



# OUR HOLDFAST 2050+

**STRATEGIC PLAN**

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# Marni niina pudni Kurna yarta-ana

## WELCOME TO KAURNA COUNTRY

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, which 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.

– **Kurna Nation**

“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.”

**Kurna Elder Jeffrey Newchurch**  
Kurna Yerta Aboriginal Corporation  
(KYAC) Chair



## 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.

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 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.

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 puts forward the key strategies to support us in achieving our vision over the next ten years. It also provides ‘sign posts’ to guide our decision-making into the future.



**Amanda Wilson**  
Mayor  
City of Holdfast Bay

## A 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.

The 2021 review was influenced by the COVID-19 pandemic which caused much disruption and uncertainty. The pandemic prompted us to re-examine our priorities and contemplate what may be possible in the future.

In developing this strategic plan, Council considered what challenges we might expect and how to best address them. These challenges include climate change and infill development, which both have the potential to erode people's quality of life in Holdfast Bay over the medium to long term.

These forces cannot be stopped, but we can choose to use them as opportunities for positive change and respond with decisive action.

This strategic plan has an increased focus on community—the people of Holdfast Bay as well as our infrastructure and assets.

We recognise the need for a long-term, ambitious vision while allowing sufficient flexibility to adapt as conditions change and as our knowledge improves.

This strategic plan captures the spirit of these aspirations for everyone who lives, works and plays in the City of Holdfast Bay.



**Roberto Bria**  
Chief Executive  
Officer  
City of Holdfast Bay

The background of the page is a dark blue color with light blue topographic contour lines. These lines are arranged in several distinct, roughly circular or oval shapes, resembling a map of a hilly or mountainous region. The lines are more densely packed in some areas and more spread out in others, creating a sense of depth and terrain.

## VISION

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



## WELLBEING

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

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.



Geraldton Wax  
Chamelaucium  
uncinatum

### OBJECTIVES: 2020 – 2030

### MEASURES

› Apply the principles of universal design and social inclusion to all Council activities	All project plans and policies address universal design and social inclusion
› Assist the city's mainstreet precincts in becoming dementia-friendly <sup>1</sup>	The number of businesses recognised as dementia-friendly increases year on year
› Increase participation rates in community engagements across all age groups, particularly under-represented demographics such as children and young people by using methods that are appealing and appropriate	The number of participants in formal engagements increases year on year
› Support businesses to operate in mixed use neighbourhoods to improve local access to goods and services and reduce supply transport distances	The proportion of mixed-use developments increases
› Establish community hubs that integrate community support, recreational, and commercial services in multi-purposes spaces that include frequently excluded demographics such as children and young people, people with disabilities, Aboriginal and Torres Strait Island people and people from culturally and linguistically diverse backgrounds	Utilisation of council owned buildings increases

### ASPIRATIONS

#### 2030s

- › Our beaches and Council-controlled public areas are accessible and inclusive
- › A range of sustainable housing options is available to enable social and cultural diversity and affordability without negatively affecting the heritage values of the city
- › 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 demographics to participate
- › 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

1. The Dementia-Friendly Community Program is an Australian Government funded program administrated by Dementia Australia.



## SUSTAINABILITY

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

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.

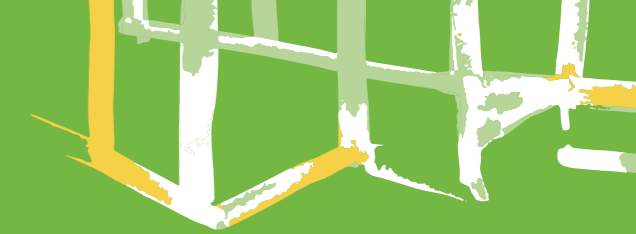
We preserve resources and minimise our individual and collective environmental footprint as we live and travel around our city.

Safe and accessible public spaces are valued.

Heritage is honoured, alongside new developments in the fields of architecture, design and sustainability.

Legacies are celebrated through philanthropic partnerships that provide opportunities for people to co-invest in the city.

Multi-faceted, green, mixed use neighbourhoods are connected to each other through a range of healthy modes of transport.



### OBJECTIVES: 2020 – 2030

- › Become a carbon-neutral council by 2030
- › Prioritise sustainable and active transport (such as walking and cycling) across the city, including by reclaiming streets for play and nature and improving walkability to support healthy ageing
- › Support the creation of safer places by improving the public realm and collaborating with transport providers to increase transport options
- › Support mixed use neighbourhood development while honouring heritage values to encourage walking and cycling and support healthy ageing
- › Encourage more community gardening, including biodiversity sensitive urban design, in public spaces, applying the long-held knowledge of Kurna people as well as innovation

### MEASURES

- Emissions from Council operations decrease each year or are offset
- Number of kilometres of street prioritised for active transport increases, measured every five years
- Programs supporting community safety are developed and implemented
- Walkability score increases in all Holdfast Bay suburbs, measured using a 'citizen science' approach every three years
- Number of community gardening spaces increases each year

### ASPIRATIONS

#### 2030s

- › We have achieved our key environmental objectives, including becoming a carbon-neutral community and increasing our tree canopy to 16.8 per cent
- › 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

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

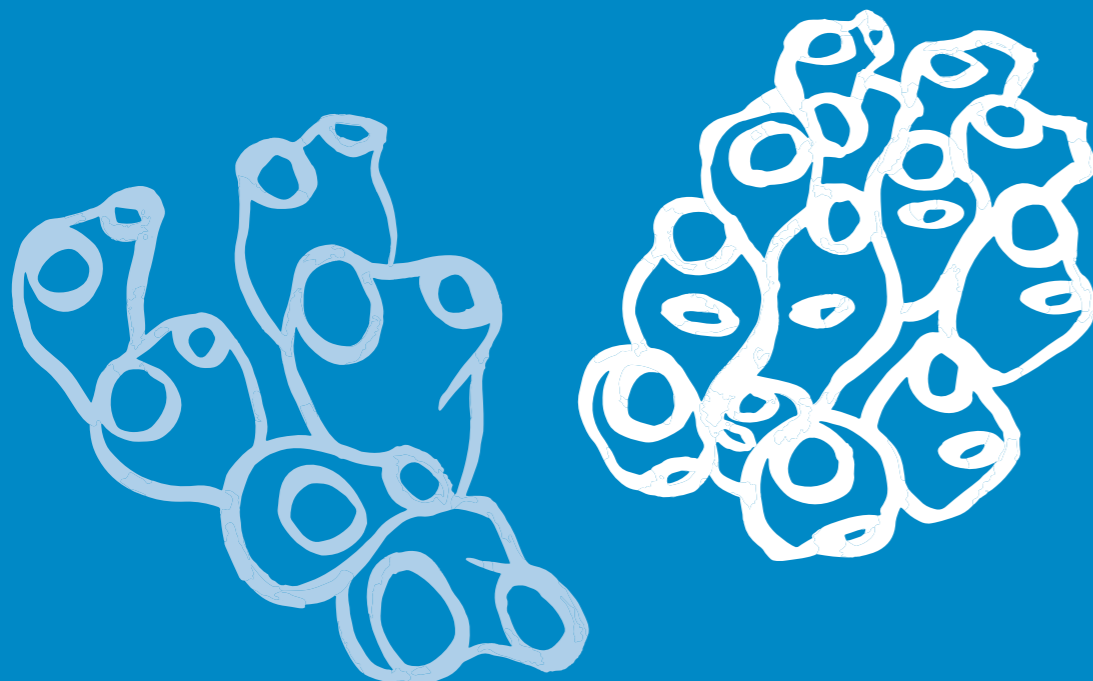
We apply creativity in all aspects of thought and action to build an economy and community that are inclusive, diverse, sustainable and resilient.

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.



Sea squirts  
Ascidians

### OBJECTIVES: 2020 – 2030

- › Facilitate growth in the number of home-based businesses where practical to reduce transit distances
- › Maximise the value of public buildings, including libraries, to support innovation by creating co-working spaces and technology/prototyping/maker spaces and hubs
- › Partner to establish an innovator/entrepreneur in residence program that includes local schools and encourages life-long learning across the population
- › Partner to develop a centre of excellence in hospice care and dying well<sup>2</sup>
- › Partner to facilitate the provision of technology infrastructure to support creative and emerging industries, including mobility as a service, start-ups and other entrepreneurial activities

### MEASURES

- The number of home-based businesses increases as reported via Census data
- Utilisation of Council buildings increases
- Program participation rates trend upwards
- Amount of support attracted is sufficient to establish a centre
- Number of start-ups, creative and technology-related businesses in the city increases

### 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 technologies and smart technology that supports wellbeing and community connections to eliminate social isolation
- › The Kaurna people's cultural and spiritual relationship to the area is honoured in meaningful, collaboratively agreed ways

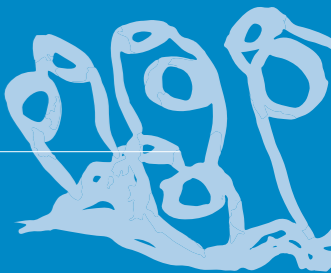
#### 2040s

- › 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 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

2. Dying well refers to support and programs that enable choice in end of life care.



## 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
- › Animal Management Directions Plan 2017–2021
- › 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
- › Public Health Plan 2019–2024
- › The 30 Year Plan for Greater Adelaide
- › Healthy Parks Healthy People South Australia 2021–2026

#### National Plans

- › National Children’s Mental Health and Wellbeing Strategy

### UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS





## SUSTAINABILITY

### COUNCIL PLANS

- › Environment Strategy 2020–2025
- › Open Space and Public Realm Strategy 2018–2030
- › Tourism Plan 2023
- › CoHB Regional Public Health Plan 2020–2025
- › Economic Activation Plan 2018–2023
- › Integrated Transport Strategy (in development)
- › Housing Strategy (in development)
- › Animal Management Directions Plan 2017–2021

### STATE AND NATIONAL PLANS

#### State Plans

- › 30 Year Plan for Greater Adelaide
- › 20 Year State Infrastructure Strategy
- › Climate Change Action Plan 2021–2025
- › Circular Economy Plan 2020–2025
- › Green Adelaide: A new approach to managing our urban environment

#### National Plans

- › Australian Infrastructure Plan
- › Infrastructure Australia Urban Transport Strategy 2013

### 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

- › Growth State agenda and priority industry sector strategies
- › Hi-Tech Sector Plan 2030
- › EXCITE Strategy
- › The South Australian Visitor Economy Sector Plan 2030
- › Creative Industries Strategy 2020
- › Circular Economy 2020–2025

#### National Plans

- › 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:



### BUILDING

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



### EDUCATING

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



### REGULATING

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



### MANAGING

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



### LEADING

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



### 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.



### 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.



### 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.



### COORDINATING

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

As the layer of government closest to the community, we aim to be accessible and responsive to the needs and aspirations of residents 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](http://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 citizen science approaches and 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](mailto:mail@holdfast.sa.gov.au) or telephone 8229 9999.



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