



OUR PLACE 2030

STRATEGIC PLAN

OUR PLACE 2030



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Welcome
Place—a place
steeped in
focussed c



A MESSAGE FROM THE CEO

to Our
place that's
in history, and
on the future.

Welcome to Our Place—a place that's steeped in history, and focussed on the future. A place that's invested in enhancing quality of life for its residents, and quality of experience for its many visitors. A place that inspires rest and relaxation, and industry and innovation.

This updated edition of the *Our Place Strategic Plan* paves a path to 2030. *Our Place 2030* refreshes our vision for Holdfast Bay, sets our medium-term priorities and charts our specific goals and targets.

Outlining our commitments for services, activities and strategic initiatives, it provides the central reference point that shapes our decision making and development as we identify opportunities, consider new initiatives and respond to emerging challenges.

Like our previous strategic plan, *Our Place 2012–2015*, which resulted from community consultation undertaken in 2011, *Our Place 2030* is based on conversations between Council and community during our 2016 'Say September' campaign.

This is our collective wish list for everyone who lives, works and plays in Holdfast Bay—so we thank you for being part of the plan. Welcome to the future, and enjoy the health and prosperity that *Our Place 2030* envisages.

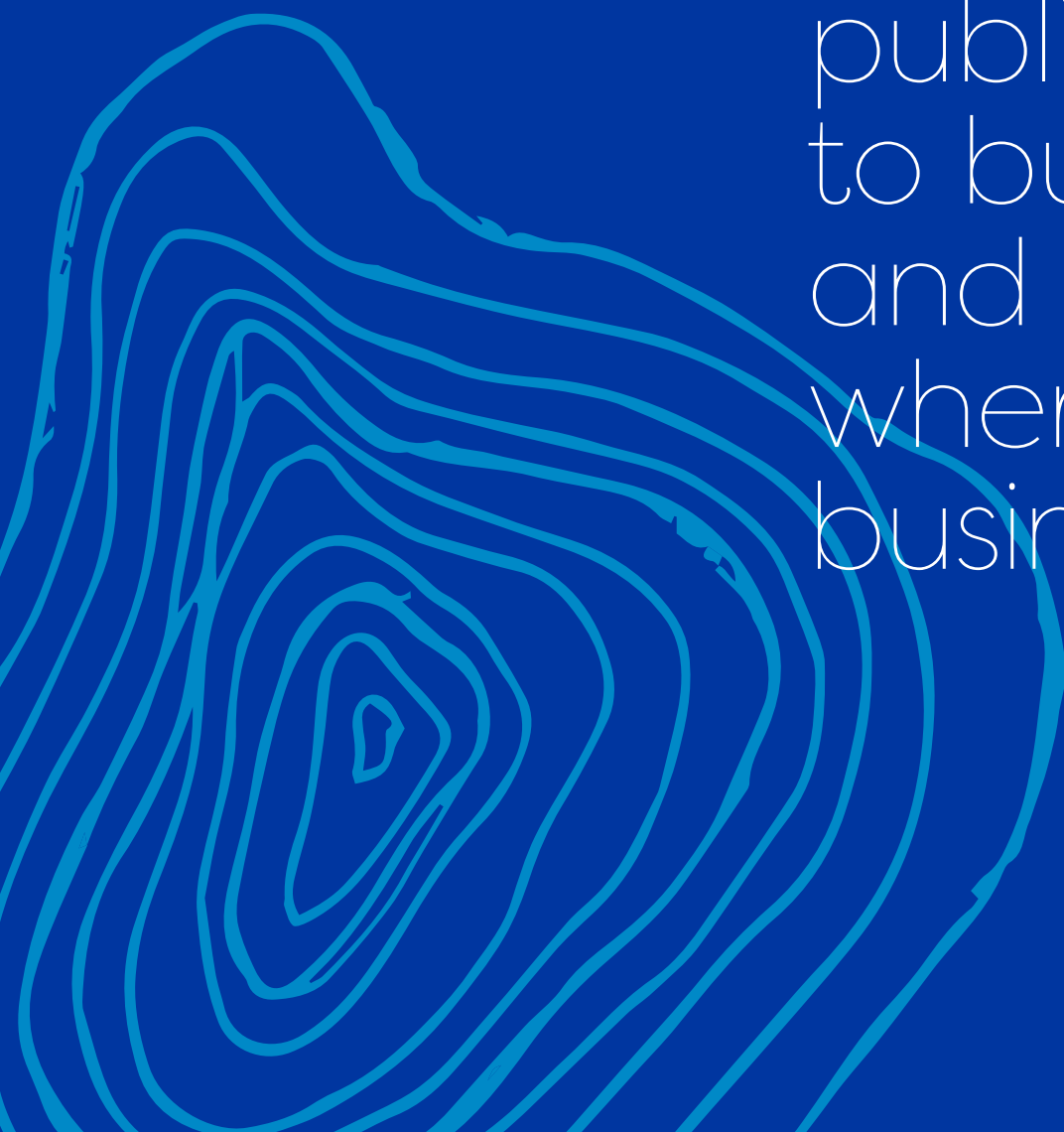


Justin Lynch

Chief Executive Officer
City of Holdfast Bay

VISION

Balancing our
with our herita
in coastal ma
to deliver high
public spaces
to build a wel
and active co
where residen
business prosp





progress
age, we lead
management
n-quality
and services
coming, safe
community
t, visitor and
berity meet.



COMMUNITY

A healthy,
creative,
connected
community

Geraldton Wax
*Chamelaucium
uncinatum*



1. BUILDING A HEALTHY, ACTIVE AND RESILIENT COMMUNITY

- › Increase resident wellbeing: target increase – 5%
- › Deliver wellbeing and resilience workshops: target – at least 2 annually
- › Achieve a high level of community satisfaction with playgrounds and open space: target rating – 7 or more out of 10
- › Complete new sporting and community hubs: target – at least 2
- › Attract new community initiatives through our Community Donations Program: target – 3 annually

2. CELEBRATING CULTURE AND DIVERSITY

- › Achieve a high level of community satisfaction with the range and quality of services and programs: target rating – 7 or more out of 10
- › Increase community engagement with culture and heritage and Aboriginal cultural programs through participation in events and activities: target – at least 200 participants annually

3. PROVIDING WELCOMING, ACCESSIBLE FACILITIES

- › Increase the number of people accessing our community centres and libraries: target increase – 5% annually
- › Achieve a high level of community satisfaction with community facilities including libraries, services and programs: target rating – 7 or more out of 10

4. FOSTERING AN ENGAGED, CONTRIBUTING COMMUNITY

- › Increase the number of volunteering opportunities: target increase – 5% annually
- › Increase our “YourView” (online engagement site) subscription: target – 10% sample of our city’s population
- › Increase awareness of volunteering opportunities within our city: target - develop successful partnerships with Flinders University, Adelaide University, SAHMRI, local schools, community groups and centres, Alwyndor, local government partners and other relevant bodies



ENVIRONMENT

A community
connected to
our natural
environment



Lavender Grevillea
Grevillea lavandulacea



1. PROTECTING BIODIVERSITY

- › Increase native flora (species and population) in natural areas: target increase – 10%
- › Increase native fauna habitats in natural areas: target increase – 10%
- › Increase tree canopy within our city: target increase – 10%

2. BUILDING AN ENVIRONMENTALLY RESILIENT CITY

- › Maintain our dune systems and increase recreational beach widths: target increase – 10%
- › Reduce heat island areas within our city: target increase – 10%
- › Reduce flash flooding within our city during rain events less than 20mm: target reduction – 0 flash floods

3. USING RESOURCES EFFICIENTLY

- › Decrease Council's greenhouse emissions: target reduction – 12%
- › Increase waste diverted from landfill: target reduction – 10%
- › Reduce stormwater discharge: target reduction – 30%

4. FOSTERING AN ENVIRONMENTALLY CONNECTED COMMUNITY

- › Increase number of environmental volunteering opportunities: target increase – 50%
-



Various native
coastal flora



ECONOMY

A diverse and resilient local economy



1. SUPPORTING AND GROWING LOCAL BUSINESS

- › Increase business satisfaction in Council's support for business: target rating – 7 or more out of 10

2. MAKING IT EASIER TO DO BUSINESS

- › Increase business satisfaction in doing business with Council: target rating – 7 or more out of 10

3. HARNESSING EMERGING TECHNOLOGY

- › Develop and commence implementation of a Digital Economy Strategy: target timeframe – 1 July 2017
- › Increase percentage of properties with access to high-speed internet: target – 100%

4. BOOSTING OUR VISITOR ECONOMY

- › Increase the number of visitors to Holdfast Bay: target increase – 15% by 2022
-



PLACEMAKING

An accessible,
lively and safe
coastal city that
celebrates our
past to build for
our future

Geraldton Wax (*Chamelaucium uncinatum*)
and Austral Trefoil (*Lotus australis*)





1. CREATING LIVELY AND SAFE PLACES

- › Achieve a high level of community satisfaction with the quality and feel of our major main street precincts: target rating – 7 or more out of 10



2. DEVELOPING WALKABLE, CONNECTED NEIGHBOURHOODS

- › Achieve a high level of community satisfaction with walkability and access to local shops, services, public transport and open space: target rating – 7 or more out of 10
- › Increase the number of people travelling to local destinations via active travel options: target increase – 20%

3. BUILDING CHARACTER AND CELEBRATING HISTORY

- › Achieve a high level of community satisfaction with the design of new buildings and their contribution to local character: target rating – 7 or more out of 10

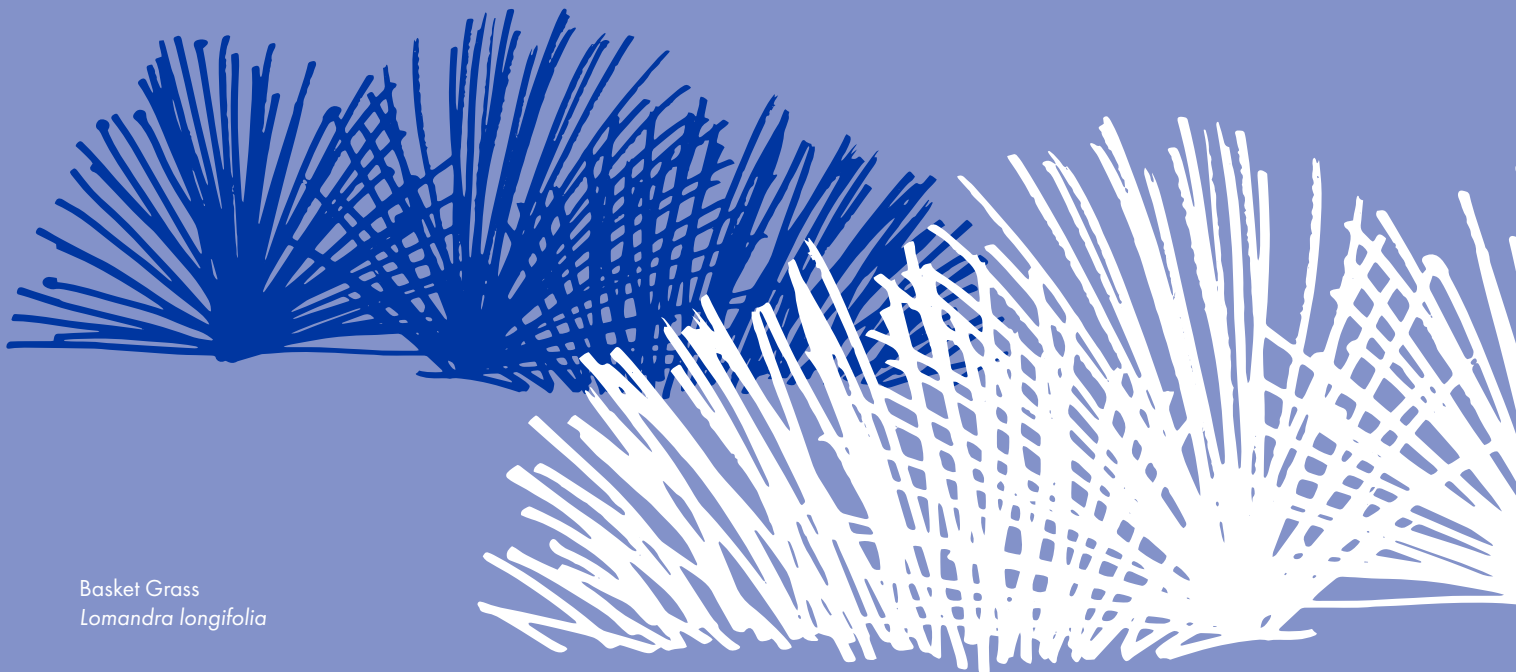
4. HOUSING A DIVERSE POPULATION

- › Increase the proportion of non-detached dwelling types (the 'missing middle') in our city: target increase – 10%
-



CULTURE

An effective
customer-centred
organisation



Basket Grass
Lomandra longifolia

1. PROVIDING CUSTOMER-CENTRED SERVICES

- › Achieve a high level of community satisfaction with Council's services: target rating – 7 or more out of 10
- › Increase number of customer services available through a digital platform in addition to other service channels: target customer services – 100%

2. ENABLING HIGH PERFORMANCE

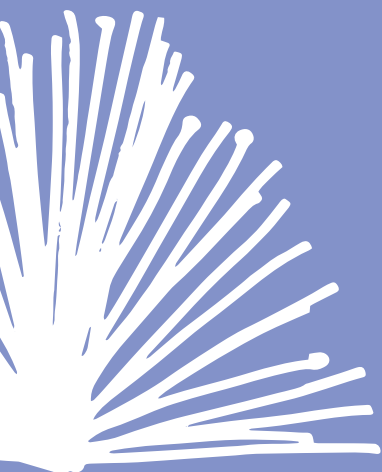
- › Achieve delivery on Annual Business Plan: target goals – 100%
- › Achieve a high level of community satisfaction with our Culture Brand: target satisfaction – 90%
- › Achieve a high score in our annual leadership survey: target measure – 8 or more out of 10

3. BEING FINANCIALLY ACCOUNTABLE

- › Achieve annual financial targets: target percentage – 100%
- › Achieve high level of community satisfaction with Council's provision of good financial management and value for the rate dollar: target rating – 7 or more out of 10
- › Reduce reliance on rate revenue: target percentage – less than 70%

4. SUPPORTING EXCELLENT, EFFICIENT OPERATIONS

- › Achieve recognition in operating efficiency: target – benchmarked as top 5 metropolitan councils
 - › Achieve high level of community satisfaction on Council's performance: target rating – 7 or more out of 10
 - › Achieve recognition for work undertaken across our organisation: target – 3 awards of excellence annually
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