



# Council Agenda

## NOTICE OF MEETING

Notice is hereby given that an ordinary meeting of Council will be held in the

**Council Chamber – Glenelg Town Hall  
Moseley Square, Glenelg**

**Tuesday 22 May 2018 at 7.00pm**

Justin Lynch  
CHIEF EXECUTIVE OFFICER

Please note: This agenda contains Officers' reports and recommendations that will be considered by the Council. Any confidential items listed on the agenda will be circulated to Members separately.

AGENDA

## Ordinary Council Meeting Agenda

### 1. OPENING

*The Acting Mayor will declare the meeting open at 7:00pm.*

### 2. KAURNA ACKNOWLEDGEMENT

*We acknowledge Kaurna people as the traditional owners and custodians of this 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 Kaurna People today.*

### 3. PRAYER

*Heavenly Father, we pray for your presence and guidance at our Council Meeting. Grant us your wisdom and protect our integrity as we carry out the powers and responsibilities entrusted to us on behalf of the community that we serve.*

### 4. APOLOGIES

4.1 Apologies Received

4.2 Absent

### 5. ITEMS PRESENTED TO COUNCIL

### 6. DECLARATION OF INTEREST

*If a Council Member has an interest (within the terms of the Local Government Act 1999) in a matter before the Council they are asked to disclose the interest to the Council and provide full and accurate details of the relevant interest. Members are reminded to declare their interest before each item.*

### 7. CONFIRMATION OF MINUTES

#### Motion

**That the minutes of the Ordinary Meeting of Council held on 8 May 2018 be taken as read and confirmed.**

Moved Councillor \_\_\_\_\_, Seconded Councillor \_\_\_\_\_

**Carried**

### 8. PUBLIC PRESENTATIONS

8.1 **Petitions** - Nil

8.2 **Presentations** - Nil

**8.3 Deputations**

- 8.3.1 Alex Miller  
*Acting Mayor Wilson has approved a 5 minute deputation from Alex Miller representing the Brighton Community Garden Incorporated regarding the aims of the group and their vision.*

**9. QUESTIONS BY MEMBERS****9.1 Without Notice****9.2 On Notice - Nil****10. MEMBER'S ACTIVITY REPORTS - Nil****11. MOTIONS ON NOTICE - Nil****12. ADJOURNED MATTERS - Nil****13. REPORTS OF MANAGEMENT COMMITTEES, SUBSIDIARIES AND THE DEVELOPMENT ASSESSMENT PANEL**

- 13.1 Minutes – Jetty Road Mainstreet Committee – 2 May 2018 (Report No: 175/18)
- 13.2 Minutes – Special Meeting – Jetty Road Mainstreet Committee – 15 May 2018 (Report No: 177/18)
- 13.3 Minutes – Southern Region Waste Resource Authority Board Meeting– 7 May 2018 (Report No: 173/18)

**14. REPORTS BY OFFICERS**

- 14.1 Items in Brief (Report No: 164/18)
- 14.2 Monthly Financial Report – 30 April 2018 (Report No: 166/18)
- 14.3 Draft 2018-19 Annual Business Plan Consultation Outcomes Report (Report No: 167/18)
- 14.4 Appointment of Authorised Officers – Road Traffic Act 1961 Instrument of General Approval (Report No: 168/18)
- 14.5 Review of Items Held in Confidence (Report No: 169/18)
- 14.6 Economic Activation Plan 2018-2023 (Report No: 170/18)
- 14.7 2018-19 Rate Principles Setting (Report No: 165/18)
- 14.8 Brighton Community Garden – Community Engagement Findings (Report No: 174/18)

**15. RESOLUTIONS SUBJECT TO FORMAL MOTIONS**

*Presented for the information of Members is a listing of resolutions subject to formal resolutions, for Council and all Standing Committees, to adjourn or lay on the table items of Council business, for the current term of Council.*

**16. URGENT BUSINESS – Subject to the Leave of the Meeting**

**17. CONFIDENTIAL****17.1 Appointment of Members to the Alwyndor Management Committee (Report No: 172/18)**

Pursuant to Section 83(5) of the *Local Government Act 1999* the Report attached to this agenda and the accompanying documentation is delivered to the Council Members upon the basis that the Council consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:

- a. information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of a person or persons (living or dead).

**17.2 Sale of Land Proposal (Report No: 176/18)**

Pursuant to Section 83(5) of the *Local Government Act 1999* the Report attached to this agenda and the accompanying documentation is delivered to the Council Members upon the basis that the Council consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:

- b. Information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and would, on balance, be contrary to the public interest.

**18. CLOSURE**

**JUSTIN LYNCH  
CHIEF EXECUTIVE OFFICER**

Item No: **13.1**

Subject: **MINUTES – JETTY ROAD MAINSTREET COMMITTEE –  
2 MAY 2018**

Date: 22 May 2018

Written By: General Manager, Community Services

General Manager: Community Services, Ms T Aukett

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### **SUMMARY**

The minutes of the meeting of the Jetty Road Mainstreet Committee meeting held on 2 May 2018 are attached and presented for Council's information.

Jetty Road Mainstreet Committee Agendas, Reports, and Minutes are all available on Council's website and the meetings are open to the public.

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### **RECOMMENDATION**

**That Council receives and notes the minutes of the meeting of the Jetty Road Mainstreet Committee of 2 May 2018, and endorses:**

- 1. That the JRMC recommends to Council that the draft budget allocation (\$30,000) for the November Street Party 2018 be reallocated to the 21 October 2018 Adelaide Fashion Festival Street Party.**
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### **COMMUNITY PLAN**

Placemaking: Creating vibrant and safe places  
Community: Providing welcoming and accessible facilities  
Economy: Supporting and growing local business  
Economy: Making it easier to do business  
Economy: Boosting our visitor economy  
Culture: Being financially accountable  
Culture: Supporting excellent, efficient operations  
Culture: Being financially accountable

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

Not Applicable.

## **BACKGROUND**

The Jetty Road Mainstreet Committee (JRMCC) has been established to undertake work to benefit the traders on Jetty Road Glenelg, using the separate rate raised for this purpose. Council has endorsed the Committee's Terms of Reference and given the Committee delegated authority to manage the business of the Committee.

## **REPORT**

Minutes of the meeting of JRMCC held on 2 May 2018 are attached for member's information.

## **BUDGET**

Not Applicable

## **LIFE CYCLE COSTS**

Not Applicable

## **CITY OF HOLDFAST BAY**

**Minutes of the meeting of the Jetty Road Mainstreet Committee of the City of Holdfast Bay held in the Glenelg Library Meeting Room, Colley Terrace, Glenelg on Wednesday 2 May at 6:05 pm.**

### **PRESENT**

#### **Elected Members**

Councillor A Bradshaw

#### **Community Representatives**

Chairman – Mr M Faulkner, Enve Hair and Beauty  
Caruso Fruit and Veg, Mr R Caruso  
Telstra Store Glenelg, Ms E Leenearts  
Ikos Holdings Trust, Mr A Fotopoulos  
Don Maios Investments, Mr C Maios  
Cibo Espresso, Mr T Beatrice  
GU Film House, Mr S Robinson  
Fassina SA Family Liquor Stores, Ms E Fassina

#### **Staff**

Jetty Road Development Coordinator – Ms A Brown  
Manager City Activation – M Lock  
Event Management Specialist – S Sewell

### **1. OPENING**

The Chairman declared the meeting open at 6:05 pm.

### **2. APOLOGIES**

2.1 For Absence - Mr A Warren and Councillor S Charlick

2.2 Leave of Absence - Nil

### **3. DECLARATION OF INTEREST**

Members were reminded to declare any interest before each item.

### **4. CONFIRMATION OF MINUTES**

**That the minutes of the Jetty Road Mainstreet Committee held on 11 April 2018 be taken as read and confirmed.**

Moved by E Leenearts, Seconded by T Beatrice

**Carried**

**5. QUESTIONS BY MEMBERS**

**5.1 Without Notice**

The Chair requested that Council investigate the charity companies that operate in the precinct, provide an overview of the number of permits being distributed and monitor the activity of the charity organisations.

Manager, City Activation, Ms M Lock to provide a response at the next JRMC meeting.

**5.2 With Notice**

**6. MOTIONS ON NOTICE**

**7. REPORTS/ITEMS OF BUSINESS**

**7.1 Glenelg Street Party and Adelaide Fashion Festival (Report No:150/18)**

Event Management Specialist, Sacha Sewell, provided an overview of the concept to deliver a family friendly event as part of the Adelaide Fashion Festival on Sunday 21 October. The event would showcase children's fashion and encourage a strong retail presence along Jetty Road.

Charlotte Chambers, Publisher KIDDO Magazine and founder of the KIDDO Markets joined the meeting to discuss the new event concept and event activation opportunities including fun children's activities and a fashion parade. KIDDO markets would bring new products and brands with their own consumer following, bringing in new customers into the precinct.

The Committee discussed potential weather implications, liquor licensing requirements and event attendee safety and event layout. It was discussed that there will be both children's and adult fashion parades during the event to showcase Jetty Road traders.

**Motion**

**That the JRMC recommends to Council that the draft budget allocation (\$30,000) for the November Street Party 2018 be reallocated to the 21 October 2018 Adelaide Fashion Festival Street Party.**

Moved R Caruso, Seconded A Fotopoulos

**Carried**

7.2 Winter Wonderland 2018 (Report No: 156/18)

Ms M Lock and Mr S Sewell provided an update on the event planning for Winter Wonderland that sees the installation of an undercover ice skating rink from 1-22 July 2018.

Following the success of previous Winter Wonderland events, the Committee since 2014, has resolved to contribute up to \$75,000 towards Winter Wonderland. This event has been jointly funded with Council.

Mr S Sewell discussed the new OZTIX ticketing system which allows management to monitor ticket sales in real time and also provides a more seamless transaction experience for the consumer. Potential presenting partner sponsorship targets were discussed.

**Motion**

**That the Jetty Road Mainstreet Committee note the report.**

Moved T Beatrice, Seconded C Maios

**Carried**

7.3 Monthly Finance Report (Report No: 151/18)

Jetty Road Mainstreet Committee April 2018 variance report as prepared by the Jetty Road Development Coordinator is presented for information of the members of the Jetty Road Mainstreet Committee.

**Motion**

**That the Jetty Road Mainstreet Committee note the April 2018 monthly finance report.**

Moved C Maios, Seconded T Beatrice

**Carried**

7.4 Jetty Road Mainstreet Committee Terms of Reference (Report No: 122/18)

Draft Terms of Reference (TOR) were tabled for discussion, the existing terms of reference have been updated to align to other TOR within Council. The term of the Committee is no longer linked to the Council election cycle. The significant changes to the TOR we tabled for discussion which were outlined in the Agenda Papers.

Ms M Lock advised that Council are preparing a high level discussion paper on a variety of governance models (i.e. Business Industry District / Board / subsidiary of Council) that will be tabled at the next meeting. The Committee will be able to assess these and the opportunities and risks associated with each model.

**Motion**

**That the JRMC note the draft Terms of Reference and provide feedback to the A Brown by 15 May 2018 for finalization at the 6 June 2018 JRMC meeting. A Brown will provide the Chairman with a marked up copy of the proposed changes to the TOR.**

Moved S Robinson, Seconded E Fassina

**Carried**

7.5 Jetty Road Development Coordinator – Update (Report No: 153/18)

Ms A Brown provided a six month update report on key activities and projects undertaken in the following areas of JRMC Meeting and Marketing Working Group co-ordination, Retail Strategy, Marketing Strategy, Communication and engagement plan, Trader Engagement and business support, Events and upcoming initiatives.

**Motion**

**That the JRMC note the update provided by the Jetty Road Development Coordinator.**

Moved A Fotopoulos, Seconded E Fassina

**Carried**

7.6 Retail Strategy Timeframes (verbal update)

A verbal update on the timeframes of the draft Jetty Road Retail Strategy 2018-2022 was provided by A Brown. Members of the JRMC were invited to provide A Brown with any further feedback on *the paper before the next meeting*.

**Motion**

**That the JRMC note the update provided by Ms A Brown and any further feedback on the draft document be sent through to the JRDC by Friday 25 May 2018.**

Moved C Maios, Seconded S Robinson

**Carried**

7.7 Glenelg Jetty Rejuvenation Project (Report No: 154/18)

Ms M Lock advised the Committee that she has been invited to present for 1 hour to the Glenelg Jetty Redevelopment Project to 6 foreign investors from Hong Kong, Taiwan and Singapore, on Monday 7 May 2018 at 10:00am. The investor familiarisation is being delivered by the SA Tourism Commission in partnership with Tourism Australia and Austrade with a focus primarily on investment ready project on Kangaroo Island however the group will spend 2 days in Adelaide and surrounds.

**Motion****That the JRMCM note the report.**

Moved A Fotopoulos, Seconded E Leenearts

**Carried**

## 7.8 Marketing Working Group - Update (Report No: 155/18)

Ms A Brown provided an overview of the Marketing Working Group meeting which took place on 23 April. The working group received a presentation from Channel Nine on the current 2017/18 'I want to stay' campaign, which is tracking on target across Nine Digital platforms of Channel 9, GO!, Gem, 9Life and nine.com.au. The new visual assets were presented to the group including the new still imagery and the promotional videos. The group discussed social media content and increasing consumer engagement and the working group agreed to providing input into the social media content plan.

**Motion****That the JRMCM note the update provided by the Jetty Road Development Coordinator.**

Moved A Bradshaw, Seconded R Caruso

**Carried****8. URGENT BUSINESS – Subject to the leave of the meeting**

## 8.1 Outdoor marketing for upcoming Taplin developments

The Chair advised the Committee that he had written to Mr Taplin, developer and owner of Taplin Real Estate on 20 April 2018 regarding his planned developments at Colley Terrace, Partridge Street and at the Bayside Village which is scheduled to commence during 2018. The Chair sought a co-contribution of \$6,000 for outdoor marketing to support trade in the precinct during the construction. Mr Taplin responded on 23 April 2018 advising that he is supportive of further discussion on this matter and that development approvals are still underway.

**Motion****That the JRMCM note the response provided by Mr Taplin advising that development approvals are still underway.**

Moved E Fassina, Seconded T Beatrice

**Carried**

## 8.2 SALA BIG Picture Fest

A Brown advised that committee of an opportunity to co-contribute with Council on an upcoming Outdoor Street Art initiative as part of the South Australian Living Artists (SALA) Festival in August. The committee discussed the support for introducing more street art into the precinct and their preference for a South Australian artist.

**Motion**

**The JRMCM agree to co contribute with Council up to \$4,000 towards a South Australian Professional Career Artist on the upcoming Outdoor Street Art initiative as part of the South Australian Living Artists (SALA) Festival in August.**

Moved E Fassina, Seconded S Robinson

**Carried**

8.3 Jetty Road Trader Awards

A Brown sought input on where the Committee would like to host the upcoming Jetty Road Trader Awards. Four venue options were presented to the Committee and they agreed to host the event at the Glenelg Surf Life Saving Club subject to availability.

**Motion**

**That the JRMCM agreed that the Glenelg Surf Life Saving Club is the preferred venue for the 2018 Trader Awards.**

Moved E Leenearts, Seconded E Fassina

**Carried**

**9. DATE AND TIME OF NEXT MEETING**

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 6 June 2018 in the Glenelg Library Meeting Room, Colley Terrace, Glenelg.

**10. CLOSURE**

The meeting closed at 8:15 pm.

**CONFIRMED Wednesday 6 June 2018.**

**CHAIRMAN**

Item No: **13.2**

Subject: **MINUTES – SPECIAL MEETING - JETTY ROAD MAINSTREET COMMITTEE – 15 MAY 2018**

Date: 22 May 2018

Written By: General Manager, Community Services

General Manager: Acting Community Services, Ms M Lock

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### **SUMMARY**

The minutes of the Special Meeting of the Jetty Road Mainstreet Committee meeting held on 15 May 2018 are attached and presented for Council's information.

Jetty Road Mainstreet Committee Agendas, Reports, and Minutes are all available on Council's website and the meetings are open to the public.

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### **RECOMMENDATION**

**That Council receives and notes the minutes of the Special Meeting of the Jetty Road Mainstreet Committee of 15 May 2018, and endorses:**

- 1. That Council seek a report examining the JRMC proposal to expend funds.**
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### **COMMUNITY PLAN**

Placemaking: Creating vibrant and safe places  
Community: Providing welcoming and accessible facilities  
Economy: Supporting and growing local business  
Economy: Making it easier to do business  
Economy: Boosting our visitor economy  
Culture: Being financially accountable  
Culture: Supporting excellent, efficient operations  
Culture: Being financially accountable

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

Not Applicable.

### **BACKGROUND**

The Jetty Road Mainstreet Committee (JRMC) has been established to undertake work to benefit the traders on Jetty Road Glenelg, using the separate rate raised for this purpose. Council has endorsed the Committee's Terms of Reference and given the Committee delegated authority to manage the business of the Committee.

**REPORT**

Minutes of the meeting of JRMC held on 2 May 2018 are attached for member's information.

**BUDGET**

Not Applicable

**LIFE CYCLE COSTS**

Not Applicable

## **CITY OF HOLDFAST BAY**

**Minutes of the special meeting of the Jetty Road Mainstreet Committee of the City of Holdfast Bay held in the Glenelg Library Meeting Room, Colley Terrace, Glenelg on Tuesday 15 May 2018 at 6.05pm.**

### **PRESENT**

#### **Elected Members**

Nil

#### **Community Representatives**

Chairman – Mr M Faulkner, Enve Hair and Beauty  
Don Maios Investments, Mr C Maios  
Cibo Espresso, Mr T Beatrice  
Beach Burrito Company, Mr A Warren  
Caruso Fruit and Veg, Mr R Caruso  
Ikos Holdings Trust, Mr A Fotopoulous

#### **Staff**

Jetty Road Development Coordinator – Ms A Brown  
Communication & Media Advisor – Mr N Bradford

### **1. OPENING**

The Chairman declared the meeting open at 6.05pm.

### **2. APOLOGIES**

2.1 For Absence – A Bradshaw, S Robinson, S Charlick, Ms E Fassina, Ms E Leenearts

2.2 Leave of Absence - Nil

### **3. DECLARATION OF INTEREST**

Members were reminded to declare any interest before each item.

### **4. REPORTS/ITEMS OF BUSINESS**

#### **4.1 De-regulation of Shop Trading Hours**

The Shop trading Hours Act 1977 recognise Glenelg's unique position as a tourist precinct, allowing non-exempt shops to trade on public holidays.

Mr C Shearing, SA Independent Retailers, discussed the impact of deregulation shop trading hours. Mr C Shearing provided regional examples of where deregulation has occurred including Port Augusta, Whyalla, Renmark and Port Lincoln specifically relating to independent retailers and the negative impact on trade.

The Committee discussed the advice given by Tracy Riddle, Kelledy Jones Lawyers, regarding JRMC's Terms of Reference.

The data from Spendmapp was circulated to the Committee, showing information and statistics of annual local and visitor spend, highlighting Public Holidays over a 12 month period.

A question was asked by Mr T Beatrice regarding other local Councils' action – Mr C Shearing and Mr M Faulkner gave a verbal response.

Mr N Bradford left the meeting at 6.45pm

#### 4.2 **Petition –Deregulation of Shop Trading Hours**

It was suggested submitting a petition supporting lobbying against the de-regulation of shop trading hours. The requirements and guidelines are as follows:

Mr C Shearing advised of a campaign plan to lobby against the de-regulation of shop trading hours, including radio and television advertisements and where businesses can be involved i.e. badges/promotional collateral thereafter gave advice that a petition is too late/will be ineffective.

A traders' meeting was suggested.

JRMC's budget was discussed and what could be contributed towards lobbying

Mr M Faulkner has been invited onto a Steering Committee pertaining to the deregulation of shop trading hours campaign.

#### **Motion**

**That Council approve a budget variance between \$10,000 to \$15,000 of the approved budget, and that the Committee seek co funding from Council for the same amount for the purpose of a lobbying campaign against the deregulation of shop trading hours for the City of Holdfast Bay.**

Moved T Beatrice, Seconded\_A Fotopoulos

**Carried**

#### **5. URGENT BUSINESS – Subject to the leave of the meeting**

5.1 Nil

**6. DATE AND TIME OF NEXT MEETING**

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 6 June 2018 at 6:00pm in the Glenelg Library Meeting Room, Colley Terrace, Glenelg.

**7. CLOSURE**

The meeting closed at 7.00pm.

**CONFIRMED Wednesday 6 June 2018.**

**CHAIRMAN**

Item No: **13.3**

Subject: **MINUTES – SOUTHERN REGION WASTE RESOURCE AUTHORITY BOARD MEETING– 7 MAY 2018**

Date: 22 May 2018

Written By: General Manager, Business Services, Mr R Bria

General Manager: Business Services, Mr R Bria

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### **SUMMARY**

The minutes of the Southern Region Waste Resource Authority (SRWRA) Board Meeting held on 7 May 2018 are attached and presented for Council’s information.

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### **RECOMMENDATION**

- 1. That the minutes of the Southern Region Waste Resource Authority Board Meeting held on 7 May 2018 be received by Council (Attachment 1).**
  - 2. That Council advise the Southern Region Waste Resources Authority (SRWRA) that it supports the draft 2018/19 Business Plan and Budget (Attachment 2)**
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### **COMMUNITY PLAN**

Economy: Supporting and growing local business  
Economy: Harnessing emerging technology  
Environment: Building an environmentally resilient city  
Environment: Using resource efficiently  
Environment: Fostering an environmentally connected community  
Culture: Being financially accountable  
Culture: Supporting excellent, efficient operations

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

Not Applicable.

## BACKGROUND

Southern Region Waste Resource Authority (SRWRA) is a regional subsidiary established by the Cities of Onkaparinga, Marion and Holdfast Bay (the "constituent councils"), pursuant to Section 43 of the Local Government Act, 1999.

## REPORT

At the meeting, the following items were discussed:

- Les Perry Memorial Grants Report
- Capped Landfill Solar Opportunity
- Budget Review Three to March 2018
- 2018/19 Draft Budget and Business Plan
- Update to Long Term Financial Plan and Gate Fees
- Chief Executive Officer's Information Report and Risk Report 2018

The Minutes of the Meeting are attached for Members' information.

*Refer Attachment 1*

The Draft 2018/19 Budget and Business Plan was received by the Board and has been provided to Constituent Councils for comment. The Draft Budget and Business Plan continues to ensure that SRWRA remains a viable business, providing considerable benefit to the communities of the member Councils.

*Refer Attachment 2*

The following key financial information is contained in the Business Plan:

In 2018/19	
Operating Income	\$ 13,087,992
Operating Expenses	\$ 12,616,757
<b>Operating Surplus / (Deficit)</b>	<b>\$ 471,235</b>

Capital Expenditure-	
Renewal and Replacement	\$ 600,000
Capital Expenditure- New Assets	\$ 4,841,500
<b>Total Capital Expenditure</b>	<b>\$ 5,441,500</b>

## BUDGET

Not Applicable

## LIFE CYCLE COSTS

Not Applicable

# SOUTHERN REGION WASTE RESOURCE AUTHORITY

## BOARD MEETING MINUTES

Held on

**Monday 7<sup>th</sup> May 2018**

Meeting Commenced at 5.13pm

at

112 Bakewell Drive Seaford Heights

### **Boardroom**

*(Light refreshments provided)*

*This meeting of the Board will NOT be conducted in a place open to the public (REF: - Charter 2.5.17)*

*All documents presented to, received at or derived from the meeting will remain confidential and not available for public inspection unless the Board otherwise resolves (REF: - Charter 2.5.21)*

**1. OPENING – Deputy Chairperson Vincent Mifsud opened and chaired the meeting in the absence of Mark Booth.**

### **2. ATTENDANCE RECORD**

#### **2.1 Present**

Mark Booth	-	Chairperson – <i>joined the meeting at 5.16pm</i>
Kirk Richardson	-	Member
Vincent Mifsud	-	Member
Ian Crossland	-	Member – <i>left the meeting at 6.55pm</i>
Alison Hancock	-	Member
Roberto Bria	-	Member
John Smedley	-	Deputy Member

#### **2.2 In Attendance**

Mark Hindmarsh	-	Chief Executive Officer
Steve Wright	-	Commercial Manager
Kathy Dollman	-	Office Manager

#### **2.3 Apologies**

Lynda Yates	-	Member
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**3. MINUTES OF MEETING**

**3.1 Board Meeting**

**Moved: Vincent Mifsud**

**Seconded: Kirk Richardson**

That the minutes of the Ordinary Meeting held 5<sup>th</sup> February 2018 be confirmed as a true and accurate record with a minor amendment.

**CARRIED**

**3.2 Audit Committee Meeting**

**Moved: Alison Hancock**

**Seconded: Ian Crossland**

That the minutes of the Audit Committee Meeting held on 17<sup>th</sup> April 2018 are received.

**CARRIED**

**4. GUESTS**

Nil

**5. DECLARATION CONFLICT OF INTEREST**

Members are to declare any conflict of interest before each item.

All members making a declaration must inform the meeting of the nature of the interest including whether the interest is Material/Actual or Perceived and whether they will continue to take part in the meeting.

If a member has made a declaration then the following will be minuted:-

- The member's name
- The nature of the interest as described by the member
- If the member took part in the meeting
- If the member voted, the manner in which he/she voted
- How the majority of members voted

**Nil declared.**

**6. ITEMS OF BUSINESS**

**6.1.1 Les Perry Memorial Grants**

**Moved: Ian Crossland**

**Seconded: Roberto Bria**

1. That the Les Perry Memorial Grants Report be received.
2. That the Board notes that \$6929.75 will be granted to 14 schools in the Constituent Councils areas.
3. That the Board determines the minutes and reports relating to Report No. 07/18 will be available to the public.
4. That the Board determines the minutes and reports relating to Report No. 07/18 will be the subject of an information report to Constituent Councils.

**CARRIED**

*Mark Booth assumed the Chair of the meeting at 5.21pm*

**6.1.2 Capped Landfill Solar Opportunity**

**Moved: Ian Crossland**

**Seconded: Vincent Mifsud**

1. That the Board receives the financial proposal relating to the Capped Landfill Solar Opportunity Report.
2. That the Board agrees to construct a solar array on the Northern capped area of the SRWRA Landfill.
3. That the Board authorises the Chief Executive Officer to negotiate agreements based on Phase 1 Option 2 and preserving the rights of the Authority to pursue future Phases such agreements to be subject to the approval of the Board.
4. That the Board authorises the Chief Executive Officer to pursue funding opportunities to offset the costs of the Solar Project.
5. That the Board approves the commissioning of a Prudential Report in accordance with Section 48 of the LGA Act.
6. That the Board approves a media statement be issued by the Chairperson and Chief Executive Officer on the Solar Project.
7. That the Board determines the report No. 08/18 will remain confidential.
8. That the Board determine that the attachments to report No. 08/18 will remain confidential.
9. That the Board determines Report No. 08/18 will be the subject of a confidential information report to Constituent Councils.

**CARRIED**

**6.2.1 Draft 3 - Budget Review Three to March 2018**

**Moved: Roberto Bria**

**Seconded: Alison Hancock**

1. That the Draft (3) Budget Review Three Report including explanatory notes and attachments be received
2. That Draft (3) Budget Review Three incorporating recommended variations be adopted.
3. The Board notes that due to changes in operation, the life of the Landfill has been significantly extended. As a result of these changes, the future Post Closure liabilities in the Long Term Financial Plan have been reviewed and it is projected that the Authority will have additional cash holdings beyond its identified needs. As a consequence, the Board resolves to distribute \$2,550,000 to Constituent Councils prior to 30<sup>th</sup> June 2018.
4. That the Uniform presentation of Finances incorporating recommended variations be adopted.
5. That the Board determines the report No. 09/18 will be available to the public.
6. That the Board determine that the attachments to report No. 09/18 will remain confidential.
7. That the Board determines that the attachments relating to Report No. 09/18 will be the subject of a confidential information report to Constituent Councils

**CARRIED**

**6.2.2 2018-2019 Draft Budget and Business Plan**

**Moved: Vincent Mifsud**

**Seconded: Kirk Richardson**

1. That the 2018/19 Draft (3) Budget, the uniform presentation of finances and Draft (2) Business Plan Report be received.
2. That the 2018/19 Draft (3) Budget, the uniform presentation of finances and Draft (2) Business Plan Report be provided to Constituent Councils for comment.
3. That the Board determines Report No. 10/18 will be available to the public.
4. That the Board determines that the attachments, other than Draft (2) Business Plan, relating to Report No. 10/18 will remain confidential.
5. That the Board determines Report No. 10/18 will be the subject of a confidential information report to Constituent Councils.
- 6.

**CARRIED**

*Roberto Bria exited the meeting at 6.40pm and returned at 6.43pm.*

### **6.2.3 Update to Long Term Financial Plan and Gate Fees**

**Moved: Roberto Bria**

**Seconded: Vincent Mifsud**

1. That Report No. 11/18 relating to the review of the Long Term Financial Plan (LTFP) be received.
2. That the Board endorse the draft Long Term Financial Plan dated 2<sup>nd</sup> May 2018.
3. That the Board determines the minutes and report, (including attachments) relating to report No. 11/18 will remain confidential.
4. That the Board determines Report No. 11/18 will be the subject of a confidential information report to Constituent Councils.

*Mark Booth exited the meeting at 6.55pm and returned at 6.58pm*

**CARRIED**

### **6.3.1 Chief Executive Officers Information Report**

**Moved: Vincent Mifsud**

**Seconded: Roberto Bria**

1. That the Chief Executive Officer's information report be received.
2. That the Board determines the Report No. 12/18 will remain confidential.
3. That the Board determines Report No. 12/18 will be the subject of a confidential information report to Constituent Councils.

**CARRIED**

### **6.3.2 Risk Report 2018**

**Moved: Roberto Bria**

**Seconded: John Smedley**

1. That the Risk Report be received.
2. That the Board determines Report No. 13/18 will be available to the public.
3. That the Board determines Report No. 13/18 will be the subject of an information report to Constituent Councils.

**CARRIED**

*The Board requested that the Risk Register be included as part of the Agenda in future and that an annual workshop be arranged in order to review the Register.*

**7. OTHER BUSINESS**

**8. NEXT MEETING**

Monday 4<sup>th</sup> June 2018

**9. CLOSURE**

Meeting closed at 7.27 pm

.....  
Mark Booth - Chairperson

# SRWRA

Southern Region Waste Resource Authority



## SRWRA 2018/19 Business Plan



# Contents



- Introduction and Background.
- Strategic Directions.
- Influences & Priorities.
- Business Plan Budget Parameters & Objectives.
- Key Financial Information.
- Key Variables.
- Project Priorities.
- Summary



# Introduction and Background

Southern Regional Waste Resource Authority (SRWRA) is a Regional Subsidiary, established by the Cities of Onkaparinga, Marion and Holdfast Bay, pursuant to Section 43 of the Local Government Act (SA) 1999.

Under its Charter, SRWRA is responsible for providing and operating Waste Management services on behalf of its Constituent Councils and ensuring a long term sustainable Waste Management Strategy is developed.

The business activities of the Authority are the management of its landfill, resource recovery, recycling and energy recovery developments at its Seaford Heights operation.

The Authority is continuing its innovative approach to waste management in 2018/19 with the development of a Bioremediation treatment area to compliment the operational strategy of the Resource Recovery facility. This underlines the emphasis that the SRWRA is placing on better management of waste with the focus being on the long-term life of the operations with more emphasis on recycling and recovery opportunities for the long-term benefit of the community and the owner councils.

# Strategic Direction 2018-19

**SRWRA's** core business activity is the management and operation of the Seaford Heights landfill and recycling facility which the Authority wholly owns, through this it delivers sustainable, long-term waste management services to the three Constituent Councils and for our customers throughout the southern region.

The strategic vision is for SRWRA is:

- to be a leader in employing innovative resource recovery approaches.
- managing all products and materials as valuable and finite resources.
- significant re-use of recovered products from recycling over multiple campaigns.

Landfill will continue to play a central role as a mainstay solution for disposing of residual waste, noting the need to continue to invest in a high standard of operational practices and systems that minimise environmental impact and maximise resource recovery.

The **Authority's** Strategic Plan and Master Plan provides a framework for research and development activities that aim to develop and deliver enhanced production technologies, tools and practices to promote growth in productivity, reduce waste and add value to the operations now, and into the future.

## Cont/

The priority areas identified for waste management, alternative energy and resource recovery include:

- providing direction and investment certainty for alternative waste treatment and energy recovery opportunities.
- supporting research, development, deployment and extension activities with the Constituent Councils.
- facilitating collaborations with the private sector and industry leaders.

The **Authority's** Strategic Plan and the South Australian Waste Strategy 2015-2020 assists and aligns the **SRWRA's** aspirations for the total management of its waste streams including a stronger emphasis on recycling and more effective management of the landfill and recycling operations.

The relationship between landfilling and recycling is a valuable partnership, as **today's** waste is harnessed into a valuable resource for the future construction and capping of the landfill operations as well as potential waste to energy uses. This is further emphasised through the Authorities Environmental Management Plans (LEMP & EMP).

The Key actions and **KPI's** for the 2018/19 year are consistent with, and compliment the **Authority's** strategic and master planning as follows:

- Operate and manage **SRWRA's** services and facilities in a financially and environmentally sustainable and socially responsible manner.
- Maximise the life of the landfill through the exploration and adoption of efficient and cost effective waste treatment/disposal services and technology.
- Apply the principles of good governance to all of our operations.
- Engage and collaborate with Constituent Councils and other agencies to inform and promote financial, environmental and socially responsible waste management practices.
- Enhanced performance by SRWRA of its core landfill, recycling and resource recovery operations in line with current and future legislation.
- Development concepts should allow for the highest and best use of land which SRWRA owns now, or may acquire in the future.
- Development concepts and land use should be flexible enough to accommodate future changes to the regulatory and commercial environments in which SRWRA operates.

# Significant Influences and Priorities?

As part of the planning process a number of Priorities that are key drivers for change have been identified:

- Work Health and Safety (WHS) and Compliance.
- Consideration of the **SRWRA's** key financial targets.
- Application of Year 1 of the LTFP as adopted by the Authority.
- Development of Plant Asset Management to meet the growing needs of the operations.
- The impact of the CPI, interest rates and other cost pressures on the SRWRA operational costs.
- The need to initiate and maintain long-term planning for waste and recycling processing.
- Improved waste management and operational practices and incentives to reduce waste to landfill in line with environmental compliance and legislative direction.
- Enhancement of monitoring programmes to ensure consistent safety performance is achieved throughout the landfill and recycling/processing facility.
- Work towards best practice guidelines for measuring and reporting frameworks for monitoring governance, business, compliance and performance.
- Use of cost benefit and business planning to evaluate the viability of actions that aim to divert waste from landfill for recovery as a resource.
- Support in communication of messages, actively promoting and developing incentives for behavioural change that maximise reuse and recovery of waste materials by Constituent Councils, customers, staff and the community.
- Closer collaboration with the constituent councils in order to develop a more integrated approach to overall waste management education throughout the region.

# 2018/19 Business Plan, Budget Parameters and objectives:

1. Budget is prepared on the basis that it is consistent with the objectives of the Strategic Plan.
2. Operations are based on a business approach i.e.
  - Gate Fees are reflective of market price (subject to existing contracts/agreements).
  - Operating expenses are minimised.
  - Return on investment is realised for owners.
3. Future landfill rehabilitation and capping is assessed and funded over the lifetime of the site consistent with the LTFP.
4. Operating surplus is maintained over the life of the Long Term Financial Plan (individual years may be in deficit if the underlying trend is a surplus).
5. Meet all the legislative requirements i.e. WHS, EPA, Zoning/Planning and Licence conditions.
6. Asset Management plans are in place.
7. Capital works programs are planned and funded i.e. cell construction and development (link to LTFP).
8. Identify commercial opportunities to grow the revenue base (to offset a reduction in the forecast SRWRA revenue) however, any potential commercial opportunities will need to consider the impact on the waste management zoned land.
9. Historic Budgeting, applying the principles of zero based budgeting to new services and or service levels.

## Key Financial Information for 2018-19

### Income/Expenses:

Capital Expenditure (Renewal and Replacement)	\$ 600,000
Capital Expenditure (New Assets)	\$ 4,841,500
Total Capital Expenditure	\$ 5,441,500

Operating Income	\$ 13,087,992
Operating Expenses	\$ 12,616,757
Operating Surplus / (Deficit)	\$ 471,235

DRAFT

## Key Variables 2018-2019

There are key variables that have had an impact on the budget and business plan for 2018-2019, including:

- Estimates of the waste tonnages to the landfill site.
- Market place competition and pricing.
- Competitive gate fee pricing - for Constituent Councils, other Councils and other major customers.
- Requirements of the three Constituent Councils (development cycle of the landfill and recycling operations).
- SRWRA recyclable tonnages and impact from SRC distribution.
- The operation of the SRC business including developments to Cell 5.
- Project impacts i.e. Solar Farming, Bio-pad and ongoing site works.

## Project Priorities for 2018-19

The major project priorities for 2018-19 are:

- Further development of the Southern Recycling Centre (SRC) recycling operations.
- Assessments of LTFP assumptions.
- Cell construction feasibility & development project.
- Re-design of capping system for super cell area.
- Solar/alternative energy project/s.
- To work with the Constituent Councils to explore options and feasibility surrounding the operations of a waste to energy and materials recycling facility (MRF) in the region.

# Summary

The information provided in the business plan is aimed at assisting the Board with its deliberations on the budget for 2018/19.

Over the coming year the SRWRA Executive team will be focusing on the development of the Strategic and Master Planning opportunities surrounding alternative energy whilst exploring enhanced waste management integration within the current SRWRA operations.

The benefits arising from focusing on these areas will further support the SRWRA and SRC operations, adding additional lifespan and value to the current and future operations.

The benefits in focusing the concept and modelling of these areas to benefit the present and future operations realises a significant economic gain to the Constituent Councils and is key to the development of the **Authority's** operations moving forward.

The Business Plan supports **SRWRA's** Vision, Values and Priorities over the next 12 months and beyond. In addition the strategic support of the Master Plan document assists its constituent councils to look at more informed ways for the holistic management and development of the **Authority's** assets and future development. As well as new and innovative approaches to waste management there will also be a focus on cost effective and efficient delivery of comprehensive energy recovery services that complement the core services of the Authority.

## SOUTHERN REGION WASTE RESOURCE AUTHORITY

(BUDGETED) UNIFORM PRESENTATION OF FINANCES FOR THE YEAR ENDED 30 JUNE 2019

	2017/18 \$'000 BR3	2018/19 \$'000 DRAFT BUDGET
Operating Revenues	13,374	13,088
less Operating Expenses	<u>(11,869)</u>	<u>(12,617)</u>
<b>Operating Surplus/(Deficit) before Capital Amounts</b>	<b>1,505</b>	<b>471</b>
<b>less Net Outlays on Existing Assets</b>		
Capital Expenditure on renewal and replacement of Existing Assets	227	997
less Depreciation, Amortisation, Impairment and Movement in Landfill Provisions	<u>(981)</u>	<u>(995)</u>
less Proceeds from Sales of Replaced Assets	<u>21</u>	<u>-</u>
	<b>(733)</b>	<b>2</b>
<b>less Net Outlays on New and Upgraded Assets</b>		
Capital Expenditure on New and Upgraded Assets	2,528	4,445
less Amounts received specifically for New and Upgraded Assets	<u>-</u>	<u>-</u>
less Proceeds from Sales of Replaced Assets	<u>-</u>	<u>-</u>
	<b>2,528</b>	<b>4,445</b>
<b>Net Lending/(Borrowing) for Financial Year</b>	<b><u>(290)</u></b>	<b><u>(3,976)</u></b>

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**SOUTHERN REGION WASTE RESOURCE AUTHORITY**

(BUDGETED) STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2019

2017/18 BR3 \$'000		2018/19 DRAFT BUDGET \$'000
<b>INCOME</b>		
11,405	User Charges	11,760
602	Investment Income	327
1,191	Other	474
176	Net gain - equity accounted Joint Venture	527
<b>13,374</b>	<b>TOTAL OPERATING REVENUE</b>	<b>13,088</b>
<b>EXPENSES</b>		
1,237	Employee Costs	1,181
9,651	Materials, Contracts & Other Expenses	10,441
-	Finance Costs	-
886	Depreciation, Amortisation & Impairment	936
95	Other Expenses	59
<b>11,869</b>	<b>TOTAL EXPENSES</b>	<b>12,617</b>
<b>1,505</b>	<b>OPERATING SURPLUS/ (DEFICIT)</b>	<b>471</b>
21	Net Gain/(Loss) on Disposal of Assets	-
-	Physical Resources Received Free of Charge	-
<b>1,526</b>	<b>NET SURPLUS/ (DEFICIT)</b>	<b>471</b>
-	Other Comprehensive Income	-
<b>1,526</b>	<b>TOTAL COMPREHENSIVE INCOME</b>	<b>471</b>

**SOUTHERN REGION WASTE RESOURCE AUTHORITY**

(BUDGETED) STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2019

2017/18 BR3 \$'000		2018/19 DRAFT BUDGET \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>RECEIPTS</b>		
11,706	Operating Receipts	12,234
602	Investment Receipts	327
<b>PAYMENTS</b>		
(10,888)	Operating Payments to Suppliers and Employees	(11,622)
<b>1,420</b>	<b>NET CASH RECEIVED IN OPERATING ACTIVITIES</b>	<b>939</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<b>RECEIPTS</b>		
21	Sale of Surplus Assets	-
-	Distribution received from equity accounted Joint Venture	396
<b>PAYMENTS</b>		
(227)	Expenditure on Renewal/Replacement Assets	(997)
(2,528)	Expenditure on New/Upgraded Assets	(4,445)
-	Capital Contributed to Equity Accounted Joint Venture Business	-
<b>(2,734)</b>	<b>NET CASH USED IN INVESTING ACTIVITIES</b>	<b>(5,046)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<b>PAYMENTS</b>		
(2,550)	Distribution to Constituent Councils	-
<b>(2,550)</b>	<b>NET CASH USED IN FINANCING ACTIVITIES</b>	<b>-</b>
<b>(3,864)</b>	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>(4,107)</b>
<b>19,940</b>	<b>CASH AT BEGINNING OF REPORTING PERIOD</b>	<b>16,076</b>
<b>16,076</b>	<b>CASH AT END OF REPORTING PERIOD</b>	<b>11,969</b>

**SOUTHERN REGION WASTE RESOURCE AUTHORITY**

(BUDGETED) STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2019

2017/18 BR3 \$'000		2018/19 DRAFT BUDGET \$'000
<b>CURRENT ASSETS</b>		
16,076	Cash & Cash Equivalents	11,969
2,025	Trade & Other Receivables	2,025
-	Other Financial Assets	-
-	Inventory	-
<b>18,101</b>	<b>TOTAL CURRENT ASSETS</b>	<b>13,994</b>
<b>NON-CURRENT ASSETS</b>		
885	Investment in Joint Venture	1,016
15,467	Infrastructure, Property, Plant & Equipment	20,141
-	Other Non-Current Assets	-
<b>16,352</b>	<b>TOTAL NON-CURRENT ASSETS</b>	<b>21,157</b>
<b>34,453</b>	<b>TOTAL ASSETS</b>	<b>35,151</b>
<b>CURRENT LIABILITIES</b>		
2,529	Trade & Other Payables	2,529
-	Borrowings	-
149	Provisions	136
<b>2,678</b>	<b>TOTAL CURRENT LIABILITIES</b>	<b>2,665</b>
<b>NON-CURRENT LIABILITIES</b>		
-	Trade & Other Payables	-
12,896	Provisions	13,136
-	Borrowings	-
-	Other Non-Current Liabilities	-
<b>12,896</b>	<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>13,136</b>
<b>15,574</b>	<b>TOTAL LIABILITIES</b>	<b>15,801</b>
<b>18,879</b>	<b>NET ASSETS</b>	<b>19,350</b>
<b>EQUITY</b>		
18,879	Accumulated Surplus	19,350
-	Asset Revaluation Reserve	-
-	Other Reserves	-
<b>18,879</b>	<b>TOTAL EQUITY</b>	<b>19,350</b>

**SOUTHERN REGION WASTE RESOURCE AUTHORITY**

(BUDGETED) STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2019

2017/18 BR3 \$'000		2018/19 DRAFT BUDGET \$'000
	<b>ACCUMULATED SURPLUS</b>	
19,903	Balance at beginning of period	18,879
1,526	Net Surplus/(Deficit)	471
-	Transfers from reserves	-
-	Transfers to reserves	-
(2,550)	Distribution to Councils	-
<b>18,879</b>	<b>Balance at end of period</b>	<b>19,350</b>
<b>18,879</b>	<b>TOTAL EQUITY</b>	<b>19,350</b>

DRAFT

Item No: **14.1**  
Subject: **ITEMS IN BRIEF**  
Date: 22 May 2018  
Written By: Personal Assistant  
General Manager: Business Services, Mr R Bria

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## **SUMMARY**

These items are presented for the information of Members.

After noting the report any items of interest can be discussed and, if required, further motions proposed.

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## **RECOMMENDATION**

**That the following items be noted and items of interest discussed:**

1. **Dog and Cats Online System (DACO)**
  2. **Community Centre's 'Come and Try Week' review**
  3. **EPA – Brighton Environmental Assessment Work**
  4. **Project Schedules – Capital Works to 30 April 2018**
- 

## **COMMUNITY PLAN**

Culture: Supporting excellent, efficient operations

## **COUNCIL POLICY**

Not applicable

## **STATUTORY PROVISIONS**

Not applicable

## **REPORT**

1. **Dogs and Cats Online (DACO)**

The Dog and Cats Online (DACO) system will be implemented across the state by the Dog and Cat Management Board from July 2018. It is a centralised on-line data base which provides a link between dog and cat owners, their animal and the Council.

When implemented it will:

- Enable owners to self-register their dogs and cats online
- Enable individuals that microchip dogs/cats to log that information onto the system
- Provide authorised parties to online and mobile app access to dog/cat data
- Secure authentication for all users
- Provide reporting and data analysis functions
- Have simple intuitive interfaces for both users and system administrators
- Provide a once-off lifetime dog/cat registration disc.

It is intended that the system will be the mechanism by which all dog and cat registration fees are collected, and once implemented, be low maintenance.

From 1 July 2018 all dog (and cat) owners will be expected to register their animals using the DACO system. Individuals will be expected to create their own log-in for the system and will require an individual or unique email address. The system currently only accepts credit card payments, however this may change.

It is anticipated that there will be residents who will need initial assistance with their input into the new DACO state wide system. While the preferred payment method is via the DACO website with a credit card, there will be some capacity for residents to make cash or cheque payments through the Council's customer service centres.

#### City of Holdfast Bay's Response

Of the 4,364 dogs registered in Holdfast Bay in 2017/18, 48% were registered on line. The remaining 52% were registered through the Customer Service Centre.

Based on the numbers above, we would expect some 25% of over the counter payments in 2018/2019, and that most of these will require assistance to register on line to the new DACO system.

It currently takes a customer service officer approximately five minutes to register a dog, however, the new on line DACO system could take up to 15-20 minutes (with a known email address). If an email address has to be created and/or a cash/cheque payment is to be receipted this time line would extend, creating pressures on our customer service staff and reducing our customer service levels. It should be noted that the last week of August is already the customer service team's busiest peak of the year, as dog renewals are due on 31st August 2018, the same time as the 1st Quarter rates which are due on September 1st 2018.

Both our Regulatory Services and Customer Service teams are working closely and collaboratively, to ensure that service levels are not impacted, but more importantly that our customers are provided with a no fuss and seamless experience when registering their dog for the first time. We will be monitoring customer numbers and times per transaction over this time, and if necessary, will be increasing the number of casual employees available to assist our customers.

We will also be working in partnership with the City of Marion to explore the option of working collaboratively to participate in an information booth at the Marion Shopping Centre over the coming months. This information booth will provide an opportunity for any questions to be answered and to help customers register for the first time on the DACO system.

Once available, the DACO marketing materials and promotional campaign are expected to assist Council in spreading the message about the new state wide database.

## **2. Community Centres 'Come and Try Week' review**

Community Centres 'Come and Try Week' is an annual event for our Community designed to promote the Community Centres and the activities hosted in these venues. This year's event was held from Sunday 30 April -Friday 6 May 2018. The event is coordinated by Council's Community Centres Coordinator in partnership with each Community Centre.

The "Come and Try week" allows members of the community to try existing Community Centre activities or a program for free during the designated week.

Forty activities were showcased in this year's program providing a diverse range of leisure, health and educational activities across the four Community Centres.

Feedback received from Community Centre Managers after the Come and Try week was that overall the week was a success but there are some recommended areas for improvement for next year's event such as:

- The duration of the event was too short. 'Come and Try' could be at least one month, rather than a week. A longer period would provide far greater opportunity for awareness raising of the programs on offer and increased engagement with new participants.
- Additional and alternative marketing strategies to include a DL sized brochure rather than the folded A3 size, enabling for easier display and distribution in local shops.
- Brochure should be available for distribution for more than 1 month prior to the event.
- Utilising shops on both Jetty Road's to promote event (some retailers have already indicated their willingness to assist in promotion).
- Ensure that the 'Come and Try' event is advertised more than once in the 'What's on planner' and in the Holdfast Bay News in the Messenger.
- Promote through other low cost avenues such as Community radio, Coast FM.

## **3. EPA – Brighton Environmental Assessment Work**

The EPA has notified Council of the outcome from the first stage of the environmental assessments in the Brighton area.

Further details on this project are in the attachment for Council's information.

*Refer Attachment 1*

4. **Project Schedules – Capital Works to 30 April 2018**

The Capital Works program for 2017/2018 is progressing well, with most projects on track. See attached status to the end of April 2018.

*Refer Attachment 2*

TO THE RESIDENT

Dear Resident

**Re: Brighton environmental assessment work**

Further to my letter of 19 February 2018, I am writing to advise that the Environment Protection Authority (EPA) has now received the report from the first stage of environmental assessments in the Brighton assessment area.

The work has confirmed the presence of chlorinated hydrocarbons, predominantly tetrachloroethene (PCE), which has been detected in soil vapour in the areas shown overleaf. The work has also identified that a source of the vapour contamination is likely to be a dry cleaning premises on Brighton Road, and has identified a liable party that is responsible for future work.

In order to assess whether there is any risk of PCE entering into residential properties, further work is required. The EPA is regulating the liable party and will ensure it keeps residents informed as this work progresses. At this stage these works are expected to commence in mid May 2018.

**Groundwater (bore water) in this area may be contaminated and should not be used for any purpose. Mains water supplied by SA Water is not affected by this issue. Home grown fruit and vegetables are safe to consume, provided they are not watered with bore water.**

A full copy of the report will be available from our website and EPA staff are available to meet with you in person, via phone or email if you have any queries or would like further information. Please don't hesitate to contact us on ph: 1800 729 175 or email: [engage.epa@sa.gov.au](mailto:engage.epa@sa.gov.au).

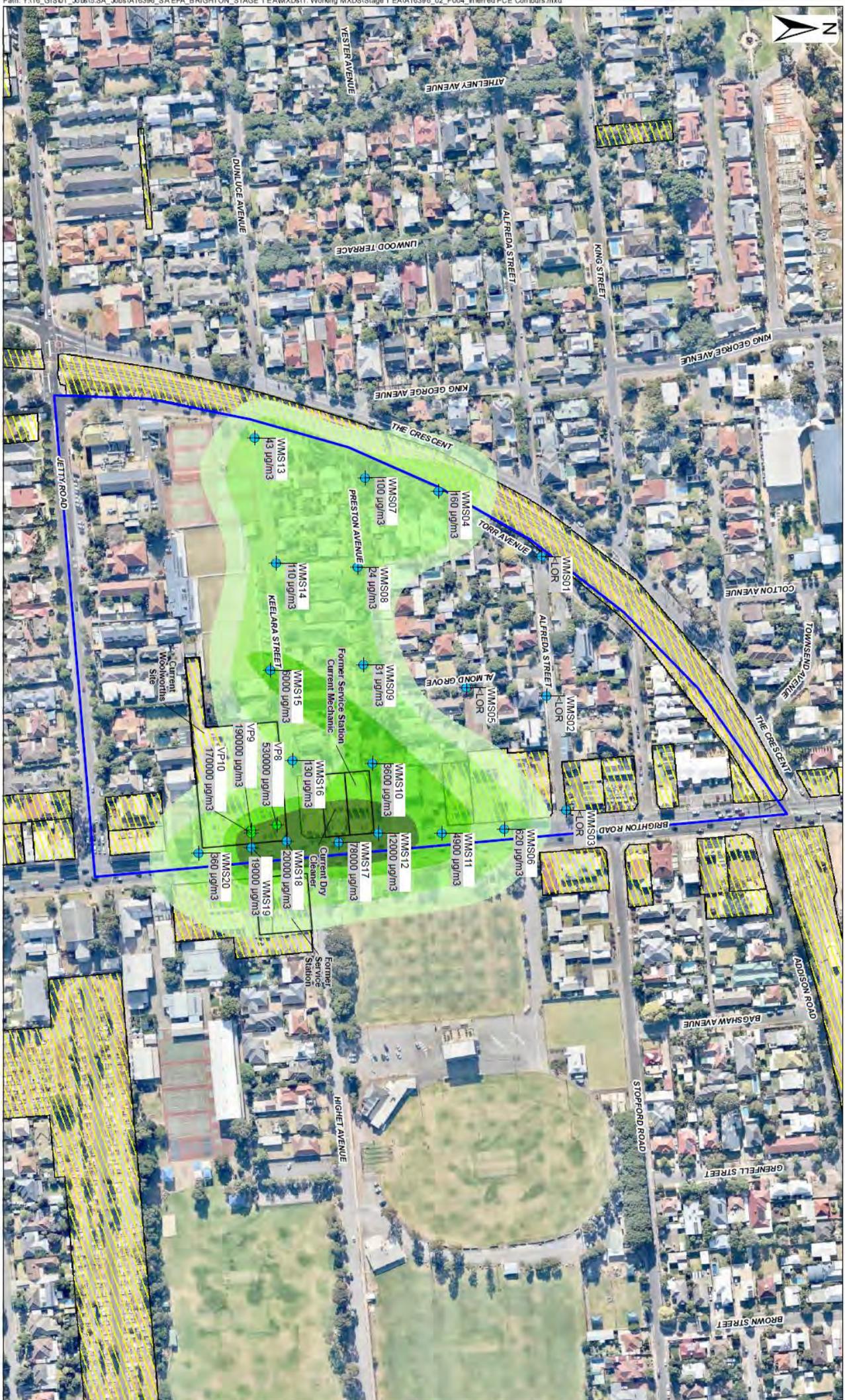
Yours sincerely



**Andrew Pruszinski  
MANAGER SITE CONTAMINATION  
ENVIRONMENT PROTECTION AUTHORITY**

Date: 1 May 2018

Για να ζητήσετε ένα αντίγραφο της παρούσας επιστολής στην ελληνική γλώσσα, παρακαλούμε τηλεφωνήστε στο 13 14 50. | 为了要求这封信普通话的副本 · 请致电 13 14 50. | Per richiedere una copia di questa lettera in italiano, si prega di telefonare 13 14 50.



**senversa**  
 125 Saint Street  
 Adelaide  
 Phone: (08) 8212 0070  
 Website: www.senversa.com.au

**Legend**

- Stage 1 Assessment Area Boundary
- PCE Concentration (µg/m<sup>3</sup>)
  - <LOR
  - LOR - 2000 µg/m<sup>3</sup> (~ Residential HIU)
  - 2000 - 8000 µg/m<sup>3</sup> (~ Commercial/Industrial HIU)
  - >8000 µg/m<sup>3</sup> (~ Commercial/Industrial HIU)
- Soil Vapour Point
- Waterloo Membrane Sampling Location
- Commercial/Industrial Land Use

Designed:	S. Welsh	Date:	6/04/2018
Drawn:	M. Byrne	Revision:	0
Checked:	S. Welsh	Scale:	1:2,500 (A3)
File:	A16396_02_F004_Inferred PCE Contours		

0 15 30 60 90 120 metres  
 Datum GDA 1984, Projection MGA Zone 56

**Figure No:** 4  
**Title:** Inferred PCE Contours  
**Project:** Stage 1 Environmental Assessment  
**Location:** Brighton, SA  
**Client:** SA EPA

	Item - DEPOT	RESPONSIBLE	STATUS	STAGE	NOTES	Commencement	Completion Date
	CARRY OVERS						
	Item - DEPOT	RESPONSIBLE	STATUS	STAGE	NOTES		
1	11 X Park Benches with timber slats various locations	Depot	On Track	Implementation	On Track	Feb-18	May-18
2	5 X Drinking fountains - Holdfast Promenade, Foreshore	Depot	On Track	Implementation	On Track	Mar-18	Jun-18
3	Alf Smedly Reserve	Depot	On Track	Implementation	Works to commence shortly	Mar-18	Jun-18
4	Reserve info signs - 7 posts - various locations	Depot	On Track	Review		Mar-18	Jun-18

#### COMPLETED WORK

	Item - DEPOT	RESPONSIBLE	STATUS	STAGE	NOTES		
1	8 x Irrigation valve replacement - Patawalonga Banks main line	Depot		Complete			
2	Irrigation and electrical replace and upgrade - North Esplanade	Depot		Complete			
3	Irrigation pump in pump station - East Patawalonga Bank	Depot		Complete			
4	Irrigation replacement - Gregory Reserve	Depot		Complete			
5	Irrigation replacement - Partridge House	Depot		Complete			
6	Irrigation upgrade including water tank - Wattle Reserve	Depot		Complete			
7	Tank and pump replacement - Dulcie Perry Park	Depot		Complete			
8	Signage - Jimmy Melrose Park	Depot		Complete			
9	Moseley Square - 6 flag poles	Depot		Complete			
10	BBQ shelter - Brooklyn Ave	Depot		Complete			
11	Dog Bag Dispensers Various Locations	Depot		Complete			
12	Pump Track Drinking Fountain incl Water Meter - Commercial Rd	Depot		Complete			
13	Autocite Replacement incl Mobile Phones	Reg Services		Complete			
14	Bin Enclosures Various Locations	Depot		Complete			
15	Adelphi Cres - Pat. F'shore - Fencing	Depot		Complete	Refurbishment		

#### OTHERS INDEPENDENT

	Item - DEPOT - CARRY OVERS	RESPONSIBLE	STATUS	STAGE	NOTES		
1	Angus Neill Res - Megatoy play system	Matt Rechner	On Track	Procurement	process of signing the Angus Neill Construction Contract	Mar-18	Jun-18
2	Annual purchase of of Art Sculptures	Active Comm JR	On Track	Implementation	waiting on a traffic assessment of the installation site	Feb-18	Jun-18
3	Coastal fencing	Mike Hemus	On Track	Implementation		Jan-18	May-18
4	Brighton caravan park - post and rail fence	ENV-M Hemus	On Track	Implementation		Jan-18	Jun-18
5	Partridge House - signage	SCOTT REARDON	On Track	Design		Jan-18	Jun-18

	LIBRARY 2017 / 18 PROGRAMME	RESPONSIBLE	STATUS	STAGE	NOTES		
1	Annual Library Book Replacement	Library DL	On Track	Ongoing	On Track	Aug-17	May-18
2	Charging Stations	Library DL	On Track	Procurement	Purchased	Aug-17	May-18

	Item - TCD & SIGNS	RESPONSIBLE	STATUS	STAGE	NOTES		
1	10 x Information Signs (various locations)	Assets RM	On Track	Procurement	On Order	Feb-18	May-18

Item No: **14.2**

Subject: **MONTHLY FINANCIAL REPORT – 30 APRIL 2018**

Date: 22 May 2018

Written By: Asset Accountant

General Manager: Business Services, Mr R Bria

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### **SUMMARY**

Attached are financial reports as at 30 April 2018. They comprise a Funds Statement and a Capital Expenditure Report for Council's municipal activities and Alwyndor Aged Care, and a month by month variance report for Council's municipal activities. The adjusted forecast budget includes the carried forward amount as approved by Council 12 September 2017 and the three quarterly budget updates approved by Council 24 October 2017, 23 January 2018 and 24 April 2018. No changes to Alwyndor and Municipal budgets are recommended at this time, but the report highlights items that show a material variance from the YTD budget.

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### **RECOMMENDATION**

**That Council receives the financial reports for the 10 months to 30 April 2018 and notes:**

- **no change to the Municipal activities 2017/18 revised budget forecast;**
  - **no change to the Alwyndor Aged Care 2017/18 revised budget forecast.**
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### **COMMUNITY PLAN**

Culture: Being financially accountable

### **COUNCIL POLICY**

Not applicable.

### **STATUTORY PROVISIONS**

Not applicable.

**BACKGROUND**

Council receives financial reports each month comprising a Funds Statement and Capital Expenditure Report for each of Council's municipal activities and Alwyndor Aged Care.

The Funds Statements include an income statement and provide a link between the Operating Surplus/Deficit with the overall source and application of funds including the impact on cash and borrowings.

The Alwyndor April Funds Statement is interim as a new financial system for Alwyndor was implemented during March. The implementation has required accounting entries to be checked and validated during April. The April funds statement therefore includes estimates for Consumer Directed Care and therapy income and includes estimated end-of-April accruals for employment costs. The May Funds Statement will replace estimated amounts with actual validated accounting entries.

*Refer Attachment 1*

**REPORT**

The majority of the variances to date are due to budget and actuals timing differences over the first ten months of the financial year. Details of the major variances are included in the attachment to this report.

**Alwyndor Aged Care**

There are no changes to the Alwyndor budget forecast as approved by Council.



## City of Holdfast Bay Municipal Funds Statement as at April 2018

2017 - 2018 Original Budget \$'000	Year to Date				2017 - 2018 Adopted Forecast \$'000	Note
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000			
(737)	(646)	(653)		6 Administrative Services	(774)	
1,659	969	969		- FAG/R2R Grants	1,847	
(1,058)	(844)	(832)		(12) Financial Services	(994)	
(8,623)	(6,581)	(6,543)		(38) Financial Services-Depreciation	(8,773)	
(241)	-	-		- Financial Services-Employee Leave Provisions	(241)	
(1,070)	(339)	(306)		(32) Financial Services-Interest on Borrowings	(900)	
230	-	-		- Financial Services-SRWRA	230	
33,187	33,440	33,438		2 General Rates	33,175	
(633)	(339)	(319)		(20) Human Resources	(550)	
(3,659)	(3,178)	(3,142)		(35) Strategic and Commercial Services	(3,906)	
(644)	(457)	(419)		(38) Strategy and Policy	(539)	
(522)	(418)	(413)		(5) Business Development	(519)	
(952)	(743)	(702)		(40) Community Development	(959)	
(340)	(273)	(281)		8 Community Engagement Admin	(340)	
(848)	(665)	(609)		(56) Community Events	(767)	1
(299)	(247)	(231)		(16) Community Services Administration	(302)	
(135)	(104)	(99)		(6) Community Transport	(135)	
(59)	113	223		(111) Community Wellbeing	(62)	2
(517)	(425)	(425)		- Customer Service	(517)	
-	89	108		(20) Jetty Road Mainstreet	(37)	
(1,337)	(1,051)	(1,041)		(10) Library Services	(1,308)	
4	43	107		(65) Lifelinks	(16)	2
(310)	(255)	(259)		4 Tourism & Marketing Admin	(310)	
(1,471)	(1,034)	(1,062)		29 Asset Management	(1,501)	
(1,422)	(804)	(798)		(6) Assets and City Services	(1,093)	
30	29	77		(48) Cemeteries	30	
612	695	723		(28) City Regulation	491	
878	954	1,065		(111) Commercial - Brighton Caravan Park	988	3
(15)	(2)	(12)		9 Commercial - Partridge House	(15)	
436	360	321		39 Commercial - Recreational Clubs Leases	439	
(865)	(590)	(560)		(31) Development Services	(777)	
(633)	(364)	(554)		190 Environmental Services	(618)	4
(373)	(325)	(296)		(29) Infrastructure Maintenance	(373)	
(18)	(14)	(62)		48 Property Maintenance	(18)	
(7,432)	(5,693)	(5,475)		(218) Public Spaces	(7,331)	5
(3,519)	(2,547)	(2,535)		(12) Waste Management	(3,399)	
-	-	122		(122) Net Gain/Loss on Disposal of Assets - non cash item	-	6
796	-	-		- Less full cost attribution - % admin costs capitalised	796	
<b>103</b>	<b>8,754</b>	<b>9,526</b>	<b>(773)</b>	<b>=Operating Surplus/(Deficit)</b>	<b>925</b>	
-	-	(122)		122 Net Gain/loss on disposal of assets	-	6
8,623	6,581	6,543		38 Depreciation	8,773	
<b>8,623</b>	<b>6,581</b>	<b>6,421</b>	<b>160</b>	<b>Plus Non Cash Items in Operating Surplus/(Deficit)</b>	<b>8,773</b>	
<b>8,726</b>	<b>15,335</b>	<b>15,947</b>	<b>(612)</b>	<b>=Funds Generated from Operating Activities</b>	<b>9,698</b>	
-	1,206	1,210		(4) Amounts Received for New/Upgraded Assets	1,731	
231	278	191		88 Proceeds from Disposal of Assets	304	7
<b>231</b>	<b>1,484</b>	<b>1,401</b>	<b>83</b>	<b>Plus Funds Sourced from Capital Activities</b>	<b>2,035</b>	
(5,090)	(3,629)	(3,307)		(323) Capital Expenditure on Renewal and Replacement	(6,397)	8
(1,134)	(5,422)	(5,124)		(298) Capital Expenditure on New and Upgraded Assets	(7,785)	9
<b>(6,224)</b>	<b>(9,051)</b>	<b>(8,430)</b>	<b>(621)</b>	<b>Less Total Capital Expenditure</b>	<b>(14,182)</b>	
209	198	249		(51) Plus:Repayments of loan principal by sporting groups	209	10
<b>209</b>	<b>198</b>	<b>249</b>	<b>(51)</b>	<b>Plus/(less) funds provided (used) by Investing Activities</b>	<b>209</b>	
<b>2,941</b>	<b>7,966</b>	<b>9,166</b>	<b>(1,201)</b>	<b>= FUNDING SURPLUS/(REQUIREMENT)</b>	<b>(2,240)</b>	
				<b>Funded by</b>		
1,360	2,016	2,016		- Increase/(Decrease) in Cash & Cash Equivalents	(245)	
-	5,066	6,366		(1,300) Non Cash Changes in Net Current Assets	-	
-	-	-		- Less: Proceeds from new borrowings	(3,577)	
-	-	(200)		200 Less: Net Movements from Cash Advance Debentures	-	
1,581	884	984		(100) Plus: Principal repayments of borrowings	1,581	
<b>2,941</b>	<b>7,966</b>	<b>9,166</b>	<b>(1,201)</b>	<b>=Funding Application/(Source)</b>	<b>(2,240)</b>	

Note 1 – Community Events – \$56,000 favourable variance

Savings in the running of various events held during 2017/18, including Life Saving Championships, Brighton Jetty Swim Classic, New Year's Eve and Australia Day.

Note 2 – Community Wellbeing/Lifelinks - \$176,000 favourable variance

Grant funded programs anticipated to generate a surplus to Council. Amount will be determined when the grant acquittal is processed at the end of the financial year.

Note 3 – Brighton Caravan Park - \$111,000 favourable variance

Additional revenue due to higher occupancy rates throughout the year at Brighton Caravan Park.

Note 4 – Environmental Services - \$190,000 unfavourable variance

Employee costs for tree maintenance. The allocation for this expenditure is within the Public Spaces budget which offsets this negative variance (see Note 6).

Note 5 – Public Spaces - \$218,000 favourable variance

Employee costs accounted for within Environmental Services (see Note 5) and additional revenue from the renewal of memorial seat leases.

Note 6 – Net Gain on Disposal of Assets - \$122,000 favourable variance

Net gain on the sale of Council vehicles.

Note 7 – Proceeds from Disposal of Assets - \$88,000 unfavourable variance

Expected revenue from trade-in of existing Council vehicles once replacement vehicles have been delivered.

Note 8 – Capital Expenditure on Renewal and Replacement - \$323,000 favourable variance

A number of replacement vehicles have been ordered, including two trucks, which have yet to be delivered.

Note 9 – Capital Expenditure on New and Upgraded Assets - \$298,000 favourable variance

There are positive variances on a number of capital projects due to savings on completed projects, timing and projects that cannot be completed in 2017/18.

Note 10 – Repayment of loan principal by sporting groups - \$51,000 favourable variance

Brighton Tennis Club negotiated to repay the total principal outstanding on their loan when it had been due for roll-over this financial year.



## City of Holdfast Bay Capital Expenditure Summary by Budget Item to April 2018

2017-18 Original Budget \$'000	Year to Date				2017-18 Adopted Forecast \$'000
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000		
(796)	-	-	-	- Full Cost Attribution	(796)
(370)	(526)	(498)	(28)	(28) Information Technology	(603)
(10)	-	-	-	- Commercial and Economic Enterprises	(10)
-	(11)	(12)	1	1 Tourism	(11)
(91)	(83)	(86)	3	3 Brighton Library	(101)
(90)	-	-	-	- Sport and Recreation	(90)
(35)	(23)	(2)	(21)	(21) Depot and Stores	(35)
(793)	(1,040)	(747)	(293)	(293) Machinery Operating	(1,119)
(1,152)	(416)	(469)	53	53 Road Construction and Re-seal Program	(1,129)
(150)	(2)	(1)	(1)	(1) Car Park Construction	(150)
(98)	(32)	(29)	(3)	(3) Footpath Program	(98)
(300)	(2,580)	(2,581)	1	1 Stormwater Drainage Program	(2,864)
(60)	(51)	(50)	(1)	(1) Traffic Control Construction Program	(118)
(523)	(425)	(429)	4	4 Kerb and Water Table Construction Program	(545)
(30)	-	-	-	- Other Transport - Bus Shelters etc.	(30)
(361)	(1,619)	(1,488)	(131)	(131) Reserve Improvements Program	(2,040)
(1,295)	(1,013)	(939)	(73)	(73) Land, Buildings and Infrastructure Program	(2,122)
(70)	(104)	(104)	-	- Streetscape Program	(148)
-	(1,005)	(974)	(31)	(31) Foreshore Improvements Program	(2,008)
-	(121)	(19)	(102)	(102) Caravan Park - General	(121)
(6,224)	(9,051)	(8,430)	(621)	<b>Total</b>	(14,182)



## Alwyndor Aged Care Funds Statement as at 30 April 2018

2017-18 Original Budget \$'000	Year to Date				2017-18 Adopted Forecast \$'000	Note
	Adopted Forecast \$'000	Actual YTD \$'000	Variance \$'000			
4,480	3,216	3,138	78	User Charges	3,859	1
10,486	8,383	8,381	2	Operating Grants and Subsidies	10,059	
374	398	427	(29)	Investment Income	478	
1,670	1,878	1,992	(114)	Reimbursements	2,254	2
1,121	1,324	1,402	(78)	Other Income	1,589	3
<b>18,130</b>	<b>15,199</b>	<b>15,340</b>	<b>(141)</b>	<b>Operating Revenue</b>	<b>18,239</b>	
(12,944)	(11,606)	(11,719)	113	Employee Costs - Salaries & Wages	(13,927)	4
(3,745)	(3,074)	(3,136)	61	Materials, contracts and other expenses	(3,689)	5
(80)	(75)	(110)	35	Finance Charges	(90)	6
(897)	(693)	(697)	4	Depreciation	(832)	
<b>(17,666)</b>	<b>(15,448)</b>	<b>(15,661)</b>	<b>213</b>	<b>Less Operating Expenditure</b>	<b>(18,538)</b>	
<b>464</b>	<b>(249)</b>	<b>(321)</b>	<b>72</b>	<b>=Operating Surplus/(Deficit)</b>	<b>(299)</b>	
897	747	697	50	Depreciation	897	7
0	0	(2)		Provisions	0	
<b>897</b>	<b>747</b>	<b>695</b>	<b>52</b>	<b>Plus Non Cash Items in Operating Surplus/(Deficit)</b>	<b>897</b>	
<b>1,361</b>	<b>498</b>	<b>374</b>	<b>125</b>	<b>=Funds Generated from Operating Activities</b>	<b>598</b>	
(742)	(585)	(310)	(275)	Capital Expenditure on New and Upgraded Assets	(702)	8
<b>(742)</b>	<b>(585)</b>	<b>(310)</b>	<b>(275)</b>	<b>Less Total Capital Expenditure</b>	<b>(702)</b>	
<b>620</b>	<b>(87)</b>	<b>64</b>	<b>(150)</b>	<b>= Funding SURPLUS/(REQUIREMENT)</b>	<b>(104)</b>	
<b>Funded by</b>						
620	(87)	64	(150)	Increase/(Decrease) in Cash & Cash Equivalents	(104)	
<b>620</b>	<b>(87)</b>	<b>64</b>	<b>(150)</b>	<b>=Funding Application/(Source)</b>	<b>(104)</b>	

Note 1 – User Charges – negative variance

To be read in conjunction with government subsidies. Target for Aged Care Funding Instrument (ACFI) not achieved.

Note 2 – Reimbursements – positive variance

Continued growth in Consumer Directed Care services being provided.

Note 3 – Other Income – positive variance

Continued growth in Consumer Directed Care packages resulting in administration and case management fee income.

Note 4 – Employee Costs – Salaries & Wages – negative variance

Increased hours to provide staff training and transition costs.

Note 5 – Materials, contracts and other expenses – negative variance

An increase in brokered services for Home Support consumers, which is offset in part by increased reimbursement income. Further increases in catering costs to meet individual dietary requirements of residents and consulting fees in relation to internal reviews.

Note 6 – Finance Charges – negative variance

Delay with Grants of Probate for Accommodation Bond refunds, resulting in higher interest payments.

Note 7 – Depreciation – Positive Variance

Capital purchases have occurred later in the year than anticipated, resulting in lower depreciation costs.

Note 8 – Capital Expenditure – Positive Variance

As per note 7, timing of capital purchases which are occurring later in the financial year than originally budgeted.



**City of Holdfast Bay  
Municipal Funds Statement as at April 2018**

	July		August		September		October		November		December		January		February		March		April		YTD Revised Budget	Actual YTD
	Budget \$,000	Actual \$,000	Budget \$,000	Actual \$,000	Budget \$,000	Actual \$,000	Budget \$,000	Actual \$,000	Budget \$,000	Actual \$,000	Budget \$,000	Actual \$,000	Budget \$,000	Actual \$,000	Budget \$,000	Actual \$,000	Budget \$,000	Actual \$,000	Budget \$,000	Actual \$,000		
Administrative Services	(12)	(30)	(98)	(88)	(72)	(79)	(45)	(74)	(42)	(38)	(63)	(55)	(37)	(51)	(36)	(43)	(168)	(168)	(74)	(26)	(646)	(653)
FAG/R2R Grants	-	-	142	142	-	-	-	-	368	368	-	-	-	188	239	142	33	130	188	-	969	969
Financial Services	(47)	(48)	(79)	(75)	(260)	(261)	(49)	(54)	(57)	(54)	(73)	(72)	(37)	(47)	(80)	(61)	(101)	(107)	(61)	(53)	(844)	(832)
Financial Services-Depreciation	-	-	-	-	(2,173)	(2,195)	(25)	(0)	-	-	(2,215)	(2,199)	-	-	-	-	(2,169)	(2,149)	-	-	(6,581)	(6,543)
Financial Services-Interest on Borrowings	3	87	69	(11)	(2)	(2)	(16)	(17)	(322)	(250)	(94)	(95)	22	(8)	(7)	(7)	1	1	8	(4)	(339)	(306)
General Rates	34,269	34,266	(289)	(288)	(9)	(5)	6	6	(285)	(289)	21	18	4	(0)	4	(295)	(269)	22	(8)	3	33,440	33,438
Human Resources	(140)	20	58	(59)	(93)	(66)	46	42	(70)	(56)	(62)	(50)	45	(8)	(58)	(52)	(97)	(94)	32	3	(339)	(319)
Net Gain/Loss on Disposal of Assets - non cash item	-	-	-	-	-	70	-	-	-	-	-	16	-	-	-	-	-	36	-	-	-	122
Strategic and Commercial Services	(551)	(796)	(421)	(193)	(347)	(258)	(246)	(246)	(465)	(409)	172	(189)	(491)	(305)	(436)	(285)	(394)	(237)	1	(225)	(3,178)	(3,142)
Strategy and Policy	(32)	(20)	(43)	(43)	(150)	(75)	3	(48)	(47)	(18)	(46)	(46)	(6)	(36)	(39)	(41)	(58)	(63)	(40)	(31)	(457)	(419)
Business Development	(104)	(134)	39	52	(83)	(58)	10	(46)	(64)	(31)	(16)	(40)	(62)	(54)	(45)	(19)	(56)	(44)	(37)	(41)	(418)	(413)
Community Development	(44)	(40)	(67)	(56)	(97)	(71)	(67)	(76)	(75)	(70)	(92)	(74)	(71)	(69)	(71)	(60)	(145)	(97)	(14)	(89)	(743)	(702)
Community Engagement Admin	(13)	(34)	(44)	(21)	(36)	(46)	(25)	(21)	(24)	(26)	(23)	(20)	(25)	(35)	(21)	(28)	(34)	(30)	(27)	(21)	(273)	(281)
Community Events	(24)	(40)	(37)	(26)	(118)	(32)	(43)	(40)	(68)	(62)	(12)	(39)	(156)	(145)	(162)	(139)	(55)	(58)	11	(28)	(665)	(609)
Community Services Administration	(16)	(14)	(23)	(19)	(36)	(68)	(22)	(19)	(22)	(21)	(24)	(15)	(43)	2	(5)	(19)	(35)	(39)	(22)	(19)	(247)	(231)
Community Transport	(8)	(8)	(10)	(5)	(12)	(12)	(9)	(8)	(9)	(6)	(13)	(11)	(8)	(13)	(13)	(10)	(14)	(17)	(9)	(10)	(104)	(99)
Community Wellbeing	142	171	(76)	(47)	(124)	(79)	163	151	(75)	(70)	(76)	(71)	188	150	(81)	(48)	(105)	(91)	158	157	113	223
Customer Service	(30)	(33)	(39)	(39)	(57)	(56)	(40)	(39)	(39)	(38)	(41)	(34)	(41)	(39)	(39)	(45)	(58)	(60)	(39)	(43)	(425)	(426)
Jetty Road Mainstreet	468	461	29	49	(105)	(62)	(50)	(55)	(86)	(25)	9	(46)	(68)	(112)	(67)	(30)	(20)	(50)	(21)	(22)	89	108
Library Services	(82)	(82)	(122)	(110)	(164)	(163)	(110)	(6)	25	(73)	(112)	(120)	(94)	(110)	(111)	(110)	(168)	(156)	(112)	(111)	(1,051)	(1,041)
Lifelinks	49	61	(21)	(17)	(81)	(27)	65	58	(22)	(18)	55	(23)	(13)	58	(21)	(17)	41	53	(8)	(20)	43	107
Tourism & Marketing Admin	(18)	(19)	(23)	(22)	(35)	(38)	(23)	(26)	(26)	(24)	(23)	(25)	(24)	(24)	(24)	(23)	(36)	(35)	(23)	(23)	(255)	(259)
Asset Management	(54)	(47)	(154)	(97)	(106)	(138)	(116)	(139)	(115)	(61)	6	(71)	(158)	(103)	(166)	(126)	(119)	(150)	(51)	(131)	(1,034)	(1,062)
Assets and City Services	(30)	(76)	(156)	(81)	(161)	(149)	(101)	(121)	(99)	(95)	(92)	225	222	(104)	(107)	(101)	(181)	(190)	(101)	(107)	(804)	(798)
Cemeteries	11	12	(3)	-	5	(5)	1	17	(1)	16	15	(17)	(4)	10	(0)	10	(14)	35	19	(1)	29	77
City Regulation	364	356	22	(10)	9	(63)	(15)	105	26	69	89	28	184	98	67	48	22	(16)	(72)	108	695	723
Commercial - Brighton Caravan Park	(29)	91	26	(110)	68	89	60	162	60	97	175	155	208	256	67	95	96	165	224	64	954	1,065
Commercial - Partridge House	5	7	(3)	-	(3)	(27)	1	4	-	(2)	-	(5)	1	10	(1)	-	(3)	(8)	1	10	(2)	(12)
Commercial - Recreational Clubs Leases	53	33	23	32	37	28	37	29	35	33	25	28	35	36	46	36	37	33	33	34	360	321
Development Services	(28)	11	(36)	(37)	(162)	(110)	(57)	(58)	(28)	(18)	(17)	(69)	(24)	(72)	(92)	(26)	(136)	(112)	(10)	(70)	(590)	(560)
Environmental Services	26	(11)	(38)	(39)	(68)	(68)	(32)	(65)	(80)	19	(9)	(46)	(9)	(43)	(50)	(60)	(102)	(155)	(2)	(86)	(364)	(554)
Infrastructure Maintenance	(7)	(19)	(32)	(31)	(26)	(19)	(24)	(47)	(81)	(62)	(27)	(15)	(21)	(42)	(32)	(37)	(45)	(6)	(32)	(18)	(325)	(296)
Property Maintenance	(1)	-	(1)	-	(1)	(0)	(1)	(2)	(1)	-	(1)	(1)	(2)	-	(1)	(2)	(1)	(2)	(1)	(55)	(14)	(62)
Public Spaces	(868)	(476)	(79)	(419)	(647)	(582)	(663)	(632)	(512)	(452)	(516)	(424)	(706)	(560)	(528)	(512)	(648)	(714)	(525)	(703)	(5,693)	(5,475)
Waste Management	(27)	(37)	(303)	(269)	(319)	(304)	(219)	(238)	(307)	(235)	(252)	(285)	(339)	(347)	(261)	(313)	(288)	(259)	(232)	(251)	(2,547)	(2,535)
<b>=Operating Surplus/(Deficit)</b>	<b>33,226</b>	<b>33,613</b>	<b>(1,792)</b>	<b>(1,937)</b>	<b>(5,427)</b>	<b>(4,931)</b>	<b>(1,613)</b>	<b>(1,503)</b>	<b>(2,511)</b>	<b>(1,901)</b>	<b>(3,335)</b>	<b>(3,684)</b>	<b>(1,528)</b>	<b>(1,516)</b>	<b>(2,131)</b>	<b>(2,177)</b>	<b>(5,289)</b>	<b>(4,631)</b>	<b>(847)</b>	<b>(1,807)</b>	<b>8,754</b>	<b>9,525</b>
Net Gain/loss on disposal of assets	-	-	-	-	-	(70)	-	-	-	-	(16)	-	-	-	-	-	(36)	-	-	-	-	(122)
Depreciation	-	-	-	-	2,173	2,195	25	-	-	-	2,215	2,199	-	-	-	-	2,169	2,149	-	-	6,581	6,543
<b>Plus Non Cash Items in Operating Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,173</b>	<b>2,125</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,215</b>	<b>2,183</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,169</b>	<b>2,113</b>	<b>-</b>	<b>-</b>	<b>6,581</b>	<b>6,421</b>
<b>=Funds Generated from Operating Activities</b>	<b>33,226</b>	<b>33,613</b>	<b>(1,792)</b>	<b>(1,937)</b>	<b>(3,254)</b>	<b>(2,806)</b>	<b>(1,589)</b>	<b>(1,503)</b>	<b>(2,511)</b>	<b>(1,901)</b>	<b>(1,120)</b>	<b>(1,501)</b>	<b>(1,528)</b>	<b>(1,516)</b>	<b>(2,131)</b>	<b>(2,177)</b>	<b>(3,120)</b>	<b>(2,519)</b>	<b>(847)</b>	<b>(1,807)</b>	<b>15,335</b>	<b>15,945</b>
Amounts Received for New/Upgraded Assets	-	43	-	-	-	76	6	-	421	321	(91)	423	100	-	635	369	21	86	5	1,206	1,210	
Proceeds from Disposal of Assets	-	-	74	33	-	55	51	-	2	-	8	54	77	69	-	17	31	-	278	191	-	-
<b>Plus Funds Sourced from Capital Activities</b>	<b>-</b>	<b>43</b>	<b>74</b>	<b>33</b>	<b>-</b>	<b>131</b>	<b>57</b>	<b>-</b>	<b>423</b>	<b>321</b>	<b>(83)</b>	<b>477</b>	<b>177</b>	<b>69</b>	<b>635</b>	<b>369</b>	<b>37</b>	<b>117</b>	<b>5</b>	<b>1,484</b>	<b>1,401</b>	
Capital Expenditure on Renewal and Replacement	(9)	(119)	(582)	(376)	(454)	(551)	(695)	(289)	(517)	(129)	157	(384)	(445)	(294)	(1,289)	(484)	(234)	(469)	437	(212)	(3,629)	(3,307)
Capital Expenditure on New and Upgraded Assets	(6)	(13)	(185)	(243)	(196)	(154)	(511)	(275)	(781)	(397)	434	(557)	(1,415)	(1,644)	(1,033)	(93)	(1,376)	(1,229)	(352)	(518)	(5,422)	(5,124)
<b>Less Total Capital Expenditure</b>	<b>(15)</b>	<b>(132)</b>	<b>(767)</b>	<b>(619)</b>	<b>(650)</b>	<b>(705)</b>	<b>(1,207)</b>	<b>(564)</b>	<b>(1,298)</b>	<b>(526)</b>	<b>591</b>	<b>(941)</b>	<b>(1,859)</b>	<b>(1,938)</b>	<b>(2,322)</b>	<b>(577)</b>	<b>(1,610)</b>	<b>(1,698)</b>	<b>85</b>	<b>(731)</b>	<b>(9,051)</b>	<b>(8,430)</b>
Plus: Repayments of loan principal by sporting groups	-	-	6	60	4	4	168	167	8	11	2	-	-	-	6	1	4	4	1	2	198	249
<b>Plus/(less) funds provided (used) by Investing Activities</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>60</b>	<b>4</b>	<b>4</b>	<b>168</b>	<b>167</b>	<b>8</b>	<b>11</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>198</b>	<b>249</b>
<b>= FUNDING SURPLUS/(REQUIREMENT)</b>	<b>33,212</b>	<b>33,523</b>	<b>(2,480)</b>	<b>(2,464)</b>	<b>(3,901)</b>	<b>(3,376)</b>	<b>(2,571)</b>	<b>(1,900)</b>	<b>(3,800)</b>	<b>(1,992)</b>	<b>(206)</b>	<b>(2,525)</b>	<b>(2,910)</b>	<b>(3,277)</b>	<b>(4,378)</b>	<b>(2,118)</b>	<b>(4,357)</b>	<b>(4,176)</b>	<b>(644)</b>	<b>(2,531)</b>	<b>7,966</b>	<b>9,165</b>
<b>Funded by</b>																						
Increase/(Decrease) in Cash & Cash Equivalents	33,141	(2,001)	(2,518)	4,031	(3,929)	851	(2,607)	(1,679)	(4,189)	807	(416)	389	(2,945)	(1,924)	(4,414)	(143)	(4,360)	4,411	(683)	(2,725)	7,082	2,016
Non Cash Changes in Net Current Assets	-	36,162	-	(7,236)	-	(4,314)	-	(401)	-	(3,142)	-	(3,124)	-	(1,364)	-	(2,006)	-	(8,589)	-	380	-	6,365
Less: Net Proceeds from Cash Advance Debentures	-	(650)	-	650	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(200)	-	(600)
Plus: Principal repayments of borrowings	70	11	37	91	28	88	36	180	389	343	210	210	35	12	36	31	3	3	39	14	884	984
<b>=Funding Application/(Source)</b>	<b>33,212</b>	<b>33,523</b>	<b>(2,480)</b>	<b>(2,464)</b>	<b>(3,901)</b>	<b>(3,376)</b>	<b>(2,571)</b>	<b>(1,900)</b>	<b>(3,800)</b>	<b>(1,992)</b>	<b>(206)</b>	<b>(2,525)</b>	<b>(2,910)</b>	<b>(3,277)</b>	<b>(4,378)</b>	<b>(2,118)</b>	<b>(4,357)</b>	<b>(4,176)</b>	<b>(644)</b>	<b>(2,531)</b>	<b>7,966</b>	<b>9,165</b>

Item No: **14.3**

Subject: **DRAFT 2018-19 ANNUAL BUSINESS PLAN CONSULTATION OUTCOMES REPORT**

Date: 22 May 2018

Written By: Corporate Planning Officer

General Manager: Business Services, Mr R Bria

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### **SUMMARY**

Council has received eight submissions in response to its Draft 2018-19 Draft Annual Business Plan community consultation. The key topics raised through the consultation included suggestions for future plans, comments and queries on specific projects/programs, allocation of additional budget to stormwater and sandbag groynes, management of community centres and the presentation of the document.

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### **RECOMMENDATION**

**That the submissions arising from the community consultation on the Draft 2018-19 Annual Business Plan be received and noted.**

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### **COMMUNITY PLAN**

Culture: Being Financially Accountable

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

Section 123 of the Local Government Act, 1999.

### **BACKGROUND**

The Draft 2018-19 Annual Business Plan provided as Attachment 1 of Report No 110/18 was endorsed for community consultation at its meeting of 10 April 2018. The community consultation period ran from 16 April 2018 until 11 May 2018. Council provided a period of one

hour to hear verbal submissions and comments from members of the community at its meeting of 8 May 2018.

Arrangements on how the community could participate in the consultation process and access copies of the Draft 2018-19 Annual Business Plan were advertised/promoted through:

- Advertisement in the local Messenger newspaper (18 April 2018)
- Council's fortnightly local Messenger newspaper column (18 April and 2 May 2018)
- The Holdfast Bay website homepage – Scrolling banner and publications page (16 April – 11 May 2018)
- The 'Your View Holdfast' webpage (16 April – 11 May 2018)
- Email to the Your View database (16 April 2018)
- Twitter 'Tweets' (15 April, 22 April, 29 April, and 7 May 2018)
- Facebook posts (16 April, 2 May and 8 May 2018)

Copies of the Draft 2018-19 Annual Business Plan were made available from 16 April 2018:

- On Council's website
- On Council's engagement website i.e. [yourviewholdfast.com](http://yourviewholdfast.com)
- At Council's Civic Centre, 24 Jetty Road Brighton
- At Council's Brighton and Glenelg libraries

Our community was encouraged to provide comments by:

- Writing or e-mailing the Council between 16 April and 11 May 2018
- A designated "Your View Holdfast" interactive webpage accessible through the Council's website at [www.holdfast.sa.gov.au](http://www.holdfast.sa.gov.au) or at [yourviewholdfast.com/DABP17-18](http://yourviewholdfast.com/DABP17-18) between 16 April and 11 May 2018
- Telephoning the Council's Customer Service Centre
- Making representations to Council at its meeting of 8 May 2018
- Providing feedback and comments to their local councillor.

## **REPORT**

A total of eight submissions were received. Written submission were received via one letter, one email, one feedback form and four through the interactive web page. There was two submissions directed to Council at its meeting of 8 May 2018, with one of these being accompanied by the emailed submission mentioned above.

These submissions were discussed at an Informal Gathering of Council on 15 May 2018.

The feedback and comments received during the consultation period and outcomes of Council's Informal Gathering are attached. This information has been presented for discussion in Attachment 1.

*Refer Attachment 1*

The key items raised within the submissions included:

- Suggestions for future plans, including Kaurna recognition
- Allocation of budget to specific projects (i.e. sandbag groynes, stormwater, etc.)
- Comments and queries on specific projects/areas, including; active transport, footpath safety, drug use in Somerton Park and amounts expended/costs of various projects/programs
- Management of community centers
- The presentation and information contained (or wished to be contained) within the document.

### ***Discussion of Consultation Submissions***

If Members wish to discuss these eight submissions, Council could use a short term suspension of meeting procedures, in accordance with Regulation 20 of the *Local Government (Procedures at Meetings) Regulations 2013*, to allow members to share ideas informally, state opinion, ask questions and obtain further information without the constraints of the Regulations in regard to speaking to motions.

### **BUDGET**

There are no budget considerations associated with this report.

### **LIFE CYCLE COSTS**

There are no life cycle costs associated with this report

# DRAFT 2018-19 ANNUAL BUSINESS PLAN - SUBMISSIONS AND RESPONSES

## SUBMISSIONS RECEIVED THROUGH “YOUR VIEW HOLDFAST” WEB PAGE

The web-site is provided in accordance with Section 123 (5a)

Name	Submission	Response
Lewis Owens	<p><b>Level of support for the Draft 2018–19 Annual Business Plan</b> In full support</p> <p>I think the document is comprehensive and shows you have given consideration to a range of competing demands within a fiscally constrained budget. Your decisions as to priorities appear reasonable. I would in future plans like to see some recognition of your programs to support Kaurna (including cooperation with adjoining Councils of Marion and Onkaparinga), and longer term actions to accommodate global warming and sea level rises (and their impact on low-lying Holdfast Bay suburbs).</p> <p><b>Areas of the Draft 2018–2019 Annual Business Plan commenting on Environment; Culture</b></p> <p><u>Stormwater</u>: pleased to see a continuation of investment in SW infrastructure</p> <p><u>Gleneig Jetty</u>: concerned at wasting money on plans for hotels and other facilities on the Jetty: keep it simple and learn from past mistakes re the suitability of an exposed facility for such ventures</p>	<p>- We work closely with representatives from Kaurna. Council is currently working with Kaurna to develop a Cultural Heritage Management Plan which will outline our working relationship to promote projects and opportunities of cultural significance across the City, including signage at sites of cultural significance, artworks, Tjilbruke Springs restoration and other projects and opportunities which may arise which promote the Kaurna people’s connection to the land.</p> <p>-With regards to long term actions for climate change and rising sea levels, council is part of the Resilient South program which looks at the impacts and actions around climate change and sea level rising. We also undertake ongoing works to reduce our energy consumption in our operations to reduce our impact on climate change. In addition we undertake a range or work in conjunction with the State Government on sand dune protection and expansion of beach widths to provide a better buffer for coastal properties.</p> <p>- Council will continue to roll out its stormwater program, guided by our Stormwater Management Plan. This plan has identified a priority list of works totalling approximately \$30m worth of upgrades over the next ten years. As part of the 2018-19 Annual Business Plan we have included \$2million (\$1m council funding, \$1m external funding to be sought) to progress the implementation in key sites in Somerton Park, Brighton and North Brighton. In addition, we have allocated \$927,000 as part of our three-year capital works program for additional stormwater works, with \$350,000 of this being budgeted for 2018-19.</p> <p>- Council has not committed any funding to this project as part of the 2018-19 budget. Council will continue to discuss the proposal with interested parties, including the State Government.</p>

Name	Submission	Response
	<p><u>Kaurna</u>: given Kaurna have at last been formally recognised as the Traditional Owners and Native Title holders, I would like to see some serious recognition and investment/support for Kaurna people and culture.</p>	<p>-As per above.</p>
Stuart Whiting	<p><b>Level of support for the Draft 2018–19 Annual Business Plan</b> In full support</p> <p>In the measurements of performance, I note a 20% increase in the use of active transport. Are there current figures for the amount of active transport being used and how is this being promoted.</p> <p><b>Areas of the Draft 2018–2019 Annual Business Plan commenting on Placemaking</b></p> <p>In the measurements of performance, I note a 20% increase in the use of active transport. Are there current figures for the amount of active transport being used and how is this being promoted?</p>	<p>- At this current time we are still in the process of defining the metrics and data for this performance indicator and will reported on later in the year in our 2017-18 Annual Report.</p> <p>- As part of our ongoing capital program, we undertake a range of work of improvement and maintenance to infrastructure supporting active transport. This includes our footpath network, bike paths, water fountains and bike maintenance stations.</p> <p>- We also support community groups to increase active transport. This includes; supporting local schools in participating in ‘Walk to School’ day and the ‘Women on Wheels’ program</p> <p>- Through our strategic planning process we also consider connectivity and access, in relation to active transport. Access and walkability have been key considerations in the review of our Open Space and Public Realm Strategy, the ongoing development of our proposed Housing Strategy and the working draft Playspace Audit and Guidelines.</p> <p>- In addition, we are progressing the remaining two final sections of our Coast Park pathway, with the construction of the Kingston Park section nearing completion (end of May 2018) and commencing the construction of the Minda Dunes section in 2018-19.</p> <p>- The Draft 2018-19 Annual Business Plan includes a range of activities we are undertaking to support and progress the objectives outlined in our Strategic Plan. In particular to support active transport, we are proposing funding to develop an Integrated Movement and Transport Strategy. We see this as a crucial step in understanding transport (active and otherwise) within Holdfast Bay, to support our ongoing works towards achieving our strategic goal of increasing active transport.</p>

Name	Submission	Response
Steve Nield	<p><b>Level of support for the Draft 2018–19 Annual Business Plan</b> Support with some changes</p> <p>Thanks for the opportunity to comment</p> <p><b>Areas of the Draft 2018–2019 Annual Business Plan commenting on Environment</b></p> <p>Brighton and Hove beach is a major asset to the whole of Holdfast Bay and its visitors, however it is under constant threat of sand loss. The two sandbag groynes at Brighton have been a resounding success. The beach south of the groynes is significantly wider than the beach to the north of the groynes. (I have photographs to show it). I understand this may be somewhat contrary to the advice provided by the experts advising the Coastal Protection Board but seeing is believing. Now that we have an indicative cost of \$25K per sand bag groyne, please review the draft budget to allocate more funding to extend the current installation at Brighton to at least one kilometer of groynes i.e. install approximately eight more groynes not only two. Eight groynes would be no more than \$200K but could make a significant impact on sand loss at Brighton and Hove beach. It is possible that the additional costs could be offset by a reduction in cost of Rip Rap and Coast Park maintenance, sand pumping and sand trucking.</p>	<p>-The installation of sandbag groynes is a multi-year project and we acknowledge that this has been an effective method in sand retention. Direction on sandbag groyne installation is provided by the Coastal Protection Board. Through discussions and the direction of the Coastal Protection Board we have included funding for the next stage of groyne installation at Brighton beach in 2018-19, with support from the Coastal Protection Board. Advice and the ability to install further sandbag groynes is subject to funding by the State Government.</p>

<p>Jim Tolson</p>	<p><b>SUBMISSION 1</b>  <b>Level of support for the Draft 2018–19 Annual Business Plan</b>  Support with some changes</p> <p>Major Projects. Minda Sand Dunes.</p> <p><b>Areas of the Draft 2018–2019 Annual Business Plan commenting on Community</b></p> <p>I would like Council to address the rapid changes associated with Minda and the Sand Dunes Project. There has been a rapid increase in commercial activity on the road beside Minda. There is a serious need for safer footpaths and the rapid increase in people using the public canteen at the outdated Surf Life Saving Centre. Yes it is outdated considering massive new accommodation for private home owners BUT also the rapid increase in commercial activity on those roads. The pathway along the Broadway is just terrific and used well. I feel we need more parking like their is in my street ( [REDACTED] ) near your the council maintenance building OR even parallel parking where grass is currently adjacent to paths. My prime concern are Minda residents. I saw one by the name "Andrew ", trip over exactly the same poor footpath which is in serious disrepair, as that which I tripped on. The defects are also hidden in the shade of trees, making them more serious. All the above could be addressed as a package. Regards</p> <p><b>SUBMISSION 2</b>  <b>Level of support for the Draft 2018–19 Annual Business Plan</b>  Do not support</p> <p>There is a total failure to recognise the impact of drugs in this Holdfast Bay plan. The Council executive MUST report to Council AND the annual report must provide information to ratepayers and public housing residents alike. One neighbour, who is here in public housing after her husband suffered PTSD after the Korean War, is totally unable to walk or appear from her house without abuse AND up to 19 drug visits per day to the house 5 metres away. The good public housing tenants have to leave of course.</p>	<p>- The Minda Dunes Coast Park will address the area adjacent to the Somerton Surf Life Saving Club, providing a path from the club to the Gladstone Road car park, providing improved connection along the foreshore.</p> <p>-Works to include additional parking in the Somerton Park industrial area (including Seaforth Avenue) was undertaken in 2016-17. Additional parking was constructed to suitable areas, whilst being mindful to amenity.</p> <p>- This concern will be forwarded to our Depot for further investigation.</p> <p>-This matter is outside of Council’s jurisdiction and should be forwarded onto the South Australian Police (SAPol).  -Council does not have access to this data, nor can it gain access to it to for the purposes of any reporting.</p>
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Name	Submission	Response
	<p><b>Areas of the Draft 2018–2019 Annual Business Plan commenting on Community</b></p> <p>My neighbour has daughters' who have told him they can come here to buy drugs, i.e. it is a known place at High School. The police have made over 50 loud noisy and dealing with persistent drug sellers and abusers in the public housing at [REDACTED], Somerton Park over the last year or so, but it goes back 15 years when the first of these were allowed to come into our community from outside. It is unsafe for the “normal” public housing residents, who have to close their doors to their neighbours. They, like us ratepayers on this side, also have to prevent children and grandchildren venturing outside alone. My neighbour at [REDACTED] is building a external barrier (\$15, 000). My share of our good neighbour fence is \$420. The council MUST enforce a drug reporting policy on its CEO. The numbers should include: .....known drug users/abusers allowed into public housing into Holdfast Bay. ....ditto ... continuing from last year. ....the number of public housing residents, who’s safety is at risk from drug users/abusers. I will provide a CONFIDENTIAL report FOR COUNCIL ONLY, if asked to speak and a second to speak publicly. Thank you for the opportunity to speak to your plan ...this is a huge burden. I too, get thoroughly abused by these same people.</p>	<p>-As per above, this matter should be forwarded to SAPol. This matter has been brought to council’s attention before and has previously referred the matter to SAPol as well as adding the location on council’s Night Inspector patrol route to assist in the monitoring of the area to report any noted incidents to SAPol. Council will refer this to SAPol again.</p> <p>-As per above, Council does not have access to this data, nor can it gain access to it to for the purposes of any reporting.</p>

### SUBMISSIONS RECEIVED THROUGH FEEDBACK FORM

Name	Submission	Response
Janice and Grant Williams	<p><b>Level of support for the Draft 2018–19 Annual Business Plan</b></p> <p>Support with some changes</p> <p>As the draft doesn’t say anything about drugs or drug abuse in public or private housing on the community.</p> <p><b>Areas of the Draft 2018–2019 Annual Business Plan commenting on Community</b></p> <p>We have suffered the effect of drug abusive neighbours for close to fifteen years, with continuous police visits</p>	<p>-This matter is outside of Council’s jurisdiction. Any matters relating to drug abuse should be forwarded onto the SAPol.</p> <p>-As per above, this matter should be forwarded to SAPol. This matter has been brought to council’s attention before and has previously referred the matter to SAPol as well as adding the location on council’s Night Inspector patrol route to assist in the monitoring of the area to report any noted incidents to SAPol. Council will refer this to SAPol again.</p>

**SUBMISSIONS RECEIVED THROUGH LETTER**

Name	Submission	Response
<p>Mary Trott</p>	<p>This budget, which came with our Council rates notice shows a disappointingly small amount allocated for stormwater management. At a recent meeting of the friends of Pine Gully we learned that the Council Engineer had been unable to obtain a "grant" to begin to work on stormwater management in Pine Gully. He should not have had to worry about a grant when stormwater management is the responsibility of the Council. But the Council had NO BUDGET for this work! It would seem that this is about to happen in the upcoming budget too.</p> <p>The Council gives the impression that the management of stormwater is not important- either with its causes or its disposal. As I live at the disposal end where I see the erosion and the damage to the quality of the seawater and reef I want more interest taken with the growing amount of water rushing through Pine Gully and out to sea. The Council needs to urgently deal with the water gushing out of the pipe which ends at the landfill from upstream like a waterfall but also to consider why the amount of stormwater is growing persistently.</p> <p>Any thinking person can see that subdivisions all over the metropolitan area are covering acres which were once gardens and trees which held the soil and cooled the atmosphere. If the growing population necessitates smaller units surely the growth in Council rates should go to the costs to the atmosphere and the cost of disposal of stormwater! Penalties need to be put in to place for the cost of covering earth for the damage it is doing. Developers should be made to include the cost of water retention and a little more common sense put into what we are doing to our environment.</p> <p>Water retention measures should have been put in to place in the construction of the costly new sports ground in Seacliff and the Seacliff School could save water for their oval. I am hoping that the new development about to start on the old cement works will include plans for water retention. Let us start looking at the cause of the problem of stormwater management. I urge the Council to include more commitment in stormwater management in the new budget.</p>	<ul style="list-style-type: none"> <li>- Council has been proactive in its stormwater management with the development of a Storm Water Management Plan in partnership with the City of Marion. This plan has identified a priority list of works totalling approximately \$30m worth of upgrades over the next ten years, these projects will be dependent on third party funding.</li> <li>- Council acknowledges that the works at Pine Gully are important and has developed a Masterplan for Pine Gully which includes a plan to arrest the erosion in the gully and manage stormwater flows. Based on the extensive program of works relating to stormwater, council is required to distribute these works over multiple financial years with priority being placed on low-lying residential areas with a higher risk of flooding.</li> <li>- Council did receive over \$1m in funding last year from the State Government Stormwater Management Authority and the City of Marion which enabled us to undertake the first priority project in the Stormwater Management Plan which was to upgrade the drainage at Whyte St and Tarlton St. Somerton Park at a cost of \$2.11m. In addition to this we were able to upgrade other "hot spot" stormwater issues with a budget allocation of \$340,000 and \$250,000 for Water Sensitive Urban Design works in Glenelg and Somerton Park which gave us a total stormwater management budget of \$2.7m. for the 2017/18 budget.</li> <li>- In the coming budget 2018/19 council are proposing \$391,000 for hot spot replacement/duplication /repairs and a further \$250,000 for the implementation of Water Sensitive Urban Design initiatives. Council has also allocated \$2 million (\$1 million council funding, \$1 million external funding) to continue to implement the Stormwater Management Plan in Somerton Park, Brighton and North Brighton. Council will also be proactive in exploring any other funding options to improve our stormwater management processes.</li> </ul>

**SUBMISSIONS RECEIVED THROUGH EMAIL**

Name	Submission	Response
<p>Jack Messenger - Holdfast Bay Residents Association</p> <p>(This submission was supported by a verbal representation at the Meeting of Council on 8 May 2018)</p>	<p><b>DRAFT 2018/2019 ANNUAL BUSINESS PLAN</b></p> <p>This email is provided to the City of Holdfast Bay (CHB) on behalf of all members of our Alliance. It is feedback to your request for comment on the proposed budget.</p> <p>In drafting this response the Alliance has relied primarily on the information you presented for public comment in a 62 page budget document.</p> <p><b>PUBLIC CONSULTATION PROCESS</b> The Alliance continues to advocate for improved transparency and community engagement and dialogue on budget matters.</p> <p>We note Council’s previous comment (to HBRA 23 June 2017) on the lack of community response in prior years under a consultation process prescribed under Section 123 (4)(a)(i)(A).</p> <p>Your attention is drawn to the fact that only two representations were made last night, 8 May 2018, on the 2018-2019 budget in accordance with the Section 123(4)(a)(i)(B) process.</p> <p>While Council has complied with its statutory obligations, the process chosen either (A) or (B), has not been effective. Our preference is process (A) with a public meeting and an opportunity for ratepayers to freely and publicly exchange views with Council staff and elected members.</p> <p><b>ALWYNDOR</b> As in previous years, Council has continued to report the Alwyndor budget details in a fragmented format. There are at least 8 different places in the budget documentation with a reference to Alwyndor. A review of the Alwyndor management process is hampered by the fragmentation of information.</p> <p>There is more Alwyndor information on pages 10, 12, 13, 14, 15, 19, 23, 37.</p> <p>The fact that Alwyndor matters continue to be considered in confidence makes the release of Alwyndor information more relevant than it needs to be.</p>	<p></p> <p>-Council has previously undertaken public meetings as part of the 2008-09, 2009-10, and 2011-12 draft annual business plan consultations. The average attendance at these meetings was four people. Since 2012 Council has opted for representations at a meeting of Council. Whilst we do recognise that attendance to these meetings are also low, the change to providing an opportunity for the community to discuss their views and ask questions at a Council meeting has provided an effective communication directly with all Elected Members of Council. This method is also viewed as a more efficient use of resources.</p> <p>-As council owns and operates Alwyndor, it is a requirement that it is reported within our Annual Business Plans to comply with Australian Accounting Standards and requirements under the Local Government Act and Regulations.</p> <p>-A full set of financial statements for Alwyndor can be found in the back of the plan, starting on page 58. Further to this financial performance of Alwyndor is reported on a monthly basis to Council, with non-financial performance reported quarterly. All of these reports are available via Council’s website.</p>

<p><b>ADDITIONAL AND MISSING INFORMATION</b>  Page 41 Benchmarking. The absence of standardised benchmarking of financial and management performances between Councils makes any comparison unreliable.  Why did the Local Government Association cease providing this community service? Is there any impediment to the City of Holdfast Bay advocating that the benchmarks be re-commenced?  On page 41 you claim that rate comparisons are a “complex issue.” You then state that the Municipality has “a residential rate that compares favourably to other South Australian Council areas”.  There are many ways of comparing financial management of different Councils. The process is either complex or Holdfast Bay compared favourably, but not both</p> <p><b>OPERATIONAL BUDGET.</b> Access to the Operational Budget has not been provided by Council. This means that no performance evaluation is possible on any of Council’s Economic Enterprises.</p> <p>Page 31. <b>COMMERCIAL AND ECONOMIC ENTERPRISES</b> Council plans to spend \$1.33 Million on its commercial and economic enterprises but gives no details on the financial performance, return on capital or any other financials on where ratepayer funds have been spent or how profitably.</p> <p>A specific reference is to the financial performance of caravan park. It is known that you budget to spend \$100,000 on WiFi, but nothing else has been disclosed.  The \$100,000 could be a seriously profitable expenditure or little more than an extravagance.</p> <p>Page 28 <b>\$45,000 Fencing.</b> What public consultation or community dialogue has been conducted, with what results? Where is the fence proposed, and what community concerns will be overcome by the fence?</p>	<p>-The Local Government Association does not currently provide financial and performance management benchmarking information on councils.</p> <p>- In our view, the process is both complex and Holdfast Bay compare favourably. Each council has different characteristics (such as size, demographics, residential base and growth etc) and provides either different services or similar services at different standards. Councils also apportion rates differently amongst different sectors of their communities.</p> <p>-The graphs on page 42 guide/illustrate to readers as to the actual figures for residential rate in the dollar and average residential rate for the 2017-18 financial year for other metropolitan councils, which we believe does compare favourably.</p> <p>-Financial targets are outlined in the Draft Annual Business Plan, commencing on page 47. Further to this we provide the overall operating budget in the financial statements in the back of the document.</p> <p>-Council reports monthly on its financial performance of business units. This report is available on our website.</p> <p>-As of 31 March 2018, council also reports quarterly on our commercial operations, including Partridge House, the Brighton Caravan Park and commercial leases.</p> <p>-A Budget Funding Statement (municipal) by business unit and commercial operations statements will be provided and are attached to the back of this document.</p> <p>-This initiative has been identified as a requirement as a result of feedback and expectations of guests of the caravan park. Therefore to maintain revenue growth in this business we need to meet customer demand or they will look to go elsewhere. There is an initial capital injection and then a smaller ongoing operational amount.</p> <p>-This relates to coastal fencing which has been identified as part of our Asset Management for renewal at Seacliff (near Angus Neil Reserve) and Glenelg (between Kent St and Pier St). These works are required for conservation of coastal dunes (Seacliff) and for safety.</p>
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	<p>Page 25 \$30,000 <b>Community Centre Master plan.</b> Has the consultancy been commenced? We share with the Holdfast Bay Community Centre concerns over the intentions of Council relating to this valuable asset which is used by a wide range of the community.</p> <p><b>Play space \$\$180,000 at Wigley and Kauri Parade.</b> Have the demographics of the city changed so much to warrant the large expenditure on playgrounds?</p> <p>On page 22 Council has listed it's achievements : <b>Kauri Community and Sporting Complex.</b> No information at page 22 or in the balance sheet as to the total cost. What was the cost? What is the depreciation on the new and the old complexes?</p> <p>Five new volunteering opportunities. What was the cost?</p> <p><b>Brighton Oval Sporting Complex.</b> What has been spent to date, and what is the expected total final cost?</p>	<p>-The project has not yet commenced and a consultant has not been appointed. Consultation on the masterplan will be undertaken during the master-planning process.</p> <p>-The equipment of the popular Wigley Reserve playground is approaching end-of-life and will require replacement. In 2018-19 it is intended that detail designs will be undertaken (including consultation) for a unique playspace. This area will also include adult exercise equipment.</p> <p>-As for Kauri Parade, after feedback from the community and a review of playground provision in the city, it has been deemed that a playground should be provided in this area.</p> <p>-The total expenditure for the Kauri Parade Sporting Complex is \$14.6 million. Of this, \$7.4 million was funded through external funding and sale of property.</p> <p>-Depreciation on the sporting complex before the redevelopment was \$86,000. After the redevelopment this was increased to \$208,000. This increase is a result of the standard of the previous facility compared to the new facility. This increase in depreciation is factored into the Council's Long Term Financial Plan</p> <p>- This expansion of volunteering opportunities have been absorbed into our existing operating budget.</p> <p>-Since 2011, approximately \$153,000 has been spent on the Brighton Oval Sporting Complex masterplan. This includes master-planning, design and business case development.</p> <p>-At this stage council has committed to \$8 million of the masterplan, to be implemented over multiple years. In 2018-19 we have budgeted \$4 million which consists of \$2 million funding from Council and \$2 million from the Government of South Australia. Further stages of the masterplan will be reviewed in future financial years.</p>
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	<p><b>Glenelg Oval.</b> What has been spent to date, and what is the expected total final cost?</p> <p><b>Employee costs</b> The budget has an expected wages cost of \$17.56 million, but no explanation as to what projections have been used to determine this figure. What changes have been incorporated in the budget to address possible SA Government funding changes?</p> <p>It would have been helpful if Council could have listed and costed all the incomplete projects underway in the city and the funding required to completion.</p> <p>The Alliance recognises the difficult time ahead for elected members and the administration given the uncertainty of future funding. We ask of Council a cooperative approach and enhancement of ratepayer relations and improved transparency promoting community dialogue, not merely token consultation.</p> <p>On page 43 you advise the community in an indirect way that the residents i.e. homeowners of Holdfast Bay pay 86.2% of the rates. We closely monitor Council spending and projects. The Alliance seeks social equity for all residents and home owners, and seek assurances that homeowners' rates are not subsidising other segments of the community.</p>	<p>-Since 2016 approximately \$55,000 has been spent on the Glenelg Oval Sporting Complex masterplan.</p> <p>-For the 2018-19 financial year \$274,000 of Council funding has been proposed to be budgeted, with additional grant funding to be sought. Further stages will be considered in future financial years.</p> <p>-Employee cost increases are based on our negotiated Enterprise Bargaining (EB) agreements. The total increase for wages is 2.2 per cent for 2018-19. There has been no increase in Full Time Equivalent (FTEs).</p> <p>-Carry forward projects are reported as part of our interim financial results, reported at the end of the financial year.</p> <p>-It is Council's intention for as little as possible to be carried forward on a year to year basis, however this is sometimes unavoidable for a number of reasons which can be outside of Council's control. At the time of developing the budget, it is unclear the exact quantum of projects/budget which will be carried forward into the following financial year.</p> <p>-We seek to hold meaningful consultation with our community. We review and undertake improvements where possible to our engagement process.</p> <p>-Residential properties make up 90% of our rateable properties. -Commercial, industrial and vacant properties are charged a premium to their rates (in 2017-18 this was 57%). This premium increases the portion paid by these properties to 13.8% of total general rates. This premium is applied on the principal that industrial and commercial properties place a greater burden on infrastructure and achieve direct benefits from Council parking and health regulations, event and tourism etc. For vacant land, the differential rate provides an incentive to encourage property development.</p> <p>-General rates make up approximately 73% of Council's annual operating revenue.</p>
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### SUBMISSIONS RECEIVED THROUGH COUNCIL MEETING REPRESENTATION AT ITS MEETING ON 8 MAY 2018

Name	Submission	Response
Tim Looker and Marion Modra - YMCA	The submission outlined that the YMCA would be able to provide their services to the management of the Kauri Parade Sporting Complex for less than budgeted for in the 2018-19 Annual Business Plan (for the Facility Manager new initiative budgeted at \$46,000). Further to this it was explained that the community centres in Holdfast Bay have been discussing centralised support, and that this could be provided by the YMCA. The range of support and services the YMCA could provide was outlined, including improved management of bookings, accreditations, aid with grant applications, management support, etc., with costs being dependant on the number of clubs it supports and the grant provided by Council.	At its meeting of 13 March 2018, Council resolved that administration use information contained in the report in preparing a balanced operational and financial analysis of both the internally delivered and outsourced options for tabling to a future Council Workshop.  This workshop is scheduled to be held on 3 July 2018, with a further Council report to be provided at a later date which will seek the endorsement of the Community Centres Framework. This framework will provide direction on the future management of Council's community centres.

**CITY OF HOLDFAST BAY**

**BUDGET FUNDING STATEMENT - MUNICIPAL FUNDS**

<u>Municipal</u> <u>17/18 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
( 737,172)	Administrative Services	( 762,778)
1,659,138	FAG/R2R Grants	1,637,000
( 1,058,223)	Financial Services	( 1,087,337)
( 8,623,000)	Financial Services-Depreciation	( 9,033,000)
( 241,212)	Financial Services-Employee Leave Provisions	( 247,240)
( 1,070,301)	Financial Services-Interest on Borrowings	( 753,480)
230,000	Financial Services-SRWRA	230,000
33,186,990	General Rates	34,291,500
( 633,069)	Human Resources	( 647,049)
( 3,544,936)	Strategic and Commercial Services	( 3,576,972)
( 644,161)	Strategy and Policy	( 598,331)
( 521,519)	Business Development	( 504,985)
( 891,919)	Community Development	( 900,246)
( 339,810)	Community Engagement Admin	( 346,578)
( 686,347)	Community Events	( 736,081)
( 298,522)	Community Services Administration	( 288,837)
( 135,468)	Community Transport	( 187,012)
( 59,458)	Community Wellbeing	19,422
( 516,867)	Customer Service	( 545,238)
-	Jetty Road Mainstreet	-
( 1,337,147)	Library Services	( 1,388,453)
4,487	Lifelinks	-
( 310,341)	Tourism & Marketing Admin	( 325,332)
( 1,470,575)	Asset Management	( 1,470,924)
( 1,421,869)	Assets and City Services	( 1,494,168)
30,295	Cemeteries	55,855
623,472	City Regulation	609,670
878,353	Commercial - Brighton Caravan Park	941,082
( 14,532)	Commercial - Partridge House	7,176
435,609	Commercial - Recreational Clubs Leases	437,945
( 864,712)	Development Services	( 903,379)
( 552,325)	Environmental Services	( 574,090)
( 373,396)	Infrastructure Maintenance	( 407,488)
( 17,500)	Property Maintenance	( 18,500)
( 7,431,656)	Public Spaces	( 7,304,723)
( 3,519,119)	Waste Management	( 3,515,369)
796,085	Less full cost attribution - % admin costs capitalised	815,987
( 426,733)	New Initiatives - Operating	( 1,155,971)
<u>102,540</u>	<b>= OPERATING SURPLUS/(DEFICIT)</b>	<u>272,076</u>
8,623,000	Depreciation	9,033,000
61,200	Other non-cash provisions	17,240
<u>8,684,200</u>	<b>Plus Non-Cash items in Operating Surplus/Deficit</b>	<u>9,050,240</u>
<u>8,786,740</u>	<b>= Funds Generated from Operating Activities</b>	<u>9,322,316</u>
-	New Initiatives - Capital (External Contributions)	9,584,707
230,750	Proceeds from disposal of assets	1,202,000
<u>230,750</u>	<b>Plus funds sourced from Capital Activities</b>	<u>10,786,707</u>
( 4,950,000)	Capital Expenditure - Asset Renewal and Replacement	( 4,782,700)
( 796,085)	Capital Expenditure - Full Cost Attribution	( 815,987)
( 477,950)	New Initiatives - Capital (Gross Expenditure)	( 16,958,904)
<u>( 6,224,035)</u>	<b>Less total capital expenditure</b>	<u>( 22,557,591)</u>
208,797	Plus: Repayments of loan principal by sporting groups	208,431
<u>208,797</u>	<b>Plus/(less) funds provided (used) by Investing Activities</b>	<u>208,431</u>
<u>3,002,252</u>	<b>FUNDING SURPLUS/ (REQUIREMENT)</b>	<u>( 2,240,137)</u>
1,421,056	<b>Funded by:</b>	
-	Increase/(Decrease) in cash and cash equivalents	-
1,581,196	Less: Proceeds from new borrowings	( 3,380,697)
<u>3,002,252</u>	Plus: Principal repayments of borrowings	<u>1,140,560</u>
		<u>( 2,240,137)</u>

## COMMERCIAL OPERATIONS

BRIGHTON CARAVAN PARK	2017/18 Original Budget	2018/19 Draft Budget
<b>Revenue From Cabins and Sites</b>		
Oceanview Spa Villas	117,795	123,684
Waterview Villas	266,204	279,514
Seaside Cabins	131,335	137,901
Budget Cabin - No Ensuite	62,388	65,507
Special Access Hillside Cabin	28,258	29,670
Hillside Cabins	61,511	64,586
Powered Grass Sites	192,541	202,168
Unpowered Sites	16,883	17,727
Premium Powered Sites	87,300	91,665
Powered Slab Sites	281,062	295,115
Beachfront Powered Grass Sites	100,225	105,236
Sea Breeze Cabins	541,433	568,504
Miscellaneous Income	24,300	24,300
	1,911,235	2,005,577
<b>Operational Costs</b>		
Management costs	(675,947)	(737,152)
Repairs and Maintenance	(121,700)	(78,400)
Marketing/Website	(45,600)	(42,900)
Site Operational Costs	(38,330)	(45,038)
Office Operational Costs	(25,335)	(35,035)
Water	(57,800)	(57,800)
Electricity	(49,170)	(49,170)
Gas	(15,000)	(15,000)
Insurance	(4,000)	(4,000)
	(1,032,882)	(1,064,495)
<b>Earnings Before Interest, Tax and Depreciation (EBITD)</b>	<b>878,353</b>	<b>941,082</b>
Depreciation	(160,920)	(160,920)
<b>Earnings Before Interest and Tax (EBIT)</b>	<b>717,433</b>	<b>780,162</b>
<b>EBIT Margin</b>	<b>37.5%</b>	<b>38.9%</b>

COMMERCIAL LEASES	2017/18 Original Budget	2018/19 Draft Budget
Leases and User Charges	363,676	372,404
Management costs	(20,080)	(20,080)
Legal Fees	(11,000)	(5,000)
<b>Earnings Before Interest and Tax (EBIT)</b>	<b>332,596</b>	<b>347,324</b>
<b>EBIT Margin</b>	<b>91.5%</b>	<b>93.3%</b>

PARTRIDGE HOUSE	2017/18 Original Budget	2018/19 Draft Budget
<b>Revenue From Functions and Room Hire</b>		
Wedding Ceremony Only	18,000	18,432
Wedding Ceremony with Reception	28,900	29,593
Wedding Reception Only	6,000	6,144
Photography Session	3,600	3,686
Catering Contract	4,800	4,915
Catering - Internal	2,400	2,457
Funeral Service	43,200	44,236
Private Function	750	15,000
Corporate Meeting	2,400	3,000
Community Benefit Group	22,000	30,000
Equipment Hire	2,600	5,000
	134,650	162,463
<b>Operational Costs</b>		
Employment Costs	(81,920)	(88,075)
Repairs and Maintenance	(17,000)	(17,000)
Marketing/Website	(8,000)	(8,000)
Property Operational Costs	(8,200)	(8,200)
Office Operational Costs	(5,838)	(5,788)
Electricity	(6,624)	(6,624)
Repairs and Maintenance	(127,582)	(133,687)
<b>Earnings Before Interest, Tax and Depreciation (EBITD)</b>	<b>7,068</b>	<b>28,776</b>
Depreciation	(37,089)	(37,089)
<b>Earnings Before Interest and Tax (EBIT)</b>	<b>(30,021)</b>	<b>(8,313)</b>
<b>EBIT Margin</b>	<b>(22.3%)</b>	<b>(5.1%)</b>

**Expenditure not included in above statements:**

Management overhead costs

Community space maintenance at Partridge House

**2017/18**

(83,172)

(21,600)

**2018/19**

(85,252)

(21,600)

Item No: **14.4**

Subject: **APPOINTMENT OF AUTHORISED OFFICER – ROAD TRAFFIC ACT 1961, INSTRUMENT OF GENERAL APPROVAL**

Date: 22 May 2018

Written By: Governance Coordinator

General Manager: Business Services, Mr R Bria

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### **SUMMARY**

Council has previously authorised officers who are responsible for exercising delegations to use traffic control devices, to close roads and to grant exemptions for events. This power is conferred to Councils by the Minister, and only Council can authorise an officer to carry out these powers and they must do so *"for, and on behalf of the Council."*

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### **RECOMMENDATION**

1. **In accordance with the Instrument of General Approval and Delegation to Council dated 22 August 2013 from the Minister for Transport and Infrastructure (the 'Instrument') the Council authorises the following person(s) pursuant to Clause A.7 of the Instrument to endorse Traffic Impact Statements for the purposes of Clause A of the Instrument provided that such person(s) shall take into account the matters specified in Clause A.7 of the Instrument in respect of Traffic Impact Statements:**
  - **Mr Justin Lynch, Chief Executive Officer**
  - **Mr Steve Hodge, General Manager City Assets and Services (until 1 July 2018)**
  - **Mr Ken O'Neill, Manager Regulatory Services**
  - **Mr Damian Landrigan, Traffic and Transport Officer**
  - **Mr Howard Lacy, General Manager City Assets and Services**
  
2. **In accordance with Clause A.7 of the Instrument, the Council is of the opinion that the following person(s) is/are experienced traffic engineering practitioner(s) for the purposes of preparing a Traffic Impact Statement as required by Clause A.7 of the Instrument:**
  - **Mr Justin Lynch, Chief Executive Officer**
  - **Mr Steve Hodge, General Manager City Assets and Services**
  - **Mr Ken O'Neill, Manager Regulatory Services**
  - **Mr Damian Landrigan, Traffic and Transport Officer**
  - **Mr Howard Lacy, General Manager City Assets and Services**

3. In exercise of the power contained in, and in accordance with, Clause G.1 of the Instrument, the power contained in Section 33(1) of the Road Traffic Act 1961 and delegated to the Council pursuant to Clause G of the Instrument and contained in the proposed Instrument of Subdelegation (Attachment 1) is hereby sub-delegated this 22 May 2018 to the person occupying the office of Chief Executive Officer of the Council subject to:
- (i) the conditions contained in the Instrument; and
  - (ii) any conditions contained in this Resolution or in the Instrument of Subdelegation; and
  - (iii) the creation of a separate instrument in writing reflecting such subdelegation under the Instrument and this Resolution.
4. In accordance with Clause E.2 of the Instrument, the Council is of the opinion that the following person(s) has (have) an appropriate level of knowledge and expertise in the preparation of traffic management Plans:
- Mr Justin Lynch, Chief Executive Officer
  - Mr Steve Hodge, General Manager City Assets and Services
  - Mr Ken O'Neill, Manager Regulatory Services
  - Mr Damian Landrigan, Traffic and Transport Officer
  - Mr Howard Lacy, General Manager City Assets and Services
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#### **COMMUNITY PLAN**

Culture: Supporting excellent, efficient operations

#### **COUNCIL POLICY**

Not Applicable.

#### **STATUTORY PROVISIONS**

Local Government Act 1999  
Road Traffic Act 1961

#### **BACKGROUND**

Council makes appointments of Authorised Officers under the Notice of General Approval annually as part of the annual review of delegations. Due to a number of staff changes it is an appropriate time to amend the authorised officers under the Notice of General Approval.

## **REPORT**

As part of the annual review of delegations, Council reviews its authorised officers under the Notice of General Approval and Delegation to Council – Use of Traffic Control Devices, Road Closure and Granting of Exemptions for Events under the Road Traffic Act 1961 (Sections 17,20 and 33) made by the Minister for Transport and Infrastructure in August 2013 (the Notice).

Since the last review of the delegations presented to Council in January 2018, the appointment of Mr Howard Lacy as the General Manager City Assets and Services (upon the retirement of Mr Steve Hodge), has necessitated the need for Council to make new authorisations to staff under the Notice.

The Officers appointed under the previous notice, made on 13 September 2016 were:

- Mr Justin Lynch, Chief Executive Officer
- Mr Steve Hodge, General Manager City Assets and Services
- Mr Ken O’Neill, Manager Regulatory Services
- Mr Damian Landrigan, Traffic and Transport Officer.

It is proposed to add Mr Howard Lacy as an authorised officer and to reappoint the other four officers. The reappointment of Mr Steve Hodge as an authorised officer will effective until 1 July 2018.

Only Council may authorise an officer of Council to exercise these powers contained in sections 17, 20 and 33 of the Road Traffic Act 1961.

Authorisations are made to individuals not to positions, while they are employed by the City of Holdfast Bay. While the Minister does not require specific qualifications in a person who holds an authorisation, all five of the officers recommended to be authorised have the appropriate levels of experience and qualifications required and are appropriate persons to exercise the authorisation.

The Minister has issued the Notice to Councils to install, maintain, alter, operate, remove or display any traffic control device on a road or road-related area which is under the care and management of the Council. Notice allows Council to authorise an officer (or officers) of Council to exercise these powers. The authorisation must be made by Council and the powers must be exercised “for and on behalf of Council.”

## **BUDGET**

Not applicable.

## **LIFE CYCLE COSTS**

Not applicable.

**INSTRUMENT OF GENERAL APPROVAL AND DELEGATION TO COUNCIL  
USE OF TRAFFIC CONTROL DEVICES, ROAD CLOSURE AND GRANTING OF  
EXEMPTIONS FOR EVENTS**

**ROAD TRAFFIC ACT 1961 (SECTIONS 17, 20 & 33)**

**MINISTER FOR TRANSPORT AND INFRASTRUCTURE**

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**REVOCATION OF PREVIOUS INSTRUMENT**

I, **Tom Koutsantonis, Minister for Transport and Infrastructure** in the State of South Australia, in accordance with the powers conferred on the Minister by the *Road Traffic Act 1961*, **REVOKE** the previous Instrument issued by the Minister entitled "Notice to Council to use Traffic Control Devices and to close roads and grant exemptions for events" dated 27 April 2009.

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**INSTRUMENT OF GENERAL APPROVAL**

**GENERAL APPROVAL FOR THE INSTALLATION, MAINTENANCE, ALTERATION, OPERATION OR REMOVAL OF TRAFFIC CONTROL DEVICES**

I, **Tom Koutsantonis, Minister for Transport and Infrastructure** in the State of South Australia, pursuant to section 12 of the *Road Traffic Act 1961* ("the Act"), hereby grant the following **GENERAL APPROVALS** to Council:

**A. Traffic Control Devices**

For the purpose of sections 17(1) and (2) of the Act, I grant Council **GENERAL APPROVAL** to install, maintain, alter, operate, or remove, or cause to be installed, maintained altered, operated, or removed any traffic control device on, above or near a road which is under its care, control and management subject to the following conditions EXCEPT those traffic control devices specified in Clause A.8 or those dealt with in other clauses of this instrument:

**A.1 Authorisation of other Officers**

Council may authorise any Officer to exercise the powers conferred on it pursuant to Clause A of this Instrument. Any Authorisations to any Officer must be made by instrument in writing and approved by the Chief Executive Officer on behalf of Council. All actions carried out by any Officer in accordance with Clause A must be done so "for, and on behalf of the Council". Records must be kept of any Authorisations made pursuant to this clause. Council may attach any conditions to such Sub-Authorisations that it considers appropriate.

**A.2 Conformity with the *Road Traffic Act***

All traffic control devices used pursuant to Clause A must conform to the requirements of the Act and any Rules and Regulations made under the Act.

#### A.3 Conformity with the Australian Standards and the Code

All traffic control devices must conform to the requirements of and be installed, maintained, altered, operated or removed in accordance with the applicable Australian Standards, and the provisions contained in the Code and the applicable Australian Standards, as amended from time to time.

The Code refers to and invokes the applicable Australian Standards. The Code must be read together with, but takes precedence over, all applicable Australian Standards.

#### A.4 Notification to adjoining Councils

Council must notify an adjoining Council before installing, altering or removing a traffic control device on a road that runs into or intersects with, or is otherwise likely to affect traffic on a road (including its flow, speed and composition) that is under the care, control and management of another Council.

Where a Council uses a traffic control device to effect section 32 of the Act, that is, closing a road for traffic management purposes, and the road runs into the area or along the boundary of another Council, each affected Council must concur with the road closure or part road closure.

#### A.5 Notification to the Commissioner of Highways

Council must notify the Commissioner of Highways before installing, altering or removing a traffic control device on a road that runs into or intersects with, or otherwise is likely to affect traffic on a road (including its flow, speed and composition) that is under the care, control and management of the Commissioner of Highways.

#### A.6 Consultation on traffic signals

If Council wishes the Commissioner of Highways to maintain Council's:

- (a) traffic signals at intersections;
- (b) emergency services traffic signals;
- (c) mid-block traffic signals (pedestrian actuated crossings);
- (d) signals at Koala crossings; or
- (e) signals at Wombat crossings with flashing lights,

then Council must consult with the Commissioner of Highways when proposing to install the said signals for the purpose of standardising the equipment and establishing a uniform maintenance program.

#### A.7 Traffic Impact Statement

Before any traffic control device is installed, altered or removed, a Traffic Impact Statement must be prepared by a person, who in the Council's opinion is an experienced traffic engineering practitioner.

The Traffic Impact Statement must be endorsed by a person authorised by Council.

The Traffic Impact Statement summarises the investigations undertaken to justify the installation, alteration or removal of traffic control devices and must address road safety issues and the traffic management effects for all road users, including cyclists and pedestrians. It need not be a lengthy document. The Code provides further guidance on the preparation of Traffic Impact Statements.

A Traffic Impact Statement is not required for the installation, alteration or removal of traffic control devices on road-related areas that do not constitute a public place.

#### A.8 Traffic control devices requiring separate approval

General approval does not apply to those traffic control devices:

- (a) specifically listed in the Code requiring separate approval; or
- (b) not contained in or referred to in the Australian Standards or the Code; or
- (c) not complying with clause A.3.

Council must obtain separate approval to install, maintain, alter, operate or remove, or cause to be installed, altered, operated or removed, any traffic control device specified in this clause.

Council must address applications for approval under this clause to the Commissioner of Highways who will consider the application as the Minister's delegate. The application must include a Traffic Impact Statement, any plans, and relevant supporting documentation.

#### B. Speed Limits at Works on Roads

For the purpose of section 20(2) of the Act, I grant Council **GENERAL APPROVAL** to place signs on a road for the purpose of indicating the maximum speed to be observed by drivers while driving on, by or towards

- a work area; or
- a work site

where workers are engaged, or works are in progress at the direction of Council, subject to the following conditions:

##### B.1 Authorisation of other Officers

Council may authorise any Officer to exercise the powers conferred on it pursuant to Clause B of this Instrument. Any Authorisations to any Officer must be made by instrument in writing and approved by the Chief Executive Officer on behalf of Council. All actions carried out by that Officer in accordance with Clause B must be done so "for, and on behalf of the Council". Records must be kept of any authorisation made pursuant to this clause. Council may attach any conditions to such Sub-Authorisations that it considers appropriate.

### B.3 Conformity with the *Road Traffic Act*

The maximum speed to be indicated by signs must be in accordance with section 20 of the Act.

### B.4 Conformity with the SA Standards

All traffic control devices must conform to the requirements of and be installed in accordance with the provisions contained in the SA Standards.

### B.5 Persons who may act on behalf of Council

For the purposes of this clause, the following people may act on behalf of Council:

- (a) an employee of Council; or
- (b) an employee of a contractor or sub-contractor engaged to carry out works on a road on behalf of Council.

### B.6 Training and Accreditation

At all times when a worker is present at a work area or work site at least one worker must:

- have gained accreditation in the DPTI Workzone Traffic Management Training Program; and
- carry a card or certificate certifying accreditation in this course when engaged at a work area or work site; and
- have undertaken re-training in the DPTI Workzone Traffic Management Training Program within the last 3 years.

### B.7 Record Keeping

Any person acting on behalf of Council pursuant to Clause B must comply with the SA Standards that outline the procedures and guidelines for record keeping required for the overall safety and smooth operation of a traffic guidance scheme.

## C. Traffic Control Devices at Works on Roads

For the purposes of sub-section 17(3) of the Act, I grant Council **GENERAL APPROVAL** to install, display, alter, operate, or remove, any traffic control device in relation to an area where persons are engaged in work or an area affected by works in progress, or in relation to part of a road temporarily closed to traffic under this Act or any other Act. This approval is subject to the following conditions:

### C.1 Authorisation of other Officers

Council may authorise any Officers to exercise the powers conferred on it pursuant to Clause C of this Instrument. Any Authorisations to any officer must be by instrument in writing and approved by the Chief Executive Officer on behalf of Council. All actions carried out by that Officer in accordance with Clause C must be done so "for, and on behalf of the Council". Records must be kept of any authorisation made pursuant to

this clause. Council may attach any conditions to such Sub-Authorisations that it considers appropriate.

#### C.2 Conformity with the Road Traffic Act

All traffic control devices must conform to the requirements of, and be installed, displayed, altered, operated or removed in accordance with the Act and any Rules and Regulations made under the Act.

#### C.3 Conformity with the Code, and SA Standards

All traffic control devices must conform to the requirements of and be installed, displayed, altered, operated or removed in accordance with the provisions contained in the Code, the SA Standards and the applicable Australian Standards.

#### C.4 Persons who may act on behalf of Council

For the purposes of this clause, the following people may act on behalf of Council:

- (a) an employee of Council; or
- (b) an employee of a contractor or sub-contractor engaged to carry out works on a road on behalf of Council.

#### C.5 Training and Accreditation

At all times when a worker is present in an area where persons are engaged in work or an area affected by works in progress at least one worker must:

- have gained accreditation in the DPTI Workzone Traffic Management Training Program; and
- carry a card or certificate certifying accreditation in this course when engaged at a work area or work site; and
- have undertaken re-training in the DPTI Workzone Traffic Management Training Program within the last 3 years.

#### C.6 Record Keeping

Any person acting on behalf of Council pursuant to Clause C must comply with the SA Standards that outline the procedures and guidelines for record keeping required for the overall safety and smooth operation of a traffic guidance scheme.

### D. Temporary Parking Controls

For the purpose of sub-section 17(3) of the Act, I grant Council **GENERAL APPROVAL** to install, display, alter, operate, or remove a traffic control device for the purposes of imposing, varying or abolishing a parking control on a temporary basis on a road which is under its care, control and management, subject to the following conditions:

#### D.1 Authorisation of other Officers

Council may authorise any Officers to exercise the powers conferred on it pursuant to Clause D of this Instrument. Any Authorisations to any Officer must be made by instrument in writing and approved by the Chief Executive Officer on behalf of Council. All actions carried out by that Officer in accordance with Clause D must be done so "for, and on behalf of the Council". Records must be kept of any authorisation made pursuant to this clause. Council may attach any conditions to such Sub-Authorisations that it considers appropriate.

#### D.2 Conformity with the Act

All temporary parking controls must conform with the requirements of, and be installed, displayed, altered, operated or removed in accordance with the Act and any Rules and Regulations made under the Act.

#### D.3 Conformity with Australian Standards and the Code

All temporary parking controls must conform to the requirements and be installed, displayed, altered, operated or removed in accordance with the provisions contained in any applicable Australian Standards and the Code.

The Code refers to and invokes the Australian Standards. The Code must be read together with, but takes precedence over, all applicable Australian Standards.

#### D.4 Information on Signs

A temporary parking control used in accordance with Clause D must display the words "TEMPORARY PARKING CONTROL" in a prominent position.

#### D.5 Limitation of Temporary Parking Controls

A temporary parking control used in accordance with Clause D cannot have effect for a period exceeding 35 days.

#### D.6 Records of Temporary Parking Controls

Council must keep records of any use of temporary parking controls.

### E. TRAFFIC CONTROL DEVICES FOR EVENTS

For the purposes of section 17 of the Act, I grant Council **GENERAL APPROVAL** to install, maintain, alter, operate or removed, or cause to be installed, maintained altered, operated, or removed, a traffic control device for the purpose of an event other than those specified in Clause A.8 of this Instrument, on, above or near a road which is under its care, control and management subject to the following conditions:

#### E.1. Conformity with the Road Traffic Act

All traffic control devices used pursuant to Clause E of this Instrument must conform to the requirements of the Act, and any Rules and Regulations made under the Act.

## E.2. Conformity with Plan

All traffic control devices must be installed in accordance with a Traffic Management Plan prepared by a person who in the opinion of the Council has an appropriate level of knowledge and expertise in the preparation of traffic management plans.

Council need not comply with Clause A.7 of this Instrument where using a traffic control device for the purpose of an event.

## E.3. Notification to adjoining Councils

Council must notify an adjoining Council before installing, altering or removing a traffic control device on a road that runs into or intersects with, or otherwise is likely to affect traffic (including its flow, speed and composition) on a road that is under the care, control and management of another Council.

## E.4 Notification to the Commissioner of Highways

Council must notify the Commissioner of Highways before installing, altering or removing a traffic control device on a road that runs into or intersects with, or otherwise is likely to affect traffic on a road (including its flow, speed and composition) that is under the care, control and management of the Commissioner of Highways.

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## INSTRUMENT OF DELEGATION

I, **Tom Koutsantonis, Minister for Transport and Infrastructure** in the State of South Australia, pursuant to section 11 of the *Road Traffic Act 1961* ("the Act") hereby **DELEGATE** the powers as detailed in the following clauses –

## F. GRANT APPROVAL TO ANOTHER ROAD AUTHORITY

I **DELEGATE** to **Council** the power conferred on the Minister pursuant to section 17 of the Act to **SPECIFICALLY APPROVE** the installation, maintenance, alteration, operation or removal of a traffic control device in the municipality or district of Council by a road authority on, above or near a road under the care, control and management of the said road authority subject to the following conditions:-

#### F.1 Sub-Delegation and Authorisation to other Officers

This delegation cannot be sub-delegated without my express approval. Council may, however, authorise any officers to exercise the powers conferred on Council pursuant to Clause F of this Instrument.

Any Authorisations to any Officer should be made by instrument in writing and approved by the Chief Executive Officer on behalf of Council. All actions carried out by that officer in accordance with Clause F must be done so "for, and on behalf of the Council". Records must be kept of any authorisation made pursuant to this clause.

#### F.2 Conformity with the Road Traffic Act

All traffic control devices used pursuant to Clause F of this Instrument must conform to the requirements of the Act, and any Rules and Regulations made under the Act.

#### F.3 Conformity with the Australian Standards and the Code

All traffic control devices must conform to the requirements of and be installed, maintained, altered, operated or removed in accordance with the provisions contained in the applicable Australian Standards and the Code.

The Code refers to and invokes the Australian Standards. The Code must be read together with, but takes precedence over, all applicable Australian Standards.

#### F.4 Power of approval subject to same Conditions in Clause A

The power of Council to grant approvals under Clause F is subject to the same conditions that apply to Council under Clause A where Council itself is the road authority.

#### F.5 Record Keeping

Council must keep accurate records of any approval granted to another road authority pursuant to Cause F of this Instrument.

### G. CLOSE ROADS AND GRANT EXEMPTIONS FOR EVENTS

I **DELEGATE** to Council my power in sub-section 33(1) of the Act to declare an event to be an event to which section 33 applies and make orders directing:

- (a) that specified roads (being roads on which the event is to be held or roads that, in the opinion of the Council, should be closed for the purposes of the event) be closed to traffic for a specified period; and
- (b) that persons taking part in the event be exempted, in relation to the specified roads, from the duty to observe the Australian Road Rules specified in Clause G.4 subject to the conditions in Clause G.5

#### G.1 Sub-Delegation to other Officers

Council may sub-delegate the power delegated to Council pursuant to Clause G of this Instrument subject to the following conditions:

1. Council may only sub-delegate the power to the person for the time being occupying the position of Chief Executive Officer of Council; and
2. Any such sub-delegation must be made by instrument in writing by Council resolution; and
3. The sub-delegate cannot direct the closure of a road or and grant an exemption for an event on a road that runs into or intersects with, or is otherwise likely to affect traffic (including its flow, speed and composition) on a road that is under the care, control and management of another Council or the Commissioner for Highways; and
4. Council's sub-delegate is subject to all conditions that are imposed on Council under Clause G, in relation to the closure of a road or the grant of an exemption for an event; and
5. Council may impose any other conditions deemed necessary on its sub-delegate in relation to the closure of a road or the grant of an exemption for an event; and
6. Council cannot authorise any other person to exercise the powers conferred on Council, pursuant to G of this Instrument.

#### G.2 Roads and Road-Related Areas to which Delegation Applies

Council may only exercise the powers of the Minister in sub-section 33(1) of the Act with respect to a road under its care, control and management.

#### G.3 Conformity with the Road Traffic Act

Council when exercising the powers of the Minister in sub-section 33(1) of the Act must comply with the requirements of section 33 of the Act.

#### G.4 Exemption from Australian Road Rules

Council can only grant exemptions from the following Australian Road Rules and subject to the conditions listed in Clause G.5:

1. Rule 221: Using hazard warning lights;
2. Rule 230: Crossing a road — general;
3. Rule 231: Crossing a road at pedestrian lights;
4. Rule 232: Crossing a road at traffic lights;
5. Rule 234: Crossing a road on or near a crossing for pedestrians;
6. Rule 237: Getting on or into a moving vehicle;
7. Rule 238: Pedestrians travelling along a road (except in or on a wheeled recreational device or toy);
8. Rule 250: Riding on a footpath or shared path;

9. Rule 264: Wearing of seat belts by drivers;
10. Rule 265: Wearing of seat belts by passengers 16 years old or older;
11. Rule 266: Wearing of seat belts by passengers under 16 years old;
12. Rule 268: How persons must travel in or on a motor vehicle;
13. Rule 269: Opening doors and getting out of a vehicle etc;
14. Rule 298: Driving with a person in a trailer.

#### G.5 Conditions on Exemptions from Australian Road Rules

Council may only grant exemption from the following Australian Road Rules provided any such exemption contains the following minimum conditions:

1. Rule 237: Getting on or into a moving vehicle – provided the speed of the vehicle does not exceed 5 km/h;
2. Rule 264: Wearing of seat belts by drivers – provided the speed of the vehicle does not exceed 25 km/h;
3. Rule 265: Wearing of seat belts by passengers 16 years old or older – provided the speed of the vehicle does not exceed 25 km/h;
4. Rule 266: Wearing of seat belts by passengers under 16 years old – provided the speed of the vehicle does not exceed 25 km/h;
5. Rule 268: How persons must travel in or on a motor vehicle – provided the speed of the vehicle does not exceed 25 km/h;
6. Rule 269: Opening doors and getting out of a vehicle etc – provided the speed of the vehicle does not exceed 5 km/h;
7. Rule 298: Driving with a person in a trailer – provided the speed of the vehicle does not exceed 25 km/h.

#### G.6 Notification to Commissioner of Highways

Council must notify the Commissioner of Highways of any declaration under sub-section 33(1) at least two weeks prior to the date of the event.

#### G.7 Notification to Emergency Services and Public Transport Services Division

Council must notify the SA Metropolitan Fire Service, SA Country Fire Service, SA State Emergency Service, the SA Ambulance Service and the Public Transport Services Division of the Department of Planning, Transport and Infrastructure ("DPTI") as appropriate, of any declaration under sub-section 33(1) at least two weeks prior to the date of the event.

#### G.8 Notification to Traffic Management Centre, Metropolitan Region

Where an event requires intervention by DPTI to ensure the safe and efficient conduct and movement of traffic, Council must ensure that it or the event organiser contacts the Traffic Management Centre, Metropolitan Region (ph: 1800 018 313) no less than 15 minutes prior to the commencement of the event and immediately upon completion of the need for such intervention.

#### G.9 Notification to Commissioner of Police

Council must notify the Commissioner of Police of any declaration under sub-section 33(1) at least two weeks prior to the date of the event.

#### G.10 Agreement of Commissioner of Police

If Council proposes to make an order under sub-section 33(1) that involves any motor vehicular traffic, Council must first obtain the agreement of the Commissioner of Police before making an order that exempts a person from any of the following Australian Road Rules: 230, 231, 232, 234 and 238.

#### G.11 Use of Advance Warning Signs

Where the event will significantly and/or adversely affect a road which is under the care, control and management of the Commissioner of Highways, Council must ensure that the event organisers place advance warning notification signs on the affected roads. The signs must clearly indicate to the public the times and dates of the temporary road closure.

#### G.12 Effect on Roadside Furniture

Where an event affects any roadside furniture owned or maintained by the Commissioner of Highways or road markings, Council must ensure that it or the event organiser reinstates such furniture or markings to its original condition.

### H. DEFINITION OF TERMS

For the purposes of this Instrument, unless a contrary intention appears:  
Words defined in section 5 of the Act have the same meaning as in the instrument.

A reference to a road includes a reference to a road-related area unless it is otherwise expressly stated.

**Council** means a council constituted under the *Local Government Act 1999*;

**Code** means the Code of Technical Requirements, as amended from time to time (formerly known as the Code of Technical Requirements for the Legal Use of Traffic Control Devices);

**Event** means event as defined in section 33 of the *Road Traffic Act 1961* namely an organised sporting, recreational, political, artistic cultural or other activity, and includes a street party;

**Officer** means Council employee

**SA Standards** means the Department of Planning, Transport and Infrastructure's SA Standard for Workzone Traffic Management;

**Work area** means work area as defined in section 20(1) of the Act, namely a portion of road on which workers are, or may be, engaged;

**Work site** means a portion of road affected by works in progress, together with any additional portion of road used to regulate traffic in relation to those works or for any associated purpose.

**I. FUTURE VARIATIONS TO THIS INSTRUMENT**

This Instrument may be revoked or varied by a subsequent Instrument in writing.



.....  
Hon Tom Koutsantonis MP

**MINISTER FOR TRANSPORT AND INFRASTRUCTURE**

Dated this 22 day of AUGUST 2013

Item No: **14.5**  
Subject: **REVIEW OF ITEMS HELD IN CONFIDENCE**  
Date: 22 May 2018  
Written By: Governance Coordinator  
General Manager: Business Services, Mr R Bria

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### **SUMMARY**

Council's practice is to review items held in confidence every 12 months and this practice has continued with a formal review occurring in May 2018.

This report recommends four items be released from confidence.

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### **RECOMMENDATION**

- 1. That the Confidential Items presented at Attachment 1 to Report No: 169/18 be released from Confidence.**
  - 2. That the Confidential Items presented at Attachment 2 to Report No: 169/18 be retained in confidence until 30 June 2019 and a further review conducted.**
- 

### **COMMUNITY PLAN**

A Place that Provides Value for Money

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

*Local Government Act 1999, Section 90 (3).*

### **BACKGROUND**

Council considers the review annually and the last review was presented in Report No: 198/17 at the Council Meeting held 13 June 2017.

## REPORT

Underpinning Council's commitment to transparent decision making is the principle that unless there is good reason, as defined by Section 90 (3) of the *Local Government Act 1999*, all of the material presented to, and discussed at Council as well as its decisions, should be public.

Although it is recognised that Council will have cause from time to time to retain some items in confidence, it is also best practice that these decisions be regularly reviewed to determine the earliest opportunity to release them for public scrutiny. This is done with a view to keeping as few matters in confidence as possible.

The last release of confidential reports occurred in June 2017 following a comprehensive review of items held in confidence and recommended that specific items be released from confidence. All reports which have previously been released or not retained in confidence have been released.

A comprehensive review of the confidential register has been undertaken to determine, given the nature of the information contained therein, if the reasons cited at the time of each confidentiality order are still current.

Given the ongoing nature of a number of commercial projects, there remain a number of items which it is recommended should continue to be retained in confidence and these will be reviewed in accordance with the usual cycle.

- ***Southern Region Waste Resource Authority Reports***  
These documents need to remain in confidence as a number of reports were presented to Council which contained the original minutes of the meetings of the Southern Region Waste Resource Authority which under its charter holds its meetings in confidence. In recent times SRWRA has adopted a practice of providing councils an information report that is not in confidence.  
  
These reports will need to remain in confidence until the Southern Region Waste Resource Authority determines that the minutes of these meetings are released from confidence.
- ***Liberty Towers***  
These reports need to remain in confidence as the settlement includes a deed of confidentiality. This deed will be active until all parties agree that the settlement can be made public.
- ***Minda***  
These reports need to remain in confidence until all of the matters are finalised.
- ***Minutes of the Alwyndor Management Committee***  
The attachments to the reports presented to Council contain minutes of the meetings of the Alwyndor Management Committee which have been retained in confidence by the committee. These often include competitive sensitive financial information and clinical and resident specific information.

A summary of the 4 items being considered for release from confidence is presented in Attachment 1

*Refer Attachment 1*

Following the review, a summary of the Confidential Register is presented in Attachment 2.

*Refer Attachment 2*

The status of confidential documents, will continued to be reviewed in light of the progress of various items of business, the passing of time and the conclusion of critical projects; honouring its commitment to make the basis of its decisions public whilst also recognising that retaining certain matters, as permitted by the *Local Government Act 1999*, in confidence is in the best interest in of the community of Holdfast Bay.

The next scheduled review will be tabled for Council's further consideration in June 2019.

#### **BUDGET**

There are no budget implications.

#### **LIFE CYCLE COSTS**

There are no Life Cycle costs.

## Attachment 1 – Documents to be released from Confidence

<b>Date</b>	<b>Subject</b>	<b>Report No:</b>	<b>Reason</b>	<b>Recommendation</b>
24/01/2017	Question on Notice - Expression of Interest Sign Boards on Old Town Hall Site - Councillor Bradshaw	23/17	(d) Commercial Advantage not a trade secret	Release – sale of this property has concluded and this document no longer should be retained in confidence
14/11/2017	Beach Activation	417/17	(b) Commercial Advantage	Release – this event has concluded
27/02/2018	Kauri Parade Sports Complex - EOI Results	52/18	(k) Tenders	Release – unsuccessful candidates have been notified of the outcome of the EOI Process
10/10/2017	Rimhart Nominees Application for Rent Relief	348/17	(b) Commercial Advantage and (d) Commercial Advantage not a trade secret	

## Attachment 2 – Documents to be retained in Confidence

<b>Date</b>	<b>Subject</b>	<b>Report No:</b>	<b>Reason</b>	<b>Recommendation</b>
22/06/2004	Internal Review of Council Decision - C02/0186 and C03/0033 - Liberty Towers Encroachment Fees	295/04	(b) Commercial Advantage	<b>Retain in Confidence</b> – conditions of settlement must remain in confidence
9/11/2004	Liberty Towers Encroachment Fees	531/04	(i) Litigation	<b>Retain in Confidence</b> – conditions of settlement must remain in confidence
24/07/2007	Southern Region Waste Resource Authority	347/07	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - SRWRA retained minutes in confidence - Council is unable to release the document until SRWRA does
28/08/2007	Southern Region Waste Resource Authority	384/07	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - SRWRA retained minutes in confidence - Council is unable to release the document until SRWRA does
25/09/2007	Minutes of the Southern Region Waste Resource Authority Meeting	425/07	(b) Commercial Advantage	<b>Retain in Confidence</b> - SRWRA retained minutes in confidence - Council is unable to release the document until SRWRA does
13/11/2007	Minutes of the Southern Region Waste Resource Authority Meeting	515/07	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - SRWRA retained minutes in confidence - Council is unable to release the document until SRWRA does
26/02/2008	Minutes of the Southern Region Waste Resource Authority Meeting	67/08	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - SRWRA retained minutes in confidence - Council is unable to release the document until SRWRA does

<b>Date</b>	<b>Subject</b>	<b>Report No:</b>	<b>Reason</b>	<b>Recommendation</b>
25/03/2008	Minutes of the Southern Region Waste Resource Authority	114/08	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - SRWRA retained minutes in confidence - Council is unable to release the document until SRWRA does
22/04/2008	Minutes of the Southern Region Waste Resource Authority Meeting	182/08	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - SRWRA retained minutes in confidence - Council is unable to release the document until SRWRA does
27/05/2008	Minutes of the Southern Region Waste Resource Authority Meeting	244/08	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - SRWRA retained minutes in confidence - Council is unable to release the document until SRWRA does
24/06/2008	Minutes of the Southern Region Waste Resource Authority Meeting	291/08	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - SRWRA retained minutes in confidence - Council is unable to release the document until SRWRA does
8/07/2008	Minutes of the Southern Region Waste Resource Authority Meeting	309/08	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - SRWRA retained minutes in confidence - Council is unable to release the document until SRWRA does
20/01/2009	Glenelg Oval Naming Rights	29/09	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - further 12 months - Naming Rights agreement ends in 2019
8/02/2011	Liberty Towers - Outstanding Encroachment Fees	35/11	(i) Litigation	<b>Retain in Confidence</b> – conditions of settlement must remain in confidence
10/07/2012	Liberty Towers Outstanding Encroachment Fee (Report No: 240/12)	240/12	(i) Litigation	<b>Retain in Confidence</b> - conditions of settlement must remain in confidence

Date	Subject	Report No:	Reason	Recommendation
10/07/2012	Authority to Sign a Deed to Resolve an Appeal in the Supreme Court of South Australia (Report No: 241/12)	241/12	(i) Litigation	<b>Retain in Confidence</b> – conditions of settlement must remain in confidence
27/08/2013	CONFIDENTIAL - Ombudsman SA Half Yearly Report – Complaint Matters With Ombudsman SA	253/13	(g) Breach of Law	<b>Retain in Confidence</b> - Attachment Only, report and minutes have been released
11/08/2015	Chief Executive Officer's Performance Appraisal	235/15	(a) Personal Affairs	<b>Retain in Confidence</b> - for a further 12 months - contains personal information
22/03/2016	Update on Minda Land and Infrastructure Matters – Verbal Update	---	h. legal advice (i) Actual litigation	<b>Retain in Confidence</b> - further 12 months - until all matters are finalised
10/05/2016	Verbal Update on negotiations with MINDA	---	(i) Actual Litigation	<b>Retain in Confidence</b> - further 12 months - until all matters are finalised
12/07/2016	Update on Negotiations with MINDA	---	(d) Commercial Advantage not a trade secret and (i) actual litigation	<b>Retain in Confidence</b> - further 12 months - until all matters are finalised
26/07/2016	Update on Minda	---	(d) Commercial Advantage not a trade secret & (i) Actual Litigation	<b>Retain in Confidence</b> - further 12 months - until all matters are finalised
23/08/2016	Minda Update	---	(b) Commercial advantage (g) Breach of Law (h) Legal Advice (i) Litigation	<b>Retain in Confidence</b> - further 12 months - until all matters are finalised
14/06/2016	Glenelg Jetty Regeneration Project Update	154/16	(b) Commercial Advantage	<b>Retain in Confidence</b> – further 12 months
23/08/2016	Information Report – Southern Region Waste Resource Authority – 1 August 2016	201/16	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - SRWRA retained minutes in confidence

<b>Date</b>	<b>Subject</b>	<b>Report No:</b>	<b>Reason</b>	<b>Recommendation</b>
13/09/2016	Minda and Somerton Surf Lifesaving Club Land	---	(i) Actual Litigation	<b>Retain in Confidence</b> - further 12 months - until all matters are finalised
13/09/2016	Chief Executive Officer's Performance Appraisal – 2016	222/16	(a) Personal Affairs	Retain in Confidence for a further 12 months - contains personal information
27/09/2016	Adjourned Report – Confidential – Chief Executive Officer's Performance Appraisal	232/16	(a) Personal Affairs	Retain in Confidence for a further 12 months - contains personal information
11/10/2016	Verbal Update on Minda	---	(b) Commercial advantage (g) Breach of Law (h) Legal Advice (i) Litigation	<b>Retain in Confidence</b> - further 12 months - until all matters are finalised
25/10/2016	Minda Update	274/16	(h) Legal Advice (i) Litigation	<b>Retain in Confidence</b> - further 12 months - until all matters are finalised
13/12/2016	Minutes - Alwyndor Management Committee - 10 November 2016	307/16	(a) Personal Affairs	<b>Retain in Confidence</b> - Information in the attached minutes is still retained in confidence by the Alwyndor Management Committee
24/01/2017	Quarterly Report on Commercial Leases - December 2016	16/17	(b) Commercial Advantage	<b>Retain in Confidence</b> - contains financial information relating to current tenants
14/02/2017	Minda Update	46/17	(h) Legal Advice (i) Litigation	<b>Retain in Confidence</b> - further 12 months - until all matters are finalised
28/03/2017	Minutes - Alwyndor Management Committee - 21 February 2017	89/17	(b) Commercial Advantage	<b>Retain in Confidence</b> - Information in the attached minutes is still retained in confidence by the Alwyndor Management Committee
9/05/2017	Chief Executive Officer's Performance Appraisal	131/17	(a) Personal Affairs	<b>Retain in Confidence</b> - for a further 12 months - Attachment Only, report and minutes have been released

<b>Date</b>	<b>Subject</b>	<b>Report No:</b>	<b>Reason</b>	<b>Recommendation</b>
9/05/2017	Minutes – Alwyndor Management Committee – 18 April 2017	136/17	(b) Commercial Advantage	<b>Retain in Confidence</b> - Information in the attached minutes is still retained in confidence by the Alwyndor Management Committee
13/06/2017	Waste Management Cost Savings and Contract Renewal	193/17	(d) Commercial Advantage not a trade secret and (k) Tenders	<b>Retain in Confidence</b> - Contract will not expire until 2021
13/06/2017	Minutes - Alwyndor Management Committee - 16 May 2017	190/17	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - Information in the attached minutes is still retained in confidence by the Alwyndor Management Committee
11/07/2017	Minda Update	234/17	(h) Legal Advice (i) Litigation	<b>Retain in Confidence</b> - further 12 months - until all matters are finalised
11/07/2017	Minutes - Alwyndor Management Committee - 20 June 2017	232/17	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - Information in the attached minutes is still retained in confidence by the Alwyndor Management Committee
8/08/2017	Minutes - Alwyndor Management Committee - 18 July 2017	266/17	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - Information in the attached minutes is still retained in confidence by the Alwyndor Management Committee
12/09/2017	Minutes - Alwyndor Management Committee - 15 August 2017	304/17	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - Information in the attached minutes is still retained in confidence by the Alwyndor Management Committee

<b>Date</b>	<b>Subject</b>	<b>Report No:</b>	<b>Reason</b>	<b>Recommendation</b>
10/10/2017	Minutes - Alwyndor Management Committee - 19 September 2017	356/17	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - Information in the attached minutes is still retained in confidence by the Alwyndor Management Committee
14/11/2017	Brighton Pump Track Maintenance	415/17	(a) Personal Affairs	<b>Retain in Confidence</b> - contains personal information regarding council volunteer
14/11/2017	Minutes - Alwyndor Management Committee - 17 October 2017	409/17	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - Information in the attached minutes is still retained in confidence by the Alwyndor Management Committee
28/11/2017	Adjourned Report - Brighton Pump Track Maintenance [Report No: 415/17]	437/17	(a) Personal Affairs	<b>Retain in Confidence</b> - contains personal information regarding council volunteer
28/11/2017	Minda Coast Park Project	434/17	(d) Commercial Advantage not a trade secret and (g) Breach of Law	<b>Retain in Confidence</b> - further 12 months - until all matters are finalised
28/11/2017	New Catholic Primary School at Hove	436/17	(b) Commercial Advantage	<b>Retain in Confidence</b> - matter is ongoing
12/12/2017	Adjourned Report - Brighton Pump Track Maintenance [Report No: 437/17]	445/17	(a) Personal Affairs	<b>Retain in Confidence</b> - contains personal information regarding council volunteer
12/12/2017	Minutes - Alwyndor Management Committee - 21 November 2017	444/17	(b) Commercial Advantage	<b>Retain in Confidence</b> - Information in the attached minutes is still retained in confidence by the Alwyndor Management Committee
23/01/2018	Minutes - Alwyndor Management Committee - 19 December 2017	10/18	(b) Commercial Advantage	<b>Retain in Confidence</b> - Information in the attached minutes is still retained in confidence by the Alwyndor Management Committee
30/01/2018	Alwyndor Aged Care - Organisational Review	23/18	(a) Personal Affairs	<b>Retain in Confidence</b> - matter is ongoing

<b>Date</b>	<b>Subject</b>	<b>Report No:</b>	<b>Reason</b>	<b>Recommendation</b>
13/02/2018	Correspondence regarding Business Opportunity	39/18	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - matter is ongoing
13/02/2018	Urgent Business - Alwyndor Aged Care Organisational Review	---	(a) Personal Affairs	<b>Retain in Confidence</b> - matter is ongoing
13/02/2018	Urgent Business - New Catholic Primary School at Hove	---	(b) Commercial Advantage	<b>Retain in Confidence</b> - matter is ongoing
27/02/2018	Motion on Notice - Business Proposal- Cr Lonie	47/18	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - matter is ongoing
27/02/2018	Release of Business Proposal to Alwyndor Management Committee - Councillor Charlick	60/18	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - matter is ongoing
13/03/2018	Minutes - Alwyndor Management Committee - 16 January and 20 February 2018	67/18	(b) Commercial Advantage	<b>Retain in Confidence</b> - Information in the attached minutes is still retained in confidence by the Alwyndor Management Committee
13/03/2018	Motion on Notice - Release of Business Proposal to Alwyndor Management Committee - Councillor Bouchee	75/18	(d) Commercial Advantage not a trade secret	<b>Retain in Confidence</b> - matter is ongoing
10/04/2018	Minutes - Alwyndor Management Committee - 20 and 28 March 2018	109/18	(b) Commercial Advantage	<b>Retain in Confidence</b> - Information in the attached minutes is still retained in confidence by the Alwyndor Management Committee
10/04/2018	Motion on Notice - Alwyndor Aged Care - Councillor Aust	115/18	(a) Personal Affairs	<b>Retain in Confidence</b> - matter is ongoing

Item No:	<b>14.6</b>
Subject:	<b>ECONOMIC ACTIVATION PLAN 2018-2023</b>
Date:	22 May 2018
Written By:	Business Development Partner
General Manager:	Business Services, Mr R Bria

---

## **SUMMARY**

The draft Economic Activation Plan (EAP) 2018-2023 and Consultation Summary EAP document is presented for endorsement and release for community engagement. The EAP has been developed to reflect the 'Our Place 2030' Strategic Plan and in doing so, will deliver on the '*Economy Pillar – A diverse and resilient local economy*'.

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## **RECOMMENDATION**

- 1. That subject to minor alterations and design, the draft Economic Activation Plan 2018-2023 contained in Attachment 1 and the draft Consultation Summary EAP document contained in Attachment 2 be released for community consultation.**
  - 2. That the process for community consultation on the draft Economic Activation Plan 2018-2023, as described in this report, be endorsed.**
- 

## **COMMUNITY PLAN**

Placemaking: Creating lively and safe places  
Placemaking: Building character and celebrating history  
Placemaking: Housing a diverse population  
Community: Building a healthy, active and resilient community  
Community: Celebrating culture and diversity  
Community: Providing welcoming and accessible facilities  
Community: Fostering an engaged and contributing community  
Economy: Supporting and growing local business  
Economy: Making it easier to do business  
Economy: Harnessing emerging technology  
Economy: Boosting our visitor economy  
Environment: Building an environmentally resilient city  
Environment: Using resource efficiently

Environment: Fostering an environmentally connected community

Culture: Providing customer-centred services

Culture: Supporting excellent, efficient operations

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

Not Applicable.

### **BACKGROUND**

On 13 February 2018 Council at a workshop, was presented with five Strategic Directions and working objectives that form the Economic Activation Plan (EPA) 2018-2023 and Summary document. These strategic directions have been developed to echo Council's 'Our Place 2030' Strategic Plan *Economic Pillar* and form the basis of a five year action plan for the delivery of collaborative economic development programs and initiatives, resulting in ongoing economic prosperity for the city.

*Refer Attachments 1 & 2*

#### **Strategic Direction 1: Business Capacity Building**

**Objective:** Implement and support a range of programs designed to equip local businesses with the knowledge and capacity to achieve business sustainability, manage business expansion and prepare for export opportunities.

#### **Strategic Direction 2: Investment Attraction and growth**

**Objective:** Explore and develop opportunities in collaboration with state and federal government and the private sector that maximises new investment and economic growth prospects in Holdfast Bay.

#### **Strategic Direction 3: Innovation and Digital Evolution**

**Objective:** Create opportunities that develop the competencies, skills and capacity of local businesses that instils a digital culture and leads to innovation and sustainable outcomes for a vibrant and connected community.

#### **Strategic Direction 4: Regional Collaboration**

**Objective:** Incorporate collaborative regional approaches where shared outcomes can be achieved for a cohesive and robust Holdfast Bay economy.

#### **Strategic Direction 5: Adelaide's Premier Seaside Destination**

**Objective:** 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.

Economic prosperity has been a core element of Council's strategic planning and referenced in "Our Place' Community Plan 2012-2015 as 'Economic prosperity builds a thriving business environment, which in turn supports a vibrant community, local employment opportunities and provides an attractive location for visitors. It has subsequently been reiterated in the 'Our Place 2030' strategic plan as a core pillar to ensure 'A diverse and resilient local economy'.

The purpose of the Economic Activation Plan is to:

- Identify emerging industries and new opportunities with the current economic climate having regard to the Council Plan initiatives.
- Assist with the development of tailored initiatives and measures to foster and enhance economic development and tourism within the municipality in ways that align with the Working Objectives.
- Provide a better understanding of the current economic and tourism profile of the City of Holdfast Bay.
- Provide methods to enable change and improvements to stimulate economic growth that can be monitored over time.
- Deliver an actionable suite of economic development programs and initiatives that adopt best practices and value for money that cater for a diverse range of industry sectors.

A Business Confidence Survey was conducted amongst 330 business across all industry sectors in 2015 and again in 2017 to measure their level of business satisfaction in Holdfast Bay. Specific objectives for the survey included:

- Ascertaining current and forecast levels of business confidence aligned with state and national benchmarking.
- Seeking opinions on how the City of Holdfast Bay can develop strategies that will support business conditions.
- Determining the level of digital connectability.
- Determining the level of importance visitation is to the local economy.
- Determining what business issues are most prevalent and the barriers for growth and profitability.
- Monitoring the degree of business interaction, support and level of satisfaction with the City of Holdfast Bay.
- Establishing general demographics and business environment for Holdfast Bay.

The majority of businesses surveyed (89%) were small businesses with (11%) classified as medium sized employing 20-149 people. Half of all businesses surveyed had an annual turnover of less than \$500,000, 22% turnover \$500,000 - \$1 million pa, 8% \$1 - \$2 million pa, and 8.5% \$2 - \$5 million pa and further 2% more than \$5 - \$50 million pa. The ratio showed more females than males employed and considerably more skilled workers with a ratio between full and part time being equal.

There is a prevailing attitude throughout the survey that Council should be doing more to help business by way of reduction in costs, better marketing of the area, communicate more with

businesses, and making the area more accessible. They do not rate the Council highly on its support for business but of those that have done business with Council rate their experience as being a good.

## **REPORT**

The City of Holdfast Bay has a unique and vibrant business and tourism industry.

Located on the doorstep of Adelaide Central Business District (CBD), Holdfast Bay enjoys all of the advantages of direct access to the CBD with ease of road, rail and tram infrastructure and nearby Adelaide International airport. As Adelaide's most visited seaside destination, visitation by local and international visitors adds significantly to the local economy.

Recent information sourced from Spendmapp recording data from credit, debit and eftpos transactions relating to local and visitor spend indicated the following:

- Total Local spend \$1.018 billion (includes resident & visitor spend)
- Resident spend \$ 314.9 million
- Visitor spend \$ 702.8 million
  
- Total Resident escape spend \$ 796.7 million
- Total Resident online spend \$ 340.1 million.

The EAP seeks to utilise Spendmapp and other data sources to identify opportunities and initiatives with businesses and key stakeholders to reverse the total residential escape spend for a sustainable and prosperous local economy.

The city has a strong local economy with low unemployment rates, high job self-sufficiency and a highly skilled workforce. A high proportion of employment is related to professional, management and community and personal service workers.

### **Economic Activation**

The City of Holdfast Bay Economic Activation Plan 2018-2023 (EAP) is a key strategic document that will deliver Council's vision for economic development by presenting a coherent and actionable plan for the next five years.

The EAP will be a considered and insightful document which will set the framework for Council's work with, and on behalf of its business community.

Development of the EAP provides a framework for delivering key strategic economic outcomes that will:

- Build economic prosperity
- Create a thriving business environment
- Offer employment choice

- Support and grow a vibrant community
- Provide an attractive location for visitors.

The focus will be in supporting the *'Our Place 2030 – Economy'* four key directions:

- 1 Supporting and growing local business
- 2 Making it easier to do business
- 3 Harnessing emerging technology
- 4 Boosting our visitor economy.

How we do business in the future will depend on how strategically placed we are to meet the challenges faced by the rapid pace of technological changes, globalisation, economic disruption and available land. The EAP seeks to address these challenges and develop a set of actions that will foster and support new industries, including knowledge intensive industries and services for an ageing population while responding to demands on space, zoning considerations, commuter trends and the effects from global warming.

### **Strategic Direction**

The five Strategic Directions are the bridge between Council's vision and implementation of the Economy Pillar. They relate to a whole of organisation, business, community and regional approach to deliver agreed actions in order to realise the 'Our Place 2030' Strategic Plan.

### **Community Engagement**

There is no requirement under the Act for community engagement on the Economic Activation Plan 2018-2023.

Copies of the Draft Economic Activation Plan 2018-2023 will be made available at the commencement of a 21 day community engagement period, commencing Friday 25 May 2018 and concluding on Friday 15 Jun 2018.

Copies of the Draft Economic Activation Plan will be available from Friday 25 May 2018:

- On Council's main website, [holdfast.sa.gov.au](http://holdfast.sa.gov.au)
- On Council's engagement website, [yourviewholdfast.com/DABP18-19](http://yourviewholdfast.com/DABP18-19)
- At the Council's Civic Centre, 24 Jetty Road Brighton
- At the Council's Brighton and Glenelg libraries.

Our community will be able to provide comments by:

- writing to the Council addressed to the Business Development Partner, PO Box 19 Brighton 5048, or by email address [mail@holdfast.sa.gov.au](mailto:mail@holdfast.sa.gov.au) until Friday 11 May 2018;
- a designated consultation interactive web page that will be accessed through [yourviewholdfast.com/EAP218-23](http://yourviewholdfast.com/EAP218-23) between Friday 25 May and Friday 15 June 2018. This website will allow our community to comment on, ask questions or seek clarification on the information in the Draft Economic Activation Plan 2018-2023. Answers to any questions will be posted on the site within one working day of receipt;
- telephoning the Council's Customer Service Centre on 8229 9999 during office hours between Friday 25 May and Friday 15 June 2018. All calls will be directed to the Business Development Partner. Comments will be recorded and presented to Council at the end of the consultation period;
- making representations to Council at its meeting of Tuesday 10 July 2018;
- providing feedback and comments to their local Elected Member.

Details of how the community may participate in the consultation process or gain copies of the Draft Economic Activation 2018-2023 will be advertised in the Messenger, and on Council's website and social media pages.

## **BUDGET**

The implementation of the Economic Activation Plan 2018-2023 has been developed to include a five year Action Plan and will be submitted via the new initiative and budget review process annually with Council.

## **LIFE CYCLE COSTS**

Any life cycle costs will be identified during the annual budget process.



# ECONOMIC ACTIVATION PLAN

2018-2023





DRAFT



## WELCOME

# Acting Mayor's message

As Adelaide's premier seaside destination, we are uniquely placed to grow our economic footprint through a number of initiatives that will both boost our profile and economic returns for the Council and its ratepayers.

As a Council, we are consistently striving to provide the best services possible to our community and to provide activities and build partnerships that bring external investment into the region, in turn boosting the economy, providing local jobs and earning income that can be re-invested into community programs, services and events.

Council has formed strong partnerships with state and federal government and have implemented a number of initiatives including entering into a Memorandum of Understanding (MOU) with the South Australian Small Business Commissioner. The MOU, signed in December 2017 demonstrates a collaborative approach in meeting the needs of business through the delivery of training, forums and networking events, reduction of red tape, commitment to local procurement wherever possible and regularly liaising with businesses for shared economic outcomes.

I endorse this Economic Activation Plan as a significant step in achieving Council's economic goals in the short to medium term, whilst working towards our longer term strategy outlined in the Our Place 2030 Strategic Plan.



**Amanda Wilson**

Acting Mayor  
City of Holdfast Bay

Report prepared by the City of Holdfast Bay 2018

We acknowledge the valuable contribution of our key stakeholders

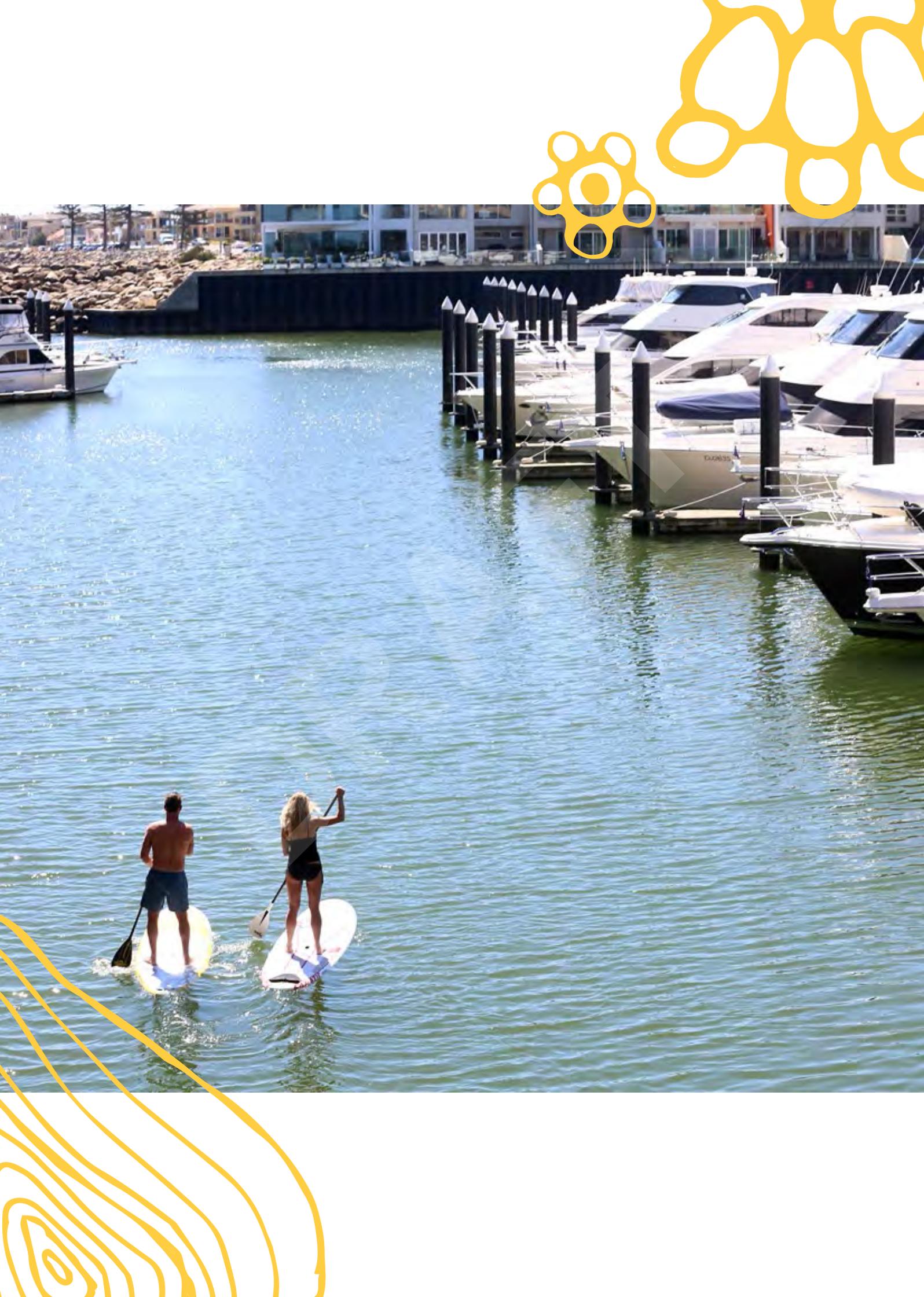


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# A diverse and resilient local economy





## CEO MESSAGE

You have heard the politicians say time and again it's all about jobs. Jobs. Jobs. Jobs. Our local economic activity is at the heart of this. Employment is the fundamental building block for individuals to provide for themselves and their families. It provides them with choices about where they live and what their standard of living will be. In other words it provides dignity, a means to a sound economic future and the self-fulfillment of one's destiny.

As an enabler, Council plays a vital role in facilitating, promoting and influencing economic development through its partnership approach with businesses, the community, state and federal government, key stakeholders and representative bodies.

There are also many deep social reasons why Council should be involved in promoting work for people and the economic drivers within our local communities. It's a responsibility we share with other tiers of government. Our shops, our trades, our tourist outlets, our eating places, our retail outlets, our manufacturing, our entertainment, education and health businesses all create a network of prosperity for people. They define our identity and that of our neighbourhood and where we choose to recreate or realise our ambitions.

A recent start up business owner in Somerton Park imagined a new mobile cold-coffee experience for his customers. He has designed every aspect to promote his concept and engaged other local businesses. It's a dream he has for his customers that drives him and that adds to the fabric of our community. Collectively, all these individually in our City define important pieces of who we are and why we like to live here.

I hope you enjoy the plan we have created in the following pages and the reason why we are driven to provide for it as part of 'Our Place 2030'. I trust our work on these strategies will enhance our community now and into the future.



**Justin Lynch**

Chief Executive Officer  
City of Holdfast Bay



# EXECUTIVE SUMMARY

The City of Holdfast Bay Economic Activation Plan (EAP) 2018-2023 is a key strategic document that sets a five year plan to deliver achievable and measurable actions through the following five key economic strategic areas:

- › **Strategy 1. Business Capacity Building**
- › **Strategy 2. Investment Attraction and Growth**
- › **Strategy 3. Innovation and Digital Evolution**
- › **Strategy 4. Regional Collaboration**
- › **Strategy 5. Adelaide's Premier Seaside Destination**

The EAP is underpinned by the City of Holdfast Bay's Council Plan and long term vision 'Our Place 2030' and other key strategic documents including Holdfast Bay Tourism Plan 2020, Building Western Adelaide Plan and The 30 Year Plan for Greater Adelaide. The EAP is also informed by consultation with Holdfast Bay businesses, residents, industry representatives and cross Council departmental representation.

The purpose of this EAP is to ensure a whole of city approach to economic development, encompassing the broader alignment with regional and state objectives. The plan supports prioritisation of projects and programs through the actions identified in the final chapter of this document that will enhance and cement our competitive advantage into the future.

It's important we recognise the positive attributes of the city and the unique opportunities that exist. While predominantly residential, the city is supported by vibrant main street retail precincts, commercial centres (along the arterial spine) and a strong light industrial precinct in Somerton Park.

Holdfast Bay boasts a wide range of accommodation and conference facilities all within minutes of the state's international airport and will see the development of the state's first international 6 star rated hotel. Other projects include the redevelopment of the Buffalo replica site, high-rise and high-density residential development in Glenelg and the construction of Coastal Park, a continuous public linear park showcasing and linking western and southern Adelaide's coastal tourism assets.

Latest ABS census data (2016) identifies the city's workforce is predominately professional, community and personal service, technical and trade, and administrative workers. The industries supporting this workforce include health care and social assistance, accommodation and food services, retail, education and training and construction.

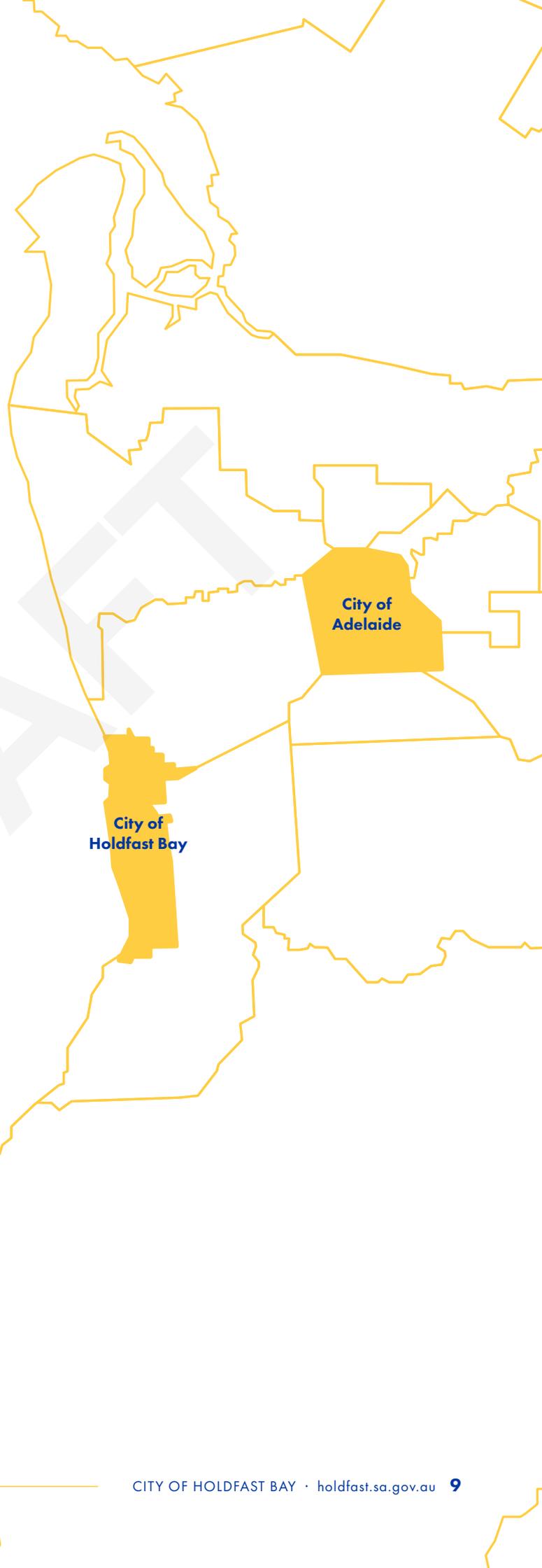
The EAP identifies the need for businesses to be more attuned to the opportunities that exist in the digital economy. A survey<sup>1</sup> of Holdfast Bay businesses conducted in 2017 indicated only 25% of our businesses transacted online and 44% invested in digital platforms. Of the 25% most were identified in the retail and hospitality industries, while the 44% were of medium size and likely to have been in business for over 20 years from industries other than the retail and hospitality sector.

Digital connectivity remains key to the realisation of the EAP with technology infrastructure investment required in both private and public sectors. The way we do business depends very much on ensuring sustainable practices are in place for the enjoyment of the community, businesses and visitors alike into the future.

Providing sustainable infrastructure for autonomous and electric vehicles, and establishing digital hubs will enhance the changing face of transportation and support homebased businesses to integrate within vibrant active creative hubs.

The city is experiencing an increase in retirees aged 50-69 and recent studies show that almost 35% of Australia's young firms are led by seniorpreneurs with an average age of 57 years. Globally, people aged 55 and over are starting new business ventures accounting for nearly a quarter of new ventures in the United States alone. That said, the health and social assistance sectors will benefit from an innovative approach to service delivery and fully understanding the needs of this demographic as Holdfast Bay moves to service its ageing population.

During the life of the Economic Action Plan 2018-2023 Council will continue to report and review the EAP and update actions associated with the plan as economic opportunities are presented and milestones are met.



<sup>1</sup> 2017 City of Holdfast Bay Business Confidence Survey



## **OUR ECONOMIC VISION**



In 2017, following a review of the City of Holdfast Bay strategic plan through extensive community consultation and other stakeholder investigations ‘Our Place: 2030 Strategic Plan’ was developed.



The 'Our Place 2030' strategy sets out five key Pillars to map our direction and provides objectives for maintaining, processing and celebrating our city into the future:



**COMMUNITY**

A healthy, creative, connected community



**ENVIRONMENT**

A community connected to our natural environment



**ECONOMY**

A diverse and resilient local economy



**PLACEMAKING**

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



**CULTURE**

An effective customer-centred organisation



The economic vision provides us with a framework for delivering key strategic economic outcomes that will:

- › build economic prosperity
- › create a thriving business environment
- › offer employment choice
- › support and grow a vibrant community
- › provide an attractive location for visitors

Our focus will be on supporting the Economy pillar by having a diverse and resilient local economy.

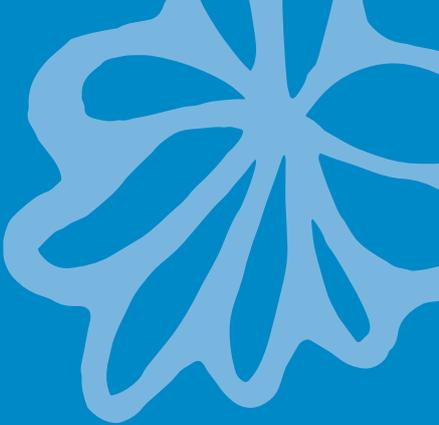


# WHAT IS ECONOMIC DEVELOPMENT?

Economic Development can be defined through standard of living and creation of jobs, attracting and maintaining business activity and the support of innovation by involving a multifaceted approach often with federal, state, local governments and industry bodies.

Much of this can be defined through jobs creation, investment in a region, quality of life through access to education systems, transport networks, improved infrastructure and social and environmental sustainability.

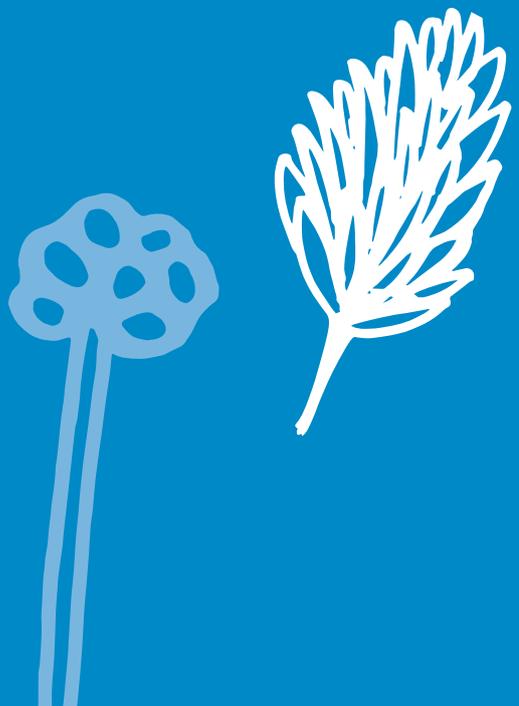




## STRATEGIC FOCUS

Council has defined five key economic strategic focus areas that ensure a diverse and resilient local economy.

The actions this plan outlines is to develop policies, identify projects and deliver programs concentrating on the following five key strategic areas:

- › **Strategy 1. Business capacity building**
  - › **Strategy 2. Investment attraction and growth**
  - › **Strategy 3. Innovation and digital evolution**
  - › **Strategy 4. Regional collaboration**
  - › **Strategy 5. Adelaide's premier seaside destination**
- 



## STRATEGY 1. BUSINESS CAPACITY BUILDING

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### OBJECTIVE:

Implement and support a range of programs designed to equip local businesses with the knowledge and capacity to achieve business sustainability, manage business expansion and prepare for export opportunities.

### Why is this important?

To remain competitive the City of Holdfast Bay is ensuring a sustainable economic future through planned programs and initiatives in collaboration with key stakeholders. Access to B2B networking, business advisory services and small business grants are services Council consider key to maintaining business growth in the city. Coupled with this, Council is utilising data to assist and inform Council and the business community on potential economic drivers, trends and future growth sectors for employment in the city.

Opportunities exist to strengthen the skills, competencies and abilities of our industry sectors by promoting and creating linkages through partnerships with local tertiary and secondary providers. Through capacity building our industry sectors will have a greater understanding of barriers that inhibit economic growth and recognise opportunities to achieve measurable and sustainable outcomes.



## STRATEGY 2. INVESTMENT ATTRACTION AND GROWTH

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### OBJECTIVE:

Explore and develop opportunities in collaboration with state and federal government and the private sector that maximises new investment and economic growth prospects in Holdfast Bay.

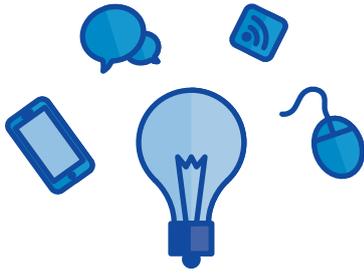
### Why is this important?

South Australia's capital city Adelaide, continues to feature in the top 10 most livable cities in the world boasting most affordable housing, notable tourism, fine food and festivals. The State itself is globally recognised for its wine industry and accounts for almost half of the national annual production. The recent Federal Government announcement for the naval shipbuilding project worth almost \$90 billion will see the state's population potentially increase by up to 50,000.

Undeniably, Holdfast Bay with its attractive 11 kilometre coastline and most sort after suburbs, makes it one of the state's most desirable places to live and invest while maintaining that competitive edge. It is anticipated many interstate and overseas workers for the defence project will seek to locate in western Adelaide.

Real estate for the city continues to prove very attractive to investors, entrepreneurs and owner-occupiers. Retail plays an important role in the local economy enhanced by a thriving tourism industry as the second most visited area outside of the Adelaide central business district.

Within minutes of the state's international airport, Holdfast Bay is accessible to nearby rail, road and sea freight facilities and is complimented by excellent accommodation and conference venues.



## STRATEGY 3. INNOVATION AND DIGITAL EVOLUTION

---

### OBJECTIVE:

Create opportunities that develop the competencies, skills and capacity of local businesses that instills a digital culture and leads to innovation and sustainable outcomes for a vibrant and connected community.

### Why is this important?

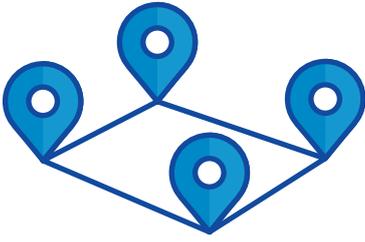
Exciting opportunities exist in the digital and knowledge economy that will enhance many industry sectors within Holdfast Bay.

Health Care and Social Assistance followed by the Retail, Education and Training sectors are currently our largest employment sectors with Professional and Scientific services and Creative Industries sector expected to increase in the future.

The EAP aims to leverage some of the state's digital infrastructure projects to enhance and broaden the capabilities of our key industry sectors. Opportunities exist to foster high value added activity particularly in the Somerton Park Industrial precinct.

Preparing our industry for the digital and knowledge economy remains challenging with the 2017 Holdfast Bay Business Confidence survey indicated only 25% of businesses transacted online and 44% of those businesses investing in digital platforms. Actions identified in this Plan outline opportunities to engage and link businesses with universities, local secondary schools and training providers to improve their digital knowledge and adopt new practices and create a workforce equipped to adapt to new technologies.

The City of Holdfast Bay will need to take a leadership approach ensuring the city's infrastructure and ability to adapt to emerging technologies remains relevant. Access to learning, connecting with the community and improved technological and intellectual assets will prove vital for the city to demonstrate a responsive and innovative approach to enabling economic development.



## STRATEGY 4. REGIONAL COLLABORATION

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### OBJECTIVE:

Incorporate collaborative regional approaches where shared outcomes can be achieved for a cohesive and robust Holdfast Bay economy.

#### Why is this important?

Local Government plays a fundamental role in building and sustaining vibrant communities, often taking a multifaceted approach with federal, state, local governments, industry bodies and the community.

Whether it be a whole-of-government or collective approach across a number of key bodies; local government remains at the coalface of the community and has the ability to build and sustain strong, cohesive and resilient communities and drive economic growth.

The City of Holdfast Bay has formed strong alliances with central, western and southern metropolitan regions to identify synergies for the delivery of programs and projects relating to economic development, investment attraction, tourism, wayfinding, workforce development, environmental sustainability and infrastructure. In the western region alone the economy represents 22% of the State's jobs (167,000) and 25% of the State's economic output (\$51 B).

Each region, while similar in functionality, is unique in its offering and the collaboration between each region provides a complimentary rather than competitive approach to projects. The willingness to share data and resources has meant a greater understanding of the region's economic landscape and the ability to attract investment to benefit economic growth. The mature working relationship that exists has meant the implementation of;

- › the western alliance of Councils launch of the [www.Adelaidebeaches.com](http://www.Adelaidebeaches.com) tourism website;
- › free visitor advisory service through Southern Adelaide Business Advisory Service;
- › Resilient South Climate Ready Southern Adelaide project;
- › further tourism initiatives with central Adelaide.



## STRATEGY 5. ADELAIDE'S PREMIER SEASIDE DESTINATION

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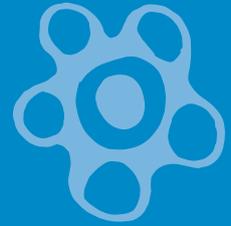
### OBJECTIVE:

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.

### Why is this important?

Tourism in Holdfast Bay provides significant enjoyment to the local community and visitors alike. More than 75% of tourists visiting Adelaide will visit Holdfast Bay to enjoy the pristine coastline, relaxed retail choices with cafes, bars and restaurants offering an array of international cuisine. International artists and events like the Tour Down Under attract participation and visitation from across the globe, contributing substantially to the local economy.

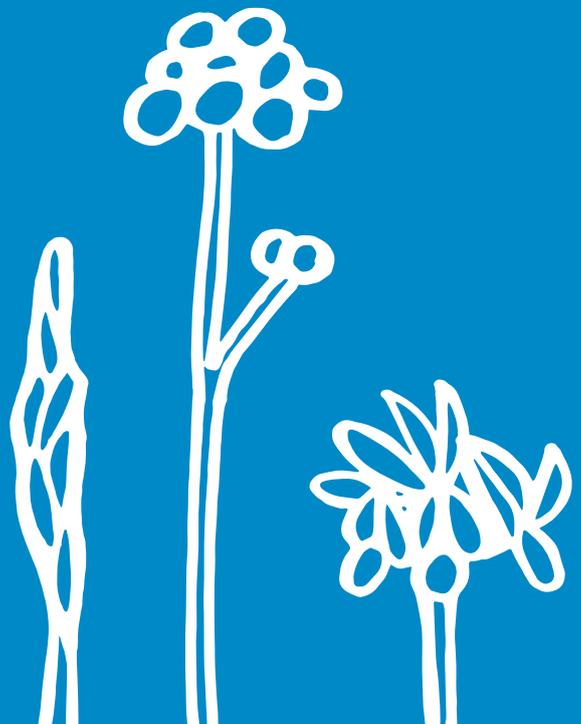
Tourism is a key economic driver for Holdfast Bay injecting \$253 million to the local economy, providing an estimated 1,643 full time equivalent jobs reported in 2017. Visitation has a significant positive flow-on effect for the local community and value add to a number of industry sectors resulting in an additional \$119.341 million to the local economy.



## OUR PLACE

The City of Holdfast Bay is one of the most celebrated places to live, work, visit and invest in South Australia.

With an ideal location, just 20 minutes from Adelaide's central business district (CBD) and five minutes from Adelaide International Airport, Holdfast Bay encompasses some of Adelaide's most historic and iconic seaside suburbs.





## Our Place:

- › Is home to 35,360 residents, covering an area of 14 square kilometres, with all suburbs within 2.5 kilometres from the beach
- › Is one of South Australia's most sought after destinations to live
- › Is the site of Glenelg, South Australia's original mainland settlement
- › Has an extensive public transport system which includes tram, train and bus routes directly to the heart of the Adelaide CBD
- › Provides easy access to community services, superior education and health options
- › Comprises quality retail precincts, recreation facilities, rich heritage and beautiful natural environment
- › Is notable for its vibrant tourism sector which attracts over 1,144,000 day-trip visitors annually, and
- › Is in close proximity to the State Aquatic Centre.

# STRENGTHENING THE LOCAL COMPETITIVE ENVIRONMENT

The City of Holdfast Bay takes an active role by enabling economic development to occur through:

- › Creating an attractive coastal destination to do business, with a range of lifestyle choices and retail, commercial and industrial opportunities
- › Easy accessibility to major road infrastructure connecting to the Port of Adelaide, national rail links and Adelaide International Airport
- › Strong collaboration through central, southern and western regional Adelaide business development partnerships that foster positive alliances in tourism and economic development
- › Major capital projects planned or proposed totaling an estimated \$500,000 million
- › Connection to the National Broadband Network and opportunities for future higher speed access in industrial nodes
- › Fostering employment and training opportunities through high quality education facilities
- › Provision of outstanding conference and accommodation venues of an international level
- › Being known as Adelaide's second most visited tourism destination showcasing our heritage appeal and sandy coastline
- › Access to information through the Visitor Information Centre and Bay Discovery Centre and a number of fine galleries and world class sporting facilities nearby



Delivering a sustainable, well serviced city through collaboration with businesses, community, government and key stakeholders



## LOCAL, REGIONAL AND STATE ROLE IN ECONOMIC DEVELOPMENT

The City of Holdfast Bay plays an integral role in facilitating economic growth and sustainability by partnering with community, business and state and federal governments.

Having a collaborative approach advocates for a cohesive and robust economy where shared outcomes can be achieved.

The economic climate Council is creating through its commitment to economic development provides the ability to influence industry investment, stimulate economic growth and adapt and respond to future declining or growth sectors.

Through the development of a well-planned economic strategy, Council's aim is not to work in isolation, but to harness the networks and partnerships actively involved in industry development both locally and regionally.



# LOCAL APPROACH

## CITY OF HOLDFAST BAY ROLE

Council can enable economic prosperity by influencing and supporting the local business environment. In this space Council has several roles, including provider, advocator, regulator, partner and facilitator.

PURPOSE	ROLE IN ECONOMIC DEVELOPMENT
<b>Provider</b>	<ul style="list-style-type: none"><li>› Development of a well-planned economic strategic plan</li><li>› Creating initiatives that help grow the local economy</li><li>› Generating opportunities for supporting and promoting local businesses</li><li>› Support for new and existing businesses through access to relevant business information</li><li>› Local infrastructure that facilitates economic activity</li><li>› Program events that attract visitors to spend and stay in the city</li></ul>
<b>Advocator</b>	<ul style="list-style-type: none"><li>› Undertake reviews of legislative restrictions to business growth</li><li>› Foster the development of Creative Business Hubs(s) and shared facilities</li><li>› Lobby state and federal government for infrastructure and major project development</li><li>› Examine funding and investment opportunities for projects that have a broader economic outcome</li><li>› Encourage investment attraction through access to data at a local, regional and state level</li></ul>
<b>Regulator</b>	<ul style="list-style-type: none"><li>› Administer the Development Act 1993 that guides new development in South Australia</li><li>› Govern and administer any local laws and policies that regulate economic activity</li><li>› In keeping with the 'Small Business Friendly Council Initiative Charter' signed 5 Dec 2017, undertake a commitment to support small business and economic development through good customer service and simplified administration and regulation processes</li><li>› Access to information on regulatory requirements is clear and concise and accessible to all</li></ul>
<b>Partner</b>	<ul style="list-style-type: none"><li>› Collaborate on a regional level with central, western and southern regional councils to drive and shape the strategic direction of the region</li><li>› Work jointly with western and southern regional councils for shared economic outcomes particularly, but not limited to, employment, tourism and infrastructure projects</li><li>› Identify joint initiatives with state and federal government for great economic outcomes</li></ul>
<b>Facilitator</b>	<ul style="list-style-type: none"><li>› Host training and business development opportunities</li><li>› Examine best practice in seasonal rates and reduction schemes, parking initiatives, cluster development, circular economy and trend analysis</li><li>› Utilise Council publications and social media to promote and enhance the economic benefits of the city</li><li>› Capitalise on our tourism advantage to examine new opportunities and potential investment in the city</li></ul>

## JETTY ROAD MAINSTREET COMMITTEE

The Jetty Road Glenelg Precinct is recognised throughout South Australia and beyond as one of the best examples of a thriving traditional retail, hospitality and business district. The thriving retail and business precinct services the needs of the local community and intrastate, interstate and international visitors resulting in around two million people frequenting the precinct each year.

Jetty Road Mainstreet Committee (JRMC) was originally established in 1994 and operates as an advisory committee to the City of Holdfast Bay under Section 41 of the Local Government Act 1999.

The objectives of the JRMC is to advise Council on matters that continue to enhance and promote the Precinct as a vibrant shopping, leisure and recreational area for all seasons. The committee provides consistent marketing and brand strategies that further encourage economic development of the Precinct and inspires further commercial investment in the Precinct.

The JRMC recommend a strategic management and financial plan for the Precinct, providing at least a four year horizon for consideration and adoption by Council.



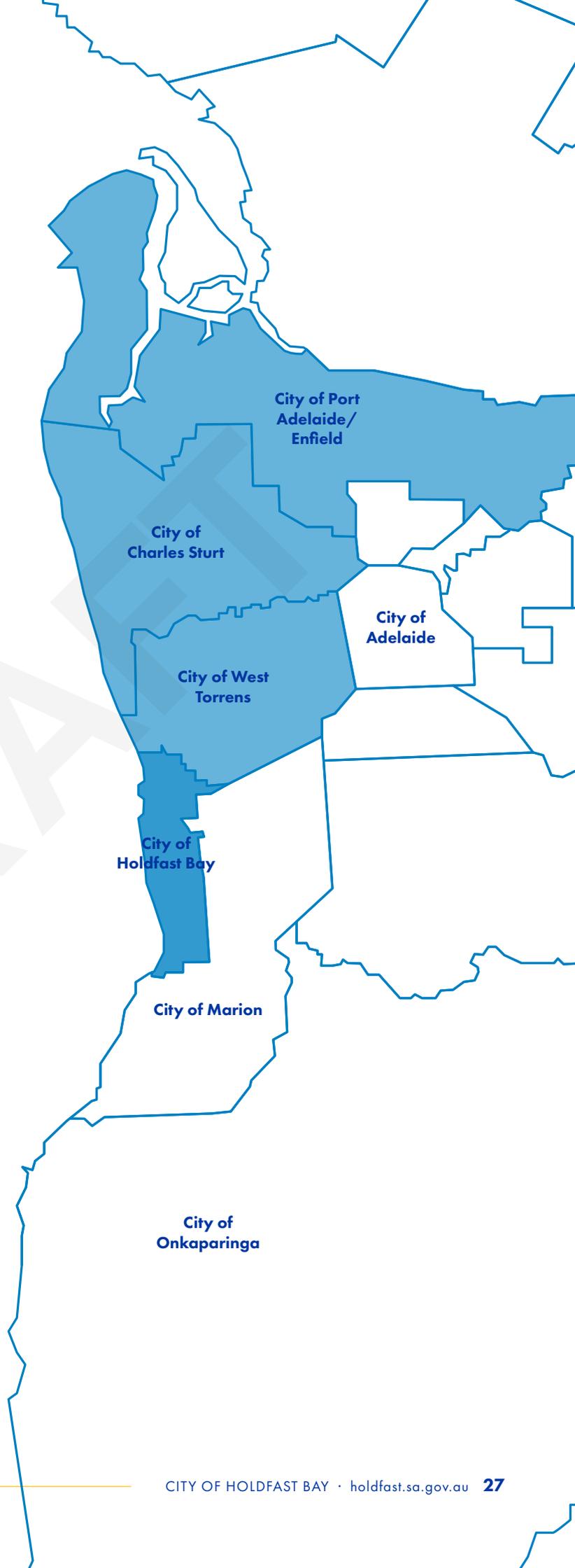
# REGIONAL APPROACH

## WESTERN ALLIANCE – BUILDING WESTERN ADELAIDE

In November 2015, the Western Alliance was formed between the cities of Holdfast Bay, Charles Sturt, West Torrens and Port Adelaide Enfield. The Chief Executive Officers and key staff from each Council participated in developing the 'Building Western Adelaide Strategy' and subsequently endorsed the strategy with a Memorandum of Understanding for regional collaboration. The strategy identified a number of objectives which seek to facilitate local employment opportunities and economic development outcomes for the Western Region.

The Western Alliance seeks to formally engage with state and federal governments, Western Business Leaders group and other key stakeholders to further develop the Strategy to implement and support many of the initiatives identified.

The population of the Western Region is just over 335,000 (2016), representing just over a quarter of the total Greater Adelaide population. Western Adelaide regional economy represents 22% of the State's jobs (167,000) and 25% of the State's economic output (\$51 Billion).



While manufacturing is declining across the Western Region, the following sectors continue to show strong employment growth:

- › Health Care and Social Assistance
- › Education and training
- › Construction
- › Professional, Scientific and Technical Services
- › Transport, Postal and Warehousing

Tourism continues to flourish in the region and presents real opportunities directly attributing across most industry sectors. A number of joint western region tourism initiatives have been implemented:

- › Development of a Western Regional Tourism Destination Action Plan
- › Development of 'Adelaide Beaches' tourism website
- › Hosting the Women's Australian Open Golf tournament

Western Adelaide's proximity to the Adelaide CBD, Adelaide International Airport and transport networks directly connecting to the Port of Adelaide and national road and rail links strengthens the western region for employment growth and future economic investment.

## WESTERN BUSINESS LEADERS

Established by the City of Charles Sturt, the Western Business Leaders (WBL) recognise that boundaries don't stop at a particular local government area and the economy will strengthen if a regional and collaborative approach is adopted. Consisting of industries ranging from health, tourism, manufacturing, sport and recreation and professional and scientific services the membership seek to drive innovation, promote enterprise and grow the local economy.

The WBL aim is to grow, inform, engage and promote solutions for the Western Adelaide business community through:

- › Representing issues to state and federal government
- › Advocating for improvements to the local business environment
- › Providing input to relevant government policies and issues
- › Monitoring the implementation and actions of the Building Western Adelaide strategy
- › Collaboration across regional Western Adelaide Councils and identify issues that Councils and relevant agencies and organisations should pursue



## ADELAIDE BUSINESS HUB

As South Australia's inaugural business advisory service, the Adelaide Business Hub provides three key services for small businesses across Adelaide focusing on northern and western Adelaide.

- › Business Incubator: innovation, growth and jobs
- › One on one consulting for business solutions
- › Partnerships with local, state and federal government to deliver projects that benefit businesses
- › The one stop Hub is supported by a team of business experts who are clear thinking, well connected proactive people there to support and assist South Australian businesses.



## **SOUTHERN ALLIANCE – SOUTHERN ADELAIDE ECONOMIC DEVELOPMENT BOARD**

The South Adelaide Economic Development Board (SAEDB) is providing industry leadership to further develop the Southern Adelaide economy, influence decision-making relating to the Southern region that will have a positive impact on the future of the region.

The SAEDB works in partnership with local business support agencies, state and local government to foster business growth and opportunities for the southern region. The SAEDB's main objectives are to:

- › Collaborate and advocate throughout government, business, education, community and not-for-profit organisations to realise the full economic potential of the unique region
- › Build on the region's competitive advantages by supporting innovation and diversification in the local economy

## **SOUTHERN ADELAIDE BUSINESS ADVISORY SERVICE**

The South Australian Department of State Development has jointly contributed \$240,000 for the Southern Adelaide Business Advisory Service (SABAS) with the Cities of Marion and Onkaparinga. The SABAS provides a range of business advisory services aimed at assisting businesses to develop and grow who are located in the cities of Holdfast Bay, Marion, Mitcham and Onkaparinga over a two year period.

The free confidential one-on-one advisory services for new and existing businesses provides information and advice on:

- › Starting a business
- › 'Business Health Check' for existing businesses
- › Business planning
- › Growth services, including mentoring and coaching to business intenders, managers and owners



## STATE & FEDERAL APPROACH

### THE DEPARTMENT OF STATE DEVELOPMENT

The South Australian Government, through the Department of State Development plays an essential role in the development of industry, business and communities to identify and capitalise on opportunities for job creation and economic growth.

The City of Holdfast Bay along with our Western and Southern economic regional alliances advocate the State Government to ensure that economic growth continues to prosper within the state and region.

The capabilities of bringing together expertise across government has enabled the State Government to attract international investors across a number of diverse sectors.

Adelaide, rated continually in the top five most livable cities in the world, has created opportunities in attracting investment, improving industry competitiveness and a demand for driving education to ensure a skilled workforce is available to support the growth industry sectors and lifestyle choices for employment.

Most recently the State Government has created industry road maps and skills development and engagement frameworks that reflect an emphasis on innovation, science and technological advances and collaborative approaches.

### REGIONAL DEVELOPMENT AUSTRALIA

Regional Development Australia (RDA) is an Australian Government initiative that aims to enhance growth and strengthen the regional communities of Australia and plays a pivotal role in ensuring sustainability of Australia's regions.

In South Australia, Regional Development Australia is a partnership between the Australian Government, South Australia and the Local Government Association of South Australia on behalf of its members.

The Regional Development Australia initiative is delivered through 55 entities nationally, with 8 entities (i.e. 7 regional and 1 Adelaide metropolitan) established in South Australia.

The RDA Adelaide region, encompassing the City of Holdfast Bay is serviced by Regional Development Australia Adelaide, which is funded solely by the Australian Government.

### BUSINESS.GOV.AU

The online government resource for the Australian business community [www.business.gov.au](http://www.business.gov.au) offers access to all of the government information, assistance, forms and services. It's a whole-of-government service providing essential information on planning, starting and growing a business.



# HOLDFAST BAY DEMOGRAPHICS AND ECONOMIC PROFILE

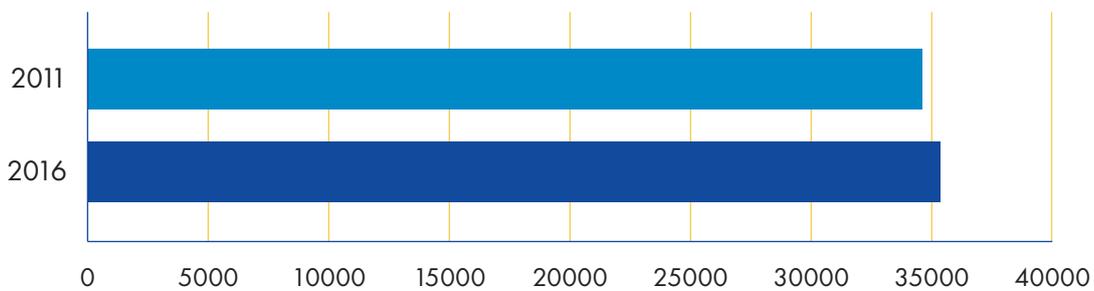
## DEMOGRAPHICS

Population: 35,360

Population and population growth is important economically as it drives demand for local goods and services. This supports small business sustainability and provides jobs and training opportunities for residents and their families.

The total population of the City of Holdfast Bay at the 2016 Census was 35,360 people of whom 52.4% were female and 47.6% male. This is an increase of only 2.1% over the five years from 2011 compared to South Australia's population growth over the same period of 3.05%.

### Census Population: 2011, 2016

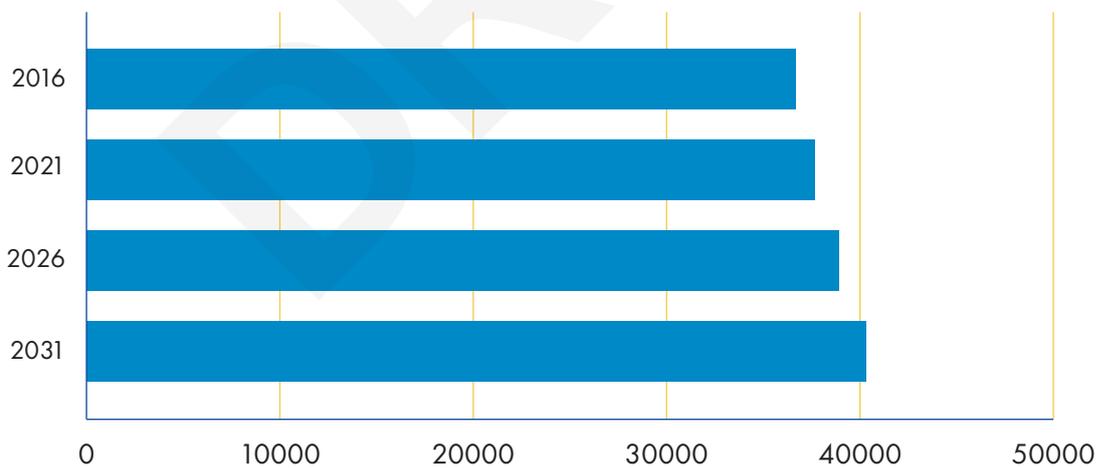




## Projected Population Growth: 10%

The South Australian population is expected to grow by over 7.7% from 1.67 million today to over 1.8 million in the next twenty years, an estimated growth rate of 7.8%. The population of the City of Holdfast Bay is also expected to increase and ahead of the State at around 10% over this period, to over 40,000 residents by 2031<sup>2</sup>.

### Projected Population: 2016-2031

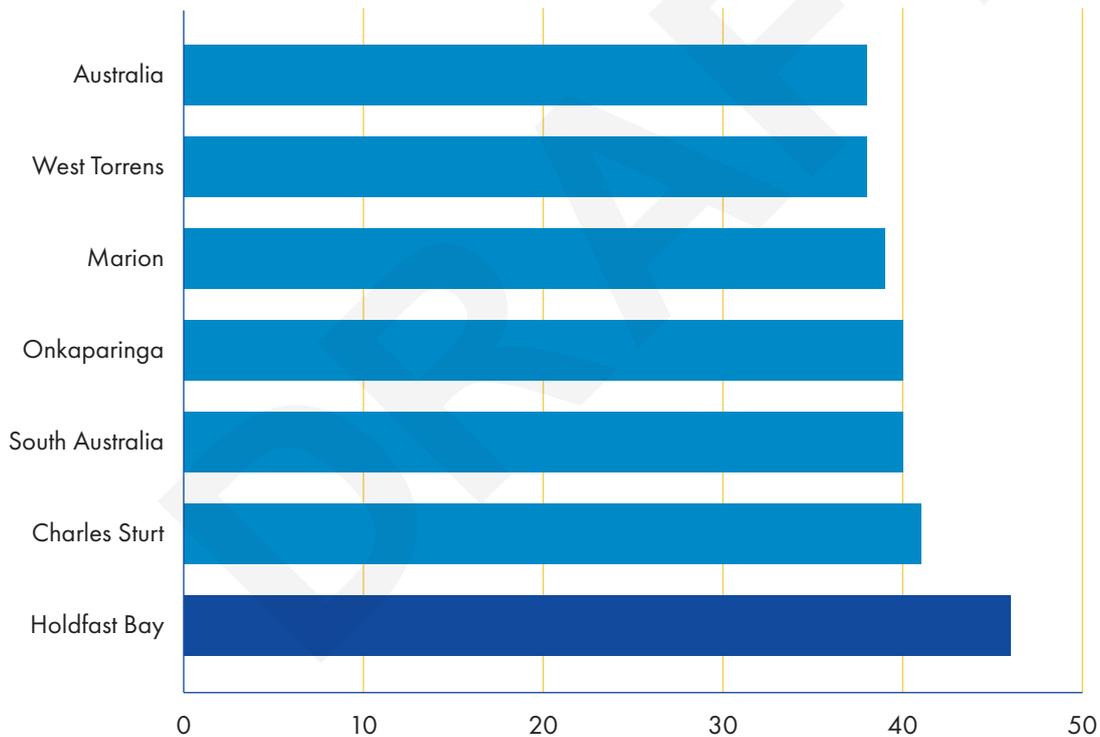


<sup>2</sup> DPTI population projections [https://infogram.com/42600\\_projectedpopulation](https://infogram.com/42600_projectedpopulation)

## Population Profile: Median Age 46

Our population is however ageing. South Australia has a higher proportion of people aged over 55 than the rest of Australia, and the median age of a City of Holdfast Bay resident is 46, which is significantly older than the surrounding areas and the state and national average (Australia 38, West Torrens 38, Marion 39, Onkaparinga 40, South Australia 40 and Charles Sturt 41). Again, this is important as it means that there are fewer people in the key working age groups contributing to supporting the older population. The chart below shows the median age for these areas.

### Median Age – Census 2016

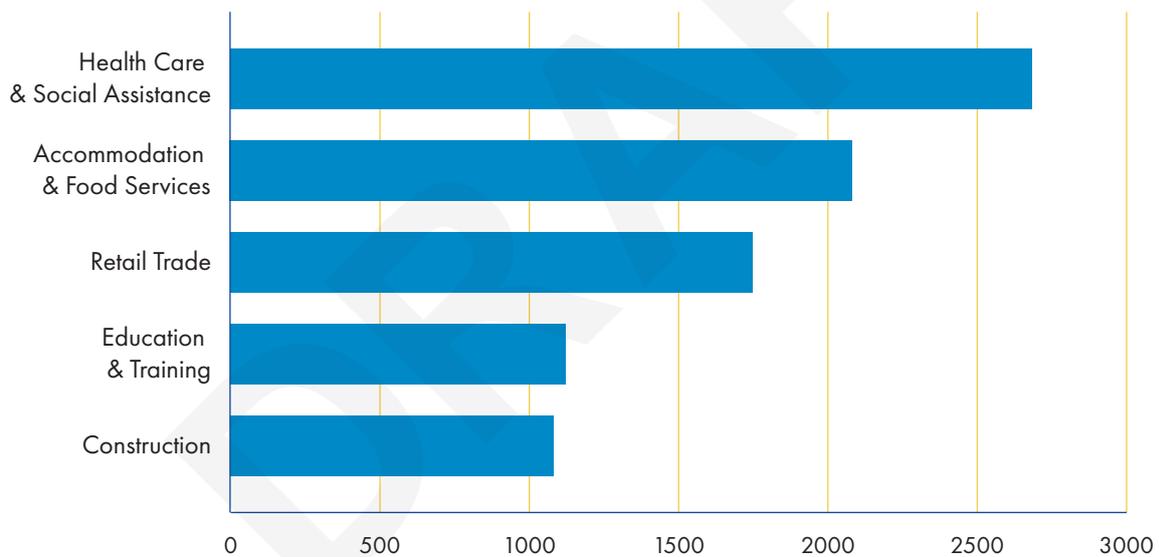


As time passes, an increasing share of our population will be aged over 65. While around 70 per cent of households in the Council area consist of one or two people, projections also indicate the number of families living in the area will grow over the next 20 years.

## Employment: 12,959

The total number of Holdfast Bay residents employed at the 2016 Census was 16,172. This compares to 12,959 jobs that were available in the council area. Since 2011, the jobs available in Holdfast Bay have increased by 16% whereas the number of working residents has fallen by 3.8%. Holdfast Bay now has 12.3% of all the jobs in Southern Adelaide up from 11.8% in 2011. The largest employment sector in the City is health care & social assistance at 22% followed by accommodation & food services with 16%. Over the last five years to 2016, the largest increase in jobs has been experienced by the construction sector growing by 59% with education & training increasing by 28%. The five largest employment sectors are shown below.

### Jobs: Census 2016



## Unemployment: 3.7%

Holdfast Bay has typically been fortunate to have a lower unemployment rate than the State average and the latest figure as at December 2017 was 3.7% compared to 5.8% for South Australia and 5.7% for Southern Adelaide as a whole.

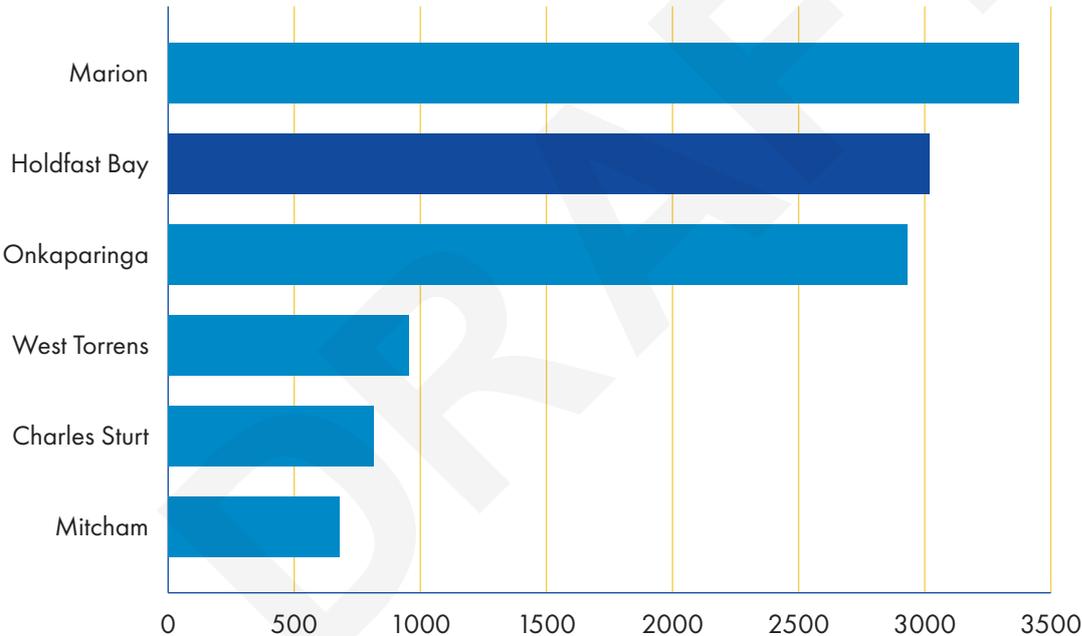
### Unemployment Rate – December 2017



# Commuting Patterns: 3,017 residents work and live in Holdfast Bay

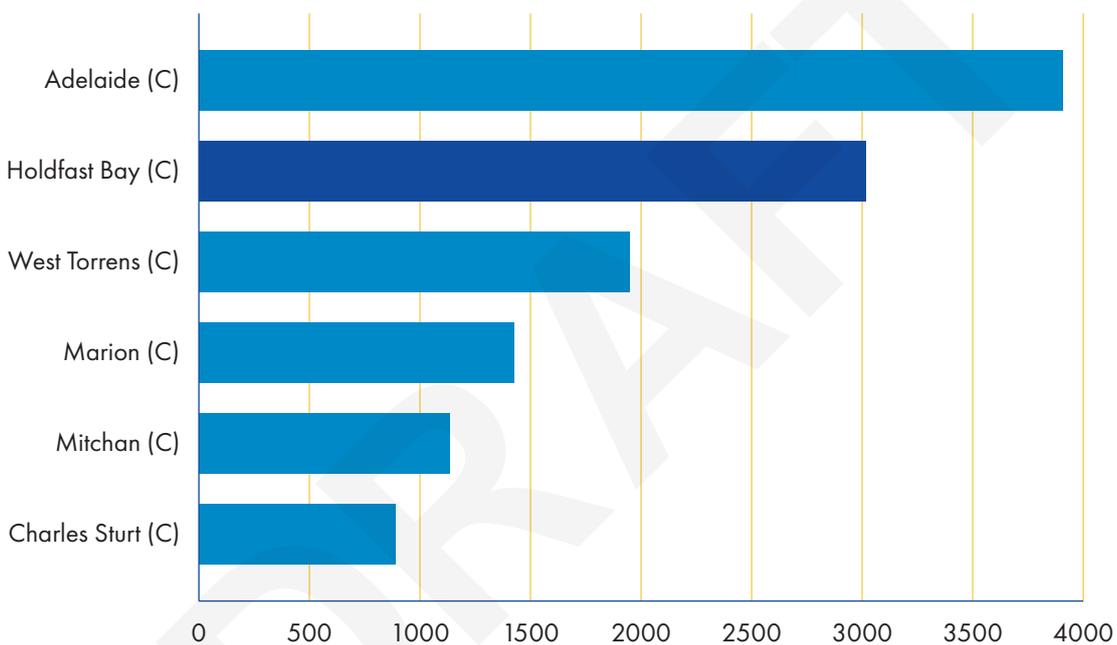
Of the 12,959 people who work in Holdfast Bay, only 3,017 live in the council area. The majority commute from other local government areas with Marion and Onkaparinga providing the largest number of workers at 3,374 and 2,931 respectively. The chart below shows the top six council areas providing workers for Holdfast Bay.

Jobs – LGA of usual residence



Conversely, the majority of the 16,172 Holdfast Bay working residents commute to other council areas for employment. The largest number, 3,907, travel to Adelaide with West Torrens, Marion, Mitcham and Charles Sturt joining Holdfast Bay in the top six working destinations.

### Working Residents – LGA of employment





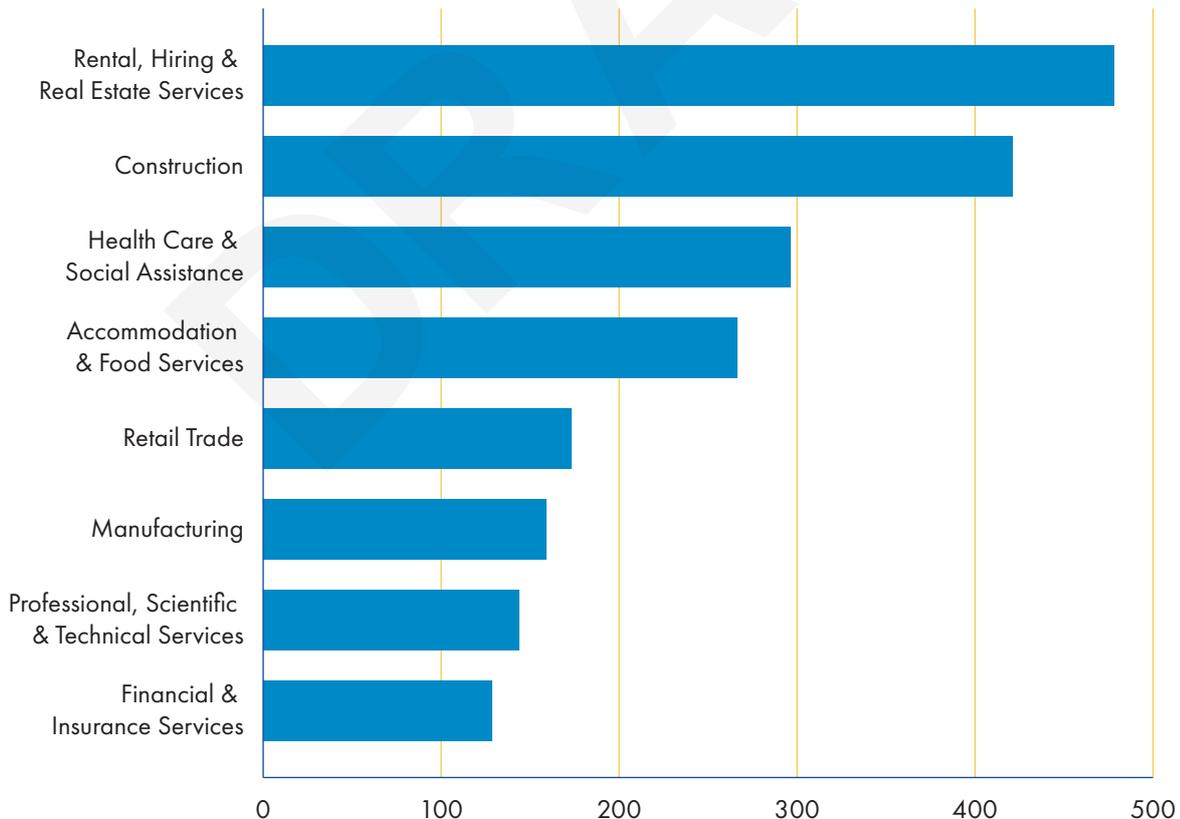
## ECONOMIC PROFILE

### Output<sup>3</sup>: \$2.67 billion

The annual output (total sales) generated by businesses and organisations in Holdfast Bay is estimated at \$2.67 billion. Over 75% of this revenue is generated by 8 sectors with the top four being rental, hiring & real estate services, \$478 million; construction, \$421 million; health care & social assistance, \$296 million and accommodation & food services, \$266 million.

Total annual output in Southern Adelaide is estimated at \$24.7 billion and Holdfast Bay represents 10.8% of this figure and 1.3% of South Australia's total of \$206.8 billion. Output for the top 8 sectors is shown in the chart below from which it can be seen that, although manufacturing has been in decline for some time, it still generates some \$158 million in annual output or 5.9% of the City's total.

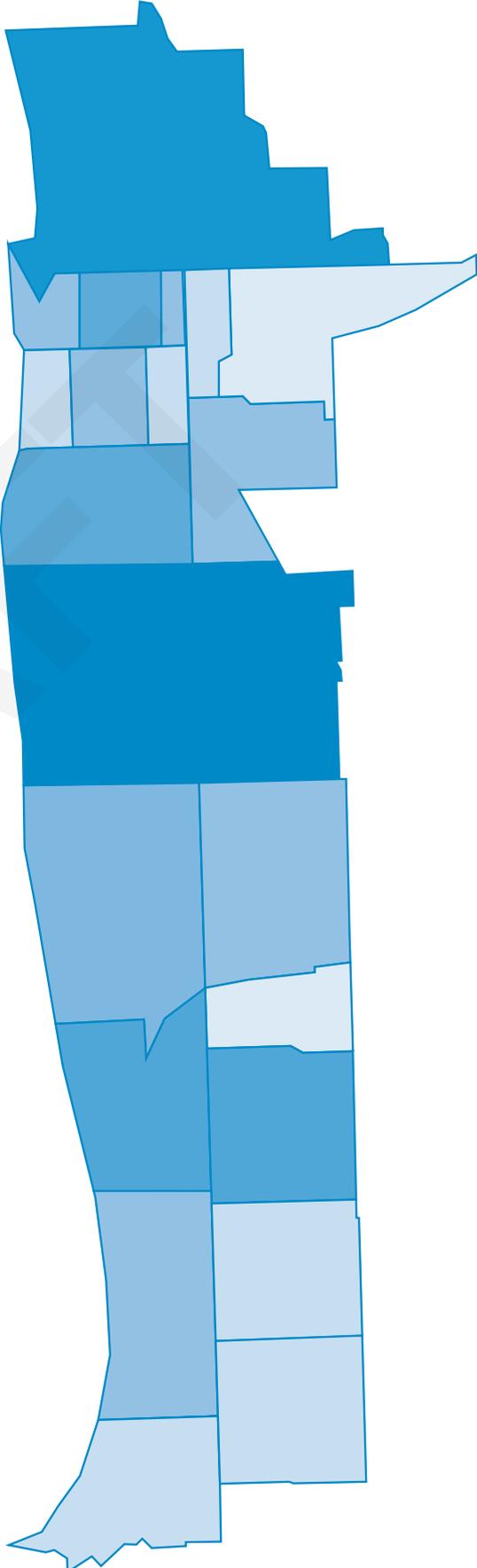
#### Output (\$M)



<sup>3</sup> REMPLAN Economy analysis using data sourced from; ABS 2016 Census Place of Work Employment, ABS 2014/2015 National Input Output Tables, ABS June 2017 Gross State Product

The following map illustrates the concentration of output from businesses located in the various destination zones across the council area<sup>4</sup>. The Somerton Park area is the largest in the council area and contributes \$546 million in annual output which is approximately 20% of the total.

**Density of output by destination zones**



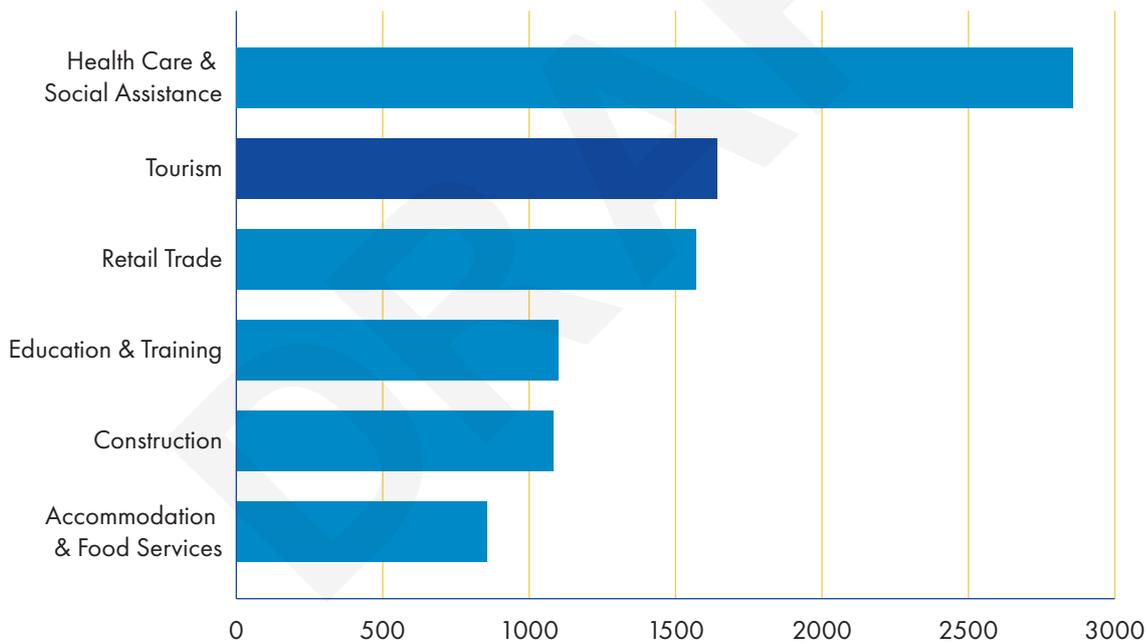
DRAFT

<sup>4</sup> Destination zones are created by the relevant State Government and are used by the ABS for allocating Place of Work data

## Tourism: 1,643 jobs

Tourism (visitation) is an amalgam of activities across various industry sectors such as retail, accommodation & food services and arts & recreation services. Tourism Research Australia have estimated the value contributed by various sectors to the tourism (visitation) sector and using this methodology and from this, it has been estimated that tourism contributes \$252 million of output for the Holdfast Bay economy and employs 1,643 people. This places it as the fourth largest sector by output and second largest by employment in the council area. The majority of this output and employment is in the accommodation & food services sector. The following chart illustrates the importance of tourism jobs to the Holdfast Bay economy.

### Tourism jobs

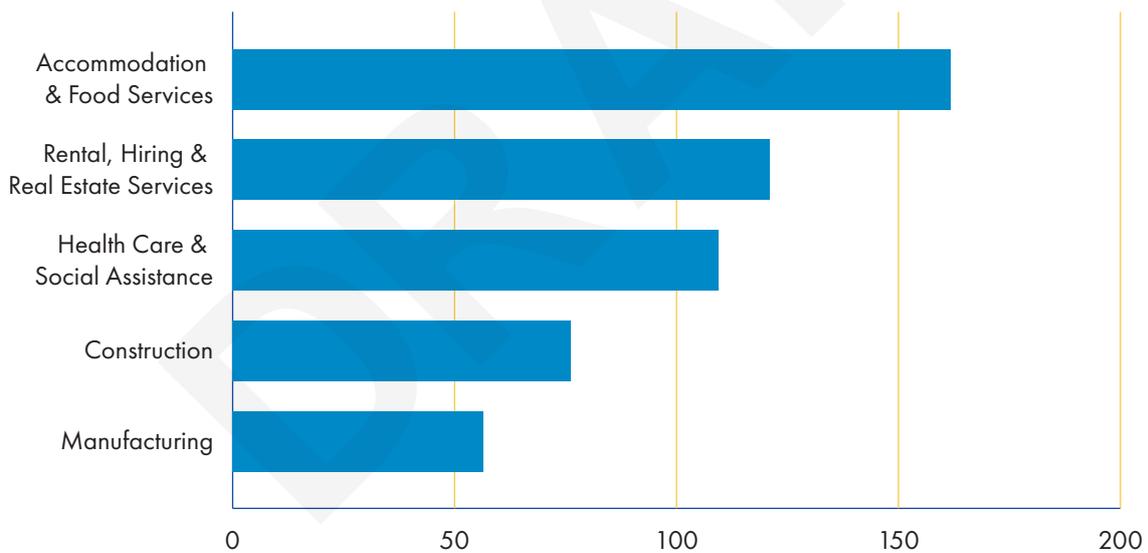


## Regional Exports: \$722 million

Regional exports represent the value of goods and services which are sold to consumers, businesses and governments based outside the City of Holdfast Bay's boundaries. Another way of defining exports is as an inflow of money into the region, e.g. motels have an inflow of money from people who live outside the region's boundaries thus they are earning export dollars. No distinction is made between domestic and international exports. Exports are critical to the health of a regional economy as they bring money in from outside and these export businesses, in turn, spend money with other local goods and service providers.

The total regional export estimate for Holdfast Bay is \$722 million per annum. Accommodation and food services is the largest contributing sector at \$161 million or 22% of the total followed by rental, hiring & real estate services and health care & social assistance. The chart below shows the top five regional export sectors.

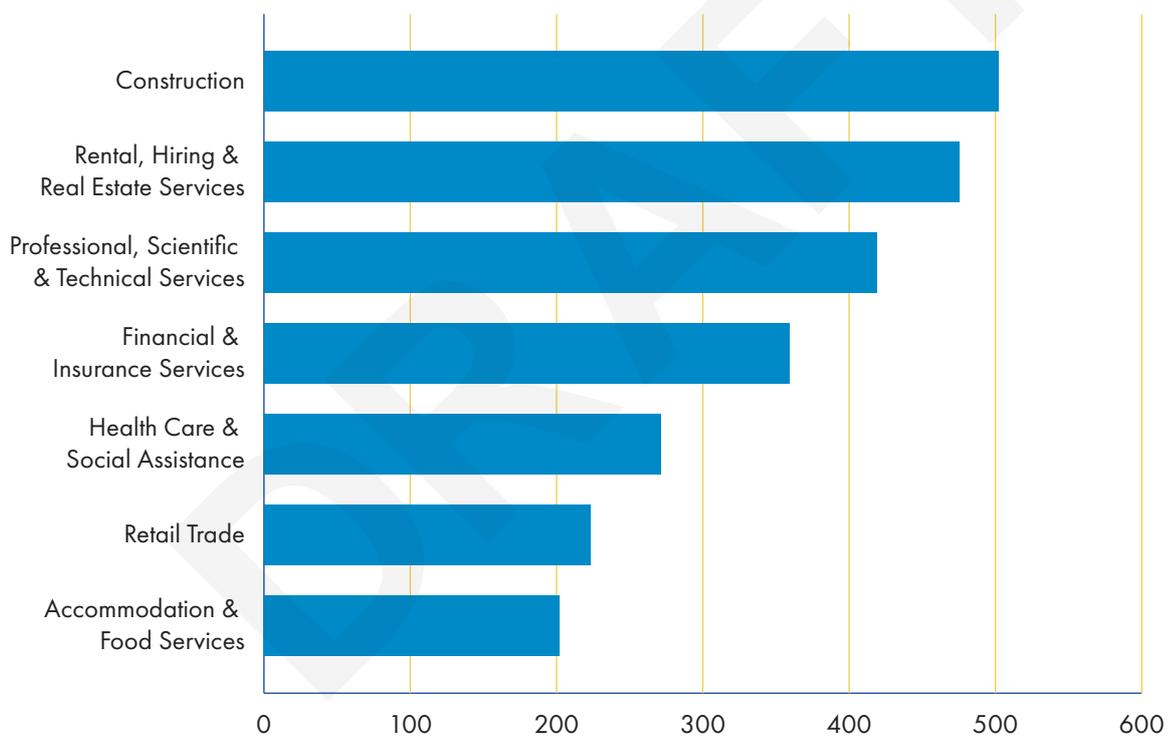
### Regional exports (\$M)



## Number of Businesses: 3,271

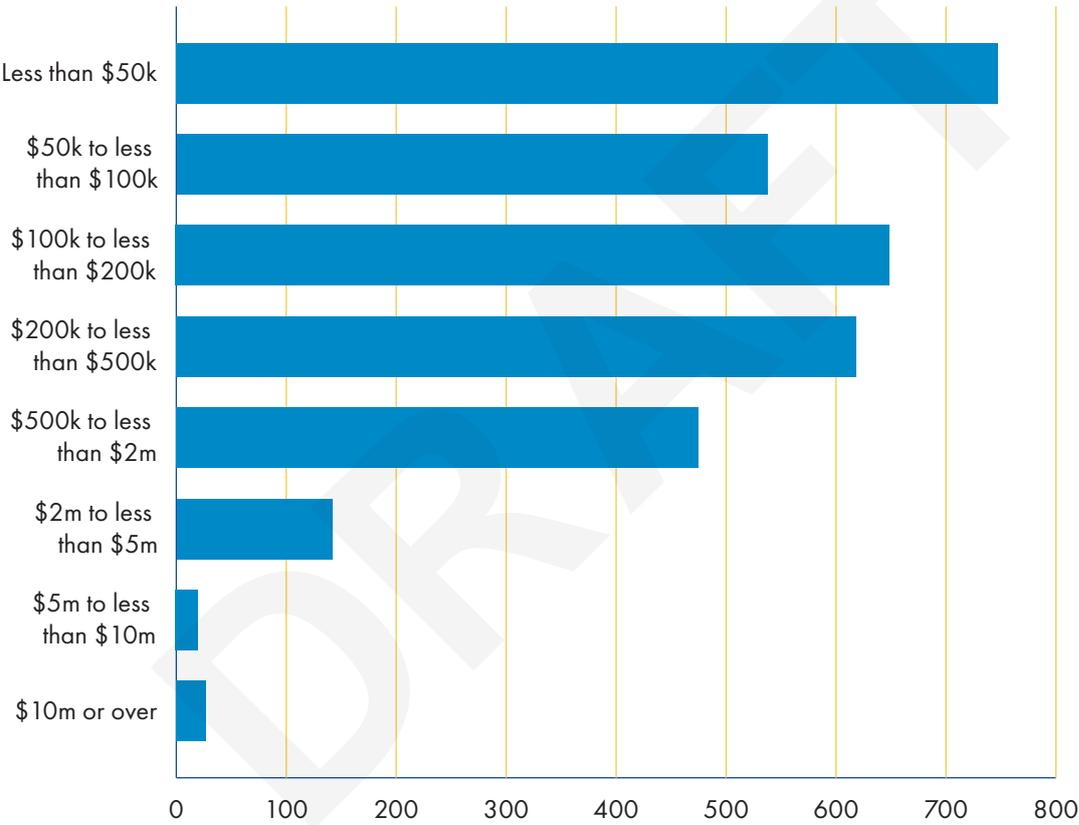
The latest business count data from the ABS estimates that at 30 June 2017 there were 3,271 actively trading businesses registered in Holdfast Bay. 75% of these were in 7 sectors, shown below with the three largest being construction, 502 businesses; rental, hiring & real estate services, 475 businesses and professional, scientific & technical services, 419 businesses.

### Number of businesses by sector, June 2017



Most of these businesses are small or very small with 97% employing less than 20 people and 79% having a turnover of less than \$500,000. The breakdown by turnover is shown below.

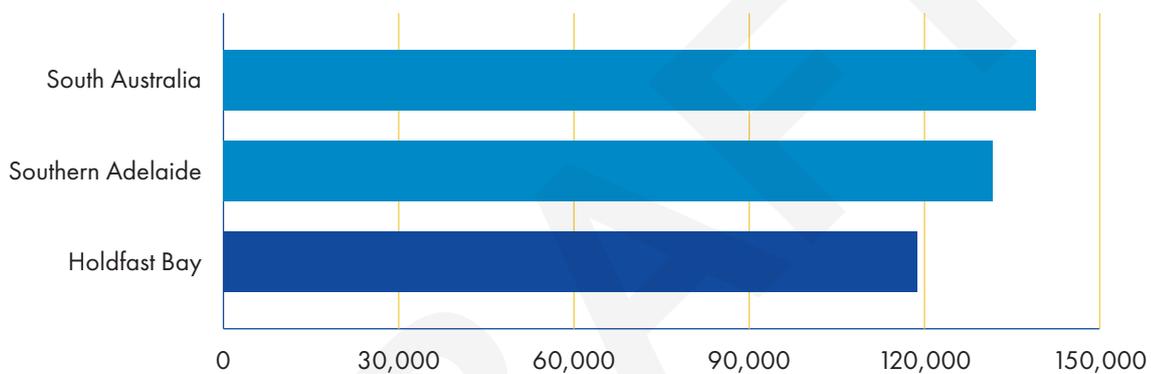
**Number of businesses by turnover, June 2017**



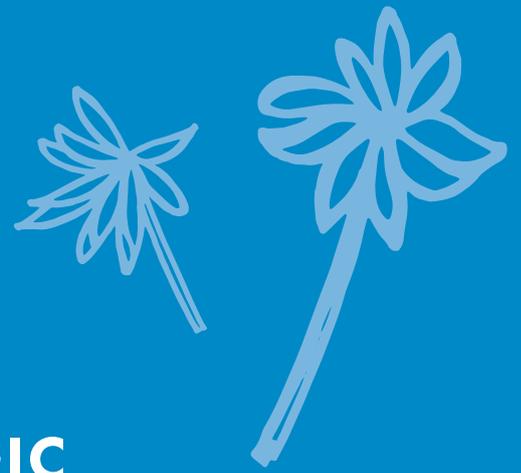
## Gross Regional Product: \$1,539 million

Total Gross Regional Product (GRP) for Holdfast Bay is estimated as \$1,539 million and represents 11.1% of Southern Adelaide's GRP and 1.48% of South Australia's Gross State Product. GRP per worker however is relatively low at \$118,811 compared to \$131,698 for the region as a whole and \$139,116 for the State.

### Gross Regional Product/Gross State Product per worker (\$)



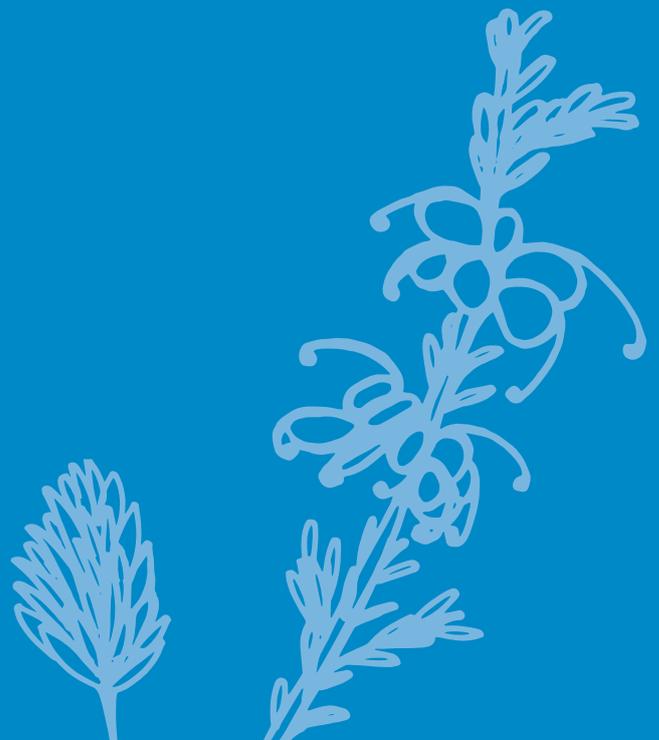




## INFORMING OUR STRATEGIC PRIORITIES

The City of Holdfast Bay takes an active role in identifying the future needs and aspirations of businesses located in the City.

Businesses have a key role to play in shaping the future of employment, access to goods and services, co-location and clustering of businesses and expand the range of amenities and vibrancy of a retail precincts.



Intuito Market Research was engaged to conduct the biannual business confidence survey across all industry sectors in Holdfast Bay during October 2017. They are a consultancy with extensive experience in the design and implementation of research projects and has worked closely with the City of Holdfast Bay on the city's Quality of Life survey and undertaking the 2014 Business Confidence survey.

The survey is vital in understanding the short, medium and long term goals of business and build on information provided by businesses. A summary of the findings from 330 businesses across the whole of city in most industry sectors provided the following information to inform actions within the Economic Activation Plan:

## SUMMARY OF THE BUSINESS CONFIDENCE SURVEY 2017:

Who did we survey?



AVERAGE TIME IN BUSINESS **15 YEARS**

What did they tell us?



## PROFITABILITY



# 75%

THINK THERE IS A DECLINE  
IN RETAIL PROFITABILITY

### Investing in E-Commerce and Digital Platforms

Those who do not invest online (51%) were more likely described as having been in business for 6-10 years (59%), with incomes under \$500,000 pa (59%) and in the accommodation and food services sector (65%) and retail trade (57%). Those who were more likely to invest (44%), had been in business for over 20 years (58%), were a medium sized business (47%), with turnover between \$500,000 pa and \$50 million pa (67%), and were from the transport, postal and warehousing (86%\*), rental, hiring and real estate services (54%\*), professional, scientific and technical (56%), information media and telecommunications (54%\*), construction (54%), manufacturing (50%\*) and administrative and support services (50%\*) sectors.

## What we know so far from the survey:

- › Energy consumption is impacting businesses
- › Intrastate visitors are seen as very important to our local retail economy, more-so than interstate and international visitors
- › Businesses aren't keeping pace with the digital economy
- › Businesses would like Council to provide more training and networking opportunities

## POWER COSTS

MOST PROMINENT FACTOR  
AFFECTING PROFITABILITY

### PLUS

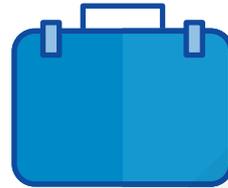
COST OF LABOUR, COST OF  
RENT, LACK OF SALES AND  
LOW MARGINS



\* Small sample size

## Relationship with Council

- › Only 19% of businesses surveyed had done business with Council, however rated their experience highly
- › There was a disconnect with responses on what Council provides (eg. Power, high rental and business disruption)
- › Business optimism improved substantially from Quarter 4 2014 to Q4 2017
- › Council's support for business was rated at 5.2 satisfaction sighting the following as issues:
  - › Parking/traffic
  - › Marketing (advertising, business networking, events)
  - › Supporting business better
  - › Liaise more and less business disruption
  - › Reducing costs (power, rates and rents)
  - › Promoting the region as a destination



**19%**

CONDUCTED BUSINESS WITH COUNCIL IN THE LAST 12 MONTHS

**7.3**

AVERAGE RATING OF THE EXPERIENCE

**5.2**

AVERAGE RATING WITH COUNCIL'S SUPPORT FOR BUSINESS



## Local Comparison for Quarter 4 (Q4)

There have been improvements in many KPIs over the past 3 years for local businesses.

In 2014 the only positive indicator was selling prices and now we see general business conditions, total sales, selling prices, profitability and number of employees.

KPI	Q4 2014	Q4 2017	
General business conditions	42.0	55.3	↑
Total sales/revenue	43.8	57.61	↑
Average wages	62.3	61.23	—
Non-wage labour costs	68.6	63.2	↑
Selling prices	53.6	54.9	↑
Profitability	36.7	50.2	↑
Number of employees	45.4	51.4	↑
Overtime worked	44.8	54.7	↑
Investment in buildings and structures	43.2	44.9	—
Investment in plant and equipment	49.3	46.9	↑

## Business Confidence

- › Confidence is down compared to the national index and level of worry is considerably higher with local medium sized businesses in the local area expressing far more worry than small businesses
- › Accommodation and food services show greater worry
- › Retail on par with national average



**53%**

OF LOCAL BUSINESSES  
FEEL CONFIDENT ABOUT  
THEIR PROSPECTS FOR  
THE YEAR AHEAD



**24%**

ARE FEELING  
WORRIED

## Prime Business Concerns

- › Costs or overheads most dominant
- › Economic climate
- › Lack of work or sales
- › Cash flow, bad debts or profitability
- › 9% of business in the local area claim no problems
- › Same concerns nationally



## PROBLEMS & CONCERNS

COSTS OR OVERHEADS  
ECONOMIC CLIMATE  
LACK OF WORK OR SALES  
CASH FLOW, BAD DEBTS OR  
PROFITABILITY

## BARRIERS TO HIRING

**ONE THIRD**

DON'T NEED MORE STAFF



**TWO THIRDS**

SAY COST, LACK OF WORK/SALES,  
FINDING QUALITY STAFF AND  
PROFITABILITY PROHIBIT HIRING

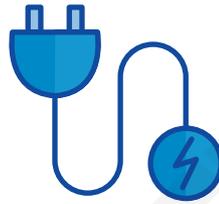


## Retail Sector Profitability



**75%**

THINK THERE IS A  
DECLINE IN RETAIL  
PROFITABILITY



### POWER COSTS

IS THE MOST PROMINENT FACTOR  
AFFECTING PROFITABILITY  
FOLLOWED BY COST OF LABOUR,  
COST OF RENT, LACK OF SALES  
AND LOW MARGINS



### HOLDING STOCK

**15%**

MORE

**64%**

SAME

**21%**

LESS

MAIN REASON - SUMMER &  
CHRISTMAS

REASON FOR LESS IS CASH  
FLOW, ECONOMY OR REDUCED  
WORKLOADS

## General business issues

- › Exposure
- › Flow, fewer people on the street compared to last couple of years
- › Having to contend with overseas business influences
- › Knowledge of Chinese market to attract more visitors to Glenelg
- › Lack of funding
- › Lack of promotion and innovation
- › Lack of foot traffic in Jetty Road and Marina
- › Obtaining credit support from banks
- › Old technology
- › Winter

## CONCLUSION

- › Satisfaction with the National Broadband Network (NBN) roll out has been low
- › E-Commerce and online trading is a feature for many businesses with only a quarter of businesses saying they are transacting online and these businesses are likely to be retail or accommodation and food services.
- › 44% of all businesses surveyed claim to be investing in eCommerce or digital platforms to aid business transactions. (Those more likely to be investing are not the food services or retail enterprises rather they are medium sized businesses in all other industry sectors).
- › Visitors to the area are important particularly intrastate for repeat purchase opportunities and there is a desire for Council to do more to attract visitors to help business with sales and revenue as a flow on effect.



poolwerx  
for healthy pool people

poolwerx  
for healthy pool people

PARINGA AVE

PARKING AT REAR



1 YEAR  
WRANTY

CASH  
FOR  
CARS

FINANCE  
AVAILABLE

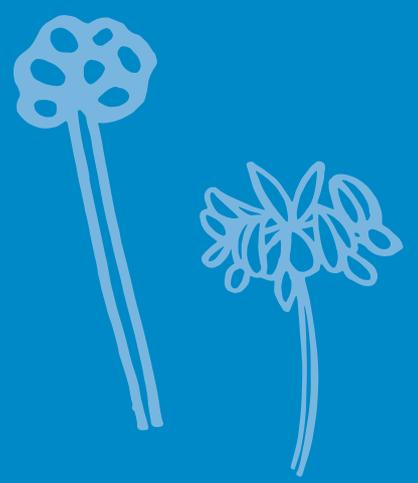
S  
A  
L  
E

FINANCE

poolwerx  
for healthy pool people  
OPEN

CASH  
FOR  
CARS

## OUR CHALLENGES AND OPPORTUNITIES



Economic development is not widely understood by the community at large and as reported earlier can be defined through standard of living and creation of jobs, attracting and maintaining business activity and the support of innovation.

# Our experiences represent the key unique selling points of the region and under-pin the tourism industry of Holdfast Bay

## STRENGTHS OF HOLDFAST BAY

Nestled between southern and western Adelaide and only 20 minutes for Adelaide central business district (CBD), the city has access to South Australia's best education and training facilities with Flinders University on our doorstep located at Tonsley Innovation District. Flinders at Tonsley is designed for businesses and students to interact, with researchers available in areas such as engineering, medical devices and nanoscale technologies.

Flinders Innovation Centre, a node of the South Australian Government's Manufacturing Technologies Centre is available for businesses, innovators and educators to create prototypes, parts and injection molding tools with precision.

Tourism plays a major role in our economy attributing to an economic output of \$253 million and accounting for 1,643 (2017) jobs across the Accommodation and Food, Administrative and Support, Arts and Recreation and the Retail sectors.

INDUSTRY SECTOR	% OF TOURISM ACTIVITY
Accommodation & Food Services	60.80%
Administrative & Support Services	20.94%
Arts & Recreation Services	18.04%
Retail Trade	10.67%

Source: 2015-16, Australian Bureau of Statistics (ABS), Tourism Satellite Account

The Health and Social Services sector remains strong accounting for almost a quarter of our workforce with 2,491 (Dec 2016) jobs. Figures for 2016 (ABS) indicate the median age of people in Holdfast Bay was 46 years. People aged 65 years and over made up 23.9% of the population, with people aged 50-85 years and over above the state average. Technological and digital advances in the Health and Social Services sector will provide opportunities for growth and development of new businesses and a new way of delivering services to the community.

## STRENGTHS SNAPSHOT

# Recognising tourism as a strength & opportunity

Tourism is a key economic driver for Holdfast Bay that has significant positive flow-on effects for the local community. In 2017, tourism contributed \$253 million to the local economy, providing an estimated 1,643 full time equivalent jobs.

Within the EAP, tourism is outlined as one of the key strategic objectives of economic development through focusing on Council's Economy pillar highlighted in the Strategic Plan 'Our Place 2030'. Council's strategic plan emphasis is on boosting our visitor economy through the following objectives;

1. Implement the City of Holdfast Bay Tourism Plan 2020 strategic priorities
2. Implement Western Alliance Tourism Destination Action Plan
3. Develop City of Holdfast Bay Tourism Destination Management Plan
4. Develop a Visitor Servicing Strategy



Through this strategic approach Council has the ability to attract investment and major events to Holdfast Bay and build great resilience in our economy. Tourism is already a significant economic driver of the South Australian economy with Holdfast Bay the second most visited area outside the Adelaide central business district. In 2017 6.3 million overnight visitors spent \$6.6 billion in South Australia across 17,000 tourism businesses, directly employing 36,700 South Australians.

Holdfast Bay recognises that successful tourism requires strategic planning where visitors' expectations are balanced against the needs of residents and ensures local amenity or the natural environment is not compromised. Retail remains the third largest employer accounting for 13.5% of the Holdfast Bay workforce and plays an important role in the local and visitor economy and adding to the vibrancy of the city. The City has four significant retail centres each offering their own unique coastal appeal. Jetty Road Glenelg and Marina Pier Glenelg being the most visited centre outside of the Adelaide CBD provides for a unique visitor experience while catering for local residents. The quaint areas of Broadway Glenelg South and Jetty Road Brighton provide a blend of café culture, local art and tourism product all within minutes of pristine coastline.

Regional partnerships through the western Adelaide Councils Alliance has seen the development of the Adelaide Beaches brand and launch of [www.adelaidebeaches.com](http://www.adelaidebeaches.com) website linking to the best address in west where the sun sets on the sea. Businesses in the tourism industry now have a dedicated business and tourism directory showcasing western Adelaide coastline tourism assets and linking through the national tourism data warehouse.

Maintaining vibrant and sustainable centres and ensuring commercial vacancy rates remain low, is key, particularly with fluctuating seasonal demand of our retail centres. The EAP encompassing the Tourism Plan 2020 is facilitating programs and projects to fulfill unmet needs and utilise data to identify supply chains and opportunities within the Asian tourism market and create holiday packages in off-peak seasons and create event opportunities for winter activation.

## CHALLENGES FOR HOLDFAST BAY

Our challenge will be to ensure the city is able to adapt to the shift in focus of traditional economic drivers and not rely on current sectors to maintain our quality of life. How we do business in the future will depend on how well equipped we are now and invest in knowledge intensive industries, services for an ageing population and acclimatise to demands on space, zoning considerations, commuter trends and global warming particularly as a coastal city.

### CHALLENGES

### CITY OPPORTUNITIES

#### Rapid pace of technological change and digitisation of the economy

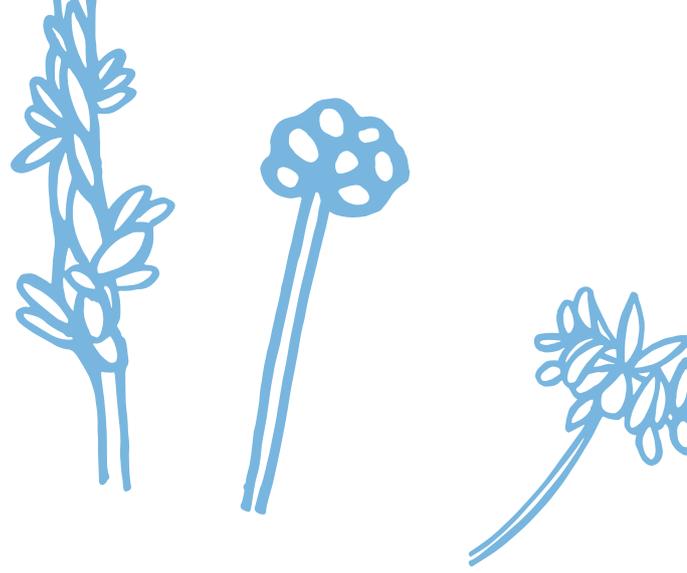
- › Embrace Smart City thinking
- › Strengthen the competitive advantage of the local economy
- › Attract investment via new, innovative businesses with a strong emphasis on digitisation and Industry 4.0
- › Ability for intercultural communication
- › Access to health services through the use of technology for disability services and our growing aged population
- › Ensuring education and training is supporting the technological advances in new employment areas
- › Diversification in employment fields
- › New technologies to invest in skills

#### Globalisation

- › Access to a world market
- › Import and export opportunities in countries previously not trading in
- › Linkages with universities
- › Secondary schools and training providers to develop workforce skills base

#### Economic disruption

- › Ability for more people to operate a business
- › Access to global trading
- › Prepare businesses to be resilient and adaptable to change
- › Developing and supporting entrepreneurship through programs, technology and available space



**Parking availability (actual and perceived)**

- › Embrace latest technology to monitor and assess visitor movement in and out of the city
- › Invest in smart car technology and access to clean car electric points throughout the city
- › Provide and promote shared vehicle spaces across the city

**Zoning restrictions**

- › Preservation of the small industrial area of Somerton Park to cater for emerging industries
- › Assess mix land use as homebased businesses increase

**Access to high speed internet**

- › Invest in infrastructure for cluster development in industrial area
- › Advocate for reliable access to high speed internet for businesses
- › Installation of wifi across the city for the community and businesses as a welcoming place to do business and stay and play

**Land availability**

- › Adopt a housing strategy that reflects future living trends
- › Educate businesses on the circular economy and the benefits of clustering and shared resources

**Seasonality of demand**

- › Ability to sell product or services outside of seasonal demand through the adoption of technology
- › Utilisation and diversification of workforce skills to tap into new markets during off-peak demand
- › Create an off-peak brand for the city

**Reducing the impact of rising energy prices and climate action**

- › Establishing a leadership position on climate change (in both an SA and national context)
- › Reducing operating costs of the Council through energy efficiency and increased uptake of renewables
- › Improving the efficiency of the local economy through reduced energy bills, water/waste costs
- › Capitalising on the opportunities for local organisations to share resources and capacity, resulting in reduced costs and risks

## **OPPORTUNITY SNAPSHOT**

# Digitising the local economy





The global economy is experiencing a wave of innovation at a pace and scale never seen before. Emerging technological advancements in the Internet of Things (IoT) have enabled seamless connectivity between the physical world and the virtual world, enabling us with unparalleled levels of control and communications capability. New artificial intelligence techniques for collecting and analysing large volumes of data (Big Data) are improving our ability to make real-time decisions. Blockchain platforms are revolutionising monetary transactions, and enabling unparalleled levels of transparency across the supply chain. Virtual reality and augmented reality technologies are redefining user experiences and relationships between the business and the customer. Driverless electric vehicles are expected to disrupt traditional modes of transport and transport services, and ultimately redefine transport planning for cities.

Dubbed Industry 4.0, this trend of technological advancement is often referred to as the 'Fourth Industrial Revolution', and just like the previous Revolutions, will redefine what it will mean to live, work and create value as a business and community in Holdfast Bay, with the ultimate objective of creating a step-change improvement in the economic, social and environmental wellbeing of our local economy. Digital infrastructure, via super-fast broadband, will be core to the City's push for embracing Industry 4.0. It is predicted that Australian consumers will need approximately 200GB transfer speeds by 2020 and potentially five terabytes (TB) by 2030.

Digital hubs and innovation technology precincts built on this core infrastructure will provide local businesses with the physical and virtual infrastructure to increase their knowledge base and build capabilities and capacity. For example the Tonsley Innovation District brings together leading-edge research and education, established businesses and start-ups, business incubators and accelerators as well as government and the wider community to connect and collaborate in Australia's leading innovation district. Opportunities exist for our local secondary schools to link with local businesses through integrated pathway programs.

Libraries have gone beyond traditional literacy and have very much focused on becoming information, technology and digital hubs. It is estimated there are almost 13 million users of libraries across Australia including communities, schools, universities, TAFEs, government departments, research agencies, and other knowledge-based enterprises. Libraries shouldn't be overlooked and provide a significant community resource and engaging place for communities to come together in an encouraging environment providing a trusted source of digital resources, information and advice.

The opportunities presented to the City by embracing Industry 4.0 innovations are no doubt game-changing, however care must be taken to ensure that the unintended (negative) impacts are mitigated and managed. For example technologies such as augmented reality, IoT devices, big data analytics and virtual shop fronts, if adopted by the City's tourism, industrial and services sectors, can dramatically improve their productivity and offer a more compelling service offering to customers. However the unintended consequence of adopting such technologies could be that businesses will no longer be restricted by location or constrained by traditional bricks and mortar to do business, which if not managed carefully could see an increase in vacancy rates in commercial and retail spaces, requiring a review of land-use zoning.

A methodical and strategic approach to 'digitising the local economy' is therefore a critical step of the City's push to embrace Industry 4.0. By doing so smart decisions can be made with respect to supply and demand chains, investment opportunities and future trends that drive sustainable growth in the local economy while mitigating the risk of negative unintended consequences.

Digital transformation over the next five years and beyond will also be imperative for the Council as we continue to review infrastructure and streamline council processes to ensure a seamless customer-friendly interface occurs. In becoming more agile and increasing efficiencies, it will give customers a platform of services that makes us the most business-friendly and customer-centric Council in South Australia.



## OPPORTUNITY SNAPSHOT

# Energy & climate action

Electricity prices have had a significant impact on the profitability and overall business confidence of South Australian businesses. Wholesale electricity prices tend to be higher and more volatile in South Australia than in other States. This price differentiation and volatility partly reflects South Australia's historical reliance on gas powered generation, and its higher ratio of peak to average demand. Other contributing factors are South Australia's relatively concentrated generator ownership, generator bidding behaviour, thermal plant withdrawals, and limited import capability. Recent closures of South Australian and Victorian power plants have greatly contributed to reduced capacity and hence higher spot-prices for electricity. While the market forecast expects a drop in price, the average price of electricity will not return to historical levels (prior to 2013) for the foreseeable future.

The Council is committed to working with all local businesses and the broader community on programs and initiatives to reduce energy bill costs, whether it be through energy efficiency measures or the uptake of renewable energy solutions such as solar PV or battery storage. By taking a strategic approach to Energy Management, the City will take its place amongst a growing number of innovative Councils around Australia in the adoption of Council-wide initiatives to reduce both energy costs and greenhouse gas emissions, both for the ratepayer and the Council itself. Taking a strategic approach may also involve the adoption of a set of renewable energy or greenhouse gas emissions targets – for example City of Adelaide aiming for carbon neutrality by 2025, or Coffs Harbour Council aiming for 100% renewables by 2030.

The Council's approach to climate action also extends to the adaptation of the City to cope with the future impacts resulting from climate change. Council is committed to current and implementing new programs and projects that will assist businesses abilities to adapt and thrive in our changing climate. Through the Regional Resilient South Implementation Plan and the Council's Local Adaptation plan, a number of projects have been identified to assist economic growth that are outlined in the final chapter of the EAP. Implementing stormwater upgrades and water sensitive urban design projects will assist the City's ability to cope with more intense rainfall events expected in the region over the coming decades. Stormwater remains a concern in some areas of the City and Council has committed \$3 million towards stormwater management.

The City of Holdfast Bay continues to invest significant resources into conserving our coastline to maintain the reputation as Adelaide's Premier Seaside destination. Installation of sand groynes at Brighton beach and continued sand pumping through Adelaide's Living beaches Sand Transfer project assist in keeping our beaches sandy and aesthetically appealing to residents and visitors. Continued restoration of our sand dunes by staff and dedicated environmental volunteers assists in providing protection to our coastal community and businesses from storm events, which are predicted to be more frequent and intense over the coming decades through changing climate.

## WEAKNESSES IMPACTING ON HOLDFAST BAY

The entire Holdfast Bay municipality is within 2.5 kilometres of the beach foreshore resulting in a highly seasonal environment for a significant proportion of industry sectors. With pristine coastline and environmental coastal parks, this impacts a disconnect between the foreshore reserves and retail precincts. A further disconnect occurs with a major arterial road dividing the city with significant traffic flows on an ongoing basis.

The city is well established with no available Greenfield land and limited land for commercial development unless changes in landuse zoning or redevelopment of existing areas.

Holdfast Bay currently has the largest proportion of ageing population in metropolitan Adelaide and while this can be envisaged as a weakness there are opportunities in many sectors to experience employment growth and the new industries emerging particularly in the health sector.





## STRATEGIC DIRECTION ACTIONS

### INTEGRATED COUNCIL ALIGNMENT

The City of Holdfast Bay is invested in its community through the delivery of ‘Our Place 2030’ strategic Plan.

The Plan reinforces our investment in enhancing quality of life for our residents, commitment to existing business and inspires innovation and industry investment by creating a place people like to live, visit and invest in.

Within each of the ‘Our Place 2030 – Pillars’ outlines a set of strategic actions in response to feedback from community and stakeholder engagement in 2016.

# OUR PLACE 2030 VISION

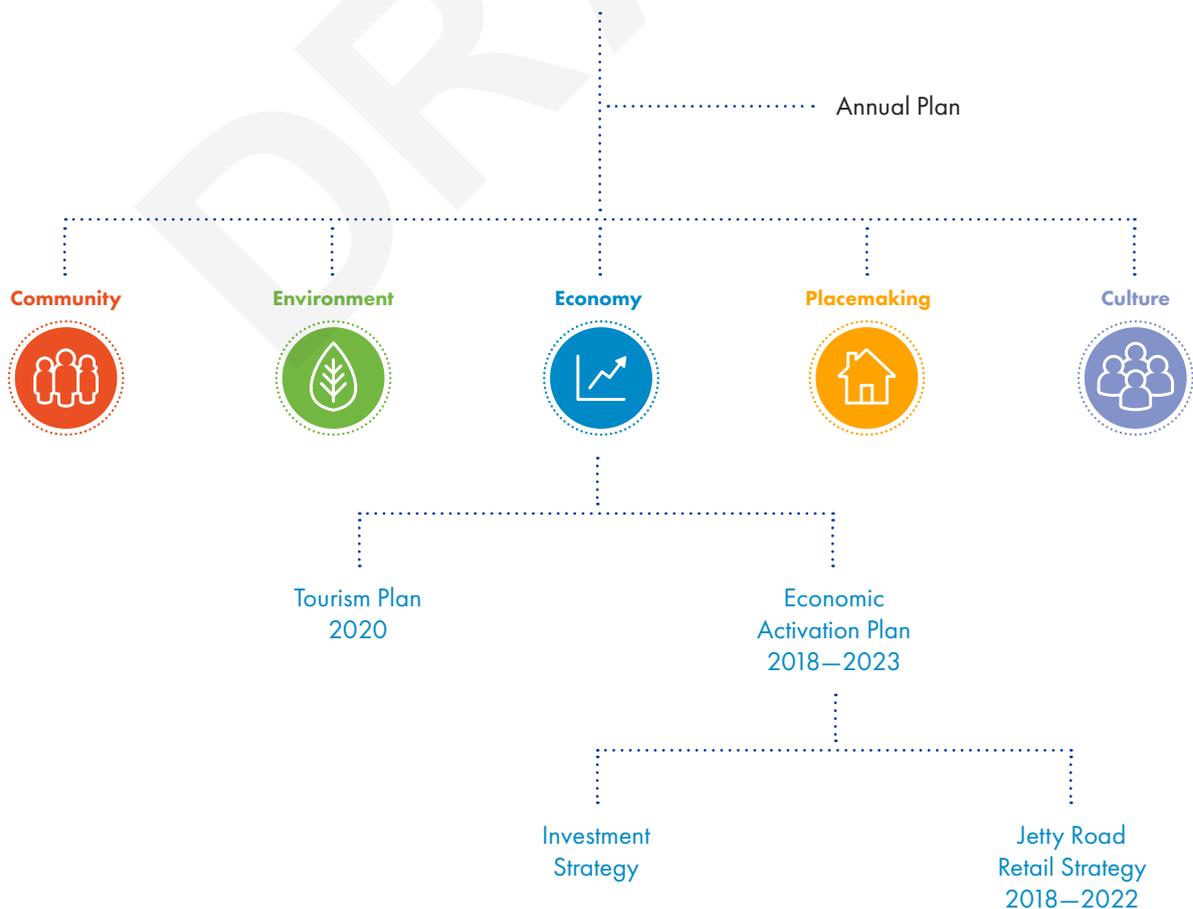
“Balancing our progress with our heritage, we lead in coastal management to deliver high-quality public spaces and services to build a welcoming, safe and active community where resident, visitor and business prosperity meet.”

The Economy Pillar supports ‘A diverse and resilient local economy’ through the development of an Economic Development Strategy, Tourism Plan, Investment Attraction Strategy and Digital Economy Strategy.

The Economic Activation Plan has been developed to embrace the key economic strategic directions through a set of actions to 2023. The Plan will set a five year horizon, identifying annual milestones.

## OUR PLACE 2030

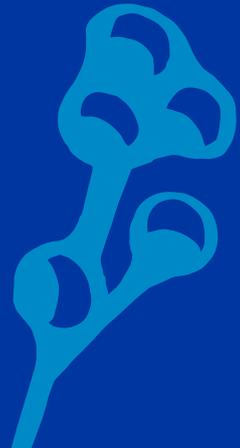
### City of Holdfast Bay Council Plan





## **ECONOMY STRATEGIC DIRECTION**

While the City of Holdfast Bay has defined five key economic strategic focus areas that ensure a diverse and resilient local economy, business and industry ultimately drive economic development.



As an enabler Council plays a vital role in facilitating, promoting and influencing economic development through a partnership approach with businesses, the community, state and federal government, industry bodies and other key stakeholders and representative bodies.

The EAP has sort to identify opportunities and actions outlined below that through an integrated partnership approach will deliver ongoing economic benefits and prosperity to the City.

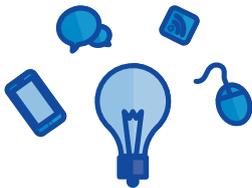
The success of the proposed initiatives will require commitment by all stakeholders by measuring and monitoring the outcomes and having a commitment to funding projects and programs to 2023.



## STRATEGY 1: Business Capacity Building



## STRATEGY 2: Investment Attraction and Growth



## STRATEGY 3: Innovation and Digital Evolution



## STRATEGY 4: Regional Collaboration



## STRATEGY 5: Adelaide's Premier Seaside Destination

### ACRONYMS

<b>ABH</b>	Adelaide Business Hub
<b>ABR</b>	Australian Business Register
<b>ABS</b>	Australian Bureau of Statistics
<b>ACC</b>	Adelaide City Council
<b>ACB</b>	Adelaide Convention Bureau
<b>CHB</b>	City of Holdfast Bay
<b>CSC</b>	Charles Sturt City Council
<b>DPTI</b>	Department of Planning, Transport and Infrastructure

<b>DSD</b>	Department of State Development
<b>GIS</b>	Geographic Information System
<b>HB</b>	Holdfast Bay
<b>JRMC</b>	Jetty Road Mainstreet Committee
<b>MCC</b>	Marion City Council
<b>OCC</b>	Onkaparinga City Council
<b>OSCBC</b>	Office of the Small Business Commissioner
<b>PAEC</b>	Port Adelaide Enfield City Council

<b>SAEDB</b>	Southern Adelaide Economic Development Board
<b>SASBAS</b>	Southern Adelaide Small Business Advisory Service
<b>SATC</b>	South Australian Tourism Commission
<b>SATIC</b>	South Australian Tourism Industry Council
<b>WBL</b>	Western Business Leaders
<b>WBC</b>	West Torrens City Council



# STRATEGY 1. BUSINESS CAPACITY BUILDING

## OBJECTIVE:

Implement and support a range of programs designed to equip local businesses with the knowledge and capacity to achieve business sustainability, manage business expansion and prepare for export opportunities.

### Council Plan Alignment



1. Supporting and growing local business
2. Making it easier to do business



1. Fostering an engaged, contributing community



1. Protecting Biodiversity
2. Building an environmentally resilient city
3. Using resources efficiently



1. Creating lively and safe places
2. Developing walkable, connected neighbourhoods
3. Building character and celebrating history



1. Provide customer-centred services
2. Enabling high performance
3. Being financially accountable
4. Supporting excellent, efficient operations

 Complete

 Ongoing/In Progress

ACTION	OUTCOME	MEASURE	LEAD/PARTNER	TIMEFRAME				
				18/19	19/20	20/21	21/22	22/23
<b>1.1</b> Host forums, networking and training and support for new and existing businesses	Delivery a series of business networking and training focusing on areas identified in the Business Confidence survey	Business confidence survey	CHB Businesses					
<b>1.2</b> Shop Local Campaign	Decrease the escape spend by local residents	Reduce escape spend by \$50m annually	CHB Businesses JPMC					
<b>1.3</b> Investigate central co-ordination of business precincts	Establishment of precinct based business associations for a coordinated approach to precinct development	Establishment of three business precinct associations by 2021	CHB JPMC Business precincts					
<b>1.4</b> Red-tape reduction program	Implement continuous improvement initiatives to reduce red-tape in the delivery of Council services to business	Reporting bi-annually to the Small Business Commissioner in line with Small Business Friendly Charter	CHB OSBC					
<b>1.5</b> Maintain a single point of contact for businesses through a Business Concierge service	One-stop-shop business website and one point of Council contact for business engagement	Reporting bi-annually to the Small Business Commissioner in line with Small Business Friendly Charter	CHB					
<b>1.6</b> Education and workforce development	Provide a direct link to business and education providers in the development of a skilled workforce and pathways to employment	Engage with all Holdfast Bay secondary schools and Flinders University	CHB Businesses Flinders University HB Secondary Schools					
<b>1.7</b> Small Business Grants for new and existing businesses	Deliver small business grants annually to new and existing small businesses	\$50,000 distributed annually	CHB					Review
<b>1.8</b> Shopfront Grant	Enhance the appearance of shopfronts and create a more vibrant appeal to precincts	\$50,000 distributed annually	CHB Landlords Businesses					
<b>1.9</b> Strengthen the Buy Local Procurement Policy	Ensure Council purchases are made in the best interest of the community in accordance with Council's legislative requirements	Reporting bi-annually to the Small Business Commissioner in line with Small Business Friendly Charter	CHB, OSBC					

<b>1.10</b> Increase the amount of green infrastructure within the City	Reduce surface temperatures in industrial and retail precincts	Increase in tree canopy	CHB	✓	✓	✓		
<b>1.11</b> Landfill diversion program	Convert all plastics bags in businesses for fruit and vegetables to compostable version	Zero plastic bags	CHB Green Industries SA Business	✓	✓	✓		
<b>1.12</b> Situation Analysis audit for Circular Economy opportunities	Audit Somerton Park industrial precinct for a shared economy	90% business participation	CHB Flinders University Industry precincts	✓				
<b>1.13</b> Circular economy shared services	Reduce annual costs and increase profitability	Number of businesses sharing resources/ services	Business precincts CHB		✓	✓	✓	✓
<b>1.14</b> Bulk purchase of collective resources (energy, insurance, solar etc)	Reduce annual costs and increase profitability	Number of businesses subscribing to bulk purchases	Business precincts CHB		✓	✓		
<b>1.15</b> Customer Relationship Management system (CRMS)	Improve business relationship, data analysis and history of client relations	Linkage of ABR and CHB data in a complete GIS CRM system	CHB External provider	✓	↻	↻	↻	↻
<b>1.16</b> Clean Energy Strategy for Council	Reduces energy costs for both local businesses and Councils	Energy cost reductions Greenhouse gas emissions reductions	CHB Green Industries SA External provider DSD	✓	✓			





## STRATEGY 2. INVESTMENT GROWTH & ATTRACTION

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### OBJECTIVE:

Explore and develop opportunities in collaboration with state and federal government and the private sector that maximises new investment and economic growth prospects in Holdfast Bay.

#### Council Plan Alignment



1. Supporting and growing local business
2. Making it easier to do business



1. Creating lively and safe places/neighbourhoods
2. Building character and celebrating history



1. Provide customer-centred services
2. Enabling high performance
3. Being financially accountable
4. Supporting excellent, efficient operations

 Complete

 Ongoing/In Progress

ACTION	OUTCOME	MEASURE	LEAD/PARTNER	TIMEFRAME				
				18/19	19/20	20/21	21/22	22/23
<b>2.1</b> Establish an advocacy and lobbyist role with state and federal Govt	Identify projects and programs that would benefit state and federal support	Joint project initiatives identified	CHB Govt					
<b>2.2</b> Joint project initiatives identified	Increase the knowledge of industry through access to shared data	Number of new businesses locating to Holdfast Bay	CHB JRMC					
<b>2.3</b> Develop new and diverse income streams	Increase the capacity of Adelaide Beaches website and identify additional income streams	Revenue raised via the Adelaide Beaches website to support tourism initiatives	CHB Western Alliance					
<b>2.4</b> Revise and align Holdfast Bay Investment Strategy	Provide relevant data and content to attract investment to Holdfast Bay	Number of new businesses establishing via ABR data	CHB					
<b>2.5</b> Seek new opportunities for Glenelg Jetty project	Create an economic and environmental showcase incorporating Glenelg jetty	Investment and funding commitment from government and private sector	JRMC HBC Govt					
<b>2.6</b> Foster creative business hubs and shared facilities	Ensure opportunities exist to incorporate economic opportunities into community and recreational facilities	Establish at least one creative business hub	CHB JRMC Business					
<b>2.7</b> Undertake a review of zoning and other legislative restrictions to business growth	Undertake a strategic review of business precincts to establish current and future business needs	Review Somerton Park Industrial Park	CHB					
<b>2.8</b> Identify investment sectors for Somerton Park Industrial Precinct	A thriving industrial precinct that is agile and responsive to growth	Introduction of new industry sectors relating to growth sectors to Somerton Park Industrial precinct	CHB Businesses					
<b>2.9</b> Transport study for whole of city	Identify future infrastructure requirements for the city	Council adoption	CHB					
<b>2.10</b> Jetty Road Masterplan	Improved amenity and activation for Jetty Road Glenelg	Increased visual appeal and visitation to the street and reduction of vehicle access	CHB JRMC Govt					To 2028

<b>2.11</b> Brighton Road Masterplan	Develop a masterplan for Brighton Road in consultation with the community and key stakeholders	Council adoption	CHB Businesses Govt	✓				
<b>2.12</b> Community Centres study	Identifies economic opportunities within community centres	Council adoption	CHB Community Business Govt	✓				
<b>2.13</b> Open Space Masterplan	Identifies economic opportunities within recreational spaces	Council adoption	CHB Community Government Business	✓				
<b>2.14</b> Sporting Grounds study	Identifies economic opportunities within sporting facilities	Council adoption	CHB Sporting Bodies Community Business Govt	✓				
<b>2.15</b> Visual and Brand development for business precincts	Develop a brand for each precinct	Create brands for at least 3 precincts	CHB Businesses	✓	✓	✓	✓	✓
<b>2.16</b> Export ready programs	Increase the knowledge of businesses to prepare for export	Increase from 2016 ABS regional export figures annually	Business CHB Austrade Tradestart	✓	✓	✓		



ENTERTAIN/CENTRE  
Via City

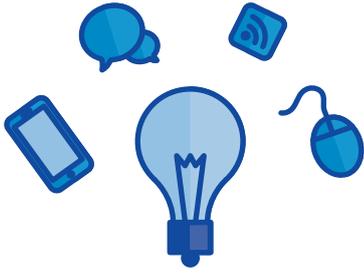
Adelaide Metro

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JETTYRD  
GLENELG

WITCO



## STRATEGY 3. INNOVATION AND DIGITAL EVOLUTION

### OBJECTIVE:

Create opportunities that develop the competencies, skills and capacity of local businesses that instills a digital culture and leads to innovation and sustainable outcomes for a vibrant and connected community.

#### Council Plan Alignment



1. Supporting and growing local business
2. Making it easier to do business
3. Harnessing emerging technology



1. Celebrating culture and diversity
2. Providing welcoming, accessible facilities



1. Creating lively and safe places
2. Developing walkable, connected neighbourhoods
3. Building character and celebrating history



1. Provide customer-centred services
2. Enabling high performance
3. Being financially accountable
4. Supporting excellent, efficient operations



Complete



Ongoing/In Progress

ACTION	OUTCOME	MEASURE	LEAD/PARTNER	TIMEFRAME				
				18/19	19/20	20/21	21/22	22/23
<b>3.1</b> Utilise digital technology for business online transactions	Utilise education providers to upskill industry precinct workforce. Create pathways to employment opportunities	Business Confidence Survey results	CHB Flinders University Schools Businesses JRMC	✓	✓	✓		
<b>3.2</b> Investigate establishing a Digital Hub/s	Places and spaces for entrepreneurs and homebased businesses to connect	A least one digital/ co-working space established by 2020	CHB Businesses Landlords	✓	✓			
<b>3.3</b> Investigate provision of infrastructure for electric vehicles	Provide infrastructure across the City for electric vehicles	Reduction in carbon omissions and increase in electric vehicles	CHB		✓			
<b>3.4</b> Investigate fast broadband to Industrial Precinct	Improved broadband capabilities to Somerton Park Industrial precinct	Increase in access to data	ACC CHB State Govt Sabrenet EscapeNet	✓				
<b>3.5</b> Promote access to NBN to all businesses and residents for connection to digital services	Improved broadband capabilities across the City	Business Confidence Survey results	CHB NBN Telcos	✓				
<b>3.6</b> Explore opportunities to integrate Adelaide Smart Cities Program to Holdfast Bay	Improved digital connectivity across Adelaide and link to the GigCity program	Business Confidence Survey results	ACC CHB State Govt Sabrenet EscapeNet	✓	✓			
<b>3.7</b> Citywide free Wifi	A City that embraces digital connectivity for mobile businesses	Increase in vibrancy in retail precincts	CHB Telcos	✓	✓	✓		
<b>3.8</b> Seminars and training on Industry 4.0	Increased knowledge on Industry 4.0 for Somerton park Industrial precinct	Business Confidence Survey results	CHB Businesses	✓	✓			



## STRATEGY 4. REGIONAL COLLABORATION

### OBJECTIVE:

Incorporate collaborative regional approaches where shared outcomes can be achieved for a cohesive and robust Holdfast Bay economy.

#### Council Plan Alignment



1. Supporting and growing local business
2. Making it easier to do business
3. Harnessing emerging technology
4. Boosting our visitor economy



1. Fostering an engaged, contributing community
2. Celebrating culture and diversity
3. Providing welcoming, accessible facilities
4. Fostering an engaged contribution



1. Building an environmentally resilient city
2. Using resources efficiently



1. Creating lively and safe places
2. Developing walkable, connected neighbourhoods
3. Building character and celebrating history



1. Provide customer-centred services
2. Enabling high performance
3. Being financially accountable
4. Supporting excellent, efficient operations

 Complete

 Ongoing/In Progress

ACTION	OUTCOME	MEASURE	LEAD/PARTNER	TIMEFRAME				
				18/19	19/20	20/21	21/22	22/23
<b>4.1</b> University and Secondary School linkage programs	Increase the level of skill base for students and businesses	Number of schools engaged with businesses. Number of businesses accessing small business grant for New Venture Institute programs	CHB Flinders University HB Secondary Schools					
<b>4.2</b> Create an alliance with the City of Adelaide for the development of tourism, infrastructure, digital connectivity and wayfinding	Identify and implement joint projects that enhance the visitor experience and increases business digital connectivity	Create a joint wayfinding strategy with ACC. Link Somerton Park with Gig city program.	CHB ACC Business					
<b>4.3</b> Develop a Western Alliance economic development strategy	Identify joint economic project alignment across the four western Councils for the development of a western economic development strategy	Produce a western regional economic development strategy	CHB WTC CCS PAE WLB					
<b>4.4</b> Free business advisory through the Southern Adelaide Small Business Advisory Service	Provide one-on-one on demand and visiting business advisory service	Maintain 15-20% of the program service delivery across the four Councils	CHB MCC OCC SASBAS					
<b>4.5</b> Southern Economic Development Board strategic alignment	Identify joint economic project alignment across the three southern Councils	Increase CHB input to SAEDB	SAEDB CHB MCC OCC					
<b>4.6</b> Western Business Leaders Group business network program	Increase Holdfast Bay business membership on WLB and their attendance at networking events	Build Holdfast Bay business membership on WLB to 50.	CHB WBL					
<b>4.7</b> Identify key regional projects by industry sector	Identify industry leaders and provide Input to the southern and western alliance regional economic development agenda	Increase participation by Holdfast Bay businesses in key industry sectors	CHB Business MCC OCC CSC WTC PAEC SAEDB WLB					



## STRATEGY 5. ADELAIDE'S PREMIER SEASIDE DESTINATION

### OBJECTIVE:

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.

#### Council Plan Alignment



1. Supporting and growing local business
2. Making it easier to do business
3. Harnessing emerging technology
4. Boosting our visitor economy



1. Fostering an engaged, contributing community
2. Celebrating culture and diversity
3. Providing welcoming, accessible facilities
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1. Creating lively and safe places
2. Developing walkable, connected neighbourhoods
3. Building character and celebrating history



1. Provide customer-centred services
2. Enabling high performance
3. Being financially accountable
4. Supporting excellent, efficient operations



 Complete

 Ongoing/In Progress

ACTION	OUTCOME	MEASURE	LEAD/PARTNER	TIMEFRAME				
				18/19	19/20	20/21	21/22	22/23
<b>5.1</b> Implement actions outlined in the Holdfast Bay Tourism Plan 2020	Improve the visitor experience and increase awareness of Holdfast Bay to national and international visitors. Provide premier facilities and experiences to local, national and international visitation	Increase the number of visitors to Holdfast Bay: target increase – 15% by 2022	CHB State Govt Federal Govt Private Investment Western Councils Southern Councils SATIC SATIC ACB Key Stakeholders					
<b>5.1.1</b> Driving Demand (Strategies 1-7)	Secure marketing and investment opportunities that promotes and strengthens Holdfast Bay as a global tourism destination and supports tourism product development	Increase the number of high value events by 1% and overnight visitors to Holdfast Bay by 5%	CHB State Govt Federal Govt Key Stakeholders					
<b>5.1.2</b> Visitor Experience (Strategies 1-7)	Increase digital connectivity and visitor appeal of the city, particularly in retail precincts, local amenity and infrastructure, and recreational facilities	Increase public Wifi to all public areas and retail precincts across the city	CHB Key Stakeholders					
<b>5.1.3</b> Tourism innovation and sustainability (Strategies 1-7)	Creative sustainable tourism products that lead to economic growth and add value to other industry sectors	Create an integrated approach to tourism across Council departments and utilise data that informs key stakeholders of trends and economic impact of tourism initiatives	CHB Key Stakeholders JRMC					
<b>5.1.4</b> Consultation and partnerships (Strategies 1-8)	Deliver regional and state tourism initiatives in partnership with regional partners, state government and key stakeholders that result in direct economic benefits to Holdfast Bay	Utilise data that informs key stakeholders of economic impact of regional and state tourism initiatives	CHB JRMC Western Councils Southern Councils SATIC SATIC ACB Key Stakeholders					

<b>5.2</b> Jetty Road Retail Strategy 2018-2022	Provide future direction and identify the actions required to maintain a prosperous and vibrant Jetty Road Glenelg	Maintain vacancies rates at less than 6.0%	CHB JRMC Community	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>5.3</b> Develop a Tourism Strategy 2021-2030	Provide a framework and strategic priorities for the planning, development, management and marketing of Holdfast Bay	Review Tourism Plan 2020 and develop a revised Tourism strategy	CHB Community Businesses JRMC SATIC SATC ACB JRMC Key stakeholders			<input checked="" type="checkbox"/>	







## GET CONNECTED

To realise the five year Economic Activation Plan 2018-2023, the City of Holdfast Bay welcomes input from the community, businesses, visitors, strategic partners and the wider community during the life of the EAP.

To gain the most up-to-date economic information for the City or to download a copy of the EAP visit [www.holdfast.sa.gov.au/business](http://www.holdfast.sa.gov.au/business).

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Web: [www.holdfast.sa.gov.au](http://www.holdfast.sa.gov.au)

## REFERENCES

Intuito Pty Ltd

Nick Palousis – 2XE

RemPlan

.....  
2017 City of Holdfast Bay Business Confidence Survey

ALIA – Australian Libraries; the digital economy within everyone's reach

Australian Bureau of Statistics

Building Western Adelaide strategic plan

Dept of Industry, Innovation and Science – Australian Industry Report 2015

City of Holdfast Bay 'Our Place 2030' Strategic plan

City of Holdfast Bay Tourism Plan 2020

City of Holdfast Bay Housing Strategy directions paper

IBIS World Australia's Digital Future 2050

South Australian Small Business Commission

DRAFT



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# ECONOMIC ACTIVATION PLAN SUMMARY

2018-2023



# Welcome

## ACTING MAYOR'S MESSAGE

As Adelaide's premier seaside destination, we are uniquely placed to grow our economic footprint through a number of initiatives that will both boost our profile and economic returns for the Council and its ratepayers.

As a Council, we are consistently striving to provide the best services possible to our community and to provide activities and build partnerships that bring external investment into the region, in turn boosting the economy, providing local jobs and earning income that can be re-invested into community programs, services and events.

Council has formed strong partnerships with state and federal government and have implemented a number of initiatives including entering into a Memorandum of Understanding (MOU) with the South Australian Small Business Commissioner. The MOU, signed in December 2017 demonstrates a collaborative approach in meeting the needs of business through the delivery of training, forums and networking events, reduction of red tape, commitment to local procurement wherever possible and regularly liaising with businesses for shared economic outcomes.

I endorse this Economic Activation Plan as a significant step in achieving Council's economic goals in the short to medium term, whilst working towards our longer term strategy outlined in the Our Place 2030 Strategic Plan.



**Amanda Wilson**

Acting Mayor  
City of Holdfast Bay

## CEO MESSAGE

You have heard the politicians say time and again it's all about jobs. Jobs. Jobs. Jobs. Our local economic activity is at the heart of this. Employment is the fundamental building block for individuals to provide for themselves and their families. It provides them with choices about where they live and what their standard of living will be. In other words it provides dignity, a means to a sound economic future and the self-fulfillment of one's destiny.

As an enabler, Council plays a vital role in facilitating, promoting and influencing economic development through its partnership approach with businesses, the community, state and federal government, key stakeholders and representative bodies.

There are also many deep social reasons why Council should be involved in promoting work for people and the economic drivers within our local communities. It's a responsibility we share with other tiers of government. Our shops, our trades, our tourist outlets, our eating places, our retail outlets, our manufacturing, our entertainment, education and health businesses all create a network of prosperity for people. They define our identity and that of our neighbourhood and where we choose to recreate or realise our ambitions.

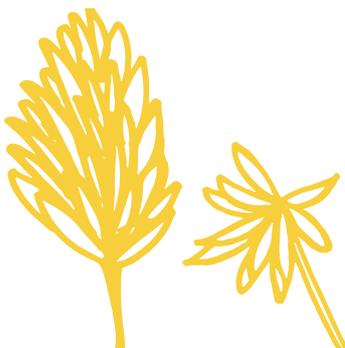
A recent start up business owner in Somerton Park imagined a new mobile cold-coffee experience for his customers. He has designed every aspect to promote his concept and engaged other local businesses. It's a dream he has for his customers that drives him and that adds to the fabric of our community. Collectively, all these individually in our City define important pieces of who we are and why we like to live here.

I hope you enjoy the plan we have created in the following pages and the reason why we are driven to provide for it as part of 'Our Place 2030'. I trust our work on these strategies will enhance our community now and into the future.



**Justin Lynch**

Chief Executive Officer  
City of Holdfast Bay



# OUR COMMITMENT

The City of Holdfast Bay Economic Activation Plan (EAP) 2018-2023 is a key strategic document that sets a five year plan to deliver achievable and measurable actions through five key economic strategic areas.

The EAP is underpinned by the City of Holdfast Bay's Council Plan and long term vision 'Our Place 2030' strategic plan.

The purpose of this summary document is to highlight key elements of the EAP and demonstrate a whole of city approach to economic development, encompassing the broader alignment with regional and state objectives. The EAP supports prioritisation of projects and programs through the five key strategic action areas that will enhance and cement our competitive advantage into the future.

# OUR ECONOMIC VISION

The City of Holdfast Bay 'Our Place 2030' Strategic Plan sets out five key Pillars to map our direction and provides objectives for maintaining, processing and celebrating our city into the future.

The Economy Pillar provides us with a framework for delivering key strategic economic outcomes that will build economic prosperity, create a thriving business environment, offer employment choice, support and grow a vibrant community and provide an attractive location for visitors.

Our focus will be on supporting the following four pillars by having a diverse and resilient local economy.



# OUR PLACE

The City of Holdfast Bay is one of the most celebrated places to live, work, visit and invest in South Australia. With an ideal location, just 20 minutes from Adelaide's central business district (CBD) and five minutes from Adelaide International Airport, Holdfast Bay encompasses some of Adelaide's most historic and iconic seaside suburbs. Our Place:

- › South Australia's most sort after destination and home to 35,360 residents, with all suburbs within 2.5 kilometres from the beach
- › Extensive public transport system linked to the heart of the Adelaide CBD
- › Easy access to community services, superior education and health options
- › Quality retail precincts, recreation facilities, rich heritage and beautiful natural environment

# STRENGTHENING THE LOCAL COMPETITIVE ENVIRONMENT

The City of Holdfast Bay takes an active role by enabling economic development to occur through:

- › Creating an attractive coastal destination to do business, with a range of lifestyle choices and retail, commercial and industrial opportunities
- › Major capital projects planned or proposed totalling and estimated \$500,000 million
- › Fostering employment and training opportunities through high quality education facilities

The economic climate Council is creating through its commitment to economic development provides the ability to influence industry investment, stimulate economic growth and adapt and respond to future declining or growth sectors.

# STRATEGIC DIRECTION ACTIONS

The City of Holdfast Bay has defined five key economic strategic focus areas that ensure a diverse and resilient local economy. As an enabler Council plays a vital role in facilitating, promoting and influencing economic development through a partnership approach with businesses, the community, state and federal government, industry bodies and other key stakeholders and representative bodies.

The success of the proposed initiatives will require commitment by all stakeholders by measuring and monitoring the outcomes and having a commitment to funding projects and programs to 2023.



## STRATEGY 1. BUSINESS CAPACITY BUILDING

### Objective:

Implement and support a range of programs designed to equip local businesses with the knowledge and capacity to achieve business sustainability, manage business expansion and prepare for export opportunities.

#### ACTION

- 1.1 Host forums, networking and training and support for new and existing businesses
- 1.2 Shop Local Campaign
- 1.3 Investigate central co-ordination of business precincts
- 1.4 Red-tape reduction program
- 1.5 Maintain a single point of contact for businesses through a Business Concierge service
- 1.6 Education and workforce development
- 1.7 Small Business Grants for new and existing businesses
- 1.8 Shopfront Grant
- 1.9 Strengthen the Buy Local Procurement Policy
- 1.10 Increase the amount of green infrastructure within the City
- 1.11 Landfill diversion program
- 1.12 Situation Analysis audit for Circular Economy opportunities
- 1.13 Circular economy shared services
- 1.14 Bulk purchase of collective resources (energy, insurance, solar etc)
- 1.15 Customer Relationship Management system (CRMS)
- 1.16 Clean Energy Strategy for Council



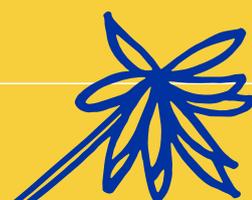
## STRATEGY 2. INVESTMENT ATTRACTION AND GROWTH

### Objective:

Explore and develop opportunities in collaboration with state and federal government and the private sector that maximises new investment and economic growth prospects in Holdfast Bay.

#### ACTION

- 2.1 Establish an advocacy and lobbyist role with state and federal Govt
- 2.2 Provide access to economic data to prospective new investment
- 2.3 Develop new and diverse income streams
- 2.4 Revise and align Holdfast Bay Investment Strategy
- 2.5 Seek new opportunities for Glenelg Jetty project
- 2.6 Foster creative business hubs and shared facilities
- 2.7 Undertake a review of zoning and other legislative restrictions to business growth
- 2.8 Identify investment sectors for Somerton Park Industrial Precinct
- 2.9 Transport study for whole of city
- 2.10 Jetty Road Masterplan
- 2.11 Brighton Road Masterplan
- 2.12 Community Centres study
- 2.13 Open Space Masterplan
- 2.14 Sporting Grounds study
- 2.15 Visual and Brand development for business precincts
- 2.16 Export ready programs





### STRATEGY 3. INNOVATION AND DIGITAL EVOLUTION

#### Objective:

Create opportunities that develop the competencies, skills and capacity of local businesses that instils a digital culture and leads to innovation and sustainable outcomes for a vibrant and connected community.

#### ACTION

- 3.1 Utilise digital technology for business online transactions
- 3.2 Investigate establishing a Digital Hub/s
- 3.3 Investigate provision of infrastructure for electric vehicles
- 3.4 Investigate fast broadband to Industrial Precinct
- 3.5 Promote access to NBN to all businesses and residents for connection to digital services
- 3.6 Explore opportunities to integrate Adelaide Smart Cities Program to Holdfast Bay
- 3.7 Citywide free Wifi
- 3.8 Seminars and training on Industry 4.0



### STRATEGY 4. REGIONAL COLLABORATION

#### Objective:

Incorporate collaborative regional approaches where shared outcomes can be achieved for a cohesive and robust Holdfast Bay economy.

#### ACTION

- 4.1 University and Secondary School linkage programs
- 4.2 Create an alliance with the City of Adelaide for the development of tourism, infrastructure, digital connectivity and wayfinding
- 4.3 Develop a Western Alliance economic development strategy
- 4.4 Free business advisory through the Southern Adelaide Small Business Advisory Service
- 4.5 Southern Economic Development Board strategic alignment
- 4.6 Western Business Leaders Group business network program
- 4.7 Identify key regional projects by industry sector



### STRATEGY 5. ADELAIDE'S PREMIER SEASIDE DESTINATION

#### Objective:

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.

#### ACTION

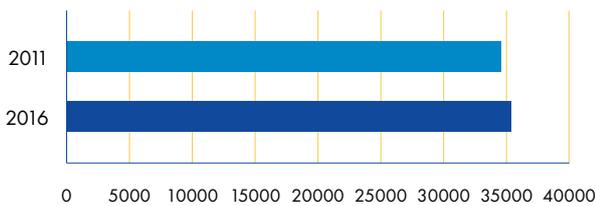
- 5.1 Implement actions outlined in the Holdfast Bay Tourism Plan 2020
  - 5.1.1 Driving Demand (Strategies 1-7)
  - 5.1.2 Visitor Experience (Strategies 1-7)
  - 5.1.3 Tourism innovation and sustainability (Strategies 1-7)
  - 5.1.4 Consultation and partnerships (Strategies 1-8)
- 5.2 Jetty Road Retail Strategy
- 5.3 Develop a Tourism Strategy 2021-2030

# OUR COMMUNITY

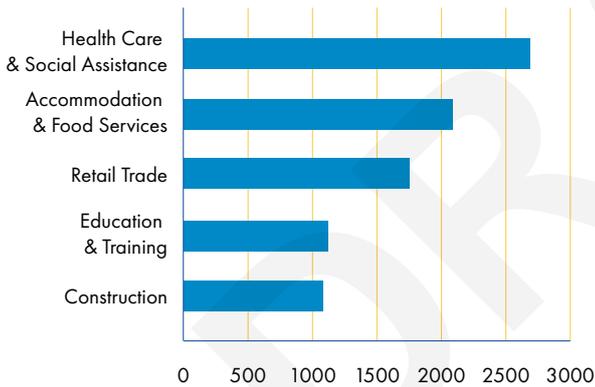
Population and population growth is important economically as it drives demand for local goods and services.

The total population of the City of Holdfast Bay at the 2016 Census was 35,360 people. The South Australian population is expected to grow by over 7.7% from 1.67 million today to over 1.8 million in the next twenty years. The City of Holdfast Bay is also expected to increase around 10% over this period.

## Census Population: 2011, 2016



## Jobs: Census 2016



The total number of Holdfast Bay residents employed at the 2016 Census was 16,172 compared to 12,959 jobs that were available in the council area. Since 2011, the jobs available in Holdfast Bay have increased by 16% whereas the number of working residents has fallen by 3.8%. Over the last five years to 2016, the largest increase in jobs has been experienced by the construction sector growing by 59% with education & training increasing by 28%.

## Number of Businesses: 3,271

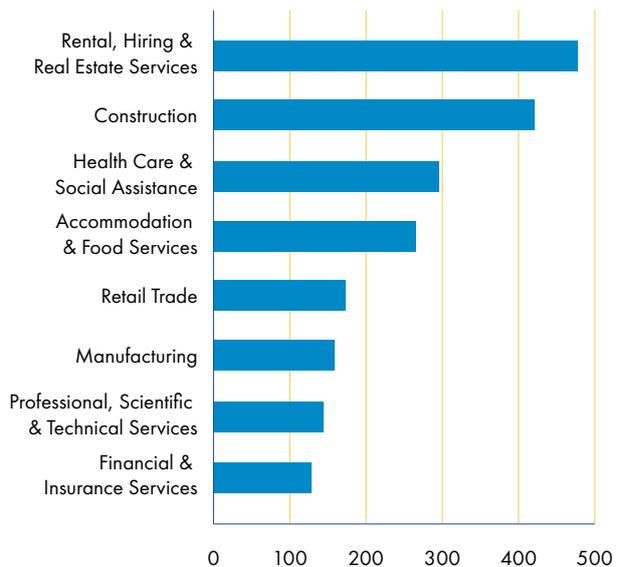
The latest business count data from the ABS estimates that at 30 June 2017 there were 3,271 actively trading businesses registered in Holdfast Bay. 75% of these were in 7 sectors.

## Number of businesses by sector, June 2017



The annual output (total sales) generated by businesses and organisations in Holdfast Bay is estimated at \$2.67 billion. Over 75% of this revenue is generated by 8 sectors.

## Output (\$M)



# INFORMING OUR STRATEGIC PRIORITIES

Businesses have a key role to play in shaping the future of employment, access to goods and services, co-location and clustering of businesses and expand the range of amenities and vibrancy of a retail precincts.

The City of Holdfast Bay takes an active role in identifying the future needs and aspirations of businesses located in the City.

Market Research was conducted in 2017 amongst 330 business in Holdfast Bay to understanding their short, medium and long term goals. The survey revealed:

- › Energy consumption is impacting businesses
- › Visitors are seen as very important to our local retail economy
- › Businesses aren't keeping pace with the digital economy
- › Only a quarter of businesses saying they are transacting online
- › Businesses would like more access to training and networking opportunities

## SUMMARY OF THE BUSINESS CONFIDENCE SURVEY 2017:

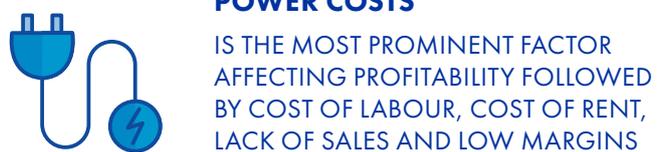
Who did we survey?



What did they tell us?



Retail Sector Profitability



MAIN REASON - SUMMER & CHRISTMAS  
REASON FOR LESS IS CASH FLOW, ECONOMY OR REDUCED WORKLOADS

# OUR CHALLENGES AND OPPORTUNITIES

Nestled between southern and western Adelaide and only 20 minutes for Adelaide central business district, Holdfast Bay has access to South Australia's best education and training facilities, International airport and major arterial road infrastructure.

## STRENGTHS OF HOLDFAST BAY

Tourism is a key economic driver for Holdfast Bay that has significant positive flow-on effects for the local community. In 2017, tourism contributed \$253 million to the local economy, providing an estimated 1,643 full time equivalent jobs.

## CHALLENGES FOR HOLDFAST BAY

Our challenge will be to ensure the city is able to adapt to the shift in focus of traditional economic drivers and not rely on current sectors to maintain our quality of life. How we do business in the future will depend on how well equipped we are now and invest in knowledge intensive industries, services for an ageing population and acclimatise to demands on space, zoning considerations, commuter trends and global warming particular as a coastal city.

“Our experiences represent the key unique selling points of the region and under-pin the tourism industry of Holdfast Bay”

CHALLENGES	CITY OPPORTUNITIES
Rapid pace of technological change and digitisation of the economy	<ul style="list-style-type: none"> <li>› Embrace Smart City thinking</li> <li>› Strengthen competitive advantage</li> <li>› Support education and training in new employment areas</li> </ul>
Globalisation	<ul style="list-style-type: none"> <li>› Access to a world markets</li> <li>› Develop workforce skills base</li> </ul>
Economic disruption	<ul style="list-style-type: none"> <li>› Access to global trading</li> <li>› Prepare businesses to be resilient and adaptable to change</li> <li>› Develop and support entrepreneurship</li> </ul>
Parking availability (actual and perceived)	<ul style="list-style-type: none"> <li>› Embrace latest technology</li> <li>› Invest in smart car technology</li> <li>› Shared vehicle initiatives across the city</li> </ul>
Zoning restrictions	<ul style="list-style-type: none"> <li>› Embrace emerging industries</li> <li>› Assess mix land use as home-based businesses increase</li> </ul>
Access to high speed internet	<ul style="list-style-type: none"> <li>› Invest in infrastructure</li> <li>› Advocate for reliable access to high speed internet</li> <li>› Installation of wi-fi across the city</li> </ul>
Land availability	<ul style="list-style-type: none"> <li>› Adopt a housing strategy that reflects future living trends</li> <li>› Educate businesses on the circular economy and cluster benefits</li> </ul>
Seasonality of demand	<ul style="list-style-type: none"> <li>› Adoption of technology</li> <li>› Diversify workforce skills to tap into new markets</li> <li>› Create an off-peak brand for the city</li> </ul>
Reducing the impact of rising energy prices and climate action	<ul style="list-style-type: none"> <li>› Establishing a leadership position on climate change</li> <li>› Improve energy efficiency and adopt new initiatives</li> <li>› Explore Blockchain initiatives across supply chains</li> </ul>

## GET CONNECTED

To gain the most up-to-date economic information for the City or to download a copy of the EAP visit [www.holdfast.sa.gov.au/business](http://www.holdfast.sa.gov.au/business).

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Brighton Civic Centre (Head Office) | 24 Jetty Road, Brighton SA 5048 | PO Box 19, Brighton SA 5048



Item No: **14.7**  
Subject: **2018-19 RATE PRINCIPLES SETTING**  
Date: 22 May 2018  
Written By: Rates Administrator  
General Manager: Business Services, Mr R Bria

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### **SUMMARY**

In setting rates for each financial year, Council reviews the property valuations and principles in relation to the minimum rate, differential rate, rate capping and how the rate contribution is to be apportioned across ratepayers.

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### **RECOMMENDATION**

**That the following principles be applied to setting the rates for 2018/19:**

- (a) the minimum rate be increased by the same percentage as the increase in general rate ie 2.7%;**
  - (b) the differential rate be retained at the current 13.8% proportion of general rate revenue;**
  - (c) the rate capping percentage remain at 6%;**
  - (d) the heritage rate rebate be reduced from 8% to 0%.**
- 

### **COMMUNITY PLAN**

A Place that Provides Value for Money

### **COUNCIL POLICY**

Rating Policy

### **STATUTORY PROVISIONS**

*Local Government Act 1999, Sections 150, 153, 154, 158 and Division 6 (The Act)*

## **BACKGROUND**

Setting of rates is a two step process. First Council considers the total amount of rate revenue to be raised. The Draft 2017/18 Annual Business Plan and Budget proposes a 2.7% total rate revenue increase excluding new development growth and separate rates.

Secondly, Council determines how rates are apportioned across the community in an equitable manner. This report identifies the apportionment options with a view to making the outcome as fair and equitable as possible to all ratepayers.

## **REPORT**

### **Rate Revenue**

Council's Draft 2018/19 Annual Business Plan provides that a net sum of \$34,199m be raised from general rates, being a 2.7% increase from 2017/18 plus new development growth of 0.5%.

### **Rating Distribution Options**

Council seeks to ensure that rates are applied across the community as fairly as possible.

Council's current rating framework comprises:

- A minimum amount – this provides a mechanism by which lower valued properties pay not less than a flat (minimum) amount determined by Council. Under the Act this can apply to no more than 35% of all properties. For 2017/18, the minimum amount was \$950 equating to a residential property value of \$374,576 and applied to 23.7% of all properties.
- Differential General Rates – charging a different rate in the dollar depending on whether the land is used for residential, commercial, industrial or other purposes. For 2017/18, the rate-in-the-dollar applying to commercial and industrial properties is set at a 57% premium to residential properties and raised 13.8% of Council's rate revenue.
- Separate rate for a specific purpose – including the Patawalonga Marina and Jetty Road Glenelg separate rates with the amounts determined by the annual budget process.

**Property Valuations**

The valuation of land for the purpose of rating is covered by Division 6 of the Act and Holdfast Bay uses the Valuer-General to value its land annually (Section 167).

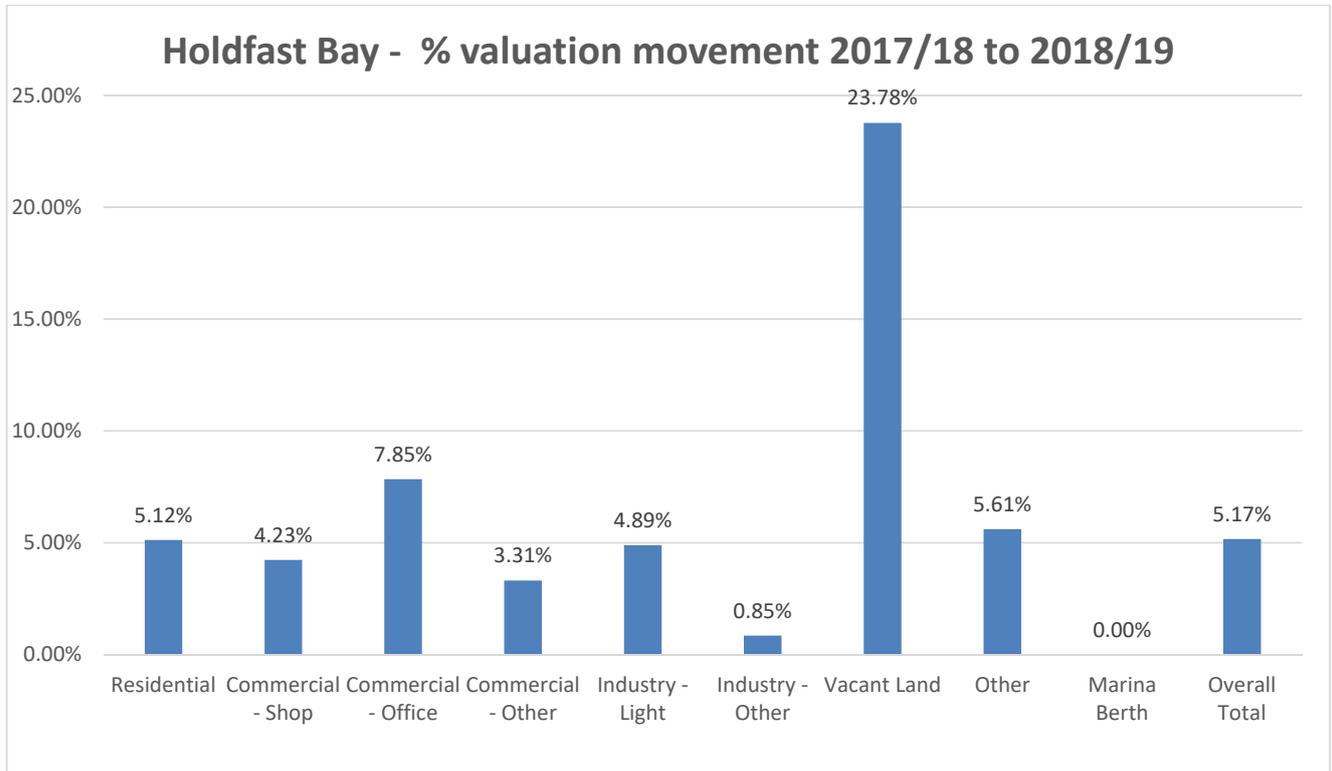
Valuations do not determine the rates income of a Council but are used only to divide the total rate revenue among individual ratepayers. The rate in the dollar is determined annually to make sure it only raises the budgeted rate revenue requirement. Therefore Council does not gain a windfall from property valuation increases nor do ratepayers necessarily receive reduced rates in times of valuation decreases.

The latest valuation information as at 8 April 2018 from the State Valuation Office has been received and is being updated each week with supplementary valuations. This valuation data has been used for the rate modeling scenarios in this report.

Based on the information received, the value of all property in the City of Holdfast Bay has increased by 5.17% since 2017/18 as shown in Chart 1. The chart indicates that the property valuations for the vacant land category have increased the most (23.78%) due to an increase in re-development and sub-divisions.

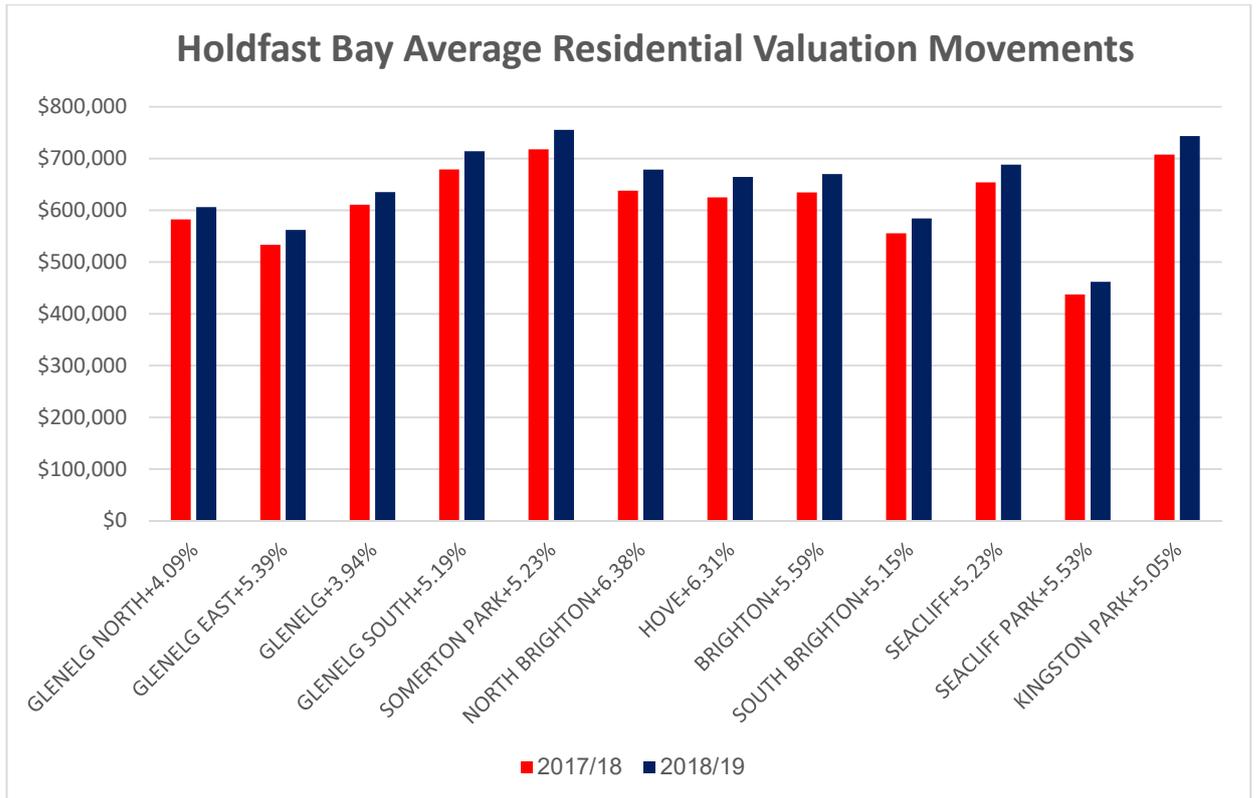
The residential sector indicates an increase of 5.12% and the commercial sector indicates an overall increase of 5.13%. This result will impact how the rate contribution is distributed between the different property sectors.

**Chart 1**



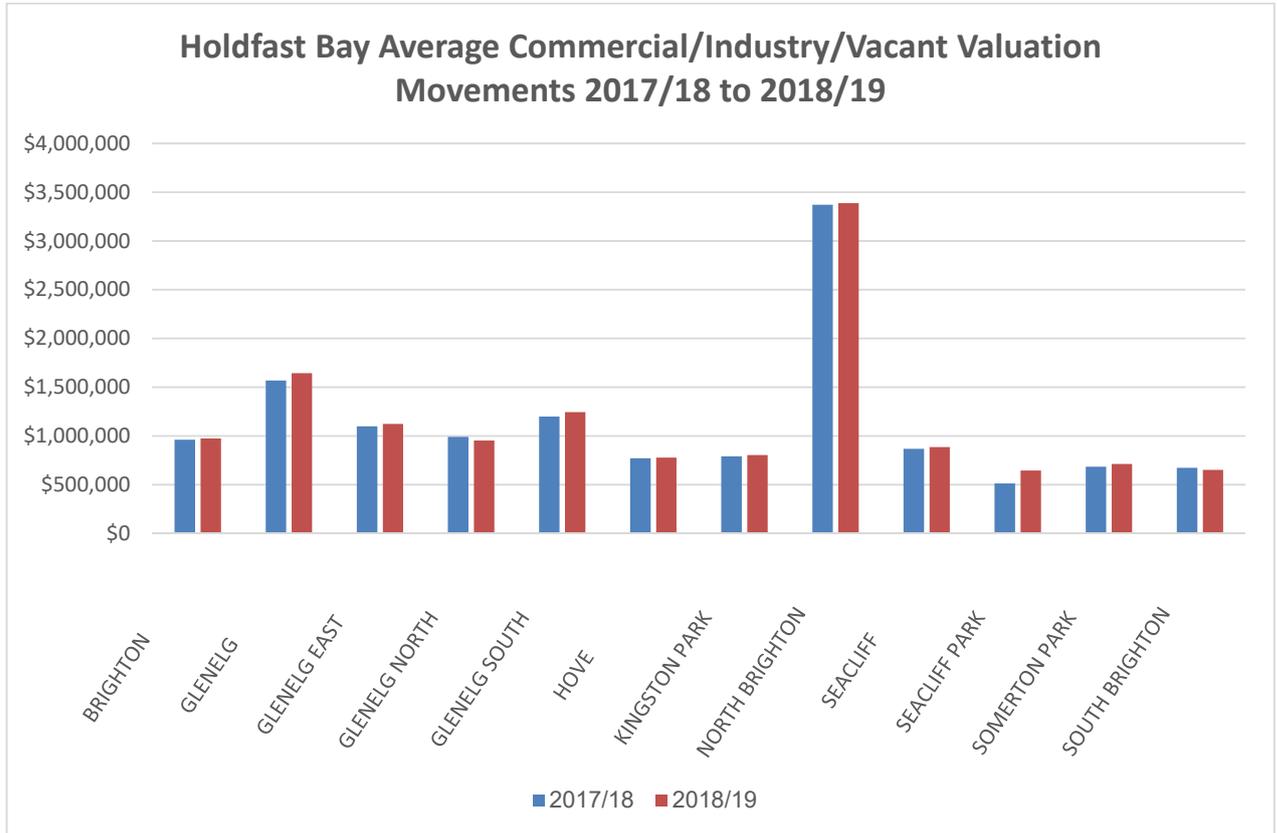
Charts 2 and 3 highlight the residential and commercial, industrial and vacant land valuation breakdown by suburb. The mean (average) residential property value has increased from \$579,720 in 2017/18 to \$608,439 for 2018/19. Percentage increase in valuation between 2017/18 and 2018/19 are detailed below.

**Chart 2**



The mean (average) commercial/industrial/vacant value has had an increase from \$699,861 to \$734,607.

**Chart 3**



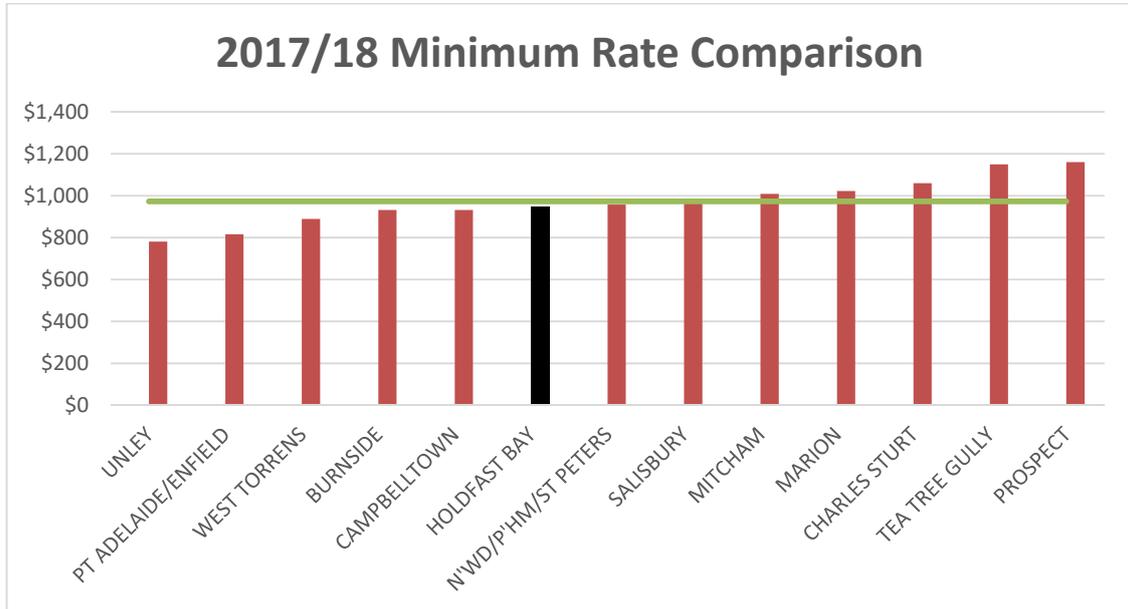
**Minimum Rate**

Council has applied a minimum rate because it is considered appropriate that all ratepayers make a base level contribution to the cost of providing Council services including creating and maintaining infrastructure.

For 2017/18, the minimum rate was \$950 and applied to 23.7% of all rateable properties which includes residential, commercial, industrial, vacant and other type properties.

The average minimum rate for those councils in metropolitan Adelaide that applied a minimum rate in 2017/18 was \$973. Chart 4 shows how Holdfast Bay compares to other councils.

**Chart 4**



Three scenarios are modelled to analyse the effect of different minimum rates for 2018/19 and general differential rates premium on residential/other rate in dollar.

**Scenario 1 – increase the minimum rate by the overall 2.7% rate revenue increase.**

The draft 2018/19 budget has provided for a 2.7% overall rate revenue increase exclusive of new development growth and separate rates. If this same increase were applied to the current minimum rate it would increase by \$26 to \$976. This option ensures all ratepayers share the increase in rate revenue required. If this option were applied the percentage of ratepayers on the minimum rate would increase from 23% to 25%.

**Scenario 2 – Increase the minimum rate by half of the overall 2.7% rate revenue increase.**

Increasing the minimum rate by 1.35% would equate to \$963 or a \$13 increase, and it would apply to 24.65 % of rateable properties, an increase from 2017/18. This option reduces the impact on ratepayers with lower value properties while part maintaining rate relativity.

**Scenario 3 – Increase the minimum rate by another amount**

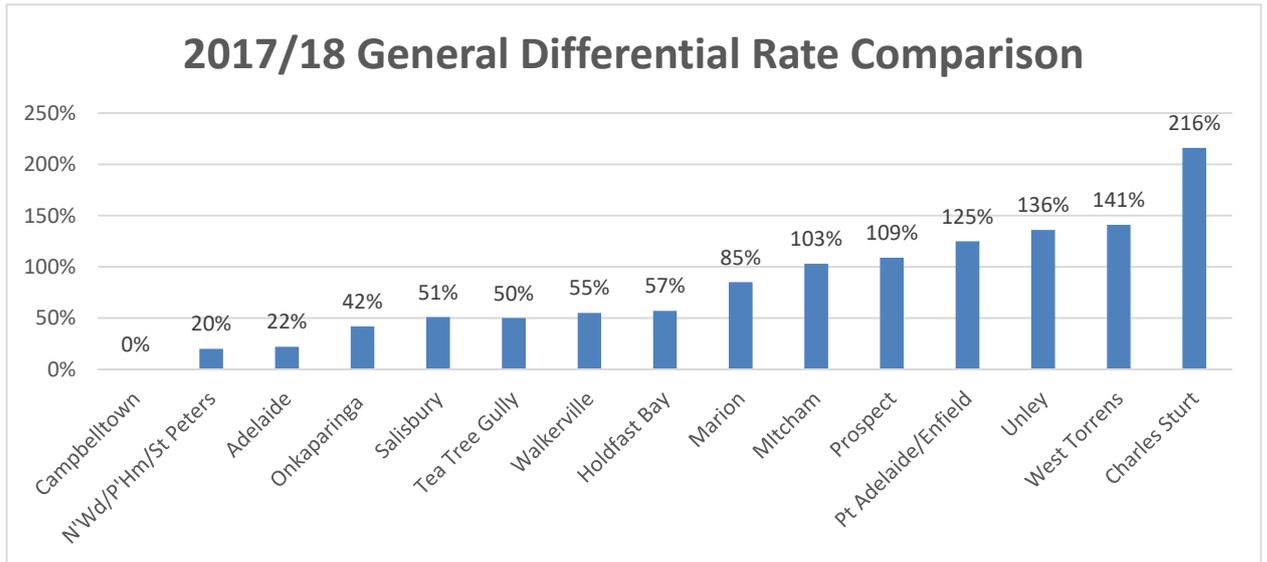
Increasing the minimum rate by say 5% would equate to \$997 or a \$47 increase on the 2017/18 rate, and it would apply to 26.2% of rateable properties.

These scenarios have been used in initial comparative rate modeling discussed further in this report.

**Differential General Rates**

Below are comparisons of differential general rates for other metropolitan Adelaide councils for 2017/18. It should be noted that each council has a different mix and proportion of industrial and commercial properties. Research indicates that Holdfast Bay has a comparatively low proportion of commercial and industrial properties compared to other councils surveyed.

**Chart 5**



The Local Government Act allows councils to differentiate rates based on land use. Council currently applies a 57% higher rate-in-the-dollar for commercial, industrial and vacant land purposes. Vacant land is included in the differential general rate to encourage development.

Council’s differential rate structure has the effect of shifting some of the rate contribution from ratepayers with residential property towards ratepayers with commercial, industrial or vacant land.

The differential rate percentage has remained the same for 2017/18 as it was in 2016/17 after being set at 57% in 2016/17. For 2017/18 the average property value for commercial/industrial/vacant land was \$699,681 generating a rate account of \$2,785.

The overall amount of differential rates generated in 2017/18 was \$4,636,928, representing approximately 13.8% of Councils overall general rates raised.

Residential property values have increased but not at the same level as commercial, industrial and vacant values.

To maintain the current proportion of rates raised from the differential rate the premium would decrease from 57% to 56%. Three differential scenarios have been modeled for comparative purposes

**Rate Modeling Summary**

A number of rate modeling scenarios have been applied to the current valuations (that are being regularly updated) and are based on a rate revenue increase of 2.7% as per the draft annual business plan.

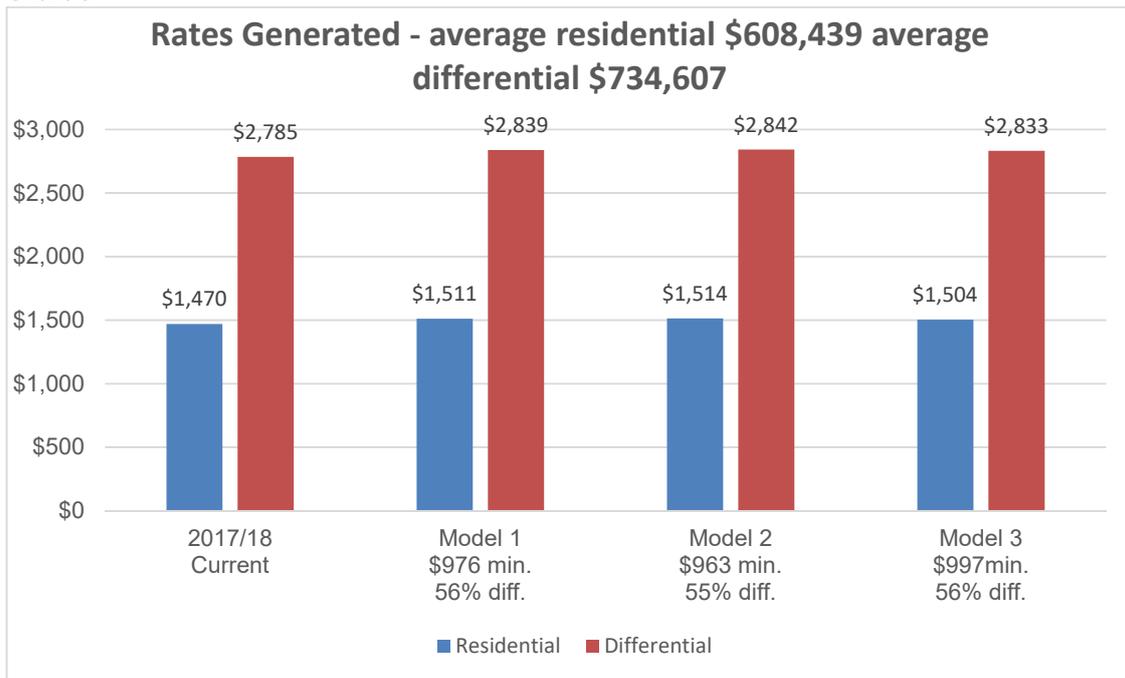
Table 1 highlights the variables for each scenario as described above:

**Table 1**

	Option 1	Option 2	Option 3
Minimum Rate	\$976	\$963	\$997
Differential Rate %	56%	55%	56%

When each scenario is applied, differing rates in the dollar are generated to achieve the same total 2018/19 draft budgeted gross general rate revenue of \$34,697,700. Chart 6 highlights the differing average rates generated.

**Chart 6**



The above is indicative average value and average rates levied for each scenario

The final rate in the dollar will differ as valuations are being updated weekly.

Scenario 1 is recommended, \$976 minimum rate resulting in a 56% general differential rate premium. This ensures that all ratepayers contribute to the overall 2.7% increase in general rate revenue. The benefits of this scenario are that it ensures that most ratepayers with lower valued properties on the minimum rate receive a minimal rate increase while maintaining the current proportion of differential rate relativity being 13.8%.

### **Residential Rate Capping**

Council's Rating Policy includes a rate cap to provide relief to ratepayers who own residential properties that have been subject to a significant increase in valuation.

For the 2017/18 year, ratepayers could apply for a reduction if their annual rates bill increased in excess of 6%. The rate capping excludes any concessions or previous concession granted, NRM Levy and separate rates. Rate capping is based on the residential rate levied only.

The rate cap percentage reduced in 2017/18 from 7% to 6% and it is recommended to leave the current rate at 6%. During 2017/18 Council has received 6 applications with a total value of \$155. The 2018/19 draft budget has provided \$1,000 for rate capping.

It is difficult to forecast the number of ratepayers that could potentially benefit from rate capping until the rate in the dollar is finalised and the rates are generated. To be eligible Council has a number of requirements including the exclusion of building improvements in excess of \$5,000. In 2017/18 3% of rateable properties (regardless of eligibility) had in excess of a 10% rate increase.

### **Concessions for pensioners and self-funded retirees**

The State Government has not indicated any change to the distribution of the cost of living concession for the 2018/19 financial year. The State Government will continue to send the cost of living concession direct to eligible pensioners and self-funded retirees.

### **State and Local Heritage Listed Properties – Discretionary Rebate**

Council has previously granted a 25% discretionary rebate to state and local heritage listed properties. In 2016/17 a reduction of this rebate was introduced to phase out the rebate over a three year period and reintroduce a targeted grant scheme.

In 2017/18 the rebate was reduced from 17% to 8% to fund the Heritage and Shopfront Character and Grants Scheme.

A reduction in the rebate percentage for 2018/19 financial year to 0% for state and local heritage listed properties is proposed to continue to fund the Heritage and Shopfront Character and Grants Scheme. The 2018/19 draft budget has provided \$150,000 for the Heritage and Shopfront Character and Grants Scheme.

### **Mandatory and Discretionary Rebates**

Council grants mandatory and discretionary rebates under sections 160 - 166 of the Local Government Act.

Mandatory rebates under section 160 – 165 of the Local Government Act range from 75% to 100% rebate of rates levied depending on the type of rebate.

The types of organisations that receive these rebates include churches, hospitals and government occupied schools. The total value of the rebates for 2017/18 was \$409,426.

Council currently grants up to a 100% discretionary rebate to properties that are used for non-government educational purposes, provide facilities for services for young persons, or provide a benefit or service to the local community.

The types of organisations that receive this rebate include sporting clubs, surf lifesaving clubs, kindergartens and youth clubs. The total value of the rebates for 2017/18 was \$196,883.

## **BUDGET**

The 2018/19 draft budget has provided for a 2.7% increase in general rate revenue and 0.5% provision for new development growth. The rate modeling contained within this report is based on the 2018/19 draft budget and excludes separate rates and NRM Levy.

<b>Rate description</b>	<b>Amount (Draft 2018/19 Budget)</b>
General Rates	\$29,790,000
General Differential Rates	\$4,762,700
New Development/Growth	\$145,000
Patawalonga Lock Rates	\$70,000
Fines/Legal Fees	\$106,000
Rate Capping/Valuation Objections	(\$29,700)
Rebates – LG Act and Council	(\$575,000)

## **LIFE CYCLE COSTS**

Not applicable for this report.

Item No: **14.8**

Subject: **BRIGHTON COMMUNITY GARDEN – COMMUNITY ENGAGEMENT FINDINGS**

Date: 22 May 2018

Written By: Youth and Recreation Officer

General Manager: Community Services, Trish Aukett

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### **SUMMARY**

Community views were sought around the Fund My Neighbourhood proposal to establish the Brighton Community Garden at Dover Square Reserve, South Brighton. A high level of community interest was received regarding the project, for and against the proposal, and highlighted a number of opportunities and concerns.

Due to the extent of community concerns received regarding the proposal, and the lack of clear support in favour of the proposal, it is recommended to investigate alternative locations for the Brighton Community Garden.

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### **RECOMMENDATION**

- 1. That Council notes the Brighton Community Garden Engagement Report findings.**
  - 2. That Council does not proceed in establishing a community garden at Dover Square Reserve, but supports the investigation into alternative locations for the Brighton Community Garden.**
- 

### **COMMUNITY PLAN**

Placemaking: Developing walkable connected neighbourhoods  
Community: Building a healthy, active and resilient community  
Community: Providing welcoming and accessible facilities  
Community: Fostering an engaged and contributing community  
Environment: Building an environmentally resilient city  
Environment: Using resource efficiently  
Environment: Fostering an environmentally connected community

## **COUNCIL POLICY**

Community Consultation and Engagement Policy  
Community Garden Guidelines

## **STATUTORY PROVISIONS**

Local Government Act 1999- Chapter 11 Part 1 Division 4

## **BACKGROUND**

Brighton Community Garden Incorporated submitted a 'Fund My Neighbourhood' application to establish a community garden in the suburb of Brighton. This proposal was endorsed by Council at the Council Meeting on Tuesday 10 October 2017 to proceed to the community voting stage. This application received over 130 votes from the community and was successful in receiving \$50,000 funding. Council staff have been working with Brighton Community Garden Incorporated to determine the most suitable location for this garden.

As part of the Fund My Neighbourhood application process, potential reserves were identified for further investigation should the project receive support. Once funding was awarded, Dover Square Reserve was selected as the preferred location due to:

- Available parking on site
- Existing public toilet facilities
- Large size of the reserve and relatively small size of proposed garden
- Passive surveillance provided by surrounding houses
- Existing on site amenities including; shelter, BBQ, playspace
- The opportunity to create a community hub with the existing tennis club, kindergarten and playground
- The potential to service a wider range of interests and abilities through an inclusive community facility.

Consultation on the proposal to establish Brighton Community Garden in the South West corner of Dover Square Reserve was conducted from 4 to 29 April 2018. The proposed garden was 850m<sup>2</sup> in a reserve of over 5,000m<sup>2</sup>, which is 17% of the total area of the reserve area.

This engagement included:

- An online survey on YourView Holdfast
- 600 hard copy surveys distributed through our libraries, Civic Centre and letter box dropped to over 350 residents surrounding Dover Square Reserve
- Three corflute signs positioned on site at the reserve advertising the online survey and drop in session times
- Communication and promotion through Dover Kindergarten and Dover Square Tennis Club
- Promotion through our fortnightly Messenger column

- Promotion on the City of Holdfast Bay and HoldUp Youth Committee Facebook Pages, Instagram and Twitter
- Two community drop in sessions at the reserve on 14 and 18 of April 2018
- Email notifications to YourView Database of 1,800 and Active Communities Database
- Promotion through City of Holdfast Civic Centre Public Notice Board.

A community petition against the proposal has been received by Council by a group of majority local residents that frequent the reserve predominantly to exercise their dogs off leash. The petition was circulated as "Petition to Save Dover Square Park" and was signed by 689 people with 434 (63%) of whom reside within the City of Holdfast Bay. It should be noted that the petition was promoted at Dover Square Reserve and at local supermarkets without the accompanying Council engagement flyer, to provide factual information.

*Refer Attachment 1*

## **REPORT**

The proposal to establish the Brighton Community Garden at Dover Square Reserve, South Brighton, was met with a high level of community interest for and against the project. 160 community members completed the hard copy and online survey and the results and main themes from the engagement can be viewed in the Brighton Community Garden Engagement Report.

*Refer Attachment 2*

Of the 160 community members who completed the survey, 86 (53.8%) were in support of the proposal and 74 (46.3%) against.

From the community engagement results, it is clear that there is a high level of interest and sense of ownership of Dover Square Reserve by the surrounding residents and existing users. The reserve is currently utilised by a range of community members and visitors for a number of different uses. As the reserve is fenced it is utilised as an informal off leash dog park and at times this causes conflicts with other users and prevents some from accessing the space. The inclusion of a community garden would reduce the available space for other user groups.

It should be noted that during the community engagement process a number of misleading messages regarding the proposal were communicated by community members not in support of the garden proposal. These messages left some community members confused about the scope of the proposal, including misunderstandings regarding:

- The proposed size of the garden
- Costs associated with becoming a member of the garden
- Fencing that would be erected around the garden
- The authenticity of Brighton Community Garden Incorporated; and
- The community engagement process Council was undertaking regarding the proposal.

As outlined previously, there are a range of reasons as to why Dover Square Reserve would make a suitable location for the Brighton Community Garden, however the engagement findings didn't result in strong support for the proposal (53.8% of participants in support). In addition, the level of community concern surrounding this proposal may hinder the success of this facility and Brighton Community Garden Incorporated. For these reasons it is recommended that alternative locations are investigated for further community engagement.

It has become apparent through this engagement process (and the recent Open Space Strategy Review) that there are issues arising between users of Dover Square Reserve, in particular dog exercisers and non-dog exercisers, and these operational issues are currently under investigation by relevant staff.

Whilst the formal consultation process resulted in a marginal majority in favour of the garden, the strong concerns expressed by others, including the originator of the petition, suggest that a community garden is unlikely to succeed at this site.

There are few alternative locations available in Brighton, and certainly none offering both the size and amenity of Dover Square Reserve. Some residents suggested that the garden could be accommodated adjacent to the reserve within Folkestone Reserve alongside the tennis courts. Unfortunately if this were to occur both the tennis club, and users of the informal bike track will suffer some loss of amenity.

Reserves which are being considered include:

- Bowker Oval- Bowker St, North Brighton
- Good Neighbour Gardens- Vincent Ave, North Brighton
- Paringa Reserve- Wilton St, Somerton Park.
- Alwyndor Aged Care

If a suitable site cannot be agreed, Council will need to return the money to the Department of Premier and Cabinet.

## **BUDGET**

\$50,000 grant from the Department of Premier and Cabinet through Fund My Neighbourhood.

## **LIFE CYCLE COSTS**

Ongoing costs associated with the community garden will be funded by Brighton Community Garden Inc.



## SHARE YOUR VIEW: BRIGHTON COMMUNITY GARDEN

We invite you to share your feedback on the proposal for a new community garden at Dover Square Reserve, South Brighton.

A Community Garden is an open space, managed by the community with the primary focus of producing food and contributing to the growth of a sustainable city environment. It is a place for learning and sharing about sustainable living practices whilst actively building community through shared activities and contributing to improved health and wellbeing.

### BACKGROUND

Brighton Community Garden Inc. submitted a 'Fund My Neighbourhood' application to establish a community garden in the area of Brighton. This application was successful and \$50,000 was awarded to the City of Holdfast Bay to work with the Brighton Community Garden Inc. to establish this garden.

The preferred location for the garden is the South West corner of Dover Square Reserve, South Brighton and a draft concept design has been created to be utilised during community consultation.

# BRIGHTON COMMUNITY GARDEN

We invite you to share your feedback on the proposal for a new community garden at Dover Square Reserve, South Brighton

Q1. Do you currently visit/use Dover Square Reserve, South Brighton?

- Yes
- No

1a. If yes, for what purpose (Choose all that apply)

- Exercising dog
- Visiting playground
- Sport and recreation
- Enjoying open space
- Other

Q2. Would you like to see the proposed community garden established at Dover Square Reserve, South Brighton (see map)?

- Yes
- No (Please move to Q6)

Q3. If you are interested in being involved in the garden, in what capacity? (Choose any one option)

- Assisting with establishment
- Assisting with garden management/governance
- As a general member
- Other

3a. If other, please specify

Q4. What activities/education workshops would you like to see run through the garden? (Choose all that apply)

- Organic gardening
- Composting
- Native planting
- Dealing with pests
- Pruning
- Taking cuttings
- Other

4a. If other, please specify

Q5. What features would you like to see within the garden?

- Communal garden beds
- Individual garden beds
- Disability friendly garden beds
- Quiet/relaxation area
- Meeting space
- Children's area
- Fruit trees
- Indigenous and native plants
- Other

5a. If other, please specify

Q6. If you are not supportive of the community garden being located at Dover Square Reserve, South Brighton, are there any other potential locations? (Please list)

Q7. Any other comments you would like to provide on the project.

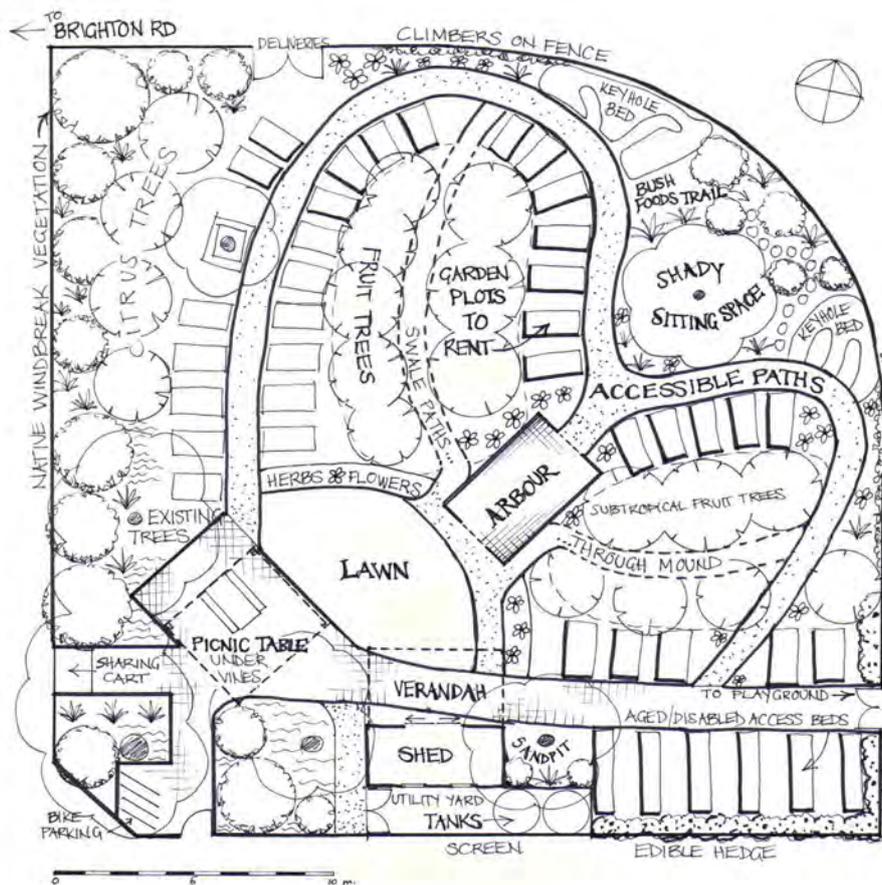
Q8. If you would like to be contacted regarding your interest in the Brighton Community Garden, please include your name and contact details here:

Q9. What suburb do you live in?

## Proposed Location and size of Brighton Community Garden



## Brighton Community Garden Concept Design



## TIMELINE

This 26 day engagement starts on Wednesday 4 April 2018 and finishes 5pm on Sunday 29 April 2018.

## HOW YOU CAN PROVIDE FEEDBACK

### 1. Completing the attached survey and posting it to:

Your View: Brighton Community Garden  
Reply Paid 61

City of Holdfast Bay

PO Box 19

Brighton SA 5048

Or handing it in at Brighton Civic Centre,  
Brighton or Glenelg Library.

### 2. Filling in the Survey online at:

Your View Holdfast  
[yourviewholdfast.com/  
brightoncommunitygarden](http://yourviewholdfast.com/brightoncommunitygarden)

### All feedback must be received by 5pm 29 April 2018

### 3. Come along to one of our Community Information Sessions.

Book online at [yourviewholdfast.com/  
brightoncommunitygarden](http://yourviewholdfast.com/brightoncommunitygarden) or  
call 8229 9999:

- 11am Saturday 14 April - Dover Square Reserve, Broadway, South Brighton
- 6pm Wednesday 18 April - Dover Square Reserve, Broadway, South Brighton

## WHAT HAPPENS TO MY FEEDBACK?

The results from this engagement will be collated and presented in a report to Council.

All personal details provided will be removed from Council reports.

## NEXT STEPS

Following completion of community engagement, a report will be presented to Council with the results of engagement and recommendations for the Brighton Community Garden.

## CONTACT

Melissa Priest

City of Holdfast Bay

Youth and Recreation Officer

Active Communities

[mail@holdfast.sa.gov.au](mailto:mail@holdfast.sa.gov.au)

This grant was submitted by the  
Brighton Community Garden Committee.

Follow them:

[f/brightoncommunitygarden](https://www.facebook.com/brightoncommunitygarden)



**COMMUNITY**

A healthy, creative,  
connected community



ENGAGEMENT SUMMARY REPORT

# BRIGHTON COMMUNITY GARDEN PROPOSAL

DOVER SQUARE RESERVE, SOUTH BRIGHTON

4 April – 29 April 2018

Report Completed for the Youth and Recreation Officer  
Written by the Digital Communications and Engagement Coordinator.  
May 2018

## INTRODUCTION

The Brighton Community Garden has been successful in receiving funding through, Fund My Neighbourhood to establish a community garden project in Brighton thanks to an application submitted by Brighton Community Garden Incorporated.

On Wednesday 4 April 2018, Council commenced an engagement process with the community on The Brighton Community Garden, to find the preferred location for this garden. Council worked with Brighton Community Garden Incorporated and the community to obtain feedback on this garden being established at Dover Square Reserve, South Brighton.

Brighton Community Garden Incorporated's desire is to create a Community Garden within the local area of the City of Holdfast Bay. The purpose of this garden will be to:

- unite the community,
- promote physical and mental health, and;
- create a space where people can learn more about sustainability, organic principles and healthy living.

This report provides the engagement methodology and engagement outcomes.

All submissions have been collated and are available upon request.

A copy of the hardcopy survey form/information sheet is attached to this report at Appendix 3.

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## BRIEF DESCRIPTION OF ENGAGEMENT METHODOLOGY

This community engagement ran from 4 April to 29 April 2018, a total of 26 days.

Elected Member notification inviting them to view the engagement was sent out 3 April 2018. (24 hours prior).

The views of the community were collected via:

- Council's website.
- Email submissions.
- Written submissions.
- Hard copy surveys - 600 were distributed.
- In person at the Drop In sessions:
  - 11am-12noon Saturday 14 April 2018.
  - 5pm- 6.30pm Wednesday 18 April 2018.

And promoted through:

- The *Guardian Messenger* on 4 April and 18 April 2018 in the council fortnightly column.
- Registered user update on 4 April - via email to a 1,800 database.
- CoHB Twitter account every week for the duration of the engagement.
- Two organisations (Dover Square Tennis Club and Dover Kindergarten) and key interest groups were notified by email.
- Facebook (2x posts)
- 3 corflute signs at Dover Square.
- Mail box drop to surrounding area of Dover Square – 357 properties.

- Brighton Civic Centre, Brighton and Glenelg Libraries.
- Promotion through City of Holdfast Civic Centre Public Notice Board

## **SURVEY FORMAT**

### **Survey questions**

- 1.** Do you currently visit/use Dover Square Reserve, South Brighton? (yes/no)  
**1a.** If yes, for what purposes (Choose all that apply)  
Exercising dog/Visiting playground/Sport and recreation/Enjoying open space/Other

- 2.** Would you like to see the proposed community garden established at Dover Square Reserve, South Brighton. (yes/no)

-----  
Participants who responded no to question 2 were asked to move straight to question 6.  
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- 3.** If you are interested in being involved in the garden, in what capacity? (choose one)  
Assisting with establishment/Assisting with garden management/governance/  
As a general member/Other

- 3a.** if other please specify

- 4.** What activities/ education workshops would you like to see run through the garden? (Choose all that apply)  
Organic gardening/Composting/Native planting/Dealing with pests/Pruning/Taking cuttings  
Other (please specify)

- 4a.** if other please specify

- 5.** What features would you like to see within the garden? (Choose all that apply)  
Communal garden beds/ Individual garden beds/Disability friendly garden beds  
Quiet/ relaxation area/Meeting space/Children's area/Fruit trees/Indigenous and native plants  
Other (please specify)

- 5a.** if other please specify

- 6.** If you are not supportive of the community garden being located at Dover Square Reserve, South Brighton, are there any other potential locations? (please list)

- 7.** Other comments

## DATA ANALYSIS

All data has been independently reviewed by the Digital Communications and Engagement Coordinator.

## SURVEY OUTCOMES

A total of 160 responses were received during the Engagement period, providing the following responses to the question:

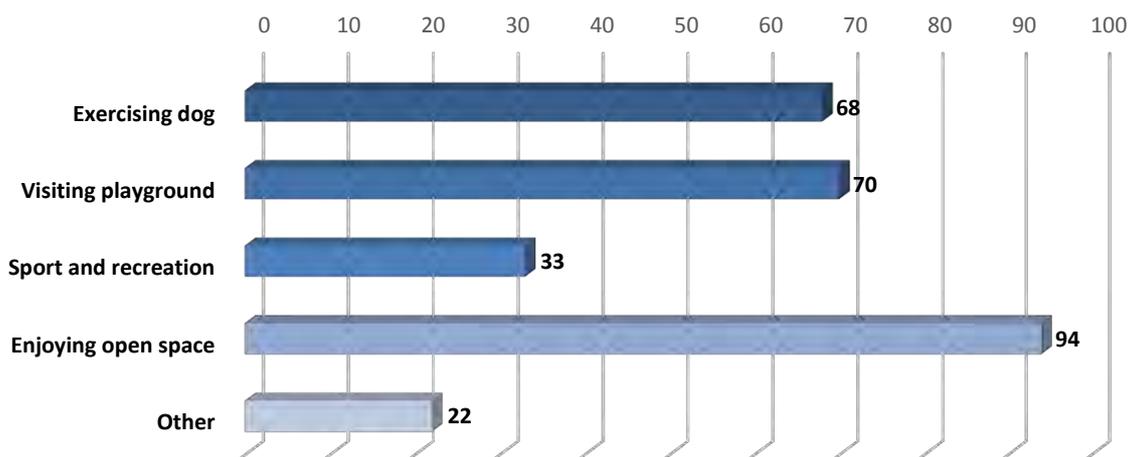
### 1. Do you currently visit/use Dover Square Reserve, South Brighton? (yes/no)

- 137 participants said yes (86%)
- 23 participants said no (14%)

#### 1a. If yes, for what purposes (Choose all that apply)

- 95 participants said enjoying the open space.
- 70 participants said visiting the playground.
- 68 participants said exercising dog.
- 33 participants said for sport and recreation.
- 22 participants said other: 5 participants said social gatherings

The diagram below shows the relative percentages of each response.



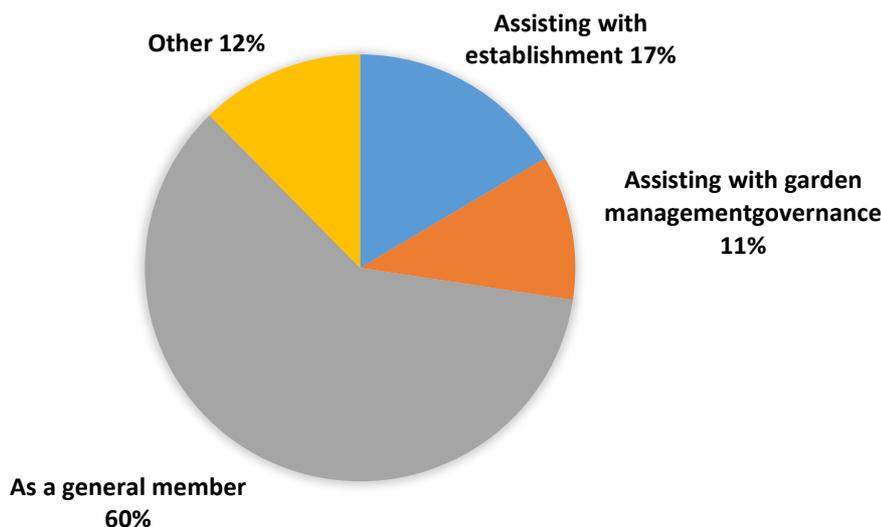
### 2. Would you like to see the proposed community garden established at Dover Square Reserve, South Brighton? (yes/no)

- 86 participants said yes, they would like to see the proposed community garden at Dover reserve (54%)
- 74 participants said no they would not like to see the proposed (46%)

### 3. If you are interested in being involved in the garden, in what capacity?

- 44 participants said as a general member.
- 12 participants said assisting with garden management/ governance.
- 8 participants said assisting with establishment.
- 9 participants said other: 2 x running and attending talks and presentations; 2 x visiting with children; 2 x general helper/handy work; 1 x support from existing Glenelg North Community Garden; 1 x wishing to participate at a minor level

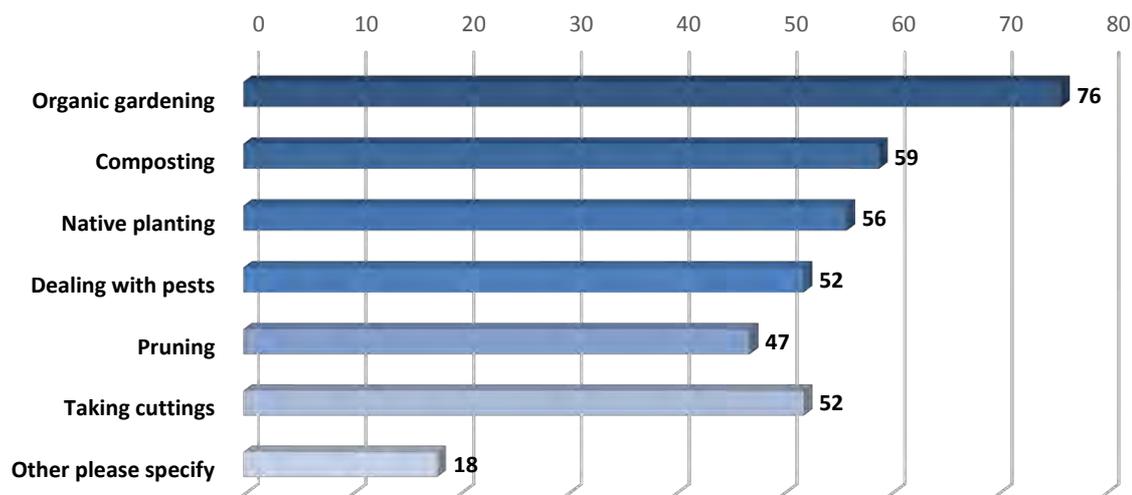
The diagram below shows the relative percentages of each response.



**4. What activities/ education workshops would you like to see run through the garden?  
(Choose all that apply)**

- 76 participants said organic gardening
- 59 participants said composting
- 56 participants said native planting
- 52 participants said dealing with pests
- 47 participants said pruning
- 52 participants said taking cuttings
- 18 participants said other: 6 x children friendly/engaging activities; 3 x seasonal produce- what to grow when; 2 x growing fruit trees, veggies and herbs; 2 x community activities (e.g. morning teas and food swaps); 2 x soil information relevant to local conditions; 2 x cooking demonstrations; 2 x how to care for plants; 2 x broader sustainability topics; 2 x water management; 1 x food preservation; 1 x indigenous edible plants; 1 x nature play; 1 x intergenerational activities; 1 x permaculture

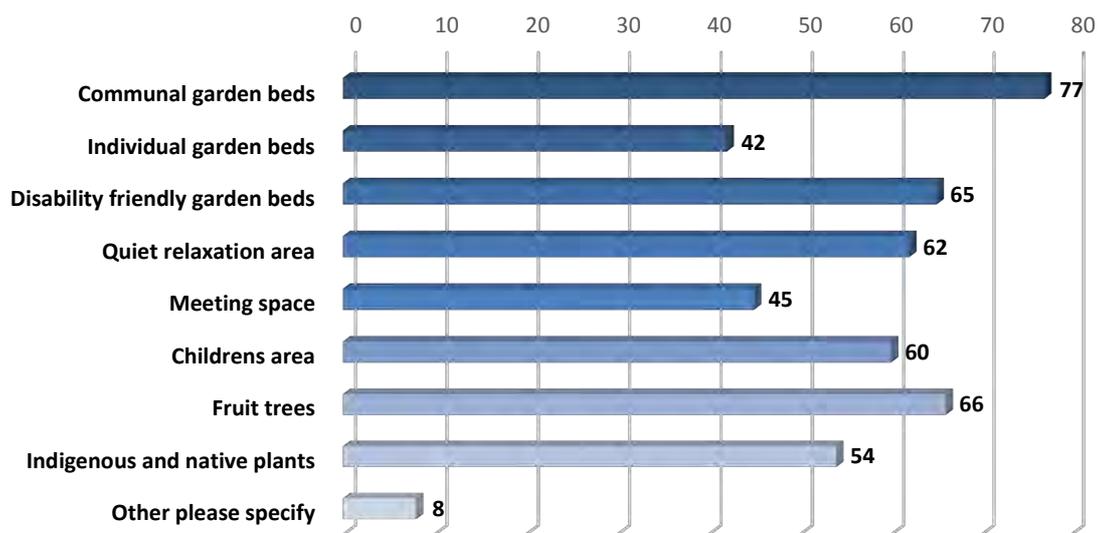
Below shows the areas that participants selected



**5. What features would you like to see within the garden? (Choose all that apply)**

- 77 participants said communal garden beds
- 66 participants said fruit trees
- 65 participants said disability friendly garden beds
- 62 participants said quiet relaxation area
- 60 participants said children’s area
- 54 participants said Indigenous and native plants
- 45 participants said meeting space
- 42 participants said individual garden beds
- 8 participants said other: 2 x water feature/play; 2 x edible fruit and veg; 1 x sensory garden; 1 x storage shed; 1 x composting toilet; 1 x composting bed; 1 x water system; 1 x chooks

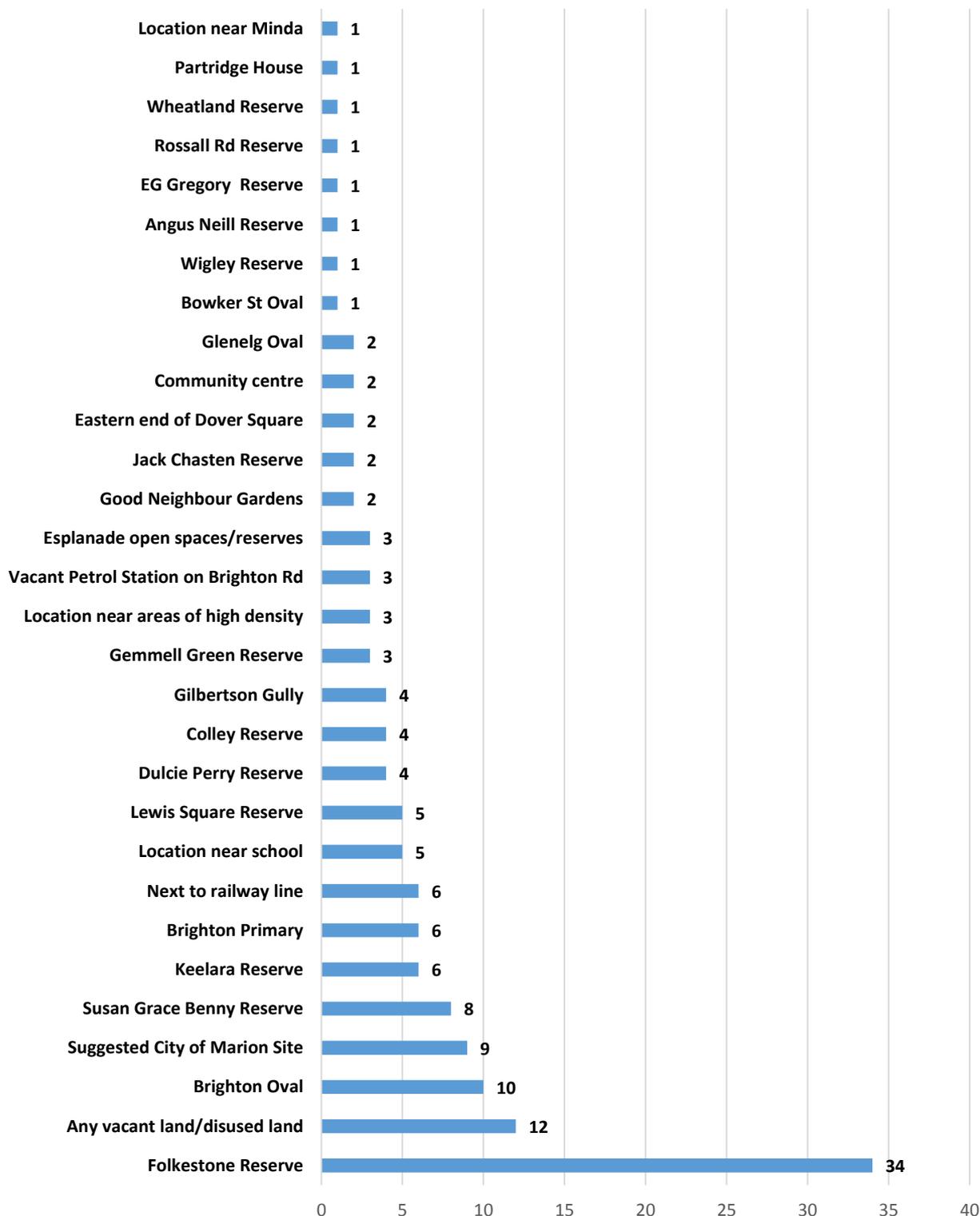
Below shows the areas that participants selected



**6. If you are not supportive of the community garden being located at Dover Square Reserve, South Brighton, are there any other potential locations?**

- 76 (47.5%) participants suggested alternative locations

See diagram below for suggested locations



*See appendix 1 for list of full comments*

## **7. Any other comments you would like to provide on the project**

### **Five key themes were identified in the optional question at the end of the survey:**

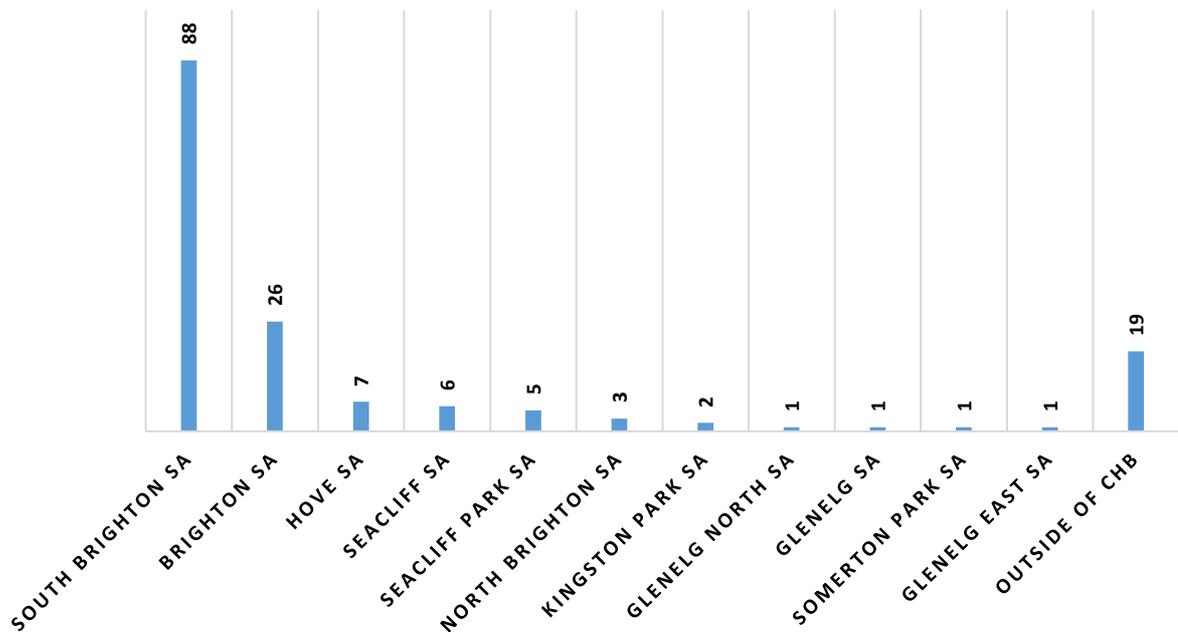
- **Reduced open space:** The primary recorded concern raised was around there not being adequate open space available for the existing users and a community garden. Respondents highlighted the importance of access to open space (41 comments recorded). Noting that the proposed garden would occupy 15.5% of Dover Square Reserve.
- **Support for project:** 38 participants expressed their support for the proposal and looked forward to it proceeding.
- **Need for designated City of Holdfast Bay Dog Park:** 12 participants highlighted the need for a designated dog park in Holdfast Bay or more fenced reserves appropriate for dog exercise.
- **Conflict of current space use:** 11 participants mentioned current conflicts between different user groups at the reserve, many highlighting that the park is not a dog park and/or that there should be designated dog off leash times.
- **Queries around community need:** 12 participants said there was a lack of need for a community garden at Dover Square and that they didn't think the garden would be viable if it went ahead.
- **Maintenance:** 11 participants were concerned about the potential messy appearance of community gardens and a further 4 participants highlighted concern for residents that would be looking onto the new garden.

***See appendix 2 for full comments.***

### SUBURBS CONTRIBUTORS CAME FROM

- 141 contributors were from the City of Holdfast Bay
  - 88 of which were from South Brighton (55%)
- 19 contributors were from surrounding suburbs.

Below shows the areas that participants reside in



### LETTERS AND EMAILS

In total 12 non survey correspondents were received.

- 9 respondents were opposed to a garden at Dover Square Reserve, South Brighton.
- 2 respondents requested further information regarding the project
- 1 respondent voiced their support for the project.

### INFORMATION SESSIONS

The two community information sessions were held on site and hosted by Council staff and Brighton Community Garden Inc. representatives. An estimated 70 community members attended the sessions. The first session held on Saturday morning on 14 April attracted strong opposition to the proposal by some attendees who were very vocal about their concerns regarding the proposal. Feedback was also received that some community members were intimidated by this behaviour.

The second session held on Wednesday evening on 18 April encouraged the community members to engage in one-on-one conversations with Council staff and Brighton Community Garden Inc. representatives. This method of engagement allowed everyone present to have the opportunity to voice their feedback on the proposal in a safe and non-threatening environment.

### HOW FEEDBACK WAS RECEIVED

A total of 160 survey submissions were received:

- 70 hard copy survey submissions were received via mail, at the information sessions or delivered into Council.
- 90 online survey submissions were completed via YourView :
  - The page attracted 624 page views, with 471 individual visitors viewing details of the engagement.
  - The concept design was viewed by 166 participants
- Other submission:
  - 5 emails were received regarding the community engagement and garden proposal.
  - 7 letters were received regarding the community engagement of which one was sent in twice via different avenues.
  - 1 website enquiry was submitted via the City of Holdfast Bay Website.
  - 1 enquiry was submitted via YourView

A petition was submitted against the garden proposal signed by 689 community members of which 434 reside within the City of Holdfast Bay.

Participation level for this engagement was high due to the high level of use of this reserve by community groups and the sense of local ownership of this space.

## SUMMARY

The greatest proportion of respondents were from the suburb of South Brighton (55%).

54% of all survey respondents were in support of the proposal for Brighton Community Garden to be established at Dover Square Reserve. Of the 74 (46%) who were not in favour of the suggested location, 63 suggested other possible locations for the garden.

From the information sessions and written correspondence, the perception of some of the community members was that Council had already decided that the proposed garden would go ahead at this location regardless of consultation findings (despite Council staff members addressing concerns). The draft concept design for the garden included in the engagement communications, suggested to some that the proposal had already been finalised.

There was further confusion as to the grant funding received for this project through State Government, *Fund My Neighbourhood*<sup>1</sup>. It was thought that Council were funding this proposal (“my rates”).

A petition by a South Brighton residents entitled “Petition to Save Dover Square Park” was submitted to Council on 27 April 2018. This petition has been formally received by Council at the 8 May 2018 Council Meeting.

Several of the online responses were repeated in emails and letters.

The engagement highlighted a clear discord amongst the local community and the issues concerning the shared community space of Dover Square Reserve, South Brighton.

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<sup>1</sup> Fund My Neighbourhood - Fund My Neighbourhood is a \$40 million participatory budgeting program that gives South Australians the power to nominate and vote for projects to improve their neighbourhoods. Fund My Neighbourhood allows South Australians to nominate and vote for projects to improve their local neighbourhood.

A complete list of comments received from contributors through the online hub is available in appendix 1 & 2.

**Appendix 1 – Comments relating to question 6. If you are not supportive of the community garden being located at Dover Square, Reserve, South Brighton, are there any other potential locations? (Please list)**

Comments received via Your View Holdfast (all comments are verbatim)

1. grassy corner @ brighton tennis courts, corner @ keelara and torr. the space is generally unused, excellent access and full sun
2. The park has divided the community. A fence running from the playground near the BBQ to the far side will allow one side for dogs and one side for no dogs. One particular man (handiwebb) abuses dog owners but dog owners are very aware of keeping dogs away from families to ensure all people can share the park. A garden does not fix anything. Please split the park in half to ensure all the community is happy. Hold fast Bay does not have a designated dog park. As soon as you designate it more dogs will come. Split the park and let it be known that one side is no dogs allowed.
3. Park on Clacton Rd
4. Utilise, activate & beautify Angus Neill Reserve - it's a larger public space
5. The plot at 48 Folkestone Rd is currently only used by a couple of local kids as a home-made bike track in amongst the scrub. I'm sure those couple of kids would be disappointed with this suggestion, but as long as there is still a walkway next to the tennis courts from Folkestone through to the Dover Square Park this would be an ideal place for the community garden.
6. Near areas of high density living and apartment complexes that require a community garden
7. Not long back when you started mentioning looking into 'maybe' a community garden there were four locations proposed. What became of the other three? If you feel you must use the Dover Square area then use the land east of tennis courts. It is all dirt and trees, nothing more.
8.
  1. Unused vacant land east of the tennis courts at Dover Squ Tennis Club.
  2. Unused vacant mobil service station on Brighton Rd between Folkstone Rd and Stevenson Avenue. This is a contaminated eyesore and need SOMETHING done with it.
  3. Susan Grace Benny reserve Mott Tce. Currently unfenced and unusable for dogs or small children.
  4. Anywhere along Gilbertson Gully.
  5. Carve out 840 squ metres from the playing fields adjacent to Brighton Oval.
  6. Purchase any vacant housing block in Holdfast bay area rather than reduce or alienate existing free space.
  7. Colley Reserve at Glenelg. It is surrounded by high-rise residential units with no gardens as opposed to Dover Square which is largely surrounded by conventional 800 squ metre residential blocks with plenty of room for private gardens.
9. Crown street reserve, (Marion), adjacent Dover tennis courts, old school site (Marion)
10.
  - Combine with a Seacombe Gardens high school.
  - Park between Mortimer Terrace and Gemmel Street.
  - Square park by Neath Avenue, Clayton road, Lewis Street.
  - Vacant block by the tennis courts (currently trees and dirt)
11. Gilbertson Gully  
An area of the playing fields adjacent to Brighton Oval

- Part of Colley Reserve  
Bendy Reserve in Mott Tce - unfenced so not suitable for dogs or small children.
12. I'm sure there is another location that doesn't get used as much
13. brighton primary school  
any of the unfenced parks on the esplanade  
any other unfenced park
14. Over near MINDA, the garden is then close to schools, Community Centre, MINDA (People with disabilities could work in it). Also there is a lot of housing going into this area that does not have large properties so the residents would benefit. There is more land available in this area.
15. Dulcie Perry Reserve, North Brighton.
16. The area south east of the park - opposite the kindy. It seems to be unused, is as large as the proposed area and many of the native trees could be kept. Win-win for everybody.
17. There's an open area on the corner of crown street and rugby street dover gardens that could fit a community garden easily but not sure of councils thoughts.
18. I'm sure there are many that could use less well utilised spaces, as the Marino Community Garden has done. Possibly some of the space adjacent the tennis courts on council reserve, areas around train lines or Comley St, Clacton Rd reserve, Gemmel St, Park Tce Reserve, Crown St, Winchester to Rugby St Reserve (perhasp shared by 2 councils) or Shared space within Marymount College grounds, Brighton PS, Brighton Ovals, the Dunes, SurfLife Saving Clubs, the old Dover Garden PS site, Seaview College or adjacent area to council chambers. I think the number of users and outcomes is important in deciding the location and it would seem sensible to activate an underutilised area with planned development, rather than a well used area for medium to large scale open space activities. Perhaps the location of proposed garden members and their likely method of travel should also be taken in to consideration if they require parking facilities, toilets, etc..
19. Parks at Stopford rd and winton corner. Or between Swan and gratton rds. The larger park could be fenced (partially) for dogs if the gardeners are not interested.
20. Eastern end of tennis courts on Folkstone Road.
21. \* Vacant area east of the Dover Square Tennis Courts  
\* Susan Grace Benny Reserve, Mott St - an area 2-3 times the size of Dover Square.
22. East of tennis courts Folkestone Rd.  
Any high density area in the council area where people don't already have gardens.
23. A space that is not currently used or a much larger area with more space to share.
24. Next to the tennis courts on Dover square is an area that is never used except as a walk through. It has BMX mounds on it but I have never seen anyone use it
25. Since Dover square reserve is heavily patronised by people exercising their dogs I feel it is inappropriate to reduce the size available for sport and dog exercise. There is a vacant area of land adjacent to the tennis courts at Dover Square which could be used if the (non native ) trees were removed.
26. Yes, any of the other options:  
Keelara Reserve  
Dulcie Perry Reserve  
Good Neighbour Gardens

27. To be fair, there needs to be an equitable distribution of community garden locations throughout the 8 Km of municipal land. There is an equity issue created by alienating 850 square metres of open space land which is worth possibly \$1 million, has been paid for by the community, and can be used by all ratepayers in the community. There will be a loss of a material quiet relaxation meeting place .
28. The eastern side of the tennis courts between Folkstone Road and Broadway. Any other under utilised open space within the council area.
29. - Wattle Reserve, Hove  
- John Miller Reserve, Somerton Park  
- Partridge House, Glenelg - I know this is private land but I think this would be the ideal location. It is open to the public, has heaps of space and I think this could be a really great addition to the area.  
- Rossall Rd, Somerton Park  
- Park at the corner of Wheatland St and Kauri Parade, Seacliff  
- Park on Gemmell St. Brighton  
- Park on the corner of Lewis st and Neath Ave.
30. Benny Crescent South Brighton Reserve near Clacton Reserve
31. The vacant block next to the Dover Square tennis courts
32. No 48
33. Who owns no 48 is it Council land. 2 road access! Larger area!
34. Yes. The block next to the Tennis Courts (on eastern side) No 48. This is an unused area & would give good access to the garden from both roads and not spoil the ambiance of the square.
35. NO DOG PARK.
36. Any other site that is currently wasteland i.e. next to railway lines, awkward council blocks. Not suitable for proper parks etc.
37. Grassed area between Lewis and Comley not used by anything
38. Park next to Parritti Wines is large and less well used
39. Near Brighton train station / units.
40. Surely there are other areas in the Holdfast Council areas that would be more appropriate and we don't have to lose any part of the park.
41. Area at end of tennis courts. Brighton Oval, Brighton Primary School Oval then children can help & learn about gardening.
42. There's other blocks of land not being used around the area
43. At the eastern end of the square rather than the well used Western end OR near a school so the children could be encouraged to use it.
44. N/A This is perfect!
45. Across road
46. Near tennis Club
47. Vacant block adjacent to tennis courts opposite Dover Square Park. Brighton Primary School, corner of Brighton Oval
48. I can see the space is too lovely to be changed to a garden with high fencing. Neighbours not on side, could be difficult. Is there space near oval or next to Dover Sq. Tennis Courts - No 48 on map.
49. Area at eastern end of current Dover SQ. Tennis courts. Room available for another tennis court and garden.
50. possibly site at 48, but would require tree removal I suspect
51. 1) Dirt unused at back end of tennis court no 48,  
2) Mott Tce reserve Seacliff PK currently a wasted open space, no fencing and not a lot of public use it, needs to have a feature! (Susan Grace Benny reserve),  
3) Dulcie Perry PK house... There are also a lot of other options, e.g. Colley

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reserve, surrounded by a lot of units or the community centres or schools have plenty of space and good for students.

There are also a lot of other smaller reserves in the holdfast bay area that have no real purpose, just open space. A lot of community centres have community gardens eg Glandore, Trott Park, why can't you have it at your centre.

52. Corner of Lewis, Clacton Street and Neath. If not suitable fence it for dogs.
  53. Dover Square Reserve is already busiest reserve in the area with locals meeting every day to socialise and play with their dogs.
  54. with all the buildings around. If it needs to be in Dover Square open space between kindy and tennis court, we need open space in centre to relax
  55. Block next to kindy - almond trees are dead and dying and kindy children could benefit from watching progress of plants
  56. the block adjacent the tennis court is an alternative. If not please spend some time to bring that area to a higher standard.
  57. I would strongly suggest a location that is not already used by the community for a range of recreation activities. Taking this space is going to have a huge impact on my family and friends living in the area.
  58. Back yards of houses
  59. Already a garden in Marino. Possibly block on Folkstone Road next to kindy.
  60. Eastern end of tennis courts or use a tennis court (Dover Square Tennis Club). Space at a school.
  61. Eastern end tennis courts vacant land. A section of Mott Tce Reserve - much larger than Dover Square. A section of Brighton Sports Oval. Approach Brighton Primary for use and encourage children's participation.
  62. Mott Terrace - A good sized park, Brighton oval/ Brighton Primary, alongside railway line, Keelara reserve
  63. Why not out it in Colley or Wigley Reserves which are much larger and the people live in high rise apartments?  
To carve up our lovely, well used park and reduce the small amount of open space we have is unthinkable.  
Other suggested places that could be investigated are:
    - any open space along the railway line.
    - vacant derelict Mobil service station on Brighton Road between Folkestone Road and Stevenson Avenue
    - Gilbertson Gully Reserve
    - Susan Grace Benny Reserve
    - Land around Brighton Oval
    - land around Glenelg Oval
    - Bowker Street reserve
    - Purchase some vacant land in Holdfast Bay with the money obtained by selling reserves in the past. {I find it ironic that some years ago we fought to save reserve land on Folkestone road next to tennis clubrooms, which ended up being sold for housing. The garden would have been much better there than intruding onto Dover Square.}
    - vacant land east of the tennis courts would be preferable to taking any of Dover square, but it would mean the loss of a lot of trees, so I see it as a last resort.
  64. - Brighton Rugby Oval area  
- Old Dover School site
  65. Site of former Dover Gardens School,  
Open space next to Brighton Tennis Club Courts  
Nth western lawned area
-

66. Not that I know of but this has been a much loved and used dog people park for years why not just leave it as is. It little bit of space for older dogs and people  
Other suggested places that could be investigated are:

- any open space along the railway line.
- vacant derelict Mobil service station on Brighton Road between Folkestone Road and Stevenson Avenue
- Gilbertson Gully Reserve
- Susan Grace Benny Reserve
- Land around Brighton Oval
- land around Glenelg Oval
- Bowker Street reserve
- Purchase some vacant land in Holdfast Bay with the money obtained by selling reserves in the past. {I find it ironic that some years ago we fought to save reserve land on Folkestone road next to tennis clubrooms, which ended up being sold for housing. The garden would have been much better there than intruding onto Dover Square.}
- vacant land east of the tennis courts would be preferable to taking any of Dover square, but it would mean the loss of a lot of trees, so I see it as a last resort.

67. Lovely plan but maybe better in space next to tennis courts

68. The unused land immediately east of the Dover Square tennis courts is also not acceptable because of the potential loss of beautiful big trees.

Yours Faithfully  
Savin Campbell

69. 48 Folkestone Rd near to tennis courts.

Keelara Reserve Keelara St

Dulcie Perry reserve Cecelia St

Good Neighbour Gardens

Swan St and Gratton St reserve Brighton

70. Along train line near brighton station - plenty of spare space.

71. Dover Square extension East of tennis courts

72. It would make more sense to locate in a part of the city with medium-density housing. Most locals here have space for own garden and would not rent a plot. E.g. near train station.

*Appendix 2 – General Comments* Comments received via Your View Holdfast  
(all comments are verbatim)

1. The park seems to have become a dog park. Whilst this is nice the downside is it is difficult to use the park for anything else when the dogs are there. For example, childrens birthdays, sporting activities. Whether the garden goes ahead or not I believe the times when dogs can be in the park area should be restricted to early mornings only.
2. I think it is a truly brilliant concept
3. Looking forward to the project going ahead. It's important for the community to realise the garden would take up one portion of the whole area.
4. The bike mounds next to the tennis court is a better place for a garden.
5. This is a great initiative - well done to everyone involved.  
Projects that connect community, get people excited about growing food, get kids involved and create spaces for us to come together are so valuable.
6. Councils are so greedy with letting developer build multiple homes on 1 house block, giving council more revenue per site.. As these homes have no backyard for dog ownersm people need fenced, safe dog parks to let their dogs run & exercise..  
There are many small garden options for people to buy to allow people to grow vegetabes & fruit trees that doesnt need much space..  
I think the health & welfare is more important than a community garden..
7. Great initiative!
8. Potential to have more community gardens in more locations
9. There is a lovely community of people that catch up when taking their dogs for a play , the old and the young mix together, I even know of a lady who comes down who doesnt even own a dog she just loves socializing with the friendly group, It would be a real shame to lose that space for the dogs and their owners alike. Perhaps if there is spare cash to spend an upgrade of the playground could be done?
10. I am supportive of the community garden as long as it does not limit my ability to exercise my dog at the reserve.
11. Taking away space from the Dover Square Reserve would threaten the perfect balance that exists for the various groups that use the space: dog owners exercising their dogs and families / kids making use of the park for frisbee throwing and kicking the footy. A smaller space would lead to a feeling of overcrowding when the park is at its most full. I think you should conduct a survey of attendance at the park and you will see that there are at times 10 - 20 dogs present and usually everyone gets along very well. Reducing the space would make it less possible for dog owners to separate unsettled dogs or remove the option of different pockets of people to make use of the space.
12. I see a lot of these types of projects and they always end up not going well. As long as there are constant people, volunteers and/or paid employees (preferred), in place then this could be a success. But often with community gardens they become over grown, especially after a long Winter. I would probably not use the garden at current with my university studies, however I could maybe be convinced to use a garden bed as my backyard doesn't have enough room for these types of things to be planted.
13. Fantastic initiative- congratulations to those behind it
14. Area surrounding park appears to be residences on relatively large blocks of land - would assume residents who enjoy gardening would have established their own plots. Thought community gardens were most beneficial in areas of high density living and high rise residential apartment buildings. My observations are that a strong local community of dog owners of all ages and background use the area regularly and interact with each other - in the 6 months using the park have met many people and are not sure if using some of the space for garden would improve the sense of community now evident. Not sure if both community facilities could harmoniously co exist in such a relatively small park - locals who use the park regularly

appear opposed not to the community garden but to the use of this particular park for this purpose

15. Firstly thank you for finally taken up such an initiative in the local area!

I am EXTREMELY SUPPORTIVE of this idea (and I am a resident of 200m of Dover Square). I was also a dog owner until recently (died of old age) and please let me add that I would not be listening to some of the "doggie-mafia" who no doubt would like to see this community garden idea go away!

I think there should be not only one of these. When walking the neighbourhood from Marino (which has a GREAT community garden!) to Somerton Park there is plenty of park spaces which are run-down and could do with some activity.

The reason I did not add the "Indigenous and native plants" option above is that there REALLY should be a dedicated garden for this. I would be very supportive of this idea and also volunteer some time for this.

Please do let me know how I can become more involved in this.

16. Community gardens are an excellent means of establishing community contacts for people living in the area without there being a need to commit to a group established for religious, political or a specific social activity. They provide an important outdoor activity for an area where housing intensification is resulting in less and less opportunity for gardening activities.

17. Your proposed drawing was quick to come out which tells me you had already made your decision and all the meetings you are calling are smoke and mirrors and the drawing is directional incorrect. If you had actioned a survey of the park you would have seen the majority of the day and evening are used by dog owners and children in the play area. There is a scattering of children playing on the grounds but not often. How will the garden work? Who pays for it once your grant is spent and \$50K will be gone in a flash. Who supplies the water and how will you secure the garden? As you find it necessary to increase our rates yearly then how much more will we as rate payers be responsible for the pleasure of a few? Do something more useful like dealing with the high speed traffic problem on Folkestone Road. I know you have received many complaints about this over the years yet nothing is done or even looked at other than two 50K zone signs.

18. Great idea!

19. I'm excited about the prospect of the garden and look forward to being involved at the outset. I love the drawn plan.

20. 1. Dover Square is heavily used by dog walkers, football kickers, ball throwers, exercise classes, baby walkers, children playing, picnics, community events, club and association gatherings. All of these activities co-exist in the available space with little conflict. Reducing the space by just under 1/3 is very likely to cause unwanted conflict between users of the space.

2. Even if the plots are locked, teenagers will readily climb the fence to retrieve a ball. Complaints from gardeners about damage could lead to ball games being banned.

3. The proposed area has proposed screening in the form of hedges and vines. Other councils have found it necessary to remove screening vegetation from public spaces to reduce undesirable and illegal activities. This was done by Marion Council in Scarborough Terrace reserve following a drug related murder in the reserve.

4. The large trees in the south west corner of Dover Square Reserve overshadow about half of the proposed community garden to the extent that even the kikuyu grass will not grow. While the existing Rosemary bushes along the southern fence seem to survive, I cannot think of much that gardeners could grow without the trees being removed.

4. Who is Brighton Community Garden Inc? A Google search of " Brighton Community Garden Inc" brings up this (<https://www.facebook.com/BrightonCommunityGardenInc/>) which is in

Western Australia who when contacted deny all knowledge of the Dover Square option or any other South Australian proposal.

21. I think it's a good location to build upon an already pre-existing and strong community. Having the garden there could make the park even better and strengthen the community more. Community gardens are increasing all around Adelaide and Australia and I think it's great that the City of Holdfast Bay is catching on to this trend and supporting something that is important with so many social, economic and environmental benefits.
22. Very exited to be apart of this project
23. Sooner it starts the better
24. I can't see this project working in the current proposed location as those who want gardens already have them so won't be keen to hire plots. Also with the amount of dogs visiting regularly, many of which with older owners, who also like to socialise, we need all the gated garden area we can get - there aren't any similar parks within the local area.
25. Continue having a space to exercise dogs - if tried to implement a dog park elsewhere a bigger backlash from public is likely leaving fewer spaces to exercise dogs.
26. Please, please leave the mature trees that are there and plan around them. So many councils and community org plans have taken out mature trees for the sake of poor planning, even though they say that they will replant vegetation its not the same. It will take years for the "new" trees to mature enough to provide habitats and food for our natural neighbors.  
Sorry don't usually express my frustration, but over 50 mature native trees have been removed in my area due to council not planning adequate storm water drainage. Please don't get me wrong, I think its a great community idea and we need more of them. '  
I'm just seeing a lot of parks and playgrounds "renewed" looking bare because they have removed all the mature vegetation and character from the area instead of incorporating and taking advantage of the vegetation that is already there.
27. This is a wonderful initiative and I think more parks should include a community garden. They just need to be maintained regularly so they don't become dead beds.
28. I'd like to know what happened to the other 4 choices that were proposed for this garden last year. At the time I was told that Dover Square was the LEAST likely to be chosen from the list! Dover Square Reserve would be one of the most used parks in the area. Daily use by people exercising and socialising their dogs and for the community spirit of getting to know others who live in the area. Also used for social gatherings, kids play, family get together soon etc. losing a large chunk of this reserve would detract from all the above activities. Those of us who use this reserve daily, take good care of it - keeping it tidy, looking out for tree limb breakages etc. it's a beautiful, well loved area and remains that way because we all have its best interest at heart. The bird life in the reserve is amazing. I would be extremely disappointed if anything interrupted this, especially the loss of any trees!
29. I am concerned that my use of the park for exercising my dog and the associated human and canine interaction will be jeopardized. If continued dog access was to be guaranteed then I would be supportive of the concept although dubious as to its extended viability.
30. This would be a wonderful addition to the community and a great location for it!!
31. Dover Square is a very well used public space with lots of widowed or single lonely people using it. Reducing the public space will force the football kickers, dog walkers and birthday party celebrators to mix to the point of possible conflict.

Dover Square must be the most unsuitable space for a fenced, locked community garden in the state.

this survey is very difficult to get into. The results will be heavily biased towards younger more computer literate users of Dover Square. I was told that paper versions of the survey were posted but only one or two of the more than 20 park visitors I have spoken to have received

one. Did you send them only to ratepayers or members of other community gardens?

I am suspicious of why Holdfast needs my personal details e.g. age and suburb. Are you selling the information you are harvesting?

32. I used to attend regularly with my children as little ones. They are now 6 and 7 and we don't go any more as they are both afraid of dogs! The park has become predominantly a dog park unfortunately. I'd love to be able to attend again and get back to basics in the garden with my children

33. I do not believe a community garden is warranted in this area as the homes surrounding are big blocks, I thought it was more for built up areas.

I have seen a couple of other Community gardens, one in particular at Marino which looks very overgrown and not maintained. So my concern is the upkeep. It will take a third of park away. Also not sure how the growers will keep birds out, this park has some resident galahs, parrots also the correlas come through. I also feel for the owners of the two homes opposite that have just built there properties with one of the reasons being able to look into reserve.

34. Truth is I'm being selfish and would like the community garden closer to where I live. Dover Square is probably more suitable with parking and is a perfectly fine location.

35. A community garden is a good idea but not in a space where dogs and people currently use frequently. If it must go ahead please establish another dog friendly park in the Brighton/South Brighton area. The dog park has far more users than a community garden would.

36. I am new to gardening and thought participating here amongst other people will help me learn better.

37. It seems as they local residents in adjacent streets have been excluded from information until the last minute, which ( whether accidental or deliberate) is generating some valid dissatisfaction. ( this is an observation as a further afield resident).

38. Fencing some parks in the area would be great for dog owners. Short fences only required, and not the entire park. Spreading the dogs around reduces numbers in each park so neighbours are ok, and less conflict than with large numbers of dogs in one park. Thank you.

39. I wonder if the North East corner could be an option and the playground could be incorporated into the playground. If not, possibly paving another area for the dog people to sit at.

If the garden doesn't go ahead I would like a change to the playgrounds fence lay out to be considered. Currently the children are locked in the playground area like a jail with no grass area or eating area to sit at. Often children are not confident with dogs and are approached regularly by dogs especially when playing with a ball or eating. Having the fence going parallel with the kindy side going across would be wonderful.

It would be great to see if nature play/imaginative play into the garden area. I loved the picnic area and seating into the garden so it can be fully appreciated.

I think the park is large enough to be enjoyed fully by all.

40. A great initiative, hopefully, one we see more of in coming years in other communal spaces. Is there likely to be facilities installed? Volunteers may need access to amenities.

41. The park has been used for a long time as a open space for the use of the community. the proposal to cut a portion off to convert to a garden for a minority group is not supported by the majority of the users of the park.

42. The Dover Square park works well as a shared space at present. The size of the park facilitates those who want to 'kick a footy' or have a hit of cricket, walk around it for exercise and/or exercising dogs, while not being too big. It is well set up with seats, BBQ, and enclosed play equipment. In my experience, this is one of the most populated parks (other than those on the sea front), at different times of the day, of any I pass by in my travels. In my opinion, it would be a great pity to mess with this already well utilised park.

The Susan Grace Benny Reserve is a very large park (2-3 times larger than Dover Square), which is not nearly as well set up, with no secure surrounding fencing. Personally, I have not seen more than a few people in this park at any one time, over the past 19 years I have been passing by on regular occasions. It would appear that there would be more than ample space to incorporate a community garden quite successfully, in this underutilised park.

43. I think it would increase the community involvement in the area which is positive. I think the educational potential is also excellent as urban gardens and open space is so important in the current time.

44. I think the project would be an exceptionally good use of the space and hope to see it go ahead. Other suburbs have similar community gardens established, some of which I have neighboured and beared witness to the popular growth and use of such a space.

45. This is the only reserve in the area that provides a bit of open space that families can enjoy kicking a ball etc. It is well known as a safe dog expanse enjoyed by the community and if the garden does go ahead this will no longer be the case. Residents in the adjoining area do not want an eyesore in their neighbourhood and yes, it will be after the honeymoon period is finished and interest wanes. Community gardens work in areas where there is high density housing where people have no gardens to speak of. This will not be a viable project and a vast waste of money and resources.

46. This is not a large area but it is used by many residents for dog exercising, sport, playground, family time. Why should some of this space be used by a limited number of gardeners only.

47. If the garden goes ahead would it be accessible to the public or only to members. I would be more supportive if it was open to the public

48. I think this is a fabulous initiative for encouraging a sense of community and for teaching people how to garden/grow their own fruit and veg - which is a skill that has been lost. Hopefully, this will lead to more people establishing some veggie patches in their own gardens.

49. I have been involved in a community garden scheme in Victoria and it benefits everyone involved directly or not...children learn, people talk to each other, exchange ideas, learn from each other. It's a wonderful environment if for no other reason than to sit and "look". If there is the space available then do it if for no other reason than it benefits all the community in some way...and also my grandchildren live in the area.

50. I was told by your representative at the meeting on 18th that there were 27 reserves in Holdfast Bay area but no dog parks. Dover Square has become the default dog park due to it being fenced and gated in a very low traffic area. Surely there must be an alternative underused site that could be utilised instead of Dover Square reserve. If these gardens go ahead in your preferred location it will adversely impact the dozens of people who currently use the reserve, most on a daily basis.

I would also point out that living very close to the Marino community garden I walk past there on a daily basis and note that there is little activity at that site. This is probably because almost every household in the area has it's own garden to take care of. This communal garden concept is probably more suited to areas that have lots of apartments which is not the case around Dover Square. Also the Marino site does not have toilets therefore I feel that cant be a criteria for the location of communal gardens. On the positive side the Marino group took a disused site and have done some good tree planting and are to be commended for that.

In summary I would say I am totally opposed to the Dover Square reserve being carved up when there are many other underused sites available in Holdfast council area.

51. 1. The reserve is very well used by dog owners, many of whom have been using the park for years and years. The result being a thriving community of dog lovers. At times it can be crowded. Why make it worse?

2. There are very few fully fenced reserves where a dog can be let off lead without fear of it running off on to the road. Why not use a reserve that is not used almost exclusively as a dog park to create a community in another location.

3. The community gardens at Dover Court will impact negatively on a considerable number of

people, many more than will benefit.

4. There is a solid community based at Dover Square held together by people, young and old, who own and are interested in dogs. Why not support another community in a not so used area.

5. A community garden in an undeveloped reserve will improve the aesthetics of the neighbourhood benefitting both the adjacent residents and the gardeners. Everyone wins here!!

I have lived near the Marino community garden since it's inception and have rarely seen anyone at it. The good thing about that garden is that the reserve was rarely used by anyone anyway. Now it looks much better and not neglected.

6. The Marino Community Garden doesn't have a toilet. I don't believe it is necessary to have one. I've never used the ones at Dover Court.

5. Parking is not an issue. Few people leave their cars in the street so there is plenty of street parking available around any a reserve.

52. The feedback information provides no benchmarking details for open space provisions by Holdfast Bay as compared to the other metropolitan councils. Is the community garden intended to provide financial compensation for those ratepayers who have chosen to make inadequate landscaping on their own property sufficient to have their own garden? There is inadequate information provided in this survey to generate a fully informed community response.

53. A community garden in the proposed location will make a well used open public space a much smaller area. The use of the park by numerous dog owners already restricts the use of the park by families with young children. The current fencing around the play equipment does not even provide for a table area without being harassed by dogs.

We are local residents who strongly believe in the concept of community gardens however we believe the proposed location has widespread local opposition. A strong community garden relies on community support and this current proposal does not have local support, in fact the locals are actually strongly against this proposal.

Most of the people who are advocating for this garden are from out of the area and live in small modern homes with no garden. The majority of local residents have not divided their blocks and therefore have gardens.

The ideal location for this garden would be on the eastern side of the tennis courts, this will also be adjacent to the kindy and maybe the stormwater from the roof of the kindy could be utilised for the rainwater tanks and also be a useful educational tool for the kindy children.

The open vista of this park has provided space for many family activities in my 25 years of living in this street. The park is often used for family picnics, birthday parties etc which we often see. This reduction of open space will greatly restrict these activities.

We strongly oppose the construction of this garden and associated fencing, sheds etc in the proposed location but fully support the location on the eastern side of the tennis courts.

54. I am writing to you in regards to the proposed community garden development at Dover Square Park. While I am not against the idea of a community garden, (I have been heavily involved in kitchen garden programs while working as a teacher) I strongly oppose the community garden being placed in Dover Square Park and think it would be detrimental to the community and the area as a whole. Please excuse the long letter however I want you to understand the importance this park plays in my life and the impact a community garden would have if it were to be placed here.

Moving to Adelaide from NSW approximately 3 years ago at the age of 28 I brought with me my 2 dogs, beagles. They require a lot of exercise and cannot be let off the leash without a fenced area. Being beagles they are driven by their noses they simply don't come back once they are on a scent despite their high level of training. They have wandered onto roads when I have tried previously. When walking them on lead they often walk in opposite directions making

them difficult for one person to deal with. As a result, I sought out an area to live in that was close to a dog park. In fact this was my main requirement for a house. I rented in Dover Gardens and drove to Oaklands Dog Park on a daily basis. While I appreciated this park and having access to it, it often got busy, there were many dog fights and it wasn't very friendly.

After about 6 months I discovered Dover Square Park. How lucky I was to find a well maintained, fully fenced park that I could walk to if needed and let my dogs off to run around. This park quickly became my safe place. A place I would go to every afternoon and soon I met the other wonderful people that frequented this park with their dogs and children. For the past two and a half years I have come to this park almost every day and these people and their dogs are like my family. Not having family in Adelaide this is so very very important to me. It is a community that shares everything; the birth of new children, the death of beloved dogs, new puppies, birthdays, relationship break downs, battles with cancer and other diseases, mental health issues and so much more. It is such a community that earlier this year when one man who regularly brought his dog down passed away from cancer more than half a dozen of us drove to Strathalbyn for his funeral. These people are my friends and I value the time I can spend with them at this park more than words can describe.

While the people here fulfil my social needs I know that my dogs are safe and have the space to roam around and play. This park is the only park in the area that is fully fenced where I know my dogs are safe. About 18 months ago my older dog who is now 9 years old was diagnosed with diabetes. He quickly went blind due to diabetic cataracts. He also required a regular amount of exercise to ensure his blood glucose levels were stable. This fenced park where he could still explore on his own, get around without getting lost or hurt was invaluable. You have no idea how distressing it was every time he fell off a curb, bumped into something or couldn't find me. This park was his safe place too and I am so grateful for having this space.

I understand that Dover Square Park is not a dog park and I actually enjoy this. It is a space where people from all walks of life can come and do various activities. On a weekly basis I will see people both with or without dogs playing football, soccer or frisbee, having picnics, riding bikes and scooters, running, walking, participating in fitness classes and just generally relaxing and enjoying the park. I'm sure that this park is one of the busiest parks within the Holdfast Bay Council area. I love that it is a shared space that everyone can use and as a dog owner I am conscious of ensuring I pick up after my dog and the park is clean and tidy for others.

My favourite thing to do in the world is to sit on the little mound on the southwest corner of the park in the sun. This park is in fact so important to me that when it came time to purchasing a house in Adelaide I made sure that I was within a reasonable distance of this park. I know if I have had a rough day at work I can come down to the park and sit in my safe place in my sanctuary.

Please don't allow this park to be taken away from the community. While the proposed community garden is only set to take ¼ of the park, this includes the fenced children's playground, so in actual fact about 1/3 of the grassed area will be consumed. My concern is that once you take this large section out there will not be enough space all the activities that currently exist in harmony to take place. Dogs will be in a smaller area and get into fights more regularly, people kicking a football around will have less space and everything will be much more cramped. I am sure this will result in people no longer utilising the park. The idea of the community garden is to "...unite the community, promote physical and mental health...". In actual fact this park already does this, especially for me, and placing the community garden here would in fact have the opposite effect.

There are a lot of factors to consider which I will list below however I wanted you to hear about the importance of the park on a personal level to me, how much it means for me to have this park here and to maintain its integrity.

I hope I can count on you for your support in this matter.

Please do not hesitate to contact me for any further information or questions you may have.

Kind Regards,

██████████

18 reasons why Dover Square is the wrong place for the community garden.

#### 1. Busiest park

As a resident of Holdfast Bay council, I can attest to this park being one of, if not, the busiest park in the local area. Adding a community garden and reducing the space of an already busy park does not seem like a smart idea.

#### 2. Mud

The North West corner of the park (and the North East corner of the park to a lesser extent) becomes very boggy and muddy after it has rained. This happens so much so that you need to avoid the area or wear gumboots after it has rained for several days. This leaves a very small portion of the park that is usable if the Southwest corner of the park is turned into a community garden. In fact, after the rain, this park may end up being virtually unusable.

#### 3. Fencing

This park is the ONLY park in the area that is fully enclosed with fencing. This is so important for the safety of children and dogs. I asked the council about the possibility of fencing another park if this one was taken over by the community garden. I was told it would be too expensive and that was not an option. Why then take away the ONLY fenced park for something that doesn't need a fence.

#### 4. Toilets are unnecessary

I was told that one of the main reasons this park was being chosen was the availability of toilets. Gardeners will be using a 1x2m plot to garden in. Having worked extensively in kitchen gardens, this amount of land will not take very long to tend to. I would be surprised if gardeners would be there for more than an hour (maybe 3 at the most). Gardeners would be unlikely to need to use the toilet in this time. Surely they could plan to use a toilet before they arrived and hold on until after they left

#### 5. Already a beautiful park

The council looks after this park so beautifully. It is green year round, has minimal vandalism and always maintained. Why take a well-established park and put a community garden in it when there are many other vacant council owned blocks of land that are not well-established parks and are in desperate need of some TCS and rejuvenation.

#### 6. Smaller unused parks are available

Dotted around the Holdfast Bay Council are some small plots of land that are not used. They are in the middle of adjoining roads and are not big enough to really do much with. That said,

they would definitely be big enough for a community garden. That way you would not be taking an existing park away and utilising an unused part of the council grounds.

#### 7. Not local/ parking

I was told that a second main reason this park was being chosen was the availability of parking. I have also been told that the park on Mott Terrace is too far away. My understanding is that many of the people wanting the community garden are coming from the Glenelg side of Holdfast Bay Council. Why then not keep the park local to them? People living around Dover Square predominately live in houses with large back yards where there is already plenty of room to grow veggies. The community garden would be better situated towards Glenelg where there is high density living that does not allow for gardening. This would negate the need for excessive amounts of parking.

#### 8. Not enough room

As far as parks go, Dover Square Park is a little park. Taking the proposed  $\frac{1}{4}$  of the park and turning it into a garden seems fine but then consider the fenced playground occupies a section of the park too. Consider all the people and activities that already go on in this park and you quickly realise this space will no longer be big enough.

#### 9. Expansion

Following on from the above point, if the community garden was successful and they wanted to expand it, this would further reduce the amount of space in this park. Alternatively, the garden would not be allowed to expand and then an additional site would once again need to be located. Why not start with a suitably sized location in the first place?

#### 10. Problems and conflict

The park has already had its fair share of conflict while dealing with clashes over space for dogs and other activities. While this can happen in any park, it is due to the limited size of this park that causes these problems. Further reducing the size of the park can surely only lead to further conflict.

#### 11. Community spirit

There is a lovely community of people that come to the park currently. If a community garden is placed here many of these people are likely to stop coming to this park. I know a lot of elderly people that simply won't take their dogs out any more. They walk to the park and then let their dogs off. If this park decreases in size, they will just stop coming. Parks are supposed to bring people together and be a place everyone can come to. This currently happens. As they say "if it ain't broke, don't fix it".

#### 12. Christmas carols

Every year at Christmas time there are carols held in this park. These carols are very popular. There would simply not be enough space for them to go ahead here if a community garden was built.

#### 13. Money

While I am for community gardens, I can't help but wonder what happens after the initial grant of \$50,000 is gone. Where does the money come from to fund the garden? Will this come from the council? Will the garden simply be left in ruin as no one can afford the upkeep? I know this has happened to other community gardens before.

14. More dog fights

As more and more people are learning about Dover Square Park, more and more dogs are coming to use it. As it is, there is the occasional dogfight. This usually happens when the park is busy and there are lots of dogs in one space. Reducing the size of the park will lead to more dogs being in each other's space and more dogfights occurring. This is not only distressing but can be dangerous for both the dogs and their owners not to mention any small children using the park at the time.

15. Trees/native animals

While the initial plan doesn't seem to have any trees being cut down, a number of large trees shade the area where the community garden is to be placed. I feel that once it is established and the plots are too shaded to grow produce, there will be a push to cut down the trees. Currently these trees are the nesting and roosting location for many native animals (I've seen cockatoos, galas, lorikeets and possums in these trees). It would be terrible for those animals to lose their homes but at the same time terrible if the community garden didn't work due to the fact the plants were in too much shade.

16. Accidental poisoning

Gardeners often use pesticides, snail baits and other chemicals to ensure their produce is free from insects and other vermin. These chemicals are poisonous to dogs and small children. While the gardeners may make every attempt to ensure these are kept in the garden, the reality is they can be accidentally dropped or tracked into the park on people's shoes without realising. Having a small child who is playing in the park or a dog ingest these chemicals could lead to their death. Gardeners no doubt will want to grow onions and other produce from the onion family – all of which are deadly to dogs. While the idea is that the area is fenced, things can and do go wrong. It is unsafe for these two areas to co-exist.

17. Violence and vandalism

My understanding is that fruit trees and screening will be used as part of the community garden. These sorts of unpopulated, out of site, secluded areas lead to antisocial and often illegal activities. I don't want more crime brought into the area where I live and I don't want to see this park vandalised.

18. Unwanted

Everyone I have spoken to so far about the community garden being placed in Dover Square Park has been opposed to it being located here. A proposal as such surely can't go through if so many people from the local community are against it. If a large proportion of people who lived in the immediate surroundings wanted it, then that would be fine but local residence and the tennis club (as I believe) do not want the community garden being in this park.

55. This type of initiative is very important to the quality of life of Ratepayers.

56. This is a great idea, but will take up too much valuable necessary open space from this much utilized area. This park is used every day by the community, the Kindy pupils and families, tennis club community and many that come to gather and exercise their dogs and enjoy community togetherness. Many are people who are older and live alone and this provides outdoor health activity for them and their pets.

57. We support the garden but we must leave enough open space in the rest of the park so children can run around i.e. play ball and community use

58. Good luck!

59. This community garden is welcome by all of the children in the local area including the kindergarten & local area. Not just the adults! This outweighs the few negative adults in the area!

60. The park is already heavily used and the loss of space will cause tension between people using the park for different purposes.

61. How is the garden accessed? Do members get a key? What are the costs involved? Will the fruit and veg be organic?
62. As a side note, I love on Broadway. Occasionally (once a week) I take my dog to the square for a run. I am sick and tired of people thinking it's a dog park because it's NOT! People come from Flagstaff Hill to catch up with other dog people & they have regular Sunday get together!! the amount of dog poo left on the ground is gross. Please make it clear to usual 6.30am to 7.30am + 5pm - 6pm dog owners, that Dover Square is NOT a dog park. Go somewhere else - like a designated dog park. They are ruining the lawn. Poor kindy kids.
63. Great idea. Good for the area just not at Dover Square
64. By using the block it would move any extra vehicles etc away from the hall & courts and closer to the kindergarten should they wish to get the children interested.
65. - How will we ensure people don't vandalise the garden?  
- How will we ensure people don't take more than everyone else?
66. Dover Square is a community square for residents and visitors, adult & children. Not a Dog Park for Dog Clubs.
67. A good idea
68. Dover Sqaure busy enough with dogs and playground
69. Totally unsuitable site. Dover Square reserve is open/ green park for picnics, balls, frisbees, kite activity and just plain sitting/ walking. Dogs should be on leash only. 30 plots means 20/30 more cars!! Not enough room, already with tennis club. Took photos of Glenelg North and Seacliff/Marino Gardens. These are a mess not suitable for our park. promotes vermin & bushes will hide drug dealing which already exists. Thanks!
70. Problems with balls kicked over fence doubt anything would grow under the trees. Have seen several community gardens and none have been tidy or attractive with open compost pens.
71. A wonderful idea to bring community together. Much needed. Excellent!
72. I think it needs to involve children play. I babysit my grandchildren several days a week in Brighton.
73. It is a good idea - see article (students discover life in the garden). The area set aside for the garden appears to be too small for a decent garden (size wise). Storage is also required for tools and materials. plants etc (bags of fertilizer/soil additives). A larger area would be more suitable
74. Would be terrific if you could allocate more land for this project. More area for children to play. Less area for dogs. Had to have picnics & play with children.
75. If a garden is established how long would it last as most people in the area have their own garden to grow what they need.
76. The Dover Gardens Oval has been open space to be used for lots of uses and to take 1/4 of the area is taking the area away from general sports uses and community gatherings.
77. It would be a shame to compromise the community use of the park by using the SW corner.
78. Great initiative
79. No
80. Great idea!
81. European idea
82. The park is one of the best utilised in the area. If people are renting plots it is not a true community garden. Don't change what is working
83.  
New to area, do not know where land is available, where ever it goes there will always protests like that at the Dover Sq. meeting last Saturday. People against very vocal. Plan looks great.
84. We as residents in South Brighton DO NOT understand the need for a Community Garden. The majority of housing blocks surrounding this area are still 1/4 acre size, which is big enough for residents to grow produce on their own property!!  
It is also a neighbourhood of elderly people & I'm sure they will NOT want to go to a public space to do gardening.  
There is also the costs relating to Water, Fertilizer, VERMIN CONTROL..... who will be paying

these.....US .... the Rate payers of Holdfast Bay Council.

The Community Garden I have visited (some in your Council area) are NOT well maintained & look pretty scrappy!!

WE HAVE ENCLOSED A PRINTOUT FROM SA HEALTH FOR YOUR INFORMATION WITH HIGHLIGHTED NOTES. POSSUMS & RATS ARE A PROBLEM IN THIS AREA.

85. A Garden would take us too much space in a well used park

86. If this impacts the adjacent residents, they would need to be comfortable with the establishment. The 'foot print' might be better to maintain residents view of the park. See possible footprint on map. Consider fruit tree avenue towards the centre of the park where a springtime blossom display may be acceptable to adjacent residents.

87. I think the community garden is a good idea but not at this reserve, it should be a feature at another of the reserves which don't attract the public. I don't think you would consider it at all if there wasn't a toilet block there you would look elsewhere, so whats more important the actual park or toilets?? Why cut up a lovely park which is used for so many people and make it look so bitty. This park is well used by Tennis people children, family fun, BBQs, dog fun + social meeting + fitness training. Some days it is quite bust so what about PARKING if more people come, this needs to be considered, too much going on.

88. It is the only fenced park in the area.

89. In a quiet area. Community Gardens, unless very well managed, soon become an eye sore with weeds and over grown beds. Between Lewis, Neath and Clacton streets. Toilet is close next to Patritti Wines. There are Christmas Carols and other public events which use most of the area at Dover Square now.

90. I don't think things will grow in the shade, only the rosemary grows.

91. it would encroach into the area of children chasing and kicking balls

92. Maybe better located near apartments. This area homes have good yard space.

93. I would appeal to the council to NOT approve the community garden. This open space is very important to the local community, and my family, in particular as we are seeing more higher density housing. My family use this park regularly and are very concerned about losing a section of this open space.

94. Become unkept like in United Kingdom and New South Wales (Sydney)

95. \$50,000 grant could be used for better lighting, more shelter, more seating and care of lawn in park

Hello Melissa,

Following are my thoughts about the above mentioned proposal which will also be attached to my hard copy survey:

When the City of Holdfast Bay recently held a forum at this reserve (not to be confused with meetings about the community garden) and other parks/reserves about what we would like to happen at these community parks/reserves why wasn't the proposal mentioned then by the council employees present? Even the residents in nearby streets/houses state are adamant they were NOT informed of this community garden proposal by letter box drop. The notice on the fences were not placed at all entrances so that if you didn't come in at the 'right' gate you would not know about the proposal.

Dover Square Reserve is very important to many people whether you have a dog, want to kick a football, have a picnic, sit and read the paper, bring children to play in the fenced off playground, just sit on the grass, family gatherings, birthday parties, have a 'doggy fix' because you do not have a dog, or just want to socialize. It works extremely well as it is and does not need to be reduced in size or tampered with. Dover is a lovely unique open space. Most community gardens I have seen are an eyesore after a while. The proposed garden design appears to be very grandiose for the size and it would not surprise me if more land is taken

than is stated.

The useless area at the eastern end of the tennis courts would be ideal for the community garden. Even if the tennis club wished to expand into that area there would be room for a tennis court and a community garden.

Why should a small group of people be entitled to have \$50,000 of taxpayers' money for their hobby and exclusive use. I am sure the community garden people who presented at the two meetings you held at Dover Reserve are not currently users of the reserve. How dare they think they can have some of our reserve when they do not use it now.

The money would be better spent on better lighting for the whole reserve, more seating, undercover shelter which is practically non-existent except for one small shelter covering the barbeque. Even a tap would be good.

At Christmas there are functions held at the reserve that require a lot of room. I am thinking in particular of the Neighbourhood Watch Christmas in the Park which requires the whole reserve because it is so popular. I declare that I have a special interest in this event as the main organizer. There is a church which holds Christmas Carols there.

The surrounding streets do not contain much in the way of high density homes. Most people have large gardens and those that do not, chose to live as they do. Even then they would have enough room for a cemetery size plot to plant a few vegies without having to utilize our reserve.

The biggest and consistent users of the reserve are the dog people.

Even in winter the dog owners go there when no-one else does. It is an area where dogs can run free and not run out and be killed on a road.

The dog owners I know are very responsible and watch that their dogs do not interfere with other people.

I have not come across many users of the reserve (in fact only one or two) who are in favour of the community garden proposal and I hope that common sense will prevail at the City of Holdfast Bay and knock this proposal on the head.

Regards



96. Dover Square operates very efficiently as a much used and loved open space. Making it smaller will create undue pressure on this space causing more conflict.

97. Dear Ms Priest,

I have lived across the road from Dover Square for over 40 years, and am most upset by the idea of losing a large slab of this beautiful park for a community garden.

I have no objection to community gardens, but Dover Square is not the place for one.

It is not a big park, however it has always been constantly in use by children running around, playing games, kicking and throwing balls, people exercising dogs, families having picnics and for community events. For most of the time we have lived here, this has gone on without conflict. However recently there has been some competition for space between some dog owners and ball players. Reducing the size of this small park would only make this worse. It would also push people exercising dogs away from the tennis court side of the park to where the majority of the housing is on the north side, making barking more of a problem.

Dover square is a beautiful, pristine, well maintained and open park. Taking such a large slice of it would ruin it. The garden would stick out like a sore thumb. I have visited the garden at Kibby

Avenue and did not find it a place of beauty. It is a working garden and fruit trees and vegetables growing are not all that pretty. That's why we grow them in our back gardens and not out the front with the roses. Some neglected boxes were full of weeds. I did not find the vine covered cyclone fence with its artwork a particularly pretty site either. I would much rather look at our park the way it is. Kibby Avenue garden is tucked away in a corner, not intruding on anything, which is the right place for a working garden.

It will attract undesirable people who will get up to all sorts of bad behavior in the seclusion of the garden. This will mean it probably will have to be locked, so we will lose this section of the park altogether. If it is locked they will climb or cut the fence anyway. They will then want to put up a higher, even more intrusive fence.

Because of the large old shade trees in their proposed area, the kikuya grass does not grow in a large section of their site, so what are they going to grow? The next step will be they will want to removal of our lovely old shade trees.

Who is this garden for? Noone I know around here has ever heard of "Brighton Community Garden Inc." We were told car parking is important, so it must be for outsiders who don't care about ruining our open space. Most people surrounding the park have traditional blocks, so have no need to rent a little box. Also the car parking is well used by the Dover Square Tennis Club.

98. Have sent letter

Strongly oppose garden because open space should be kept.

99. This is totally unsuitable location for this type of activity. I am worried about the proximity of the proposed community garden in an area used by a great many young children. There is tennis club close by with a "Hot Shot" programme for young children. Surely Dover Square has enough community use for such a small area. My Family have used the open space for ball sports and playground activity for a very long time and I would not feel comfortable with adults hanging around this area, I am sure bona fide gardeners have no ill intent, but a garden gives an alibi for people to linger unobserved.

100. I find it a friendly place as is a lovely place to meet people and exercise my dog.

Date: 25/4/2018

Dear Mr Matthews,

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Dover square is a beautiful, pristine, well maintained and open park. Taking such a large slice of it would ruin it. The garden would stick out like a sore thumb. I have visited the garden at Kibby Avenue and did not find it a place of beauty. It is a working garden and fruit trees and vegetables growing are not all that pretty. That's why we grow them in our back gardens and not out the front with the roses. Some neglected boxes were full of weeds. I did not find the vine covered cyclone fence with its artwork a particularly pretty site either. I would much rather look at our park the way it is. Kibby Avenue garden is tucked away in a corner, not intruding on anything, which is the right place for a working garden.

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To carve up our lovely, well used park and reduce the small amount of open space we have is unthinkable.

Yours Faithfully,

101. The park is a place for recreation BUT it is not A DOG PARK. They come from far and wide. Have seen up to 20 dogs at once and children CANNOT play without FEAR of being bitten. It will only take one incident and the council maybe SUED. Now known as DOG SHIT PARK NOT Dover Square.

102. Some sort of water feature / element would be great. \*We really hope this goes ahead as it will be fantastic to have an area for families and children, where they can enjoy without being overrun by dogs.

103. This is a letter concerning the proposed garden in Dover Square. Originally I thought it was a good idea and still think the concept a good one but not in the proposed site. Since I lodged a form in agreement with the site, I have looked further into the proposal, including an inspection of the community garden at Kibby avenue. Since then I consider the current option unacceptable because Dover Square is not big enough for such a proposal for it will impede on the small area too much. The proposed garden would destroy the beauty and the openness of the park. The Kibby Avenue garden is not a pretty sight and hence neither would be the proposed Dover square garden, these gardens are best placed out of sight as can be seen at Kibby Avenue by the use of a 6 foot fence around it and it is placed out of the way. As it stands the square is a well maintained little park, just big enough to kick a footy or hit a cricket ball, both activities I enjoyed with my children when they were younger. People also use it for picnic lunches, using the tables supplied years ago by the South Brighton Community Association. With the intrusion of this community garden this will not be the case. Looking around the local area there are many more suitable sites, such as along the railway line eg. Near the Lions Club shed, opposite the Windsor Theatre, the now disused car park adjacent to the tunnel at Portland St and so on.

It has been a long time held view by some of us that the centre and, as such, all of the attention of the Holdfast Bay council revolves around Jetty Road Glenelg and the further away from there the less we matter, especially east of Brighton Road. As such Dover Square and its environs are at the bottom of the list. If carving up well maintained parks is the intention then Colley Reserve and Wigley Reserve should be top of the list as they are big reserves and such a community garden would have very little impact, also people there live in apartments whereas the people of South Brighton mainly live on standard housing blocks and as such have little need for this proposed garden. So a community garden implies some other community's garden enforced by the need of car parking facilities.

There are lots of such reserves in Holdfast Bay Council area including Bowker St Reserve, and Brighton Oval.

Imagine the furore of carving out 1/5 -1/4 of these reserves for a community garden. Here is a list of other available sites

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The unused vacant Mobil service station on Brighton Road between Folkstone Road and Stevenson Avenue

Susan Grace Benny reserve Mott Tce currently unfenced

Gilbertson Gully reserve

Brighton Oval Precinct

Any existing foreshore parks.

Purchase any vacant block of land in Holdfast Bay paid for by the recent sale of the tennis courts on Portland St. in fact any sale of reserve land in recent years including that former reserve land to the west of the Dover Square Tennis clubrooms (which would have made an excellent community garden site.)

The land of the Glenelg Oval reserve, not the enclosed oval.

104. Dover Square is a well used reserve. The proposed site would reduce the size of the park too much.

105. Fabulous idea! Hopefully can bring people together as a community - social media means face to face community is diminishing.

106. We should have dog's on leash at serton times

107. We use Dover Square daily as we live on the street, our kids love the playground and open space for football & running around

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*Appendix 2 – Comments relating to Strategies proposed to action objectives*

**Comments received via Your View Holdfast** (all comments are verbatim)



## SHARE YOUR VIEW: BRIGHTON COMMUNITY GARDEN

We invite you to share your feedback on the proposal for a new community garden at Dover Square Reserve, South Brighton.

A Community Garden is an open space, managed by the community with the primary focus of producing food and contributing to the growth of a sustainable city environment. It is a place for learning and sharing about sustainable living practices whilst actively building community through shared activities and contributing to improved health and wellbeing.

### BACKGROUND

Brighton Community Garden Inc. submitted a 'Fund My Neighbourhood' application to establish a community garden in the area of Brighton. This application was successful and \$50,000 was awarded to the City of Holdfast Bay to work with the Brighton Community Garden Inc. to establish this garden.

The preferred location for the garden is the South West corner of Dover Square Reserve, South Brighton and a draft concept design has been created to be utilised during community consultation.

# BRIGHTON COMMUNITY GARDEN

We invite you to share your feedback on the proposal for a new community garden at Dover Square Reserve, South Brighton

Q1. Do you currently visit/use Dover Square Reserve, South Brighton?

- Yes
- No

1a. If yes, for what purpose (Choose all that apply)

- Exercising dog
- Visiting playground
- Sport and recreation
- Enjoying open space
- Other

Q2. Would you like to see the proposed community garden established at Dover Square Reserve, South Brighton (see map)?

- Yes
- No (Please move to Q6)

Q3. If you are interested in being involved in the garden, in what capacity? (Choose any one option)

- Assisting with establishment
- Assisting with garden management/governance
- As a general member
- Other

3a. If other, please specify

Q4. What activities/education workshops would you like to see run through the garden? (Choose all that apply)

- Organic gardening
- Composting
- Native planting
- Dealing with pests
- Pruning
- Taking cuttings
- Other

4a. If other, please specify

Q5. What features would you like to see within the garden?

- Communal garden beds
- Individual garden beds
- Disability friendly garden beds
- Quiet/relaxation area
- Meeting space
- Children's area
- Fruit trees
- Indigenous and native plants
- Other

5a. If other, please specify

Q6. If you are not supportive of the community garden being located at Dover Square Reserve, South Brighton, are there any other potential locations? (Please list)

Q7. Any other comments you would like to provide on the project.

Q8. If you would like to be contacted regarding your interest in the Brighton Community Garden, please include your name and contact details here:

Q9. What suburb do you live in?



## TIMELINE

This 26 day engagement starts on Wednesday 4 April 2018 and finishes 5pm on Sunday 29 April 2018.

## HOW YOU CAN PROVIDE FEEDBACK

### 1. Completing the attached survey and posting it to:

Your View: Brighton Community Garden  
Reply Paid 61

City of Holdfast Bay

PO Box 19

Brighton SA 5048

Or handing it in at Brighton Civic Centre,  
Brighton or Glenelg Library.

### 2. Filling in the Survey online at:

Your View Holdfast  
[yourviewholdfast.com/  
brightoncommunitygarden](http://yourviewholdfast.com/brightoncommunitygarden)

### All feedback must be received by 5pm 29 April 2018

### 3. Come along to one of our Community Information Sessions.

Book online at [yourviewholdfast.com/  
brightoncommunitygarden](http://yourviewholdfast.com/brightoncommunitygarden) or  
call 8229 9999:

- 11am Saturday 14 April - Dover Square Reserve, Broadway, South Brighton
- 6pm Wednesday 18 April - Dover Square Reserve, Broadway, South Brighton

## WHAT HAPPENS TO MY FEEDBACK?

The results from this engagement will be collated and presented in a report to Council.

All personal details provided will be removed from Council reports.

## NEXT STEPS

Following completion of community engagement, a report will be presented to Council with the results of engagement and recommendations for the Brighton Community Garden.

## CONTACT

Melissa Priest

City of Holdfast Bay

Youth and Recreation Officer

Active Communities

[mail@holdfast.sa.gov.au](mailto:mail@holdfast.sa.gov.au)

This grant was submitted by the  
Brighton Community Garden Committee.

Follow them:

[f/brightoncommunitygarden](https://www.facebook.com/brightoncommunitygarden)



**COMMUNITY**

A healthy, creative,  
connected community