

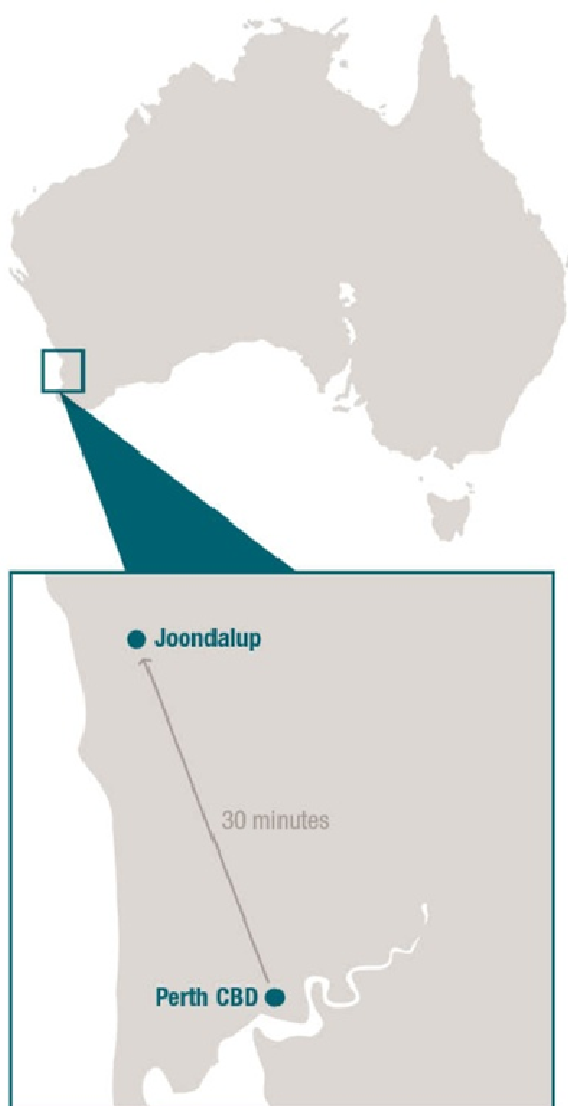


# Joondalup 2022





# Introduction



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

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

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

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

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

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

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

## Our journey:

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

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

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

As we reflect on the 46 <sup>36</sup> year-old grand vision set for the City, it is evident that a unique identity has developed over this time and the City is now home to a proud and active community.

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

## Who are we?

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

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

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

## The Joondalup City Centre



1985



1995



2005



2012

## Challenges we face:

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

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

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

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

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

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

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

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



## What did the community say?

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

We want:

- improved transport and connectivity
- to celebrate and maintain our natural assets
- increased local job opportunities
- a vibrant City Centre
- quality public open spaces
- strong community spirit with a village atmosphere
- increased opportunities for culture and the arts
- engaged and active youth
- increased housing and commercial density within appropriate areas
- greater tourism opportunities
- an appropriate interface between the built and natural environments.

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

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

## How we heard the community:

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

Youth Community Forum:

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



“Speak Out” Youth Forum

### Seniors' Interests Community Forum:

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

### Conservation Community Forum:

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

### Business Forum:

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

### Stakeholder Round Table Sessions:

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

### Survey Forms:

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

### Online Surveys:

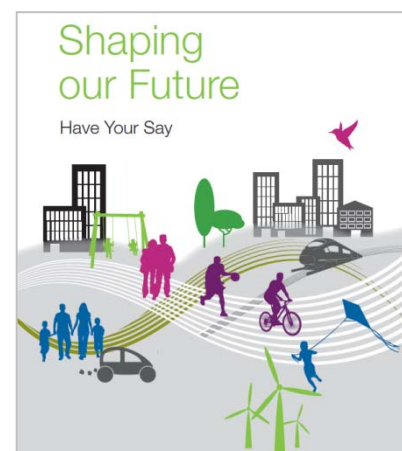
Surveys were also available online throughout April and May 2012. The online surveys were advertised widely through local news media and on the City's website.



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



**Stakeholder Round Table  
Session**



**Survey Forms at  
Joondalup Festival**

## Consultation on a Draft Plan:

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

We asked the views of:

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

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

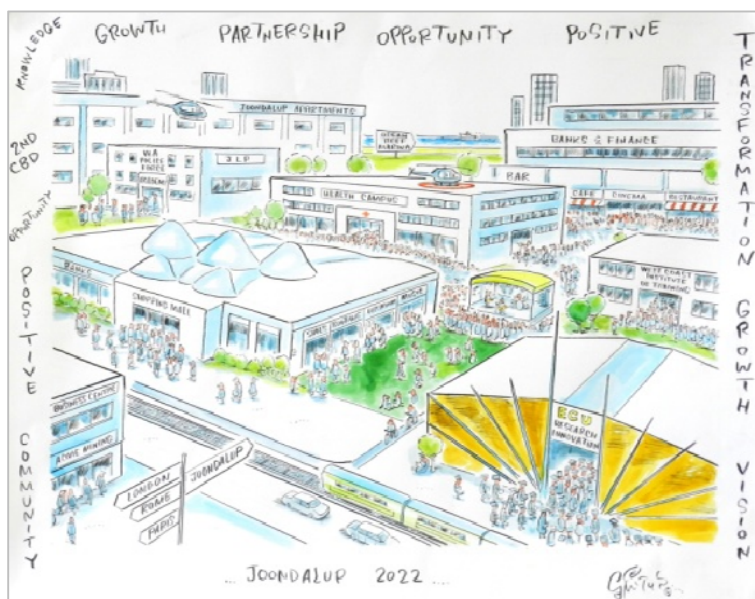
An average of 89% of respondents either supported or strongly supported the contents of the *draft Joondalup 2022* document.

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

## Key Consultation and Engagement Facts:

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

Total participation: 1,205



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

## Shaping our Future



Have Your Say Joondalup 2022

### Resident Survey

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

Name: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 Phone: \_\_\_\_\_  
 Email: \_\_\_\_\_

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

I am:            female             male

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

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

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

## Consultation Survey on the Draft Joondalup 2022



# Vision



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

# Values

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

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

## **Bold:**

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

## **Ambitious:**

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

## **Innovative:**

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

## **Enterprising:**

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

## **Prosperous:**

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

## **Compassionate:**

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

## **Primary Values:**

**Transparent**

**Accountable**

**Honest**

**Ethical**

**Respectful**

**Sustainable**

**Professional**

## **Distinguishing Values:**

**Bold**

**Ambitious**

**Innovative**

**Enterprising**

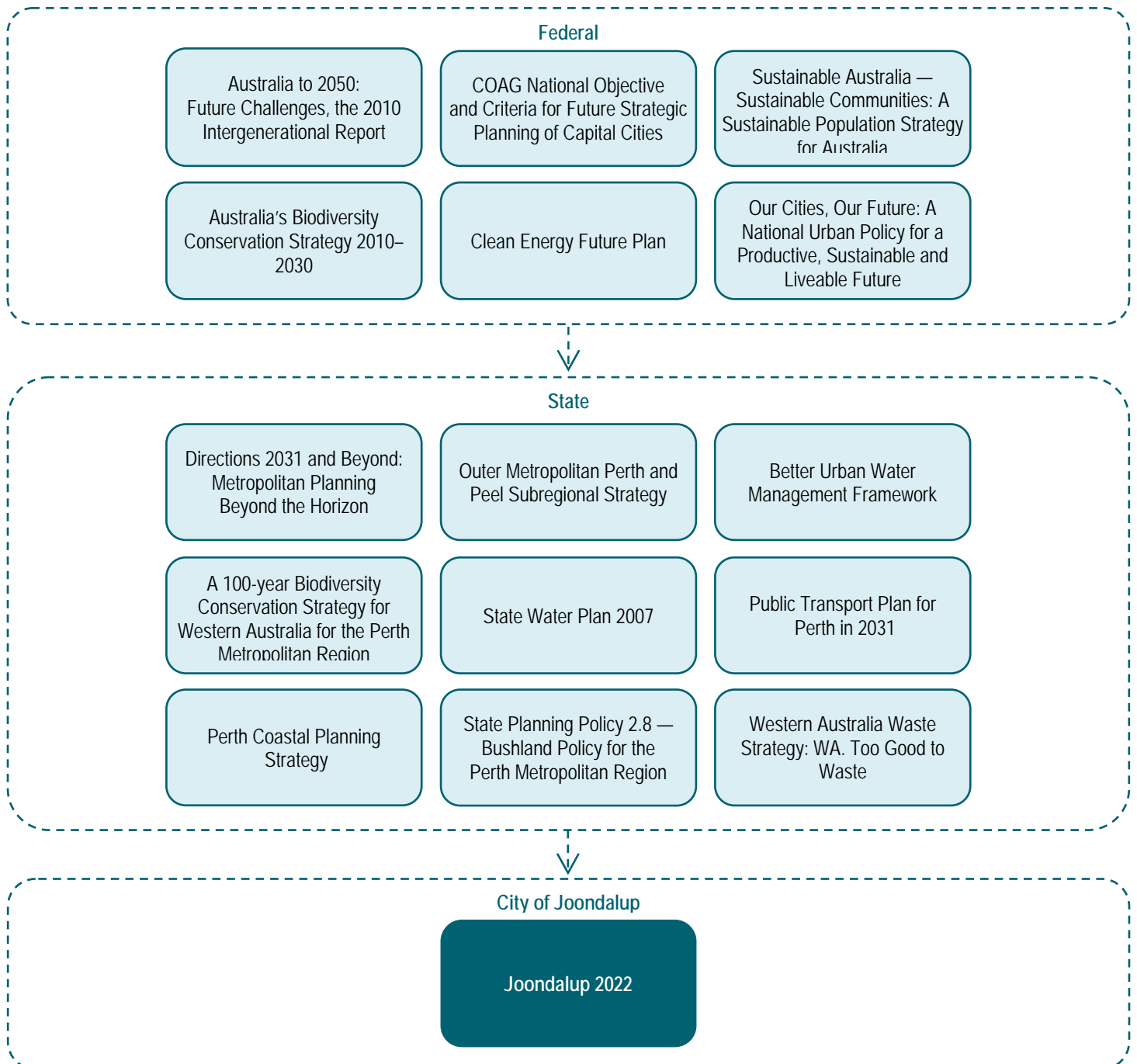
**Prosperous**

**Compassionate**

# Strategic alignment

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

## Key external planning documents\* :



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

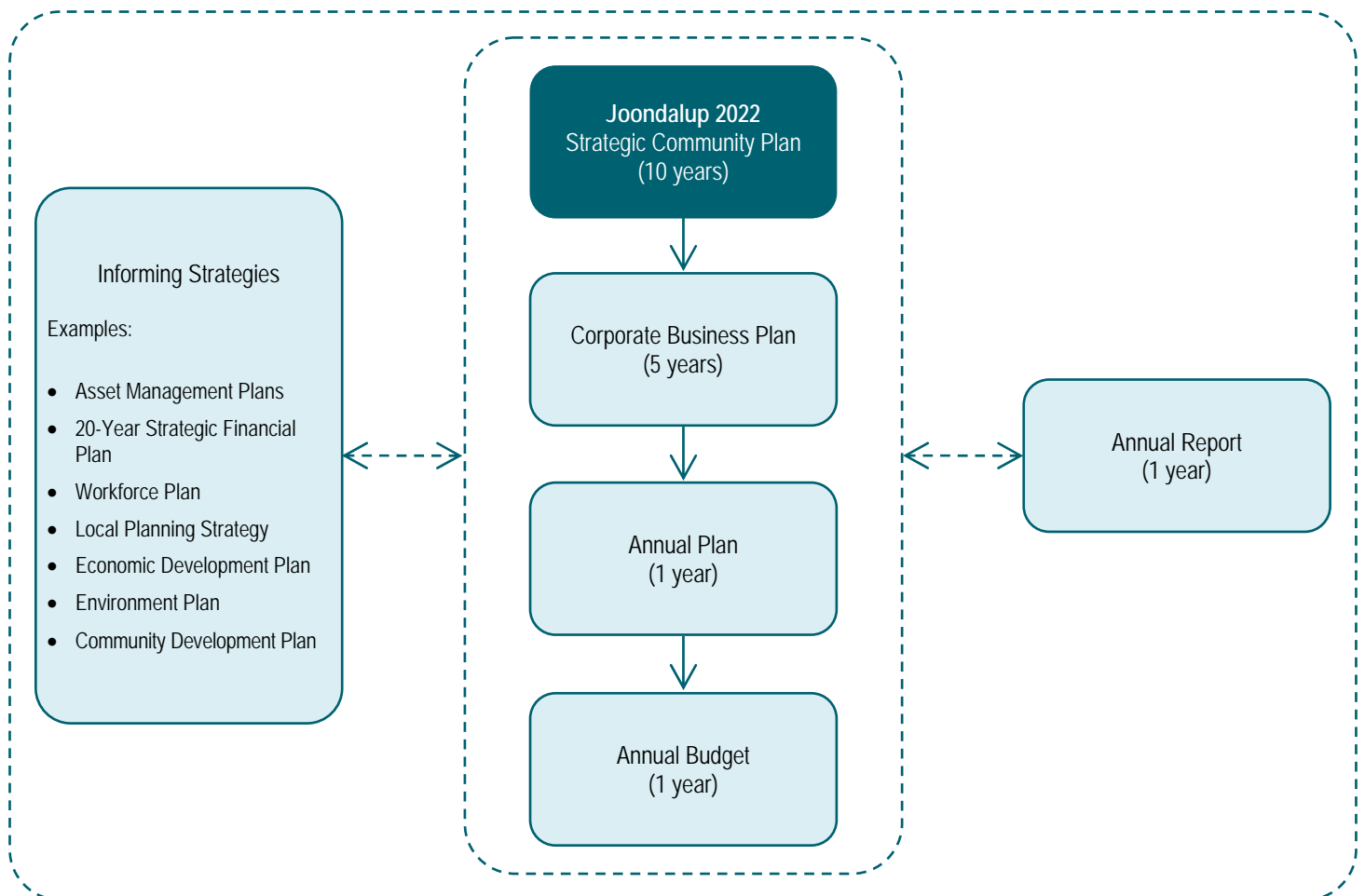
# Integrated planning

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

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

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

## Integrated Planning Framework:

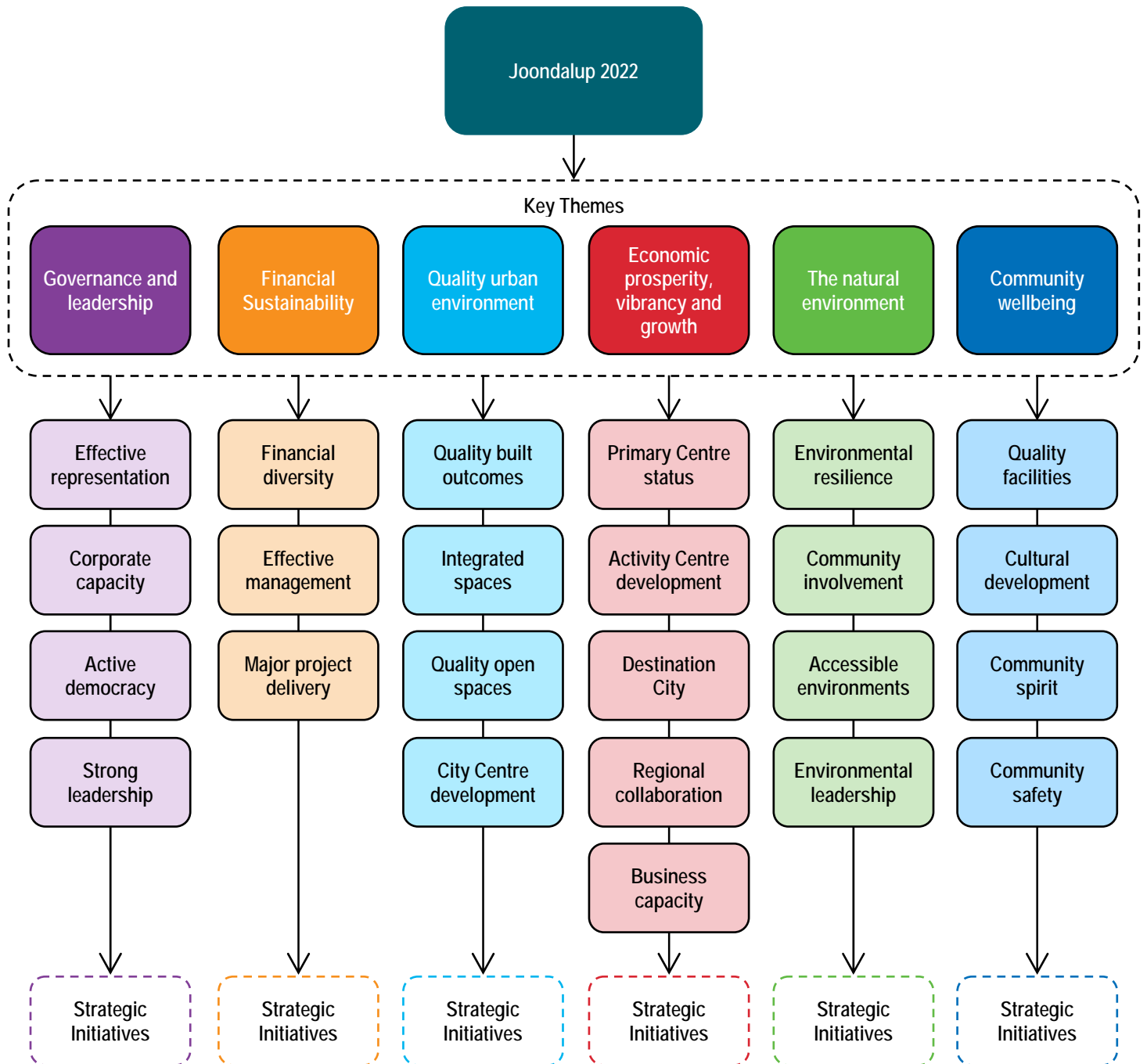




# Structure of Joondalup 2022

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

## Structure of Joondalup 2022:





# Governance and leadership

Effective representation

Active democracy

Corporate capacity

Strong leadership

## Aspirational outcome:

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

### Objective — Effective representation

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

#### Strategic initiatives:

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

### Objective — Corporate capacity

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

#### Strategic initiatives:

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

### Objective — Active democracy

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

#### Strategic initiatives:

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

### Objective — Strong leadership

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

#### Strategic initiatives:

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

## Transformational projects and priorities:

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

### Local government reform:

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

### City representation:

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

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

### Australian Business Excellence Framework:

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

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

### Regional Governance Framework:

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

### Social media and digital tools:

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



## Measuring success:

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

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

Indicator:	Baseline data:	City target:
Leadership:	Since 2010, the City has achieved representation on 4 significant national and international strategic bodies.	Maintain Elected Member or Executive representation on 2 or more national or international strategic bodies  <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 reliable response for City-wide consultations, it is a reflection of an actively engaged community, effective encouragement for participation and an elected body that can make decisions with confidence.  Of the 4 major sample sized consultations undertaken by the City since 2009, 75% have produced a statistically reliable result.  To achieve statistical reliability with a confidence rating of 95% and +/-5% error margin for City-wide consultations, a minimum of 384 survey responses is required.	100% of City-wide sample sized community consultations achieve a statistically reliable response rate based on a confidence rating of 95% and +/-5% margin for error  <b>Measure:</b> % City-wide sample sized consultations that receive >384 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)

Indicator:	Baseline data:	City target:
<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>



# Financial sustainability

**Financial diversity**

**Effective management**

**Major project delivery**

## Aspirational outcome:

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

### Objective — Financial diversity

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

#### Strategic initiatives:

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

### Objective — Effective management

To conduct business in a financially sustainable manner.

#### Strategic initiatives:

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

### Objective — Major project delivery

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

#### Strategic initiatives:

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



## Transformational projects and priorities:

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

### Local government reform:

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

### Strategic Planning Framework:

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

### Asset Management Review:

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

### Income diversification review:

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

## Measuring success:

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

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

Indicator:	Baseline data:	City target:
Financial ratios:	<p>In accordance with good financial management practices, the City aims to generate enough annual surplus to allow it to meet:</p> <ul style="list-style-type: none"> <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 <b>between 0% and 1%</b>.</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 <del>3.6%</del> <b>-0.4%</b>.</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 of <b>between 2%-8% over a 5-year average</b>, that <del>exceeds 0%</del></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 <del>2.4</del>.</p> <p><del>The Department of Local Government's Standards require a current ratio equal to or greater than 1.0.</del></p> <p><del>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.</del></p>	<p>To annually maintain or exceed a current ratio of <b>1.0</b></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 <del>7.5</del> <b>10.8</b>.</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>

Indicator:	Baseline data:	City target:
Asset management ratios:	Asset consumption ratio: to be determined.	To be able to identify the City's asset consumption ratio with a high confidence level by 2014.
	Asset sustainability ratio: to be determined.	To be able to identify the City's asset sustainability ratio with a high confidence level by 2014.
	Asset renewal funding ratio: to be determined.	To be able to identify the City's asset renewal ratio with a high confidence level by <del>2014</del> 2018.



# 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 <del>3,781</del> <b>18,898</b> new dwellings in identified 'housing opportunity areas' by 2031. Up-take trends in these areas are expected to be identifiable from 2017 when the <i>Local Housing Strategy</i> will be implementable.</p>	<p>Additional dwelling targets for 2031 are as follows:</p> <p>1,500 number of new dwellings in the City Centre.</p> <p><del>1,305</del> <b>1,519</b> number of new dwellings on known development sites outside of the City Centre.</p> <p><del>3,781</del> <b>18,898</b> dwellings in 'housing opportunity areas'.</p> <p><del>935</del> <b>2,214</b> new dwellings on existing sites which have capability for subdivision.</p> <p><b>1,014 new dwelling in Burns Beach and Iluka.</b></p> <p><b>Measure:</b> <del>To be determined</del> New "residential improved" rate qualifiers per annum within identified areas.</p> <p><b>Source:</b> <del>To be established</del> <b>Property and rates database.</b></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 <del>two</del> <b>one</b> <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 for local water, waste, biodiversity and energy resources.

### Objective — Accessible environments

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

#### Strategic initiatives:

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

### Objective — Community involvement

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

#### Strategic initiatives:

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

### Objective — Environmental leadership

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

#### Strategic initiatives:

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

## Transformational projects and priorities:

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

### Natural areas management planning:

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

### Climate Change Strategy:

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

### International biodiversity conference:

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

### Native vegetation mapping:

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

## Measuring success:

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

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

Indicator:	Baseline data:	City target:
Environmental leadership:	<p>The City currently participates in many activities and programs that aim to promote and recognise best practice in environmental management.</p> <p>These extend to publishing case studies and articles, presenting at conferences and seminars and applying for project and management awards.</p>	<p>To participate in a minimum of 3 environmental best practice promotional initiatives per annum</p> <p><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

Quality facilities

Community Spirit

Cultural Development

Community Safety

## Aspirational outcome:

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

### Objective — Quality facilities

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

#### Strategic initiatives:

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

### Objective — 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 spirit

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

#### Strategic initiatives:

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

### Objective — 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> Subtract % City of Joondalup population that volunteer for an organisation or group from 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 <del>2014</del> 2015.
Cultural participation:	To be developed.	To be able to measure the community's level of participation in local cultural activities by <del>2014</del> 2015.
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 for local water, waste, biodiversity and energy resources.	
		Strategic initiative: Promote significant local natural areas.	
		Strategic initiative: Obtain appropriate recognition for our natural areas.	
Clean Energy Future Plan	The Government is committed to reducing national emissions to 80% below 2000 levels by 2050.	Objective — Environmental resilience: Continually adapt to changing local environmental conditions.	
		Strategic initiative: Elevate community awareness regarding its impact on the natural environment.	
	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.	Strategic initiative: Ensure that community behaviours and attitudes are continually adapting to achieve global and local environmental targets.	
		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.	Strategic initiative: Provide for diverse transport options that promote enhanced connectivity.	
		The Australian Government has worked with States and Territories toward achieving a national cycling target to double the number of cyclists by 2016.	Strategic initiative: Provide for diverse transport options that promote enhanced connectivity.
			Strategic initiative: Elevate community awareness regarding its impact on the natural environment.



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

### State planning documents:

Plan:	Objective/Target:	Alignment with Joondalup 2022:
Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon	Directions 2031 seeks a 50% improvement on current infill residential development trends of 30% and 35%.	<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.
Western Australia Waste Strategy: WA. Too Good to Waste.	Intergenerational equity – ensuring that the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations	<b>Strategic initiative:</b> Identify and respond to environmental risks and vulnerabilities.

Plan:	Objective/Target:	Alignment with Joondalup 2022:
Western Australia Waste Strategy: WA. Too Good to Waste (Contd.)	Waste minimisation and waste avoidance – in which all reasonable and practicable steps should be taken to minimise the generation of waste and its discharge to landfill and the environment	<b>Strategic initiative:</b> Demonstrate current best practice in environmental management for local water, waste, biodiversity and energy resources.
	Promoting the most efficient use of resources, including resource recovery	<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.
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 for local water, waste, biodiversity and energy resources. <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 for local water, waste, biodiversity and energy resources. <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.

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

# Glossary

## Terms used within Joondalup 2022:

### Activity Centres

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

Activity Centres are listed in the following order:

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

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

### adaptive management

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

### ageing-in-place

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

### asset consumption ratio

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

### asset management ratios

Asset management ratios are used to identify asset sustainability levels.



### asset renewal funding ratio

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

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

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

### asset sustainability ratio

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

### Australian Business Excellence Framework

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

### current ratio

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

### debt service cover ratio

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

### employment self-sufficiency

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

### environmental resilience

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

### financial ratios

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

## governance

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

## housing infill

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

## Local Government Reform

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

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

## Local Gross Regional Product

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

## operating surplus ratio

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

## Primary Centre

(See "Activity Centres".)

## Strategic Metropolitan Centre

(See "Activity Centres".)