



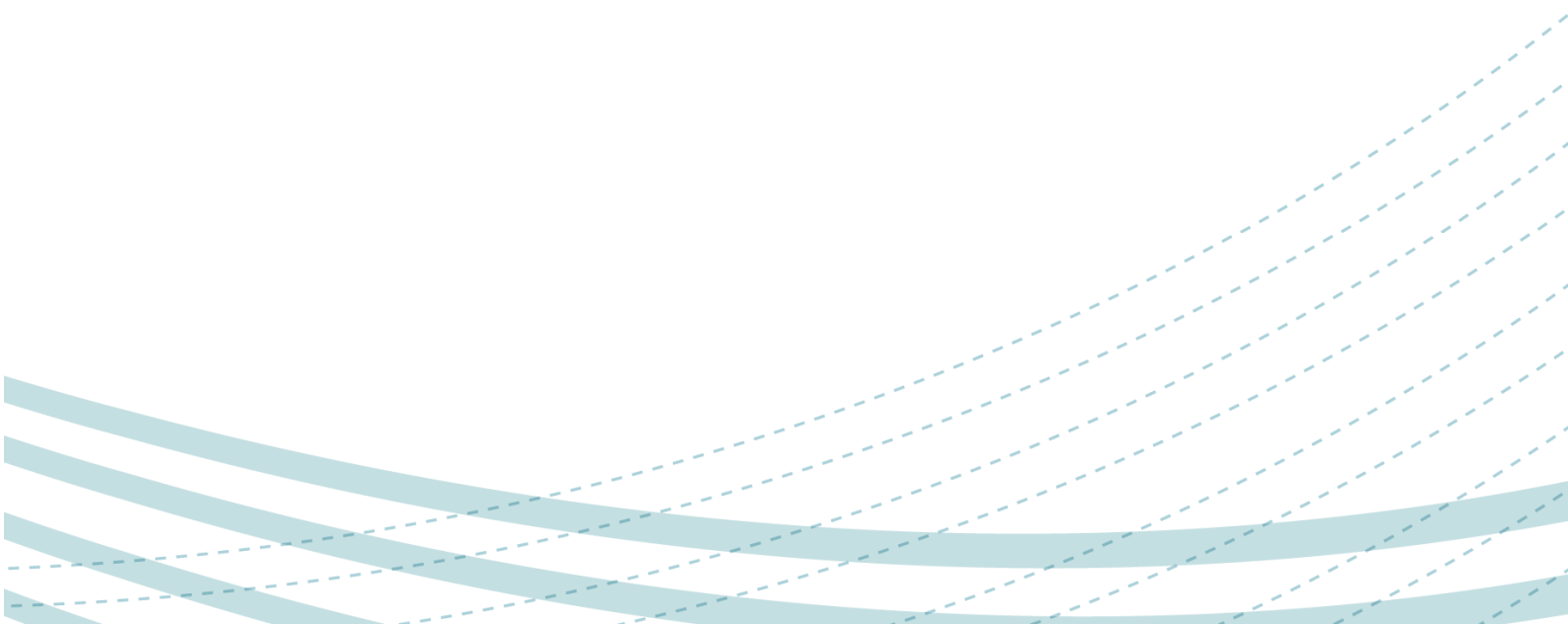
CORPORATE BUSINESS PLAN 2012–2017

Ownership | Initiative | Action



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Introduction

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

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

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

Planning Framework

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





Key Documents

Strategic Community Plan 2012–2022 — “Joondalup 2022”

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

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

Corporate Business Plan 2012–2017

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

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

Annual Plan

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

Annual Budget

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

State Government Requirements

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

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

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

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

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

Vision and Values

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

“A global City: bold, creative and prosperous”

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

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



Structure of Corporate Business Plan 2012–2017

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

Governance and Leadership

Effective Representation
Corporate Capacity
Active Democracy
Strong Leadership



Financial Sustainability

Financial Diversity
Effective Management



Quality Urban Environment

Quality Built Outcomes
Integrated Spaces
Quality Open Spaces
City Centre Development



Economic Prosperity Vibrancy and Growth

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



The Natural Environment

Environmental Resilience
Community Involvement
Accessible Environments
Environmental Leadership



Community Wellbeing

Quality Facilities
Cultural Development
Community Spirit
Community Safety



Governance and Leadership



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

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

Governance and Leadership



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

Governance and Leadership



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


Governance and Leadership



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

Governance and Leadership

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

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

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

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

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

Financial Sustainability



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

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

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

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

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

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

Quality Urban Environment



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

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

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

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


Quality Urban Environment



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

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

Quality Urban Environment

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

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


Quality Urban Environment




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Objective	Strategic Initiative	Actions and Projects	Informing Plan or Legislation	Budget	2012–13	2013–14	2014–15	2015–16	2016–17	Ongoing
City Centre Development (cont.) To have quality and diverse landmark buildings within the Joondalup City Centre that enhances the vitality and vibrancy of the urban space.	Pursue the development of commercial office buildings within the Joondalup City Centre.	Joondalup City Centre Commercial Office Development Develop a Business Case for the establishment of a mixed-use office development in the Joondalup City Centre.	5-Year Capital Works Program Economic Development Plan	Capital	●					
	Pursue the development of a Joondalup Performing Arts and Cultural Centre within the Joondalup City Centre.	Joondalup Performing Arts and Cultural Facility Progress the development of a Performing Arts and Cultural Facility within the Joondalup City Centre and commence construction if the project is supported.	5-Year Capital Works Program	Capital	●	●	●	●	●	

Economic Prosperity, Vibrancy and Growth

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

Economic Prosperity, Vibrancy and Growth

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


Economic Prosperity, Vibrancy and Growth




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

Economic Prosperity, Vibrancy and Growth

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

Economic Prosperity, Vibrancy and Growth

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


Economic Prosperity, Vibrancy and Growth




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

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

Economic Prosperity, Vibrancy and Growth

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

The Natural Environment



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

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

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

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

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

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

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

The Natural Environment



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

The Natural Environment



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


The Natural Environment



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

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

Community Wellbeing

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


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

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


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

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


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

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