

Strategic Plan

Our Holdfast

2050+





TOWN HALL

DISCOVERY CENTRE

Boomer's
LICKED GUM

Social History Museum

Stories of Life by the Sea



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Welcome to Kurna Country

Marni Niina Pudni – Kurna Yarta–Ana

Kurna Nation have a unique and lasting cultural relationship to land and water and a responsibility to care for the spiritual and environmental wellbeing of our country. We acknowledge and pay respect to the spirit ancestors who created the land and embrace our customs, dreamtime and language.

For thousands of years, the coastal plains of Pathawilyangga (Glenelg), Wituwaringga (Brighton), Tulukutangga (Kingston Park) and Witawaringga (Seacliff Park) provided a hospitable environment for the Kurna people. Today, sites and ancient dreamtime stories throughout Holdfast Bay, continue to hold a strong spiritual and cultural significance and connection for traditional owners.

The Tjilbruke Spring site, located along the Kingston Park Coastal Reserve is of great cultural importance to the Kurna people and to the wider Aboriginal population. The sacred spring site is part of the extensive Tjilbruke Dreaming Story and a place of reflection and mourning, which remains sacred to the Kurna people today. In 2019, Kurna Nation held a special Repatriation Ceremony at Kingston Park to lay to rest the remains of eleven Old People, who had been returned for reburial to country from the Natural History Museum, United Kingdom and the South Australian Museum.

It is important that Aboriginal people continue to be the custodians of country and have a voice and active role in the protection, rejuvenation and care of culturally significant sites. Over the years, Kurna Nation and Council have forged a partnership built on trust, respect and reconciliation with a strong focus on truth-telling and our joint history. Together we embrace the opportunity to sit at the table and work to deliver goals, projects and initiatives that strengthen our shared cultural heritage.

“Once you start that journey with accepting each other’s truths, accepting the truths of the past, then you start that journey of talking together, walking together.”

Jeffrey Newchurch

Kurna Elder



Message from the Mayor

What ambitions do we have for our city today, tomorrow and beyond?

This is the question we asked as we developed our strategic plan in 2021 and again in 2024 when we asked the community to review it.

Engineer and futurist Jacque Fresco said, “while we cannot predict the future, we will most surely live it. Every action and decision we take—or don’t—ripples into the future.”

Such ripples are particularly meaningful to us as a coastal community. We need to consider the long-term challenges we face—like climate change and rising sea levels—and how these will affect our community and environment.

As responsible community leaders, we must start acting on these many challenges now.

It’s up to us to take immediate action to protect the future of our city for our children, grandchildren and great-grandchildren.

It’s not an easy task, but it is an essential one.

These challenges are often best approached with strong regional cooperation and a coordinated and forward-looking effort.

We have partnered with nearby councils to form Resilient South, which allows us to work towards southern Adelaide being climate resilient with healthy environments and connected communities.

We also work with a network of metropolitan coastal councils coordinating our efforts to sustainably manage our coastline.

The Southern Region Waste Resource Authority (SRWRA) is an example where greater sustainability outcomes are being achieved through three councils combining resources to manage community waste and recycling.

I believe we are fortunate to call Holdfast Bay home with its significant heritage, amazing coast and a strong community with valuable ideas and willingness to work together to achieve great things. These strengths are reflected in the vision articulated in this strategic plan.

Protecting our heritage and beautiful coast, while creating a welcoming and healthy place for all in South Australia’s most sustainable city.

This document refines the key strategies to support us in achieving our vision over the next five years. It provides ‘signposts’ beyond 2030 to guide our decision-making into the future.



Amanda Wilson
Mayor
City of Holdfast Bay

Message from the CEO

Careful planning for the future is a vital function of all councils.

Council is required by law to periodically review its strategic and future plans. This version of the Strategic Plan *Our Holdfast 2050+* is the outcome of the latest review undertaken in 2024.

The first version of *Our Holdfast 2050+* was developed in 2021 and was influenced by the COVID-19 pandemic. This time of disruption and uncertainty prompted us to re-examine our priorities and contemplate what may be possible in the future.

By understanding longer term trends and possibilities, we can address major challenges which lie ahead of us. These challenges, which includes climate change and population growth, can also present opportunities for positive change if we respond with clear action.

Our Holdfast 2050+ showed an increased focus on community - the people of Holdfast Bay as well as our infrastructure and assets.

The 2024 review of *Our Holdfast 2050+* has confirmed its sound vision and framework and sharpened the objectives to 2030 to ensure purposeful delivery. This revised version, with a focus on refining the objectives and measures for 2020–30, will benefit everyone who lives, works and plays in the City of Holdfast Bay.

A Four Year Delivery Plan is proposed to help shape our efforts over a rolling four year period to deliver on this strategic plan.

Part of this delivery emphasises working with other regions cooperatively to achieve common outcomes. These collaborations achieve efficiencies and outcomes that the City of Holdfast Bay could not achieve on its own.

Our Holdfast 2050+ sets the vision and provides the focus needed to deliver for the future while being flexible enough to adjust as new challenges and opportunities emerge.



Pamela Jackson
Chief Executive Officer
City of Holdfast Bay

Welcome to Pine Gully

Marni naa pudni
Kaurna yarta-ana



Our Vision

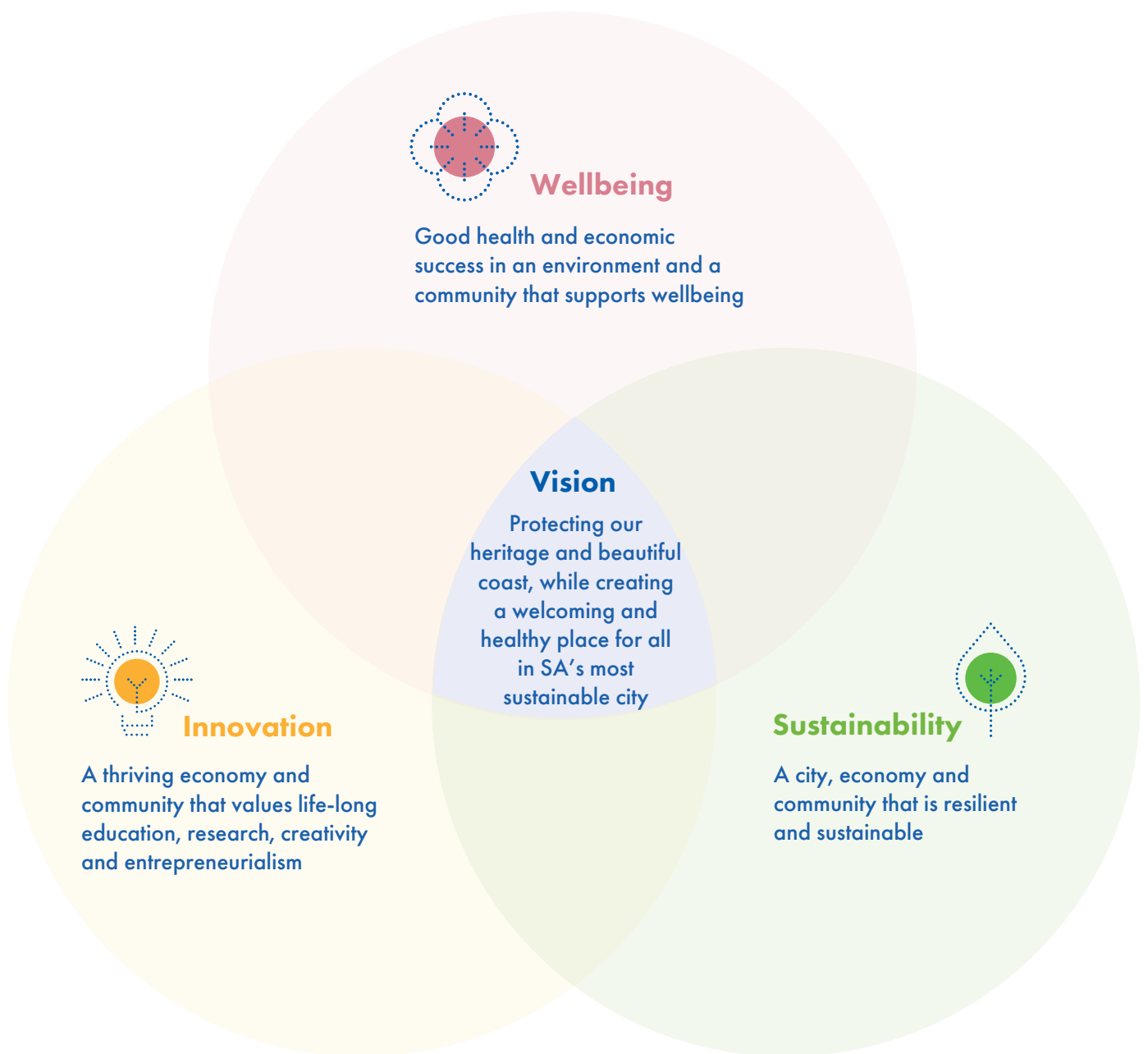
Protecting our heritage and beautiful coast, while creating a welcoming and healthy place for all in South Australia's most sustainable city.

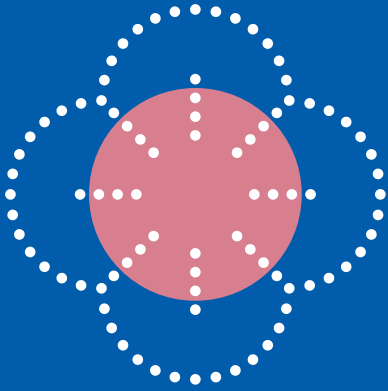


To pursue this vision, Council has identified three focus areas:



Council's Strategic Plan Vision and Integrated Focus Areas





Wellbeing

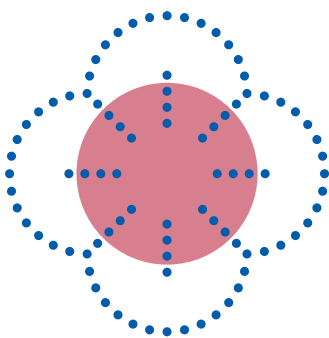
Goal

Good health and economic success in an environment and a community that supports wellbeing.

Wellbeing Outcome Statement

In 2050, when we achieve our goal, the City will look like this:

- › Our residents and visitors feel safe, healthy and connected no matter their age or abilities
- › This includes feeling connected to where they live, being able to offer their expertise, voice their views, and collaborate with Council and each other to implement ideas
- › There are local public spaces that are welcoming and accessible, and people feel nurtured by nature
- › Arts and culture create vibrancy, celebrate creativity, and encourage people to connect with country, place, and each other
- › Multi-use recreation spaces are designed for use by people of all ages and abilities
- › Technology is used to enable independence, improve convenience and support health and sustainability
- › People’s physical and mental wellbeing are important considerations in driving development
- › Opportunities are extended for those who have barriers to active participation in their community. This includes young people, older adults (especially those over 75), people with disabilities, cultural and linguistically diverse groups and Aboriginal and Torres Strait Islanders.



Wellbeing

Actions 2020–30

OBJECTIVES

Design, build and manage public places that actively facilitate positive interaction and provide access to all people.

Support ‘ageing in place’ through direct service provision and partnerships with community organisations and businesses.

Promote active citizenship where all people are encouraged to be heard and contribute to decision-making in their community, especially those who are normally excluded.

Advocate for small businesses to be able to operate in mixed-use neighbourhoods to increase local employment opportunities, improve local access to goods and services, and reduce transport distances.

Increase the range of people who take part in lifelong learning and benefit from council-run community hubs (Libraries and Community Centres) by targeting those who normally don’t or can’t access them.

Enhance the capacity and capability for community-run, openly accessible hubs (such as sport, recreation and community facilities) to promote healthy lifestyles, positive community connection and a sense of belonging for people of all backgrounds and abilities.

Expand impacts through community partnerships to grow the number and variety of programs and services that improve general well-being and reduce preventable health issues.

Local arts and culture are celebrated and supported, while barriers to participation (such as costs, infrastructure, access to audiences, etc) are lowered, to encourage typically excluded people to participate.

MEASURES

All project plans and policies address universal design and social inclusion.

- › Successful delivery of programs and collaborations with external organisations
- › Increase in number of older people supported to stay in their homes.

The range of people of different ages and backgrounds having their voices heard in council and community organisation decision-making increases year after year.

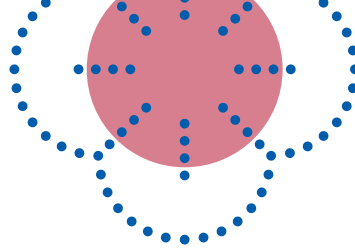
- › The number of small businesses that operate in mixed use areas increases
- › All residents live within a 10–15 minute walk to shops and services.

The number and range of people of different ages, abilities and backgrounds who access Council facilities, programs and services increases.

The number and range of people from different backgrounds and abilities who access community-run facilities increases.

- › Increases in reported well-being and reductions in health issues as per State health data
- › The number of improvements made in private enterprises for better public health outcomes.

The range and number of council and community-run arts and cultural activities and events that are assessed as being fully accessible increases year on year.



Aspirations

2030s

- › Our beaches and Council-controlled public areas are accessible and inclusive
- › A range of sustainable housing options are available to enable social and cultural diversity and affordability without negatively affecting the heritage values of the city
- › Our play spaces are intergenerational and inclusive for all abilities.

2040s

- › We have the highest physical activity rates in Greater Adelaide (as reported in the National Health Survey) by facilitating active transport options such as walking and cycling, and supporting sports and recreation infrastructure and programs
- › We are the leading city in Greater Adelaide for the use of assistive technologies in public areas
- › The City of Holdfast Bay is recognised as the most vibrant arts and culture hub outside of Adelaide city centre.

2050s+

- › Holdfast Bay is internationally recognised as a leader in inclusion and participation
- › We are the healthiest city in South Australia as measured by Population Health Profiles.





Sustainability

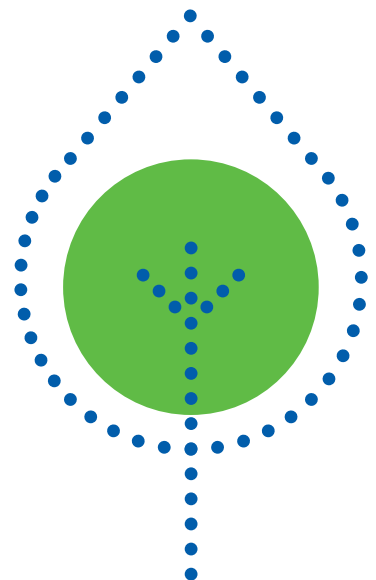
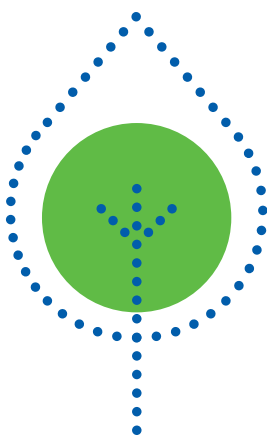
Goal

A city, economy and community that is resilient and sustainable.

Sustainability Outcome Statement

In 2050, when we achieve our goal, the City will look like this:

- › Sustainability means that we carefully manage our resources, for the benefit of future generations while maintaining our quality of life
- › We encourage socially responsible, sustainable and innovative economic development (including circular, blue and green economies) by supporting local, inclusive, Aboriginal and green businesses, and innovators
- › We preserve resources and minimise our individual and collective environmental footprint as we live and travel around our city
- › Safe and accessible public spaces are valued
- › Heritage is honoured, alongside new developments in architecture, design and sustainability
- › Legacies are celebrated through philanthropic partnerships providing opportunities for people to co-invest in the city
- › Multi-faceted, green, mixed-use neighbourhoods are connected through a range of healthy modes of transport
- › Our natural environment is seen as one of our greatest assets. The coastline is valued and protected
- › We have minimised risks from climate change. Our role in reducing climate change impacts has been well recognised.



Sustainability

Actions 2020–30

OBJECTIVES

Become a carbon-neutral organisation by 2030.

Increase walking and cycling across the city through better infrastructure (paths, lock-up areas etc) and incentives.

Increase shady pathways and nature by reclaiming parts of road reserves through better design.

Reduce traffic by improving safe access to public and community transport.

Support walkability to parks and beaches by providing good open spaces.

Support built heritage protection and enhancement while promoting quality infill development.

MEASURES

Council's direct emissions are reduced every year and emissions of suppliers are influenced to be reduced.

Establish a baseline of cycling use and walking to create a target.

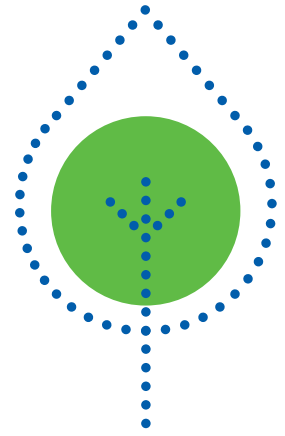
- › Increase the percentage of tree canopy coverage of council roads
- › The number of street trees planted per year.

- › The percentage of car trips by residents decreases
- › The use of public and community transport increase.

- › Residents live within a 10–15 minute walk to reserves, parks and/or beach
- › Improvement in Council's Walkscore walkability rating.

- › Number of new properties listed on various heritage registers
 - › Increases in the number and diversity of dwellings created through the consolidation and adaptive reuse of existing buildings and sites.
-





OBJECTIVES

Increase levels of biodiversity through initiatives including Water Sensitive Urban Design in public spaces and encouraging the use of Kurna knowledge.

Decrease the level of household and business waste that goes to landfill.

Create vibrant precincts that contribute to economic success and social vitality and provide unique experiences for locals and visitors alike.

Maximise use of open space (including coastal areas) for all, while protecting environmental habitats and ensuring landscapes are adaptive to climate change.

MEASURES

- › Increase the average biodiversity score from 12.8 in 2018 to 14 in 2025 and 16 in 2030
- › Areas of Biodiversity and Water Sensitive Urban Design increase each year.

- › Increase the use of FOGO for residents
- › Increase in the percentage of kerbside waste that is recycled or composted to 75% by 2030
- › Increase in the number of circular economy businesses.

- › Business confidence increases in these precincts
- › Positive community perception of precincts increases.

- › The number of people from different backgrounds who use open spaces increases
- › Measures for environmental protection and climate change adaptation are to be developed.

Aspirations

2030s

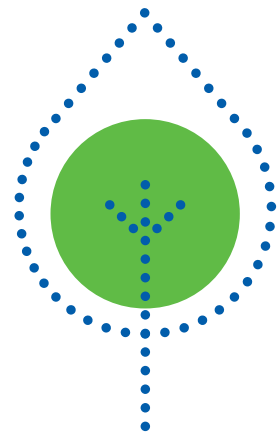
- › We have achieved our key environmental objectives, including becoming a carbon-neutral community and increasing our tree canopy
- › Local businesses have adopted sustainable practices and technologies, and we have attracted more green businesses
- › Stormwater discharge has been reduced and more stormwater is re-directed for use on Council-controlled property
- › The amount of waste sent to landfill has reduced by 75 per cent on 2020 levels.

2040s

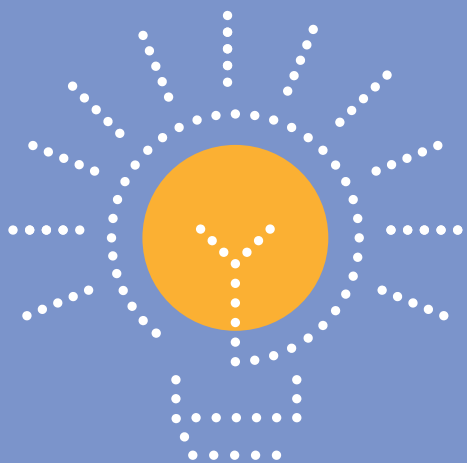
- › Council properties feature green roofs and vertical gardens where feasible
- › The majority of businesses in the city employ a circular or cradle-to-cradle philosophy (including for their supply chain) to minimise waste where possible
- › 30 per cent of the city's local roads are set aside for active transport and green space.

2050s+

- › 80 per cent of local trips are undertaken using active transport
- › We send zero waste to landfill.







Innovation

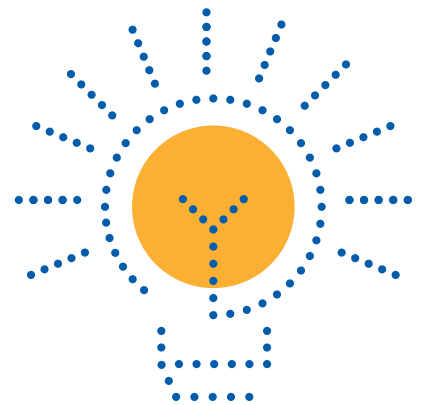
Goal

A thriving economy and community that values life-long education, research, creativity and entrepreneurialism.

Innovation Outcome Statement

In 2050, when we achieve our goal, the City will look like this:

- › We apply creativity in all aspects of thought and action to build an economy and community that are inclusive, diverse, sustainable and resilient
- › We work with our schools and tertiary education providers to extend education opportunities and encourage lifelong learning, entrepreneurialism, experimentation and 'citizen science' approaches
- › We welcome entrepreneurs to use the city's assets, develop and implement creative ideas to solve our problems, enhance our city and strengthen our competitive advantage
- › Cutting-edge technologies support economic diversity and provide opportunities for everyone to get involved
- › New forms of cooperation evolve in transport, housing, energy supply, waste management and other fields to enable resource sharing and sustainable development.



Innovation

Actions 2020–30

OBJECTIVES

MEASURES

Create an environment (raise the profile of the city and precincts) that is attractive for startup, entrepreneurial and home-based businesses.

The number of startup and home-based businesses increases.

Improve the community's digital access and literacy through facilities and programs in council's libraries and community centres.

The number of people who take part in digital programs increases year after year.

Partner with schools to build innovator/entrepreneur programs for young people.

Program participation rates trend upwards.

Maintain exemplary models of care at Alwyndor to ensure high quality residential and community end-of-life and dying well experiences.

The number of partnerships developed in pursuing exemplary models of end-of-life care.

Partner to facilitate the provision of technological infrastructure to support creative, innovative and entrepreneurial activity.

The number of creative and technology-related businesses in the city increases.

Collaborate with others to assist local businesses to access resources, develop knowledge and improve capability in emerging digital and online technologies.

The number of local businesses that are supported in accessing avenues for emerging technologies.

Stimulate creative, arts and cultural talent, skills and opportunities in distinctive places and precincts for community connection, jobs, business and tourism.

- › The number of local arts/creative businesses and jobs increases (Heritage, Creative and Performing Arts category)
- › Increase the number of people and organisations participating in council's arts and culture programs.

Enhance online and digital methods for customer experience when utilising Council services.

Customer satisfaction with council interactions improves.

Aspirations

2030s

- › Holdfast Bay is recognised as a start-up hub within Greater Adelaide
- › A number of education and research and development hubs are established in the city
- › Conditions exist for early adoption and experimentation with beneficial technologies, including green and smart technology that support wellbeing and community connections to eliminate social isolation
- › The Kurna people's cultural and spiritual relationship to the area is honoured in meaningful, collaboratively agreed ways.

2040s

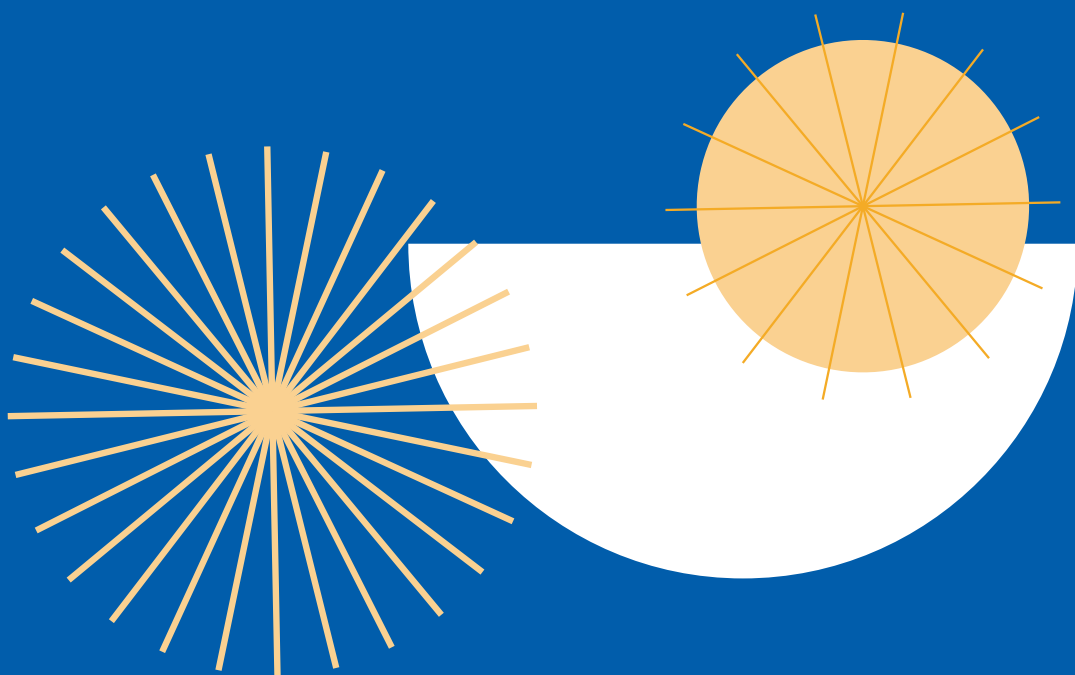
- › We lead the way in open government, using digital tools to create transparency and enable direct participation
- › Products manufactured in the City of Holdfast Bay are durable and recyclable, and their production processes are essentially waste and pollutant-free
- › 'Urban labs' at the neighbourhood level have been created to pilot new ideas and build local connections in our community.

2050s+

- › Sustainable and inclusive sea-based infrastructure supports tourism and increased business opportunities
- › Council-owned buildings adapt to innovative uses and support healthy and active living.



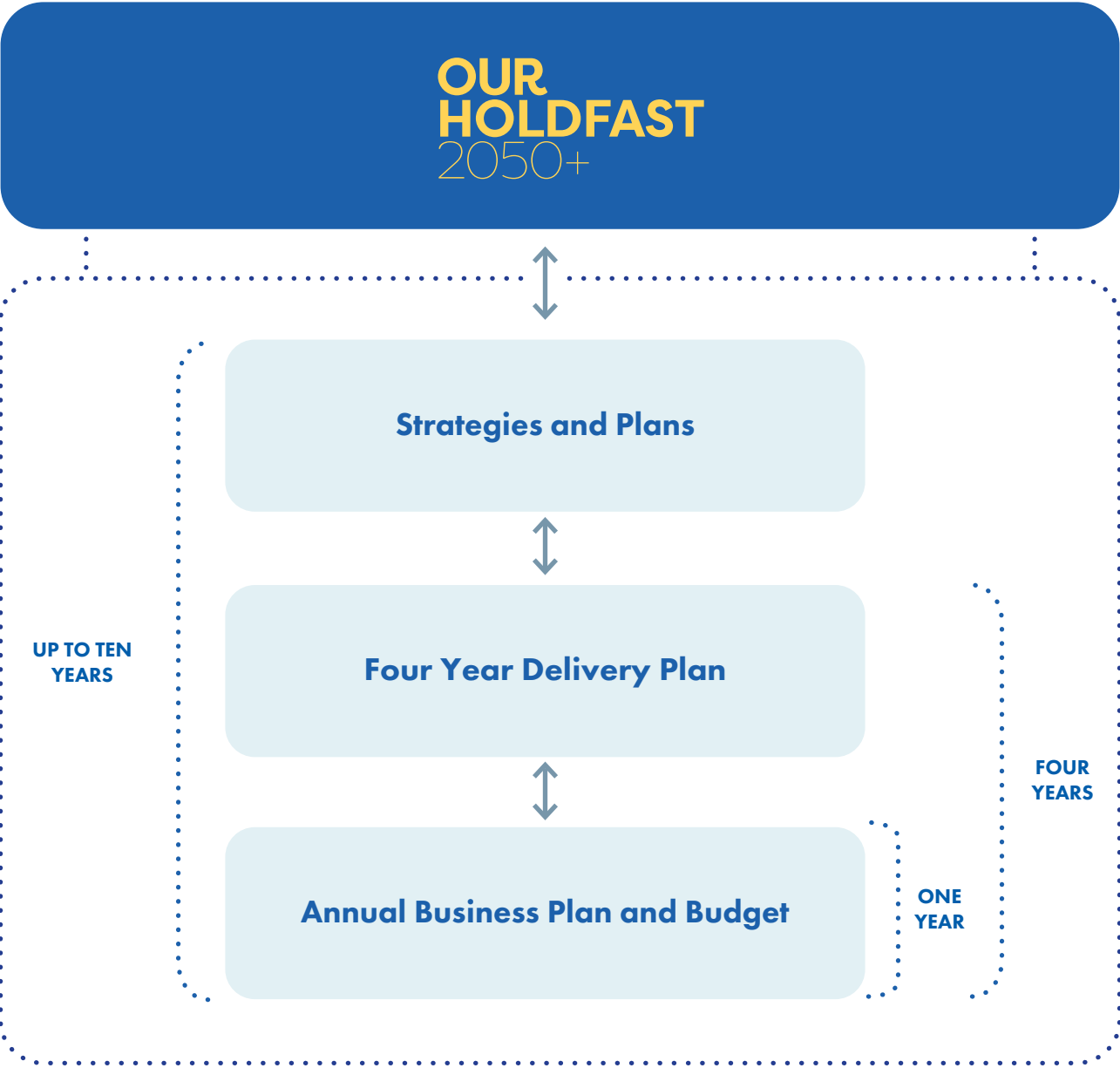
Council's Planning Framework



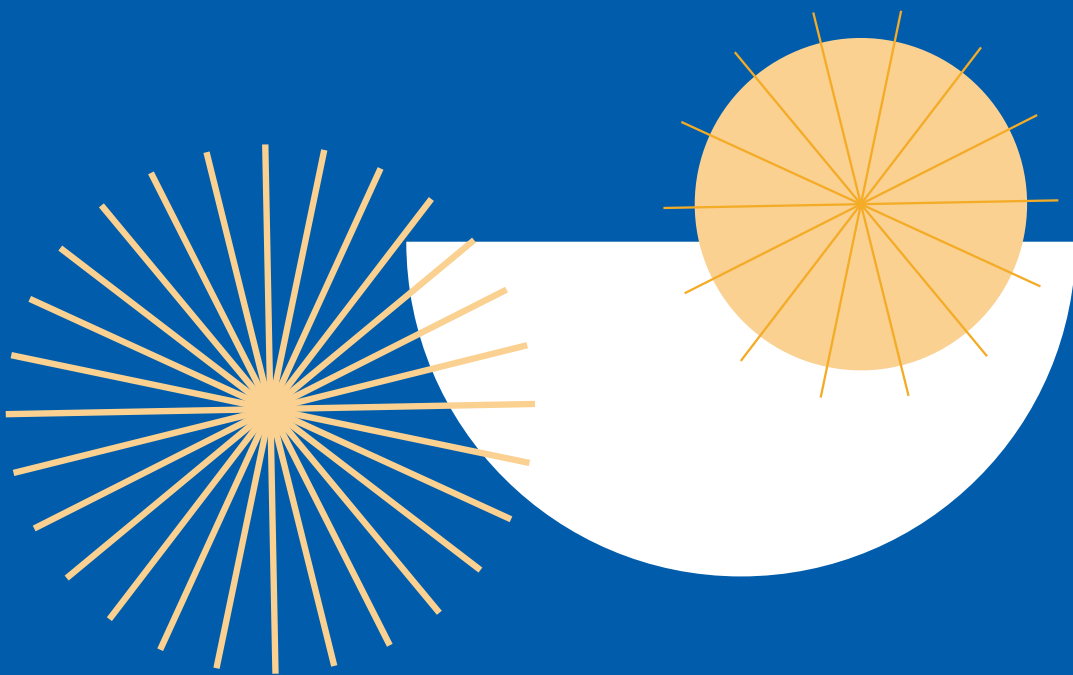
Our Holdfast 2050+ as Council's strategic plan, is the principal planning document. It sets a vision for the city and provides overall direction for Council operations and various strategies and plans.

To ensure delivery of services and projects, a new Four Year Delivery Plan will be developed. This will be adjusted each year in line with the adoption of Council's Annual Business Plan and Budget.

City of Holdfast Bay planning framework



How to Read *Our Holdfast 2050+*



This Strategic Plan is designed to describe Council’s vision for the City and how this will be pursued.

Elements of the City of Holdfast Bay Strategic Plan

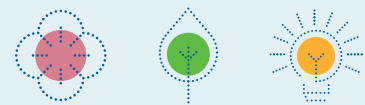
Our Vision

Is our picture of the future that we aspire to create with our community.
It is ambitious, yet attainable, and encapsulates the ideals and values guiding our actions

Focus Areas

Wellbeing, Sustainability and Innovation

These are the fundamental elements that direct our work and help to fulfill the vision



Goal

The desired result for this focus area

Outcome Statement

In 2050, when we achieve our Goal, this city will be like this

Actions 2020–2030

To achieve the goal and arrive at our outcomes we will pursue these

Objectives

What we aim to achieve

Measures

Tracking how we are going

Aspirations 2030s and 2040s

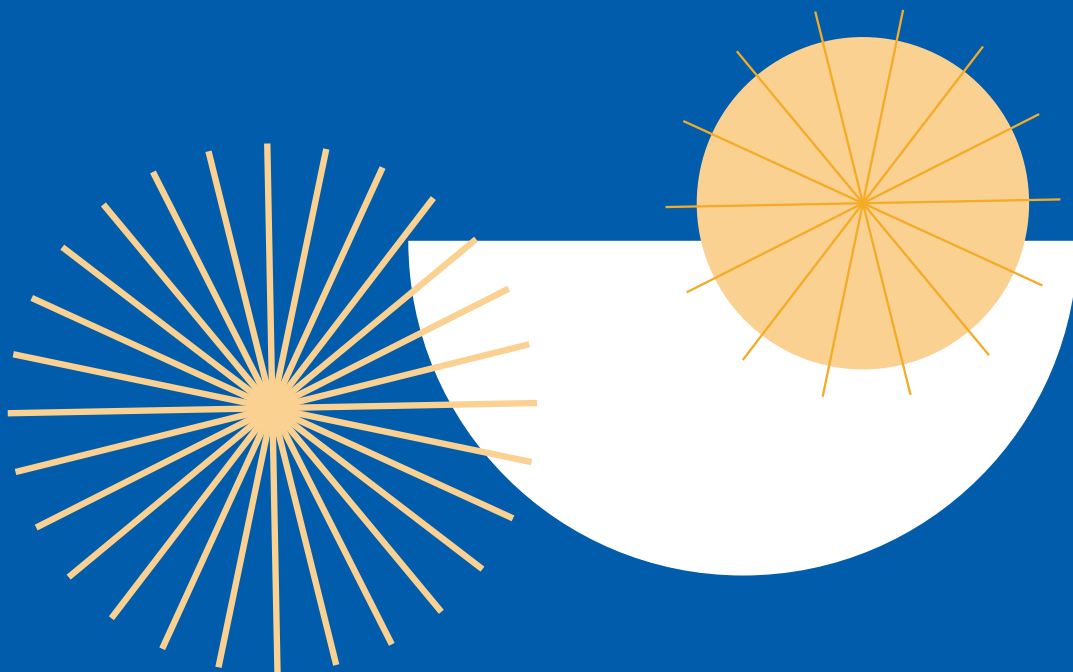
While we pursue more immediate objectives we won’t lose sight of these

Aspirations 2050s+

Our work will enable these to be realised

Strategic Alignment

Council's strategic plan is subject to global, national and state commitments and provides a framework for subject-specific Council plans.



Wellbeing

Council Plans

- › Open Space and Public Realm Strategy 2018–2030
- › Disability Access and Inclusion Plan 2020–2024
- › CoHB Regional Public Health Plan 2020–2025
- › Dog and Cat Management Plan 2022–2026
- › Playspace Action Plan 2019–29
- › Creative Holdfast Arts and Culture Strategy 2019–2024
- › Youth Action Plan 2018–2023
- › Glenelg Oval Masterplan
- › Environment Strategy 2020–2025.

State and National Plans

State Plans

- › Health and Wellbeing Strategy 2020–2025
- › Public Health Plan 2019–2024
- › The Greater Adelaide Regional Plan 2025 (draft)
- › Healthy Parks Healthy People South Australia 2021–2026
- › Plan for Ageing Well 2020–2025
- › Disability Access and Inclusion Plan 2020–2024
- › Walking Strategy 2022–2032
- › Youth Action Plan 2024–2027 (draft).

National Plans

- › Australia's Disability Strategy 2021–2031
- › National Children's Mental Health and Wellbeing Strategy
- › National Preventative Health Strategy 2021–2030
- › National Mental Health Workforce Strategy 2022–2032
- › National Digital Health Strategy 2023–2028.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



Sustainability

Council Plans

- › Open Space and Public Realm Strategy 2018–2030
- › Disability Access and Inclusion Plan 2020–2024
- › CoHB Regional Public Health Plan 2020–2025
- › Dog and Cat Management Plan 2022–2026
- › Playspace Action Plan 2019–29
- › Creative Holdfast Arts and Culture Strategy 2019–2024
- › Youth Action Plan 2018–2023
- › Glenelg Oval Masterplan
- › Environment Strategy 2020–2025
- › Carbon Neutral Plan.

State and National Plans

State Plans

- › The Greater Adelaide Regional Plan 2025 (draft)
- › 20 Year State Infrastructure Strategy
- › Climate Change Actions Plan 2021–2025
- › Circular Economy Plan 2020–2025
- › Green Adelaide: A new approach to managing our urban environment
- › Adelaide Living Beaches 2005–2025.

National Plans

- › Australian Infrastructure Plan
- › Infrastructure Australia Urban Transport Strategy 2013
- › Net Zero Plan.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



Innovation

Council Plans

- › Economic Activation Plan 2018–2023
- › Tourism Plan 2023
- › Environment Strategy 2020–2025
- › Creative Holdfast Arts and Culture Strategy 2019–2024
- › Youth Action Plan 2018–2023
- › Disability Access and Inclusion Plan 2020–2024.

State and National Plans

State Plans

- › South Australian Economic Statement
- › International Tourism Strategy 2025
- › Tourism Plan 2030
- › Visitor Economy Sector Plan 2030
- › Small Business Strategy 2023–2030
- › Growth State agenda and priority industry sector strategies
- › Hi-Tech Sector Plan 2030
- › EXCITE Strategy
- › Creative Industries Strategy 2020 Growth State
- › Supporting the Circular Economy SA Waste Strategy 2020–2025.

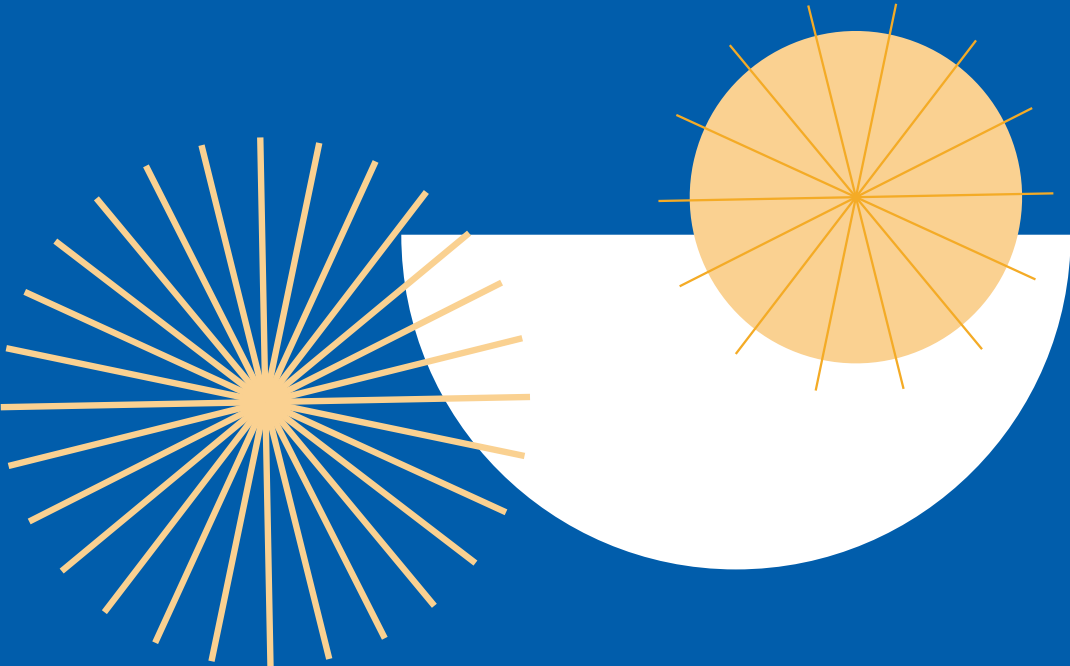
National Plans

- › Future Made in Australia
- › Australia 2030: Prosperity through Innovation Technology Investment Roadmap
- › Australia’s National Hydrogen Strategy.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



The Many Roles of Council





Council plays a central role in planning for the development and future requirements of our city. We also provide a broad range of services and facilities in response to the needs and priorities of our community. Our many roles include:

Leading

We seek to lead by planning and investing in ways that consider current and intergenerational needs and aspirations.

Building

We build and maintain community infrastructure and amenities such as footpaths, parks, playgrounds, public buildings, and sporting facilities.

Managing

We manage infrastructure on behalf of the community and other tiers of government, including stormwater infrastructure, jetties, and roads.

Advocating

We advocate for and with the community, promoting the needs and interests of the Holdfast Bay community to state and federal governments and other bodies.

Educating

At times, we undertake an educational role to assist the community, for example, educating households about waste recycling.

Providing Services

We provide a wide range of services, including aged care and disability support, business and community programs, libraries, events and visitor services such as the Bay Discovery Centre.

Regulating

We establish by-laws and administer several state and Commonwealth acts.

Collaborating

We build networks and partnerships with other councils (for example, the Southern and Western alliances), other tiers of government, community groups and the private sector to ensure consistency and achieve economies of scale

Coordinating

We help to bring services together and connect people to services provided by other tiers of government, not for profit, and private providers.



The Many Roles of Council

As the layer of government closest to the community, we aim to be accessible and responsive to the needs and aspirations of residents, visitors and businesses.

To ensure that we understand our community's views, we provide a range of opportunities for people to get involved and share their ideas.

Council routinely seeks to engage the community on projects, significant strategies and policies via a number of tools, including the website www.yourholdfast.com.

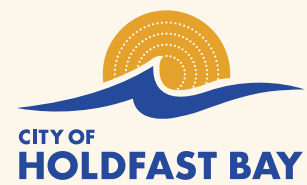
Depending on the nature of the project or activity, we may also create displays, hold workshops, undertake surveys, or invite written submissions to gather community input.

In addition, this strategic plan foreshadows new ways to engage, for example, through encouraging more people to use council buildings and civic spaces.

If you have any ideas about how we can engage with you or views about council services or facilities, you can email us at mail@holdfast.sa.gov.au or telephone 8229 9999.







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