

# Joondalup 2022

## Strategic Community Plan 2012-2022 Summary Document



Last updated July 2018

# Background

*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).

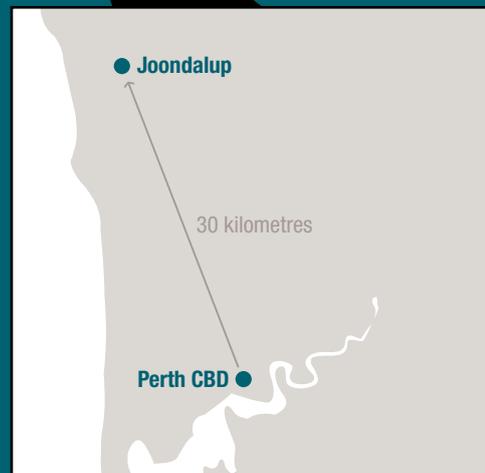
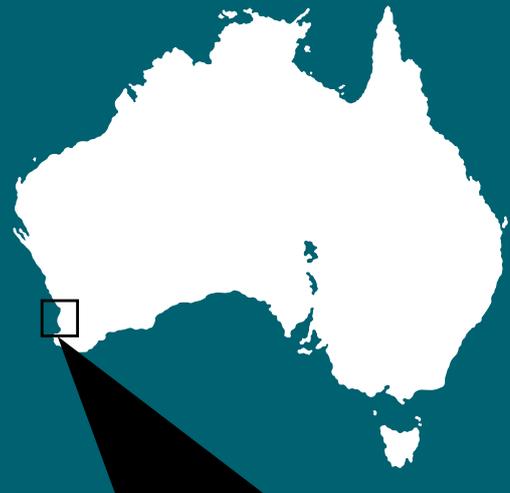
For our community, its future is greater than just servicing the northern region. It is about distinguishing itself through leadership, spirit and energy. It is about obtaining recognition for its achievements and continuously striving for excellence.

*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.

## Joondalup Today

Population	160,995
Distance from Perth CBD	30 kilometres
Number of businesses	12,907
Local GDP	\$5.47 billion
Area	96km <sup>2</sup>
Public Open Spaces	372
Schools	63





Edith Cowan University, Joondalup

## 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 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

These challenges remain relevant today and *Joondalup 2022* provides a strategic response to these challenges.

# 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.

**Primary Values:** Transparent, Accountable, Honest, Ethical, Respectful, Sustainable, 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.



# Integrated planning framework

*Joondalup 2022* is the City's high-level strategic document. Sitting below this, is the more detailed 5-Year *Corporate Business Plan* which contains details of specific projects and programs to achieve each of the Strategic Initiatives, Objectives and Aspirational Outcomes.

From this, the City's *Annual Plan* outlines the projects and programs to be delivered on an annual basis, the financing of which are detailed in the City's *Annual Budget*.

These documents fulfill the requirements of the Department of Local Government's *Integrated Planning and Reporting Framework*.

## INTEGRATED PLANNING FRAMEWORK



# 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.”

## 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.

## 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.

## 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.

## 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.

# Financial Sustainability



## Aspirational Outcome:

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

## 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.

## 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.

## 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.

# 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.”

## 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.

## 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.

## 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.

## 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.

# Economic Prosperity, Vibrancy and Growth



## Aspirational Outcome:

“The City is lively and thriving across its commercial centres. It is a global City, home to diversified industries that generate a wide-range of local job opportunities, achieving employment self-sufficiency.”

## CBD of the North

For the Joondalup City Centre to be recognised as Perth’s second CBD, functioning as the primary commercial centre of the North West Metropolitan Perth Region.

### 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.

## 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.

## 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.

## Regional collaboration

For the City to collaborate with regional partners and stakeholders in order to maximise opportunities for the future economic growth of the North West Metropolitan Perth Region.

### Strategic initiatives

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

## 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.

# 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.”

## 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.

## 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.

## 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.

## 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.

# 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.”

## 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.

## 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.

## 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.

## 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.



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