

**Liveability includes a number of elements:**

What are the elements that are most important to you?  
 (Please number 1-6 in the boxes provided).

- ☐ Good Governance and Leadership
- ☐ Economic Prosperity, Vibrancy and Growth
- ☐ Financial Sustainability
- ☐ Quality Urban Development
- ☐ Community Wellbeing and Engagement
- ☐ The Natural Environment

**Thank you for your contribution.**

Your input will help the City to prepare a draft Strategic Community Plan (2012-2022) that will set the future direction of the community for the next 10 years. When developed, we will ask you again if your needs are captured in the Plan.

In the meantime, if you would like to discuss your views further, you are welcome to participate in a Stakeholder Roundtable Session during April and May.

To register your interest, go to [joondalup.wa.gov.au](http://joondalup.wa.gov.au) or alternatively, provide your details below for the City to contact you directly.

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

# Shaping our Future

Have Your Say



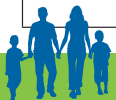
Joondalup 2022

We all make decisions about where we want to live. You have chosen the City of Joondalup to be your local community.

The City now has to make key decisions about its future direction that reflect what is important to you as a member of this community. As such, to build on our achievements as an internationally recognised “liveable community”....

**What do you like about living in the City of Joondalup?**


**What would you like to change?**

**Where/what are the City's biggest opportunities?**


**If you had an overseas visitor to stay, what are the local activities you would do and where are the local places you would take them?**




## ANALYSIS OF 'SHAPING OUR FUTURE: HAVE YOUR SAY' SURVEY

The following provides an analysis of the quantitative and qualitative data gathered from the *Shaping Our Future: Have Your Say* Survey.

### RESPONSE RATES

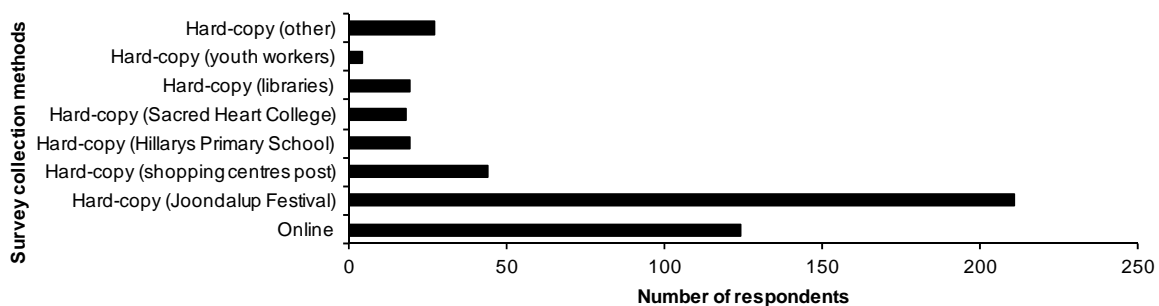
The City collected a total of 466 valid survey responses through a variety of collection methods; these are summarised in Table 1 and Chart 1 below.

Note that 'valid responses' are those in which: the respondent can be identified (i.e.: provided sufficient contact details); the respondent provided a response to the question asked (i.e.: did not provide an irrelevant or non-related response); and the respondent did not submit multiple surveys (in these cases, the first survey submitted was accepted). For individual questions, 'valid responses' include only those who provided a response to that question (i.e.: did not leave it blank).

**Table 1: Survey responses by collection method**

Collection method	N	%
Online	124	26.6%
Hard-copy (Joondalup Festival)	211	45.3%
Hard-copy (shopping centres post)	44	9.4%
Hard-copy (Hillarys Primary School)	19	4.1%
Hard-copy (Sacred Heart College)	18	3.9%
Hard-copy (libraries)	19	4.1%
Hard-copy (youth workers)	4	0.9%
Hard-copy (other)	27	5.8%
<b>total (valid) survey responses</b>	<b>466</b>	<b>100.0%</b>

**Chart 1: Survey responses by collection method**



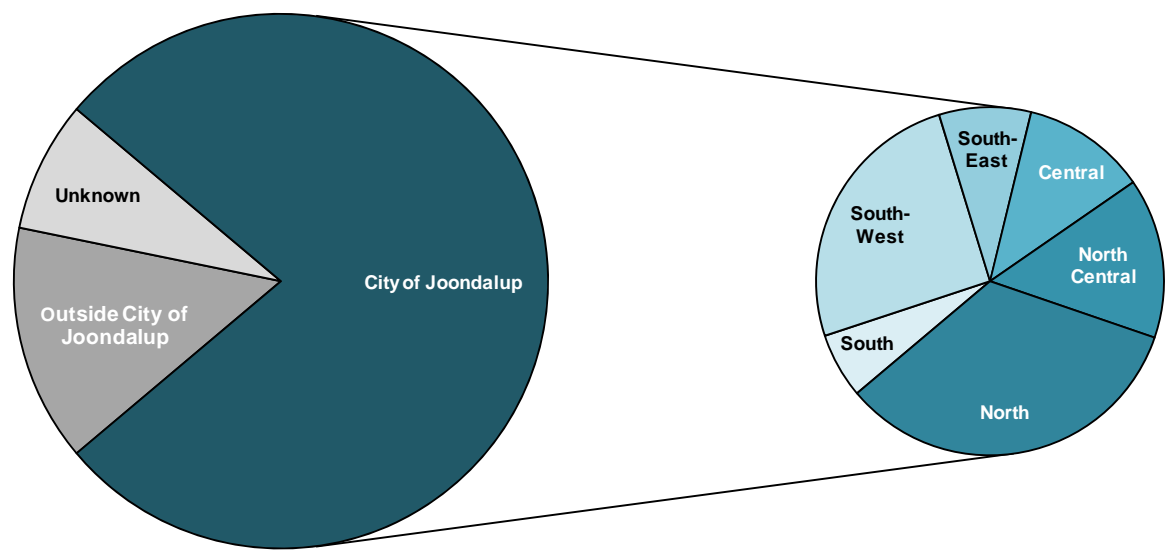
## DEMOGRAPHICS

Of the 466 valid surveys collected, 363 were completed by City of Joondalup residents, 66 by residents living outside the City's borders and 37 respondents did not state their address (or did not provide enough information). This data is summarised in Table 2 and Chart 2 below.

**Table 2: Survey responses by place of residence**

Respondents' place of residence			N	%
City of Joondalup	South Ward	Duncraig	16	3.4%
		Marmion	2	0.4%
		Warwick	4	0.9%
		total South Ward	22	4.7%
	South-West Ward	Hillarys	43	9.2%
		Padbury	19	4.1%
		Sorrento	30	6.4%
		total South-West Ward	92	19.7%
	South-East Ward	Greenwood	17	3.6%
		Kingsley	14	3.0%
		total South-East Ward	31	6.7%
	Central Ward	Beldon	10	2.1%
		Craigie	11	2.4%
		Kallaroo	9	1.9%
		Woodvale	12	2.6%
		total Central Ward	42	9.0%
	North Central Ward	Edgewater	20	4.3%
		Heathridge	17	3.6%
		Mullaloo	17	3.6%
		total North Central Ward	54	11.6%
	North Ward	Ocean Reef	19	4.1%
		Burns Beach	4	0.9%
		Connolly	14	3.0%
		Currambine	17	3.6%
		Iluka	12	2.6%
		Joondalup	46	9.9%
		Kinross	10	2.1%
		total North Ward	122	26.2%
	Total City of Joondalup		363	77.9%
Outside City of Joondalup			66	14.2%
total outside City of Joondalup		66	14.2%	
Unknown (no response)			37	7.9%
total unknown (no response)		37	7.9%	
total (valid) respondents			466	100.0%

Chart 2: Survey responses by place of residence



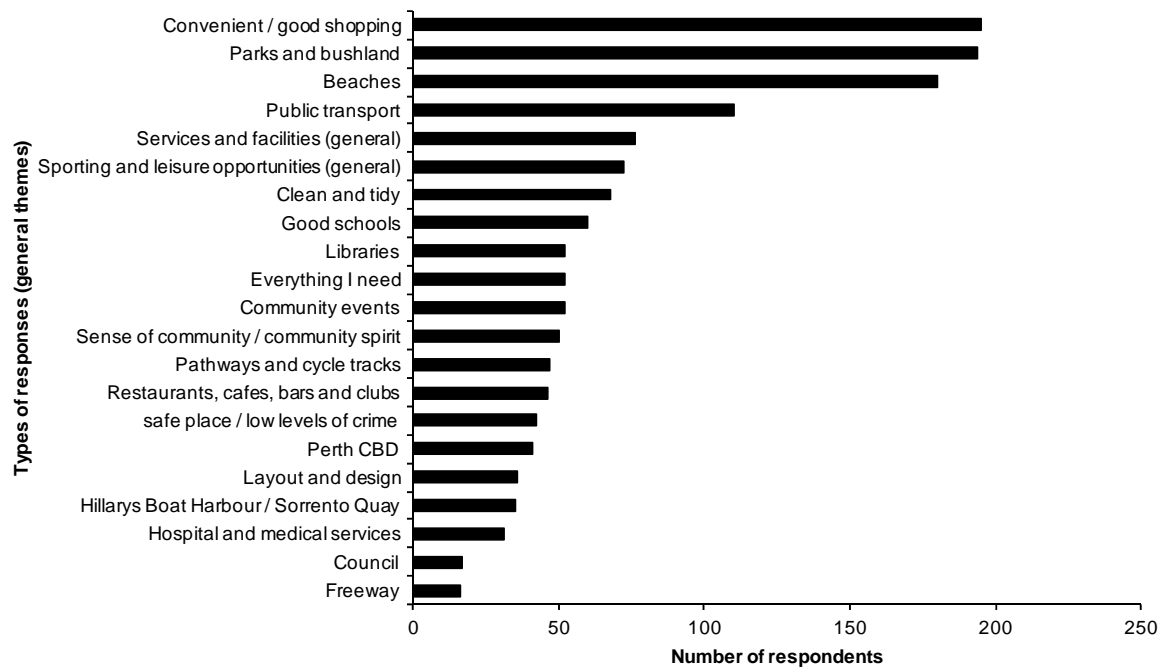
**QUESTION 1: 'WHAT DO YOU LIKE ABOUT LIVING IN THE CITY OF JOONDALUP?'**

A total of 453 survey respondents provided a valid response to this open-ended question. Of the responses collected, general themes emerged; these have been summarised in Table 3 and Chart 3 below.

**Table 3: Types of responses to 'What do you like about living in the City of Joondalup?' (general themes)**

<b>Types of responses (general themes)</b>	<b>N</b>	<b>%</b>
Proximity to / access to <b>convenient / good shopping</b>	195	43.0%
Proximity to / access to <b>parks and bushland</b>	194	42.8%
Proximity to / access to <b>beaches</b>	180	39.7%
Proximity to / access to <b>public transport</b>	110	24.3%
Proximity to / access to <b>services and facilities (general)</b>	76	16.8%
Access to <b>sporting and leisure opportunities (general)</b>	72	15.9%
It is <b>clean and tidy</b>	68	15.0%
Proximity to / access to <b>good schools</b>	60	13.2%
The <b>community events</b>	52	11.5%
It has <b>everything I need</b>	52	11.5%
Proximity to / access to <b>libraries</b>	52	11.5%
The <b>sense of community / community spirit</b>	50	11.0%
The <b>pathways and cycle tracks</b>	47	10.4%
Proximity to / access to <b>restaurants, cafes, bars and clubs</b>	46	10.2%
It is a <b>safe place / has low levels of crime</b>	42	9.3%
Proximity to the <b>Perth CBD</b>	41	9.1%
The City's <b>layout and design</b>	36	7.9%
<b>Hillarys Boat Harbour / Sorrento Quay</b>	35	7.7%
Proximity to / access to <b>hospital and medical services</b>	31	6.8%
The City of Joondalup <b>Council</b>	17	3.8%
Proximity to the <b>Freeway</b>	16	3.5%
<b>total (valid) responses to Question 1</b>	<b>453</b>	<b>97.2%</b>

**Chart 3: Types of responses to 'What do you like about living in the City of Joondalup?' (general themes)**



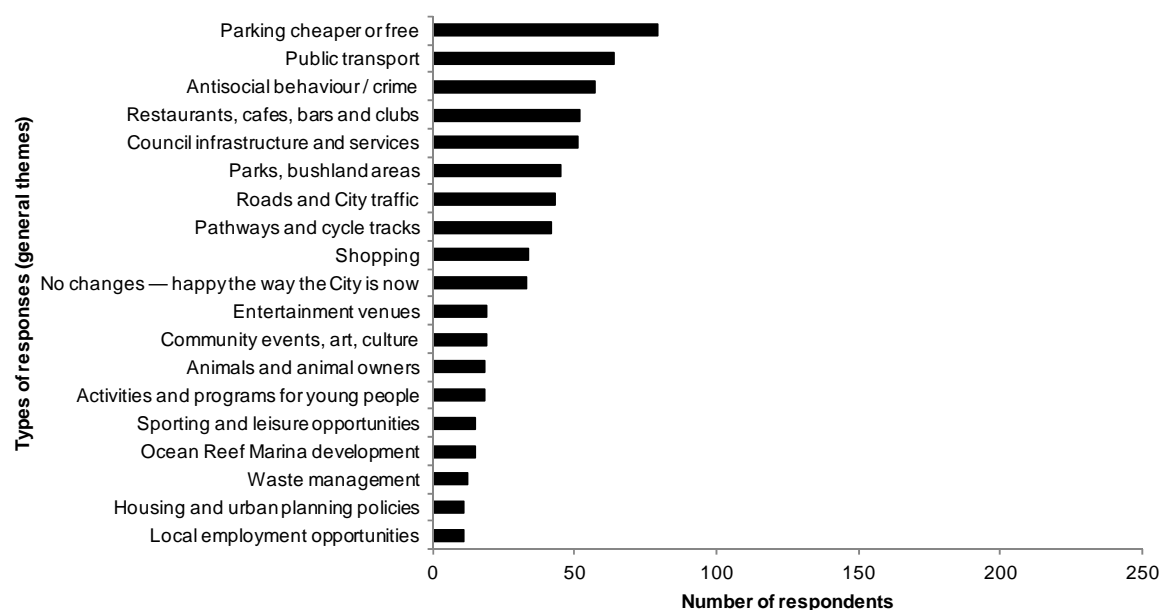
## QUESTION 2: 'WHAT WOULD YOU LIKE TO CHANGE?'

A total of 453 survey respondents provided a valid response to this open-ended question. Of the responses collected, general themes emerged; these have been summarised in Table 4 and Chart 4 below.

**Table 4: Types of responses to 'What would you like to change?' (general themes)**

<b>Types of responses (general themes)</b>	<b>N</b>	<b>%</b>
Make <b>parking cheaper or free</b>	79	17.4%
Increase <b>public transport</b>	64	14.1%
Less <b>antisocial behaviour / crime</b>	57	12.6%
More / better <b>restaurants, cafes, bars and clubs</b>	52	11.5%
Changes to <b>Council infrastructure and services</b>	51	11.3%
Changes to <b>parks, bushland areas</b>	45	9.9%
Alleviate congestion and upgrade <b>roads and City traffic</b>	43	9.5%
More / better <b>pathways and cycle tracks</b>	42	9.3%
More / better <b>shopping</b>	34	7.5%
<b>No changes — happy the way the City is now</b>	33	7.3%
More / better <b>community events, art, culture</b>	19	4.2%
More / better <b>entertainment venues</b>	19	4.2%
More / better <b>activities and programs for young people</b>	18	4.0%
Changes to regulations / better policing of <b>animals and animal owners</b>	18	4.0%
Commence <b>Ocean Reef Marina development</b>	15	3.3%
More / better <b>sporting and leisure opportunities</b>	15	3.3%
More / better <b>waste management</b>	12	2.6%
Greater <b>local employment opportunities</b>	11	2.4%
Changes to <b>housing and urban planning policies</b>	11	2.4%
<b>total (valid) responses to Question 2</b>	<b>453</b>	<b>97.2%</b>

**Chart 4: Types of responses to 'What would you like to change?' (general themes)**





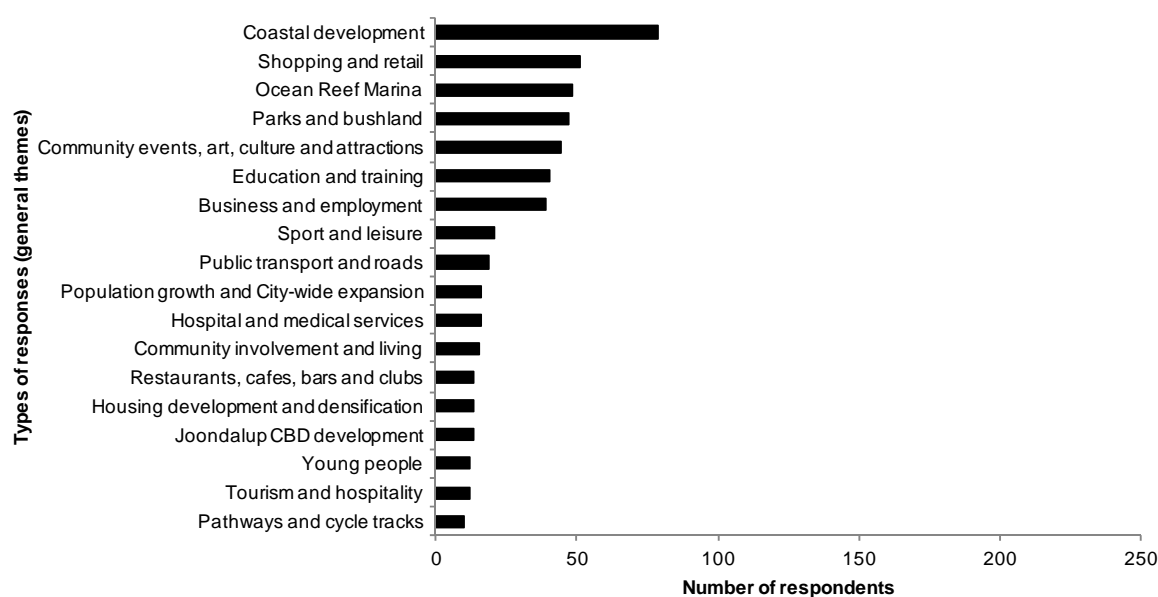
### QUESTION 3: 'WHERE / WHAT ARE THE CITY'S BIGGEST OPPORTUNITIES?'

A total of 365 survey respondents provided a valid response to this open-ended question. Of the responses collected, general themes emerged; these have been summarised in Table 5 and Chart 4 below.

**Table 5: Types of responses to 'Where / what are the City's biggest opportunities?' (general themes)**

<b>Types of responses (general themes)</b>	<b>N</b>	<b>%</b>
Coastal development	79	21.6%
Shopping and retail	51	14.0%
Ocean Reef Marina	48	13.2%
Parks and bushland	47	12.9%
Community events, art, culture and attractions	44	12.1%
Education and training	40	11.0%
Business and employment	39	10.7%
Sport and leisure	21	5.8%
Public transport and roads	19	5.2%
Hospital and medical services	16	4.4%
Population growth and City-wide expansion	16	4.4%
Community involvement and living	15	4.1%
Joondalup CBD development	13	3.6%
Housing development and densification	13	3.6%
Restaurants, cafes, bars and clubs	13	3.6%
Tourism and hospitality	12	3.3%
Young people	12	3.3%
Pathways and cycle tracks	10	2.7%
<b>total (valid) responses to Question 3</b>	<b>365</b>	<b>78.3%</b>

**Chart 5: Types of responses to 'Where / what are the City's biggest opportunities?' (general themes)**



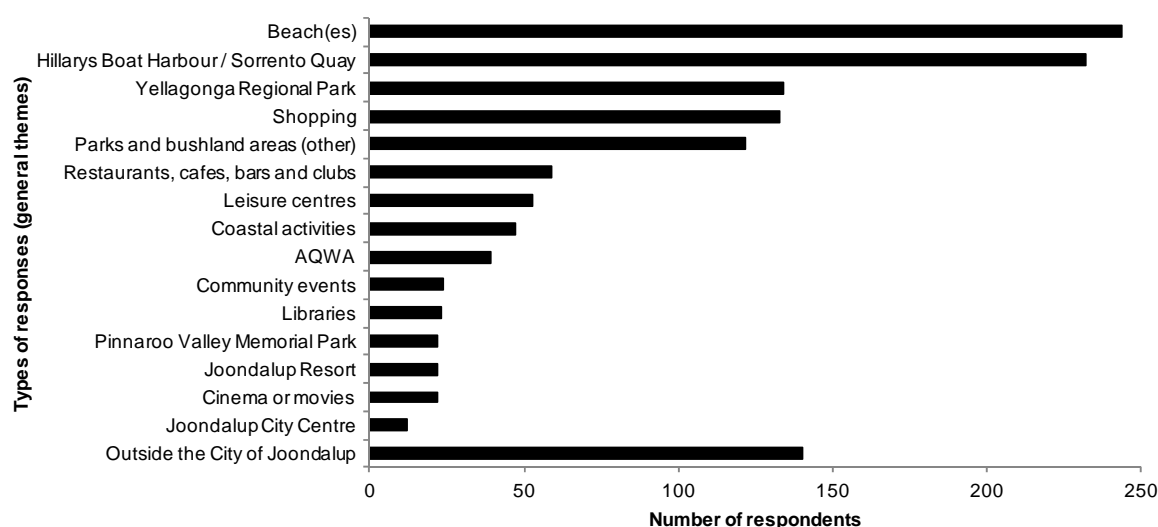
#### QUESTION 4: IF YOU HAD AN OVERSEAS VISITOR TO STAY, WHAT ARE THE LOCAL ACTIVITIES YOU WOULD DO AND WHERE ARE THE LOCAL PLACES YOU WOULD TAKE THEM?

A total of 447 survey respondents provided a valid response to this open-ended question. Of the responses collected, general themes emerged; these have been summarised in Table 6 and Chart 6 below.

**Table 6: Types of responses to 'If you had an overseas visitor to stay, what are the local activities you would do and where are the local places you would take them?' (general themes)**

Types of responses (general themes)	N	%
Beach(es)	244	54.6%
Hillarys Boat Harbour / Sorrento Quay	232	51.9%
Yellagonga Regional Park	134	30.0%
Shopping	133	29.8%
Parks and bushland areas (other than Yellagonga and Pinnaroo)	122	27.3%
Restaurants, cafes, bars and clubs	59	13.2%
Leisure centres (including Craigie Leisure Centre and Arena Joondalup)	53	11.9%
Coastal activities (not including the beach)	47	10.5%
AQWA	39	8.7%
Community events (miscellaneous)	24	5.4%
Libraries	23	5.1%
Cinema or movies (including outdoor and drive-in)	22	4.9%
Joondalup Resort (including golf course)	22	4.9%
Pinnaroo Valley Memorial Park	22	4.9%
Joondalup City Centre (miscellaneous activities and venues)	12	2.7%
Attractions or activities outside the City of Joondalup	140	31.3%
<b>total (valid) responses to Question 4</b>	<b>447</b>	<b>95.9%</b>

**Chart 6: Types of responses to 'If you had an overseas visitor to stay, what are the local activities you would do and where are the local places you would take them?' (general themes)**



**QUESTION 5: LIVEABILITY INCLUDES A NUMBER OF ELEMENTS: WHAT ARE THE ELEMENTS THAT ARE MOST IMPORTANT TO YOU? (RANK 1–6)**

A total of 378 survey respondents provided a valid response to this question, in the form of ranking 1–6. The responses have been summarised in Table 7 and Chart 7 below.

**Table 7: Distribution of responses to ‘Liveability includes a number of elements: what are the elements that are most important to you?’ — elements by ranking (1–6)**

Elements	Ranking	N
Good governance and leadership	1	66
	2	54
	3	60
	4	62
	5	57
	6	79
Economic prosperity, vibrancy and growth	1	50
	2	51
	3	60
	4	65
	5	89
	6	63
Financial sustainability	1	34
	2	45
	3	68
	4	84
	5	69
	6	78
Quality urban development	1	48
	2	46
	3	66
	4	65
	5	74
	6	79
Community wellbeing and engagement	1	93
	2	94
	3	71
	4	52
	5	36
	6	32
The natural environment	1	103
	2	83
	3	48
	4	48
	5	48
	6	48
<b>total (valid) responses to Question 5</b>		<b>2,268</b>

**Charts 7–12: Distribution of responses to ‘Liveability includes a number of elements: what are the elements that are most important to you?’ — elements by ranking (1–6)**

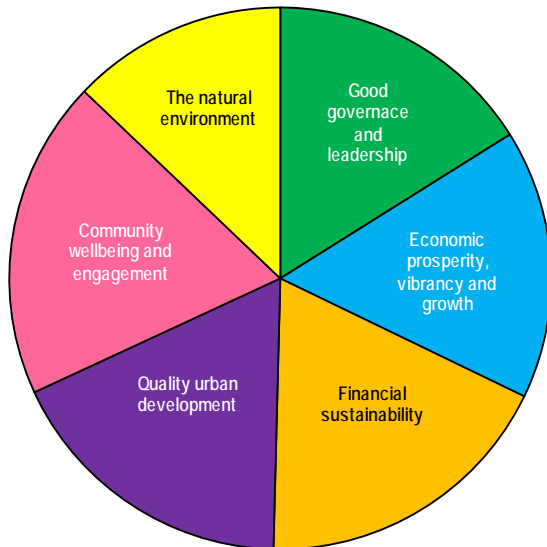
**Chart 7: Rank ‘1’**



**Chart 8: Rank ‘2’**



**Chart 9: Rank ‘3’**



**Chart 10: Rank ‘4’**



Chart 11: Rank '5'



Chart 12: Rank '6'



Table 8: Distribution of aggregated responses to 'Liveability includes a number of elements: what are the elements that are most important to you?'

Elements of liveability	%
Good governance and leadership	17.2%
Economic prosperity, vibrancy and growth	17.9%
Financial sustainability	18.7%
Quality urban design	18.2%
Community wellbeing and engagement	13.6%
The natural environment	14.3%
<b>total (valid) responses to Question 5</b>	<b>100%</b>

Chart 13: Distribution of aggregated responses to 'Liveability includes a number of elements: what are the elements that are most important to you?'



## NOTES FROM 'SHAPING OUR FUTURE: HAVE YOUR SAY' ROUND TABLE SESSIONS

The following comprises the notes taken by table facilitators at the *Shaping Our Future: Have Your Say* Round Table Sessions. The notes are divided by question, by Session and by table.

### QUESTION 1: 'WHAT DOES THE IDEAL CITY OF JOONDALUP 2022 LOOK LIKE — WHAT IS THE INSPIRATIONAL IMAGE OF THE CITY?'

#### North and North-Central Wards — Connolly Community Centre:

**Table 1:**

- Large green spaces
  - Coastline and bushland are held in a pristine condition.
  - Natural areas are integrated well into the urban landscape.
- Ocean Reef Marina
  - Marina is built and is operating successfully.
  - Marina is integrated well into the surrounding environment.
- Homes and housing
  - There is increased housing density across the City.
  - Suburbs have mixed-density housing.
  - Communities are diverse, with a mix of ages and household types.
  - Homes and businesses are built in a sustainable manner (renewable energy, water etc.)
  - There are greater housing opportunities for young people and persons on low-income.
  - Older residents (who are not at the retirement village stage) are able to continue to live in their communities (ie: 'ageing in place').
- Transport
  - Transport is integrated well across the entire City.
  - There is adequate parking available for visitors.
  - Sustainable forms of transport are available for residents to use.
  - There is greater connectivity between nodes within the Joondalup City Centre.
  - The City is serviced by trams, light rail and/or electric cars.
- Joondalup City Centre
  - The Joondalup City Centre is vibrant and bustling.
- Activity and employment nodes
  - Nodes are scattered across the City.
  - Residents do not have to travel far to reach their place of work.
- Yellagonga Regional Park
  - The wetlands are drained (mud is removed); fish are imported and placed in the man-made lake.
  - A bridge is built across the lake.
- Carbon emissions
  - The entire City of Joondalup is 'carbon neutral'.
- Waste
  - The City reduces waste and increases recycling.
  - The City provides more opportunities for green recycling.

- The rubbish tip is more affordable — waste dumping is reduced.

**Table 2:**

- A green environment
  - Maintaining a balance between development and the environment.
  - Not a concrete jungle.
- Visually appealing
- A vibrant environment
- A thriving business environment
  - Attract and create a high-end business hub — provide incentives for this to happen.
  - Thriving business environment attracts visitors to the area.
- A 'youth-friendly' environment
  - Develop a major centre for young people (eg:: Youth Headquarters in Leederville).
  - Creative street art
- An effective integrated transport system (eg:: Switzerland)
  - Connectivity to train hubs.
- Cultural centre
  - Performing Arts hub
  - Creative space for local artists and external performances.
- Renewable energy
  - Create and use power/energy from Tamala Park (eg:: European systems).
- Infrastructure development in advance of the predicted additional 10,000 people.
- Suburban renewal in older suburbs
  - Upgrade arterial routes — make them attractive/
  - Keep streets attractive — make provision for affordable tradespersons parking away from residences.

**Table 3:**

- Stand alone CBD, want Joondalup to be the focus of Western Australia.
  - Have Joondalup as a focal point, a point on the map.
  - Lots of employment with local residents.
  - Buildings would have to have strict height limits.
- Have a 'clean' Joondalup
  - Free from littering
  - Environmentally friendly
- Pockets of the bigger cities
  - Want the City to be busy and vibrant but also want to keep it's community feel and a relaxed City.
- Safe communities
  - Well-lit City
  - Crime-free and that a City that looks after itself.
  - Be able to walk in the streets any time of day and night.
  - Be able to bring kids to the parks.
- Neighbourhood feel
  - Neighbourhood Watch and being able to know your neighbours.
  - Have your neighbours looking out for own streets and houses.

- Adequate infrastructure for the expanding population
  - Appropriate places need appropriate infrastructure.
  - Cycle Hire system within Joondalup (similar to France or Melbourne)
  - Hire green cars within the City.
  - Parking lots with power stations for electric cars.
  - Smaller and more frequent buses that cover a wider range of the City (light rail will be expensive and won't cover all the areas anyway).
- More leisure facilities
  - Another Craigie Leisure Centre in the northern end of Joondalup (i.e.: Burns Beach).
- A more dog-friendly community
  - A place where you can bring your dog to cafés.
- A café every 2 kilometres along the coast.
- Parking at the train station
  - Needed a two-level parking complex (noted that a multi-storey car park would look ugly).
- Accommodation
  - Need smaller units, especially for the ageing population.
  - Subdivisions
  - Don't want to lose the community feel that Joondalup has.
  - Don't want high-rise apartment buildings.
  - Preserve open spaces.

**Table 4:**

- Retaining liveability and building on it.
- A large/appropriately-sized cultural facility.
  - Linking Centre within the City Centre.
  - Not under-planned — facility fits our future.
- Iconic public open spaces — playgrounds (eg.: Synergy Park (Kings Park)).
- A City with iconic public art.
- A 'connected' City — social, work etc.
- More campuses — integrated — 'Campus City' — education, social and entertainment.
- Expanded — diversity in education (vocational and tertiary).
- Accessible City — affordable long stay use.
- A linked City with light rail between precincts.
- Melbourne-like accessibility
- Integrated public transport
- A City with extensive hydrozoning of public open spaces.
- A City with a sense of safety.
- An efficient power system/reliable supply.
- A City with no power poles.
- A City of cafés and restaurants — linked to iconic destinations.
- Opportunity areas for accommodation (eg.: beaches).

**Table 5:**

- Not like any other City
- Different
- Innovative



- Clever
- 17 kilometres of coastline remains undeveloped.
- Increased setback to 200 metres for any development along the beach — to be retrospective.
- Coastline is revegetated.
- No high rise development — only 2–3 Storey buildings along the coast.
- High density in the City Centre — that's where the additional 10,000 dwellings can be built.
- No high density in suburbs.
- Town Planning — focus on sustainability — water tanks, passive solar, grey water etc.
- Preserve Yellagonga Regional Park.
- Greater recognition of the name Joondalup — need our football team with 'Joondalup' in the name, basketball team with Joondalup in the name.
- Maintain Park
- Every house has a park or open space within walking distance.
- Maintain current green spaces.
- Greater use of common property — shared-use of school grounds etc.
- Traffic congestion no worse than it is today.
- Everyone able to move easily around the City.
- Light-rail in place.
- Joondalup is so safe that everyone can walk or cycle anywhere in the City.
- Lots of local jobs for local people.
- Attract big development/developer to the City — with lots of jobs.
- Performing Arts and Cultural Facility built and operating well.
- Local productions held at the Performing Arts and Cultural Facility.
- Significant events held in Joondalup.
- Organic waste management — better use of kitchen waste, building soil — totally sustainable City (like Penrith City Council).
- A unique City
- Community gardens throughout the City
- Maintain the variety of shopping facility
- Continue to develop Lakeside Joondalup Shopping Centre.
- Bridge/boardwalk from Joondalup to Wanneroo — over the lake.
- Smaller Ocean Reef development
- Mullaloo Beach is the jewel of Joondalup — maintain whole coastline.
- Care for aged — facilities, walking, medical facilities — everything in Joondalup.

**Table 6:**

- City Centre
  - More vibrant/more business/traffic density of living/quality restaurants/higher buildings.
  - Village atmosphere with City facilities.
  - Cultural Centre (Performing Arts Facility), more social activities (festivals).
- Economics
  - Employment self-sufficiency.
  - Attract Government Department/Commercial Development in the City.
  - Integrated transport extension of CAT service.

- Community
  - Community gardens, safe/green/clean, parks facilities developed, Edgewater Quarry.
  - Café in Neil Hawkins Park, amphitheatre.
- Environment
  - Maintain natural areas weaved into the City — bushlands, beauty.
  - Rehabilitation/revegetation of natural areas.
- Governance
  - Engagement — less red tape and ability to do business more easily — investment attractor.
- Urban environment
  - More retail and business at ground level.
- Vibrant City
  - Cosmopolitan, village atmosphere with City facilities for culture, business and living (with higher density).
  - Employment self-sufficiency through investment.
  - Attraction (Government office and commercial development).
- Safe/green/clean
  - Maintain and enhance our natural areas.
  - Cafés and facilities that draw people to nature/areas.
  - Facilities that define cities — amphitheatres, cafés, performing arts facility.

#### **South and South-East Wards — Dorchester Hall:**

**Table 1:**

- Vibrant, cultural
  - Rejuvenation of older areas.
  - Paths
  - Halls
  - Underground power
  - Roads
  - More cultural spaces indoor/outdoor across City — not just the CBD.
  - Build another leisure centre
- Satellite city of Perth
- Transport
  - Light rail
  - Parking
  - Appropriate parking for oval uses.
- Higher density living
  - Medium, not high.
  - Lots of green parks/trees.
  - Must cope with diversity of demographics — 4/5-stories.
  - No buildings on seaside of coastal road except (eg: Hillarys etc.) — maintain access to beach.
  - Maintain cutting-edge development and high-class facilities — spread across all suburbs.
  - Use facilities more efficiently.

**Table 2:**

- Desirability
  - People want to live here.
  - Intergenerational equity and catering for all ages.
  - Accessible City
- Sustainability
  - Green — sustainable and leafy.
  - Clean, natural beauty, spacious
  - Consider carbon footprint — be 'carbon neutral conscious'.
  - Well-assessed carbon impacts — all planning and money assessed against carbon impacts.
  - Proactive/awareness of water conservation and usage.
- Housing
  - Appropriate density
  - Iconic/interesting architecture
- Transport
  - Integrated transport
  - Focused
- Employment
  - Self-contained and -sufficient
- Community-orientated
  - Active community/healthy community
  - Ban computer games
  - Well-communicated programs and services
  - Sufficiently catered sporting facilities — in areas where people need them.
- Financially innovative

**Table 3:**

- Demographics
  - Ageing Population
- City Centre
  - Shops/retail
  - Revitalised centre
  - Mixed development — cosmopolitan, better quality shops/restaurants.
- Activity Centres (ie: at Whitfords)
  - Not so CBD/City-centric
  - Facilities close to residences so don't have to drive everywhere — to cater for aged population
- Environment
  - Preserve heritage aspects of Joondalup and natural environment — maintain public open space.
  - Community gardens to engage community interaction/sense of community.
  - No high rise on coast.
  - Better-integrated transport to coast and Activity Centres.
  - Outdoor cinemas — different.
  - Observatory
  - Incentives for business — to attract for employment.

**Table 4:**

- Environment
  - Maintain Bushland
  - Increase in green spaces closer to where people live
- Parks
  - Parks and open spaces within walking distance of every home.
  - Enhance parks/open spaces (ie: Playgrounds and BBQs) to attract people/families.
  - Greater linkages between parks
- Employment
  - Self-containment and self-sufficient
- Transport
  - No cars in City
  - Improved public transport
- Facilities
  - Accessibility for all — particularly aged.
  - Better Facilities for clubs — clubrooms improved, bigger to accommodate for numbers.
  - More kids participating in sports
  - Cycling facilities — greater linkages with cycleways/promotion of cycleways.
  - Walkability/accessibility
- Joondalup CBD
  - Strong indentify
  - High density
  - Lots of people living/working
  - Mixed-use
  - Provide accommodation for young people — keep young people here.
  - Accommodation options
  - Inner-city living — car-less.
  - Greater emphasis on commerce — commercial development.
  - Iconic building
  - Trees/streetscapes
- Health and ageing
  - Quadruple the hospital — meet demands of ageing population.
  - Aged facilities in City — variety.
- Community
  - Family destinations (vibrant, attractors, safe).
  - Up Market kids playground.
  - Cinema
  - Cafes (eg: Melbourne — Lygon Street, Sydney).

**Table 5:**

- Catering for the ageing population
  - Better health facilities.
  - Support services aged/disabled.
  - Increase aged care- more facilities.
- Keeping the environmental values
  - Green/sustainable City.
  - Bush Forever protected.

- Coastal strip natural/protected.
- Transport and infrastructure
  - Expanded transport system, but using less energy.
  - Light rail — take cars off the road.
  - Planning infrastructure for future.
- Connected communities
  - Community hubs
  - Connected neighbourhoods
  - Not all major facilities centralised — decentralised, village feel.
  - Walking
  - Facilities in the older areas.
  - Maintain a village feel in suburban areas
- Cater for young people
  - Youth facilities — attract young people.
  - Affordable housing
- Safety
  - Emergency Management Plan
  - Well-developed to cope with any major emergency.
  - A safe city.
  - Security CCTV cameras on all major intersections.
  - Large dogs
- Business focus
  - Business development
  - Industrial areas (with proper environmental controls).
  - Attract business in (eg: software development).

**Table 6:**

- Transport
  - Infill on major roads, higher density, close facilities, closer transport to cater for more people.
  - Multi-storey car parks at train station.
  - Parking at train station for our of hours people — car parks are full by 7 am with commuters.
- Safety
  - Safer community for children — so children have more freedom.
  - Safer community for all ages — can't walk home at night after dark.
- Liveability
  - Environment in which people like living — like old Sorrento, leafy established area.
  - Easy access to all facilities, beach, parks, library, recreation centres. No need to travel far for facilities
  - Children's facilities should be away from high traffic areas — more buses from busy areas to greener less busy, less polluted areas.
  - Safe and community feel.
  - Facilities for kids reduces graffiti and anti-social behaviour
- Housing
  - Multi-storey residential — 15-storey in Joondalup, Warwick, Whitfords.
  - Create an efficient use of space with restaurants and shops underneath.
  - Don't spread out — build up.
  - Underground Power — would clean up areas, less clutter, more peaceful.
  - Rejuvenated areas — older suburbs.
  - No high-rise on the coast.

- City back to 'village' feel.
- Parks and facilities
  - Protect our parks, more trees in the parks — need to water the trees
  - Facilities — need a mix/balance of facilities (play areas, entertainment areas, relaxation facilities, recreation facilities).
  - Mixed ages facilities for all ages in one 'centre' — senior people, children's and youth facilities so all ages interact together.

**Table 7:**

- Parks and beaches
  - There are lots of parks, green open spaces.
- Sport and recreation
  - Sporting facilities are maintained — there are no less
  - Ageing infrastructure is upgraded.
  - There is a better spread of facilities in the community.
- Safety
  - It is safe to walk around the City at night time.
  - People feel safe in their own homes and in the community.
  - Security services are better coordinated (City Watch and the WA Police).
- Aged care
  - There is adequate health care to cater for the ageing population.
  - Aged persons can access services effectively.
  - Residents can remain living in their communities ('ageing in place').
- Transport
  - There is an affordable public transport system.
  - The CAT Bus system is expanded.
  - There are more local buses for residents.
  - Pathways and cycleways are integrated and user-friendly.
  - There is adequate public transport in the suburbs.
- Homes are housing
  - There is higher density in the suburbs, but only in appropriate places (such as near train stations).
  - Homes are energy efficient.
- Town planning
  - The City has modern infrastructure, is well-designed and well-lit.
  - The City is well-planned and services are comprehensive.
  - The City partakes in regional coordination and regional planning.
- Local community
  - Suburbs have a 'village' feel — there are corner stores and open streets.
  - The community is inclusive and friendly.

**Central and South-West Wards — Gibson Park Community Facility:**

**Table 1:**

- Joondalup CBD
  - Big business in the City Centre.
  - Connected beaches and City Centre.
  - Moderate-rise development in City Centre.
  - Energy-aware — sustainable.
  - Professional, consultancy-based employment in the City Centre

- Pedestrian-friendly/walkable streets.
- Variety in the City Centre
- Activated City Centre at night
- Secondary Centres
  - Appropriate nodal development — strategic areas, eg: Whitfords
  - Open spaces — retained.
- Natural areas
  - Open spaces — retained.
  - Great interface and integration with natural areas
- Transport integration
- Tourism
  - Connecting tourism areas.
  - Iconic coastal tourism destinations (unique) — pitch it at an international level.
  - Accommodation for tourists — Ocean Reef
- Liveability
  - Retained sense of lifestyle.
  - Restaurants — more coastally — interfacing and celebrating natural areas with activity.
- Security

**Table 2:**

- Environmental sustainability
  - Power, water, infrastructure.
  - Green buildings
  - Garden city — as is now.
  - Nodal living — high density.
  - Trees planted throughout.
- Transport
  - Rapid transport system — City to suburbs/coasts.
  - Reduce car use — no Cars!
  - Electric Monorail
  - Network public transport.
- Housing
  - Subdivide — R Codes review
  - Higher Density.
  - Sub-terrain buildings.
  - No high rise on the coast. — each 2 kilometres — 20-storeys along the coastline.
- Art and culture
  - Cultural centre/live performances — get people out of their houses.
  - Attract WASO here
  - Museums
  - Cultural centre/live performances.
- Retail
  - Everything here in Joondalup.
  - Discount supermarkets.
- Education
  - Another University — build Learning Precinct.
  - Teaching hospital/trauma hospital.
- Community engagement/involvement.

**Table 3:**

- Joondalup CBD
  - Essentially want to be a standalone city that is bigger, or just as big as Perth.
  - People and residents will have everything they possibly need in the City.
  - People are coming to the city to visit for tourism, business, leisure, families.
  - Big ticket venues that attracts people to the City of Joondalup (eg: Culture Centre, Drama Theatre, Performing Arts Centre, Exhibition Centre, Major Sporting Venue, Interpreter Centre)
  - Iconic Feature — something that is interesting (not another Bell Tower, and definitely not something green — something like the Big Pineapple, but good)
  - Adult Centre — a place where adults/seniors can go for a dance.
  - Business Centre within Joondalup.
  - People living within the City working near the City.
  - Big government departments and other big companies to attract a busier City.
  - All businesses within a hub.
  - Joondalup identified as a business City as well as tourist City.
  - Making sure that the City Centre is a vibrant place.
- Transport
  - Accessible and integrated transport
  - Expanded CAT Bus service — more interlinked that run different paths. Expand the area of service with expanding the City Centre.
- Community
  - Family-orientated living in the suburbs.
  - Growth and chance for your extended family to be living within the same area.
  - A chance to engage senior citizens.
  - More neighbourhood cohesiveness.
  - A place where kids can go outside and play in the streets again instead of glued to the computer.
  - Community safety and knowing your neighbours.
  - A general mentoring system — can be for business or just general community
- Multiculturalism
  - Proud Indigenous culture — have Aboriginal meanings on signage signs (displayed through art/plant/language).
  - Acknowledge the Traditional Owners of the land.
  - Diverse culture (at the moment the demographic of Joondalup is wealthy and western people).
- Natural areas
  - Preserve and regenerate the bushland
  - Have a good balance of parks and housing
  - Parks must stay — as soon as we building housing on top of the park, we never get it back.
- Restaurants and night life
  - Good strip of restaurants within the City Centre — pockets of Melbourne cafe strips.



- Residents supporting local business and cafes and bringing people from outside Joondalup — people have to be attracted and support business, too many businesses have closed down because of low support from public.

**Table 4:**

- Art and culture
  - Cultural Centre/Museum and Art Gallery incorporated within.
  - Revitalised CBD — restaurant etc. (lively atmosphere).
- Industry
  - Specialist industry (City of Joondalup known for being a niche or clusters in perhaps design or manufacturing (innovative).
  - Look at international opportunities (tourism, economic development etc).
- Development
  - Mixed purpose buildings/planned (not sky scrapers for eg: 8-storeys).
  - Retaining open space.
  - Clean/green/safe.
- Transport
  - Maintain integrated transport system (and improving to cater for pop growth) Airport for region.
- Tourism
  - Yellagonga — something that attracts people to the area.
  - Hotels for the tourists/business.
- Community feel (community hubs with 'village' feel) and community facilities.
- Football club (rename from West Perth to Joondalup).

**Table 5:**

- Beaches
  - Beachfronts are maintained.
  - There is no high-rise along the beach.
  - Everyone is able to enjoy the beach.
  - There is more (free) parking along the beach.
  - Beaches are accessible to everyone — there are more beach wheelchairs and it is easy to book their usage.
  - The coastline is more hospitable — there are numerous eateries, places to drink, adequate rubbish bins (available for using all year round).
  - There are more facilities along the coast for children and young families (like Hillarys) — such as shade, parks etc.
- Parks
  - Parks have more shade.
  - Not all parks are the same — each has unique infrastructure/things to do.
  - Park users are engaged and provided with learning opportunities at their local park — people are encouraged to spend time outdoors.
  - All parks have drinking fountains and toilets.
- Transport
  - There is excellent transport infrastructure.
  - Transport is well-integrated across the City.
  - Residents have access to numerous transport options (cycling, walking, public transport etc.)

- A railway line runs east–west and is well-connected to other transport infrastructure.
- Cycle infrastructure is integrated and smooth.
- Cycle lanes are linked across the entire City.
- Joondalup City Centre
  - The Joondalup City Centre grows as a business centre.
  - There is adequate parking.
  - There are local employment options.
- Homes and housing
  - Higher density housing is achieved, but is only in appropriate locations (such as the Joondalup City Centre and near train stations).
- Lifestyle and culture
  - The City is vibrant and vital.
  - There is lively street life.
  - There are numerous cultural events — art, music and theatre — there is always something on.
  - The City has a world-class venue that attracts big-name acts.
  - The City has a proper sporting venue that caters for both indoor and outdoor sports (such as basketball).
  - There are plentiful recreation activities.

**Table 6:**

- Parks and natural areas
  - A green City.
  - Natural bushland as a core value.
  - A green belt along the coast — with nodes of beach access.
- Leisure and recreation
  - A variety of recreation spaces, for all ages.
  - A welcoming environment for young people.
  - Attractive gathering areas for young people.
  - Environment caters for the leisure needs of an ageing population.
  - Jetties for community use and recreational fishing.
  - Attractions to draw people into the City.
  - Community focussed.
  - An Art Centre for art groups and to stimulate creativity (eg: ‘artist in residence’ programs).
- Safety
  - A safe environment.
  - Safety achieved by bringing people out, rather than locking up.
  - Safety designed-into open areas.
- Integrated, user friendly transport
  - Roundabouts to improve traffic flow.
- Development and housing
  - A decentralised City — not everything in the centre of the City.
  - Village and community hubs outside the CBD — linked by green areas.
  - Local, user-friendly shopping centres.
  - ‘Village’-type local communities (eg: markets, fairs).
  - Corner convenience stores to encourage walking.
  - Denser housing to compensate, open space and community meeting places
  - Attractions to bring people out.

## QUESTION 2: WHAT DOES IT FEEL LIKE TO LIVE, WORK AND PLAY IN JOONDALUP AND WHAT DO OTHERS SAY ABOUT THE CITY?

### North and North-Central Wards — Connolly Community Centre:

**Table 1:**

The City is:

- a safe place to live in;
- cosmopolitan, multicultural and vibrant;
- friendly and supportive — with high levels of community spirit;
- accessible to everyone in the community — whether they drive cars, take public transport, ride a bike or walk;
- stress-free — there are no traffic jams;
- beautiful — there are abundant street trees, birds, animals and bushland for everyone to enjoy; and
- clean and has no graffiti (but still offers a place for young people to be creative).

The City has:

- small-scale entertainment (small bars, cafes and restaurants);
- a thriving cultural scene (theatre, art and music).
- a responsible community;
- excellent sporting facilities — there is friendly, local club culture;
- a range of jobs for residents; and
- a culture of respect — for the community, the environment and for each other.

**Table 2:**

- We experience a great sense of pride — our City is attractive, appealing and well-maintained. We have great pride in our achievements.
- We have a great sense of belonging — we feel at home.
- The City is accommodating — it has everything I need.
- We have a strong sense of community.
- We are an active and live community — a friendly and outgoing community.
- We are a connected community (feel supported, feel welcomed, feel involved and included) — people care and contribute, volunteers and community groups are supported.
- We are owners and custodians of our public spaces.
- We set a great example to others — others are envious and want to live here.
- We have community celebrations in the City and our neighbourhoods.

**Table 3:**

- If we like how it feels now, we want to keep that the same in the future.
- We are:
  - happy;
  - fun;
  - friendly;
  - relaxed;

- safe;
- refreshing.
- lucky to live here
- Joondalup feels like a special place to live, it is:
  - adventurous and bold;
  - well-off, new and not run-down;
  - successful — both within community and businesses;
  - progressive;
  - leisurely;
  - exciting;
  - inclusive — there is something for everyone;
  - vibrant; and
  - unique
- Shops are open on Sundays
- Coastal community.
- Have a more multicultural feel (at present, Northern Corridor is known for a British and South African feel) — equality and a greater understanding of culture.
- Want people to be almost jealous of what we have in the City.
  - Little pockets of a big City — still needs some community feel.
  - We are satisfied with what the City provides.

**Table 4:**

- Safety
  - Feel like you can move throughout the City (at night/day) and feel safe.
- Sense of community
  - People know and care for each other.
- A series of 'villages' (eg: Guildford Street)
  - Iconic local, quirky, commercial areas.
- Neighbours know each other.
- A 'common space' where people interact locally.
- Local community events:
  - People can 'hang around'.
  - Entertainment areas.
  - Walkable malls (outdoor).
- Active community (youth).
- Engaged youth — feel ownership.
- Aesthetic
- Areas of interest throughout the City (pop-up markets eg: Brunswick Street).
- At night, Joondalup City Centre is alive and bustling.
- You can 'play any time of the day!'

**Table 5:**

- Safe and friendly
- Relaxing
- Community spirit
- Family — everything for everyone here.
- So many choices.
- Everyone out and about.
- Sense of community.

- Cleanest City in the world.
- Variety
- Vibrancy
- Multicultural
- Freshest air I've ever breathed.
- Cleanest beaches
- Wow — great to see a place not polluted by tourism.
- Community cohesiveness
- Yellagonga — a great place to visit.
- Interesting activities
- Convenient facilities
- Thriving and bustling City Centre.
- You can find any information at any time — a clever city.
- University City
- Connected

**Table 6:**

- Pride in your area:
  - Facilities that are first-class.
  - Safe environment
  - Comfort/liveability/family-friendly
  - Natural areas to be able to enjoy.
  - Artistic/cultural hub/markets with atmosphere.
  - Clean
  - Vibrant
  - Each community building its own sense of community/place.
  - Community and City are connected.
  - Nice hotels/accommodation
- People want to visit and live in Joondalup:
  - Need people to see it as a City to attract others that has the facilities (of a City).

### **South and South-East Wards — Dorchester Hall:**

**Table 1:**

- Live and play
- Safe
- Elated, healthy
- Content
- Well-provided for all our needs.
- Connected to the community and environment.
- Proud of community and ownership.
- Unique
- Feels like home — happy to bring up family here.
- Work
- Lucky
- Others feel jealous and have a sense of admiration.
- Connected with community.

**Table 2:**

- Safety in our homes and communities and at night.
- Vibrant commercial centre.
- Harmonious community with healthy lifestyles
- A sense of 'presence' — identity.
- Attractive incentives
- Feeling of connectedness.
- 'Learned'
- A place of principle.
- Accessible services
- Increase capability
- Sense of community (people look after each other).
- Neighbourhood awareness
- Desirable

**Table 3:**

- An engaged community — able to participate in the decisions that affect them.
- Safe environment/respectful citizens.
- Public open space/parks — relaxed natural areas which are accessible to all.
- Community feel/spirit (local communities, eg: neighbourhood BBQs).
- More facilities in parks — to be an attractor for people to want to go there.
- Streetscape amenity — a feel good environment.
- Work close to home (more time for family).
- After school activities for children/youth
- Others say that the City is:
- innovative;
  - vibrant;
  - engaged; and
  - safe.

**Table 4:**

- Feeling safe all the time.
- Everyone, everywhere, different to every other city.
- People participating/active/having things to do.
- Facilities available
- Safety nets — services to help people, no matter what stage of life/what issues.
- Feeling of belonging, feel needed.
- Spiritual
- Wow place/wow factor
- People are envious of our lifestyle
- Culture:
  - Galleries
  - Music
  - Art
- Identity
  - Want Joondalup Falcons to be famous
- Buzz

- Excited — sense of vibrancy.
- Community pride
- Jealousy (of us!)
- Connected with ocean/coast.

**Table 5:**

- Music
- Culture
- Vibrant
- Happy
- Alive
- Feel part of nature enjoying the natural environment (eg: birds etc.)
- Love the beaches — natural coastal environment/
- Relaxed
- Family-orientated -friendly environment.
- Feeling connected
- Creative (eg: handy crafts, things to enjoy).
- Choice and variety
- Things are accessible/integrated transport — easy to get to and get around.
- Attractive
- Interesting
- Shopping
- Living
- Business
- Culture

**Table 6:**

- Sense of belonging
- Comfortable — because social, physical, health, education and leisure needs are met.
- Good design and architecture will promote good feeling, well-being and minimise anti-social behaviour.
- Enjoy the beauty.
- Proud to live here.
- Friendlier towards others — more outgoing.
- Independent
  - Freedom
  - Strength — empowered to do things, not being limited by unsafe conditions.
  - Safe to move around — good transport links.
- Stress free — no anxiety of lawlessness.
- People will have more confidence.
- Working in the City — we will stress less as no need to sit in traffic — work opportunities need to increase in the City.
- Danger of too many people living on top of each other if not planned adequately — poor planning could result in people feeling unsafe and unhappy.

**Table 7:**

The City is:

- well-organised;
- welcoming — you feel like you belong;
- friendly, happy and involved;
- well-maintained;
- liveable and even more liveable into the future;
- world-class, a showcase;
- appealing, attractive and beautiful;
- a leader in every field — other cities to learn from us;
- affordable for families, for aged persons and for everyone else;
- a healthy local community;
- supportive — a responsible community;
- self-sustaining; and
- unique — suburbs have an 'identity' (not franchised suburbs!).

The City has:

- equality across the different areas — both wealthy suburbs and less-affluent suburbs are entitled to appealing streetscapes and access to amenities and services;
- value-for-money;
- a community feel — people feel they can come down to local clubs;
- lots of free entertainment; and
- everything you want, close-by.

The City's residents:

- want to 'be' in the City; and
- are proud to live here.

**Central and South-West Wards — Gibson Park Community Facility:**

**Table 1:**

- Warmth — 'European' feel.
- Safe — sense of personal safety.
- Friendly — community and neighbourhood.
- Walk-friendly
- Relaxed — not 'high intensity'.
- Travel safety — in all modes.
- A proud community — 'village atmosphere'.
- Cocky and proud.
- Supported community groups — active community.
- Active volunteers
- Relax at Mullaloo with a beer.
- Everyone looks after each other.
- Feels young — new, modern identity.
- Confident — not trying to be someone else — we have our own identity and we're comfortable with it.
- Wonderful place to live.
- Leadership — ahead of the game.



- Inspired and wanting to inspire others.
- Sustainable

**Table 2:**

- Fantastic beaches
- Felt absolutely safe
- Easy to get around.
- Friendly
- Environmentally aware
- No stress
- Lots to see and do.
- Creative/exciting
- Lots of people talking/meeting on the streets.
- Freedom of speech, pride — promotion of City of Joondalup.
- Cultural Centre — Vitality — 24 hours freedom to do/to speak.
- Colourful.
- Respectful of others' origins.
- Lots of 'love' in the air.
- Community-oriented
- Great food/good service — culture of hospitality.
- Clean/safe
- Artistic
- Beaches — protected
- Cultural/creative/artistic
- People involved in sport and recreation — healthy people.
- Children out and about playing sport.
- Welcoming
- Connected/hi-tech/business vibe
- Nature strips — planted out.
- Fire station
- Business clusters
- Safety — everyone/everywhere.

**Table 3:**

- Happy to go home
- Safe
- Friendly
- Proud
- Relaxed
- Inclusive
- Envied by others — a place where people want to visit.
- Family-orientated
- Connected
- Supportive
- Educated
- Creative
- Integrated
- Easy access to everywhere

- Smart City
- Orientated
- Stimulated
- Young
- Vibrant
- Beautiful/aesthetic
- Balanced (between lifestyle and practicality).
- Leader (an example for other cities to follow).
- Innovative
- Environmentally sustainable
- Friendly
- Technologically advanced
- Clean
- Interesting
- Creative (architecture-wise for lasting experiences)
- Welcoming
- Accepting
- Fulfilled
- Satisfied

**Table 4:**

- Safe — a place for families.
- Vibrant/positive.
- Proud of the City and its facilities.
- Want to feel 20 years younger.
- Want to feel that you have been able to influence the City's growth/atmosphere.
- Feeling of belonging/community/inclusive/welcoming.
- Recognition of culture (both past and present).
- Profile of City of Joondalup — people are jealous you live here.
- Convenient to get places or to work.
- A place that people want to return to (it's home).
- Strong bonds to Joondalup amongst families.

**Table 5:**

The City is:

- alive — open all hours;
- a safe place to live in (can walk the streets at night);
- open and friendly;
- vibrant;
- affordable;
- clean and visually appealing; and
- sustainable.

The City has:

- a European, 'village' feel;
- a reputation — people know Joondalup and want to live here;
- planned, open streets;
- parks and meeting spaces — places to socialise;

- places for young people;
- activities for all ages (especially more things for teenagers);
- choice in retail shopping (not just Coles and Woolworths!);
- a unique, 'niche' industry;
- affordable entertainment;
- beautiful streetscapes;
- cafés/restaurants nearby to work and home — lots of choice;
- high-speed internet;
- community-based events that bring people together;
- large events that attract people;
- diverse sporting options; and
- a cultural area — where artists are supplied with cheap studios.

**Table 6:**

- Sharing and caring.
- Safe and welcoming, cosy and connected.
- Strong sense of belonging — people know their neighbours and feel part of the community.
- People are open and care about one another.
- People want to live here — they move to the City of Joondalup to have this experience and feeling.
- Strong sense of pride.
- Enjoyment of all the facilities and opportunities.
- People are content — balancing work and family locally.
- 'We have it all here'.
- Others are envious of the relaxing, healthy environment.
- Environment minimises stress — walking to beaches, cafes — a great lifestyle.
- An inclusive community where all are welcome.
- The community cares for those with special needs.
- A blended community with all age groups co-existing easily.
- Supportive environment for families and individuals who might otherwise be isolated or 'get lost'.
- Acceptance of newcomers and migrants, and encouraging a multicultural and international feel.
- A united community — not us and them.
- Responsible, active involvement by community members — 'if not me, who?'
- Community celebrations, with responsibility — alcohol and picnicking allowed.
- Mutual respect among community members.

**QUESTION 3: WHAT ARE THE KEY LOGICAL ISSUES AND NEEDS THAT WILL HAVE TO BE ADDRESSED TO DELIVER THE IDEAL JOONDALUP 2022?**

**North and North-Central Wards — Connolly Community Centre:**

**Table 1:**

- Dwellings and accommodation
  - Need mixed-density within the suburbs.
  - Need mixed accommodation types for visitors (hotels, B&Bs, caravan parks, short-stay accommodation, etc.)
- Infrastructure
  - Need adequate transport, especially public transport, to facilitate residents and visitors access to and around the City.
- Employment
  - Residents need to be able to work close to home.
- Things to do
  - Need a broad range of things to do.
  - The City should play on its strengths (pristine coastline and bushland etc.) to attract people.
  - Need new and exciting cafés, restaurants, bars and clubs.
  - Need an iconic attraction.
  - Need lots of events (music, art, theatre and sport) — different types of events, different target audiences and of different sizes/scopes.
- Promotion of the City
  - Need to work with industry to promote the City as an attractive destination to visit and a delightful place to live.

**Table 2:**

- Transport
  - Integrated network
  - CAT around the suburbs, linking with the Joondalup City Centre and stations.
- Infrastructure
  - Road network extended.
  - Rail network extended.
- Thriving City Centre
  - Attract high-end businesses (resource, banking and legal sectors).
  - Develop a Business Park.
- Environmental values
  - Preservation of environmental values.
  - Reduction of environmental footprint.
  - Coastal preservation balanced with development.
- Accommodation/housing
  - Housing development to be strategic and well-planned.
  - Mixed development
- Sustainable development
  - Energy generation and management
  - Waterwise development

**Table 3:**

- Infrastructure and transport
  - More parking at train stations.
  - Train services need to be run more frequently.
  - Extend the train line further north.
  - Bus services need to connect to the areas that the trains do not.
  - More comprehensive CAT bus service that have a number of different routes.
  - Light rail not an option — would be expensive, take a long time and would not cover all the areas anyway.
  - Small/shuttle buses for the day when not used often.
  - More frequent buses, especially at night time.
  - Bus services for seniors to bring them to shopping centres etc.
  - Need to extend the freeway further.
  - Also widen the freeway to account for the growth in the northern suburbs.
  - Accessibility for elderly and disabled.
  - More bike trails, U-rails for bikes or a colourful storage facility (possibly get youth to decorate).
  - Road islands to separate traffic from bicycles.
  - Walking Paths
  - Connectivity within the streets of Joondalup is essential (frustrating when other areas don't have pedestrian accessways).
- Community Safety
  - Respect and personal responsibility needed from other members of the community.
  - Keep the culture of having of Neighbourhood Watch.
  - Enforcement — need more fines (but not for parking).
  - Promotion and education for crime prevention
  - Family educators, not just schools or school teachers enforcing.
  - Support programs — bring them to Joondalup.
  - Getting community involved and changing behaviour.
  - Wardens need to be more visible.
  - Community safety cars.
  - Need to be more than a presence — actually need to actually stop and check for safety rather than driving around.
- Business and Economic Development
  - Encourage more businesses within the City — major businesses (ie: Government Departments, bigger corporations) will allow the City to grow faster.
  - Appropriate cafés, restaurants and shops — Joondalup area lacks a good restaurant/café strip that is open and bustling.
  - Should utilise the coastal walking and cycling trails by putting coastal cafés, which would capture and attract more tourists.
  - Getting businesses out of the shopping centre and into the streets of Joondalup.
  - Electronic shops like another Apple Store would increase the number of visitors significantly to the City and would be something unique that the City has.
- Urban Planning
  - Resorts
  - Housing — more opportunity for resident blocks to subdivide.
  - Prefer unit houses over than high-storey apartments.

- Maintain standards.
- Keep verges that have native planting, not big trees but shrubs.
- Better to have green than grey.
- Arts, cultures and youth
  - Lacks a cultural centre/performing arts centre (would inspire artists to come to the City) — opportunity for local input and to showcase local talent.
  - Graffiti wall — a dedicated place for youth to place to graffiti so that they don't do it on bus stops, homes, fences etc.
  - All the programs are great but they require money to pay for this, get this through fines.
  - Keep supporting youth groups.

**Table 4:**

- Transport
- Finance — how do we finance this?
  - Attracting investment.
- Balancing protection
  - Development — where is the balance?
- Keeping clean — responsibility/sustainability.
- Getting community agreement — continuous engagement to move people along (different levels and opportunities).
- Education and youth engagement plus translating their vision on the ground.
- Local representation of vision.
- Community-driven not politically-driven.
- City of Joondalup — 'the new centre of Perth'.

**Table 5:**

- Regional approach/regional cooperation
  - Attract industry (eg: City of Wanneroo Industrial — Neerabup).
  - Attract an airport.
  - Cooperation/collaboration with State and Federal Government — alignment/partnerships.
- Environment
  - Quality development
- Collaboration with key stakeholders
  - Technology parks
  - Research — look at and learn from other parts of the world — seek out information.
  - Use what we have now — ECU/Science and Research/Health Campus/Police Academy.
  - Start planning now.
- Community involvement/engagement
  - Education
  - Awareness
  - Engagement
  - Taking community along with the vision.
- Leadership
  - Listening
  - Objective

- Mindful of what people don't want to lose.
- Waste management
- Transport

**Table 6:**

- Integrated transport system and infrastructure.
- Car parking in the City (multi-storey).
- More educational or business facilities that are aligned to current strengths (Joondalup Learning Precinct).
- World class cultural facilities and events/markets, attracts international events.
- Commercial/office development/hotels and accommodation.
- Strategic plan for sport/recreation.
- AFL team — special events train station.

### **South and South-East Wards — Dorchester Hall:**

**Table 1:**

- Planning
  - Effective use of resources.
  - Community enagement
- Council needs right people to do planning.
- Higher rates/better management of resources
  - Less paid officers, more consultants or outsourcing of expertise.
  - More committed and interested community groups to feed in information.
- More community consultation.
- Community hubs as opposed to ovals/halls all over place (smaller facilities are often less attractive).
- More focus on south.
- Better relationship between local and State Government.

**Table 2:**

- Attraction of visitors (international/national/state etc.) to spend money!
- Integrated facilities — multi-purpose, multi-service.
- Robust design — 'future proofing'.
- Learn from others, apply great ideas
- Be ahead of the game.
- Accommodation for visitors.
- Strengthening requirements to mandate sustainable design.
- Engage the youth — what do they need?
- Multicultural places
- WiFi connectivity, connected technology.
- Access to technology.

**Table 3:**

- Integrated transport system.
- Coordination of facilities/infrastructure/services between all levels of Governments.
- Transport infrastructure (roads etc.).
- Better planning/development.
- Centres that have more of a 'village' atmosphere rather than enclosed (inward-looking).
- Safety —CCTV, lighting, security, City Watch.
- Activities that occupy youth.
- Incentives to attract a range of business to City of Joondalup.

**Table 4:**

- Higher density living (improved public transport).
- Increase security/policy
  - City watch extended.
  - Safety
- Planning
  - Bringing people into the open.
  - Houses communicating with streets.
  - People engaging with streets
- Decent extend service delivery.
- Performing arts and cultural facility
  - Affordable events
- More festivals/events to attract people meeting places and spaces
- Engage young people and find out what they want.
- Greater sharing of facilities
  - Not build for one use.
  - Services coordinating/integrating.
- High profile events
- Greater celebrations (ie: Surf Life Saving Beach Parties).
- Amphitheatre

**Table 5:**

- Transport/Traffic
  - Smaller buses
  - Cheaper trains
  - Roundabouts
  - Shuttles
- Money
  - Self-sustaining services
  - Industry and business attractions.
  - Employment — within region.
- Environmental management
  - Stormwater
  - Water retention
  - Better planning of development
  - Recycling water
  - Solar power



- Underground power
- Water tanks
- Dual pipes
- Housing
  - Density
  - Affordability
  - More facilities
  - Well-planned and denser development.
  - Variety and choice of housing style and size.
- Urban Development
  - Better planning
  - Keeping a green layer intact.
  - Avoid concrete jungle.

**Table 6:**

- Infrastructure and facilities
  - We want equity across suburbs. Lots of money put into City Centre — focus is on City Centre not the suburbs.
  - All facilities need to be provided equally — not just the centralised in the City Centre.
  - More money and attention to suburbs especially older areas (eg: underground power and parks) to make areas more beautiful (a lot of the suburbs along the edges of the City get left out).
  - Rates — need to focus on value for money.
- Transport and parking
  - Good transport to the centres of excellence (eg: Health Campus).
  - Cars break-down community.
  - Free bicycle hire system (like Velux) to get around.
  - Buses can't go down all areas so more bikes would be good.
- Leisure
  - More diversification for leisure (eg: Theatres, Performing Arts Centres).
  - More integrated facilities (eg: theatres in leisure centres).
  - Accessible, affordable leisure centres with restaurant facilities (eg: create a facility like the Burswood (but no pokies)).
- Retail
  - Upgrade shopping centres. A number of shopping centres are very old.
- Security
  - Anti-social behaviour will be minimised by good education and active citizenship.

**Table 7:**

- Money/funding
  - The City must have sound financial management practices.
  - The City should seek innovative revenue opportunities (such as public/private partnerships etc.).
- Transport:
  - Transport must be planned, and well-integrated.
  - Roads need to be more accessible.
  - Paid parking should be eliminated.
  - Public transport needs to be more frequent and the network must be more extensive.

- Town planning:
  - The City must plan for the future (don't build a car park for what we have now, but what we need in the future).
  - The City needs to partake in planning at a regional level — work with regional partners.
  - The City must undertake planning with a 'commonsense' approach.
- Safety and security
  - The security network should be integrated and City Watch and the WA Police need to work together effectively.
  - Roads should be designed to prevent hooning.
  - Education is important in maintaining community support.
- Health:
  - The health network needs to be expanded and made more accessible.
- Community:
  - There must be community 'buy-in' to achieve the vision — community ownership. If we want a 'village' atmosphere, we all need to take responsibility to make it happen.
  - The City must make sure the community is involved in decision-making (especially young people).
  - Residents' rights must be respected (eg: wind turbines should not be allowed in residential areas).

#### **Central and South-West Wards — Gibson Park Community Facility:**

**Table 1:**

- Public transport — more integration and options.
- Interaction opportunities.
- Encouraging and expanding opportunities for volunteers.
- Engender trust by trusting community — cut red tape.
- Access and availability.
- Inspired, iconic, design.
- Free WiFi
- Culture of organisation.
- Accessible Elected Members.
- No merging to create 'super Councils'.
- Don't rely on the rule book — have a conversation and find a compromise.
- Feed off tourism industry with appropriate infrastructure.

**Table 2:**

- Reduced rates for 'greenies.
- Major sporting stadium.
- Own footy team with 'Joondalup' in it.
- Parks — natural bushland revegetated.
- Free community access to facilities/tennis courts — no locked gates.
- No bike helmets.
- Increased Police presence effective response — CCTV.
- Greater opportunities for community involvement/meeting.
- Increased density — 'bee hiving'
- Review R Codes — nodes/smaller blocks.

- Build a cultural facility.
- Attract business/development in the City Centre — big business/small business State Government/BHP (affordable) rental.
- Working from home.
- Discounted sporting opportunities for children.
- Encourage population growth
  - Local employment
  - Quality of life
  - Maintaining parks facilities
- Increased partnerships
  - University
  - Hospital
  - Schools
  - City
  - Innovative/research
  - Businesses
- Bike tracks — connectivity.
- Hotel — Tourists.
- 'Friendly Joondalup' campaign — promote Joondalup (positives).
- Less emphasis on big shopping centres.
- More individual stores
- Promote balanced life.
  - Quality of life
  - Work here
  - Live here
  - Play here
  - Stay here
- Build public transport.

**Table 3:**

- Transport and Infrastructure
  - Too car-orientated.
  - People use the car as the first option purely because the transport systems are extensive enough.
  - If it was there, people would use them.
  - Integrated transport hubs.
  - Have different modes of transport.
  - Will maybe have something more technologically advanced in 2022.
  - Need to have something out of the box.
  - Can be an attractor to the city.
  - No demand/no supply.
  - If people aren't using the system, there is no chance to grow it.
- Urban Planning
  - Older suburbs need to be brought up to the same level
  - Streetscaping
  - Uplifting of parks.
  - Street lighting
  - Underground power
  - Changing the R Coding for more dense living.
  - Keep the connectivity with bike parks and footpaths.
  - Better urban planning.

- More forward planning (build for the future).
- Already build 3-4 lanes on the Freeway (ie: Sydney Hatbour Bridge concept).
- Business and Growth
  - Take all the pure business (not retail) and move them to where the Quadrangle will be — offer the businesses an incentive to move to the location (ie: lower rental rates to start off with). Will make it easier for people to find their business. Get business people (or key contacts) to negotiate with their business community to market Joondalup and move.
  - Need to have attractive business solutions and benefits.
  - Second airport (outside the City Centre) — FIFO is still growing and won't stop so we need to harness that potential. Building an airport where transport is good and near a hub will attract more people to live within the City and bring more people into the City.
- Community Safety
  - Protect the clubs — sporting clubs, community groups, youth groups (they are what hold the City as a community). Make sure the support continues for them — maintain their affordability.
  - Using public buildings for multi-purpose business.
  - Using schools for after hours education.
  - Lower rent to attract businesses to lease buildings.
  - Will result in less vandalism (idea of more 'eyes on the street').

**Table 4:**

- Stability — buildings/natural resources/policies, regulations and incentives.
- Accessible and integrated transport systems.
- Transport to community hubs.
- Economic Development incentives and planning for facilities/infrastructure.
- Land use planning for economic development.
- City needs to investigate business clusters or niches and partnerships.
- Plan for community centres to cater for population growth.
- Commercial office development.
- Government office development.
- Government support for innovative industries in City of Joondalup.
- Upgrade infrastructure and community facilities in the older suburbs.

**Table 5:**

- Environment
  - The City's environmental assets need to be maintained or improved — protected areas need to be maintained.
  - Support must be given to Friends Groups.
  - People need to be educated about the environment — those who wantonly destroy the environment should be punished.
- Elected representatives
  - Councillors should work as a dynamic team.
  - Councillors should be representative of the community (ie: a mix of ages, multicultural etc.)
- Income/funding
  - The City should engage with private enterprise on suitable projects.

- The Federal and State Government, as well as private industry, need to work together and be on-board.
- The City needs innovative ways of raising revenue (it's not just about rates!).
- Transport
  - Infrastructure needs to be carefully planned (not just plan for today, but plan for the future).
  - Cycle paths/lanes need to be integrated and connected.
  - Suburban roads need to be extended and have better connectivity to the main roads.
  - Alternative forms of transport (to the car) need to be made available.
- Town planning
  - Businesses need to reclaim some residential land in the suburbs to achieve a 'village' feel.
  - Housing in suburbs needs to be more diverse.

**Table 6:**

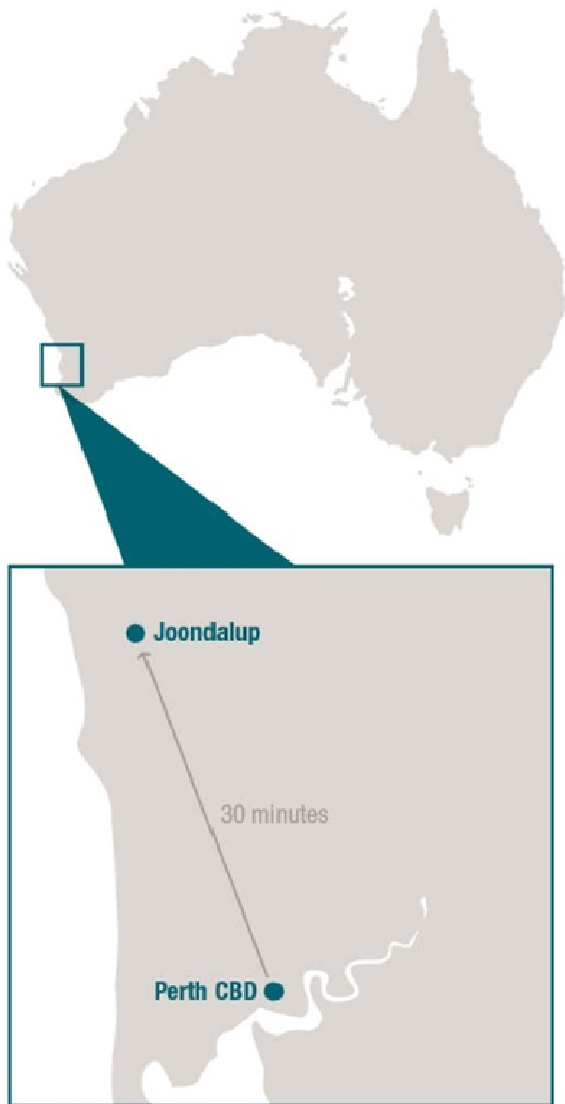
- Transport infrastructure
  - Keep traffic flowing.
  - CAT system, linking centres, suburbs and main activities.
  - Pedestrian bridges/tunnels.
  - Freeway extended/widened to alleviate congestion — work in with State Government to achieve this.
  - Multi storey car parks — cost reasonable or free.
  - Access to airport — rail.
- Safety through connection and activity
  - A connected community.
  - Safety initiatives (eg: Safety House type program).
  - Security watch to have a stronger presence.
  - Activities for young people (eg: skate park).
  - Sporting facilities.
  - Recreation and leisure opportunities (eg: Art Centre).
  - Children friendly spaces at Shopping Centres.
  - Library to be more appealing — 'cool'.
  - Accessibility
- Accessibility and inclusion for all
  - Catering for ageing population (eg: buggies at Shopping Centres).
  - Courtesy vehicles
- Strengthen the economy
  - Develop tourism opportunities.
  - Create and develop greater attractors.
  - Attract business opportunities.
  - Promote local shopping to support local business.

# Joondalup 2022

DRAFT



# 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
Local GDP	\$ 4,425 million
Area	96km <sup>2</sup>
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 46 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 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 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 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:

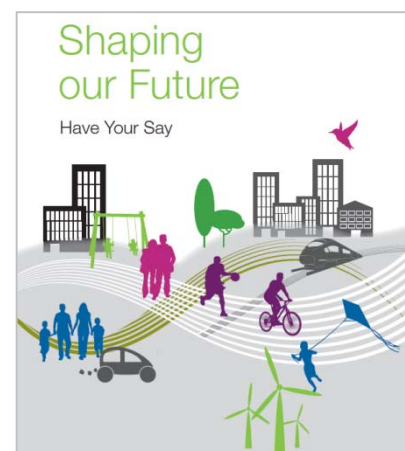
Surveys were also available online throughout April and May 2012. The online surveys were advertised widely through local news media and on the City's website.



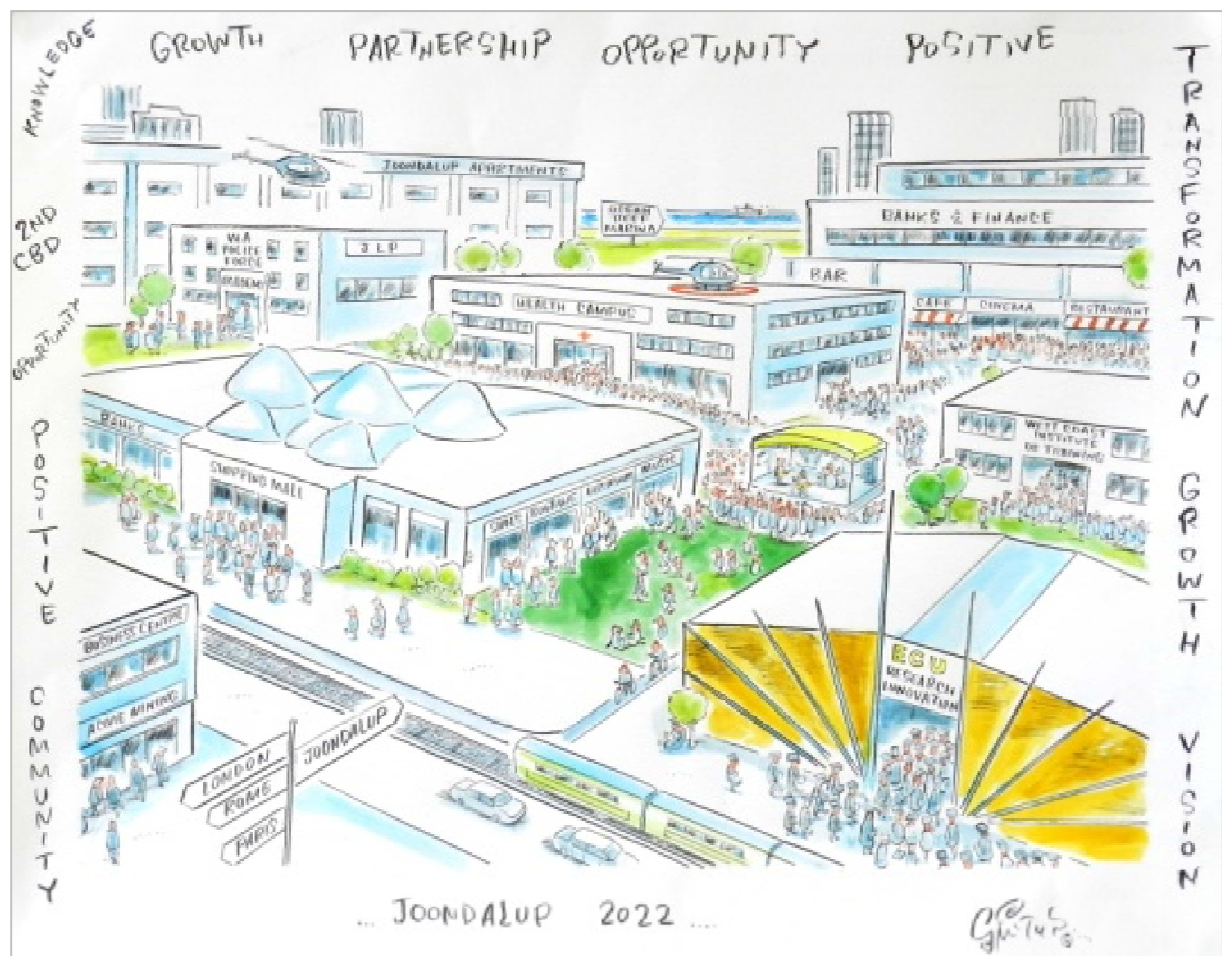
**"A Vision for Joondalup"  
Business Forum**



**Stakeholder Round Table  
Session**



**Survey Forms at  
Joondalup Festival**

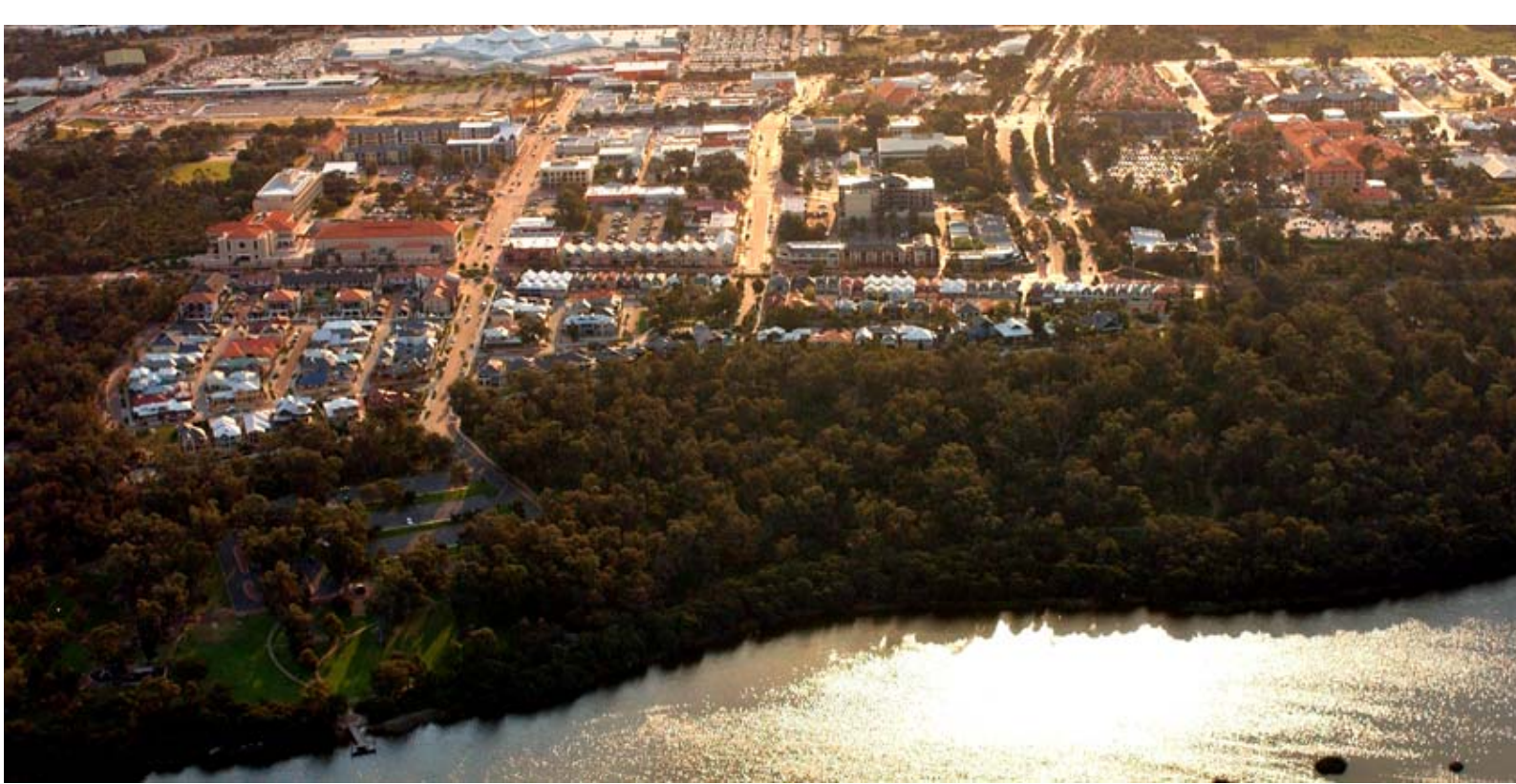


Artist's impression of the future City of Joondalup, generated during discussions at "A Vision for Joondalup" Business Forum

Phase Two Engagement <to be completed post-consultation process on draft Plan>



# 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**

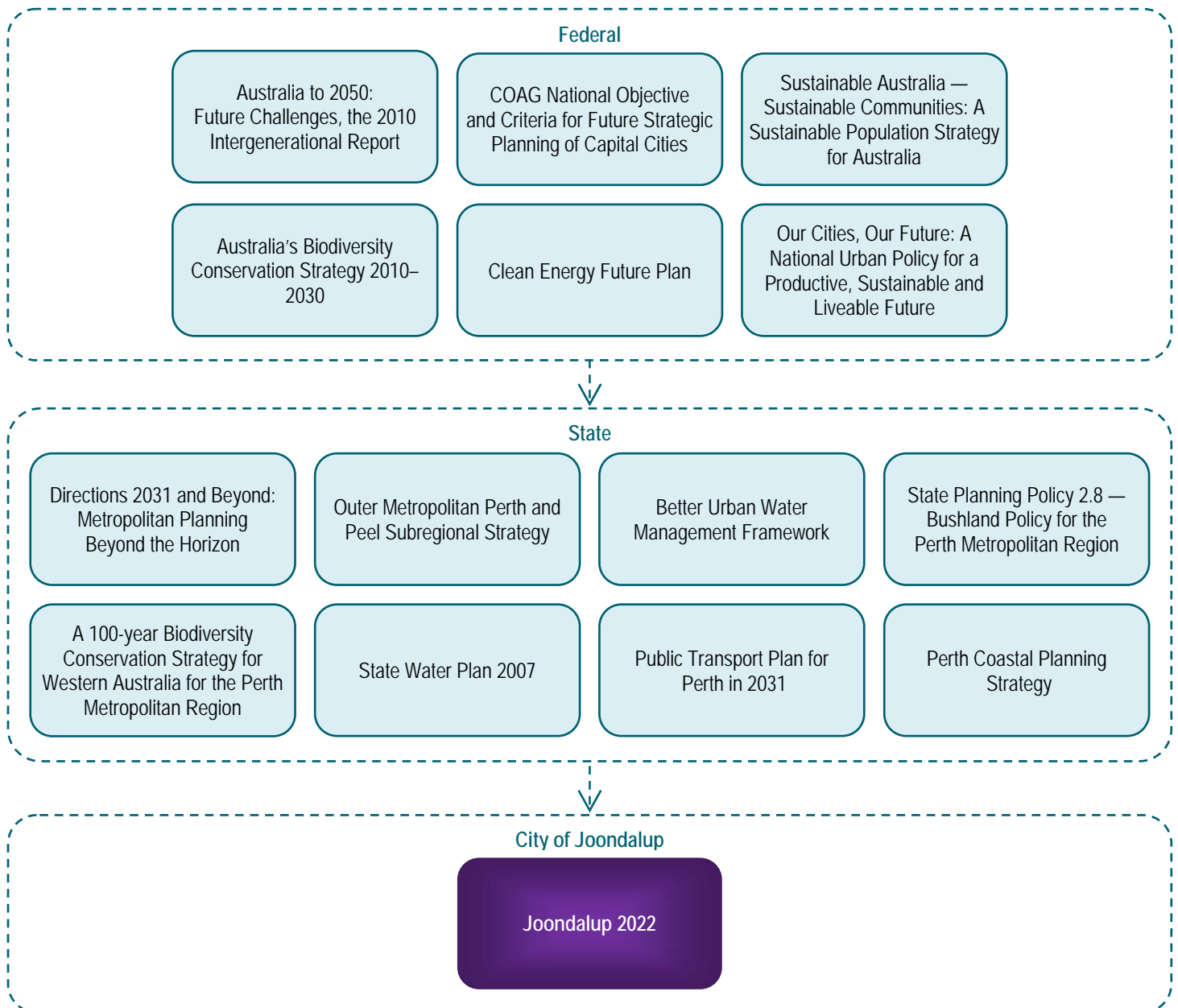
**Prosperous**

**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<sup>\*</sup>:



<sup>\*</sup> Please note: some key external planning documents are currently in a draft format.

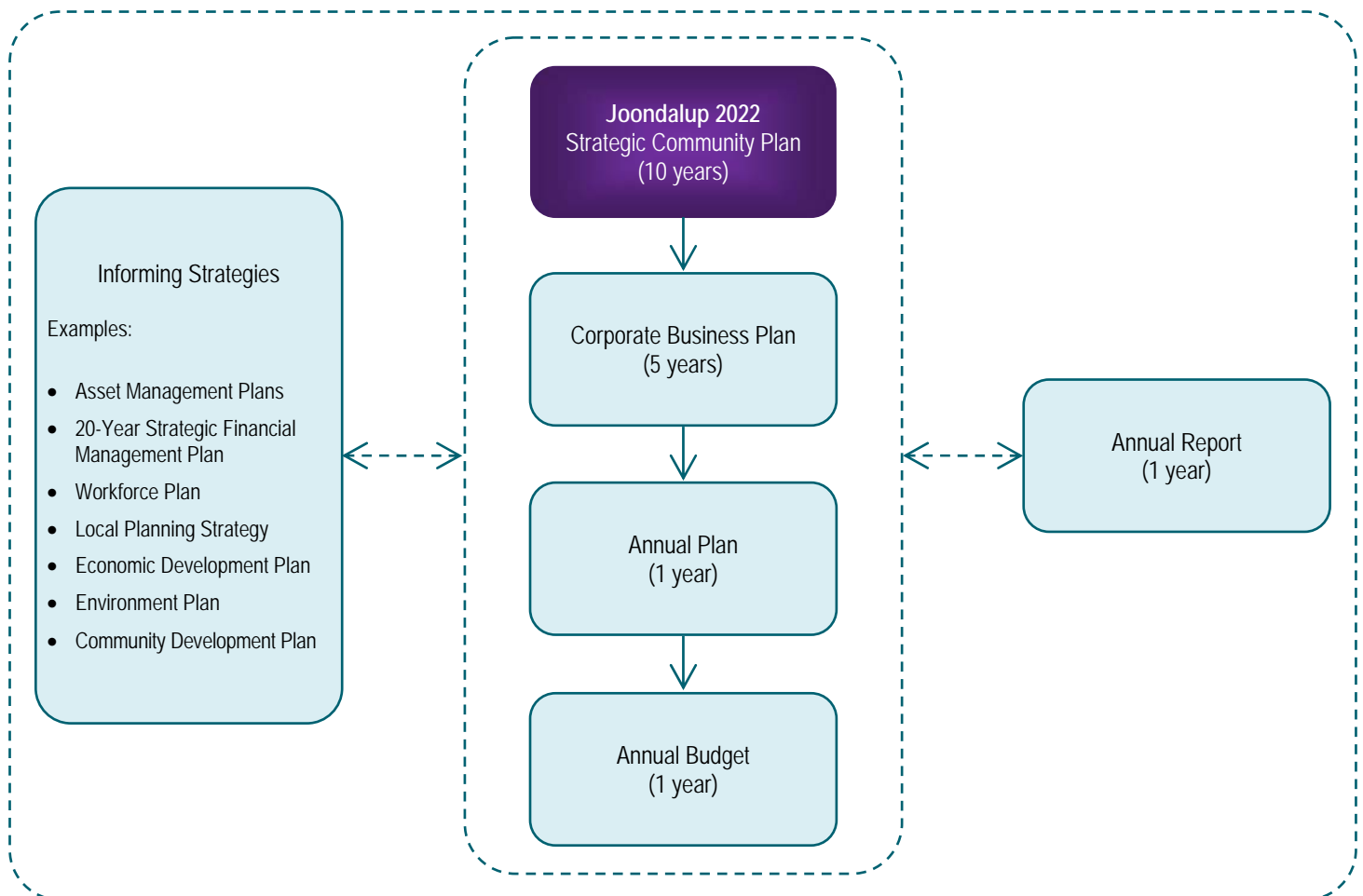
# Integrated planning

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:

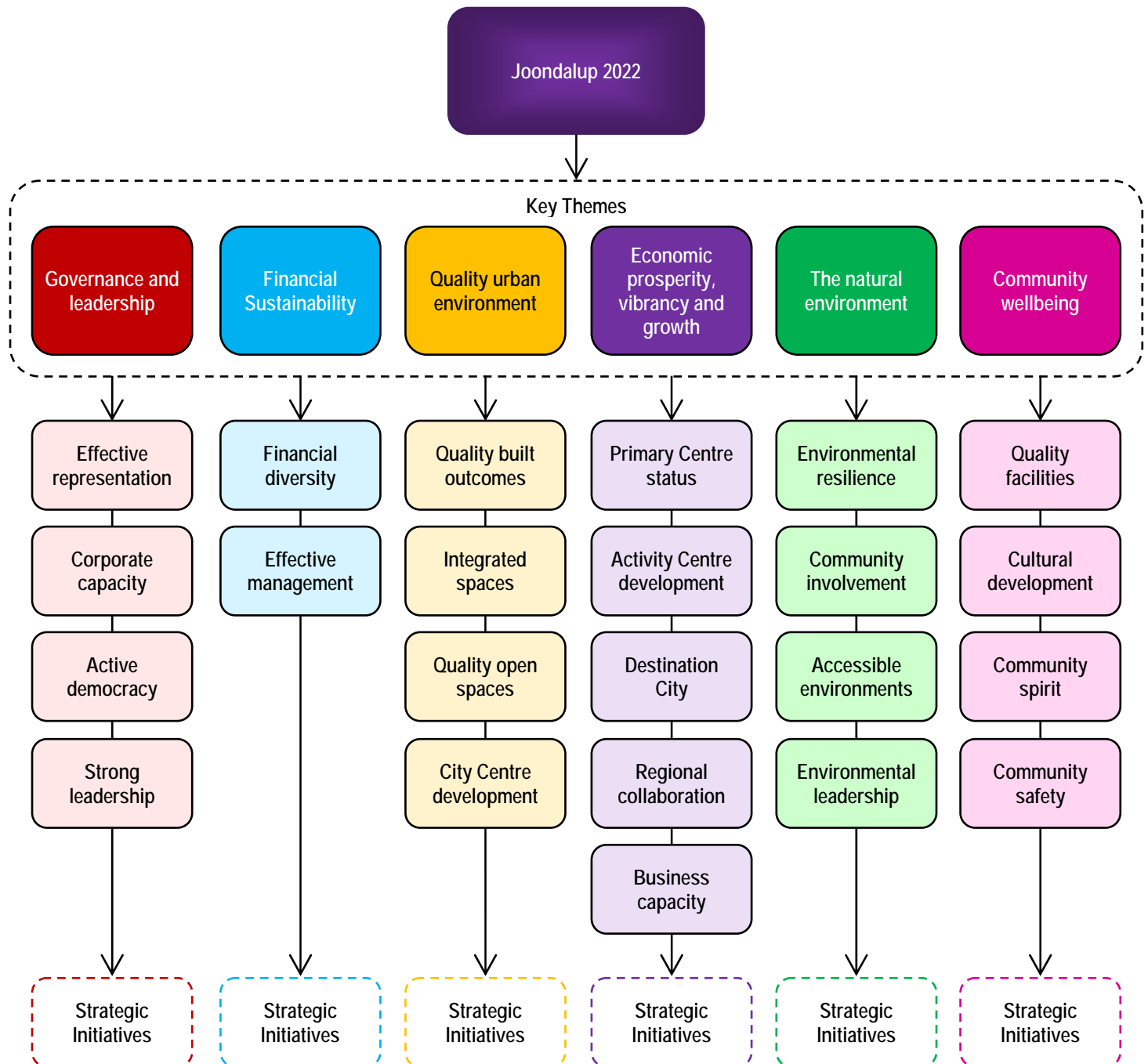




# Structure of Joondalup 2022

*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  <b>Measure:</b> 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.  <b>Measure:</b> % submissions made versus requests received  <b>Source:</b> 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 valid 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 valid result.  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.	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  <b>Measure:</b> % City-wide sample sized consultations that receive >420 returned surveys  <b>Source:</b> 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  <b>Measure:</b> Average number of returned election packages  <b>Source:</b> Western Australian Electoral Commission <i>Voter Participation Report</i> (biennial)

<p><b>Corporate proficiency:</b></p>	<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><b>Measure:</b> % overall community satisfaction rating</p> <p><b>Source:</b> City of Joondalup annual <i>Community Satisfaction Survey</i> results</p>
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# Financial sustainability

**Financial diversity**

**Effective management**

## 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.
- Seek out efficiencies and regional collaborations to reduce service delivery costs.
- 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"> <li>• additional financial costs for new capital expenditure;</li> <li>• any deficit from new facilities that are now operational; and</li> <li>• projected annual operational costs.</li> </ul>	<p>To maintain an annual net closing position of 0%</p> <p><b>Measure:</b> City of Joondalup annual net closing position</p> <p><b>Source:</b> 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 &gt;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><b>Measure:</b> City of Joondalup annual operating surplus ratio</p> <p><b>Source:</b> 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><b>Measure:</b> City of Joondalup annual current ratio</p> <p><b>Source:</b> 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><b>Measure:</b> City of Joondalup annual debt service cover ratio</p> <p><b>Source:</b> City of Joondalup <i>Annual Report</i></p>

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 — 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 — 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 — 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>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><b>Measure:</b> To be determined</p> <p><b>Source:</b> 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><b>Measure:</b> Number of <i>Landscape Master Plan</i> projects completed per annum</p> <p><b>Source:</b> 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><b>Measure:</b> Residential location of workers that live and work within the Cities of Joondalup and Wanneroo</p> <p><b>Source:</b> 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><b>Measure:</b> Subtract average City of Joondalup unemployment rate from the average Perth Metropolitan rate over an annual period</p> <p><b>Source:</b> 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><b>Measure:</b> Annual Headline Gross Regional Product</p> <p><b>Source:</b> 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.

### 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><b>Measure:</b> Number of case study and article publications, awards won and conference and seminar presentations delivered on environmental matters per annum</p> <p><b>Source:</b> 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><b>Measure:</b> \$ amount of grant funding received per annum that relate to environmental management projects</p> <p><b>Source:</b> 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><b>Measure:</b> % successful grant applications relating to environmental management received per annum</p> <p><b>Source:</b> 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

Environmental resilience  
Community involvement  
Accessible environments  
Environmental leadership



## 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 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  <b>Measure:</b> % of the City of Joondalup population that volunteer for an organisation or group compared to the Perth Metropolitan average.  <b>Source:</b> 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>  <b>Measure:</b> Number of significant events per annum  <b>Source:</b> 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.
		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.
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.  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: Elevate community awareness regarding its impact on the natural environment.
		Strategic initiative: Provide for diverse transport options that promote enhanced connectivity.
		Strategic initiative: Provide for diverse transport options that promote enhanced connectivity.

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

## State planning documents:

Plan:	Objective/Target:	Alignment with Joondalup 2022:
Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon	Directions 2031 seeks a 50% improvement on current infill residential development trends of 30% and 35%.	<b>Strategic initiative:</b> 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.	<b>Strategic initiative:</b> Provide for diverse transport options that promote enhanced connectivity.

Plan:	Objective/Target:	Alignment with Joondalup 2022:
WA State Water Plan 2007	To reduce Perth's consumption to less than 155 kilolitres per year per person (from a high of 185 kilolitres a year) by 2012.	<b>Strategic initiative:</b> Elevate community awareness regarding its impact on the natural environment. <b>Strategic initiative:</b> 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.	<b>Strategic initiative:</b> Understand the local environmental context.
		<b>Strategic initiative:</b> Demonstrate current best practice in environmental management.
		<b>Strategic initiative:</b> Elevate community awareness regarding its impact on the natural environment.
		<b>Strategic initiative:</b> Promote significant local natural areas.
		<b>Strategic initiative:</b> Obtain appropriate recognition for our natural areas.
	To provide a policy and implementation framework for significant bushland areas recommended for protection and management to assist conservation planning, planning assessment and decision-making processes.	<b>Strategic initiative:</b> Demonstrate current best practice in environmental management. <b>Strategic initiative:</b> Demonstrate leadership in environmental enhancement and protection initiatives.
A 100-Year Biodiversity Conservation Strategy for Western Australia for the Perth Metropolitan Region	Build biodiversity knowledge and improve information management.	<b>Strategic initiative:</b> Understand the local environmental context.
	Promote awareness and understanding of biodiversity and related conservation issues.	<b>Strategic initiative:</b> Elevate community awareness regarding its impact on the natural environment.
		<b>Strategic initiative:</b> Ensure that community behaviours and attitudes are continually adapting to achieve global and local environmental targets.
	Engage and encourage people in biodiversity conservation management.	<b>Strategic initiative:</b> Demonstrate current best practice in environmental management.
		<b>Strategic initiative:</b> Demonstrate leadership in environmental enhancement and protection initiatives.
	Improve biodiversity conservation requirements in natural resource use sectors.	<b>Strategic initiative:</b> Demonstrate leadership in environmental enhancement and protection initiatives.
	Enhance effective institutional mechanisms and improve integration and coordination of biodiversity conservation.	<b>Strategic initiative:</b> Promote environmental scholarship and effective environmental management practices to a global audience.
		<b>Strategic initiative:</b> Actively support local environmental research initiatives.
	Establish and manage the formal conservation reserve system.	<b>Strategic initiative:</b> Identify and respond to environmental risks and responsibilities.
	Recover threatened species and ecological communities and manage other significant species/ecological communities and ecosystems.	<b>Strategic initiative:</b> Demonstrate current best practice in environmental management.
	Conserve landscapes/seascapes for biodiversity (integrating on- and off-reserve conservation and managing system-wide threats).	Demonstrate current best practice in environmental management.
		Demonstrate leadership in environmental enhancement and protection initiatives.