CITY OF HOLDFAST BAY

DRAFT FOR CONSULTATION

OUR HOLDFAST 2050+

STRATEGIC PLAN

Marni niina pudni Kaurna yarta–ana

WELCOME TO KAURNA COUNTRY

Kaurna 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), Wituwartingga (Brighton), Tulukutangga (Kingston Park) and Witawartingga (Seacliff Park) provided a hospitable environment for the Kaurna 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 Kaurna 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 Kaurna people today. In 2019, Kaurna 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, Kaurna Nation and Council have forged a partnership build 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.

– Kaurna 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."

Kaurna Elder Jeffrey Newchurch
Kaurna Yerta Aboriginal Corporation (KYAC) Chair

CONTENTS

Foreword **5**
Vision **8**
Wellbeing **10**
Sustainability **12**
Innovation **14**
Strategic Alignment **16**

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.

Safeguarding our heritage and beautiful coast, while creating a welcoming and healthy place for everyone 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

Careful
for the
a vital f
of all co

A MESSAGE FROM THE CEO

planning
future is
function
ouncils.

As part of our extensive legislative obligations, we must regularly review our strategic plan and refine our future plans.

While the COVID-19 pandemic caused much disruption and uncertainty throughout 2020, it also provided us with the opportunity to re-examine some of the ideals we considered important and examine what may be possible in the future.

As a Council, we 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 our 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 transformation by taking conscious and decisive actions.

We have acknowledged the need to focus this strategic plan on our 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 our decisions and activities 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

VISION

Safeguarding
heritage and
coast, while cr
welcoming an
place for every
South Australi
sustainable cit

our
beautiful
reating a
nd healthy
yone in
a's most
ty.

WELLBEING

Inclusion, participation, good health, economic success, and a physical and community environment that supports living well.

Our residents and visitors feel comfortable, safe, healthy and happy, no matter their abilities.

This includes actively collaborating in developing the city, feeling connected to where they live, and being able to offer their expertise, voice their views, discuss options, create with Council and each other, and implement ideas.

Public spaces are universally accessible, welcoming, green, just around the corner 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 to be inclusive for use by all ages and ability levels.

Technologies enable independence, convenience, health and sustainability.

Active mobility, as well as physical and mental wellbeing considerations, drive development.

Geraldton Wax
Chamelaucium uncinatum

OBJECTIVES

2020 – 2030

- Embed universal design principles in all Council projects and ensure the primacy of social inclusion in policy design and Council activities
  - » Measure: all project plans and policies address universal design and social inclusion as they are reviewed/approved
- Assist the city's mainstreet precincts in becoming dementia-friendly[1]
  - » Measure: the number of businesses recognised as dementia-friendly increases year on year
- Increase participation rates in community engagements across all age groups
  - » Measure: the number of participants in formal engagements increases year on year
- Support businesses to operate in mixed use neighbourhoods to improve localised accessibility and reduce supply transport distances
  - » Measure: the proportion of mixed-use developments increases
- Establish community hubs that integrate community support, recreational, and commercial services in multi-purpose spaces
  - » Measure: utilisation rates for Council owned buildings are in the 90th percentile or greater

ASPIRATIONS

2030s

- Our beaches and Council-controlled public areas are accessible and inclusive
- A range of sustainable and accessible housing options is available to enable social and cultural diversity and affordability without negatively affecting the heritage values of the city
- All members of the community have access to modern, multi-use sporting and recreation spaces
- 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 and supporting sports and recreation infrastructure and programs
- We are the leading city in Greater Adelaide for facilitating assistive technologies in the public realm
- 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

Longevity and resilience in our economy, society, environment, transport and mobility, infrastructure and built-form.

Sustainability means maintaining our quality of life within increasing resource constraints before our options dissipate.

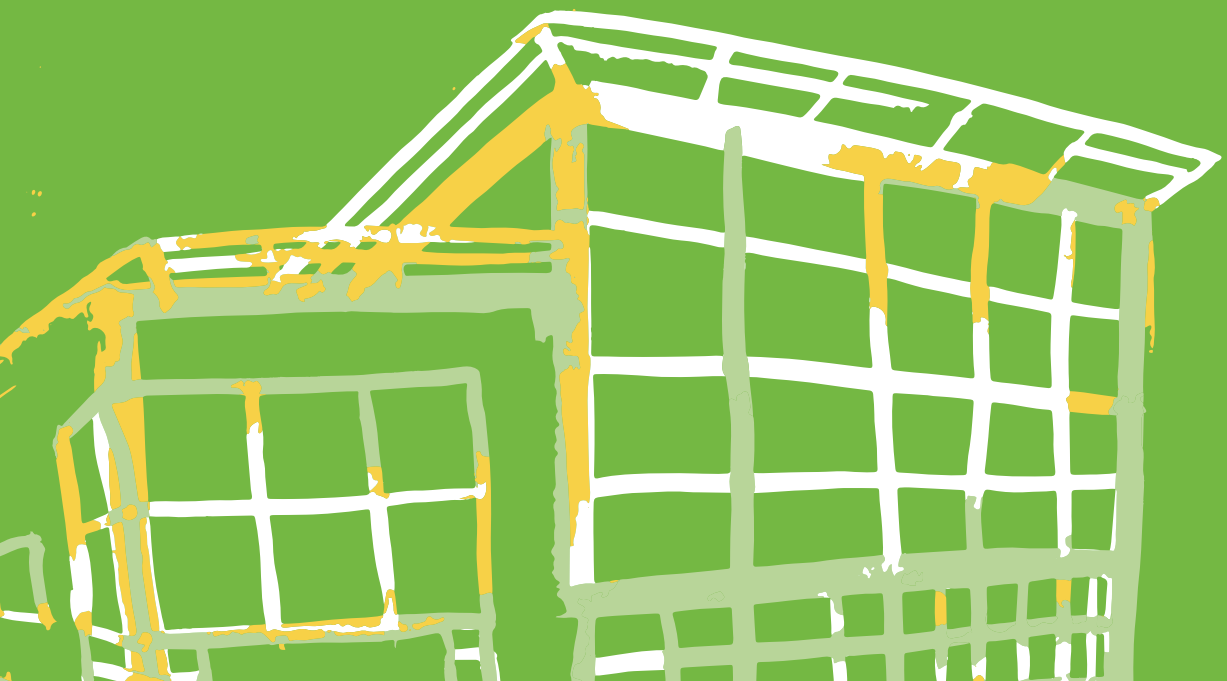
We encourage socially responsible, sustainable and innovative economic development (including circular, blue and green economies) by supporting local, inclusive, Aboriginal and green businesses and innovators.

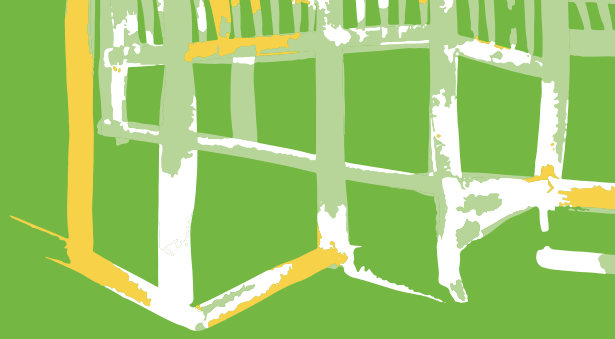
Life and movement in the city are characterised by resource preservation, minimising our individual and collective ecological footprints and respecting the importance of safe and accessible public spaces.

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

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

Multi-faceted, green, mixed use neighbourhoods with short distances between supply and demand of goods and services are connected to each other with many healthy transport choices.





OBJECTIVES

2020 – 2030

- Become a carbon-neutral council by 2030
  - » Measure: emissions from Council operations decrease year on year or are offset
- Prioritise sustainable and active transport modes (such as walking and cycling) across the city, including by reclaiming streets for play and nature and improving walkability to support healthy ageing
  - » Measure: number of kilometres of street prioritised for active transport increases, measured every five years
- Support the state government's target for all new car sales to be electric by 2035 by partnering to install EV charging infrastructure throughout the city
  - » Measure: number of EV charging points installed increases, measured every five years
- Support mixed use neighbourhood development while honouring heritage values to enable walkability and support healthy ageing
  - » Measure: walkability score increases in all Holdfast Bay suburbs, measured using a 'citizen science' approach every three years
- Encourage more community gardening including biodiversity sensitive urban design in public spaces
  - » Measure: number of community gardening spaces increases year on 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
- Waste 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) 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

Education, research and development, technology, experimentation and entrepreneurialism for lifelong growth, economic and social vibrancy and a thriving environment.

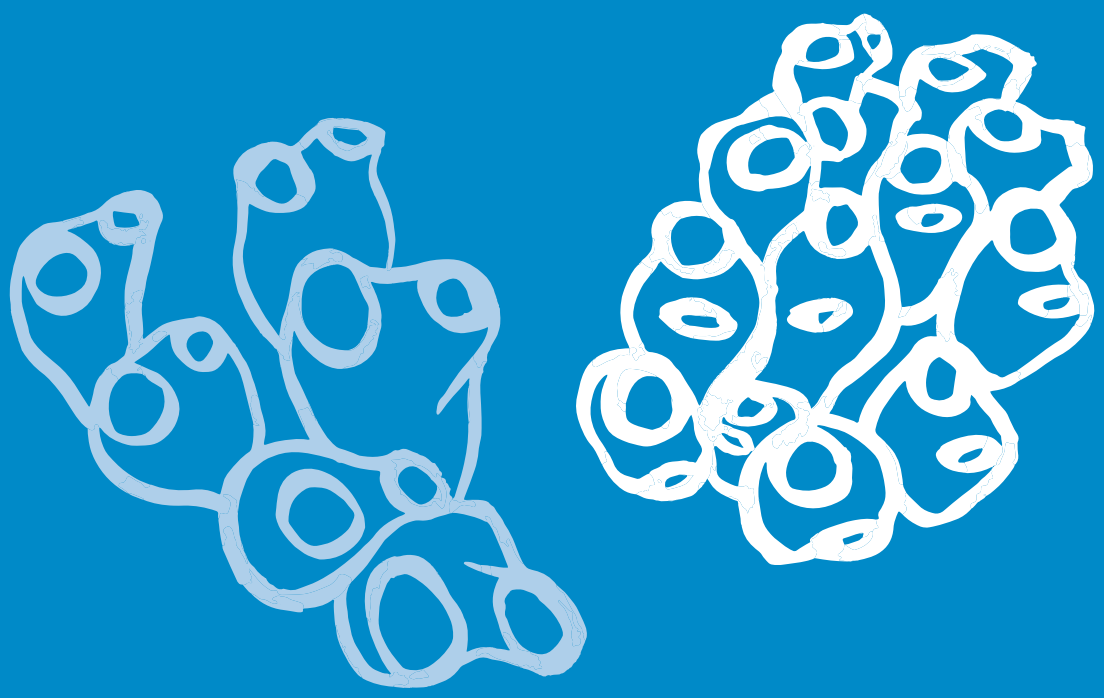
We apply creativity in all aspects of thought and action to build an economy and community that are inclusive, diverse, sustainable and resilient.

We actively leverage our many schools and tertiary education providers to extend education opportunities within the city and encourage lifelong learning, entrepreneurialism, experimentation and 'citizen science' approaches.

We welcome entrepreneurs to utilise the city's assets, develop creative ideas and implement them to solve our problems, enhance our city and strengthen our competitive advantage.

Cutting edge technologies in flexible work and public spaces accommodate and encourage maximum economic diversity and optimise everyone's opportunities and involvement.

New forms of cooperation evolve in mobility, housing, energy supply, waste management and other fields to facilitate 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
  - » Measure: the number of home-based businesses increases as reported via Census data
- Maximise the value of public buildings, including libraries, to support innovation by creating co-working spaces and technology/prototyping/maker spaces and hubs
  - » Measure: utilisation of Council buildings increases
- Partner to establish an innovator/entrepreneur in residence program that includes local schools and encourages life-long learning across the population
  - » Measure: program participation rates trend upwards
- Partner to develop a centre of excellence in hospice care and dying well[2]
  - » Measure: amount of support attracted is sufficient to establish a centre
- Partner to facilitate the provision of technological infrastructure to support creative and emerging industries, including mobility as a service
  - » Measure: number of 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 of beneficial technologies, including green technologies
- Integrated smart technology supports wellbeing and community connections to eliminate social isolation

---

2040s

- We use digital tools to create transparency, enable direct participation and lead in open government
- 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 innovation methods and processes and build local connections in our community

---

2050s+

- Sustainable and inclusive sea-based infrastructure supports tourism and increased business opportunities
- We are recognised for the built-form of Council-owned buildings, which facilitate adaptive commercial and residential 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 imperatives 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

CITY OF
HOLDFAST BAY

PO Box 19
Brighton, SA 5048

T (08) 8229 9999
F (08) 8298 4561

mail@holdfast.sa.gov.au
holdfast.sa.gov.au
yourholdfast.com