4%	6	14.0%	51	15.2%
oppose	3	1.0%	1	2.3%	4	1.2%
strongly oppose	3	1.0%	0	0.0%	3	0.9%
total (valid) responses	292	100.0%	43	100.0%	335	100.0%

Charts 40 and 41. Responses in support/opposition of the Objective — Destination City (under the Key Theme — Economic Prosperity, Vibrancy and Growth)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Destination City (under the Key Theme — Economic Prosperity, Vibrancy and Growth) were asked to outline their reasons why. Six respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. Of these, three respondents provided valid responses for their opposition. In general, these respondents felt that either the City was not currently thriving or that tourists would make the City's attractions too crowded and that City of Joondalup residents should have priority access to City services and amenities.

With regard to the Community Survey, one respondent opposed the Objective — Destination City. This respondent did not provide a valid response for their opposition.

Objective — Regional Collaboration: “To be immersed within a region that is complementary and supportive of broader strategic outcomes.”

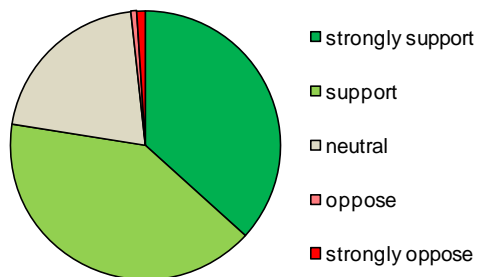
The Objective — Regional Collaboration (under the Key Theme — Economic Prosperity, Vibrancy and Growth) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 289 valid responses received from the Resident Survey, over 75% of respondents either supported or strongly supported the Objective. Of the 44 valid responses received from the Community Survey, over 80% of respondents were either supportive or strongly supportive. These data are summarised in Table 25 and Charts 42 and 43 below.

Table 25. Responses in support/opposition of the Objective — Regional Collaboration (under the Key Theme — Economic Prosperity, Vibrancy and Growth)

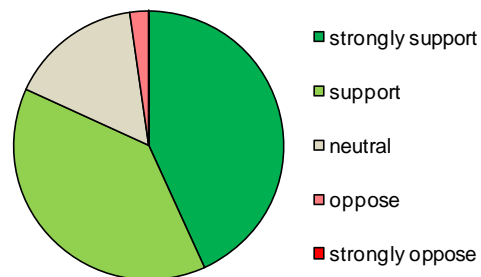
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	106	36.7%	19	43.2%	125	37.5%
support	118	40.8%	17	38.6%	135	40.5%
neutral	60	20.8%	7	15.9%	67	20.1%
oppose	2	0.7%	1	2.3%	3	0.9%
strongly oppose	3	1.0%	0	0.0%	3	0.9%
total (valid) responses	289	100.0%	44	100.0%	333	100.0%

Charts 42 and 43. Responses in support/opposition of the Objective — Regional Collaboration (under the Key Theme — Economic Prosperity, Vibrancy and Growth)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Regional Collaboration (under the Key Theme — Economic Prosperity, Vibrancy and Growth) were asked to outline their reasons why. Five respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. Of these, two respondents provided valid responses for their opposition. In general, these respondents felt that the wording of the Objective was too broad and that their support would depend on what the “broader strategic objectives” actually were.

With regard to the Community Survey, one respondent opposed the Objective — Regional Collaboration. This respondent did not provide a valid response for their opposition.

Objective — Business Capacity: *“For the City’s business community to have the technology and communication capability necessary to thrive within a competitive environment.”*

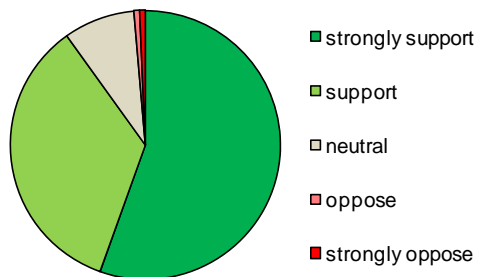
The Objective — Business Capacity (under the Key Theme — Economic Prosperity, Vibrancy and Growth) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 292 valid responses received from the Resident Survey, over 90% of respondents either supported or strongly supported the Objective. Of the 44 valid responses received from the Community Survey, over 90% of respondents were either supportive or strongly supportive. These data are summarised in Table 26 and Charts 44 and 45 below.

Table 26. Responses in support/opposition of the Objective — Business Capacity (under the Key Theme — Economic Prosperity, Vibrancy and Growth)

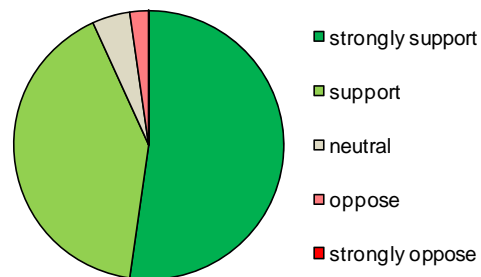
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	162	55.5%	23	52.3%	185	55.1%
support	101	34.6%	18	40.9%	119	35.4%
neutral	25	8.6%	2	4.5%	27	8.0%
oppose	2	0.7%	1	2.3%	3	0.9%
strongly oppose	2	0.7%	0	0.0%	2	0.6%
total (valid) responses	292	100.0%	44	100.0%	336	100.0%

Charts 44 and 45. Responses in support/opposition of the Objective — Business Capacity (under the Key Theme — Economic Prosperity, Vibrancy and Growth)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Business Capacity (under the Key Theme — Economic Prosperity, Vibrancy and Growth) were asked to outline their reasons why. Four respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. Of these, one respondent provided a valid response for their opposition. This respondent felt that the City was attempting to take on State Government responsibilities under this Objective.

With regard to the Community Survey, one respondent opposed the Objective — Business Capacity. This respondent did not provide a valid response for their opposition.

5. THE NATURAL ENVIRONMENT

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

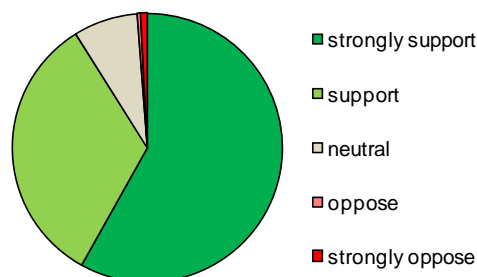
The Aspirational Outcome for The Natural Environment was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 246 valid responses received from the Resident Survey, over 90% of respondents either supported or strongly supported the Aspirational Outcome. Of the 37 valid responses received from the Community Survey, almost 90% of respondents were either supportive or strongly supportive. These data are summarised in Table 27 and Charts 46 and 47 below.

Table 27. Responses in support/opposition of the Aspirational Outcome for The Natural Environment

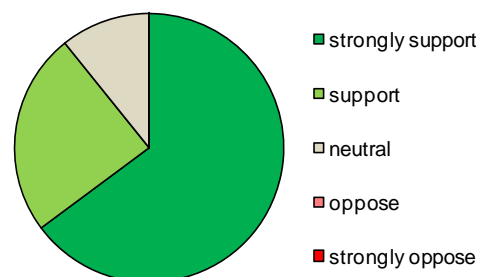
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	143	58.1%	24	64.9%	167	9.0%
support	81	32.9%	9	24.3%	90	31.8%
neutral	19	7.7%	4	10.8%	23	8.1%
oppose	1	0.4%	0	0.0%	1	0.4%
strongly oppose	2	0.8%	0	0.0%	2	0.7%
total (valid) responses	246	100.0%	37	100.0%	283	100.0%

Charts 46 and 47. Responses in support/opposition of the Aspirational Outcome for The Natural Environment

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Aspirational Outcome for The Natural Environment were provided with the opportunity to outline their reasons why through “Further Comments” at the end of the survey. Three respondents from the Resident Survey stated that they opposed or strongly opposed this Aspirational Outcome. Of these, one respondent provided a valid response for their opposition. This respondent felt that “showcasing [the City’s] natural assets to the world” was not the job of local government.

With regard to the Community Survey, no respondents opposed or strongly opposed the Aspirational Outcome for The Natural Environment.

Objective — Environmental Resilience: “To continually adapt to changing local environmental conditions.”

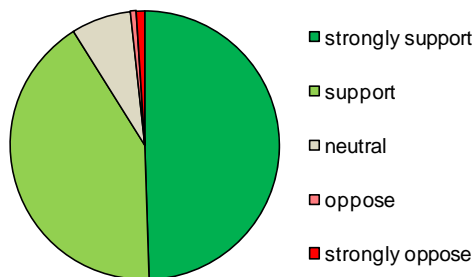
The Objective — Environmental Resilience (under the Key Theme — The Natural Environment) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 291 valid responses received from the Resident Survey, over 90% of respondents either supported or strongly supported the Objective. Of the 44 valid responses received from the Community Survey, over 85% of respondents were either supportive or strongly supportive. These data are summarised in Table 28 and Charts 48 and 49 below.

Table 28. Responses in support/opposition of the Objective — Environmental Resilience (under the Key Theme — The Natural Environment)

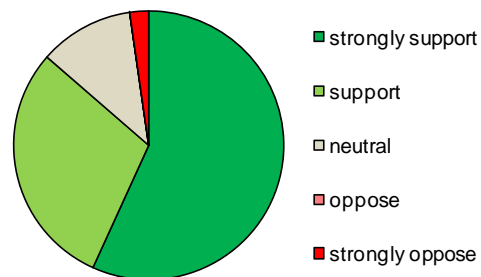
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	144	49.5%	25	56.8%	169	50.4%
support	121	41.6%	13	29.5%	134	40.0%
neutral	21	7.2%	5	11.4%	26	7.8%
oppose	2	0.7%	0	0.0%	2	0.6%
strongly oppose	3	1.0%	1	2.3%	4	1.2%
total (valid) responses	291	100.0%	44	100.0%	335	100.0%

Charts 48 and 49. Responses in support/opposition of the Objective — Environmental Resilience (under the Key Theme — The Natural Environment)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Environmental Resilience (under the Key Theme — The Natural Environment) were asked to outline their reasons why. Five respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. Of these, four respondents provided valid responses for their opposition. In general, these respondents felt that the Objective was too vague and may mean that bushland would be removed for commercial purposes.

With regard to the Community Survey, one respondent strongly opposed the Objective — Environmental Resilience. This respondent felt that the Objective needed to be more specific with regard to reducing carbon, water usage and waste.

Objective — Community Involvement: *“To build a community that takes ownership of its natural assets and supports their ongoing preservation and conservation.”*

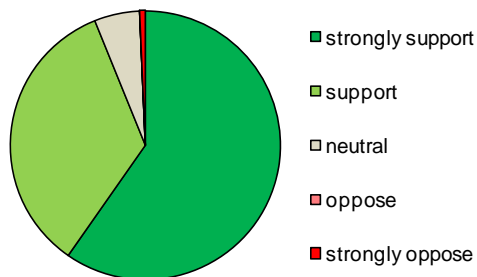
The Objective — Community Involvement (under the Key Theme — The Natural Environment) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 293 valid responses received from the Resident Survey, over 90% of respondents either supported or strongly supported the Objective. Of the 44 valid responses received from the Community Survey, over 90% of respondents were either supportive or strongly supportive. These data are summarised in Table 29 and Charts 50 and 51 below.

Table 29. Responses in support/opposition of the Objective — Community Involvement (under the Key Theme — The Natural Environment)

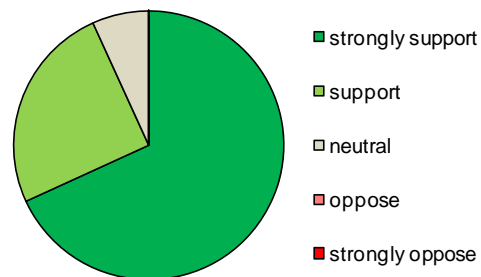
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	175	59.7%	30	68.2%	205	60.8%
support	100	34.1%	11	25.0%	111	32.9%
neutral	16	5.5%	3	6.8%	19	5.6%
oppose	0	0.0%	0	0.0%	0	0.0%
strongly oppose	2	0.7%	0	0.0%	2	0.6%
total (valid) responses	293	100.0%	44	100.0%	337	100.0%

Charts 50 and 51. Responses in support/opposition of the Objective — Community Involvement (under the Key Theme — The Natural Environment)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Community Involvement (under the Key Theme — The Natural Environment) were asked to outline their reasons why. Two respondents from the Resident Survey stated that they strongly opposed this Objective. Of these, one respondent provided a valid response for their opposition. In general, this respondent felt that this Objective could hold up “progress”.

With regard to the Community Survey, no respondents opposed or strongly opposed the Objective — Community Involvement.

Objective — Accessible Environments: “To develop an appreciation for local natural assets by providing appropriate access to natural areas.”

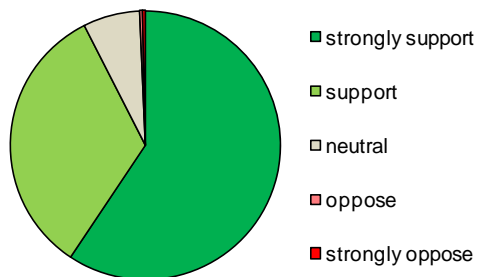
The Objective — Accessible Environments (under the Key Theme — The Natural Environment) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 293 valid responses received from the Resident Survey, over 90% of respondents either supported or strongly supported the Objective. Of the 44 valid responses received from the Community Survey, over 95% of respondents were either supportive or strongly supportive. These data are summarised in Table 30 and Charts 52 and 53 below.

Table 30. Responses in support/opposition of the Objective — Accessible Environments (under the Key Theme — The Natural Environment)

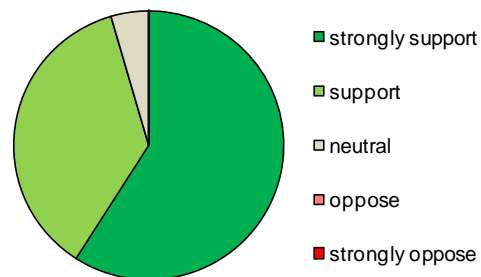
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	174	59.4%	26	59.1%	200	59.3%
support	97	33.1%	16	36.4%	113	33.5%
neutral	20	6.8%	2	4.5%	22	6.5%
oppose	1	0.3%	0	0.0%	1	0.3%
strongly oppose	1	0.3%	0	0.0%	1	0.3%
total (valid) responses	293	100.0%	44	100.0%	337	100.0%

Charts 52 and 53. Responses in support/opposition of the Objective — Accessible Environments (under the Key Theme — The Natural Environment)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Accessible Environments (under the Key Theme — The Natural Environment) were asked to outline their reasons why. Two respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. Of these, one respondent provided a valid response for their opposition. This respondent felt that allowing access to natural environments could damage them.

With regard to the Community Survey, no respondents opposed or strongly opposed the Objective — Accessible Environments.

Objective — Environmental Leadership: “To embrace learning opportunities on an international scale and continuously lead by example in our application of new knowledge.”

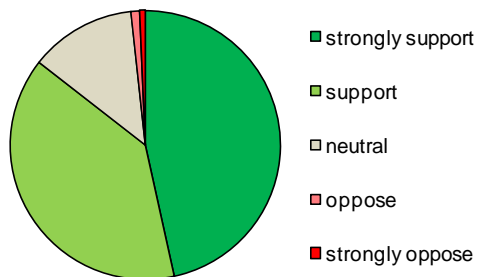
The Objective — Environmental Leadership (under the Key Theme — The Natural Environment) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 290 valid responses received from the Resident Survey, over 85% of respondents either supported or strongly supported the Objective. Of the 44 valid responses received from the Community Survey, over 85% of respondents were either supportive or strongly supportive. These data are summarised in Table 31 and Charts 54 and 55 below.

Table 31. Responses in support/opposition of the Objective — Environmental Leadership (under the Key Theme — The Natural Environment)

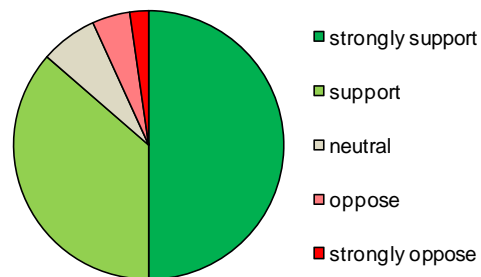
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	135	46.6%	22	50.0%	157	47.0%
support	113	39.0%	16	36.4%	129	38.6%
neutral	37	12.8%	3	6.8%	40	12.0%
oppose	3	1.0%	2	4.5%	5	1.5%
strongly oppose	2	0.7%	1	2.3%	3	0.9%
total (valid) responses	290	100.0%	44	100.0%	334	100.0%

Charts 54 and 55. Responses in support/opposition of the Objective — Environmental Leadership (under the Key Theme — The Natural Environment)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Environmental Leadership (under the Key Theme — The Natural Environment) were asked to outline their reasons why. Five respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. Of these, two respondents provided valid responses for their opposition. In general, these respondents felt that City staff and Elected Members should not be allowed to travel internationally to achieve this Objective.

With regard to the Community Survey, three respondents opposed or strongly opposed the Objective — Environmental Leadership. Of these, one respondent provided a valid response for their opposition. In general, this respondent felt that City staff and Elected Members should not be allowed to travel internationally to achieve this Objective.

6. COMMUNITY WELLBEING

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

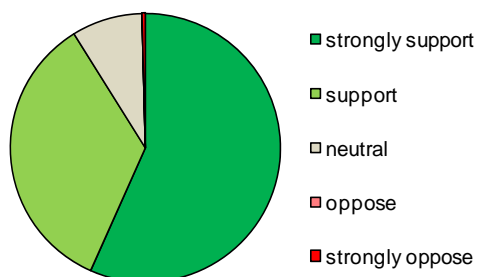
The Aspirational Outcome for Community Wellbeing was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 247 valid responses received from the Resident Survey, over 90% of respondents either supported or strongly supported the Aspirational Outcome. Of the 37 valid responses received from the Community Survey, almost 90% of respondents were either supportive or strongly supportive. These data are summarised in Table 32 and Charts 56 and 57 below.

Table 32. Responses in support/opposition of the Aspirational Outcome for Community Wellbeing

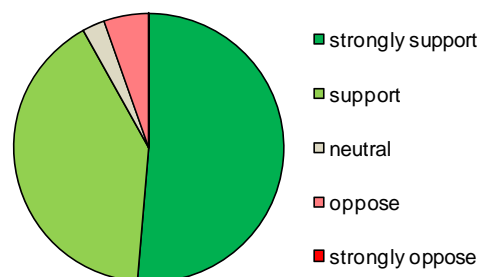
Response	<u>Resident Survey</u>		<u>Community Survey</u>		<i>total (valid) responses</i>	
	N	%	N	%	N	%
strongly support	140	56.7%	19	51.4%	159	56.0%
support	85	34.4%	15	40.5%	100	35.2%
neutral	21	8.5%	1	2.7%	22	7.7%
oppose	0	0.0%	2	5.4%	2	0.7%
strongly oppose	1	0.4%	0	0.0%	1	0.4%
<i>total (valid) responses</i>	<i>247</i>	<i>100.0%</i>	<i>37</i>	<i>100.0%</i>	<i>284</i>	<i>100.0%</i>

Charts 56 and 57. Responses in support/opposition of the Aspirational Outcome for Community Wellbeing

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Aspirational Outcome for Community Wellbeing were provided with the opportunity to outline their reasons why through “Further Comments” at the end of the survey. One respondent from the Resident Survey stated that they strongly opposed this Aspirational Outcome. This respondent felt that the Aspirational Outcome did not reflect their own personal experiences. In particular, they did not think that the City had a “thriving cultural scene” and did not think the City was particularly safe. It should be noted that this reason indicates that this respondent would likely *support* the proposed Objective; however, it is possible that they understood the rating scale to be an assessment of their past experiences with the City of Joondalup, rather than an Aspirational Outcome for the future.

With regard to the Community Survey, two respondents opposed the Aspirational Outcome for The Natural Environment. Of these, one respondent provided a valid response for their opposition. This respondent felt that a specific sporting facility was not maintained by the City to

an adequate standard. Similar to the Resident Survey, it should be noted that this reason indicates that this respondent would likely *support* the proposed Objective; however, it is possible that they understood the rating scale to be an assessment of their past experiences with the City of Joondalup, rather than an Aspirational Outcome for the future.

Objective — Quality Facilities: “To provide facilities of the highest quality which reflect the needs of the community now and into the future.”

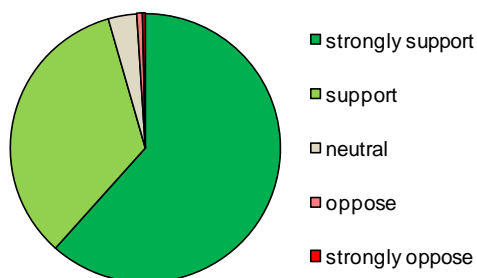
The Objective — Quality Facilities (under the Key Theme — Community Wellbeing) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 292 valid responses received from the Resident Survey, over 95% of respondents either supported or strongly supported the Objective. Of the 43 valid responses received from the Community Survey, over 95% of respondents were either supportive or strongly supportive. These data are summarised in Table 33 and Charts 58 and 59 below.

Table 33. Responses in support/opposition of the Objective — Quality Facilities (under the Key Theme — Community Wellbeing)

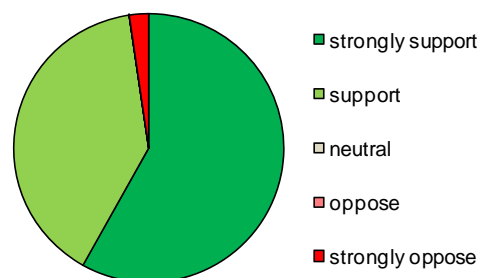
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	180	61.6%	25	58.1%	205	61.2%
support	99	33.9%	17	39.5%	116	34.6%
neutral	10	3.4%	0	0.0%	10	3.0%
oppose	2	0.7%	0	0.0%	2	0.6%
strongly oppose	1	0.3%	1	2.3%	2	0.6%
total (valid) responses	292	100.0%	43	100.0%	335	100.0%

Charts 58 and 59. Responses in support/opposition of the Objective — Quality Facilities (under the Key Theme — Community Wellbeing)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Quality Facilities (under the Key Theme — Community Wellbeing) were asked to outline their reasons why. Three respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. These respondents did not provide a valid response for their opposition.

With regard to the Community Survey, one respondent strongly opposed the Objective — Quality Facilities. This respondent felt that facilities of “the highest quality” were unnecessary and costly and that there were ample facilities in other districts.

Objective — Cultural Development: “For the community to have access to world-class cultural and artistic events and facilities.”

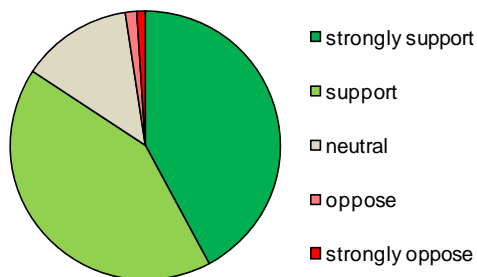
The Objective — Cultural Development (under the Key Theme — Community Wellbeing) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 292 valid responses received from the Resident Survey, almost 85% of respondents either supported or strongly supported the Objective. Of the 44 valid responses received from the Community Survey, over 70% of respondents were either supportive or strongly supportive. These data are summarised in Table 34 and Charts 60 and 61 below.

Table 34. Responses in support/opposition of the Objective — Cultural Development (under the Key Theme — Community Wellbeing)

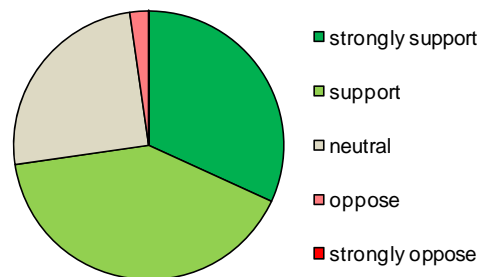
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	123	42.1%	14	31.8%	137	40.8%
support	123	42.1%	18	40.9%	141	42.0%
neutral	39	13.4%	11	25.0%	50	14.9%
oppose	4	1.4%	1	2.3%	5	1.5%
strongly oppose	3	1.0%	0	0.0%	3	0.9%
total (valid) responses	292	100.0%	44	100.0%	336	100.0%

Charts 60 and 61. Responses in support/opposition of the Objective — Cultural Development (under the Key Theme — Community Wellbeing)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Cultural Development (under the Key Theme — Community Wellbeing) were asked to outline their reasons why. Seven respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. Of these, six respondents provided valid responses for their opposition. In general, these respondents felt that too much money was spent on cultural activities and that infrastructure was more important.

With regard to the Community Survey, one respondent opposed the Objective — Cultural Development. This respondent did not provide a valid response for their opposition.

Objective — Community Spirit: “To have proud and active residents who participate in local activities and services for the betterment of the community.”

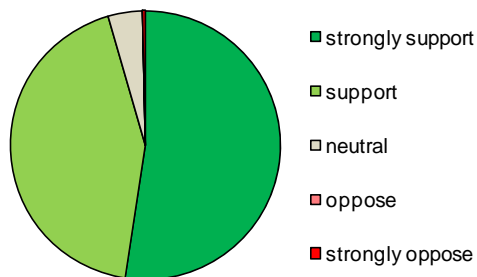
The Objective — Community Spirit (under the Key Theme — Community Wellbeing) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 290 valid responses received from the Resident Survey, almost 95% of respondents either supported or strongly supported the Objective. Of the 43 valid responses received from the Community Survey, over 95% of respondents were either supportive or strongly supportive. These data are summarised in Table 35 and Charts 62 and 63 below.

Table 35. Responses in support/opposition of the Objective — Community Spirit (under the Key Theme — Community Wellbeing)

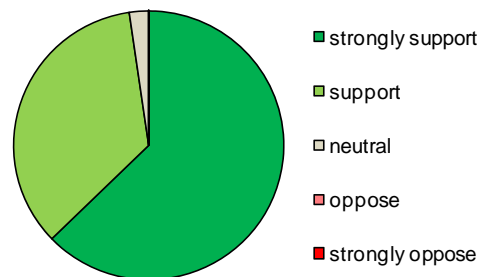
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	152	52.4%	27	62.8%	179	53.8%
support	125	43.1%	15	34.9%	140	42.0%
neutral	12	4.1%	1	2.3%	13	3.9%
oppose	0	0.0%	0	0.0%	0	0.0%
strongly oppose	1	0.3%	0	0.0%	1	0.3%
total (valid) responses	290	100.0%	43	100.0%	333	100.0%

Charts 62 and 63. Responses in support/opposition of the Objective — Community Spirit (under the Key Theme — Community Wellbeing)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Community Spirit (under the Key Theme — Community Wellbeing) were asked to outline their reasons why. One respondent from the Resident Survey stated that they strongly opposed this Objective. This respondent did not provide a valid response for their opposition.

With regard to the Community Survey, no respondents opposed or strongly opposed the Objective — Community Spirit.

Objective — Community Safety: “For residents to feel safe and confident in their ability to travel and socialise within the community.”

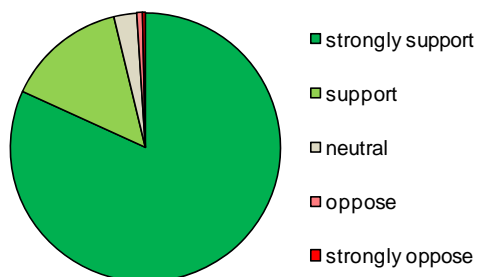
The Objective — Community Safety (under the Key Theme — Community Wellbeing) was generally supported by both the respondents to the Resident Survey and the respondents to the Community Survey. Of the 291 valid responses received from the Resident Survey, over 95% of respondents either supported or strongly supported the Objective. Of the 44 valid responses received from the Community Survey, over 100% of respondents were either supportive or strongly supportive. These data are summarised in Table 36 and Charts 64 and 65 below.

Table 36. Responses in support/opposition of the Objective — Community Safety (under the Key Theme — Community Wellbeing)

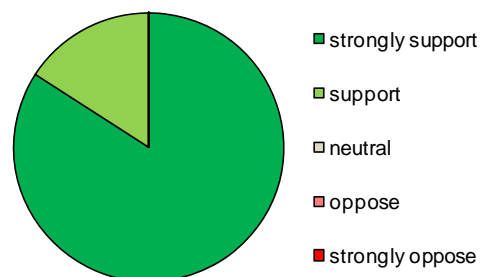
Response	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%	N	%
strongly support	238	81.8%	37	84.1%	275	82.1%
support	42	14.4%	7	15.9%	49	14.6%
neutral	8	2.7%	0	0.0%	8	2.4%
oppose	2	0.7%	0	0.0%	2	0.6%
strongly oppose	1	0.3%	0	0.0%	1	0.3%
total (valid) responses	291	100.0%	44	100.0%	335	100.0%

Charts 64 and 65. Responses in support/opposition of the Objective — Community Safety (under the Key Theme — Community Wellbeing)

Resident Survey



Community Survey:



Respondents who opposed or strongly opposed the Objective — Community Safety (under the Key Theme — Community Wellbeing) were asked to outline their reasons why. Three respondents from the Resident Survey stated that they opposed or strongly opposed this Objective. Of these, all three respondents provided valid responses for their opposition. In general, these respondents felt that there should be more police, that security in the City was not appropriate and that they did not feel safe in their communities. It should be noted that these reasons indicate that these respondents would likely *support* the proposed Objective; however, it is possible that they understood the rating scale to be an assessment of their past experiences with the City of Joondalup, rather than an Objective for the future.

With regard to the Community Survey, no respondents opposed or strongly opposed the Objective — Community Safety.

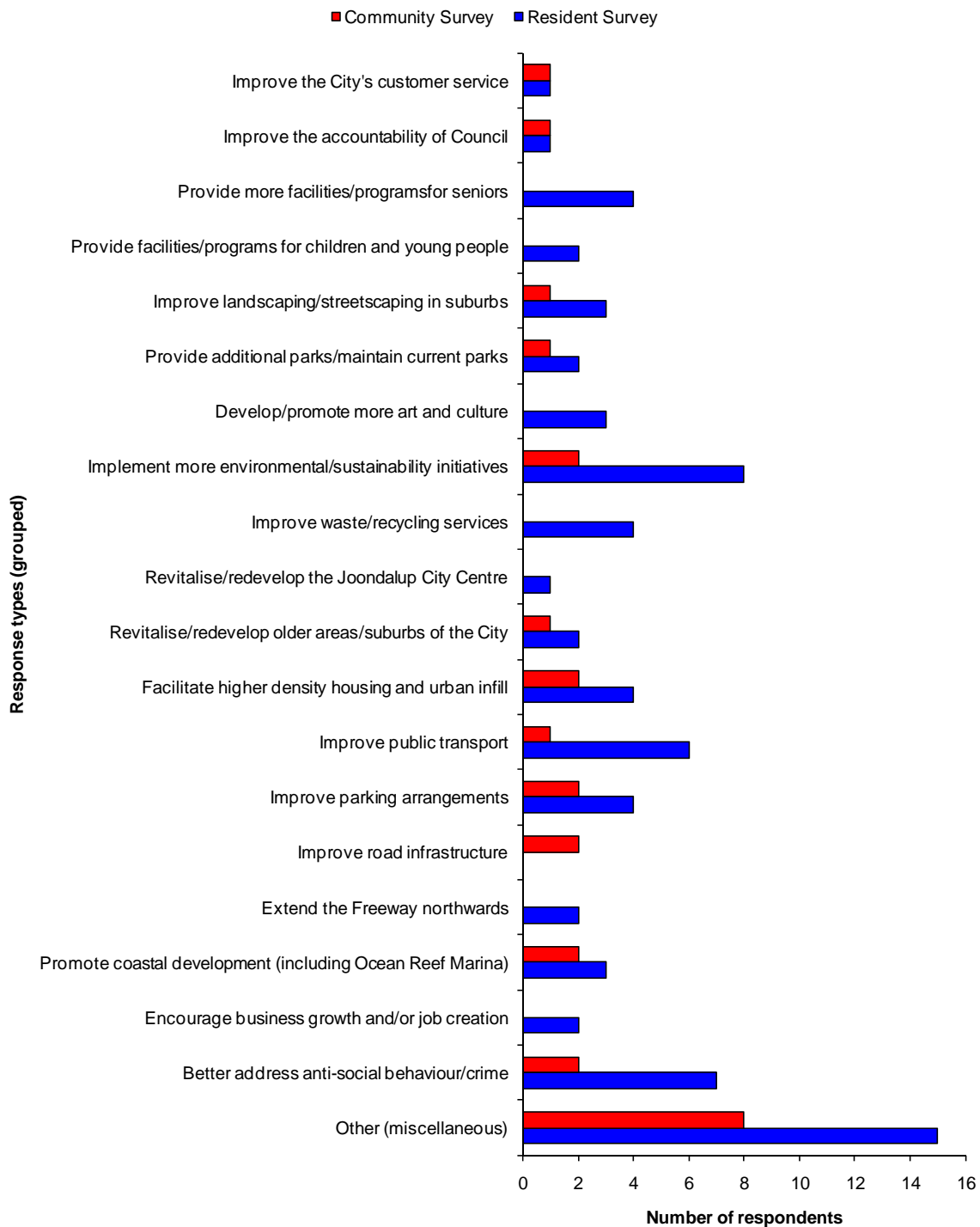
ADDITIONAL KEY THEMES AND OBJECTIVES TO BE INCLUDED

Survey respondents were asked if there were any additional Key Themes or Objectives that they thought should be included in the City of Joondalup 10-Year Strategic Community Plan — *Joondalup 2022*. For the Resident Survey, 57 respondents provided a valid response to this question; for the Community Survey, 19 respondents provided a valid response to this question. These responses are considerably varied and, as such, have been grouped into themes and summarised in Table 37 and Chart 66 below.

Table 37. Responses provided for the question: “Are there any additional Key Themes or Objectives you think should be included in the City of Joondalup 10-Year Strategic Community Plan?”

Response types (grouped)	Resident Survey		Community Survey		total (valid) responses	
	N	%	N	%		%
Improve the City's customer service	1	0.3%	1	2.3%	2	0.6%
Improve the accountability of Council	1	0.3%	1	2.3%	2	0.6%
Provide more facilities/programs for seniors	4	1.4%	0	0.0%	4	1.2%
Provide facilities/programs for children and young people	2	0.7%	0	0.0%	2	0.6%
Improve landscaping/streetscaping in suburbs	3	1.0%	1	2.3%	4	1.2%
Provide additional parks/maintain current parks	2	0.7%	1	2.3%	3	0.9%
Develop/promote more art and culture	3	1.0%	0	0.0%	3	0.9%
Implement more environmental/sustainability initiatives	8	2.7%	2	4.5%	10	2.9%
Improve waste/recycling services	4	1.4%	0	0.0%	4	1.2%
Revitalise/redevelop the Joondalup City Centre	1	0.3%	0	0.0%	1	0.3%
Revitalise/redevelop older areas/suburbs of the City	2	0.7%	1	2.3%	3	0.9%
Facilitate higher density housing and urban infill	4	1.4%	2	4.5%	6	1.8%
Improve public transport	6	2.0%	1	2.3%	7	2.1%
Improve parking arrangements	4	1.4%	2	4.5%	6	1.8%
Improve road infrastructure	0	0.0%	2	4.5%	2	0.6%
Extend the Freeway northwards	2	0.7%	0	0.0%	2	0.6%
Promote coastal development (including Ocean Reef Marina)	3	1.0%	2	4.5%	5	1.5%
Encourage business growth and/or job creation	2	0.7%	0	0.0%	2	0.6%
Better address anti-social behaviour/crime	7	2.4%	2	4.5%	9	2.7%
Other (miscellaneous)	15	5.1%	8	18.2%	23	6.8%
total (valid) respondents	57	19.3%	19	43.2%	76	22.4%

Chart 66. Responses provided for the question: “Are there any additional Key Themes or Objectives you think should be included in the City of Joondalup 10-Year Strategic Community Plan?”



In analysing these responses, it should be noted that most are related to operational matters and are not considered strategic in nature. The majority are incorporated, in some way, under the Strategic Initiatives of the City's draft 10-Year Strategic Community Plan — *Joondalup 2022*⁸.

⁸ Note that the Strategic Initiatives were *not* provided to survey recipients, only the high-level Aspirational Outcomes and Objectives (recipients were directed to the City's website, if they wished to view the *Joondalup 2022* document in its entirety).

FURTHER COMMENTS

Survey respondents were asked if they had any further comments on the 10-Year Strategic Community Plan — *Joondalup 2022*. For the Resident Survey, 84 respondents provided a valid response to this question; for the Community Survey, 17 respondents provided a valid response to this question. The responses provided were considered to be so varied that they have not been grouped into themes and summarised; instead, they have been provided in full below in Tables 39 and 40.

Table 39. Resident Survey responses provided for “Further Comments”

I have recently moved to the Joondalup Shire and received your “Welcome Pack” — what a great idea and so informative, it gave me lots of information that I have put to good use. Thanks.
Hospital parking fees to be looked at. More ACROD parking areas
I am confused by actions of the Liberal Governments. Decisions to previously divide large local councils and create new smaller councils but now are reversing this by requiring small councils to amalgamate (huge waste of money).
I strongly support all your aims and objectives and wish you every success in achieving all you Plan.
I strongly support all of the above but, as a born Australian, am disappointed that in our (City of Perth) much of our historical architecture and flora and fauna has been destroyed. I only hope City of Joondalup will preserve the above as much as possible, knowing what is proposed for Shaping our Future.
Arterial Roads do not have street signage in advance of an intersection, little beautification is provided on major roads that have median strips and no attention is given to the sides of the roads. Years pass without even cleaning and pruning. The roads do not have a WOW factor. Good example — Darwin NT. Inappropriate tree planting safety, height and rubbish (mess) problems.
Under point 6 [Key Theme — Community Wellbeing], sporting facilities should be added to the Objectives.
I live in Freeman Way, Marmion and I would like something done about the traffic and streetscaping; now, not in ten years time. Freeman Way should be closed at Marmion Avenue; and Warwick Road opened; and traffic regulated at the lights. Alternatively, the median strip on Marmion Avenue, so that traffic cannot turn right into and from Freeman Way. Either of these would reduce the number of accidents and congestion. I travel around the City of Joondalup and see streets with trees. How come Freeman Way does not have a tree in sight, either along the centre or on verges? We pay a considerable amount in rates, but seem to be forgotten.
The maintenance of parks, playgrounds and gardens is required more often. For example, grass cutting and drying-up of parks and much improved selection of shrubs; especially Mamo Park — near the playground, which is extremely unfriendly. This is a much utilised park by the community, but desperately needs a tidier, better selection of shrubs.
Pick something for Joondalup — then make it a world leader in that something. What? Ask all the community. Get them to take ownership. Major stakeholders are the community.
Spend less on your art programme as it currently exists. Learn from what is happening in Wanneroo — they have got an excellent Art Coordinator who has provided an enormous amount of courses for residents — whilst you squander funds on first prizes that are not artistic. It's not the latter I complain about — only the \$1,000s that are given out.
I would love to see a community garden happening, together with a cultural centre, an honorary place for the diversity we have, more trees planted, more input for volunteers, more rights for citizens who protect our safety, and an end to this ridiculous right to sue, as people should learn to take responsibility in their own hands.

Table 39. Resident Survey responses provided for “Further Comments”

Thank you so much for your Platinum Programme which enables us to meet and make friends whereas we mightn't have met them. Also the outings are so varied and interesting and enable us to get about Perth and environs. A truly wonderful and affordable idea.
Should focus on delivering the focuses effectively and at the lowest cost. Do not strive to be world leaders at the expense of ratepayers.
(1) Follow the guidance of the buildings rules and do not allow for variations, as it has a negative effect on many people when high buildings are approved and when privacy is destroyed by people looking in. (2) Remove the security cars driving around for nothing.
Hoon driving is getting worse and worse in Greenwood — all the Objectives above are admirable, but are “pie in the sky”. What about more local security?
The new City of Joondalup area around the Hospital, Neil Hawkins Park and along Grand Boulevard is just becoming the forgotten “Balga” of the 1970s. A lot of money has been spent on it, but to what end? — Has it achieved the high expectations that were publicised when the area was being developed?
It appears that most questions have been worded/structured to generate a required response. This survey could have been worded very differently to invite accurate comments without encouraging the obvious responses.
Park in Leeway Drive is very dark at night time and is a place for young to drug. Safe place. Also lawn is in an awful condition.
Love the community activities in our City! Great support for seniors!
That smaller parks receive more ongoing care, such as spraying the clover and bindii weed to stop it blowing to nearby residents' houses.
Your Aspirational Outcomes sound like a load of marketing rubbish with little or no meaning or substance. I imagine that most people would have trouble understanding them.
Having had a pool for 25+ years (which is now gone), I would like to know why I have been charged for pool inspections. I have had only one inspection when it was installed, and never since. I would imagine that this is illegal.
(1) Look forward to seeing a completed Ocean Reef Marina — world class. (2) Beach “shuttle” — to be utilised by locals and tourists, albeit only one or two daily trips initially. Maybe a light rail connecting beaches, instead of a bus shuttle. (3) Maybe a few shops (small) in the Iluka Beach area/Burns and more cafés. Leave beautiful B B Café — casual and great.
The Aspirational Outcomes are excellent — achieving them is the difficult part. I suggest the production of a document that shows just where the City currently sits in the achievement of these outcomes. E.g. what is the current situation — plus what are the strategies now in place to reach these objectives.
Survey is too slanted to derive outcomes that are more “feel good” than a better reflection of what a community may want.
Bike paths and alternative transport routes. Saving current green zones and large stands of old trees.
I cannot imagine any objections to these Objectives — what a bunch of “management speak”. I hate to think what the City has paid to the marketing consultants who thought up this, and I hope they are not consulted again.
BBQ facility at local parks. Public toilets left unlocked. Solar panels on all public buildings — excellent form of income for the City and lead the way environmentally.
I absolutely hate being anywhere near Joondalup Train Station, even the walk between that Station and the entrance to Joondalup Shops is full of low lives and obnoxious druggies.
Curbing anti-social behaviour.

Table 39. Resident Survey responses provided for “Further Comments”

There needs to be better cooperation between Council and the Police when there are parties in residential areas that are out-of-hand or too noisy. Patrols seem to have no power and Police are not interested.
While all of the “Key” structures are excellent, how do you propose to achieve these aims? I would have liked to have seen some examples. However, thank you for all the work done to date.
Far more thought needs to be what and where we will be in 2022 and what we require and how we live. Sustainability seems to play no part in the plans. Need to focus less on housing estates and highways and more on developments which will encourage community engagement and participation.
Cat laws — bring them in and enforce them. Keep free parking access to beaches. Thank you for allowing me to have input.
Community Wellbeing — I feel Neighbourhood Watch should be strongly supported. Have you ever considered including Neighbourhood Watch flyers, indicating the need for active participants? Also a return flyer of who is actually involved in the Scheme?
(1) More suburban street/road and verge tree planting. (2) More suburban traffic calming and speed signage. (3) Noisy vehicle exhaust — load and noisy, and barking dogs polluting and depriving quiet enjoyment in neighbourhoods.
Would like to see Rates Notices go “online”, as I have access to all other rates and services online except rates. Ocean Reef Marina becomes a reality.
How can anyone object to the “Objectives”? It would have been more controversial if you had said: “We intend building a library at the junction of Road 'A' and Road 'B'” or “We intend to build a children's skate ramp in 'X' Park” or “A child care centre on 'Y' Road”.
We are happy with services provided by the City of Joondalup and hope this will be continued into the future.
More plain English and much less management/political jargon/buzzwords in communications with residents would be appreciated and would result in more “engagement with key stakeholders”, otherwise people lose interest and don't participate. Personally it doesn't impress me, just makes me think that the Council hasn't got an original thought in its collective heads. Other than this, I think Joondalup is a very nice place in which to live.
Encourage water recycling. Encourage vegie gardens. Improve hospital care/paediatric/new babies care. Reduce rates. Safer roads.
“Consistency” could be vastly improved.
Don't see the point in a survey asking a bunch of questions which all basically have obvious answers.
Overall, Joondalup should progress the idea of being the northern hub. Encourage all forms of local employment and so discourage commuting to the Perth CBD.
Strong security around Joondalup CBD and suburbs after dark.
Yes, better playgrounds and exercise equipment at Moolanda Boulevard thanks.
Could we please put some “fluoro” white paint on the solid concrete islands along Trappers Drive, Woodvale. Visibility is poor — this could lead to someone hitting them and doing themselves an injury — you are welcome to talk to me be about this.
More imaginative planning for small shopping areas. Not just add fast food, petrol station, video shop. Let's look at other options and have the local community involved in deciding what they need. Save the libraries and maybe use them more imaginatively. Community health clinics/child health linked to local schools. Pathways for people to walk on — not just car-friendly suburbs.

Table 39. Resident Survey responses provided for “Further Comments”

We fully support the [...] City of Joondalup doing a good job and want to see more food places and entertainment. Make a vibrant City. Create some tourist attractions. Connect Joondalup and Wanneroo together; if possible, construct a bridge through the lake, or other alternative. Make some sports active on the lake — both sides.
R.e. high-density housing initiative — please consider traffic congestion, i.e. Greenwood Station. Should high density dwellings be permitted with St Stephens School on both sides of Hepburn Avenue and its immediate proximity to the Freeway entry and exit already results in peak time traffic problems.
De-centralised business node — creating a business/commercial node that provides employment for far northern suburbs residents, so relieving the current transport congestion and load into the Perth City Centre.
LGAs are designed to be the form of government closest to the people — real people. Most people don't need world's best practice in their backyards. Let state and federal governments develop world class but make local government develop “best for our community” as the standard for us all. Appreciate the opportunity.
Of the six Key Themes, the Community Wellbeing one should be the most important and receive the most resources and finances, and if any conflict with other Themes, should take priority.
R.e. Hillarys tennis courts (kitchen areas) louvers damaged for some 2–3 years need repairs. Phone [...] on [...] and I will show whoever is to repair (or Ranger).
Being a resident of an “older” part of Joondalup , I ask that development of our new suburbs not be at the cost of not developing older sections of the City.
(1) “Urban environment” aims are for “appeal”, “attractiveness”, “diversity” etc. Safety of individuals in buildings, streetscapes, transport, green spaces, should be highest priority. (2) Destination city will require radical water control measures. (3) Is the reason we have no cultural (performing arts) centres at all because we are saving up for a world class one? We are not even up to WA standard as far as City performance centres are concerned.
Promote cycling more as an alternative to car use.
More bulk rubbish collections as our area only has one, all other areas have two.
Transitional living — lifestyle and entertainment for people who are between retirement living and end-of-lifespan, twilight years. Obviously this group does not want to own property and pay rates, but still need some place to live and still be able to spend money at the shopping centres, cafés and cinemas.
Get a community group/community representative to push for the Freeway North extension.
We chose to live in the City of Joondalup because of its central location, its high degree of amenity and overall safe and positive feel. We support the Key Themes as we believe they are imperative to ensure a positive future for the City and its residents.
I think this is a very well-considered and logical Strategic Plan, of the 23 Objectives, which are the most important and how will you turn a great plan into great execution?
I am glad that the City is so progressive — I have lived here for 20 years and it is a very pleasant and easy place to live.
If the City of Joondalup can actually “deliver” on most of these Themes, it will be a fantastic outcome, with benefits for all. Don't get bogged down in bureaucracy.
It is great to see the City of Joondalup being proactive in all these areas — well done.
In addition to the above, I believe we need a great deal more street lighting in order to walk our streets after dark (6 pm winter) we need the freedom to do so and feel safe.
I am most concerned about the levels of crime and vandalism in the local area.

⁹ unable to decipher¹⁰ removed for privacy reasons¹¹ removed for privacy reasons

Table 39. Resident Survey responses provided for “Further Comments”

City of Joondalup should have a motto “We talk about how great we are but do nothing”. How about a new motto “Less talk more action!” Please feel free to contact me but if this is like all the previous surveys sent out to me it will just be a waste of time and taxpayers money!
Sorry about all the fives, but I am lucky to live in a great City with a good Mayor.
I have had an issue regarding a neighbour in the past and felt the Shire didn't assess the situation very well and as a rate payer of 30 odd years with no complaints about me I felt the Shire let me down at that particular time even as far as taking me to court. This did leave a bad taste.
This is the most ridiculous, self-centred, patronising survey I have ever seen. What do you want? A pat on the back for just thinking of these things. Ask me when you have done them.
The Aspirational Outcomes and Objectives sound good, but offer no clear information as to what is intended.
All good. However, seems to address the “now”. How is the unknown future addressed/considered? Has scenario planning been part of the process?
My opinion is that the City of Joondalup does not appreciate cost-of-living pressures on households, rates increase every year. A moratorium on expenditure should commence immediately.
It is getting a lot better, the town feel is good, especially liked by the English.
You are doing mostly a very good job.
City spends too much money on fluffy management jobs which provide little or goes towards doing State Government-related issues.
Our family frequently use McCusker Park in Ocean Reef for our picnics but sadly, as a good number of children attend these [. . . ¹²] with their respective families, we find that the lack of toilet facilities disappointing. We suggest, on special days, Christmas, Easter Mothers Day and Fathers Day, portable toilets would be very much appreciated. Hoping Joondalup Council can help out with this important necessity. BBQs etc. — wonderful. Thank you for your consideration on the above matter.
I have not read the whole draft, but found the statements really difficult to understand. I do not understand all of them.
It has been great to see the development of Emerald Park, water saving and the extra pathway — great for walks! Also the walkways that have been replaced with concrete pathways — fantastic.
Thank you for the opportunity to have a say in this important issue.
Effective financial management and transparency in governance.
Better and challenging playgrounds, which are lit by lights. Especially around areas where higher density living will be occurring.

¹² unable to decipher

Table 40. Community Survey responses provided for “Further Comments”

Tourism and support youth and support health and fitness. Walking and walk-related camping with walking link from coast, east to hills and then south to join the Bibbulmun Track.
You have good people in the City of Joondalup working for the betterment of the area. Please remind them how they are valued.
The total cost of Council operations needs to be carefully considered. Not everyone has a rising income to pay for rapidly rising living costs, which include our annual rates bill!
One question I did have was how else the Council would raise money other than just through rates?
I think safety for seniors is important. I personally have stopped walking to exercise, as I have been bailed-up several times by dogs, that aren't on leashes, and have been left to wander by their owners. People whose properties back onto parks, open their gates so their dogs can have a run in the park without them.
Roundabout on Treetop Avenue, Joondalup Drive and The Gateway.
One could not but agree in the "positive" with all the questions. I think the survey is so presented to give all of the Council a "pat on the back"!
We want to know the start date of construction of the new parking building and where it is being situated.
Great plan that covers the key issues. Natural Environment section needs further consideration.
I agree and support the Aspirational Outcomes and Objectives outlined above and are necessary for any Strategic Community Plan to have a chance to succeed. But, I would strongly suggest that the City Council does not lose sight of the day-to-day functions necessary in the daily operation of the City life. It has become very noticeable in recent months that road and verge rubbish has increased and clean-up is taken longer to occur. The danger exists, that if insufficient attention is given to the detail of daily functions, the big picture would become superfluous.
City of Joondalup must press the State Government to extend both the Mitchell Freeway and the rail-line further north to ease chronic traffic congestion within its northern boundaries.
The survey is unclear as to whether the question asked is for: an opinion as to what extent the City has met the criteria of the main question; or an opinion as to whether the City should have these criteria as objectives.
This survey is disappointing. Most of these statements are "motherhood" statements which reasonable people would agree with. I do not think that this survey will contribute much, if anything, to gleaning what the community feel about these issues. Given that conducting these surveys is a costly exercise, I feel this opportunity could have been used more effectively. One needs to go below the "sloganism" which often obscures the actual action below it.

Table 40. Community Survey responses provided for “Further Comments”

It is no use having all these outcomes if you cannot park to use them, i.e. a City visit = at least six hours (business and medical or hospital visits if one is to use public transport. [attached to survey —] Comments on Shaping our Future Survey — You will note on the survey sheet I have made several comments under some of the headings. As if we are to do all these wonderful things, encourage visitors and tourists to Joondalup CBD, Council needs to change its current attitude to parking in the CBD and at Lakeside Shopping Centre and Joondalup Station. Lakeside Shopping Centre — currently four hours which, until fairly recently, was rarely enforced. This needs changing to six hours, so as to give visitors and tourists plenty of time to shop, have lunch, visit the cinemas and generally walk around the Centre without coming back to one's car and finding one has copped a parking fine of \$60, which, in my opinion, is a revenue-raising ploy by Council. I am told by Parking Services that this is to discourage City and local workers from parking there all day. If this is correct, then a dedicated City and local workers area is required. Joondalup Station — currently four hours, this means that if one travels by public transport (as we are encouraged to do so by Government and City of Perth Council) so as to ease traffic congestion on our roads and in the City, plus City parking — there is not enough time to go to specialist medical centres, business centre, entertainment, see local attractions etc., four hours is not long enough by the time you wait for a train, travel to the City, walk or catch the CAT to your destination, maybe have a snack and then repeat the process to return to Joondalup Station only to find you have copped another \$60 fine. Again Council Parking Services tell me it is to discourage long-term parking (perhaps it's time they changed the record), long-term or an all day parking area at Joondalup Station is long overdue especially for City Workers. I am aware that new parking areas cost money and none of us want our rates to cover the cost of building new car parks, so perhaps the best suggestion is to increase the parking time at Joondalup Station to six hours or extend the present CAT service say to a 10–15 kilometres circle around Joondalup CBD, so as to encourage locals and visitors, tourists to visit Joondalup and it's many attractions. Again somebody has to pay for same so a similar ticket system as on public transport could be introduced on this service.

In an earlier section there is an Objective which (roughly) refers to democracy being achieved through consensus. Isn't this a contradiction to having strong leadership? At the end of the day, democracy is where people have a voice in decision-making but the majority view rules. Strong leadership does not necessarily reflect consensus.

The term "strong leadership" occurs frequently in the document and could be viewed as autocratic. Professional/effective/ethical leadership is a term that I would favour. Historically strong leaders have been "one man bands" whereas professional/effective/ethical comes from a team approach. I liked the statement in Values about empathy and understanding of communities needs. I really liked the concepts in the Natural Environment section, particularly "building a community that takes ownership of its natural assets and supports preservation and conservation." Also the Community Wellbeing section statements about community involvement and volunteering. Recognition of these groups/people should also feature as they are the silent non-salaried army that help the City of Joondalup to meet its objectives in the community and environment.

Table 40. Community Survey responses provided for “Further Comments”

<p>p. 17 — Active Democracy: City Target “100% of City-wide sample sized community consultations achieve a statistically valid response rate based on a confidence rating of 96% and +/-5% margin for error” I thought that the Auditor General specified a Confidence Level of 95% and a Confidence Interval of +/- 4%? (Ref: Minutes of Council 17/11/09 CJ249-11/09) — “To achieve statistical validity with a confidence rating of 96% and +/-5% error margin for City-wide consultations, a minimum of 420 survey responses is required.” The statistical term is usually Confidence Level (not Rating) There should be a Performance statement reflecting the need for the survey respondents to match the relevant survey area demographic profile before it can be regarded as valid, e.g. if 420 returns are mostly from the demographic cohort 55–65 how could the survey be regarded as valid?</p> <p>p. 18 — Corporate Proficiency: “Due to the unique characteristics of community surveys undertaken by each local government, data is not validly comparable on a State-wide basis. As such, benchmarking will need to be against the City’s own performance” How can you “benchmark” against your own performance? Surely there is enough commonality amongst local governments for some key performance indicators to be selected to benchmark against? Follow up validations could be done on some surveys to assess the process.</p> <p>p. 27 — Figures quoted about housing could have a footnote to the relevant documents they are derived from. I assume most of the figures come from the draft Local Housing Strategy. Footnotes to reference documents, generally, would make the Joondalup 2022 more complete.</p> <p>p. 34 — Native Vegetation mapping: “. . . mapping of individual vegetation complexes and the current percentage of protected areas will result in greater understanding the types of floristic communities that exist within the City and will enable targets to be established to increase the level of protection.” Will this mapping cover the parks with their areas of trees/vegetation and not just within the designated conservation areas?</p> <p>p. 37 — “Promote local opportunities for arts development” Prefer: promote local opportunities for community arts development. Rather than the community just having access to the arts, there should be an objective which implies that the Community will be actively involved in making the Art.</p>

FEEDBACK FROM STAKEHOLDERS

The City received feedback on the draft 10-Year Strategic Community Plan — *Joondalup 2022* from nine stakeholders. These included:

- Hon. Michael Mischin MLC (Member for North Metropolitan Region)
- Hon. Edmund Joseph Dermer MLC (Member for North Metropolitan Region)
- Mr Albert Jacob MLA (Member for Ocean Reef)
- Department of Planning
- Landcorp
- Edith Cowan University
- West Coast Institute of Training
- WA Policy Academy
- Joondalup Resort Hotel

Seven of the stakeholders completed a Stakeholder Survey and two stakeholders provided general feedback. All of these stakeholders were highly supportive of the draft Plan.

These responses have been summarised in Tables 41–46 below. (As the sample size is only small (N=7), these responses have been combined into larger tables under each Key Theme.) General feedback from these Stakeholders is presented, in full, in Table 47.

Table 41. Responses in support/opposition of the Aspirational Outcome and Objectives under the Key Theme — Governance and Leadership

Response	Aspirational Outcome		Objective — Effective Representation		Objective — Corporate Capacity		Objective — Active Democracy		Objective — Strong Leadership	
	N	%	N	%	N	%	N	%	N	%
strongly support	6	85.7%	4	57.1%	5	71.4%	4	57.1%	2	28.6%
support	1	14.3%	3	42.9%	2	28.6%	3	42.9%	2	28.6%
neutral	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
oppose	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	14.3%
strongly oppose	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
total (valid) responses	7	100.0%	7	100.0%	7	100.0%	7	100.0%	7	100.0%

Table 42. Responses in support/opposition of the Aspirational Outcome and Objectives under the Key Theme — Financial Sustainability

Response	Aspirational Outcome		Objective — Financial Diversity		Objective — Effective Management	
	N	%	N	%	N	%
strongly support	3	42.9	6	85.7	7	100.0
support	3	42.9	1	14.3	0	0.0%
neutral	0	0.0%	0	0.0%	0	0.0%
oppose	0	0.0%	0	0.0%	0	0.0%
strongly oppose	0	0.0%	0	0.0%	0	0.0%
total (valid) responses	6	100.0%	7	100.0%	7	100.0%

Table 43. Responses in support/opposition of the Aspirational Outcome and Objectives under the Key Theme — Quality Urban Environment

Response	Aspirational Outcome		Objective — Quality Built Outcomes		Objective — Integrated Spaces		Objective — Quality Open Spaces		Objective — City Centre Development	
	N	%	N	%	N	%	N	%	N	%
strongly support	5	71.4	5	71.4	5	71.4	4	57.1	4	57.1
support	1	14.3	2	28.6	2	28.6	3	42.9	3	42.9
neutral	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
oppose	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
strongly oppose	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
total (valid) responses	6	100.0%	7	100.0%	7	100.0%	7	100.0%	7	100.0%

Table 44. Responses in support/opposition of the Aspirational Outcome and Objectives under the Key Theme — Economic Prosperity, Vibrancy and Growth

Response	Aspirational Outcome		Objective — Primary Centre Status		Objective — Activity Centre Development		Objective — Destination City		Objective — Regional Collaboration		Objective — Business Capacity	
	N	%	N	%	N	%	N	%	N	%	N	%
strongly support	4	57.1%	3	42.9%	4	57.1%	5	71.4%	4	57.1%	6	85.7%
support	2	28.6%	3	42.9%	3	42.9%	1	14.3%	3	42.9%	1	14.3%
neutral	0	0.0%	1	14.3%	0	0.0%	1	14.3%	0	0.0%	0	0.0%
oppose	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
strongly oppose	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
total (valid) responses	6	100.0%	7	100.0%	7	100.0%	7	100.0%	7	100.0%	7	100.0%

Table 45. Responses in support/opposition of the Aspirational Outcome and Objectives under the Key Theme — The Natural Environment

Response	Aspirational Outcome		Objective — Environmental Resilience		Objective — Community Involvement		Objective — Accessible Environments		Objective — Environmental Leadership	
	N	%	N	%	N	%	N	%	N	%
strongly support	4	57.1	4	57.1	4	57.1	4	57.1	5	71.4
support	2	28.6	3	42.9	3	42.9	3	42.9	2	28.6
neutral	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
oppose	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
strongly oppose	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
total (valid) responses	6; 100.0%		7; 100.0%		7; 100.0%		7; 100.0%		7; 100.0%	

Table 46. Responses in support/opposition of the Aspirational Outcome and Objectives under the Key Theme — Community Wellbeing

Response	Aspirational Outcome		Objective — Quality Facilities		Objective — Cultural Development		Objective — Community Spirit		Objective — Community Safety	
	N	%	N	%	N	%	N	%	N	%
strongly support	4	57.1	4	57.1	4	57.1	5	71.4	7	100.0
support	2	28.6	3	42.9	3	42.9	2	28.6	0	0.0%
neutral	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
oppose	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
strongly oppose	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
total (valid) responses	6; 100.0%		7; 100.0%		7; 100.0%		7; 100.0%		7; 100.0%	

Table 47. Stakeholder Survey responses provided for “Further Comments” and general feedback

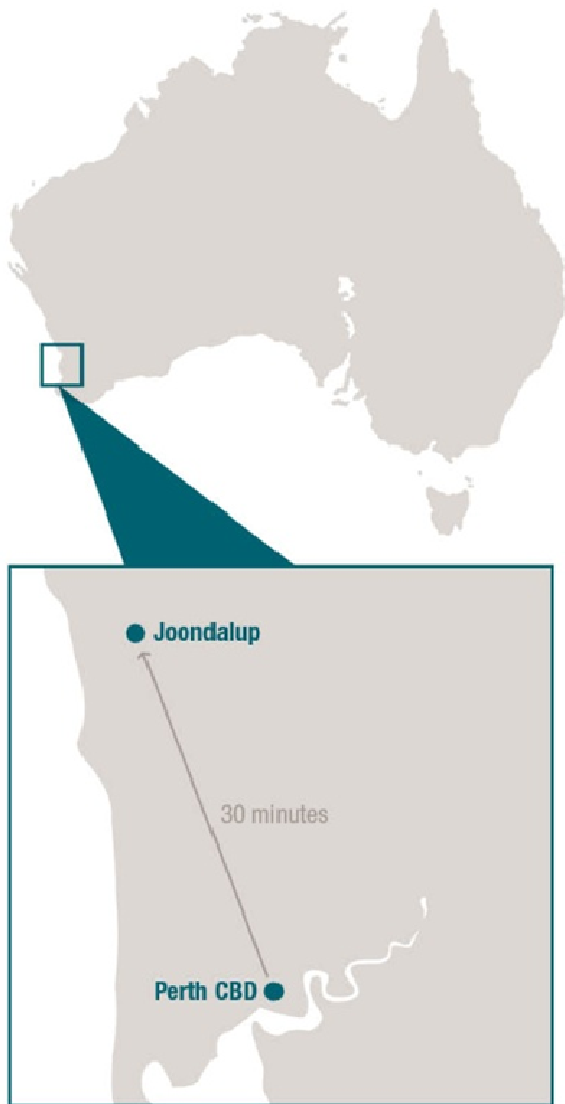
Local Member	[from cover letter] Thank you for providing me with a copy of the Joondalup 2022 draft Strategic Plan. I was interested to look through the Plan with its defined outcomes, objectives, initiatives and measurement indicators. All the very best with your ongoing work.
Local Member	I am not sure that the Coastal Planning Strategy is still being adopted — I think it has morphed into a coastal planning policy, which is a very different document.
Department of Planning	<p>[from cover letter] Thank you for the opportunity to review your new Strategic Community Plan: "Joondalup 2022". I commend you and your team on this outstanding document which is clearly backed by a robust consultation process.</p> <p>From the perspective of the Department of Planning, it is evident that you have taken key planning documents into account when developing your Objectives and targets.</p> <p>The Department of Planning supports your choice of Objectives and is happy to assist wherever possible in meeting your Objectives. I look forward to continued collaboration for the betterment of community outcomes</p>
LandCorp	[from cover letter] Landcorp is pleased to support the objectives and outcomes proposed as part of your community plan. The objectives and outcomes reflect an aspirational and progressive Council and local government. LandCorp look forward to the implementation of your strategy.
Edith Cowan University	In regards to Key Theme 5 "The Natural Environment", the City of Joondalup should have plans and measures around energy, water and waste.

DRAFT

Joondalup 2022



Introduction



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

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

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

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

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

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

Joondalup today:

Population	152,406
Distance between Perth and the Joondalup City Centre	30 kilometres
Number of businesses	12,911
Headline Gross Regional Product	\$ 4,425 million
Public Open Spaces	369
Schools	59

Our journey:

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

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

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

As we reflect on the 36 year-old grand vision set for the City, it is evident that a unique identity has developed over this time and the City is now home to a proud and active community.

The culmination of the City's journey occurred in 2011, when it was recognised as the "World's Most Liveable City" in the UN-backed annual *International Awards for Liveable Communities*. The Awards are the world's only competition focusing on International Best Practice regarding the management of the local environment with the further objective of improving the quality of life of individual citizens through the creation of "liveable communities".

Who are we?

Today, Joondalup is a successful City with large green spaces and bustling suburbs. It boasts 17 kilometres of pristine coastline to its west and the exceptional Yellagonga Regional Park to its east. The City has more than 350 diverse parklands which incorporate spacious open grassed areas and over 500 hectares of natural bushland. These areas support a range of unique flora and fauna, providing the community with many recreational opportunities.

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

The City is also home to a very unique City Centre that, in addition to retail and professional services, contains diverse tertiary educational institutions and a burgeoning health sector that services the broader north-west region. A world-class Police Academy and technical training facility is also located within the area, providing unique opportunities for Western Australians to study and work.

The Joondalup City Centre



1985



1995



2005



2012

Challenges we face:

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

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

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

In addition to the City's regional context, it is also aware of the following burgeoning challenges:

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

To respond to these challenges, the City engaged its community to try and identify its current strengths and opportunities from which it can leverage future benefits and growth.

These innovative and transformational ideas have been translated into the *Joondalup 2022* document to reflect the vision and ambition of the community. It is anticipated that in fulfilling the direction of *Joondalup 2022*, we will establish a bold, creative and prosperous City in the future.

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

What did the community say?

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

We want:

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

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

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

How we heard the community:

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

Youth Community Forum:

The “Speak Out” Youth Forum was held in September 2010, where 68 young people from nine secondary schools and an alternative education program within the City, gathered to generate ideas and perspectives on how to strengthen local youth services within the City.



“Speak Out” Youth Forum

Seniors' Interests Community Forum:

The "Baby Boomers: Facing the Future" Forum was held in November 2010 with 57 members of the local community who consider themselves "baby boomers". The Forum had an open, casual format which encouraged general discussion on issues affecting older people in the City and how the City can better cater for older people into the future.

Conservation Community Forum:

The Conservation Community Forum was held in March 2011, attracting 58 participants to discuss the advantages and disadvantages of various models for future community involvement in conservation activities. Many participants were currently active members of the community that engage in local conservation actions.

Business Forum:

"A Vision for Joondalup" Business Forum was held in September 2011 with 95 members of the local business community. Representatives from various State Government Departments and key stakeholders presented their vision for the future of business in Joondalup. This was accompanied by open table discussions with attendees to gather their views on strategic planning issues as representatives of the local business community.

Stakeholder Round Table Sessions:

Three Stakeholder Round Table Sessions were held during April and May 2012 with 113 members of a wide range of local individuals and community groups. Participants discussed what the ideal City of Joondalup 2022 should look and feel like and gave feedback on the issues that need to be addressed to achieve this.

Survey Forms:

Surveys on what residents like about the City and what they would like to change, were distributed to interested residents and community members throughout April and May 2012. Survey posts were established at a number of locations around the City, including the Joondalup Festival, Customer Service Centres, libraries, community buildings and major shopping centres. Surveys were also distributed to interested local schools.

Online Surveys:

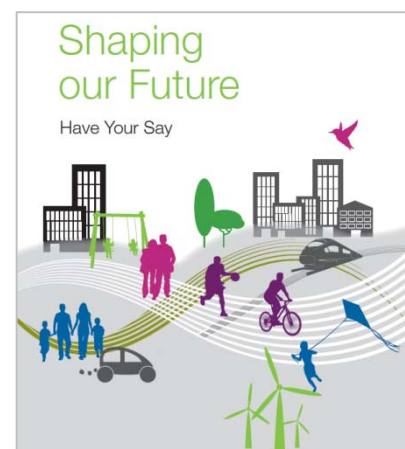
Surveys were also available online throughout April and May 2012. The online surveys were advertised widely through local news media and on the City's website.



**"A Vision for Joondalup"
Business Forum**



**Stakeholder Round Table
Session**



**Survey Forms at
Joondalup Festival**

Consultation on a Draft Plan:

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

We asked the views of:

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

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

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

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



Resident Survey

Your Details

Note that for your survey to be valid, your contact details must be provided. This information will be treated as confidential and will not be published in any document or report on the outcomes of the consultation.

Name: _____

Address: _____

Phone: _____

Email: _____

I am aged: ☐ under 18 ☐ 18 - 24 ☐ 25 - 34 ☐ 35 - 44 ☐
☐ 45 - 54 ☐ 55 - 64 ☐ 65 - 74 ☐ 75 - 84 ☐
☐ 85+ ☐

I am: ☐ female ☐ male ☐

The City of Joondalup has developed a 10-Year Strategic Community Plan – Joondalup 2022. This survey outlines the City's draft Aspirational Outcomes and Objectives under 6 Key Themes which we seek your comment on. If you would like to view Joondalup 2022 in its entirety you can do so at joondalup.wa.gov.au or by contacting the City of Joondalup's Policy, Research and Planning team on 8400 4219.

For each of the draft Aspirational Outcomes and Objectives, please indicate your level of support by circling a number 1-5.

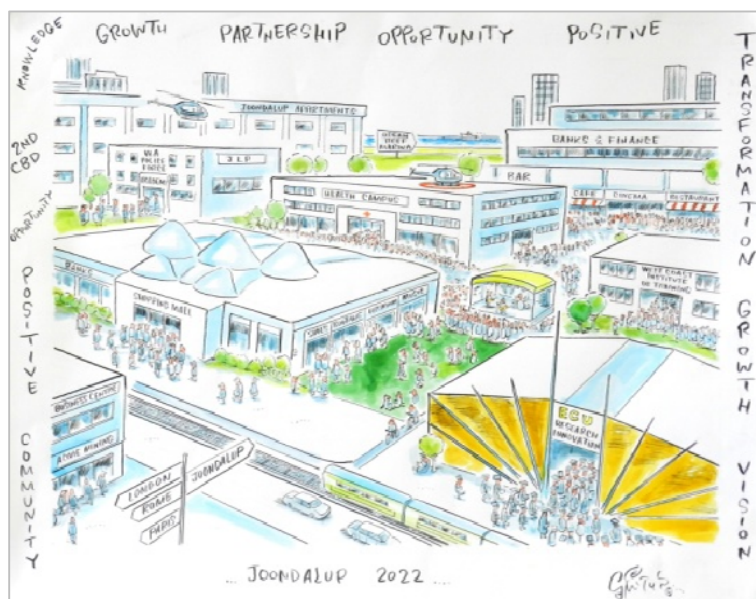
1. Key Theme: Governance and Leadership	Strongly Support	Support	Neutral	Disagree	Strongly Disagree
Aspirational Outcome: "The City is recognised for its outstanding governance practices, which are achieved through strong leadership and fully integrated community engagement systems."	5	4	3	2	1
Objective – Effective Representation To have a highly skilled and effective Council that represents the best interests of the community.	5	4	3	2	1
Objective – Corporate Capacity For the community to have confidence and trust in the City that it can deliver services effectively and transparently.	5	4	3	2	1
Objective – Active Democracy To have a community that actively engages with the City to achieve consensus and legitimacy in decision making.	5	4	3	2	1
Objective – Strong Leadership For the City to demonstrate advocacy in promoting the needs and ambitions of the City and the advancement of local government.	5	4	3	2	1

Consultation Survey on the Draft Joondalup 2022

Key Consultation and Engagement Facts:

Forum Participants: 278
 Roundtable Session Participants: 113
 Engagement Surveys: 466
 Consultation Surveys: 348

Total participation: 1,205



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

Vision



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

Values

In alignment with the City's bold vision, the City believes the following primary values should be inherent within any well-functioning and community-driven organisation: [transparent](#), [accountable](#), [honest](#), [ethical](#), [respectful](#), [sustainable](#) and [professional](#).

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

Bold:

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

Ambitious:

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

Innovative:

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

Enterprising:

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

Prosperous:

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

Compassionate:

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

Primary Values:

[Transparent](#)

[Accountable](#)

[Honest](#)

[Ethical](#)

[Respectful](#)

[Sustainable](#)

[Professional](#)

Distinguishing Values:

[Bold](#)

[Ambitious](#)

[Innovative](#)

[Enterprising](#)

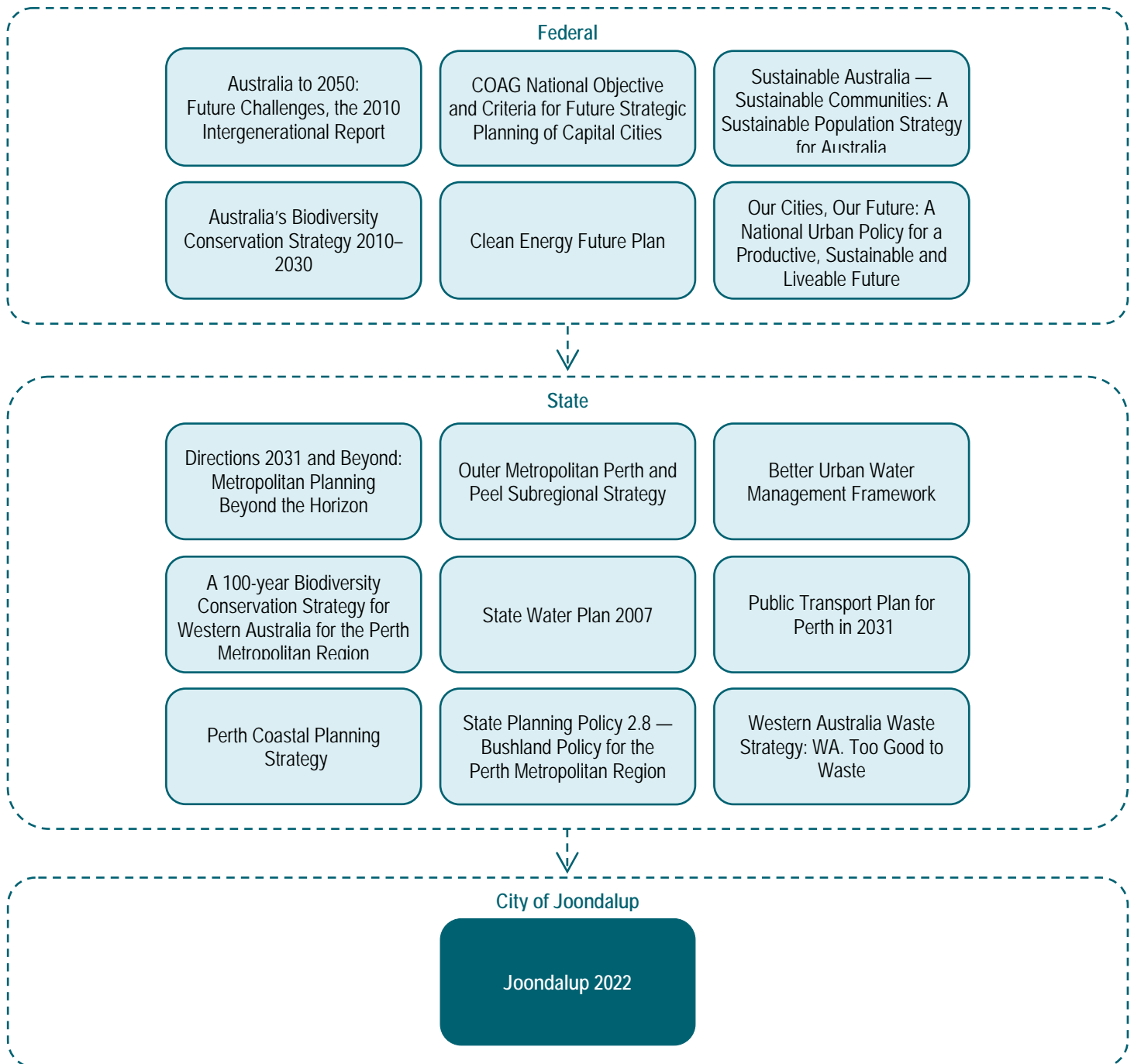
[Prosperous](#)

[Compassionate](#)

Strategic alignment

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

Key external planning documents^{*}:



^{*} Please note: some key external planning documents are currently in a draft format.

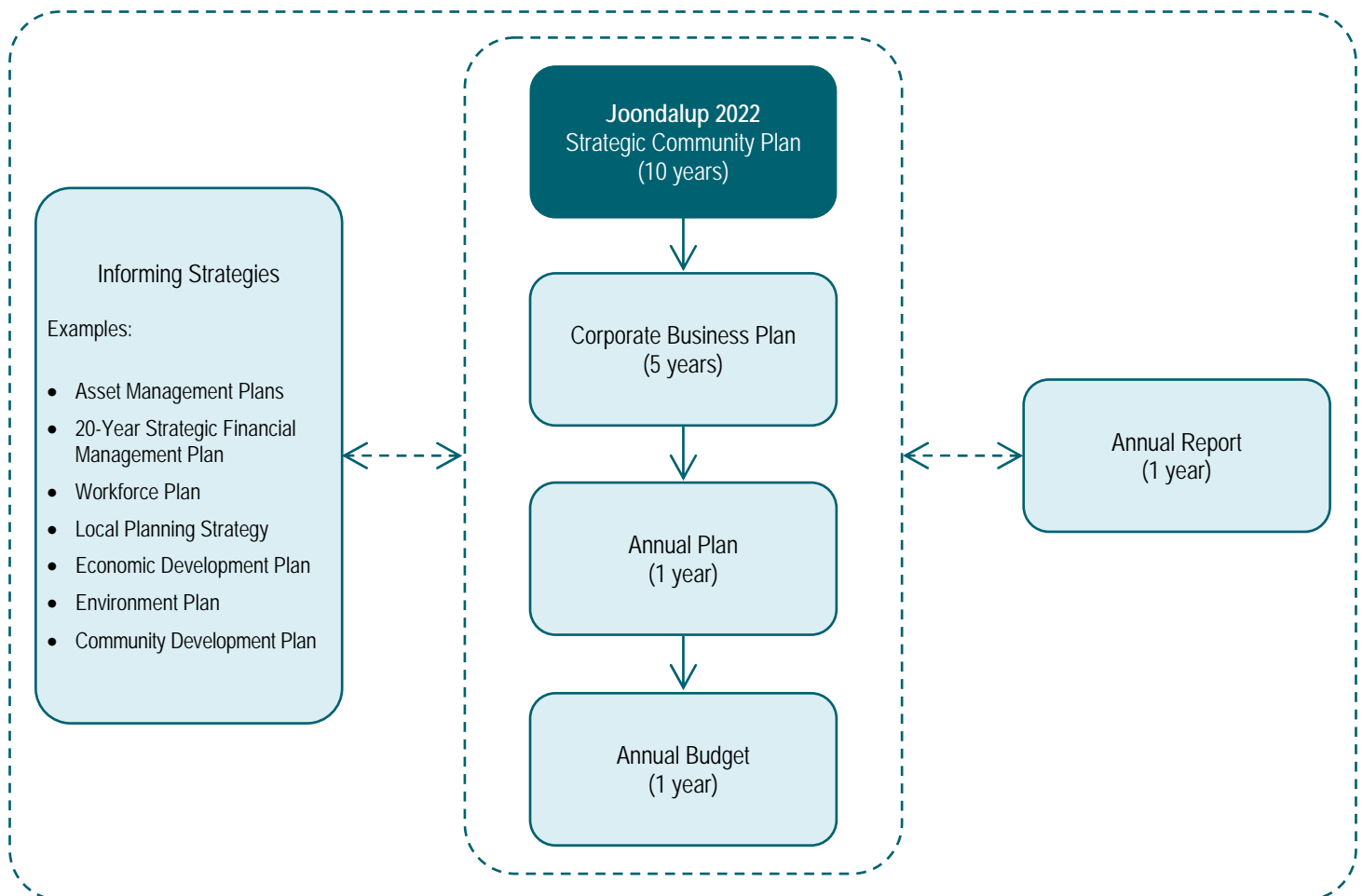
Integrated planning

In addition to the broader planning context, the City also works to an internal, *Integrated Planning Framework*. This Framework ensures that the City's strategic priorities align to its planned activities and resourcing requirements.

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

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

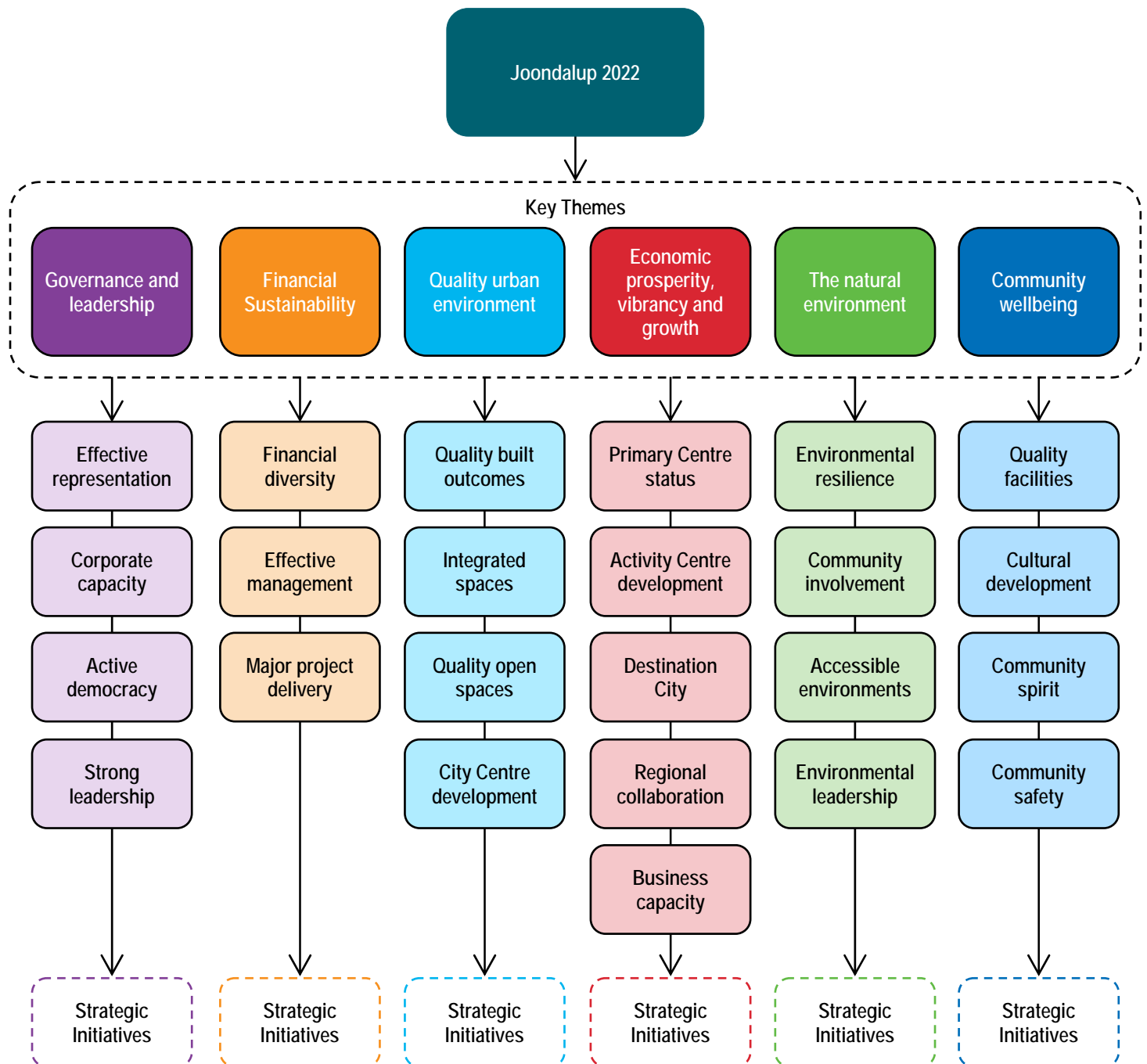
Integrated Planning Framework:



Structure of Joondalup 2022

Joondalup 2022 is divided into six Key Themes. Each Key Theme is defined by an Aspirational Outcome and within each are Objectives and Strategic Initiatives. This structure is shown diagrammatically below.

Structure of Joondalup 2022:





Governance and leadership

Effective representation

Active democracy

Corporate capacity

Strong leadership

Aspirational outcome:

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

Objective — Effective representation

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

Strategic initiatives:

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

Objective — Corporate capacity

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

Strategic initiatives:

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

Objective — Active democracy

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

Strategic initiatives:

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

Objective — Strong leadership

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

Strategic initiatives:

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

Transformational projects and priorities:

Major priorities for the City in achieving its aspirations under this Key Theme include the following.

Local government reform:

The Western Australian Local Government Reform process may have significant effects on the City's boundaries, governance structures and service capability in the near future. As such, the City must be adaptive and flexible to account for any proposed changes, without adversely impacting on City residents and stakeholders.

City representation:

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

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

Australian Business Excellence Framework:

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

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

Regional Governance Framework:

The City must be aware of the regional context within which it resides if it is to mature to a level that supports regional growth and increased opportunities for employment. Finalising and implementing a *Regional Governance Framework*, in partnership with the City of Wanneroo and State Government, will provide a forum from which to progress transformational regional projects. It will also strengthen the City's position to lobby for increased funding and support for large-scale infrastructure projects, due to their demonstrated regional implications.

Social media and digital tools:

In order to embrace greater opportunities for community engagement, the development of a *Social Media Strategy* and enhanced digital tools will allow the City to be prepared for new forms of communication that are growing within its community. The new digital age is emerging and the City aims to be aware of new technologies and appropriate means from which to manage and embrace increased digital connectivity with its community and stakeholders.

Measuring success:

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

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

Indicator:	Baseline data:	City target:
Leadership:	Since 2010, the City has achieved representation on 4 significant national and international strategic bodies.	Maintain Elected Member or Executive representation on 2 or more national or international strategic bodies Measure: Number of national or international strategic bodies with City representation
	The City continually responded to requests for submissions on proposed major plans, strategies and policies affecting local governments by State and Federal Government Departments and Agencies.	100% of requests for submissions on major plans, strategies and policies affecting local government are responded to. Measure: % submissions made versus requests received Source: City of Joondalup <i>Annual Report</i>
Active democracy:	For strategic matters affecting the community at large, the City often uses sample sizes as a cost-effective methodology for large consultation processes. If the City can obtain a statistically reliable response for City-wide consultations, it is a reflection of an actively engaged community, effective encouragement for participation and an elected body that can make decisions with confidence. Of the 4 major sample sized consultations undertaken by the City since 2009, 75% have produced a statistically reliable result. To achieve statistical reliability with a confidence rating of 95% and +/-5% error margin for City-wide consultations, a minimum of 384 survey responses is required.	100% of City-wide sample sized community consultations achieve a statistically reliable response rate based on a confidence rating of 95% and +/-5% margin for error Measure: % City-wide sample sized consultations that receive >384 returned surveys Source: City of Joondalup Council Minutes
	At the 2011 local government election, the average voter turnout rate for the City was 22.8%, compared to the State average of 28.4%.	To meet or exceed the State average for voter turnout at local government elections Measure: Average number of returned election packages Source: Western Australian Electoral Commission <i>Voter Participation Report</i> (biennial)

Indicator:	Baseline data:	City target:
Corporate proficiency:	<p>In 2011/2012 the City achieved an overall community satisfaction rating of 83%, which is consistent with its average rating since 2008/2009.</p> <p>Due to the unique characteristics of community surveys undertaken by each local government, data is not validly comparable on a State-wide basis. As such, benchmarking will need to be against the City's own performance.</p>	<p>To maintain or exceed the average annual customer satisfaction rating since 2008</p> <p>Measure: % overall community satisfaction rating</p> <p>Source: City of Joondalup annual <i>Community Satisfaction Survey</i> results</p>



Financial sustainability

Financial diversity

Effective management

Major project delivery

Aspirational outcome:

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

Objective — Financial diversity

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

Strategic initiatives:

- Identify opportunities for new income streams that are financially sound and equitable.
- Position the City to align with State and Federal Government priorities to increase eligibility for grant funding.
- Embrace outcomes from the local government reform process that allow for alternative means of raising revenue and innovative partnership opportunities.

Objective — Effective management

To conduct business in a financially sustainable manner.

Strategic initiatives:

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

Objective — Major project delivery

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

Strategic initiatives:

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

Transformational projects and priorities:

Major priorities for the City in achieving its aspirations under this Key Theme include the following.

Local government reform:

The outcomes of the Local Government Reform process may provide opportunities for more diverse revenue streams to be adopted by Western Australian local governments in the future. For instance, if the ability to establish business enterprises, joint ventures or public–private partnerships arises, the City should be in a position to capitalise on any opportunities for financial diversification.

Strategic Planning Framework:

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

Asset Management Review:

Reviewing the City's current *Asset Management Policy* and planning framework will have direct impacts on its capacity to manage assets sustainably into the future. It is imperative that the City is able to effectively balance the needs and aspirations of the community with its financial capacity to provide and maintain its asset base to a high quality standard. Without an integrated and strategic approach to asset management, the City will be unable to effectively control infrastructure-based liabilities into the long-term.

Income diversification review:

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

Measuring success:

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

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

Indicator:	Baseline data:	City target:
Financial ratios:	<p>In accordance with good financial management practices, the City aims to generate enough annual surplus to allow it to meet:</p> <ul style="list-style-type: none"> • additional financial costs for new capital expenditure; • any deficit from new facilities that are now operational; and • projected annual operational costs. 	<p>To maintain an annual net closing position of 0%</p> <p>Measure: City of Joondalup annual net closing position</p> <p>Source: City of Joondalup <i>Annual Budget</i></p>
	<p>In 2011–2012, the City's operating surplus ratio was 3.6%.</p> <p>The Department of Local Government's Advanced Standards require an annual operating surplus ratio of >15%.</p> <p>The current advanced standard ratio is considered inconsistent with the City's ambition of maintaining an appropriate surplus and rate affordability level that reflects planned activities on an annual basis.</p>	<p>To maintain a positive operating surplus ratio that exceeds 0%</p> <p>Measure: City of Joondalup annual operating surplus ratio</p> <p>Source: City of Joondalup <i>Annual Report</i></p>
	<p>In 2011–2012, the City's current ratio was 2.4.</p> <p>The Department of Local Government's Standards require a current ratio equal to or greater than 1.0.</p> <p>It is in the City's interests to ensure that its current assets are equal to or greater than its current liabilities for the purposes of maintaining an appropriate level of liquidity.</p>	<p>To annually maintain or exceed a current ratio of 1.0</p> <p>Measure: City of Joondalup annual current ratio</p> <p>Source: City of Joondalup <i>Annual Report</i></p>
	<p>In 2011–2012, the City's debt service cover ratio was 7.5.</p> <p>The Department of Local Government's Advanced Standards require a debt coverage ratio greater than 5.</p> <p>The current advanced standard ratio is considered inconsistent with the City's ambition of optimising funding options according to favourable economic conditions. Whilst the capacity to service debt is considered imperative, capitalising on opportunities for debt affordability is also important.</p>	<p>Not to exceed 5 consecutive years with an annual debt service cover ratio of between 2 and 5, with all other periods exceeding a ratio of 5</p> <p>Measure: City of Joondalup annual debt service cover ratio</p> <p>Source: City of Joondalup <i>Annual Report</i></p>

Indicator:	Baseline data:	City target:
Asset management ratios:	Asset consumption ratio: to be determined.	To be able to identify the City's asset consumption ratio with a high confidence level by 2014.
	Asset sustainability ratio: to be determined.	To be able to identify the City's asset sustainability ratio with a high confidence level by 2014.
	Asset renewal funding ratio: to be determined.	To be able to identify the City's asset renewal ratio with a high confidence level.



Quality urban environment

Quality built outcomes

Integrated spaces

Quality open spaces

City Centre development

Aspirational outcome:

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

Objective — Quality built outcomes

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

Strategic initiatives:

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

Objective — Quality open spaces

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

Strategic initiatives:

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

Objective — Integrated spaces

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

Strategic initiatives:

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

Objective — City Centre development

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

Strategic initiatives:

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

Transformational projects and priorities:

Major priorities for the City in achieving its aspirations under this Key Theme include the following.

District Planning Scheme No. 3:

The review of the City's current *District Planning Scheme No. 2* will support future housing and commercial development across the City, based on recently adopted informing strategies. The subsequent implementation of the new planning framework will increase flexibility to achieve built outcomes that meet the strategic objectives of the City and the future needs of its community.

Integrated transport planning:

Understanding the interaction and use of current transport modes is required to plan for future people movements. Developing a plan that identifies gaps in the current transport network will be necessary as a basis for successful funding and resource requests in the future.

Asset management review:

The review of the City's current approach to asset management will provide an opportunity for improved decision-making and quality outcomes for new and existing assets. With regard to public open spaces, the development and implementation of a *Parks Asset Management Plan* will be critical to support a strategic and equitable approach to asset management within the City's reserves, parks and natural areas.

City Centre commercial office development:

In order to stimulate investment within the Joondalup City Centre and set a new standard in iconic building design, the City will need to demonstrate leadership in facilitating the construction of a unique commercial office development in the short-term.

The building should aim to significantly increase commercial office floor space within the City Centre and appeal to large Government Departments seeking attractive and affordable premises for relocation.

Joondalup Performing Arts and Cultural Facility:

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

Measuring success:

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

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

Indicator:	Baseline data:	City target:
Housing infill:	<p>In 2011, the total number of residential dwellings within the City was 58,524.</p> <p>The Department of Planning's <i>Outer Metropolitan Perth and Peel Sub-Regional Strategy</i> provides a target of 12,300 additional greenfill and infill redevelopment lots by 2031.</p> <p>The City's draft <i>Local Housing Strategy</i> provides a target of 3,781 new dwellings in identified 'housing opportunity areas' by 2031. Up-take trends in these areas are expected to be identifiable from 2017 when the <i>Local Housing Strategy</i> will be implementable.</p>	<p>Additional dwelling targets for 2031 are as follows:</p> <p>1,500 number of new dwellings in the City Centre.</p> <p>1,305 number of new dwellings on known development sites outside of the City Centre.</p> <p>3,781 dwellings in 'housing opportunity areas'.</p> <p>935 new dwellings on existing sites which have capability for subdivision.</p> <p>Measure: To be determined</p> <p>Source: To be established</p>
Landscaping:	<p>The City's <i>Landscape Master Plan</i> guides the coordinated and holistic approach to public open space planning with sustainable water management outcomes.</p> <p>Implementation of the Plan demonstrates the City's commitment to public open space renewal and water reduction targets.</p>	<p>The City undertakes two <i>Landscape Master Plan</i> projects per annum.</p> <p>Measure: Number of <i>Landscape Master Plan</i> projects completed per annum</p> <p>Source: City of Joondalup <i>Annual Report</i></p>



Economic prosperity, vibrancy and growth

Primary Centre status

Activity Centre development

Destination City

Regional collaboration

Business capacity

Aspirational outcome:

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

Objective — Primary Centre status

For the Joondalup City Centre to be the first Strategic Metropolitan Centre in Western Australia to achieve Primary Centre status.

Strategic initiatives:

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

Objective — Activity Centre development

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

Strategic initiatives:

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

Objective — Destination City

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

Strategic initiatives:

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

Objective — Regional collaboration

To be immersed within a region that is complementary and supportive of broader strategic outcomes.

Strategic initiatives:

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

Objective – Business capacity

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

Strategic initiatives:

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

Transformational projects and priorities:

Major priorities for the City in achieving its aspirations under this Key Theme include the following.

District Planning Scheme No. 3:

The review of the City's current *District Planning Scheme No. 2* will support future housing and commercial development across the City, based on recently adopted informing strategies. The subsequent implementation of the new planning framework will increase flexibility to achieve built outcomes that meet the strategic objectives of the City and the future needs of its community.

Regional Governance Framework:

The City must be aware of the regional context within which it resides if it is to mature to a level that supports regional growth and increased opportunities for employment. Finalising and implementing a *Regional Governance Framework*, in partnership with the City of Wanneroo and State Government, will provide a forum from which to progress transformational regional projects. It will also strengthen the City's position to lobby for increased funding and support for large-scale infrastructure projects, due to their demonstrated regional implications.

Activity investment:

Establishing a culture of proactive engagement with potential investors is imperative to the successful attraction of significant built and social infrastructure within the City. In building a widely-acknowledged reputation for professional and supportive engagement, the City should be well-placed to position itself as the preferred location for activity and business investment in the future.

Communication technology infrastructure:

If the City is to effectively support business growth, investment attraction and employment self-sufficiency targets, advanced communication technology infrastructure will become a necessary resource in the future. The City should apply strong leadership and influence to seek the early adoption and implementation of technologies for the purposes outlined.

Ocean Reef Marina:

Developing the Ocean Reef Marina site will be an essential catalyst for regional tourism development and the provision of diverse housing and accommodation options across the City in the future. Constructing a facility that is environmentally responsible, unique and complementary to existing nearby infrastructure will be a challenge, however, its significance as a key transformational project is acknowledged. Understanding the benefits that it will bring socially, economically and environmentally to the local and regional community is what will drive the City to continue pursuing the project into the future.

Measuring success:

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

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

Indicator:	Baseline data:	City target:
Employment:	<p>In 2009, the North West Region's employment self-sufficiency percentage was 41%.</p> <p>The Department of Planning's <i>Directions 2031 and Beyond</i> requires a regional employment self-sufficiency target of 60% by 2031. This will require an additional 77,200 jobs within the region, based on the Australian Bureau of Statistics' 2009 estimated regional resident population for the Cities of Joondalup and Wanneroo (306,300 people).</p>	<p>To achieve a regional employment self-sufficiency percentage 10% greater than the 2009 baseline data by 2022</p> <p>Measure: Residential location of workers that live and work within the Cities of Joondalup and Wanneroo</p> <p>Source: Australian Bureau of Statistics' <i>Journey to Work</i> data (released every 5 years)</p>
	<p>In December 2011, the City's unemployment rate was 2.0% compared to the Perth Metropolitan unemployment rate of 4.2%.</p>	<p>Maintain unemployment rates under the Perth Metropolitan average.</p> <p>Measure: Subtract average City of Joondalup unemployment rate from the average Perth Metropolitan rate over an annual period</p> <p>Source: Australian Bureau of Statistics' <i>Labour Force Survey</i> (monthly) and Department of Education, Employment and Workplace Relations' <i>Small Area Labour Markets</i> dataset (released quarterly).</p>
Economic growth:	<p>Between 2007 and 2011, the City's Local Gross Regional Product by industry increased on average by 5%.</p>	<p>To exceed the current 5-year trend for Local Gross Regional Product</p> <p>Measure: Annual Headline Gross Regional Product</p> <p>Source: City of Joondalup's <i>Economy i.d</i></p>



The natural environment

Environmental resilience

Community involvement

Accessible environments

Environmental leadership

Aspirational outcome:

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

Objective — Environmental resilience

To continually adapt to changing local environmental conditions.

Strategic initiatives:

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

Objective — Accessible environments

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

Strategic initiatives:

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

Objective — Community involvement

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

Strategic initiatives:

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

Objective — Environmental leadership

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

Strategic initiatives:

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

Transformational projects and priorities:

Major priorities for the City in achieving its aspirations under this Key Theme include the following.

Natural areas management planning:

Environmental threats have the potential to degrade natural areas and reduce biodiversity values. The development of *Natural Areas Management Plans* will inform maintenance schedules and *Capital Works Programs* by providing prioritised management recommendations. They will also increase funding opportunities for the City by detailing a schedule of projects that aim to improve City responses to identified environmental risks.

Climate Change Strategy:

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

International biodiversity conference:

In 2006, the City joined the ICLEI Local Action for Biodiversity (LAB) Program, (now known as the BiodiverCities Program). As part of the City's involvement in the Program, an opportunity has arisen for it to host an international biodiversity conference that would focus on local biodiversity planning and the alignment of Federal, State and local priorities. Hosting the conference would also provide an opportunity to engage with key stakeholders involved in planning for the protection of local biodiversity within urban environments and showcase the City's achievements and natural assets.

Native vegetation mapping:

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

Measuring success:

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

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

Indicator:	Baseline data:	City target:
Environmental leadership:	<p>The City currently participates in many activities and programs that aim to promote and recognise best practice in environmental management.</p> <p>These extend to publishing case studies and articles, presenting at conferences and seminars and applying for project and management awards.</p>	<p>To participate in a minimum of 3 environmental best practice promotional initiatives per annum</p> <p>Measure: Number of case study and article publications, awards won and conference and seminar presentations delivered on environmental matters per annum</p> <p>Source: City of Joondalup <i>Annual Report</i></p>
Grant funding:	<p>Between 2009 and 2011, the City has received an average of \$337,000 in grant funding relating to environmental management per annum.</p>	<p>To exceed the baseline amount for grant funding received per annum for environmental management projects</p> <p>Measure: \$ amount of grant funding received per annum that relate to environmental management projects</p> <p>Source: City of Joondalup <i>Annual Report</i></p>
	<p>Between 2009 and 2011, the City applied for 49 grants relating to environmental management, of which 27 were successful.</p> <p>This creates an average success rate of 55%.</p>	<p>To exceed 55% of successful grant applications per annum</p> <p>Measure: % successful grant applications relating to environmental management received per annum</p> <p>Source: City of Joondalup <i>Grants Register</i></p>
Risk assessment:	% of native vegetation protected across the City's natural areas: to be determined.	% of native vegetation protected across the City's natural areas able to be calculated by 2014



Community wellbeing

Quality facilities

Community Spirit

Cultural Development

Community Safety

Aspirational outcome:

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

Objective — Quality facilities

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

Strategic initiatives:

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

Objective — Community spirit

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

Strategic initiatives:

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

Objective — Cultural development

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

Strategic initiatives:

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

Objective — Community safety

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

Strategic initiatives:

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

Transformational projects and priorities:

Major priorities for the City in achieving its aspirations under this Key Theme include the following.

Joondalup Performing Arts and Cultural Facility:

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

Hosting a significant event:

The development of an *Event Sponsorship Policy* will provide an administrative and funding framework to attract and support the hosting of significant events within the City. Significant events, whether they are cultural, social or sporting in nature, each have the capacity to improve community wellbeing, stimulate local economic activity and establish a sense of identity and vibrancy within the community.

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

Access to services review:

In the interests of adapting service delivery mechanisms to community preferences and facilitating improved access to services, a review of current methods of service provision is required. This may extend to the establishment of digital tools and/or the de-centralising of service mechanisms to increase accessibility and service efficiency.

Measuring success:

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

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

Indicator:	Baseline data:	City target:
Volunteer work:	In 2011, the City's local volunteering percentage was 16.7% compared to the Perth Metropolitan average of 16.9%.	Exceed the Perth Metropolitan average for local volunteering Measure: Subtract % City of Joondalup population that volunteer for an organisation or group from Perth Metropolitan average Source: Australian Bureau of Statistics' <i>Census of Population and Housing</i> , usual residence (released every 5 years)
Safety perception:	To be developed.	To be able to measure the community's perceptions of safety by 2014
Cultural participation:	To be developed.	To be able to measure the community's level of participation in local cultural activities by 2014
Significant events:	The City has yet to attract a significant event that is able to generate over \$4M of expenditure within the local economy.	To have a minimum of 1 significant event held within the City during the duration of <i>Joondalup 2022</i> Measure: Number of significant events per annum Source: City of Joondalup <i>Annual Report</i> — Significant Event Sponsorship

Strategic alignment to State and Federal priorities

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

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

Federal planning documents:

Plan:	Objective/Target:	Alignment with Joondalup 2022:
Australia's Biodiversity Conservation Strategy 2010–2030	Australia's biodiversity is healthy and resilient to threats, and valued both in its own right and for its essential contribution to our existence.	Strategic initiative: Understand the local environmental context.
		Strategic initiative: Demonstrate current best practice in environmental management for local water, waste, biodiversity and energy resources.
		Strategic initiative: Promote significant local natural areas.
		Strategic initiative: Obtain appropriate recognition for our natural areas.
Clean Energy Future Plan	The Government is committed to reducing national emissions to 80% below 2000 levels by 2050.	Objective — Environmental resilience: Continually adapt to changing local environmental conditions.
		Strategic initiative: Elevate community awareness regarding its impact on the natural environment.
		Strategic initiative: Ensure that community behaviours and attitudes are continually adapting to achieve global and local environmental targets.
	The Government's <i>Clean Energy Plan</i> will cut pollution by at least 5% compared with 2000 levels by 2020, which will require cutting net expected pollution by at least 23% by 2020.	Objective — Environmental resilience: Continually adapt to changing local environmental conditions.
		Strategic initiative: Elevate community awareness regarding its impact on the natural environment.
		Strategic initiative: Ensure that community behaviours and attitudes are continually adapting to achieve global and local environmental targets.
Our Cities, Our Future: A National Urban Policy for a Productive, Sustainable and Liveable Future	All capital cities have increased their mode share of travel by public transport in the past 5 years.	Strategic initiative: Provide for diverse transport options that promote enhanced connectivity.
	The Australian Government has worked with States and Territories toward achieving a national cycling target to double the number of cyclists by 2016.	Strategic initiative: Provide for diverse transport options that promote enhanced connectivity.
		Strategic initiative: Elevate community awareness regarding its impact on the natural environment.

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

State planning documents:

Plan:	Objective/Target:	Alignment with Joondalup 2022:
Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon	Directions 2031 seeks a 50% improvement on current infill residential development trends of 30% and 35%.	Strategic initiative: Housing infill and densification is encouraged and enabled through a strategic, planned approach in appropriate locations.
Public Transport Plan for Perth in 2031	Public transport will be the preferred choice of travel to Perth's Strategic Centres and through Growth Corridors.	Strategic initiative: Provide for diverse transport options that promote enhanced connectivity.
Western Australia Waste Strategy: WA. Too Good to Waste.	Intergenerational equity – ensuring that the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations	Strategic initiative: Identify and respond to environmental risks and vulnerabilities.

Plan:	Objective/Target:	Alignment with Joondalup 2022:
Western Australia Waste Strategy: WA. Too Good to Waste (Contd.)	Waste minimisation and waste avoidance – in which all reasonable and practicable steps should be taken to minimise the generation of waste and its discharge to landfill and the environment	Strategic initiative: Demonstrate current best practice in environmental management for local water, waste, biodiversity and energy resources.
	Promoting the most efficient use of resources, including resource recovery	Strategic initiative: Elevate community awareness regarding its impact on the natural environment. Strategic initiative: Ensure that community behaviours and attitudes are continually adapting to achieve global and local environmental targets.
WA State Water Plan 2007	To reduce Perth's consumption to less than 155 kilolitres per year per person (from a high of 185 kilolitres a year) by 2012.	Strategic initiative: Elevate community awareness regarding its impact on the natural environment. Strategic initiative: Ensure that community behaviours and attitudes are continually adapting to achieve global and local environmental targets.
	To seek to protect and manage significant bushland recommended for protection and management for conservation purposes through a range of implementation mechanisms and as a collective and shared responsibility and general duty of care on the part of government, landowners and the community.	Strategic initiative: Understand the local environmental context.
		Strategic initiative: Demonstrate current best practice in environmental management for local water, waste, biodiversity and energy resources.
		Strategic initiative: Elevate community awareness regarding its impact on the natural environment.
		Strategic initiative: Promote significant local natural areas.
		Strategic initiative: Obtain appropriate recognition for our natural areas.
A 100-Year Biodiversity Conservation Strategy for Western Australia for the Perth Metropolitan Region	To provide a policy and implementation framework for significant bushland areas recommended for protection and management to assist conservation planning, planning assessment and decision-making processes.	Strategic initiative: Demonstrate current best practice in environmental management for local water, waste, biodiversity and energy resources. Strategic initiative: Demonstrate leadership in environmental enhancement and protection initiatives.
	Build biodiversity knowledge and improve information management.	Strategic initiative: Understand the local environmental context.
	Promote awareness and understanding of biodiversity and related conservation issues.	Strategic initiative: Elevate community awareness regarding its impact on the natural environment. Strategic initiative: Ensure that community behaviours and attitudes are continually adapting to achieve global and local environmental targets.

Plan:	Objective/Target:	Alignment with Joondalup 2022:
A 100-Year Biodiversity Conservation Strategy for Western Australia for the Perth Metropolitan Region (Contd.)	Engage and encourage people in biodiversity conservation management.	Strategic initiative: Demonstrate current best practice in environmental management for local water, waste, biodiversity and energy resources. Strategic initiative: Demonstrate leadership in environmental enhancement and protection initiatives.
	Improve biodiversity conservation requirements in natural resource use sectors.	Strategic initiative: Demonstrate leadership in environmental enhancement and protection initiatives.
	Enhance effective institutional mechanisms and improve integration and coordination of biodiversity conservation.	Strategic initiative: Promote environmental scholarship and effective environmental management practices to a global audience. Strategic initiative: Actively support local environmental research initiatives.
	Establish and manage the formal conservation reserve system.	Strategic initiative: Identify and respond to environmental risks and responsibilities.
	Recover threatened species and ecological communities and manage other significant species/ecological communities and ecosystems.	Strategic initiative: Demonstrate current best practice in environmental management for local water, waste, biodiversity and energy resources.
	Conserve landscapes/seascapes for biodiversity (integrating on- and off-reserve conservation and managing system-wide threats).	Strategic initiative: Demonstrate current best practice in environmental management for local water, waste, biodiversity and energy resources. Strategic initiative: Demonstrate leadership in environmental enhancement and protection initiatives.

Glossary

Terms used within Joondalup 2022:

Activity Centres

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

Activity Centres are listed in the following order:

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

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

adaptive management

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

ageing-in-place

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

asset consumption ratio

An asset consumption ratio shows the written down current value of a local government's depreciable assets relative to their 'as new' value in up-to-date prices. It highlights the aged condition of the local government's stock of physical assets. The ratio is calculated by dividing the organisation's depreciated replacement cost of assets (written down value) with its current replacement costs of depreciable assets.

asset management ratios

Asset management ratios are used to identify asset sustainability levels.

asset renewal funding ratio

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

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

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

asset sustainability ratio

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

Australian Business Excellence Framework

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

current ratio

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

debt service cover ratio

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

employment self-sufficiency

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

environmental resilience

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

financial ratios

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

governance

The City's *Governance Framework* defines governance as: "...the process by which decisions are taken and implemented, the process by which organisations go about achieving their goals and producing their outputs and the process by which organisations are directed, controlled and held to account."

housing infill

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

Local Government Reform

In 2009, the State Government initiated a reform process for the Western Australian local government sector with the stated aim of creating "fewer but stronger Councils that will better service Western Australian communities into the future".

Further investigations into metropolitan-specific reforms are currently being considered by a government-appointed independent panel, of which details on the progress of its findings are available at www.metroreview.dlg.wa.gov.au.

Local Gross Regional Product

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

operating surplus ratio

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

Primary Centre

(See "Activity Centres".)

Strategic Metropolitan Centre

(See "Activity Centres".)



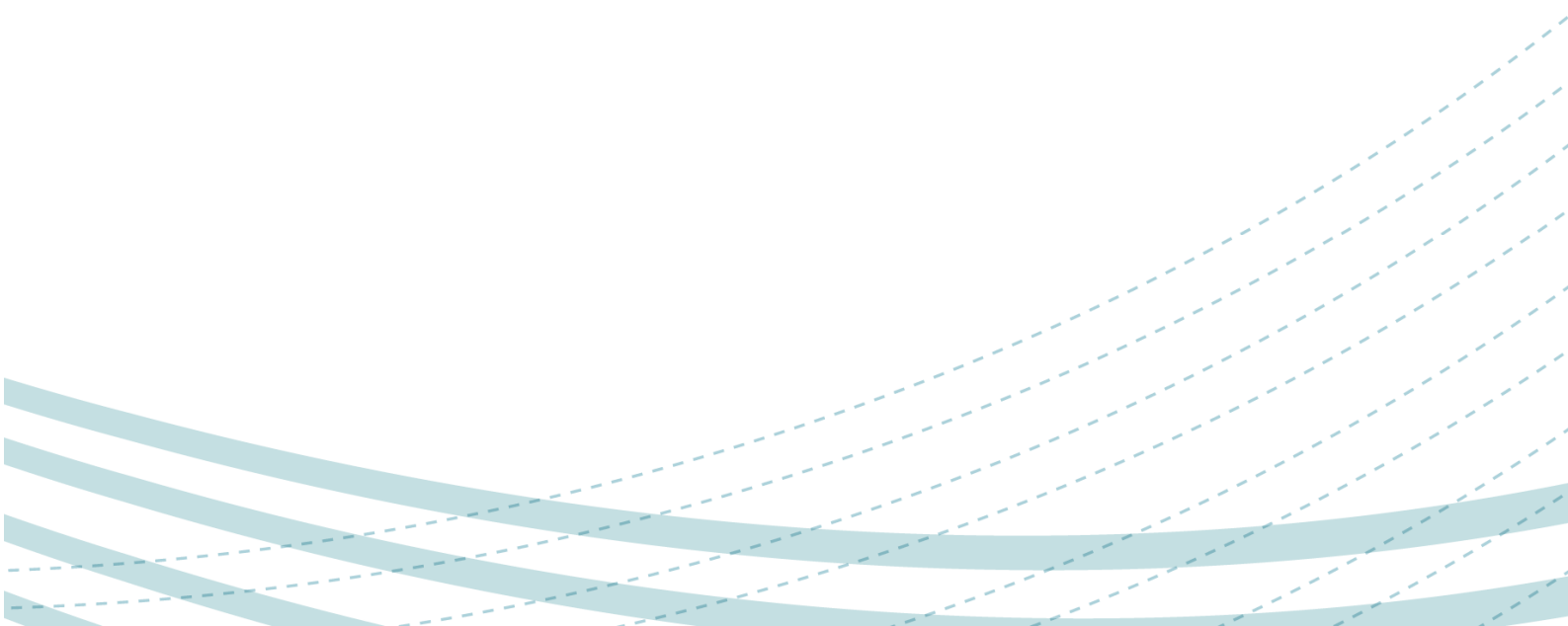
CORPORATE BUSINESS PLAN 2012–2017

Ownership | Initiative | Action



Contents

Introduction	2
Planning Framework.....	2
Key Documents.....	3
State Government Requirements	4
Vision and Values	4
Structure of Corporate Business Plan 2012–2017	5
Governance and Leadership	6
Financial Sustainability	15
Quality Urban Environment.....	20
Economic Prosperity, Vibrancy and Growth	27
The Natural Environment.....	35
Community Wellbeing.....	44



Introduction

The Corporate Business Plan 2012–2017 is the City of Joondalup's 5-year service and project delivery program. It is aligned to the strategic direction and priorities set within the 10-year *Strategic Community Plan 2012–2022* — “Joondalup 2022” and reflects actions in the City's forward *Capital Works Program* and informing strategies.

The purpose of the Plan is to demonstrate the operational capacity of the City to achieve its aspirational outcomes and objectives over the medium-term. All operational planning and reporting is driven by the *Corporate Business Plan 2012–2017*, which is reviewed annually to ensure priorities are achievable and effectively timed.

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

Planning Framework

The diagram below illustrates the relationship between the City's strategic and operational documents, highlighting the position of the *Corporate Business Plan 2012–2017* within this planning hierarchy.





Key Documents

Strategic Community Plan 2012–2022 — “Joondalup 2022”

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

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

Corporate Business Plan 2012–2017

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

The *Corporate Business Plan 2012–2017* also draws together actions contained within the City’s 5-year *Capital Works Program* and various informing strategies. It provides a medium-term snapshot of operational actions and priorities to inform the annual planning and budgeting process within a sufficient broader context.

Annual Plan

The *Annual Plan* provides the details and quarterly milestones to achieve actions within the current financial period of the *Corporate Business Plan 2012–2017*. The document is subject to quarterly Progress Reports through Council and achievements against the full Plan are compiled within a comprehensive *Annual Report* at the end of each financial year.

Annual Budget

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

State Government Requirements

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

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

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

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

The City’s *Corporate Business Plan 2012–2017* aims to fulfil these obligations, as well as demonstrate leadership and best-practice in operational planning within the local government industry.

Vision and Values

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

“A global City: bold, creative and prosperous”

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

The *Corporate Business Plan 2012–2017* fulfils this strategic direction through an organisational commitment to: **own projects, apply initiative** and **demonstrate action**.



Structure of Corporate Business Plan 2012–2017

The *Corporate Business Plan 2012–2017* is aligned to “Joondalup 2022” and, as such, is divided into six Key Themes. Each Key Theme is defined by an Aspirational Outcome and within each are Objectives and Strategic Initiatives. This structure is shown below.

Governance and Leadership

Effective Representation
Corporate Capacity
Active Democracy
Strong Leadership



Financial Sustainability

Financial Diversity
Effective Management



Quality Urban Environment

Quality Built Outcomes
Integrated Spaces
Quality Open Spaces
City Centre Development



Economic Prosperity Vibrancy and Growth

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



The Natural Environment

Environmental Resilience
Community Involvement
Accessible Environments
Environmental Leadership



Community Wellbeing

Quality Facilities
Cultural Development
Community Spirit
Community Safety



Governance and Leadership



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

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Effective Representation To have a highly skilled and effective Council that represents the best interests of the community	Attract a diverse elected body that represents, promotes and reflects the composition of the community.	Elected Member Attraction Develop, implement and review a program to increase candidacy numbers at each Local Government Ordinary Election.		Operational	●	●		●		➔
		Coordination of Elections Biennially coordinate Local Government Ordinary Elections in accordance with legislation.	Local Government Act 1995	Operational		●		●		➔
	Ensure the elected body has a comprehensive understanding of its roles and responsibilities.	Governance Framework — Review Review the Governance Framework to inform governance and decision-making processes across the organisation.		Operational	●			●		➔
		Delegated Authority Manual — Review Conduct an annual review of the Delegated Authority Manual in accordance with legislation.	Local Government Act 1995	Operational	●	●	●	●	●	➔


Governance and Leadership



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

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012-13	2013-14	2014-15	2015-16	2016-17	Ongoing
Effective Representation (cont.) To have a highly skilled and effective Council that represents the best interests of the community	Develop and deliver training initiatives that will foster a skilled and confident elected body.	Elected Member Induction Program Undertake an Elected Member Induction Program following each Local Government Ordinary Election to introduce Elected Members to local government and provide information on their roles and responsibilities.		Operational		●		●		➔
		Elected Member Training Coordinate and maintain appropriate ongoing training programs for Elected Members.		Operational	●	●	●	●	●	➔
		Elected Member Strategic Development Sessions Conduct regular Elected Member Strategic Development Sessions to inform and guide leadership and strategic decision-making.		Operational		●		●		➔

Governance and Leadership

 Aspirational Outcome: The City is recognised for its outstanding governance practices, which are achieved through strong leadership and fully-integrated community engagement systems.										
Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Corporate Capacity For the community to have confidence and trust in the City that it can deliver services effectively and transparently.	Demonstrate accountability through robust reporting that is relevant and easily accessible by the community.	Annual Plan Prepare an Annual Plan to describe City activities on an annual basis.		Operational	●	●	●	●	●	→
		Annual Report Prepare and present an Annual Report of City activity to demonstrate achievements against the City's Annual Plan.	Local Government Act 1995 Annual Plan	Operational	●	●	●	●	●	→
		Online Performance Indicators Develop online performance indicators for display on the City's website to demonstrate achievements against the City's Annual Plan.	Annual Plan Annual Report	Operational	●	●	●	●	●	→
		Compliance Audit Return Complete an annual Compliance Audit Return to demonstrate compliance with legislation.	Local Government Act 1995	Operational	●	●	●	●	●	→
		Council and Committee Meetings Prepare and publish all Agendas and Minutes of Council and Committee Meetings in accordance with legislation and make recordings of Council Meetings accessible to the community.	Local Government Act 1995	Operational	●	●	●	●	●	→


Governance and Leadership



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

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012-13	2013-14	2014-15	2015-16	2016-17	Ongoing
Corporate Capacity (cont.) For the community to have confidence and trust in the City that it can deliver services effectively and transparently.	Maintain a highly-skilled and effective workforce.	Workforce Plan 2012-2017 Review current Workforce Plan and develop and implement Workforce Plan 2012-2017 to provide a strategic framework for organisational workforce planning and management.	Integrated Planning and Reporting Framework (WA Department of Local Government)	Operational	●	●	●	●	●	
	Apply a work ethic of confident and responsive action.	Code of Conduct — Review Review the City's current Code of Conduct in alignment with the release of a Model Code of Conduct for the Western Australian local government industry.	(Draft) Model Code of Conduct (WA Local Government Association)	Operational	●					
		Customer Service Charter — Review Review the City's current Customer Service Charter to inform and enhance customer service outcomes in alignment with the City's new strategic direction.	Organisational Plan	Operational		●				
		Customer Service Strategy Develop a Customer Service Strategy to provide a coordinated approach to service delivery that meets the needs of City customers and stakeholders.	Organisational Plan	Operational	●					

Governance and Leadership

 Aspirational Outcome: The City is recognised for its outstanding governance practices, which are achieved through strong leadership and fully-integrated community engagement systems.										
Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Corporate Capacity (cont.) For the community to have confidence and trust in the City that it can deliver services effectively and transparently.	Continuously strive to improve performance and delivery across all corporate functions.	Australian Business Excellence Framework Implement the Australian Business Excellence Framework to inform and guide best practice in organisational performance, which is delivered through the City's Organisational Plan.	Organisational Plan	Operational	●	●	●	●	●	➔
		Quality Management Systems Implement a quality management system to drive continuous improvement and service delivery.	Organisational Plan	Operational	●					
		Customer Satisfaction Survey Conduct an annual survey of residents to measure customer satisfaction with City services.		Operational	●	●	●	●	●	➔
		Policy Development and Review Develop new policies, as required, and conduct an annual review of the City's Policy Manual.	Policy Manual	Operational	●	●	●	●	●	➔
		Local Laws — Development Develop new or amend existing local laws, as required.	Local Government Act 1995	Operational	●	●	●	●	●	➔
		Local Laws — Review Conduct 8-yearly reviews of local laws in accordance with legislation.	Local Government Act 1995	Operational	●	●				➔
		Ward Boundary Review Conduct 8-yearly review of ward boundaries in accordance with legislation	Local Government Act 1995	Operational		●				

Governance and Leadership



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012-13	2013-14	2014-15	2015-16	2016-17	Ongoing
Corporate Capacity (cont.) For the community to have confidence and trust in the City that it can deliver services effectively and transparently.	Adopt citizen-centric digital services as opportunities arise that support improved service delivery and accessibility by residents.	Online Application Services Develop and implement online application services to streamline and improve customer access to City services.	Organisational Plan	Operational	●					
		Electronic Communication Improve communication with the community through the ongoing review and development of the City's website and other digital means.	Organisational Plan	Operational	●	●	●	●	●	➔
		Social Media Strategy Develop a Social Media Strategy to guide City access and use of social media applications and technologies.		Operational	●					
Active Democracy To have a community that actively engages with the City to achieve consensus and legitimacy in decision-making.	Fully integrate community consultation practices into City activities.	Community Consultation and Engagement Deliver an ongoing program of community consultation initiatives to encourage maximum community participation in local government matters.	Governance Framework Community Consultation and Engagement Policy	Operational	●	●	●	●	●	➔
	Optimise opportunities for the community to access and participate in decision-making processes.	Council Meetings — Community Involvement Encourage and facilitate deputations, questions and public statements at Council Meetings.	Local Government Act 1995	Operational	●	●	●	●	●	➔
		Elected Member Community Engagement Review Examine mechanisms to enable residents and stakeholders to better access Elected Members within the community.		Operational		●				

Governance and Leadership



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Active Democracy (cont.) To have a community that actively engages with the City to achieve consensus and legitimacy in decision-making.	Adapt to community preferences for engagement formats.	Community Engagement Network Develop an electronic network of interested community residents and stakeholders to provide input into and feedback on City services and planning activities.	Governance Framework Community Consultation and Engagement Policy	Operational	●	●	●	●	●	➔
		Strategic Community Reference Group Establish and manage a Strategic Community Reference Group of interested community residents and stakeholders to provide advice to Council on matters of significant community interest.	Governance Framework Community Consultation and Engagement Policy	Operational	●	●				
		Community Forums Conduct Community Forums for project-specific matters, as required and as appropriate.	Community Consultation and Engagement Policy	Operational	●	●	●	●	●	➔
		Publications Develop and distribute a range of newsletters for the community which provide information on matters related to the City of Joondalup.		Operational	●	●	●	●	●	➔
Strong Leadership For the City to demonstrate advocacy in promoting the needs and ambitions of the City and the advancement of local government.	Advocate and influence political direction to achieve local and regional development.	External Partnerships Continue representation on external committees and boards, such as the Tamala Park Regional Council, Mindarie Regional Council, Joondalup Learning Precinct and others, to influence positive local and regional outcomes.		Operational	●	●	●	●	●	➔
		Strategic Position Statements — Review Conduct biennial reviews of the City's Strategic Position Statements to provide clear, overall direction on specific political and strategic matters.		Operational		●		●		➔

Governance and Leadership



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

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012-13	2013-14	2014-15	2015-16	2016-17	Ongoing
Strong Leadership (cont.) For the City to demonstrate advocacy in promoting the needs and ambitions of the City and the advancement of local government.	Seek out City representation on key external and strategic bodies.	Strategic Position Statement — Leadership and Representation Apply direction from the City's Strategic Position Statement on "City of Joondalup leadership and representation" to support and encourage Elected Members and Senior Officers to actively participate in professional and/or industry disciplines that will further enhance the image of the City.		Operational	●	●	●	●	●	➔
	Participate in State and National policy development processes affecting local government.	Western Australian Local Government Association (WALGA) North Zone Continue representation in the Western Australian Local Government Association North Zone to advocate on behalf of local governments in the Metropolitan North West region of Perth.		Operational	●	●	●	●	●	➔
		Submissions to the State and Federal Government Reply to requests for submissions from the State and Federal Government on strategic policy matters affecting the City.		Operational	●	●	●	●	●	➔
		Metropolitan Local Government Reform Provide feedback on the outcomes of the Metropolitan Local Government Review Findings.	Metropolitan Local Government Review Findings (WA Department of Local Government)	Operational	●					

Governance and Leadership



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

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Strong Leadership (cont.) For the City to demonstrate advocacy in promoting the needs and ambitions of the City and the advancement of local government.	Foster strategic alliances to deliver key transformational projects and initiatives in partnership with key stakeholders.	Joondalup Learning Precinct Board Continue representation on the Joondalup Learning Precinct Board in partnership with Edith Cowan University, West Coast Institute of Training and the Western Australian Policy Academy.	Economic Development Plan	Operational	●	●	●	●	●	➔
		Jinan Sister City Relationship Implement the Joondalup–Jinan Sister City Relationship Plan 2006–2016 to provide strategic direction for the management of the Sister City Relationship with Jinan Municipal People's Government, China.	Joondalup–Jinan Sister City Relationship Plan 2006–2016	Operational	●	●	●	●		
		Jinan Garden Establish a Jinan Garden to provide a cultural and recreational facility as a visible and tangible reminder of the Sister City Relationship between the City of Joondalup and the Jinan Municipal People's Government, China.	Joondalup–Jinan Sister City Relationship Plan 2006–2016	Capital		●				
		City Centre Stakeholder Review Consider the establishment of a stakeholder group to inform and advise on the revitalisation and development of the Joondalup City Centre.	Economic Development Plan	Operational	●	●				
		Stakeholder Relationship Plan Develop a Stakeholder Relationship Plan to guide relationship-building and the effective management of City stakeholders.		Operational	●					

Financial Sustainability



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

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Financial Diversity To be less reliant on rates as the primary basis for revenue by leveraging alternative income streams.	Identify opportunities for new income streams that are financially sound and equitable.	Income Diversification Review Conduct a review of current income streams that considers the outcomes of the Metropolitan Local Government Reform process and potential opportunities for new sources of revenue.	Local Government Act 1995 Metropolitan Local Government Review Findings (WA Department of Local Government)	Operational		●	●			
		Building Certification Investigate the establishment of a Building Certification Service under the Building Act 2011.	Building Act 2011	Operational	●					
	Position the City to align with State and Federal Government priorities to increase eligibility for grant funding.	Integrated Planning and Reporting Framework Demonstrate compliance with the Western Australian Department of Local Government's Integrated Planning and Reporting Framework and align City planning documents to this Framework.	Integrated Planning and Reporting Framework (WA Department of Local Government)	Operational	●	●	●	●	●	➔
	Embrace outcomes from the local government reform process that allow for alternative means of raising revenue and innovative partnership opportunities.	Income Diversification Review — Implementation Conduct further research and/or implement outcomes of the Income Diversification Review that allow for new sources of revenue to become available as a result of the Metropolitan Local Government Reform process.	Local Government Act 1995 Metropolitan Local Government Review Findings (WA Department of Local Government)	Operational				●	●	➔

Financial Sustainability



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

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Effective Management To conduct business in a financially sustainable manner.	Manage liabilities and assets through a planned, long-term approach.	20-Year Strategic Financial Plan Develop and conduct annual reviews of the 20-Year Strategic Financial Plan to inform long-term financing of City operations and projects.	Local Government Act 1995 Integrated Planning and Reporting Framework (WA Department of Local Government)	Operational	●	●	●	●	●	→
		Annual Budget Prepare an Annual Budget to guide the distribution of funding for City operations.	Local Government Act 1995	Operational	●	●	●	●	●	→
		Property Management Framework Develop and implement a Property Management Framework to guide the management of all property owned or managed by the City.		Operational	●	●	●	●	●	→
	Balance service levels for assets against long-term funding capacity.	Asset Management Plan and Strategy — Review* Review the City's current Asset Management Plan and Strategy and develop or review associated plans for all major asset classes, to provide strategic direction in the management of City assets.	Integrated Planning and Reporting Framework (WA Department of Local Government)	Operational	●					

Financial Sustainability



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

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Effective Management (cont.) To conduct business in a financially sustainable manner.	Seek out efficiencies and regional collaborations to reduce service delivery costs.	Mindarie Regional Council Continue representation on Mindarie Regional Council and participate in regional waste management activities.	Strategic Waste Minimisation Plan	Operational	●	●	●	●	●	➔
		Regional Subsidiary Bodies – Review Investigate the potential application of regional subsidiary bodies at the City of Joondalup with the purpose of delivering services more efficiently on a regional basis.	Local Government Act 1995	Operational	●					
		Cost Efficiency Review In alignment with the 20-Year Strategic Financial Plan cost projections, continually review materials and contracts costs to identify and implement efficiency reductions	20-Year Strategic Financial Plan	Operational	●	●	●	●	●	➔
		YICM Resource Allocation Strategy Investigate strategies to maximise the efficient allocation of resources in the Yellagonga Regional Park, in partnership with the City of Wanneroo, to support the Department of Environment and Conservation achieve planned initiatives.	Yellagonga Integrated Catchment Management Plan 2009–2014	Operational	●	●				

Financial Sustainability



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

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Major Project Delivery To effectively plan for the funding and delivery of major projects.	Effectively prioritise major capital projects to facilitate long-term financial sustainability.	5-Year Capital Works Program Implement a rolling 5-Year Capital Works Program to guide the delivery of capital works projects over this period.	Asset Management Plan	Capital	●	●	●	●	●	→
		Major Projects Program (under \$3 million) Deliver the Major Projects Program (under \$3 million) to plan and provide for the construction of new buildings and major upgrades to facilities that have significant expenditure, community involvement and consultation (eg: Hawker Park Clubroom, Padbury Community Kindergarten, Delamare Park).	5-Year Capital Works Program	Capital	●	●	●	●	●	→
	Optimise funding options for new projects that take advantage of favourable economic conditions.	Borrowing Strategy — Review Review the City's current Borrowing Strategy to align with current strategic financial positions within the Strategic Community Plan 2012–2022.		Operational	●					
		Guiding Principle Statements, Financial — Review Review the City's Financial Guiding Principle Statements annually to guide long-term financial management planning.	20-Year Strategic Financial Plan	Operational	●	●	●	●	●	→


Financial Sustainability



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

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Major Project Delivery (contd.) To effectively plan for the funding and delivery of major projects.	Support new projects that balance identified financial risks against effective management approaches.	Risk Management Framework — Review Review the City's current Risk Management Framework to identify major risks, determine risk tolerance levels and apply appropriate responses.	Integrated Planning and Reporting Framework (Department of Local Government)	Operational	●	●				
		Project Management Framework — Review Review the City's Project Management Framework to integrate a project comparative assessment process into the Framework.	Project Management Framework	Operational	●					
		Business Continuity Plan – Review Review the City's Business Continuity Plan to provide an effective response to major risks that may significantly threaten business operations.	Organisational Plan	Operational	●			●		

Quality Urban Environment

 Aspirational Outcome: The City's built environment is planned for enduring relevance through quality, modern design that is creative, flexible and diverse. Design of its urban landscapes promotes connectivity, useability and accessibility; contributing to the highest standards of liveability.										
Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Quality Built Outcomes For the City's commercial and residential areas to be filled with quality buildings and appealing streetscapes.	Planning frameworks promote and support adaptive, mixed-use developments with active ground floor uses on appropriately zoned sites.	District Planning Scheme — Review Review the District Planning Scheme No. 2 and develop the Local Planning Scheme No. 3 to guide planning and development in the City of Joondalup.	Planning and Development Act 2005	Operational	●	●	●			
		Local Planning Strategy — Review Review the Local Planning Strategy based on the outcomes of the Local Housing Strategy and Local Commercial Strategy.	Town Planning Regulations 1967	Operational	●					
	Housing infill and densification is encouraged and enabled through a strategic, planned approach in appropriate locations.	Local Housing Strategy — Review* Review the draft Local Housing Strategy, in alignment with State Government direction, to provide a strategic and planned approach to future housing infill.	Directions 2031 and Beyond (WA Planning Commission)	Operational	●	●				
	Environmentally sensitive building designs are showcased, promoted and encouraged.	Environmentally Sustainable Design Policy Implement and promote the Environmentally Sustainable Design Policy to encourage sustainable building developments across the City.	District Planning Scheme No. 2	Operational	●	●	●	●	●	→
		City of Joondalup Renewable Energy Program.* Invest in clean, renewable energy to reduce greenhouse gas emissions and promote the benefits to the community.	Environment Plan	Capital Grant(s)	●	●	●	●	●	→
		ECOSTAR Program Implement the ECOSTAR Program to raise awareness of environmental technologies through retro-fitting City facilities to gain energy, water and waste efficiency.	Environment Plan	Operational	●	●	●	●		

Quality Urban Environment



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

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012-13	2013-14	2014-15	2015-16	2016-17	Ongoing
Quality Built Outcomes (cont.) For the City's commercial and residential areas to be filled with quality buildings and appealing streetscapes.	Buildings and landscaping is suitable for their immediate environment and reflect community values.	Landscape Master Plan 2009-2029 Implement the Landscape Master Plan 2009-2029 to provide functional and appealing landscapes that are reflective of community values.	5-Year Capital Works Program Environment Plan	Capital	●	●	●	●	●	→
		Burns Beach Master Plan Develop a Master Plan to guide the future enhancement and provision of facilities within the Burns Beach Foreshore catchment area.		Operational	●	●				
	The community is able to effectively age-in-place through a diverse mix of facilities and appropriate urban landscapes.	Planning for an Ageing Population Study Finalise the study into the housing and service needs of the City's ageing population to inform future planning processes.		Operational	●					
Integrated Spaces To have integrated land use and transport planning that provides convenient and efficient movement across the City.	Understand issues arising from the interaction between current transport modes.	Transport Study* Conduct a comprehensive transport study across identified activity centres to understand transport convergences, interactions and issues.		Operational		●	●			

Quality Urban Environment



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

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Integrated Spaces (cont.) To have integrated land use and transport planning that provides convenient and efficient movement across the City.	Provide for diverse transport options that promote enhanced connectivity.	Integrated Transport Management Plan Develop and implement an Integrated Transport Management Plan to inform future transport planning at the City.		Operational				●	●	
		Major Road Construction Program Implement the Major Road Construction Program to provide for the upgrade of major roads.	5-Year Capital Works Program Road Asset Management Plan 2009–2029	Capital	●	●	●	●	●	→
		Parking Facilities Program Implement the Parking Facilities Program to provide, maintain and improve parking facilities throughout the City.	5-Year Capital Works Program	Capital	●	●	●	●	●	→
		Bridges Program Implement the Bridges Program to maintain and refurbish bridges, underpasses, overpasses and associated approaches.	5-Year Capital Works Program	Capital	●	●	●	●	●	→
		Bike Plan 2009–2015 Implement and review the Bike Plan 2009–2015 to promote cycling in the City of Joondalup and to increase the number of cyclists using the City's bicycle network and facilities.	Environment Plan	Operational Capital	●	●	●			
		Road Preservation and Resurfacing Program Implement Road Preservation and Resurfacing Program to provide for the preservation of roads by extending the pavement life with regular and programmed resurfacing works.	5-Year Capital Works Program Road Asset Management Plan 2009–2029	Capital	●	●	●	●	●	→


Quality Urban Environment



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

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012-13	2013-14	2014-15	2015-16	2016-17	Ongoing
Integrated Spaces (cont.) To have integrated land use and transport planning that provides convenient and efficient movement across the City.	Improve the interface between the urban and natural environments.	Sump Rehabilitation Program* Implement the Sump Rehabilitation Program to upgrade sumps to incorporate the principles of water sensitive urban design.	5-Year Capital Works Program Water Plan 2012-2015	Capital	●	●	●	●		
		Storm Water Drainage Program* Implement the Storm Water Drainage Program to manage drainage issues and reduce pollutants entering adjacent natural areas, parks and private properties.	5-Year Capital Works Program Drainage Asset Management Plan 2011-2031 Water Plan 2012-2015	Capital	●	●	●	●	●	→
	Enable safe, logical and accessible pedestrian movements throughout public spaces.	Walkability Plan Develop and implement a Walkability Plan 2012-2017 to provide a comprehensive, coordinated, and improved network of walk and recreational paths for all residents and visitors to the City and the region.		Operational Grant(s)	●	●	●	●	●	
		Joondalup City Centre Lighting Investigate the existing standard of lighting pole design in areas of the City to improve lighting efficiency and quality for pedestrians, and reduce lighting costs.		Operational	●	●				
		Pathways Program Implement the Pathways Program to provide for the extension and upgrade of the path network throughout the City.	5-Year Capital Works Program Bike Plan 2009-2015 Walkability Plan	Capital	●	●	●	●	●	→

Quality Urban Environment

 Aspirational Outcome: The City's built environment is planned for enduring relevance through quality, modern design that is creative, flexible and diverse. Design of its urban landscapes promotes connectivity, useability and accessibility; contributing to the highest standards of liveability.										
Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Quality Open Spaces To have urban and green spaces which are attractive, well-utilised and enrich the lives of the community.	Apply a strategic approach to the planning and development of public open spaces.	Parks Asset Management Plan Develop a Parks Asset Management Plan to guide the City's approach to managing its parks and establish associated design guidelines.	Asset Management Plan	Operational	●	●				
		Parks and Public Open Spaces Classification Framework — Review Review the Parks and Public Open Spaces Classification Framework in concordance with the development of a Parks Asset Management Plan.	Parks Asset Management Plan	Operational		●				
	Employ quality and enduring infrastructure designs that encourage high utilisation and increased outdoor activity.	Parks Development Program Implement the Parks Development Program to allow for the reticulated development of dry parks and the renewal and refurbishment of reticulated park facilities.	5-Year Capital Works Program Landscape Master Plan 2009–2029 Parks Asset Management Plan	Capital	●	●	●	●	●	→
		Parks Equipment Program Implement the Parks Equipment Program to provide for new and upgraded play and sporting facilities.	5-Year Capital Works Program Landscape Master Plan 2009–2029 Parks Asset Management Plan	Capital	●	●	●	●	●	→
	Adopt consistent principles in the management and provision of urban community infrastructure.	Asset Management Plan and Strategy — Review Review the City's current Asset Management Plan and Strategy and develop or review associated plans for all major asset classes, to provide strategic direction in the management of City assets.	Integrated Planning and Reporting Framework (WA Department of Local Government)	Operational	●					


Quality Urban Environment




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

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012-13	2013-14	2014-15	2015-16	2016-17	Ongoing
Quality Open Spaces (cont.) To have urban and green spaces which are attractive, well-utilised and enrich the lives of the community.	Establish landscapes that are unique to the City and provide statements within prominent network areas.	Iconic Verge and Median Treatments Continue to undertake iconic arterial road landscaping projects in accordance with the Landscape Master Plan 2009-2029.	5-Year Capital Works Program Landscape Master Plan 2009-2029	Capital	●	●	●	●	●	→
		Entry Statements Install significant entry statements to provide an attractive and effective entrance into and out of the City Centre and install secondary statements across City suburbs.	5-Year Capital Works Program Landscape Master Plan 2009-2029	Capital	●	●	●	●	●	→
		Streetscape Enhancement Program Implement the Streetscape Enhancement Program to provide for the ongoing enhancement of medians and verges that form part of the City's major road network.	5-Year Capital Works Program Landscape Master Plan 2009-2029	Capital	●	●	●	●	●	→
City Centre Development To have quality and diverse landmark buildings within the Joondalup City Centre that enhances the vitality and vibrancy of the urban space.	Promote and support bold and iconic private building developments within strategic City Centre land locations.	Activity Centre Structure Plan — City Centre* Develop an Activity Centre Structure Plan for the Joondalup City Centre in accordance with the State Planning Policy 4.2 — Activity Centres for Perth and Peel.	Planning and Development Act 2005 State Planning Policy 4.2 — Activity Centres for Perth and Peel (WA Planning Commission)	Operational	●	●	●			
	Encourage ground level retail activities to support a growing and dynamic City Centre.	Activity Centre Structure Plan — City Centre* Develop an Activity Centre Structure Plan for the Joondalup City Centre in accordance with the State Planning Policy 4.2 — Activity Centres for Perth and Peel.	Planning and Development Act 2005 State Planning Policy 4.2 — Activity Centres for Perth and Peel (WA Planning Commission)	Operational	●	●	●			


Quality Urban Environment

 Aspirational Outcome: The City's built environment is planned for enduring relevance through quality, modern design that is creative, flexible and diverse. Design of its urban landscapes promotes connectivity, useability and accessibility; contributing to the highest standards of liveability.										
Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
City Centre Development (cont.) To have quality and diverse landmark buildings within the Joondalup City Centre that enhances the vitality and vibrancy of the urban space.	Pursue the development of commercial office buildings within the Joondalup City Centre.	Joondalup City Centre Commercial Office Development Develop a Business Case for the establishment of a mixed-use office development in the Joondalup City Centre.	5-Year Capital Works Program Economic Development Plan	Capital	●					
	Pursue the development of a Joondalup Performing Arts and Cultural Centre within the Joondalup City Centre.	Joondalup Performing Arts and Cultural Facility Progress the development of a Performing Arts and Cultural Facility within the Joondalup City Centre and commence construction if the project is supported.	5-Year Capital Works Program	Capital	●	●	●	●	●	

Economic Prosperity, Vibrancy and Growth

 Aspirational Outcome: The City is lively and flourishing across its activity centres. It is a global City, home to a recognised industry niche that fosters local job production and promotes employment self-sufficiency.										
Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Primary Centre Status For the Joondalup City Centre to be the first Strategic Metropolitan Centre in Western Australia to achieve Primary Centre status.	Develop and promote a recognised industry niche that builds on existing strengths.	Niche Sector/Cluster — Research and Partnering Undertake research, in consultation with key stakeholders, to identify potential niche sectors/clusters within the City or region.	Economic Development Plan	Operational	●	●	●	●	●	
	Provide an efficient and integrated transport network that can support the needs of a high-functioning City Centre.	Transport Study* Conduct a comprehensive transport study across identified activity centres to understand transport convergences, interactions and issues.		Operational		●	●			
	Support advanced technology opportunities that will foster a thriving business environment.	Wi-Fi Installation in the City Centre — Discover Joondalup Create free public wi-fi service within the Joondalup City Centre to stimulate business activity, assist the local community to connect with each other, businesses, education and health sectors as well as attract visitors and travellers to the City.	Economic Development Plan	Operational	●					
	Proactively target and engage industries and businesses to drive City Centre development, including large government departments and agencies.	Investment Attraction Research and identify opportunities in key sectors to attract investment and create employment.	Economic Development Plan	Operational	●	●	●	●		

Economic Prosperity, Vibrancy and Growth

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Primary Centre Status (cont.) For the Joondalup City Centre to be the first Strategic Metropolitan Centre in Western Australia to achieve Primary Centre status.	Pursue the construction of multi-storey car park facilities within the Joondalup City Centre to facilitate greater accessibility.	Multi-Storey Car Park in the Joondalup City Centre Develop a business case and community consultation process for a multi-storey car park in the Joondalup City Centre and construct the facility.	5-Year Capital Works Program	Capital	●	●	●			
Activity Centre Development To have revitalised Activity Centres that are multi-purpose and provide for housing diversity and enhanced liveability.	Understand local commercial needs and opportunities.	Local Commercial Strategy* Finalise and implement a Local Commercial Strategy to guide the planning and development of commercial activities within the City of Joondalup.	Local Planning Strategy	Operational	●	●	●			
	Support the development of fresh and exciting de-centralised areas of activity.	Currambine District Centre Structure Plan — Review Review and update the Currambine District Centre Structure Plan to determine the detailed land use and form of urban development with the Currambine District Centre.	District Planning Scheme No. 2	Operational	●	●				
		Activity Centre Structure Plans for Secondary Centres Develop Activity Centre Structure Plans for Secondary Centres in alignment with State Government requirements, to determine the detailed land use and form of urban development in these areas.	District Planning Scheme No. 2 State Planning Policy 4.2 — Activity Centres for Perth and Peel (WA Planning Commission)	Operational	●	●	●	●	●	


Economic Prosperity, Vibrancy and Growth




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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012-13	2013-14	2014-15	2015-16	2016-17	Ongoing
Activity Centre Development (cont.) To have revitalised Activity Centres that are multi-purpose and provide for housing diversity and enhanced liveability.	Facilitate increased housing density in Activity Centres.	Activity Centre Structure Plans for Secondary Centres - Implementation Implement Activity Centre Structure Plans for Secondary Centres to facilitate increased housing densities in locations outside of identified Housing Opportunity Areas within the Local Housing Strategy.	District Planning Scheme No. 2 State Planning Policy 4.2 — Activity Centres for Perth and Peel (WA Planning Commission)	Operational					●	➔
	Promote the primacy of the Joondalup City Centre in the application of the Activity Centre Hierarchy.	Joondalup City Centre Structure Plan — Review Finalise the Joondalup City Centre Structure Plan to provide an interim solution to planning requirements within the City Centre.	District Planning Scheme No. 2	Operational	●	●				
		Activity Centre Structure Plan — City Centre* Develop an Activity Centre Structure Plan for the Joondalup City Centre in accordance with the State Planning Policy 4.2 — Activity Centres for Perth and Peel.	District Planning Scheme No. 2 State Planning Policy 4.2 — Activity Centres for Perth and Peel (WA Planning Commission)	Operational	●	●	●			
		Local Commercial Strategy* Finalise and implement a Local Commercial Strategy to guide the planning and development of commercial activities within the City of Joondalup.	Town Planning Regulations 1967	Operational	●	●	●			

Economic Prosperity, Vibrancy and Growth

 Aspirational Outcome: The City is lively and flourishing across its activity centres. It is a global City, home to a recognised industry niche that fosters local job production and promotes employment self-sufficiency.										
Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Destination City To become a “Destination City” where unique tourism opportunities and activities provide drawcards for visitors and high amenity for residents.	Actively promote and sponsor significant events and activities.	Cultural Plan — Major Event Attraction Develop a Cultural Plan to guide a strategic approach to the attraction of cultural events to the City.		Operational	●					
		Strategic Marketing Initiatives Research and conduct Strategic Marketing Initiatives that will assist in repositioning the City as a vibrant “Destination City”.		Operational	●	●	●	●	●	→
		Tourism Promotion Work in partnership with Experience Perth to develop promotional tourism information to tourism outlets within the City of Joondalup.	Economic Development Plan	Operational	●	●	●	●	●	→
	Facilitate the establishment of major tourism infrastructure.	Ocean Reef Marina — Business Case and Structure Plan* Develop a Business Case and Structure Plan for Ocean Reef Marina for approval by relevant government agencies.	5-Year Capital Works Program	Operational	●	●				
		Establishment of Cafés, Kiosks and Restaurants Consider the provision of high quality, environmentally sustainable cafe, kiosk and restaurant facilities on identified sites owned and managed by the City that will deliver a social and financial benefit to residents and visitors.	5-Year Capital Works Program Beach Management Plan	Operational	●	●				

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Destination City (cont.) To become a “Destination City” where unique tourism opportunities and activities provide drawcards for visitors and high amenity for residents.	Encourage diverse accommodation options.	Ocean Reef Marina — Business Case and Structure Plan* Develop a Business Case and Structure Plan for Ocean Reef Marina for approval by relevant government agencies.	5-Year Capital Works Program	Operational	●	●				
		District Planning Scheme — Short Stay Accommodation Review Consider the appropriate location of short stay accommodation options as part of the review the District Planning Scheme No. 2.	Planning and Development Act 2005	Operational	●	●	●			
		Residential Design Codes – Review Following the endorsement of amendments to the WA Residential Design Codes, consider any outcomes relating to ancillary accommodation.	State Planning Policy 3.1 – Residential Design Codes (R-Codes)	Operational	●	●				
		Accommodation Investment Promotion Investigate options for promoting investment in the development and expansion of hotel and short stay accommodation within the City of Joondalup.	Economic Development Plan	Operational		●	●			
Regional Collaboration To be immersed within a region that is complementary and supportive of broader strategic outcomes.	Foster strategic regional partnerships.	Edith Cowan University Business and Innovation Centre Support the ongoing operation of the Edith Cowan University Business and Innovation Centre through membership of the Board of Management and attendance at Board Meetings.	Economic Development Plan	Operational	●					
		Regional Governance Framework Progress a Regional Governance Framework for the North West Corridor in partnership with the City of Wanneroo and	Economic Development Plan Strategic Position Statements	Operational	●	●	●	●	●	➔


Economic Prosperity, Vibrancy and Growth




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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
		relevant State Government agencies.								

Economic Prosperity, Vibrancy and Growth

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Regional Collaboration (cont.) To be immersed within a region that is complementary and supportive of broader strategic outcomes.	Drive new employment and infrastructure opportunities on a regional scale.	Economic Development Plan Develop and implement a new Economic Development Plan to guide and drive economic development in the City.		Operational	●	●	●	●		
		Economic Development and Employment Strategy for the North West Metropolitan Region Liaise with the Department of Planning regarding the development and implementation of an Economic Development and Employment Strategy for the North West Metropolitan Region of Perth.		Operational	●	●	●	●	●	➔
		Regional Workforce Development Undertake research to identify opportunities for local skill development that aligns with potential employment growth areas.	Economic Development Plan	Operational		●				
Business Capacity For the City's business community to have the technology and communication capability necessary to thrive within a competitive environment.	Actively seek opportunities for improving local communication network infrastructure.	Digital Strategy Develop a Digital Strategy to position the City as a "smart city" and to maximise the benefits of digital communication technology and initiatives within the City for local businesses and the community.	Economic Development Plan	Operational	●					

Economic Prosperity, Vibrancy and Growth

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Business Capacity (cont.) For the City's business community to have the technology and communication capability necessary to thrive within a competitive environment.	Facilitate knowledge sharing and learning opportunities.	Industry and Business Forums Deliver Joondalup Business Forums annually to inform the broader business community of development opportunities in the City, regional economic initiatives and strategic business issues.	Economic Development Plan	Operational	●	●	●	●	●	→
		Business Sector Communications Publish information relating to development opportunities in the City, regional economic initiatives and strategic business issues on the City's website and in newsletters.	Economic Development Plan	Operational	●	●	●	●	●	→
		Small Business Support Support the ongoing operation of the Small Business Centre North West Metro to enhance service delivery to small and medium enterprises.	Economic Development Plan	Operational	●	●	●	●	●	→
		Small Business Centre Research Conduct research with small to medium sized enterprises in the City partnership with Edith Cowan University (Small to Medium Enterprise Research Centre)	Economic Development Plan	Operational	●	●	●	●	●	→

The Natural Environment



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

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Environmental Resilience To continually adapt to changing local environmental conditions.	Understand the local environmental context.	Native Vegetation Mapping Conduct mapping of individual vegetation complexes across the City's natural areas to inform conservation strategies.	Environment Plan	Operational	●	●	●	●	●	→
		Coastal Vulnerability Study Conduct a Coastal Vulnerability Study to identify and prioritise the risks to the City's Coastal Zone with regard to the impacts associated with climate change.	Environment Plan	Operational Grant(s)	●					
		YICM Acid Sulphate Soils Investigation Initiate a project to identify previously disturbed acid sulphate soils and develop management strategies to minimise the negative impact on the Yellagonga Wetlands.	Environment Plan Yellagonga Integrated Catchment Management Plan 2009–2014	Operational	●	●	●			
		Pathogen Mapping and Sampling Program Undertake site investigations and sampling to determine the presence of pathogens to effectively manage parks and natural areas where pathogens are confirmed to be present.	Environment Plan Pathogen Management Plan	Operational	●	●	●	●	●	→

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Environmental Resilience (cont.) To continually adapt to changing local environmental conditions.	Identify and respond to environmental risks and vulnerabilities.	Environment Plan Develop and implement the Environment Plan to provide strategic direction in the delivery of environmental initiatives within the City.		Operational	●	●	●	●		
		Climate Change Strategy Develop and implement a Climate Change Strategy to address climate change mitigation and adaptation across the City.	Environment Plan	Operational	●	●	●	●		
		Biodiversity Action Plan 2009–2019 Implement the Biodiversity Action Plan 2009–2019 to guide the City's biodiversity management activities.	Environment Plan	Operational	●	●	●	●	●	→
		Water Plan 2012–2015 Implement and review the Water Plan 2012–2015 to provide strategic direction in the delivery of water conservation and water quality improvement initiatives within the City.	Environment Plan	Operational	●	●	●			
		Yellagonga Integrated Catchment Management (YICM) Plan 2009–2014 Implement and review Yellagonga Integrated Catchment Management Plan 2009–2014 to provide a comprehensive and integrated approach to managing the Yellagonga Wetlands, in partnership with the City of Wanneroo, Department of Environment and Conservation, Edith Cowan University and Friends of Yellagonga Regional Park.	Yellagonga Regional Park Management Plan (WA Department of Environment and Conservation) Environment Plan	Operational	●	●	●			

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Environmental Resilience (cont.) To continually adapt to changing local environmental conditions.	Identify and respond to environmental risks and vulnerabilities. (cont.)	Natural Areas Management Plans Develop management plans for the City's natural areas that guide environmental management and operations within specific locations.	Environment Plan Biodiversity Action Plan 2009–2019	Operational	●	●	●	●	●	→
		Weed Management Plan Develop and implement a Weed Management Plan to provide an ongoing strategic approach to the management of natural areas in order to reduce the incidence of weeds.	Environment Plan Biodiversity Action Plan 2009–2019	Operational	●	●	●	●		
		Pathogen Management Plan Develop and implement a Pathogen Management Plan to reduce the risk of introducing and spreading pathogens by establishing the level of risk within vegetated areas of the City.	Environment Plan Biodiversity Action Plan 2009–2019	Operational	●	●	●	●		
		Fire Management Plan Develop and implement a Fire Management Plan to provide an ongoing strategic approach to the management of natural areas in order to reduce the incidence of fire.	Environment Plan Biodiversity Action Plan 2009–2019	Operational		●	●	●		
		Coastal Foreshore Management Plan – Review Finalise the review of the City's Coastal Foreshore Management Plan to guide the management of the City's coastal foreshore areas.	Environment Plan Biodiversity Action Plan 2009–2019	Operational Grant(s)	●					
		Foreshore and Natural Areas Management Program Complete works associated with the rehabilitation, revegetation and fencing of natural areas.	5-Year Capital Works Program Environment Plan	Capital	●	●	●	●	●	→

The Natural Environment



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Environmental Resilience (cont.) To continually adapt to changing local environmental conditions.	Demonstrate current best practice in environmental management for local water, waste, biodiversity and energy resources.	Groundwater Monitoring Program Implement the Groundwater Monitoring Program to monitor and reduce the City's groundwater consumption, in line with the City's allocation from the Department of Water.	Water Plan 2012–2015	Operational	●	●	●	●	●	→
		Sump Rehabilitation Program* Implement the Sump Rehabilitation Program to upgrade sumps to incorporate the principles of water sensitive urban design.	5-Year Capital Works Program Water Plan 2012–2015	Capital	●	●	●	●		
		Eco-zoning and Hydro-zoning in Parks Design and implement principles of eco-zoning and hydro-zoning in identified parks to increase water efficiency.	5-Year Capital Works Program Landscape Master Plan 2009–2029	Capital	●	●	●	●	●	→
		Energy Efficiency and Carbon Offsetting Continue to identify opportunities for improved energy efficiency across City operations to reduce carbon offsetting investments.	Environment Plan	Operational	●	●	●	●	●	→

The Natural Environment



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012-13	2013-14	2014-15	2015-16	2016-17	Ongoing
Community Involvement To build a community that takes ownership of its natural assets and supports their ongoing preservation and conservation.	Elevate community awareness regarding its impact on the natural environment.	City of Joondalup Renewable Energy Program* Invest in clean, renewable energy to reduce greenhouse gas emissions and promote the benefits to the community.	Environment Plan	Capital Grant(s)	●	●	●	●	●	→
		YICM Community Awareness Program Develop education initiatives to address key environmental issues within the Yellagonga Wetlands.	Environment Plan	Operational	●	●	●			
		Think Green Energy Program Implement the Think Green Energy Program to provide climate change and energy education to the community.	Environment Plan	Operational	●	●	●	●		
	Ensure that community behaviours and attitudes are continually adapting to achieve global and local environmental targets.	Strategic Waste Minimisation Plan Implement the Strategic Waste Minimisation Plan to facilitate a reduction in the amount of waste to landfill, efficient management of waste recovery programs and the sustainable disposal of waste.	Waste Avoidance and Resource Recovery Act 2007 Western Australia Waste Strategy 2012 Environment Plan	Operational	●	●				
		Think Green Environmental Education Program Implement the Think Green Environmental Education Program to inform and educate the community on environmental issues.	Environment Plan	Operational	●	●	●	●	●	→

The Natural Environment



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Community Involvement (cont.) To build a community that takes ownership of its natural assets and supports their ongoing preservation and conservation.	Facilitate active involvement from the community in preserving and enhancing the natural environment.	Adopt-a-Coastline Program Implement the Adopt-a-Coastline Program, in partnership with local schools, to provide school students with the opportunity to participate in dune re-vegetation and improvements to the local environment.		Operational	●	●	●	●	●	→
		Friends' Groups Assist and support local Friends' Groups to deliver environmental conservation programs in natural areas within the City.	Friends' Groups Manual	Operational	●	●	●	●	●	→
Accessible Environments To develop an appreciation for local natural assets by providing appropriate access to natural areas.	Promote significant local natural areas	YICM EcoTourism and Events Plan Develop an EcoTourism and Events Plan for Yellagonga Regional Park to promote nature-based recreational opportunities within the Yellagonga Wetlands.	Yellagonga Integrated Catchment Management Plan 2009–2014	Operational	●	●				
		Signage Strategy Develop and implement a signage strategy, including a signage hierarchy, to enable the provision of information and interpretive messages within the City's natural areas.	Environment Plan Walkability Plan	Operational		●	●	●	●	
	Build an effective interface between humans and the natural environment.	Beach Management Plan 2011–2016 Implement and review the Beach Management Plan 2011–2016 to provide a management framework for the use, enjoyment maintenance, protection, preservation and appropriate development of the coastal lands covered by the Plan.		Operational	●	●	●	●		
		Storm Water Drainage Program* Implement the Storm Water Drainage Program to manage drainage issues and reduce pollutants entering adjacent natural areas, parks and private properties.	5-Year Capital Works Program Drainage Asset Management Plan 2011–2031	Capital	●	●	●	●	●	→

The Natural Environment



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
			Water Plan							
Accessible Environments (cont.) To develop an appreciation for local natural assets by providing appropriate access to natural areas.	Immerse learning opportunities within the natural environment.	Craigie Bushland Animal Sanctuary — Research Conduct research into the establishment of an animal sanctuary facility within the Craigie Bushland area.		Operational	●	●				
		Biodiversity Tours Conduct educational biodiversity tours with the community to promote the array of biodiversity within the City.	Environment Plan Think Green Environmental Education Program	Operational	●	●	●	●		
	Obtain appropriate recognition for our natural areas.	District Planning Scheme No. 2 — Schedule 5 Undertake a review of Schedule 5 of the District Planning Scheme (places and objects having significance for the purpose of protection of the landscape or environment) to ensure priority areas are provided with appropriate levels of protection.	District Planning Scheme No. 2	Operational		●				
		Perth Biodiversity Project Participate in the Perth Biodiversity Project to assist the City to effectively integrate biodiversity conservation into land use planning.	Environment Plan	Operational	●	●	●	●	●	→
		City of Joondalup Interactive Parks and Natural Areas Database Develop information on the City's website to enable the community to obtain specific information on local parks and natural areas in order to raise the awareness of local environmental issues and the value of the City's natural areas and parks.	Parks and Public Open Spaces Classification Framework Environment Plan Water Plan 2012–2015	Operational		●	●	●	●	→

The Natural Environment



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Environmental Leadership To embrace learning opportunities on an international scale and continuously lead by example in our application of new knowledge.	Demonstrate leadership in environmental enhancement and protection initiatives.	BiodiverCities Program Participate in the BiodiverCities Program in order to build capacity for the conservation of urban biodiversity. Develop and implement projects that combine biodiversity management and climate change objectives.	Environment Plan Biodiversity Action Plan 2009–2019	Operational	●					
		Waterwise Councils Program Participate in the Waterwise Councils Program to strengthen relationships with industry stakeholders and other local governments in order to improve water efficiency.	Environment Plan Water Plan 2012–2015	Operational	●	●	●	●	●	
		Local Integrated Planning Toolkit for Biodiversity and Ecosystem Services Participate in the Steering Committee for the development of a Local Integrated Planning Toolkit for Biodiversity and Ecosystem Services (BES), in partnership with ICLEI Cities Biodiversity Centre and Cornell University.	Environment Plan Biodiversity Action Plan 2009–2019	Operational	●					
	Promote environmental scholarship and effective environmental management practices to a global audience.	International Biodiversity Conference Organise and host an international conference on biodiversity that showcases local and regional applications of best practice management.		Operational	●	●				


The Natural Environment



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

Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Environmental Leadership (cont.) To embrace learning opportunities on an international scale and continuously lead by example in our application of new knowledge.	Actively support local environmental research initiatives.	YICM Water Quality Mapping and Monitoring Program Undertake a joint program to monitor and map water quality entering into the Yellagonga Wetlands in conjunction with Edith Cowan University.	Yellagonga Integrated Catchment Management Plan 2009–2014	Operational	●	●	●			
		Community Funding — Environmental Development Support annual funds to local environmental community groups in delivering local environmental research projects	Community Funding Policy	Operational	●	●	●	●	●	→
		Joondalup Learning Precinct — Environmental Research Partner with neighbouring education institutions to undertake local environmental research using City examples to support research methodologies.		Operational	●	●	●	●	●	→

Community Wellbeing

 Aspirational Outcome: The City has world-class facilities and a thriving cultural scene. It encourages and supports local organisations and community groups. Community spirit is felt by all residents and visitors, who live in safe and friendly neighbourhoods.										
Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Quality Facilities To provide facilities of the highest quality which reflect the needs of the community now and into the future.	Support a long-term approach to significant facility upgrades and improvements.	Building Asset Management Plan 2010–2030 Implement the Building Asset Management Plan 2010–2030 to guide the City's approach to managing its building infrastructure within the City of Joondalup.	5-Year Capital Works Program Asset Management Plan	Operational Capital	●	●	●	●	●	→
		Major Building Construction Works Program Implement the Major Building Construction Works Program to provide for refurbishments and upgrades to existing City-owned buildings.	5-Year Capital Works Program Building Asset Management Plan 2010-2030	Capital	●	●	●	●	●	→
		Percy Doyle Reserve Master Planning Project Develop a Master Plan for Percy Doyle Reserve to ensure long-term, sustainable management which reflects the current and future needs of the community.	Master Planning Framework	Operational Capital	●	●	●	●	●	→
		Edgewater Quarry Master Planning Project Continue to develop a Master Plan for the Edgewater Quarry to ensure long-term, sustainable management which reflects the current and future needs of the community.	Master Planning Framework	Operational Capital	●	●	●	●	●	→
		Wanneroo Basketball Association — Relocation Investigate options for the relocation of Wanneroo Basketball Association from Collier Pass, Joondalup to a preferred site.		Operational	●					


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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012-13	2013-14	2014-15	2015-16	2016-17	Ongoing
Quality Facilities (cont.) To provide facilities of the highest quality which reflect the needs of the community now and into the future.	Understand the demographic context of local communities to support effective facility planning.	Statistical Services Subscribe to and develop locally-based statistical service programs to enhance demographic analysis capability, including Community Profile, Community Atlas, Economic Profile and Population Forecasts.		Operational	●	●	●	●	●	➔
	Employ facility design principles that will provide for longevity, diversity and inclusiveness and where appropriate, support equitable access to administrative services.	Library Services Delivery Plan Develop and implement a Library Services Delivery Plan to guide the provision and delivery of library services and programs by the City.		Operational	●	●	●	●	●	
		Currambine Community Centre Construct a multi-purpose community centre facility in Currambine that will provide for the recreational and social needs of the local community.	5-Year Capital Works Program	Capital	●					
		Warwick Community Centre Investigate options for the design and construction of a new multi-purpose community centre in Warwick to replace the current Grove Child Care Centre and Dorchester Hall.	5-Year Capital Works Program	Capital			●	●	●	➔
Cultural Development For the community to have access to world-class cultural and artistic events and facilities.	Establish a significant cultural facility with the capacity to attract world-class visual and performing arts events.	Cultural Plan Develop a Cultural Plan to guide the provision and delivery of cultural development services and artistic and cultural programs and events.	Community Development Plan	Operational	●	●				

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Cultural Development (cont.) For the community to have access to world-class cultural and artistic events and facilities.	Invest in publicly accessible visual art that will present a culturally-enriched environment.	Invitation Art Award Conduct an annual Invitation Art Award to recognise the artistic, creative and innovative skills of West Australian contemporary artists.		Operational	●	●	●	●	●	→
		Commissioned Public Art Project — Policy Develop a policy and guidelines to support the allocation of funding towards commissioned public artworks.		Operational	●	●				
	Actively engage event promoters to host iconic, cultural and sporting events within the City.	Significant Event Strategy and Policy Develop a Significant Events Strategy and Policy to enable the annual allocation of sponsorship funding towards significant and major events that are held within the City.		Operational	●	●				
	Promote local opportunities for arts development.	Arts Development Scheme Implement the Arts Development Scheme to support the annual allocation of funds to encourage the delivery of arts programs and projects by professional arts companies and individuals within the City.	Community Funding Policy	Operational	●	●	●	●	●	→
		Community Art Exhibition Conduct an annual Community Art Exhibition for residents and members of local visual arts associations to provide local artists with the opportunity to gain exposure and participate in an annual community exhibition.		Operational	●	●	●	●	●	→
		Community Funding Program — Cultural Development Support annual funds to local arts and culture groups to assist in delivering local arts and cultural projects.	Community Funding Policy	Operational	●	●	●	●	●	→


Community Wellbeing



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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012-13	2013-14	2014-15	2015-16	2016-17	Ongoing
Community Spirit To have proud and active residents who participate in local activities and services for the betterment of the community.	Support and encourage opportunities for local volunteering.	Joondalup Volunteer Resource Centre Provide funding and support to the Joondalup Volunteer Resource Centre to assist volunteers looking for positions in the Joondalup community.		Operational	●	●	●	●	●	→
	Promote the sustainable management of local organisations and community groups.	Community Funding Program Support annual funds to local community groups to assist groups in conducting local events and activities to develop and enhance the community.	Community Funding Policy	Operational	●	●	●	●	●	→
		Clubs in Focus Program Deliver the Clubs in Focus Program to support local sport and recreation clubs to enhance their capacity and sustainability.		Operational	●	●	●	●	●	→
	Deliver a program of community-based events that encourage social interaction within local neighbourhoods.	Community Events Deliver an annual program of community-based events (eg: Joondalup Festival, Little Feet Festival, Valentine's Concert)		Operational	●	●	●	●	●	→
		Civic Events Deliver an annual program of civic events (e.g. ANZAC Dawn Service, Volunteer Appreciation Function, Citizenship Ceremonies).		Operational	●	●	●	●	●	→
		Lifelong Learning Program Continue to support the provision of lifelong learning opportunities to the community through the delivery of services and programs.		Operational	●	●	●	●	●	→

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Community Spirit (cont.) To have proud and active residents who participate in local activities and services for the betterment of the community.	Promote and support the needs of disadvantaged communities.	Community Development Plan Develop a Community Development Plan to guide the provision of community-based services delivered by the City.		Operational	●	●				
		Positive Ageing Plan — Review Review the City's Positive Ageing Plan 2009–2012 to guide the provision and delivery of aged services and programs by the City.		Operational	●	●				
		Access and Inclusion Plan 2012–2014 Implement the Access and Inclusion Plan 2012–2014 to guide City operations and services to ensure they are inclusive of all members of the community, including people with disabilities and their families or carers, and people from culturally and linguistically diverse backgrounds.	Disability Services Act 1993	Operational	●	●				
	Support and facilitate the development of community leaders.	Community Leaders Program Investigate the development of a program to identify and empower leaders within the local community.		Operational			●			


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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012-13	2013-14	2014-15	2015-16	2016-17	Ongoing
Community Safety For residents to feel safe and confident in their ability to travel and socialise within the community.	Build a community that works in partnership with government and non-government organisations to achieve real and long lasting improvements in safety and wellbeing.	Community Safety and Crime Prevention Plan 2009-2011 — Review Review the Community Safety and Crime Prevention Plan to highlight current community safety programs and services within the City and identify areas for improvement to guide future direction.	State Community Crime Prevention Plan (WA Office of Crime Prevention)	Operational Grant(s)	●					
		Local Emergency Management Plan Finalise and implement a Local Emergency Management Plan in partnership with key stakeholders to identify and respond to risks that would require significant actions.	Emergency Management Act 2005	Operational	●	●	●	●	●	→
		Street Lighting Program Prepare and implement a Street Lighting Program to improve and enhance local and arterial road lighting. In addition, enhance lighting to areas such as public accessways and car parks to improve community safety.	5-Year Capital Works Program	Capital	●	●	●	●	●	→
		Traffic Management Program Prepare and implement Traffic Management Program to improve road safety including local area traffic management and State and Federal Black Spot Projects.	5-Year Capital Works Program	Capital Grant(s)	●	●	●	●	●	→
		Road Safety Action Plan 2011-2015 Implement and review the Road Safety Action Plan 2011-2015 to outline and prioritise road safety programs and services within the City of Joondalup and identify areas for improvement to guide future direction.	National Road Safety Strategy 2011-2020 (Australian Transport Council) Towards Zero - Road Safety Strategy 2008-2020 (WA Office of Road Safety)	Operational	●	●	●			

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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
Community Safety (cont.) For residents to feel safe and confident in their ability to travel and socialise within the community.	Build a healthy community that is aware of and responsive to current public health risks.	Community Wellbeing Survey Develop and conduct a biennial Community Wellbeing Survey to measure community perceptions with regard to overall health, wellbeing and safety.		Operational		●		●		➔
		Environmental Health Initiatives Conduct environmental health initiatives in the community, including inspections and assessments relating to immunisation, food, noise, disease, pest-control and safety.	Environmental Protection Act 1987 Food Act 2010 Health Act 1911	Operational	●	●	●	●	●	➔