



# **Economic Development Strategy**

2026–29

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# Acknowledgement of Country

The City of Holdfast Bay acknowledges the Kurna People as the traditional owners and custodians of the land. We respect their spiritual relationship with country that has developed over thousands of years and the cultural heritage and beliefs that remain important to the Kurna people today.



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# Message from the Mayor

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Holdfast Bay has long been known as Adelaide's premier coastal destination and a source of local pride for its stunning coastline, vibrant culture, and heritage.

This strategy provides an economic vision that will preserve these qualities and elevate our city to new heights.

Our focus is on fostering sustainable economic growth that provides employment outcomes and benefits our community and visitors alike. Our goal is to continue to create a diverse and robust economy that supports innovation and paves the way for future prosperity.

We have a forward-looking, high-level strategic plan that provides levers for all manner of economic development activities. While economic development sits predominately within the innovation focus area of the strategic plan, *Our Holdfast 2050+*, it is also threaded through the sustainability and wellbeing focus areas to ensure a resilient and connected community.

Small and medium enterprises make up a significant proportion of our business community, with 97% employing less than 20 people with more than half having a turnover of less than \$200,000. By providing them with the necessary resources and support, we can ensure their growth and success into the future. This strategy aims to achieve this through business support and mentoring programs, streamlining interactions with Council, fostering entrepreneurship and innovation, and a commitment to sustainability and community wellbeing.

We recognise the importance of supporting existing businesses, attracting new industries and investment to the city, and enhancing our existing assets to ensure Holdfast Bay remains a vibrant and thriving coastal destination.

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Infrastructure is crucial for economic development, and in 2025 we embarked on a bold vision to transform Jetty Road, Glenelg. This project delivers a modern, safe and vibrant coastal shopping, dining and entertainment precinct, which caters to the needs of the local community and creates our premier tourism precinct now and into the future. The vision encompasses opportunities to improve transport and moveability outcomes, increase accessibility, collaborate on private/public initiatives, and create a more attractive and vibrant destination.

The Economic Development Strategy has been established through community consultation and the input of businesses and key stakeholders across many industry sectors. Regular consultation will occur throughout its life to ensure the relevance of the focus areas and the initiatives developed annually to implement it.

In closing, I am excited about our city's economic growth and stability. I look forward to achieving the goals set out in this strategy and preserving the charm of our premier coastal destination.

**Amanda Wilson**  
Mayor  
City of Holdfast Bay





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# Message from the CEO

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## The City of Holdfast Bay's dedication to cultivating a prosperous economy has been strengthened with the creation of our Economic Development Strategy 2026–2029.

This strategy aligns with the *Our Holdfast 2050+* strategic vision and builds on the previous Economic Activation Plan 2018-23. It is fundamental to our overarching objectives and will be integral to our future direction and achievement.

A notable inclusion of this strategy is its focus on precinct opportunities, including private sector involvement driven by infrastructure investment and the commitment of spaces for the community by local, state, and federal governments.

We acknowledge the considerable potential within our city, notably the Jetty Road precinct, which has already undergone comprehensive master planning. Transforming Jetty Road Glenelg, a \$40 million project, will encompass the breadth of the precinct and is transforming Jetty Road into a vibrant five-star coastal mainstreet for all to enjoy.

Additionally, Somerton Park represents a significant industrial area, allowing us to nurture emerging industries and contribute to community wellbeing by cultivating a lively, dynamic, well-serviced urban environment.

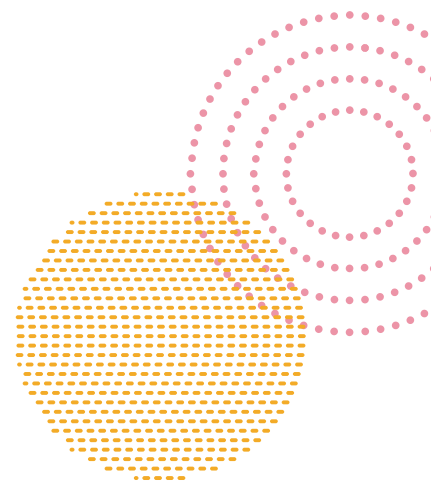
Visitation is a key part of the fabric of Holdfast Bay. In 2025, the South Australian visitor economy grew to reach \$10.02 billion. Visitation to Adelaide accounts for 61% of the overall state visitor expenditure (\$6.06 billion), and regional South Australia receive 39% (\$3.96 billion).

Over the 2024–25 year, overall visitation to Holdfast Bay had increased by 2% to 1.14 million with the visitor economy up 17% to \$384.04 million.

Council continues to develop an environment that supports the future viability of local businesses and creates opportunities to enhance the city's visitor experience and offering through a well-planned city, tourism products and internationally recognised events.

This strategy will succeed through a collaborative approach involving Council, businesses, the community, and key stakeholders.

**Pamela Jackson**  
Chief Executive Officer



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# Executive Summary

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The City of Holdfast Bay Economic Development Strategy 2026–2029 is our key strategic economic document, setting the first four-year action plan within a 10+ year vision for the city.

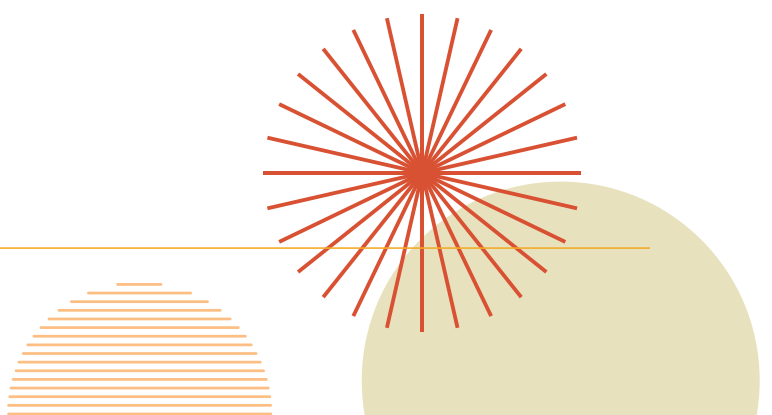
The strategy encapsulates a roadmap that underscores our commitment to fostering robust economic growth, innovation, inclusivity, and sustainable outcomes.

Our focus is on delivering collaborative, well-planned initiatives and forward-thinking policies to enable resilience, equity, and a flourishing future for all.

By fostering a culture of innovation, we stimulate economic growth and pave the way for transformative solutions that address challenges. Our commitment to economic sustainability ensures a resilient foundation for long-term prosperity. Integral to this approach is a focus on the wellbeing of our community.

As a premier coastal destination, the visitor economy is an essential economic driver, providing employment opportunities and fostering the growth of local businesses. The coastal setting attracts visitation, generating a significant source of revenue through accommodation, dining, entertainment, and event activities.

Within Holdfast Bay, real estate is at a premium, attracting investors and driving a flourishing property market. The city's natural coastal appeal and cultural and historical nature are a source of local pride and enhance the overall economic ecosystem. While predominantly residential, the city is supported by vibrant mainstreet retail precincts, commercial centres along the arterial spine, and a thriving light industrial precinct.



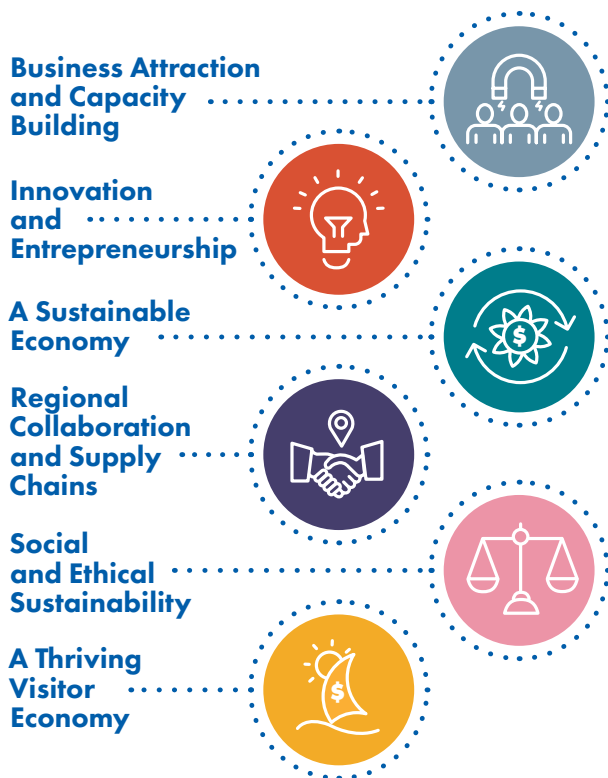


The Economic Development Strategy's three horizons will be aligned with the objectives and aspirations of Council's Strategic Plan, *Our Holdfast 2050+*.

## HORIZON 1 – 2026 TO 2029

The short-term focus is on identifying new opportunities and building resilience, innovation, and adaptability with a supportive Council and an engaged business and community.

The work in Horizon 1 builds on the six economic outcome areas identified in the previous Economic Activation Plan:



Enablers include clear directions, a supportive Council and community, thoughtful leadership, assistance in encouraging and inspiring entrepreneurial businesses, strong regional relationships and collaboration, fostering circularity, social and ethical approaches, and distinctive precincts that are purposeful and connected.

Actions identified for the first four years will be prioritised and implemented annually in line with the four-year cycles of the elected council. Detailed delivery plans for tourism, events, and precincts will also underpin delivery.

### Key actions in Horizon 1 include:

- › Equip businesses with the knowledge and capabilities to weather disruption, navigate change and plan for the unexpected
- › Foster innovation and an environment that supports entrepreneurship
- › Foster a business community that is creating a sustainable economy
- › Work collaboratively across regions for a robust economy
- › Create a business community that is inclusive of all
- › Create plans that will drive a thriving visitor economy while balancing the needs of the local community and visitor expectations.

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# Executive Summary

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## **HORIZON 2 – 2030 TO 2033 the second four years**

Working with stakeholders on a precinct-by-precinct basis, Horizon 2's focus turns to developing connected, resilient and stronger communities, encouraging collaboration within business and commercial precincts, activating the circular economy, and actioning the visitor strategy.

Establishing or supporting hubs that create the conditions that encourage early adoption and experimentation with beneficial technologies including green and smart technology that supports wellbeing and community connections.

An action plan will be developed in 2029 in readiness for the start of Horizon 2 in 2030.

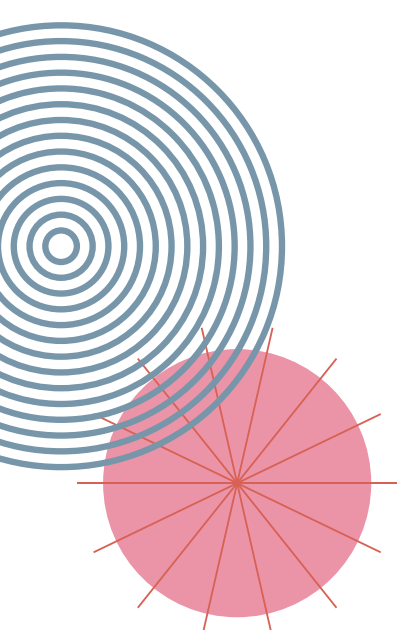
## **HORIZON 3 – 2034+ TO 2050**

At Horizon 3, a clear economic agenda, cohesive precincts, and a vibrant visitor economy attract investment and visitors.

An action plan will be developed in 2033 in readiness for the start of Horizon 3 in 2034.

This strategy aligns with the plans and strategies of national, state and adjacent local governments, all of which recognise the importance of the small business sector and the need to empower local businesses to create jobs, modernise, and build our economy.

It responds to current trends and imperatives, including technological change, climate change, entrepreneurship, and social responsibility, and provides direction on how we can grow in a way that is economically, environmentally, and socially sustainable.





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# What is Economic Development?

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Economic development refers to policies and initiatives aimed at improving the community's economic wellbeing and standard of life.

It encompasses activities that promote growth in employment opportunities, increase income levels, enhance infrastructure, attract investment, and foster innovation and entrepreneurship. Economic development initiatives involve strategic planning, collaboration between public and private sectors, and the implementation of policies that support sustainable economic growth and prosperity.

## Council's Role in Economic Development

Under the Local Government Act 1999, economic development is a discretionary function but one that is built into the fabric of councils' responsibilities. Our Strategic Plan, *Our Holdfast 2050+* reflects this, with economic considerations built into all three focus areas – innovation, wellbeing, and sustainability.

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 the community, businesses, and visitors.

Stakeholder workshops held to inform the draft strategy revealed that businesses most highly value Council's role as a collaborator and coordinator of economic development activities, as well as a provider of services.

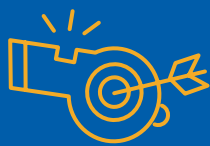
In fulfilling its responsibilities, Council must carefully balance the budgetary implications of managing a premier coastal destination with other community needs.



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# Our Economic Development Record

The City of Holdfast Bay has a strong economic development track record. Of the 53 actions outlined in the previous Economic Activation Plan 2018-23, only four were either incomplete or reimaged.



Fully subsidised business mentoring over subscribed 64+ sessions per year



Shopfront Grant aided \$926k upgrades from \$228k Council contribution



Industrial Precinct economic benefit analysis - export ready businesses



Digital literacy increased from 25% - 75% through training provided



Business Support - leveraged off state and regional programs



Data monitoring - Spendmapp, REMPLAN & CRMS



Over 1000 business listings - Business Directory



Precinct & regional support & collaboration



Tourism Recovery Plan



Covid Recovery Plan

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# Our Vision for Community and Economic Development

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## The *Our Holdfast 2050+* Vision

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

## Our Economic Vision

A thriving, sustainable and resilient economy that supports community wellbeing by nurturing opportunities for lifelong learning, creativity, innovation and entrepreneurialism.

The *Our Holdfast 2050+* strategic plan focuses on three key areas - innovation, sustainability, and wellbeing. It provides a framework for delivering key strategic economic outcomes that will:

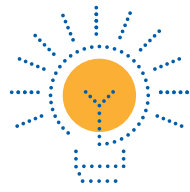
- › Build sustainable economic prosperity
- › Create a thriving business environment
- › Foster entrepreneurialism and employment choice
- › Support and grow a vibrant community
- › Provide an appealing destination for visitors.

In developing and implementing this strategy, we recognise the vital role of business as the key source of investment and provision of employment. Our goal is to support the business sector by fostering a conducive environment in which to maintain and grow resilient and adaptable businesses.

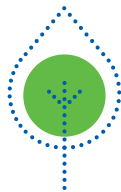
Responsibility for executing this strategy is shared with the community, the business sector, and across the divisions of Council, led by the City of Holdfast Bay business and investment concierge service assisting existing and new businesses to find and meet their business needs.

Recognising that economic conditions may change over the lifespan of this strategy, actions have been identified for the first four years only. Annual prioritisation and implementation of actions will take place in line with the four-year cycle of elected councils.

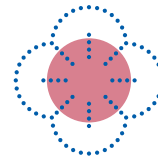
# OUR HOLDFAST 2050+



**Innovation**



**Sustainability**



**Wellbeing**

## ECONOMIC PRINCIPLES

Building sustainable economic prosperity through strategic investment

Create a thriving business environment

Foster entrepreneurialism and employment choice

Support and grow a vibrant community

Provide an appealing destination for visitors

## ECONOMIC DEVELOPMENT STRATEGY

### HORIZON 1 6 STRATEGIES



**Business Attraction and Capacity Building**



**Innovation and Entrepreneurship**



**A Sustainable Economy**



**Regional Collaboration and Supply Chains**



**Social and Ethical Sustainability**



**A Thriving Visitor Economy**

### HORIZON 2

Working with stakeholders precinct by precinct

### HORIZON 3

Clear economic agenda, cohesive precincts vibrant visitor economy

## PROGRAMS

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# Our Vision for Community and Economic Development

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## Three Horizons of the Economic Development Strategy

*Short, medium and long term*

### Horizon 1

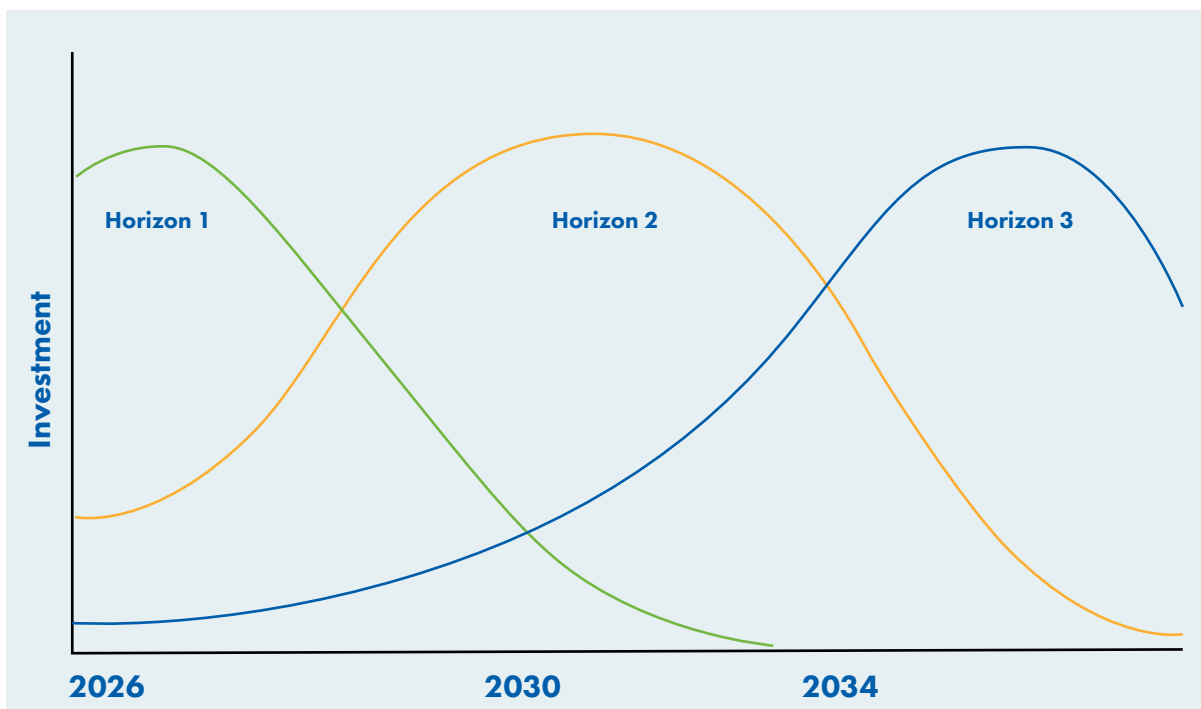
A business and visitor-friendly Council and community are creating new opportunities for resilient, innovative, and adaptive businesses.

### Horizon 2

Distinctive business and commercial precincts create wellbeing in our neighbourhood communities and rich destination experiences for visitors. The circular economy offers new opportunities, and our visitor strategy has been invigorated. Hubs create conditions that encourage experimentation and innovation, and support connections and wellbeing.

### Horizon 3

Capital investment activation, clear directions in planning and business enablement, and new vibrancy attract investment and visitors. Our *Holdfast 2050+* is unlocking inclusive prosperity. Everyone understands the vision and aligns with it.



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## HORIZON 1 – 2026 TO 2029

### A business and visitor-friendly Council and community creating new opportunities for resilient, innovative, and adaptive businesses.

Horizon 1 will be actioned through six objectives and a new model of doing business in Holdfast Bay.

The six objectives build on the work of our previous plan with new achievable directions and a strong theme of resilience.

**Innovation Objective 1.1:**  
Business Attraction and Capacity Building .....



**Innovation Objective 1.2:**  
Innovation and Entrepreneurship .....



**Sustainability Objective 2.1:**  
A Sustainable Economy .....



**Sustainability Objective 2.2:**  
Regional Collaboration and Supply Chains .....



**Wellbeing Objective 3.1:**  
Social and Ethical Sustainability .....



**Wellbeing Objective 3.2:**  
A Thriving Visitor Economy .....



A series of enablers will help to deliver on these outcome areas:

**INVESTMENT:** *Our Holdfast 2050+* provides aspirations for planning and investment in the council area, which informs our economic development principles, priorities, and actions.

**ECOSYSTEM:** We champion an entrepreneurial and innovative ecosystem in which businesses and the community invest their time, money, and talent locally to achieve success and support economic growth.

**CULTURE:** We support sustainable, innovative, and entrepreneurial businesses through thought leadership, community engagement, and a business-friendly council equipped with new skills and capabilities.

**CIRCULAR ECONOMIES:** We reach beyond Council's boundaries to build strong regional relationships and collaborations to develop sustainable value chains, efficiently use infrastructure, and establish successful commercial and industrial precincts.

**DISTINCTIVE PRECINCTS:** We help to establish precincts with purpose and connection, each with its own heartbeat and diverse visitor appeal, to create a compelling case for new investment and business attraction.

Horizon 1 will be actioned through six objectives and a new model of doing business in Holdfast Bay.

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# Our Vision for Community and Economic Development

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## HORIZON 2 – 2030 TO 2033

### Working with stakeholders on a precinct-by-precinct basis

Entering Horizon 2, we will continue to develop the distinctive business and commercial precincts that create wellbeing in our neighbourhood communities and rich destination experiences for visitors.

- › Our work on business resilience and readiness, precinct and infrastructure planning, investment enablement, and bringing precinct business communities together provides a strong foundation.
- › Cohesive diversity attracts investment and visitation.
- › We have created new, intra-precinct opportunities in the circular economy and ramped up our visitor strategy to generate excitement and attention.
- › Hubs provide the opportunities to introduce beneficial technologies that support wellbeing and community connection.
- › Sub-plans and principles for each precinct form the basis of connection, engagement, and bespoke action.
- › We communicate our purpose and what we offer as a community and destination and engage more deeply with the world beyond our border.

## HORIZON 3 (Towards 2050+)

We aspire to be a city facilitated by active transport options and assistive technologies in our public areas while being recognised as the most vibrant arts and culture hub outside of Adelaide's city centre.

### A clear economic agenda, cohesive precincts, and a vibrant visitor economy

At Horizon 3, we are experiencing the positive economic impact of *Our Holdfast 2050+*.

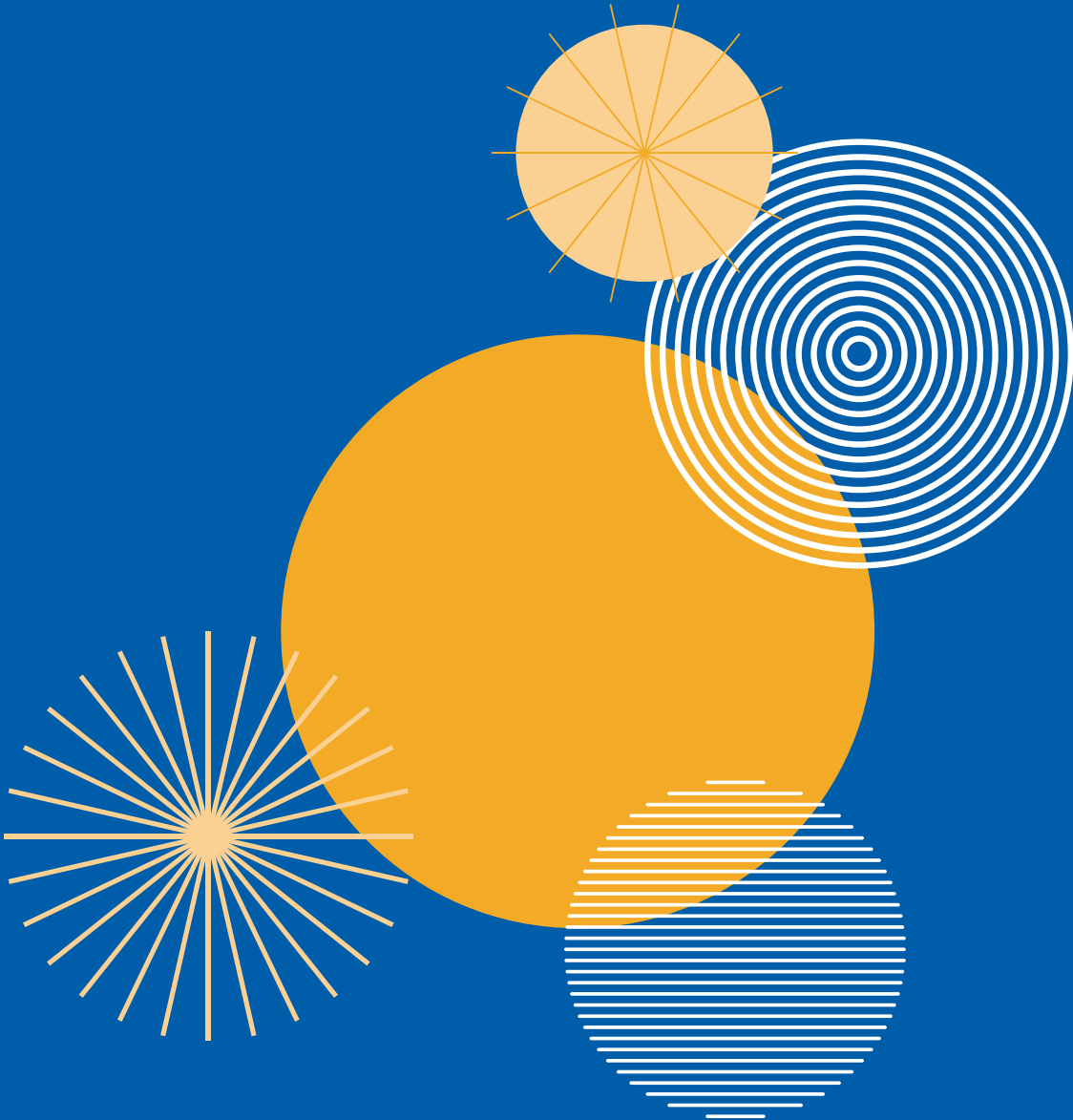
There are clear directions in planning and business enablement that support a vibrant, diverse, inclusive, and connected community that attracts investment and visitors.

Community, businesses, and Council are working cooperatively to sustain environmentally responsible and vibrant precincts that are functionally and physically connected to support a cohesive economy.

As we move into Horizon 3, we will ask ourselves if we are on track to achieve these outcomes and, if not, what needs to be done to get back on track.

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# Economic Development Context



# Our People

**Total population  
(2024)**

**39,308**

52.3% females  
47.7% males  
(ABS 2024:2)



**Most common  
age group**

**60-69yrs**

5,633 people (15%)  
Older population

**Median  
age:**



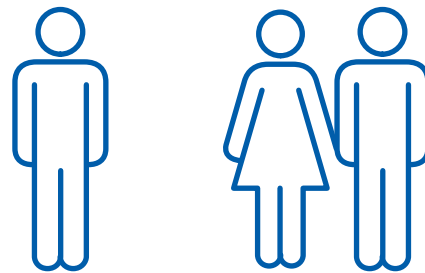
**10,088**

employees that  
live outside  
the City of  
Holdfast Bay

**13,646**

residents  
working outside  
of the City of  
Holdfast Bay

(ABS 2024:2)



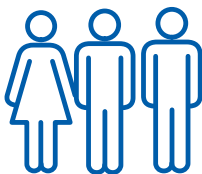
**Around 60%  
of households are lone  
persons or couples  
without children**

## Household types\*



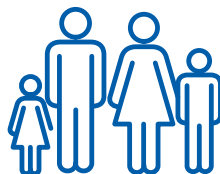
Lone person  
households\*

**34%**



Group  
households\*

**3%**



Family  
households\*

**60%**

## of the 60% Family households\*



Couples  
with children

**37%**



Couples  
without children

**48%**



One parent  
families

**13%**

\*Tables do not equal 100% as not all participants answered this question and there is rounding in final percentages

Source: ABS 2021

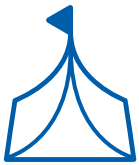
# Our Economy

Holdfast Bay has a strong local economy with one of the lowest unemployment rates, and the highest levels of business growth in metropolitan South Australia.



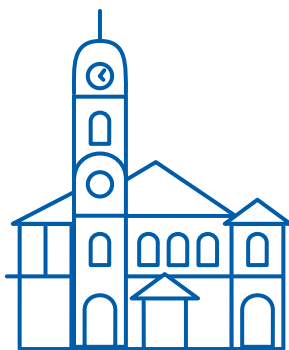
**1,144,000**

people visited  
Holdfast Bay (2024-25)



**580,000+**

people attended  
Holdfast Bay  
hosted events (2024-25)



**69,409**

visitors to the  
Bay Discovery  
Centre

(2024-25)



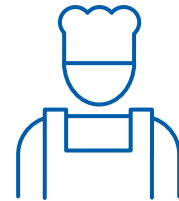
## Most Valuable Industries

### Largest employing sector



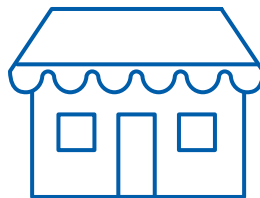
Healthcare and social assistance then accommodation and food services, and retail trade – combined just over 50% of the

**14,340**  
jobs (ABS 2021)



Tourism  
employs

**1,993**  
jobs (ABS 2025)



**19**

businesses were  
allocated shopfront  
grants (2024-25)



**1,000+**

local businesses  
can be found on  
the Holdfast Bay  
Business Directory and  
MyHoldfast App (2025)



**HIGH**

- Average Income
- Education
- Housing Mortgages



**LOW**

Unemployment for those in the workforce, but the age group with the greatest number is not in the labour force.

(ABS 2024)

# Our Place



## First

SA coastal council to recognise a climate emergency in 2019

**9km**

of coastline



**14.6km<sup>2</sup>**

comprises City of Holdfast



**2.5km**

wide

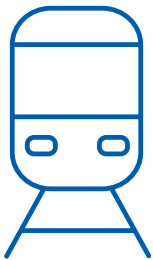


**20**

off-street public car parks

**313km**

of footpaths and shared paths

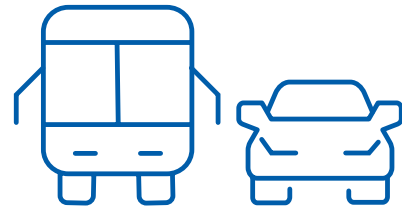
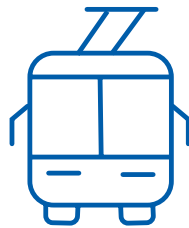


**3**

train stops

**5**

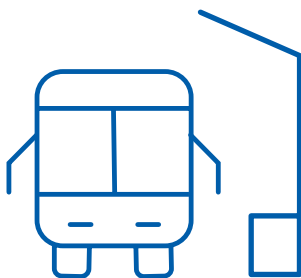
tram stops



### Vehicle usage:

Private car is the most common travel method for journeys to work (80%). Public transport accounts for 8.5% and active travel (walking and cycling) 5%. Others worked from home.

(ABS 2021)



**15**

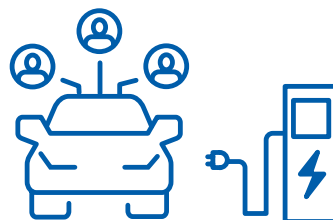
metro bus routes

**200**

bus stops approximately

**4**

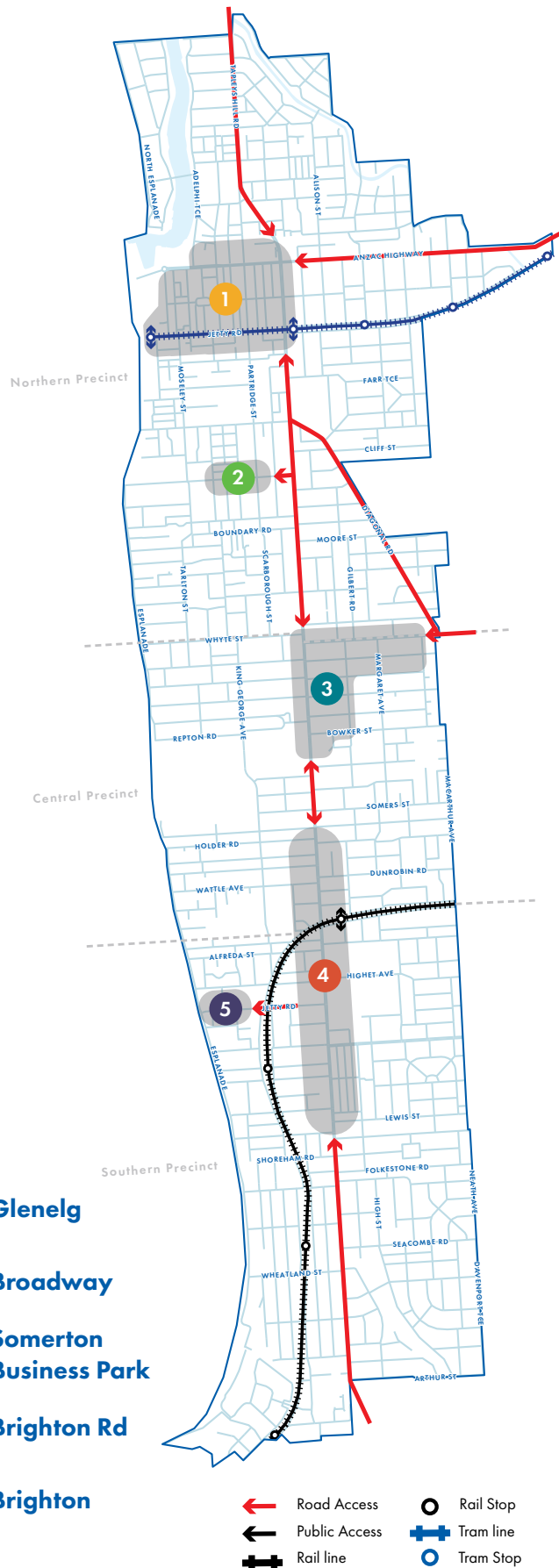
car share locations



**8**

Council hosted electric vehicle chargers

# Our Precincts



Several important precincts, each with a different character, contribute to economic activity in the area.

One light industrial area, two main streets, and several local shopping centres provide thriving local services and entertainment, while the spines through the city (Brighton Road/ Tapleys Hill Road, Anzac Highway) host many other businesses.

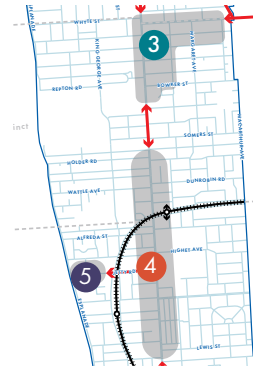
## 1 Jetty Road Glenelg Precinct

More than 300 businesses operate in Jetty Road, Glenelg, which is Holdfast Bay's main retail and hospitality precinct and includes a diverse range of commercial and healthcare businesses. Established under Section 41 of the *Local Government Act 1999*, the Jetty Road Mainstreet Committee advises Council on activities to enhance and promote the precinct.

## 2 Broadway

Often known as Adelaide's best-kept secret, Broadway is a vibrant residential hub that features local hotels, homeware stores, a creative sector, personalised services, and diverse dining options.

# Our Precincts



### 3 Somerton Business Park

The Somerton Park employment zone has been our key light industrial and commercial precinct (including the whole postcode of Somerton Park). The most recent detailed report in 2020 identified that it contains almost 2,300 businesses operating in more than 250 industries, with a comparative advantage in 33 of the 105 industries analysed.

Many industry development and diversification opportunities were apparent, with 259 products identified as having growth opportunities. Of the products apparent, 87 experienced five-year solid growth in global demand and are opportunities for businesses in Somerton Park to begin developing or expanding their export capabilities.

Revisiting the review of the commercial precinct in Somerton Park will help us better understand current local business operations and influences. This will help us devise strategies to support growth in the precinct, which may involve exploring shared/bulk purchasing and export potential.

We will also closely consider the precinct's zoning in light of the most valuable economic activities for that area, and also the impact of zoning changes introduced by the state in 2020. It may be necessary to advocate to State Government for changes to the universal land use policies of the employment zone if we are to protect land and support its use for the most valuable economic activities, particularly those for which there are limited alternative locations.

### 4 Brighton road corridor

The Brighton Road corridor, extending from Glenelg to Seacliff, hosts a diverse array of commercial enterprises tactically clustered in nodes. It is strategically significant and includes three major supermarkets, substantial vehicle sales and service centres, and thriving education precincts.

### 5 Jetty Road Brighton Precinct

A village-style, small-scale local precinct nestled among residences and intersecting with the esplanade, providing a casual but intimate coastal atmosphere. The businesses are predominantly restaurants and cafes, fashion boutiques and homewares stores.

### Other locations showing clusters of business activity

Other areas emerging as concentrated business activity nodes include Seacliff Village, which is poised to emerge as a commercial focal point for the south of the city, servicing the surrounding districts. Seacombe Road exhibits promising signs of an increasing range of services and facilities. Sections of Glenelg North and East show business clustering activity, and Marina Pier at Glenelg offers a premium dining and entertainment experience.

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# Business Context



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# Business Context

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Holdfast Bay businesses are invited to participate in a biennial business confidence survey. Approximately 300 businesses participate in each survey.

## Business Confidence Survey

First initiated in 2015, the survey is a face-to-face and online survey inviting over 8,000 ABN holders including 3,580 active businesses across a range of sectors to contribute their views and experiences. A sample size of 300 is considered statistically valid to measure the data.

In the 2023 iteration, businesses were specifically invited to offer perspectives on the opportunities and challenges pertinent to innovation, wellbeing, and sustainability in our city, with their feedback directly influencing the strategic direction of Holdfast Bay's Economic Development Strategy. The 2025 Business Confidence Survey conducted in October/November 2025 provided a comprehensive snapshot of business conditions.

2025 Research findings included:

- › Overall 2025 business conditions softened compared with 2023.
- › The visitor economy is greatly valued by businesses.
- › There were greater levels of pessimism at all levels of the economy. This is the highest level in eight years of the study.
- › Business concerns include rising costs of doing business, constrained sales and ongoing uncertainty.
- › Finding staff is still difficult for many sectors.
- › The algal bloom has had a material and uneven impact across the business community.
- › The level of satisfaction with Council has declined compared with 2023.

These findings are reviewed and updated with each iteration of the survey and support for business is adjusted according to need.

# City of Holdfast Bay Business Survey Snapshot 2025

## Who was surveyed



**27.5%**  
Retail



**28%**  
Accommodation/  
Food Service



**68%**  
employ 2-19  
people



**65%**  
turnover  
< \$1 million pa



**17.7 yrs**  
average  
time in  
business

## What they told us

**88%**

### Have knowledge of AI

Advanced 20%  
Moderate 35%  
Basic 33%  
No knowledge 12%

**40%**

### Affected by algal bloom event

Pre Dec 2025 losses  
25–50% Decline in foot  
traffic and revenue

Intrastate  
**4.2/5**

Interstate  
**2.9/5**

International  
**2.6/5**

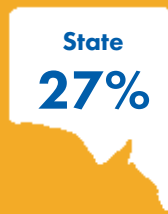
### Importance of visitors to areas has reduced

Eclipsed by cost of living and overheads/wages

## Economy



23% in 2023



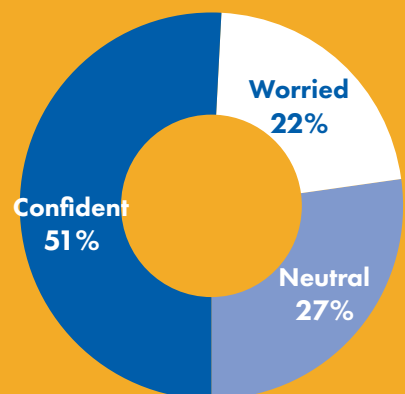
26% in 2023



27% in 2023

**Expected economy to be stronger**

## Local Business Confidence



Confidence is down from 2024

## Business KPIs

Most KPIs for Q4 are expected to fall. This indicates pessimism around costs.

- › Sales/Revenue down (40%)
- › General business conditions down (38%)
- › Profitability down (35%)
- › Investment overall is down
- › All overheads up (61%)

## Prime concerns

- › Cost of overheads
- › Finding staff
- › Cost of rent
- › Economic climate
- › Lack of work/sales

## Barriers to hiring

- › Finding suitable quality staff 45%
- › Finding those who want to work 28%

## Impacts on Profitability

- › Cost of living 41%
- › Cost of labour 39%
- › Cost of rent 35%
- › Lack of sales 33%
- › Weather 27%
- › Local economy 26%

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# Business Context

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## Key Economic Data

Other sources, including ABS census data (and update releases where available) and REMPLAN analysis, provide important insights into the local economy.

### Output

Output for 2024 was estimated at \$3.739 billion and in 2025 was \$3.968 billion. This represents total sales or total income of the council area.

The sectors contributing most to output were: Construction (16.6%), Health care & social assistance (15.6%), Rental, hiring & real estate services (15.3%), and Accommodation & food services (7.7%).

### Tourism Output

Tourism data is an aggregation from a number of industry sectors. In Holdfast Bay tourism output is predominantly driven by accommodation and food services, and accounts for more than 60% of that sector's total output.

While tourism output initially decreased in the COVID pandemic, it has returned to a higher level in 2024 and still remains in the four largest sectors by value.

## Regional Exports and Regional Product

In 2024, regional exports which bring money into local business were estimated at \$1.038 billion. Regional exports were dominated by health care and social assistance, ahead of accommodation and food services, which contracted in response to travel restrictions several years ago, rental, hiring and real estate, and construction.

Gross regional product per worker has increased in Holdfast Bay since 2019 but remains lower than southern and western Adelaide and state figures.

## Businesses

There are over 3,700 actively trading businesses providing 14,340 jobs in Holdfast Bay. Approximately 97% are small businesses employing less than 20 people, with more than half having a turnover of less than \$200,000.

Our city has relatively low economic diversity, with 65% of businesses occupying the following five sectors:

- › Construction
- › Professional, scientific and technical services
- › Rental, hiring and real estate
- › Health care and social assistance
- › Retail trade.

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## Jobs and Employment

In 2024, the sectors with the greatest employment growth since 2016 were health care and social assistance services, and education and training. Employment in administrative and support services and manufacturing contracted.

In 2024 the sectors employing the highest proportion of people were

- › Health care and social assistance services
- › Accommodation and food services
- › Retail trade.

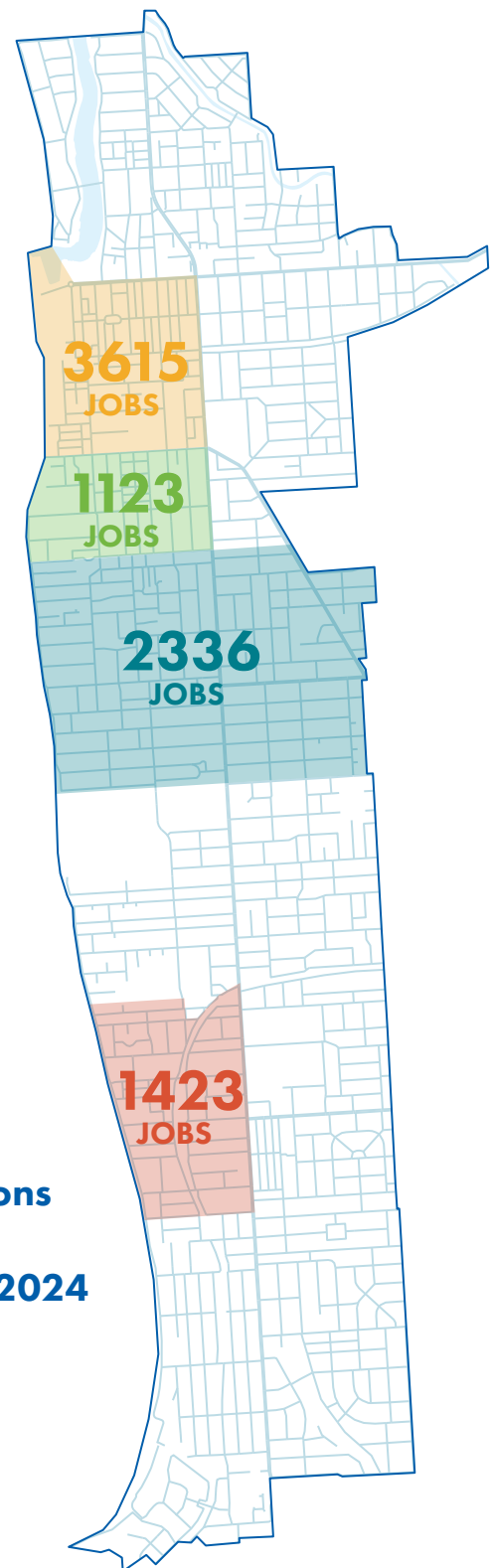
Tourism activity employs just under 2000 people in Holdfast Bay, representing 13.9% of total employment and is the second largest employment sector. By comparison this is more than double the proportions of total jobs for tourism in South Australia and Australia.

Jobs in the main employment destination zones have contracted slightly, possibly reflecting increasing homebased businesses spread throughout the council area.

### Geographic locations of jobs in main destination zones 2024

- 1 Glenelg
- 2 Glenelg South
- 3 Somerton Park
- 4 Brighton

Home-based businesses are also spread throughout the council area.



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# Business Context

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## Spending

In 2025, Total Local Spend (spending locally by residents and visitors) in the City of Holdfast Bay was \$1.394B, a 1.9% increase from the previous year. This increase is modest compared to the 4.9% growth recorded between 2023 and 2024.

Breaking Total Local Spend down, Resident Local Spend grew by \$18.6M (4.17%) from the previous year, indicating that local businesses are continuing to capture a growing share of resident expenditure.

Visitor Local Spend remains the largest single contributor to Total Local Spend, accounting for \$928.4M (66.6%) of the \$1.394B total in 2025. Approximately 89% of visitor spending comes from individuals from other parts of South Australia, with the remaining 11% coming from interstate. In 2025, Glengowrie was the largest source of visitor spending, accounting for 12% of Total Visitor Spend.

Residents direct over 80% of their overall spending to online purchases or businesses located outside the council area.

The nighttime economy (6 pm to 6 am, Monday to Sunday) demonstrated strong growth, increasing 3.7% from 2024 to 2025. By December 2025, nighttime spending accounted for 22% of Total Local Spend. Visitor nighttime spending grew by 3.8%, while resident nighttime spending grew by 2.8%.

The rise of night-time activity as an economic driver is an emerging trend. As urban experiences evolve, there is growing potential for councils to tap into twilight, evening and late-night economies. Programs and initiatives that support this sector can boost local business demand and overall spending.

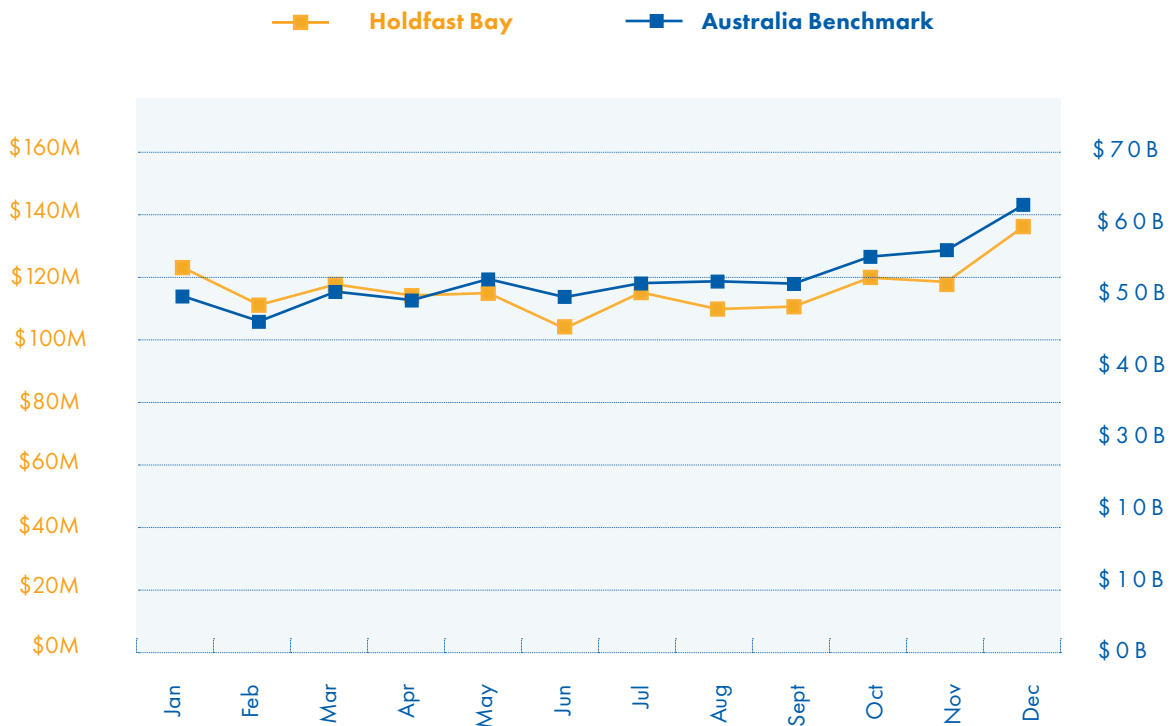


## Comparison with National Performance

Spending analysis for Holdfast Bay shows consistent seasonal patterns. These are also reflected in the national pattern of spending. Total Spend by month shows December emerging as the highest-spending month followed by a slight trough in February and the lowest total spending in June. The holiday season drives economic activity.

To maximise these peaks, targeted campaigns and events during high spending periods can stimulate additional revenue, while initiatives aimed at mitigating troughs- such as off-season promotions – can stabilise cash flow for local businesses.

TOTAL LOCAL SPEND BY MONTH 2025



Source: Spendmapp by Geografia 2026

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# Business Context

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## Business Sector Priorities

Early in the planning cycle for the Economic Development Strategy, workshops were held with precinct trader groups and elected members.

Participants were asked to consider opportunities and challenges through the lenses of innovation, sustainability, and wellbeing—the three focus areas of Council’s Strategic Plan *Our Holdfast 2050+*.

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## We heard – Innovation

### Opportunities

Increased local spend	Support for business to grow and evolve
Attract more visitors	Motivate businesses to change
Upgrade coastal assets	Wider and longer-term vision
Improve accommodation offering	Funding to make change
Improve quality of retail offering	Investment in premises
Encourage diversity of businesses	Affordable space for innovation to occur

### Challenges

Attracting investment, motivation to change	Securing investment, resistance to change, funding, red tape
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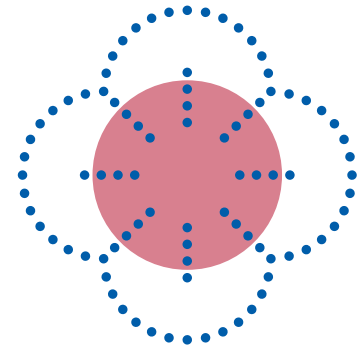
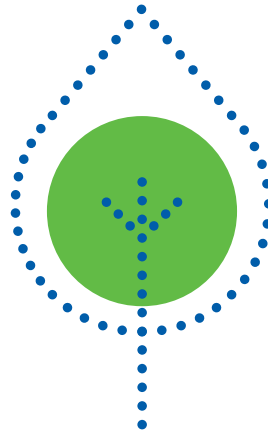
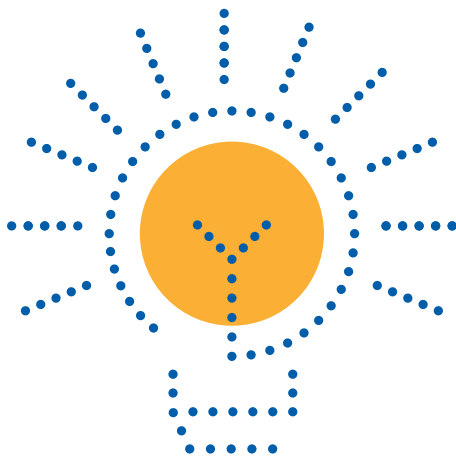
## We heard – Sustainability

### Opportunities

Create better traffic and parking solutions	Clever and efficient waste schemes
Improve public transport	Circular economy – reuse, innovation, waste
Faster more direct links with airport	Community wide initiatives and targets – e.g. Plastic free
Reduce traffic on Brighton Road	Business hard waste collection
Increase alternative transport services – e.g. Bike/car share, EV charging, legalised scooter use	Shared schemes that reduce business costs – waste, power, adaptive resourcing

### Challenges

Lack of precinct parking, dislike of paid parking, airport transit	Encouraging environmental responsibility, associated costs, motivation
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## We heard – Wellbeing

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### Opportunities

Reinforce the coastal location benefits

Create and build connections through groups with different ideas and skills

Better gathering spaces

Improve engagement with youth

Foreshore redevelopment

Wellbeing groups for ageing population

Local precinct outdoor upgrades (Jetty Road Glenelg & Brighton) – lighting, signage, wider footpaths for access

Virtual library and services

Local precinct promotion

Mental health and behaviour support programs

Safe precincts

### Challenges

Keep locals spending in area, maintain attractive places, funding

Opposition to change, ageing population, mental health, retaining youth

This initial engagement identified opportunities that will continue to be pursued through several different plans of actions. These include supporting businesses to grow and evolve with diversity and resilience, improvements to waste management in conjunction with circular economy, investing in assets that support both local community and visitors and make Holdfast Bay an attractive destination with accessible, well serviced business and tourism precincts in which people feel safe.

# Key Roles for Council ranked in order of importance

## The Role of Council in Economic Development

Participants were asked to identify three economic development-related roles they considered most important for Council.

Trader group participants ranked collaborating, coordinating, and providing services as the most critical roles, and managing and leading as the least important. They also noted the importance of building and maintaining an attractive environment to support businesses' innovation and success.

Similar results were generated through the Business Confidence Survey, which identified collaboration and service provision as key roles for Council.

1



### 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.



### Providing Services

We provide a wide range of services, including waste collection, business and community programs, libraries, events and visitor services such as the Bay Discovery Centre.

2



### Building

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

3



### 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.

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# Business Context

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## Business Trends

Ways of doing business continue to evolve. Generational change will see some local businesses change ownership, with succession planning presenting a challenge for family-owned operations.

The role of bricks-and-mortar premises is tapering, with large-footprint buildings such as banks likely to be re-purposed.

More people are working from home and in co-working facilities, meaning that everyday activity and spending are being redistributed across the suburbs, prompting the return of local convenience stores and cafes. The COVID era also caused many people to reconsider their work-life balance, making 20-minute cities like Adelaide more desirable places to live and work.

The growth of the gig or sharing economy has redefined employment and created a new on-demand workforce. A range of apps and e-commerce platforms now enable people to perform one-time or short-term contract jobs.

The digitisation of manufacturing industry technologies and processes is changing how goods are produced using smart machines. As we move towards a predicted fifth industrial revolution, we will see greater collaboration between humans and machines through cyber-physical systems and technologies.

Integrating Artificial Intelligence (AI) into business processes can drive productivity gains, streamline decision-making, and enable data driven insights that improve efficiency and customer engagement.

For economic development, while recognising that there are still some challenges with the technology and how it is used, this shift presents significant opportunities, transforming the way businesses operate, innovate and compete.

Alongside these technological changes, there has been an increasing emphasis on sustainability, social and ethical considerations, local sourcing, and entrepreneurship.

Cultural enhancement is a growing focus along with focusing on wellbeing and locating people at the centre of considerations.

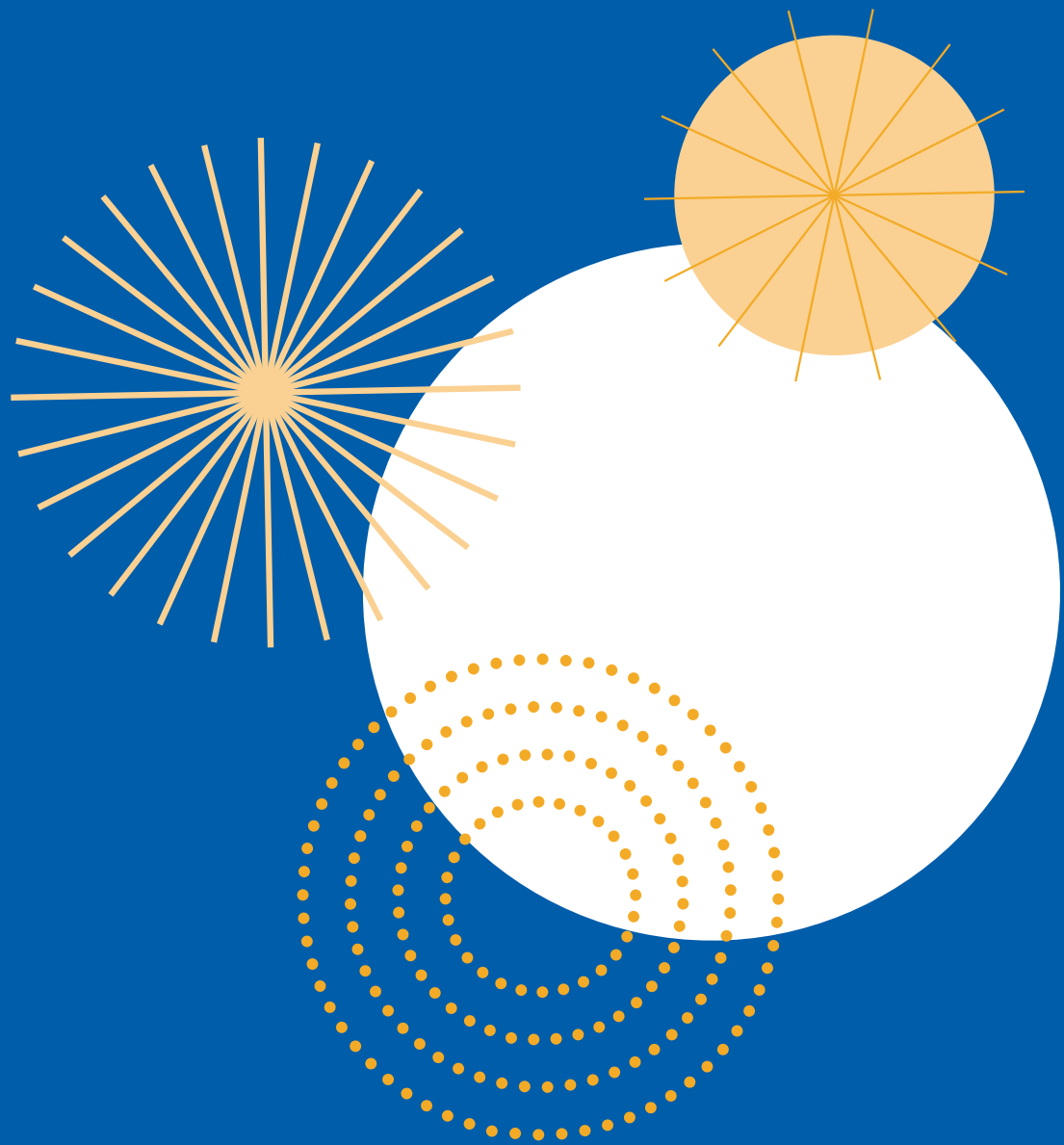
Carbon neutrality and waste reduction through the circular economy are realities. Social entrepreneurship has grown, while venture capital investment has become more difficult to obtain.

People increasingly value experiences such as events, installations, natural environments, and great places.

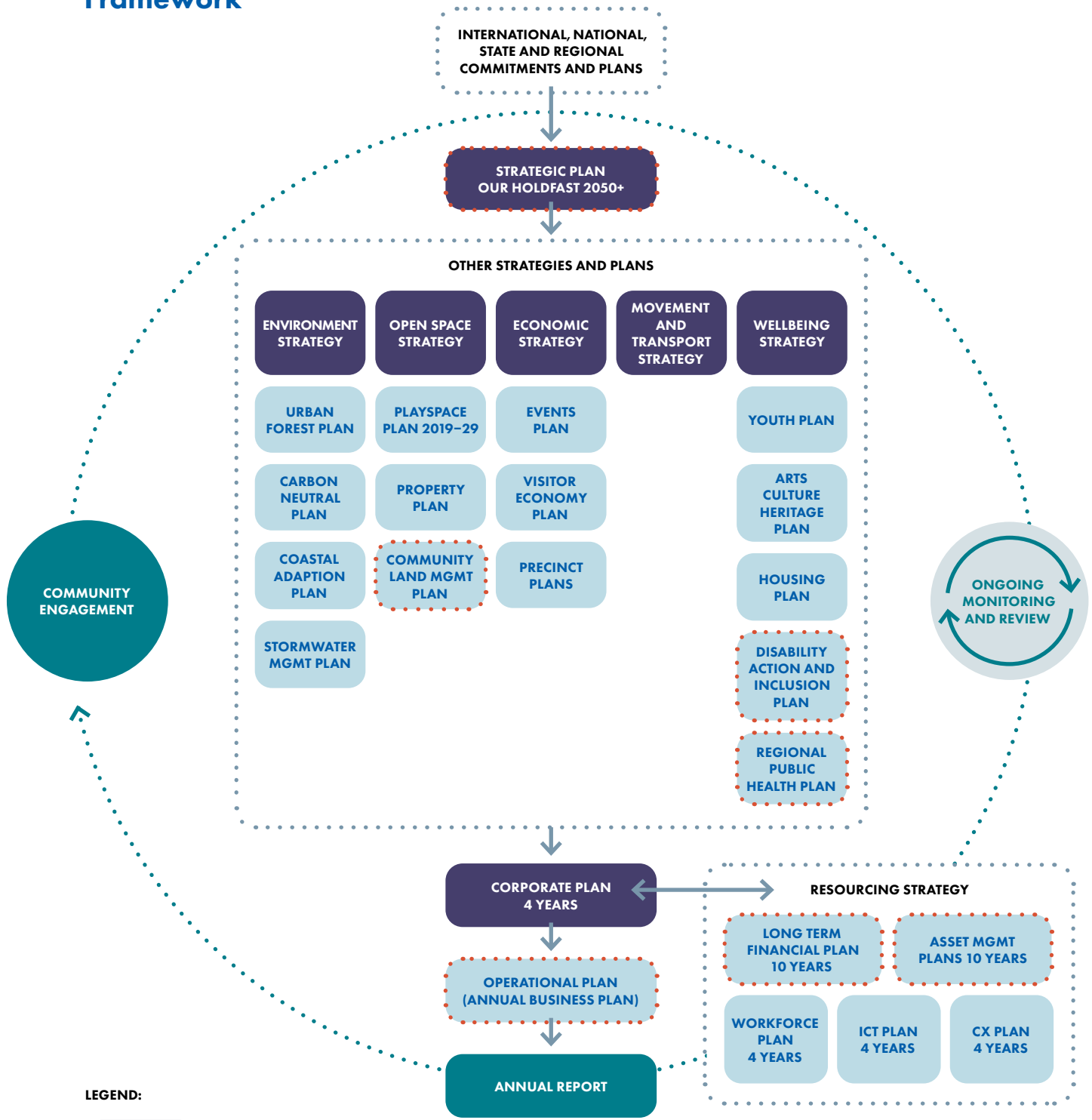
The term VUCA (volatility, uncertainty, complexity and ambiguity) is now commonly used to describe the business environment, with economic shocks occurring more frequently than ever. This highlights the importance of moving toward sustainable, human-centric, and resilient systems that balance economic advancement with resolving societal issues.

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# Council Context



# Strategic Planning Framework



- LEGEND:**
- STRATEGY
  - PLAN
  - STATUTORY DOCUMENT

## How We Plan for Economic Development

Under the Local Government Act 1999, Councils are required to have strategic management plans that set out what they intend to achieve and describe how their objectives align with relevant national, state, and regional plans and policies.

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# Council Context

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The City of Holdfast Bay's Economic Development Strategy is one of five key strategies that describe how the objectives of the Strategic Plan - Our Holdfast 2050+ will be achieved.

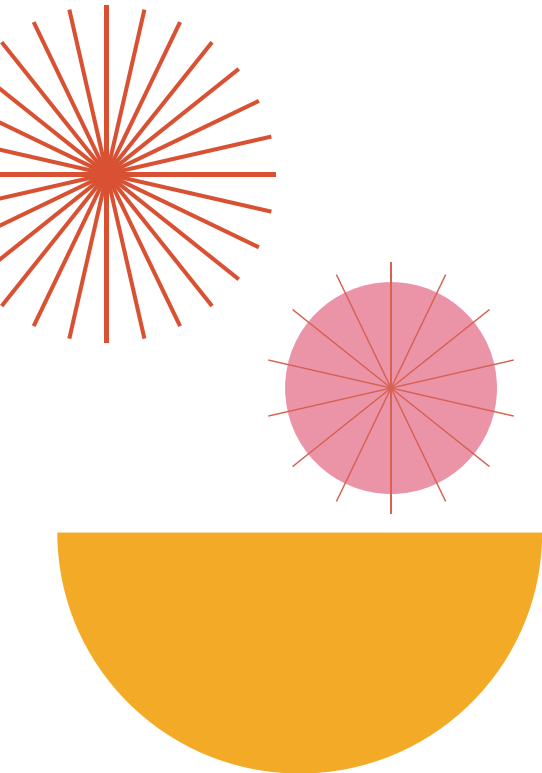
The Economic Development Strategy provides direction for supporting action plans, which will be reviewed and replaced on a rolling basis to align with the economic directions of this overarching strategy, including:

- › Tourism Plan
- › Event Plan
- › Arts Culture Heritage Strategy
- › Jetty Road Glenelg Precinct Plan.

Importantly, our Economic Development Strategy also aligns with other government plans to enable coordinated effort and funding.

These include:

- › Australian Government Budget Papers
- › South Australian Economic Statement
- › SA Small and Family Business Strategy
- › Greater Adelaide Regional Plan
- › Building Western Adelaide Strategic Plan
- › Western Adelaide Tourism Action Plan.





Locations to access these documents provided in the Reference section.

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# Council Context

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Council aims to cover all costs associated with its services, including infrastructure and asset depreciation, ensuring fair distribution of expenses among current and future users.

## How We Fund Economic Development

This approach allows for the planned provision of services and infrastructure, maintaining stable and predictable rates in the medium term.

Council revenue is generated primarily from rates, along with other sources. Expenditure is prioritised annually based on strategies, plans, and community needs.

## Differential Rating of Industrial, Commercial, and Vacant Property

Industrial, commercial and vacant property is rated slightly differently from residential land.

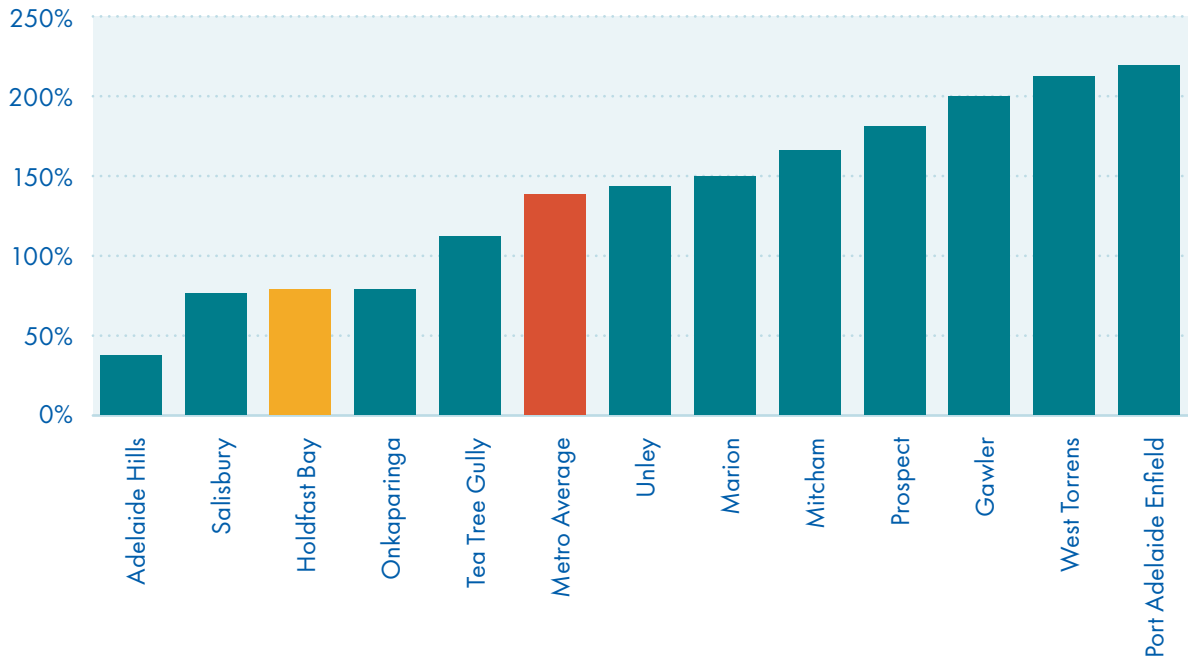
A higher rate is applied to commercial and industrial properties based on the principle that industrial and commercial properties place a greater burden on infrastructure and achieve direct benefits from council parking and health regulations, events, tourism etc. For vacant land, the differential rate is intended to incentivise owners to develop their property.

Council in 2025–26 applied a rate premium of 67.3% above the residential rate for industrial, commercial, and vacant properties, equating to 12% (\$5.8 million) of total rate revenue.

The differential rate premium of 63.6% applied by the City of Holdfast Bay in 2024–25 compares favourably with the 2024–25 metropolitan average of 111% shown in the following graph.

As part of this strategy, Council will seek to increase business and community understanding of differential rating and undertake a review to determine future rate structures, aiming to strike a balance that provides clearly identifiable benefits to businesses and the community. This will include consideration of the role and contribution from other forms of new and emerging business including those powered by digital platforms in a sharing economy.

**2024–25 METROPOLITAN DIFFERENTIAL RATE PREMIUM COMPARISON  
(APPLIED TO COMMERCIAL & VACANT LAND)**



**Separate Rate**

Established in 1994 under section 41 of the Local Government Act 1999, the Jetty Road Mainstreet Committee (JRMC) advises Council on strategies to promote the precinct as a vibrant shopping, leisure and recreational area and attract further investment. To fund marketing and other activities for the precinct, traders in the defined precinct area pay a separate rate.

The Patawalonga Marina Separate Rate is applied to properties in the basin of the Patawalonga with marina berths to fund ongoing maintenance of the Patawalonga lock.

**Grants**

Grant funding is obtained from various sources, including state and federal programs that provide funding to support the needs of the business community.

Council also provides grants for a range of activities to support economic development.

**Events**

Similarly, Council both receives and provides funds for events that help draw people to the area.

Events run by external organisations for commercial purposes are charged a fee to ensure the impacted environs are appropriately managed during and after the event. At the same time, Council provides sponsorship and in-kind support for local events and stages several major events, often in partnership with the JRMC.

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# Council Context

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## Our Infrastructure and Capital Projects

Creating and maintaining the built environment is essential to economic development, supporting various facets of a thriving economy. Well-maintained infrastructure, including roads, facilities, and public spaces, enhances transportation and logistics efficiency and attracts businesses and investors seeking reliable operational environments. Aesthetically pleasing and functional urban and natural landscapes contribute to a favourable business climate, encouraging consumer spending and tourism. By ensuring the durability and functionality of the built environment, Council helps to sustain long-term economic growth, foster innovation, and improve overall quality of life for residents and businesses alike. Over the past ten years, Council has invested in significant upgrades at locations including Coast Park, Brighton Oval, Glenelg Oval, Kauri Sports and Community Centre, Chapel Plaza, and Bouchee Walk to provide modern community, recreation, and entertainment facilities. During the lifetime of this strategy, we expect that approximately two-thirds of the Council's capital budget will continue to be needed for the renewal of core business assets like stormwater infrastructure upgrades, irrigation of reserves, street light conversion, and various technology projects to improve efficiency. The remaining third will allow Council to deliver new capital projects, including the upgrade of Jetty Road, Glenelg, which is a cornerstone of this strategy.

## Transforming Jetty Road

The Transforming Jetty Road project aims to capitalise on community and business opportunities originally identified through community engagement in 2017 and subsequently supported by spending analysis and business sentiment studies. Completed in 2021, phase one of the project involved upgrades at Chapel Plaza and Bouchee Walk, setting the stage for the comprehensive redevelopment of Jetty Road Glenelg from 2024 to 2026. This transformation is modernising the one-kilometre precinct into a vibrant, world-class destination, benefiting residents, local businesses, tourists, and the broader Adelaide region. With a \$40 million budget spread over two years, including \$10 million from the Federal Government, the project aims to maintain Holdfast Bay's appeal as a desirable place to live, work, and visit. The upgrade presents an opportunity to enhance night time activities throughout the precinct and extend activity into the side streets for people-focused activity.



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## Summary

In summary, the challenge for businesses in the City of Holdfast Bay is how to maintain growth or develop new ideas that are both economically and environmentally sustainable, respect people, and provide employment and opportunity.

The next four years will be a time for re-examining and delivering tangible actions to help businesses build resilience and become more adaptive.

Initial engagement with local business identified opportunities that will continue to be pursued through several different plans of action. These include supporting business to grow and evolve with diversity and resilience, investing in assets that support tourism and make Holdfast Bay an attractive destination with accessible, well serviced business and tourism precincts in which people feel safe, and collaborating and coordinating with business to achieve operating conditions for success. Waste management will continue to demand increasingly creative and collaborative solutions, that will require a long-term approach to reducing waste from all parts of the supply chain and repurposing remaining waste streams.

A review of the commercial precinct in Somerton Park will help us better understand local business operations and influences. This will help us devise strategies to support growth in the precinct, which may involve exploring shared/bulk purchasing and export potential. This can include closely examining the precinct's zoning to determine the most valuable economic activities for that area.

The renovation of the public realm at Jetty Road, Glenelg, may create the conditions to explore new opportunities. This could involve utilising side streets for people-centric opportunities, and boosting the 24 hour economy, increasing activity to lessen the seasonal impact on spending and visitation.

Detailed plans will be developed for specific activities, including tourism, events and precinct activations. The plans will lay out actionable steps that can be taken within Council's financial constraints over the life of the strategy, to make meaningful contributions toward specified goals or improvements, including:

- › Addressing a loss of vibrancy in some locations.
- › Attracting and equipping businesses to meet future challenges.
- › Strengthening economic diversity and resilience.
- › Improving economic and environmental sustainability.
- › Adopting a collaborative regional approach to achieve shared outcomes.
- › Recognising reliance on visitors for economic activity and smoothing the peaks and troughs of activity.

# Council Context

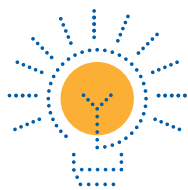
## Delivering Our Strategic Priorities and Outcomes

The following tables set out the activities/ actions that Council will take during Horizon 1 of this strategy (2026–29).

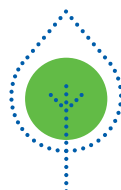
Activities have been grouped into six objectives that build on the work of our previous plan with new achievable directions and a strong theme of resilience.

The community, the business sector, and Council share responsibility for executing this strategy, and it will require investment through the council's annual budget process for the life of the strategy. Delivery of the activities will be prioritised annually and alternative sources of funding sought as required.

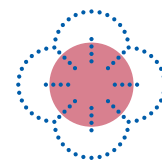
Activities will be monitored, and outcomes will be measured throughout the life of this strategy and adjusted in response to changing conditions.



### 1. Innovation



### 2. Sustainability



### 3. Wellbeing



**1.1**  
Business  
Attraction  
and Capacity  
Building



**1.2**  
Innovation  
and  
Entrepreneurship



**2.1**  
Creating a  
Sustainable  
Economy



**2.2**  
Regional  
Collaboration  
Supply  
Chains



**3.1**  
Social  
and Ethical  
Sustainability



**3.2**  
A Thriving  
Visitor  
Economy

# 1. Innovation

## Objective 1.1 Business Attraction and Capacity Building

A city that attracts and equips local businesses with the knowledge and capacity to achieve business sustainability, manage business expansion, navigate business growth, and leverage potential export prospects.

Activity	Program	Measure	Role of Council	25/26	26/27	27/28	28/29
1.1.1 Identify business training needs and leverage training providers and grants	Business training	Business Confidence survey benchmarking	Coordinating	○	☺	☺	☺
1.1.2 Collaborate with education and training providers to foster skills linkages and longer-term adaptive thinking	Skills for business	Engage with training/education providers and Flinders University annually linking business to education providers	Collaborating	○	☺	☺	☺
1.1.3 Provide business programs that support First Nations, non-English speaking and marginalised communities	Business training	Joint project initiatives identified	Educating	○	☺	☺	☺
1.1.4 Review the differential rate, and increase awareness of the benefits and purpose	Resourcing Community needs	Review conducted and communicated	Servicing	○			
1.1.5 Liaise with other spheres of government and the public sector to foster resilience	Planning for future resilience	Joint project initiatives identified	Coordinating	○	☺	☺	☺
1.1.6 Provide access to data that supports business investment and attraction to the city	Supporting business growth and development	Access to data through Council website and business concierge service	Educating	○	☺	☺	☺
1.1.7 Encourage precinct groups to establish and identify ways to promote and expand their potential	Supporting business growth and development	Business Confidence Survey satisfaction	Coordinating		○	☺	☺

○ Commence  
☺ Continue

# Council Context

## 1. Innovation

### Objective 1.2 Innovation and Entrepreneurship

A city that welcomes and fosters creativity and innovation to enhance our competitive advantage and strengthen our diversity and resilience.

Activity	Program	Measure	Role of Council	25/26	26/27	27/28	28/29
1.2.1 Support business in Jetty Road Glenelg to grow and evolve through the Transforming Jetty Road Project	Supporting business growth and development	Number of interactions with businesses during project  Business Confidence Survey satisfaction	Providing services Coordinating Collaborating	○	◡	◡	◡
1. 2.2 Advocate for the protection and enhancement of Somerton Park employment/light industry area by strengthening the zoning policy	Supporting business growth and development	Contacts with state planning	Advocating	○	◡		
1. 2.3 Identify private and public partnership opportunities to foster or establish collaborative business spaces	Supporting business growth and development	Number of independent co-working/business hubs scoped	Coordinating		○	◡	
1. 2.4 Foster creative business models - explore a spoke and hub model linked to Tonsley and Lot Fourteen	Supporting business growth and development	Number of businesses referred to initiatives with Flinders University and other innovation precincts	Collaborating			○	
1. 2.5 Foster innovation in the health care, accommodation, and hospitality sectors	Supporting business growth and development	Number of businesses referred to initiatives with Universities and other innovation precincts	Collaborating			○	◡

○ Commence  
◡ Continue

## 2. Sustainability

### Objective 2.1 Creating a Sustainable Economy

A city that preserves resources and minimises our individual and collective environmental footprint.

Activity	Program	Measure	Role of Council	25/26	26/27	27/28	28/29
2.1.1 Create a forum of local business advocates to examine sustainable and shared waste schemes	Increase business collaboration	Number of participants and suburbs represented	Coordinating		○	○	
2.1.2 Identify education opportunities for businesses to improve continuity and resilience against business disruption and seasonal downturn, and to grow a night-time economy	Planning for future resilience	Number of learning opportunities shared with local business-Business Confidence Survey benchmarking	Educating Collaborating	○	○	○	○
2.1.3 Foster an alumni of sustainable business champions for the city	Supporting business growth and development	Number of champions and case studies promoted	Coordinating	○	○	○	○
2.1.4 Investigate the issues and options for alternative business waste disposal schemes	Supporting business growth and development	Number of initiatives implemented and measurement of reduced waste streams	Collaborating Educating		○	○	
2.1.5 Identify and encourage bulk purchase of collective resources	Increase business collaboration	Number of hospitality and grocery stores participating	Coordinating Collaborating		○	○	○
2.1.6 Explore integrated approaches to sustainable and smart transport for visitation and business logistics	Planning for future resilience	Number of initiatives identified/car share, EV, and public transport utilisation	Collaborating Coordinating			○	○

○ Commence  
○ Continue

# Council Context

## 2. Sustainability

### Objective 2.2 Regional Collaboration and Supply Chains

A city that incorporates collaborative regional approaches where shared outcomes can be achieved for a cohesive and robust economy.

Activity	Program	Measure	Role of Council	25/26	26/27	27/28	28/29
2.2.1 Partner with State Government on Brighton Road corridor improvements that sustain business and enable growth opportunities	Supporting business growth and development	Identify the locations most suitable for traffic calming and increased pedestrian and business activity during placemaking activities	Collaborating Advocating		○	◡	
2.2.2 Review the 2020 Somerton Park Economic Activation Plan, identify regional supply chains and improve export opportunities	Supporting business growth and development	Complete review with key stakeholders	Educating	○	◡	◡	
2.2.3 Ongoing support of the Building Western Adelaide Economic Strategic Alliance and associated shared initiatives	Increase business collaboration	Contribute to review of Building Western Adelaide Alliance	Collaborating	○	◡	◡	◡
2.2.4 Continue the jointly funded Southern Business Mentoring Program and State Government business programs	Business training	Number of businesses participating  Business Confidence Survey satisfaction	Coordinating Collaborating	○	◡	◡	◡
2.2.5 Foster collaborative programs with the Adelaide Economic Development Agency and Regional Development Australia (Adelaide)	Increase business collaboration	Number of joint initiatives	Coordinating Collaborating		○	◡	◡

○ Commence  
◡ Continue

## 3. Wellbeing

### Objective 3.1 Social and Ethical Sustainability

A city that celebrates creativity and supports and fosters businesses in their endeavours to be more environmentally and socially responsible citizens.

Activity	Program	Measure	Role of Council	25/26	26/27	27/28	28/29
3.1.1 Deliver networking, education and case studies on social and ethical practices	Planning for future resilience	Ethical and social practices content is embedded in business training programs  Business Confidence Survey	Educating Advocating		○	◡	◡
3.1.2 Integrate events that cater for diverse communities and workforce requirements	Skills for business	Diversity embedded in business development activities  Business Confidence Survey satisfaction	Leading	○	◡	◡	◡
3.1.3 Identify local business workforce gaps and skills shortages and link with workforce development programs	Supporting business growth and development	Number of programs accessed	Coordinating	○	◡	◡	◡
3.1.4 Showcase local businesses that are demonstrating best practice in ethical procurement	Planning for future resilience	Feature two businesses per edition of Business e-news	Educating	○	◡	◡	◡
3.1.5 Integrate best practice accessibility standards into business training	Business training	Number of joint initiatives	Educating		○	◡	◡

○ Commence  
◡ Continue

# Council Context

## 3. Wellbeing

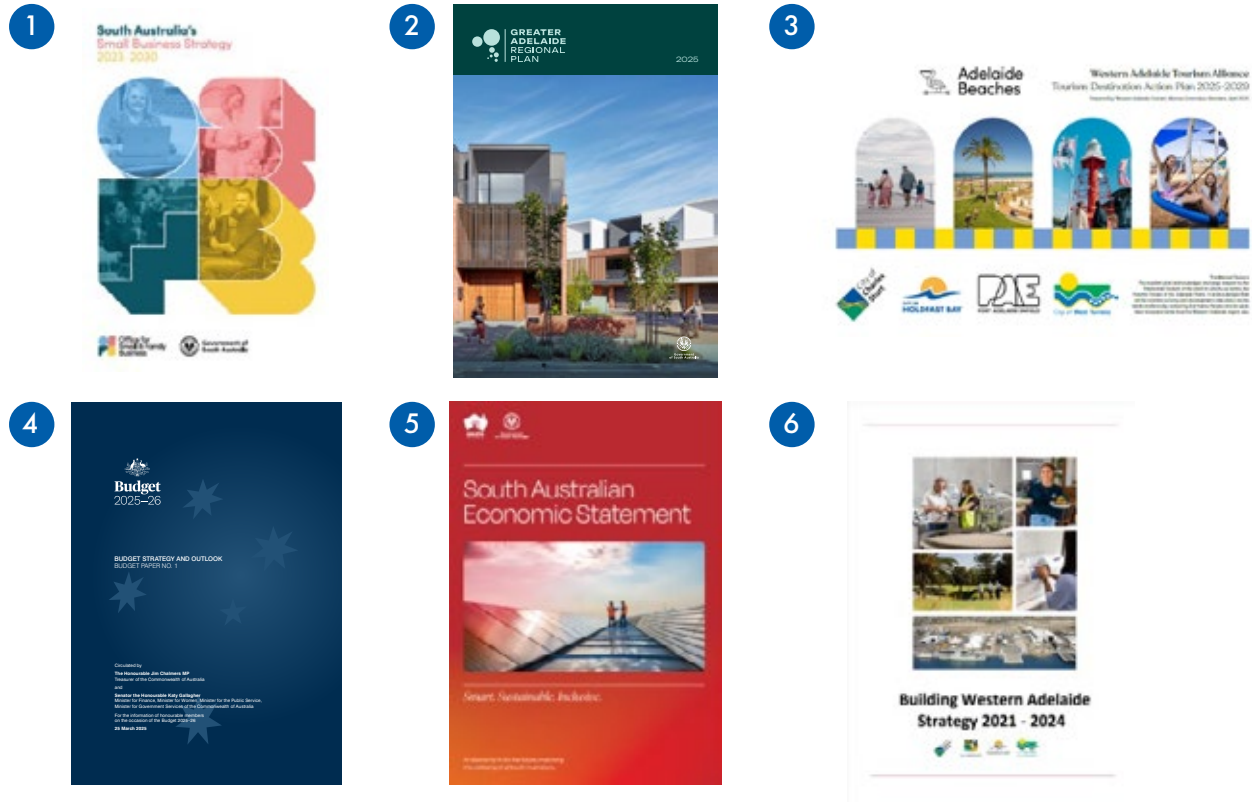
### Objective 3.2 Thriving Visitor Economy

A city that provides a balance between the needs of the local community and visitor expectations through sustainable tourism and protection of amenity and the natural environment.

Activity	Program	Measure	Role of Council	25/26	26/27	27/28	28/29
3.2.1 Maintain Holdfast Bay as Adelaide's premier coastal destination	Promote the City and drive demand and business activity	Quality of Life Survey, Business Confidence Survey, Spendmapp data, Tourism data  Event, visitor surveys	Coordinating Leading	☺	☺	☺	☺
3.2.2 Develop a Holdfast Bay Tourism Plan 2026-30	Promote the City and drive demand and business activity	Tourism Plan adopted	Collaborating Coordinating	○	☺		
3.2.3 Promote and build Holdfast Bay tourism via Adelaide Beaches	Promote the City and drive demand and business activity	Spendmapp data Number of visits to the Adelaide Beaches website increasing year-on-year	Advocating	☺	☺	☺	☺
3.2.4 Develop a Holdfast Bay Events Plan 2026-30	Promote the City and drive demand and business activity	Events Plan adopted	Coordinating Providing services	○	☺		
3.2.5 Develop a Jetty Road Glenelg Destination Precinct Plan	Promote the City and drive demand and business activity	Glenelg precinct plan adopted by Council and Jetty Road Mainstreet Committee	Coordinating Providing services		○	☺	
3.2.6 Advocate for a western Adelaide city/airport/Holdfast Bay tourism transport network	Promote the City and drive demand and business activity	Supporting the establishment of a tourism route	Advocating Collaborating Coordinating		○	☺	☺
3.2.7 Support the 24-hour economy (night time economy) through policy development	Supporting business growth and development	Spendmapp data- Night time expenditure increases, Business Confidence Survey, Quality of Life Survey	Advocating Collaborating Coordinating	○	☺		

○ Commence  
☺ Continue

# References



## 1. SA Small and Family Business Strategy

<https://business.sa.gov.au/about/strategy>

## 2. Greater Adelaide Regional Plan

[https://plan.sa.gov.au/resources/planning/regional\\_plans/greater-adelaide-regional-plan](https://plan.sa.gov.au/resources/planning/regional_plans/greater-adelaide-regional-plan)

## 3. Western Adelaide Strategic Plan

<https://www.holdfast.sa.gov.au/business/business-connect>

## 4. Australian Government Budget Papers

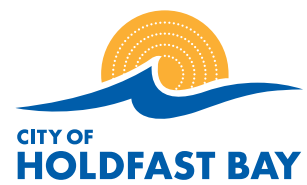
<https://budget.gov.au/content/bp1/index.htm>

## 5. South Australian Economic Statement

<https://www.premier.sa.gov.au/south-australian-economic-statement>

## 6. Building Western Adelaide Strategy

<https://www.charlessturt.sa.gov.au/business/invest-in-the-west/building-western-adelaide>



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