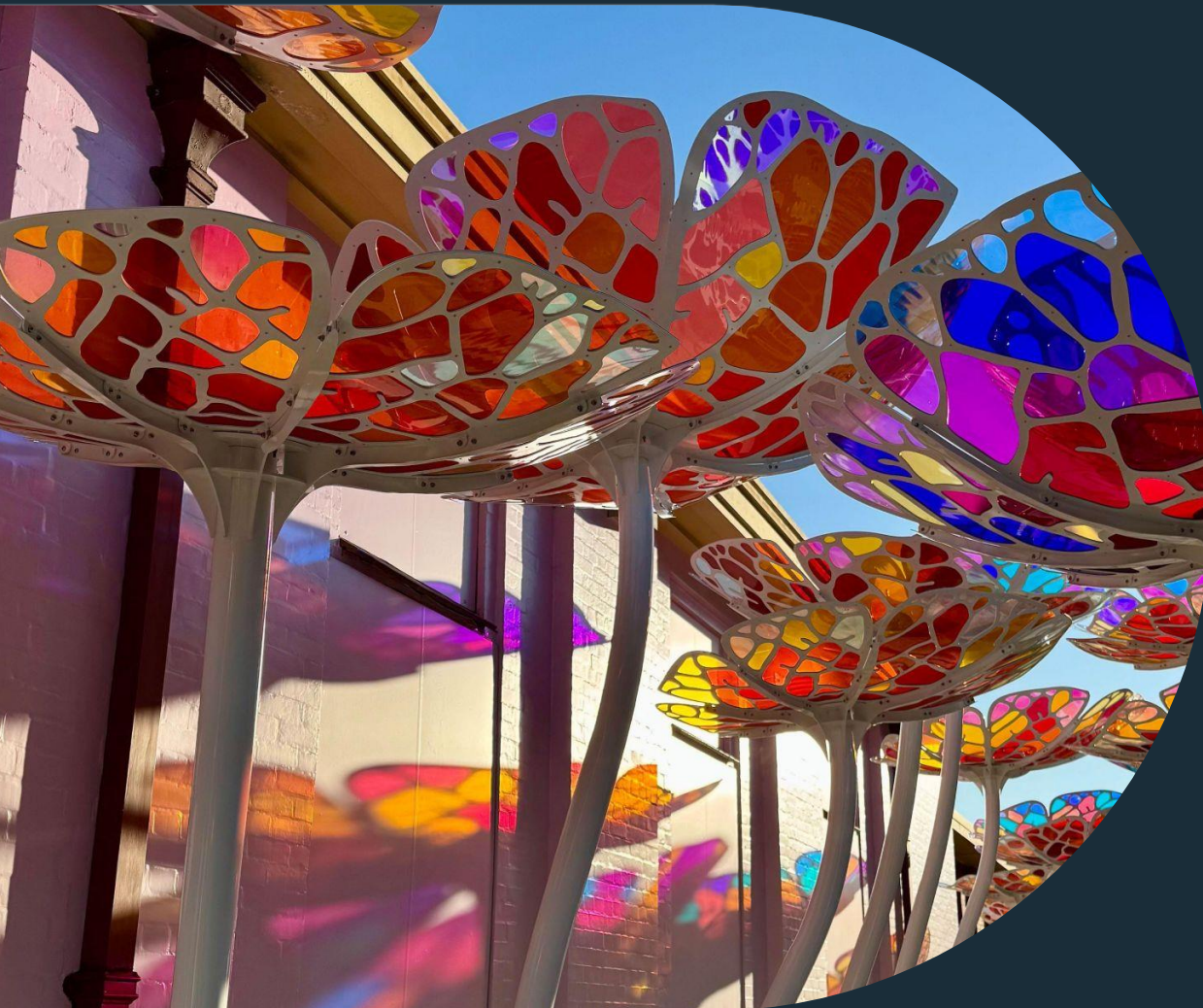




Feedback Analysis Report

Draft 2026-2027 Annual Business Plan

May 2026



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Document Control

Prepared for issue:	Jasper Blagden	Date:	13/05/2026
Approved for issue:	Sarah Hill	Date:	18/05/2026

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1. Introduction

TSA Riley was appointed to analyse all survey and other feedback received as part of the Draft Annual Business Plan (ABP) 2026-27 Consultation for the City of Holdfast Bay. The consultation also sought feedback on the Draft Long Term Financial Plan 2026–27 to 2035–36 and responses to both plans are analysed in this report.

In addition to the online survey, a hard copy survey was also made available and all responses have been digitised and included with the overall analysis.

Feedback was accepted for a period of 22 days between Thursday 16 April 2026 and Friday 8 May 2026 through multiple channels, and a copy of the survey can be found in Appendix A.

This report provides a detailed overview and analysis of the feedback received through the survey and other submissions, with the structure shaped by the survey design to guide the reader through key sections covering demographic indicators, the six proposed new community projects, overall feedback, feedback on the Draft Annual Business Plan, feedback on the Long Term Financial Plan, email and letter submissions, and a final summary.

1.1 Analysis methodology

Feedback has been analysed by question. All ‘open ended’ (qualitative data) responses were analysed by theme and all ‘closed questions’ (quantitative data) was analysed by respondent count.

A note on reading the data: where a count is provided, it is reflected as “n = number” and where a percentage is provided this is shown as a %. Quotes are indicated by “inverted commas” and are reflective of the theme or sentiment shared. It should be noted that while 298 people participated in the survey not everyone completed each question, which is why the total responses differ for each question.

1.2 Response numbers

A total of 351 feedback submissions were received during the draft ABP Consultation (298 surveys and 53 letter and emails). Respondents were able to provide feedback through multiple channels - including an online and hard copy survey, email, letter, drop-in session and verbally via a Council deputation. This report contains analysis of those responses received via the online survey, as well as those received via email or letter. One hard copy survey response was received which was digitised and captured in the online survey system.

Table 1: Feedback response number by format

Feedback format	Response number
Online survey (includes 2 letter uploads)	297
Email and letters	53
Hard copy survey	1
Total	351

2. Demographic indicators

This section provides a summary of the demographic data received from the online and hard copy survey respondents, capturing information including their suburb, postcode, age, exposure to prior relevant reading, and whether they identified as a resident, business owner or visitor in Holdfast Bay. Responses received via email and letter are not included in this section.

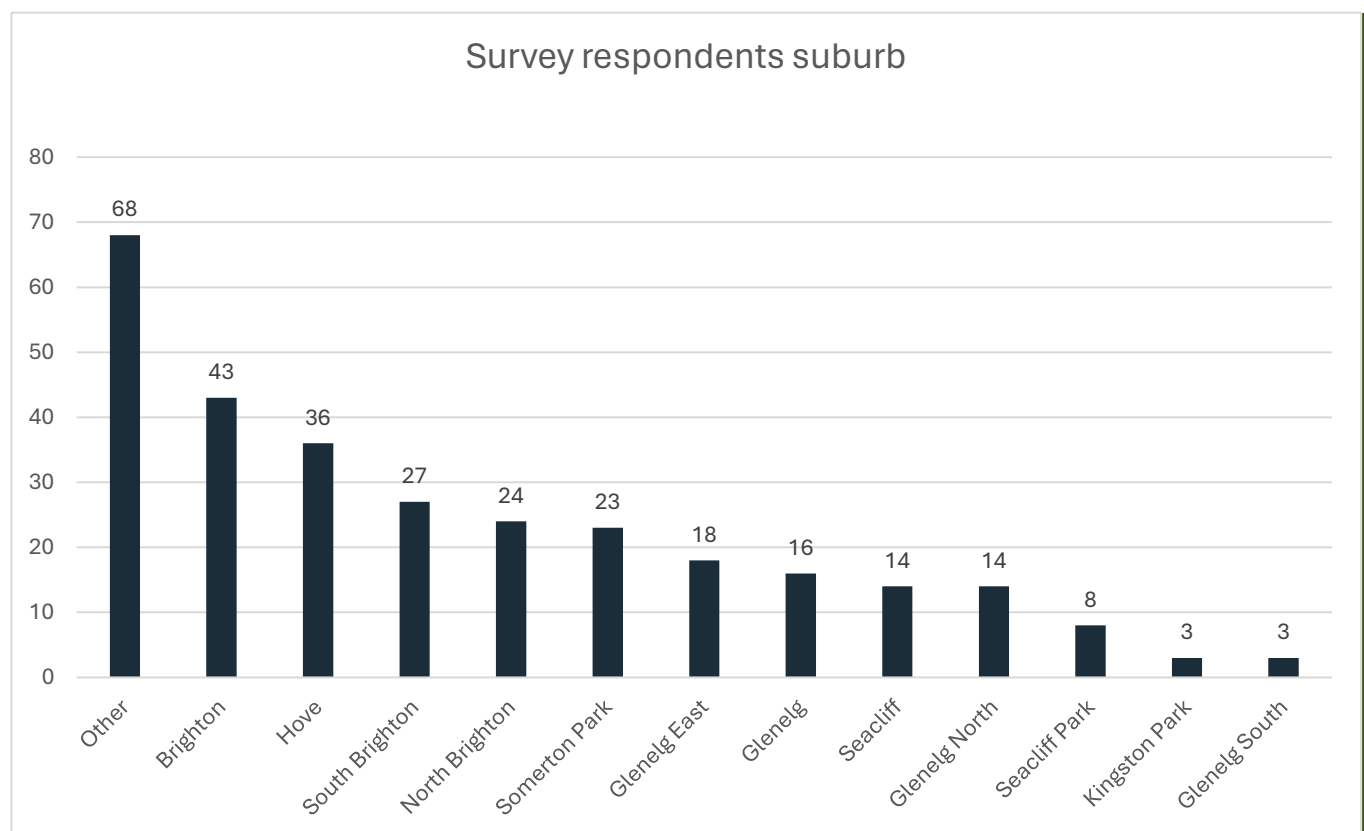
2.1 Demographic data

At the end of the survey, participants were asked to provide demographic details about themselves. Demographic data, when paired with analysis of trends in their survey responses, provides the City of Holdfast with useful information about sentiments and attitudes forming within each demographic.

2.1.1 Survey respondent suburb

Respondents were asked their suburb and post code; 298 people answered this question. The highest response rate was from those living or working in the uncategorised “Other” category (n=68) and Brighton (n=43) followed by Hove (n=36). Of the 68 respondents who listed “Other” the most frequently referenced suburbs were Warradale (n=10), Sheidow park (n=6), Marino (n=5), Hallet Cove (n=4), Dover gardens (n=4), Glengowrie (n=4).

Figure 1: Respondent suburb



2.1.2 Respondent postcode

Question 23 asked participants about their postcode, and 262 respondents answered this question. The highest response rate was from respondents in post code 5048 (n=109) which includes Brighton, Dover Gardens, Hove, North Brighton, South Brighton. It should be noted that 5048 post code spans multiple Council boundaries and Dover Gardens is in the City of Marion Council.

Table 2: Most frequently responded post codes

Postcode	Count	Suburbs	Council Area
5048	109	Brighton, Dover Gardens, Hove, North Brighton, South Brighton	Mixed (Holdfast Bay and Marion)
5045	41	Glenelg, Glenelg East, Glenelg North, Glenelg South	City of Holdfast Bay
5044	28	Glengowrie, Somerton Park [auspost.com.au]	Mixed (Holdfast Bay and Marion)
5049	27	Kingston Park, Marino, Seacliff, Seacliff Park, Seaview Downs	Mixed (Holdfast Bay and Marion)
5046	16	Oaklands Park, Warradale, Warradale North	City of Marion
5158	14	Hallett Cove, O'Halloran Hill, Sheidow Park, Trott Park	City of Onkaparinga
5043	7	Ascot Park, Marion, Mitchell Park, Morphettville, Park Holme	Mixed (Holdfast Bay and Marion)
5047	3	Darlington, Seacombe Gardens, Seacombe Heights, Sturt	City of Marion
5159	3	Morphett Vale	City of Onkaparinga
5038	2	Plympton Park, South Plympton	City of Marion
5041	2	Blackwood, Eden Hills, Hawthorndene	City of Mitcham
5019	1	Semaphore, Semaphore Park, Exeter	City of Charles Sturt
5022	1	Henley Beach, Henley Beach South, Grange	City of Charles Sturt
5024	1	Fulham Gardens, West Beach	City of Charles Sturt
5039	1	Edwardstown	City of Marion
5040	1	Camden Park	City of West Torrens
5050	1	Malvern	City of Unley
5084	1	Blair Athol, Kilburn	City of Port Adelaide Enfield
5162	1	Port Noarlunga / Hackham West	City of Onkaparinga
5165	1	Huntfield Heights, Hackham	City of Onkaparinga
5606	1	Port Lincoln	Regional South Austra

2.1.3 Survey respondent type

In Question 24 respondents were asked to select the option that best describes them (Holdfast Bay resident, Holdfast Bay business owner, or visitor). Most respondents indicated they were Residents (72% n=215). The open-ended questions forming the qualitative data have not been separated by respondent type, however in each sentiment table where quantitative data was able to be measured, the respondent type has been identified.

Table 3: Respondent type

Respondent type	Response number	Percentage
Holdfast Bay resident	215	72%
Holdfast Bay business owner	5	2%
Visitor	78	26%
Total online and hard copy survey count	298	100%

2.1.4 Survey respondent age

In question 25 respondents were asked to indicate their age group and 280 people answered this question. Most respondents were aged 45-64 (45% n= 127) followed by 25-44 years of age (36% n=101) and 65 and over (10% n=28). The response rate from respondents aged 15-24 (8% n=23) was very small in comparison and for ages 14 and under there was only one response.

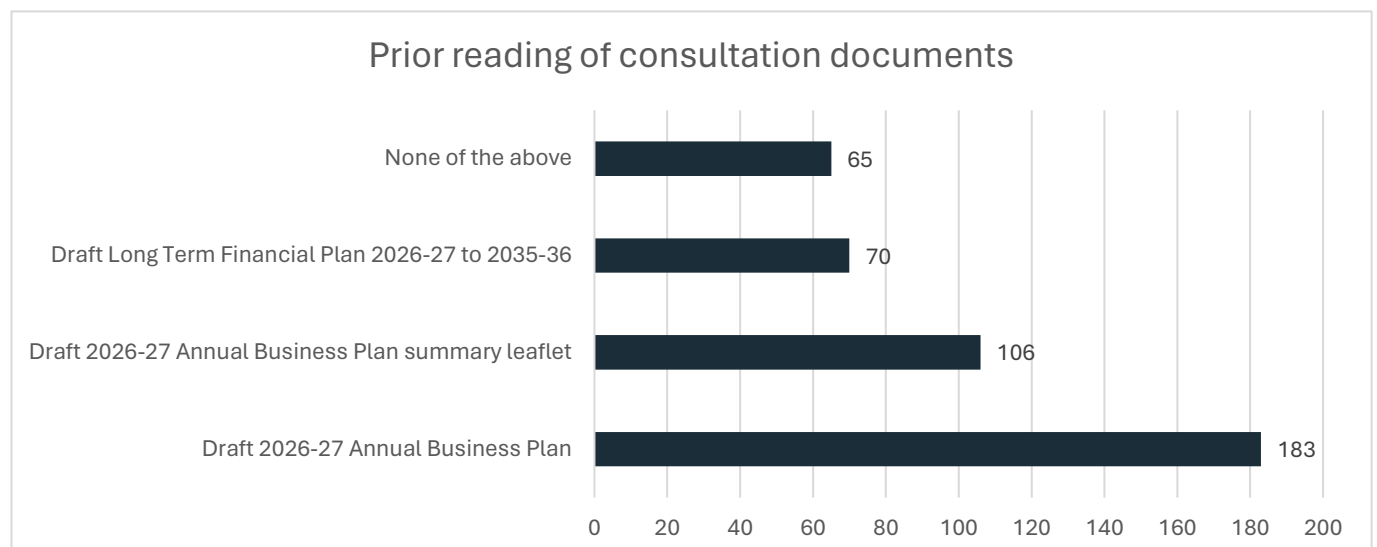
Table 4: Respondent age group

Respondent age	Response number	Percentage
14 and under	n = 1	<0%
15-24	n = 23	8%
25-44	n = 101	36%
45-64	n = 127	45%
65 and over	n = 28	10%
Total	n = 280	100%

2.1.5 Prior reading of consultation documents

Question 1 asked participants to indicate which of the following documents related to the consultation they had already read. 183 respondents indicated they had read the Draft 2026-2027 Annual Business Plan compared to 70 who said they had read the Draft Long Term Financial Plan. This indicates that the feedback provided has been informed by what the respondents have read.

Figure 2: Reading consultation documents



3. Level of support for six proposed community projects

The *Draft 2026-27 Annual Business Plan* includes six proposed community projects. As part of the consultation the City of Holdfast Bay sought the community's level of support for each of the six proposed new community projects and the 0.2% increase in rates that would be required to fund and deliver all six proposed projects.

The new proposed projects are:

- Brighton Oval Irrigation
- School Crossings Improvements – Design
- St Judes and North Brighton Cemetery Upgrades
- Brighton Road Trees
- Jetty Road Brighton Road Improvement Designs
- Verge Incentive Program - \$20,000 in 2026–27

This section of the survey analysis unpacks sentiment (strongly do not support, do not support, neither support nor oppose, support and strongly support) as well as commentary associated with each proposed community project.

3.1 Brighton Road Trees

Question 2 asked participants “How supportive are you with the Brighton Road Trees project?” 272 participants answered this question. Of those who responded, 52% either ‘strongly supported’ or ‘supported’ the proposal while 34% ‘neither supported not opposed’ the proposal, as indicated in the figure and table below. Level of support has been calculated as follows: supportive = very supportive and somewhat supportive, and not supportive = very unsupportive and somewhat unsupportive.

Figure 3: Support of Brighton Road Trees project

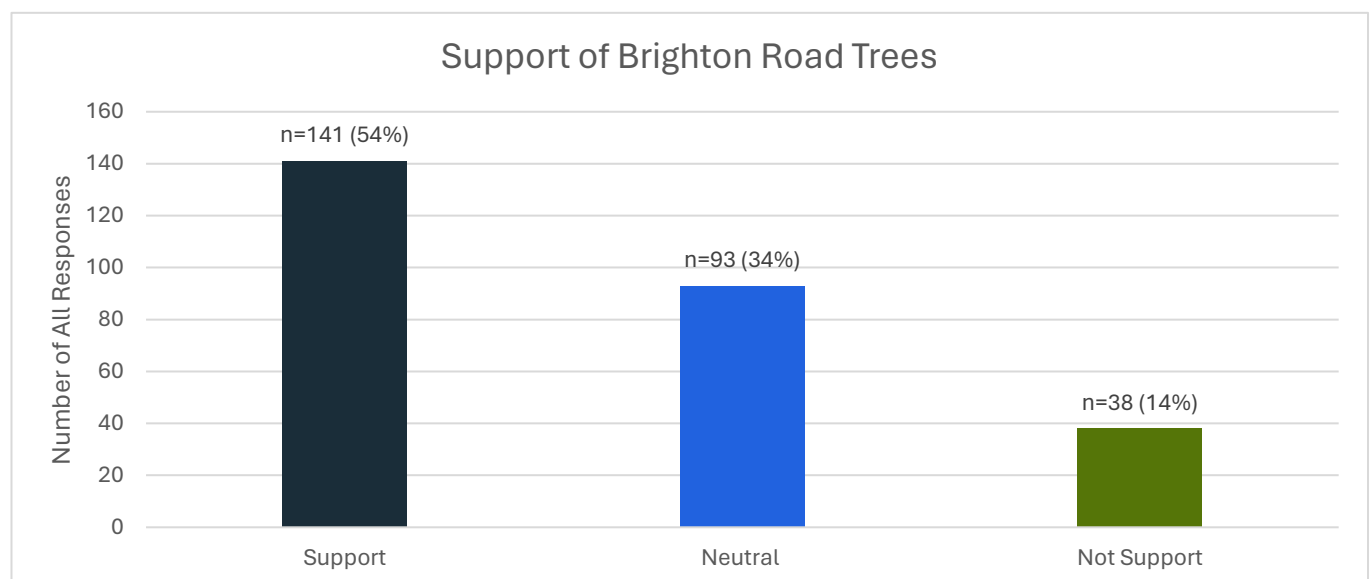


Table 5: Level of support Brighton Road Trees

Level of Support	Number / % of Responses ALL	Number Responses Residents	Number Responses Business Owners	Number Responses Visitors
Strongly support	n=48 (18%)	n=34	n = 1	n = 13
Support	n=93 (34%)	n=66	n = 1	n = 26
Neither support nor oppose	n=93 (34%)	n=64	n = 2	n = 27
Do not support	n=21 (8%)	n=16	n = 0	n = 5
Strongly do not support	n=17 (6%)	n=16	n = 0	n = 1

3.1.1 Open ended feedback about Brighton Road trees

Question 3 asked participants to provide any feedback regarding the Brighton Road Trees project, with 50 respondents providing extra comments. The key themes below highlight the main points from the feedback from all respondents.

3.1.2 Concerns about removing mature trees and canopy loss

A significant portion of respondents expressed concern about the proposed removal of 68 mature trees. Many emphasised the environmental, aesthetic and climate value of established canopy, noting that replacement trees will take decades to deliver equivalent benefits. Several questioned whether all trees identified as “high risk” truly require removal, and whether alternative approaches could extend their lifespan.

These responses framed the project as a potential setback to canopy targets and climate resilience, with some urging City of Holdfast Bay to explore innovative or individualised assessments before removing mature trees.

“It takes many years for a tree to grow to maturity... it’s not good enough simply to say they can be replaced.”

3.1.3 Safety concerns and support for addressing high-risk trees

Many respondents acknowledged the safety risks associated with ageing gums along Brighton Road. Some described personal experiences of falling branches or fear of parking beneath certain trees. These respondents supported removal where trees pose a genuine hazard to road users or pedestrians

“Feel very scared of stopping under some of the gum trees... in case they drop their branches.”

“If trees are dangerous then there is no choice.”

3.1.4 Requests for clearer information and project justification

A recurring theme was the need for more detail about the project, including the location of high-risk trees, the rationale for removal, the species proposed for replanting and the expected lifespan or canopy contribution of new trees. Some respondents questioned the variability of arborist assessments and asked for greater transparency in the evidence base.

“Need more information on the location of these high-risk trees.”

3.1.5 Concerns about cost, rates and spending priorities

A large proportion of feedback focused on the financial implications of the project. Many respondents opposed any additional rate increase to fund tree removal and replacement, particularly in the current economic climate. Some questioned why a project on a State-managed arterial road would be funded by Council, while others argued that tree planting should be part of standard maintenance rather than a separate capital initiative.

“I should not have to pay an additional rate amount for this project.”

“With the current level of council debt... the council is clearly not in the position to fund further projects.”

3.1.6 Views on State Government responsibility and the need for a coordinated approach

Several respondents argued that Brighton Road, as a DIT-managed corridor, should be funded and planned in partnership with the State Government. Some felt the project should form part of a broader master plan addressing traffic, liveability, heat mitigation and long-term urban design.

“Brighton Road cries out for some master-planning activity... not simply removing some trees and planting more.”

3.1.7 Species selection, maintenance and long-term outcomes

Many respondents raised concerns about the suitability of replacement species, citing past issues with gum trees, dropping branches, root damage, mess and maintenance challenges. Others stressed the importance of selecting canopy-forming species that contribute to shade, amenity and environmental outcomes.

“Please select trees that are not going to become a huge problem like the current gum trees.”

3.1.8 Views opposing replanting or questioning the role of trees on Brighton Road

A smaller group opposed replanting altogether, arguing that the median strip is unsuitable for trees or that trees contribute to traffic hazards, congestion or maintenance issues. Some suggested reallocating space for traffic flow improvements instead.

“Brighton Road is unsuitable for trees in the median strip.”

3.1.9 Perceptions of geographic equity and broader service expectations

A number of comments reflected frustration that investment is concentrated in Glenelg or major corridors, while local streets receive limited attention. Some respondents used the project as an opportunity to raise unrelated concerns about footpaths, traffic behaviour or maintenance in their neighbourhoods.

“Not convinced they will be replaced... it’s not happened in the past.”

3.1.10 Brighton Road Trees Project – Feedback Summary

Feedback on the Brighton Road Trees Project reflects a complex mix of environmental values, safety concerns, financial caution and expectations for long-term planning. Many respondents strongly value the existing mature canopy and are concerned about the environmental and amenity impacts of removing established trees. Others support the project on safety grounds, particularly where trees pose a demonstrable risk to road users.

A significant proportion of feedback focused on cost, with many questioning the need for additional rate increases or Council funding for works on a State-managed road. Several respondents called for a coordinated master-planning approach with the State Government, rather than isolated tree removal and replacement.

There was also strong interest in species selection, maintenance and the long-term success of new plantings, alongside concerns about the suitability of the median strip for trees. A smaller group opposed replanting entirely, preferring traffic-focused improvements.

Overall, the feedback suggests that while the community recognises the importance of safety and canopy renewal, they want confidence that the project is justified, cost-effective, environmentally responsible and delivered as part of a broader, coordinated vision for Brighton Road.

3.2 Brighton Oval Irrigation Project

Question 4 asked participants “How supportive are you of the Brighton Oval Irrigation Project?” and 291 participants answered this question. Of those who responded, 84% indicated they were very supportive or somewhat supportive of the Brighton Oval Irrigation project as indicated in the figure and table below. Level of support has been calculated as follows: supportive = very supportive and somewhat supportive, and not supportive = very unsupportive and somewhat unsupportive.

Figure 4: Support of Brighton oval irrigation project

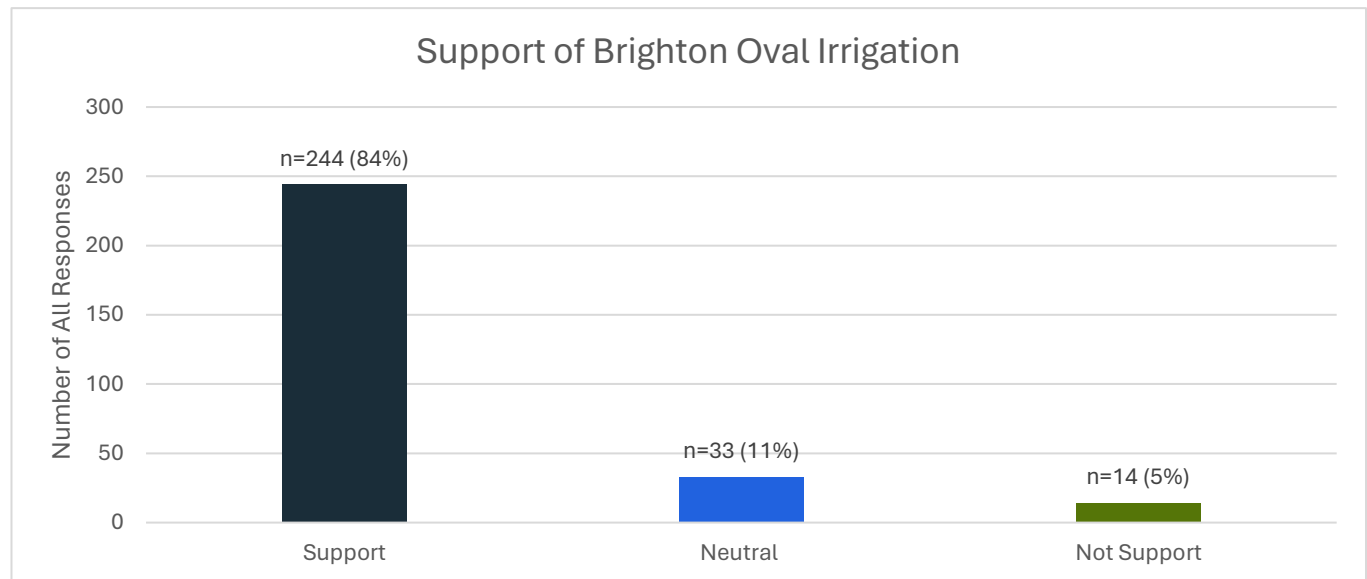


Table 6: Level of support of Brighton Oval Irrigation

Support Level	Number / % of Responses ALL	Number Responses Residents	Number Responses Business Owners	Number Responses Visitors
Very supportive	n=232 (80%)	n=152	n=3	n=77
Somewhat supportive	n=12 (4%)	n=12	n=0	n=0
Neutral	n=33 (11%)	n=30	n=2	n=1
Somewhat unsupportive	n=6 (2%)	n=6	n=0	n=0
Not supportive at all	n=8 (3%)	n=8	n=0	n=0

3.2.1 Open ended feedback about Brighton Oval irrigation

Question 5 asked participants to provide any feedback regarding the Brighton Oval Irrigation project, and 173 respondents provided additional comments. The key themes below highlight the main points from the feedback, along with quotes from respondents. It should be noted that visitor response numbers are particularly high for this question .

3.2.2 Strong support for irrigation and drainage upgrades

The overwhelming majority of respondents expressed strong support for the Brighton Oval Irrigation and Surface Remediation Project. Many described the oval as a central community asset used by thousands of children, young people and adults across football, cricket, lacrosse and informal recreation. They emphasised that the current surface conditions are not fit for purpose and that improved irrigation and drainage are essential to maintain safe, functional and resilient playing fields

“This is essential for the community... the oval is a pig pen for half the season.”

“Brighton Oval is in desperate need of irrigation works... we need a playing surface that doesn’t turn into an unplayable mud pit.”

3.2.3 Concerns about safety, injury risk and poor playing conditions

A major theme across the feedback was the safety risk posed by the current oval conditions. Respondents described boggy, uneven and waterlogged surfaces that become hazardous during winter, with some reporting injuries linked to poor turf quality. Many noted that the oval deteriorates after even minor rainfall, leading to fenced-off areas, cancelled training sessions and compromised game quality.

“Someone is going to get hurt with the unpredictability of the oval.”

“Having torn my ACL on Brighton Oval last year... the sub-standard playing surface is very apparent.”

3.2.4 Impact on clubs, participation and community wellbeing

Respondents repeatedly emphasised the importance of Brighton Oval as a hub for community sport, social connection and youth development. Many noted that the precinct supports some of the largest football and cricket clubs in South Australia, with hundreds of junior and senior players training and competing year-round. Poor oval conditions were seen as undermining participation, club culture and the ability to host home games.

“The oval is crucial to enhancing the health and wellbeing of the community.”

3.2.5 Support for a comprehensive upgrade, not just irrigation

While irrigation and drainage were the primary focus, many respondents called for a broader surface remediation approach. Suggestions included resurfacing, levelling, turf replacement, improved mowing practices, updated cricket pitches and better long-term maintenance.

“The whole oval needs to be resurfaced, cricket pitch updated and drainage fixed.”

3.2.6 Concerns about cost, funding sources and prioritisation

A smaller group raised concerns about project costs, ratepayer impact and Council’s broader financial position. Some questioned whether external funding should be secured before proceeding, while others queried whether sporting clubs should contribute more directly.

“I am only somewhat supportive IF external funding is achieved.”

“Residents are already paying more than originally planned.”

3.2.7 Expectations for responsible planning and long-term asset management

Several respondents supported the staged approach outlined in the project plan, noting that it reflects responsible financial management. Others sought assurance that the upgrade would be durable, future-proofed and aligned with the precinct’s long-term needs.

“More money should be invested to ensure longevity of the surfaces.”

3.2.8 Brighton Oval Irrigation Project – Feedback Summary

Feedback on the Brighton Oval Irrigation project demonstrates exceptionally strong community support for upgrading the oval’s irrigation, drainage and playing surface. Respondents consistently described the oval as a vital community hub supporting thousands of participants across multiple sports, with significant social, health and wellbeing benefits.

The current surface conditions were widely viewed as unsafe, unreliable and incompatible with the scale of use. Many respondents reported that the oval becomes waterlogged, uneven and unplayable during winter, impacting training, game scheduling and club operations. Safety concerns, including injury risks, were a recurring theme.

While most respondents supported the project, some emphasised the importance of securing external funding or ensuring that costs are managed responsibly. A smaller group raised broader concerns about Council spending priorities and ratepayer impact.

Overall, the feedback suggests a clear community expectation that Council prioritise the Brighton Oval upgrade as a critical investment in safety, participation, community wellbeing and the long-term sustainability of a high-use sporting precinct.

3.3 School Crossings Improvements

Question 6 asked participants “How supportive are you of the School Crossings Improvements?” and 271 participants answered this question. Of those who responded, 58% indicated they were very supportive or somewhat supportive of the School Crossings Improvement Design. It is worth noting that 31% indicated a neutral sentiment, as indicated in the figure and table below. Level of support has been calculated as follows: supportive = very supportive and somewhat supportive, and not supportive = very unsupportive and somewhat unsupportive.

Figure 5: Support of school crossings improvements

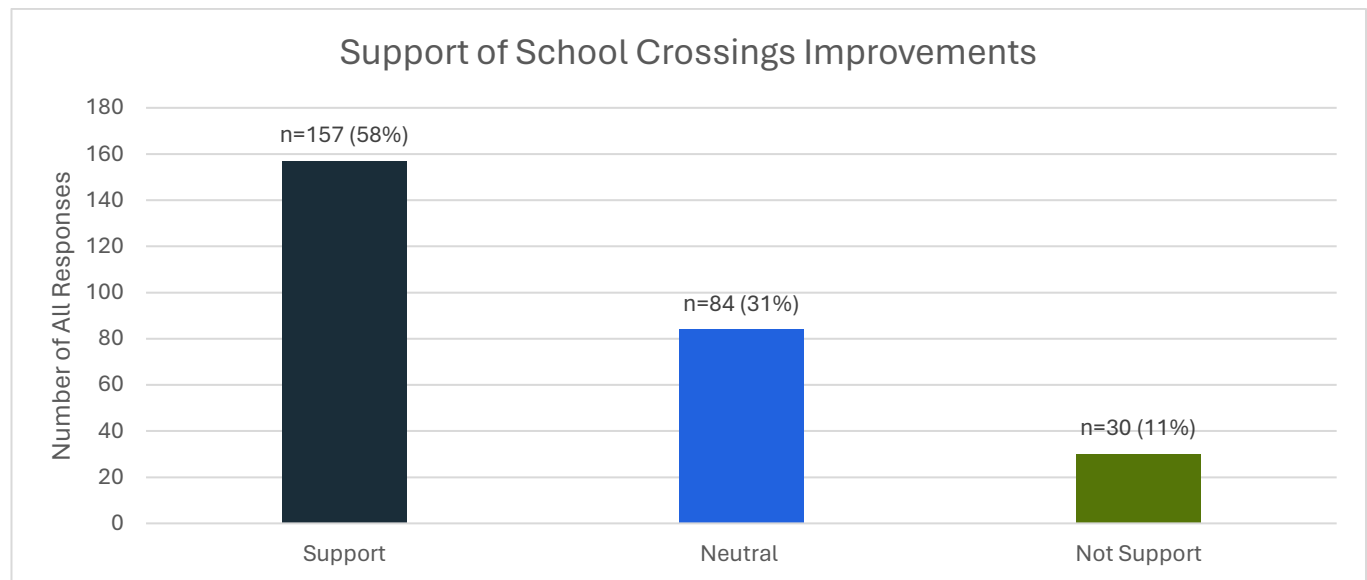


Table 7: Level of support School Crossings Improvements

Support Level	Number / % of Responses ALL	Number Responses Residents	Number Responses Business Owners	Number Responses Visitors
Very supportive	n=87 (32%)	n=58	n=2	n=27
Somewhat supportive	n=70 (26%)	n=50	n=0	n=20
Neutral	n=84 (31%)	n=60	n=1	n=23
Somewhat unsupportive	n=10 (4%)	n=10	n=0	n=0
Not supportive at all	n=20 (7%)	n=17	n=1	n=2

3.3.1 Open ended feedback about school crossing

Question 7 asked participants to provide any feedback regarding the School Crossings Improvements Design, and 40 respondents provided additional comments. The key themes below highlight the main points from the feedback.

3.3.2 Strong support for improving school crossing safety

Many respondents expressed clear support for improving school crossings, emphasising that children’s safety should be a core priority for Council. These respondents saw upgraded crossings as a practical and necessary investment that benefits local families and encourages safer walking and cycling to school.

“Increasing crossing safety is essential to providing student safety.”

3.3.3 Concerns about dangerous or inadequate existing crossings

A significant portion of feedback highlighted specific locations where crossings were described as unsafe, confusing or poorly designed. Bowker Street near Paringa Park Primary School and Brighton Road near Brighton Primary School were mentioned repeatedly as high-risk sites with speeding traffic, poor visibility or ineffective controls.

“Bowker Street crossing... absolutely needs addressing urgently.”

“Cars run the red light while children are crossing.”

3.3.4 Mixed views on the adequacy of current signage and controls

Some respondents felt that existing school zones and signage are sufficient and did not see a need for further investment. Others argued that signage is unclear, inconsistent or less effective than systems used interstate, such as flashing lights or painted zebra crossings.

“NSW has flashing lights... signage here is very lacking.”

3.3.5 Concerns about cost, prioritisation and ratepayer impact

A recurring theme was concern about the financial implications of the project. Some respondents questioned the need for additional spending, raised concerns about rate increases, or argued that school crossings should be funded by the State Government rather than Council.

“Let the State Government’s Education Department pay for school crossings.”

3.3.6 Questions about responsibility and the role of State Government

Several respondents questioned whether school crossing upgrades fall within Council’s responsibilities, suggesting that the Department for Education or Department for Infrastructure and Transport should lead and fund these improvements.

“Isn’t this a Department of Education or Transport issue?”

3.3.7 Support for active travel and safer pedestrian environments

Some respondents framed the project within a broader vision for safer, more walkable neighbourhoods. They supported improvements that prioritise pedestrians, encourage active travel and reduce reliance on cars, particularly around schools.

“Improving safety for people who walk and cycle is very effective in encouraging active travel.”

“Any improvement to crossings would be welcome.”

3.3.8 Requests for broader pedestrian improvements beyond school zones

A number of respondents used the opportunity to highlight other locations where pedestrian safety is a concern, including roundabouts, back-street routes used by schoolchildren, and complex crossings near Marino and Seacliff.

“Please ensure you are also improving crossings in other areas.”

“Children struggle to cross Scholefield Road... there is no clear safe path.”

3.3.9 Concerns about design quality, value for money and project delivery

Some respondents expressed scepticism about design costs, questioned the value of the proposed budget, or referenced past projects where works were redone or perceived as poorly executed.

“\$30,000 this year then \$150,000 the year after? Are you looking for value?”

“Don’t want another fiasco like Jetty Road.”

3.3.10 School Crossings Improvements – Feedback Summary

Feedback on the School Crossings Improvements project reflects a strong community focus on child safety, with many respondents supporting upgrades to school crossings and pedestrian environments. Several specific locations were identified as high-risk and in need of urgent attention, particularly where traffic volumes and speeds create hazards for children walking to and from school.

While there was broad support for improving safety, some respondents questioned the cost, prioritisation and

ratepayer impact of the project. A number of comments suggested that school crossing infrastructure should be funded or delivered by the State Government, reflecting uncertainty about Council's role in this area. Others emphasised the need for value for money, clear design processes and avoidance of past delivery issues.

A smaller group felt that existing controls are adequate or that improvements are unnecessary. Several respondents also highlighted opportunities to improve pedestrian safety more broadly, beyond school zones.

Overall, the feedback suggests strong community interest in safer school crossings, with an expectation that Council prioritise the most dangerous locations, ensure value for money and work collaboratively with State agencies to deliver effective, well-designed solutions.

3.4 St Judes and North Brighton Cemetery Upgrades

Question 8 asked participants "How supportive are you of the St Judes and North Brighton Cemetery upgrades?" and 272 participants answered this question. Of those who responded, 47% indicated they held a neutral position on the St Judes and North Brighton Cemetery upgrades as indicated in the figure and table below. Level of support has been calculated as follows: supportive = very supportive and somewhat supportive, and not supportive = very unsupportive and somewhat unsupportive.

Figure 6: Support of St Judes and North Brighton Cemetery upgrades

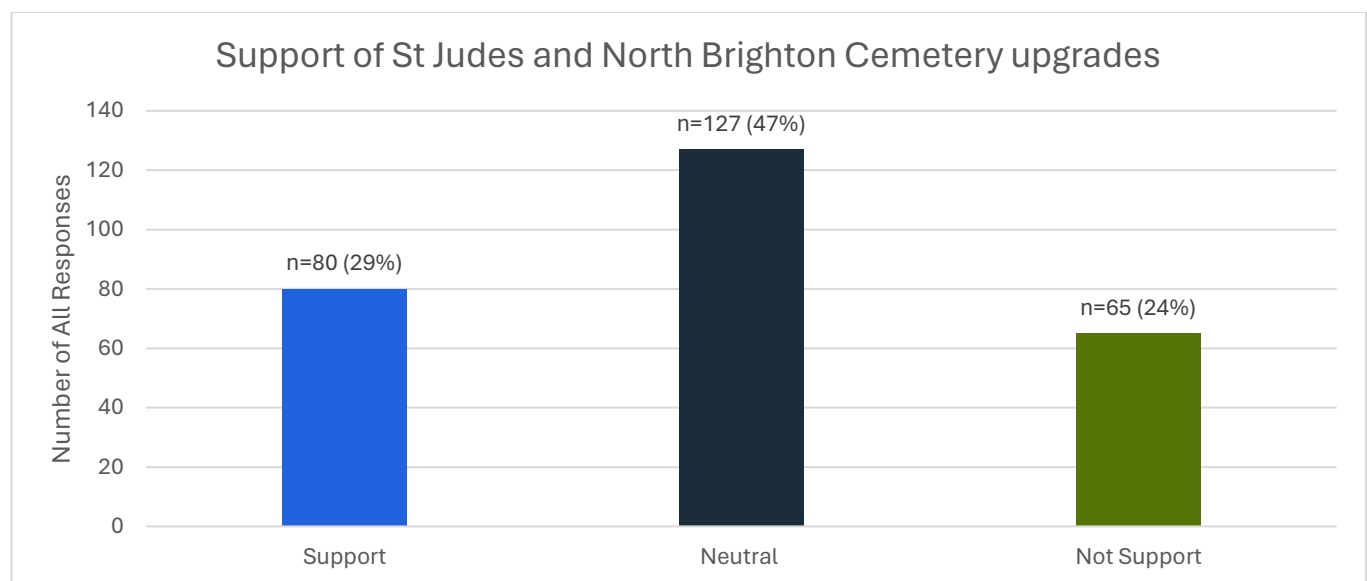


Table 8: Level of support for St Judes and North Brighton Cemetery upgrades

Support Level	Number / % of Responses ALL	Number Responses Residents	Number Responses Business Owners	Number Responses Visitors
Very supportive	n=29 (10%)	n=21	n=1	n=7
Somewhat supportive	n=51 (19%)	n=38	n=0	n=13
Neutral	n=127 (47%)	n=87	n=2	n=38
Somewhat unsupportive	n=21 (8%)	n=17	n=0	n=4
Not supportive at all	n=44 (16%)	n=34	n=1	n=9

3.4.1 Open ended feedback about St Judes and North Brighton Cemetery Upgrades

Question 9 asked participants to provide any feedback regarding St Judes and North Brighton Cemetery upgrades, with 29 respondents providing additional comments. The key themes below highlight the main points from the feedback, along with quotes from respondents.

3.4.2 Concerns about cost, rates and spending priorities

The strongest theme across the feedback was concern about the cost of the cemetery upgrades and the impact on rates. Many respondents felt that, given current economic pressures and other higher-priority community needs, cemetery upgrades should not be a major investment at this time. Several questioned why ratepayers should fund improvements that they believe benefit only a small portion of the community.

“Given current budgetary pressures... I would see this as a lower priority.”

“I don’t believe rates should be increased to uplift a cemetery.”

3.4.3 Questions about prioritisation and alignment with strategic goals

A number of respondents questioned how the cemetery upgrades were prioritised relative to other projects. Some expressed scepticism about the rationale for including the project in the business plan and asked how it aligns with broader strategic directions such as *Our Holdfast 2050+*.

“This is not a strategic priority when assessed against other investment needs.”

“It’s hard to say why these have been put out front without clear prioritisation.”

3.4.4 Concerns about whether cemeteries are a Council responsibility

Several respondents questioned whether Council should be funding upgrades to cemeteries, particularly where ownership or management arrangements involve churches or private entities. Some felt that cemetery maintenance should be funded through lease fees, grants or contributions from plot holders rather than general rates.

“Is it appropriate for Council to be upgrading what is essentially private property?”

“Ask the plot owners to pay. Why should I have to?”

3.4.5 Support for respectful upkeep and heritage value

A smaller group expressed support for maintaining cemeteries as important historical and cultural sites. Some noted personal connections to the cemeteries or highlighted the importance of presenting them respectfully for families and visitors.

“It’s good to have tidy cemeteries.”

“People pay good money to extend leases... this needs action.”

3.4.6 Suggestions for staging, alternative funding or scaled-back works

Several respondents suggested that the project could be staged over multiple years, reduced in scope or funded through alternative means such as grants, community fundraising or church partnerships. These suggestions were generally framed as pragmatic ways to reduce ratepayer impact.

“This could be a much more staged project.”

3.4.7 St Judes and North Brighton Cemetery Upgrades – Feedback Summary

Feedback on the St Judes and North Brighton Cemetery upgrades was dominated by concerns about cost, prioritisation and ratepayer impact. Many respondents felt that, in the current economic climate, cemetery upgrades should not be a major investment and that Council should focus on higher-use community assets. Several questioned whether cemeteries fall within Council’s core responsibilities or whether alternative funding sources should be pursued.

While some respondents supported maintaining cemeteries as important heritage and community sites, this was a smaller theme compared to the broader financial concerns. A number of respondents suggested staging the works or seeking external funding to reduce the burden on ratepayers.

Overall, the feedback suggests that while the community recognises the cultural value of cemeteries, there is limited support for significant investment at this time without clear justification, shared funding arrangements or alignment with broader strategic priorities.

3.5 Jetty Road Brighton - Road Improvement Designs Project

Question 10 asked participants “How supportive are you of the Jetty Road - Brighton Road Improvement Designs project?” and 273 participants answered this question. Of those who responded, 46% indicated they were ‘very supportive’ or ‘somewhat supportive’ and 30% indicated ‘neutral’ to the Jetty Road - Brighton Road Improvement Designs project as indicated in the figure and table below. Level of support has been calculated as follows: supportive = very supportive and somewhat supportive, and not supportive = very unsupportive and somewhat unsupportive.

Figure 7: Support of Jetty Road Brighton Road Improvement Designs project

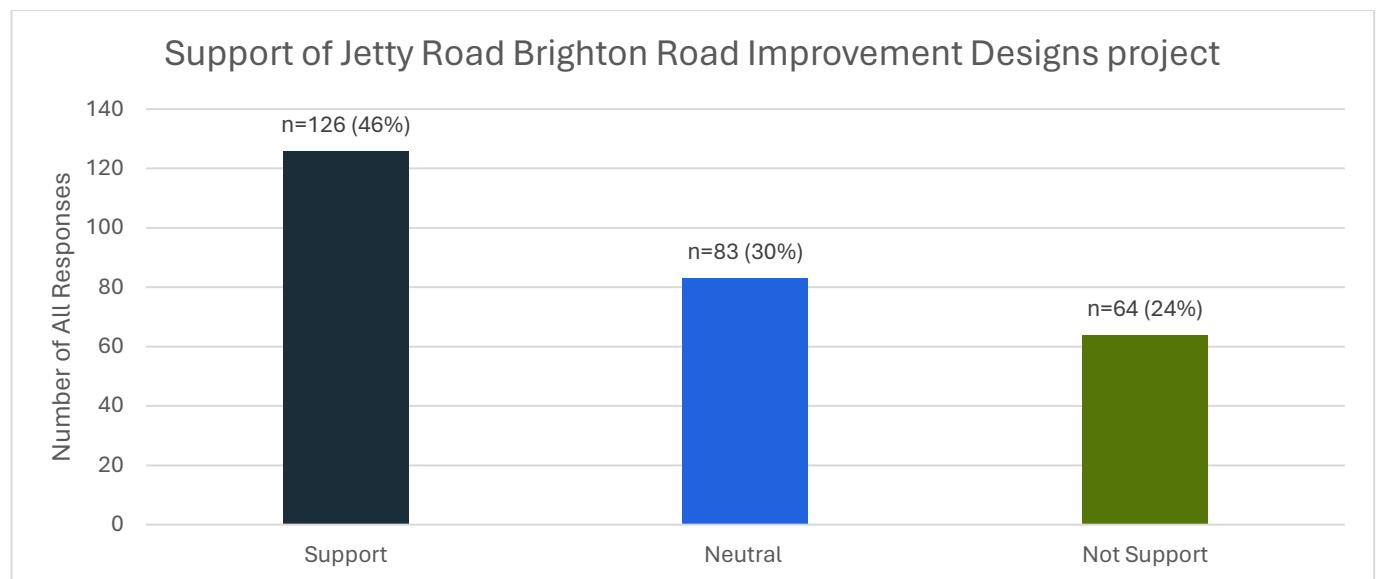


Table 9: Level of support for Jetty Road Brighton - Road Improvement Designs project

Support Level	Number / % of Responses ALL	Number Responses Residents	Number Responses Business Owners	Number Responses Visitors
Very supportive	n=46 (17%)	n=26	n=1	n=19
Somewhat supportive	n=80 (29%)	n=58	n=0	n=22
Neutral	n=83 (30%)	n=62	n=1	n=20
Somewhat unsupportive	n=23 (9%)	n=21	n=1	n=1
Not supportive at all	n=41 (15%)	n=31	n=0	n=10

3.5.1 Open ended feedback about Jetty Road Brighton Improvement Designs

Question 11 asked participants to provide any comments regarding Jetty Road Brighton – Road Improvement Designs, with 55 respondents providing additional comments. The key themes below highlight the main points from the feedback.

3.5.2 Concerns about cost, rates and financial priorities

A dominant theme across the feedback was concern about the cost of the Jetty Road - Brighton Road Improvement Designs Project, particularly in the context of recent rate increases, economic pressures and the financial legacy of the Jetty Road Glenelg upgrade. Many respondents questioned the need for additional spending, especially on design work, and expressed strong opposition to any further rate increases to fund the project.

“\$500,000 for only designs sounds a little much.”

“I should not have to pay an additional rate amount for this project.”

3.5.3 Scepticism due to the Jetty Road Glenelg experience

A significant portion of respondents referenced the Transforming Jetty Road Glenelg project, expressing frustration with its cost, delivery, disruption and perceived lack of benefit. This experience shaped scepticism about undertaking another streetscape project of similar scale.

“Jetty Road Glenelg looks terrible... why repeat the dose?”

“This will be another Jetty Road Glenelg debacle.”

3.5.4 Belief that Jetty Road Brighton does not need major changes

Many respondents felt that Jetty Road Brighton functions well in its current form and does not require significant redesign. Some described the street as already attractive, functional and well-used, and expressed concern that unnecessary changes could disrupt its character.

“Leave it alone, it’s fine as is.”

“Jetty Road Brighton looks great and is well utilised.”

3.5.5 Concerns about parking loss and impacts on local businesses

A major theme was concern about the potential loss of parking spaces and the impact this could have on small businesses. Many respondents argued that parking is already limited and that reducing it further would deter visitors, harm traders and undermine the precinct’s economic vitality.

“Do not remove any car parks or make accessing Jetty Road any more difficult.”

3.5.6 Desire to preserve Jetty Road Brighton’s unique character

Several respondents emphasised the importance of maintaining the street’s village feel, local identity and distinctiveness from Jetty Road Glenelg. They expressed concern that over-designing the precinct could erode its charm.

“Jetty Road Brighton has a unique, bespoke vibe. Don’t tinker too much.”

3.5.7 Support for targeted safety and accessibility improvements

A smaller group supported improvements that enhance pedestrian safety, cycling access and general amenity, provided they are practical, cost-effective and do not compromise the street’s character or business viability.

“I support any initiatives that enable the safe and efficient movement of people walking and cycling.”

“An important project to create safer areas for pedestrians to cross.”

3.5.8 Concerns about design elements, accessibility and construction impacts

Some respondents raised specific concerns about proposed design features, including the number of pedestrian crossings, accessibility issues for wheelchair users, and the potential for construction to disrupt businesses or duplicate recent works.

“The designs are a disaster... more speed humps? No.”

“As a wheelchair user, some of the designs are dangerous.”

3.5.9 Calls for broader planning, transparency and coordination

Several respondents requested clearer information about project costs, staging, procurement and alignment with other planned works. Others emphasised the need to avoid re-doing recent infrastructure upgrades or duplicating investment.

“I would anticipate full transparency in the costs involved.”

3.5.10 Alternative ideas and suggestions

A smaller group proposed alternative approaches, including car-free weekends, multi-storey parking solutions, or focusing on resurfacing and basic maintenance rather than full redesign.

“Ban vehicles at weekends and create pedestrian-friendly zones.”

“The road needs resurfacing and two pedestrian crossings — no need for massive redevelopment.”

3.5.11 Jetty Road Brighton - Road Improvement Designs – Feedback Summary

Feedback on the Jetty Road Brighton - Road Improvement Designs project reflects a strong mix of financial caution, concern about business impacts and a desire to preserve the precinct’s unique character. Many respondents questioned the need for major upgrades, particularly given recent experiences with Jetty Road Glenelg and the current economic climate. Parking loss, construction disruption and ratepayer impact were recurring concerns.

While some respondents supported targeted improvements to safety, accessibility and amenity, there was limited support for large-scale redesign or aesthetic enhancements. Several respondents emphasised the importance of maintaining the street’s village atmosphere and ensuring that any changes are practical, cost-effective and developed in close consultation with local businesses.

Overall, the feedback suggests that the community values Jetty Road Brighton as a functional and well-loved precinct and expects Council to approach any upgrades with caution, transparency and a strong focus on preserving local character and supporting traders.

3.6 Verge Incentive Program

Question 12 asked participants “How supportive are you of the Verge Incentive Program?” and 273 participants answered this question. Of those who responded, 48% indicated they were very ‘supportive’ or ‘somewhat supportive’ and 34% indicated they held a ‘neutral’ position on the Verge Incentive Program, as indicated in the figure and table below. Level of support has been calculated as follows: supportive = very supportive and somewhat supportive, and not supportive = very unsupportive and somewhat unsupportive.

Figure 7: Support of Verge Incentive Program

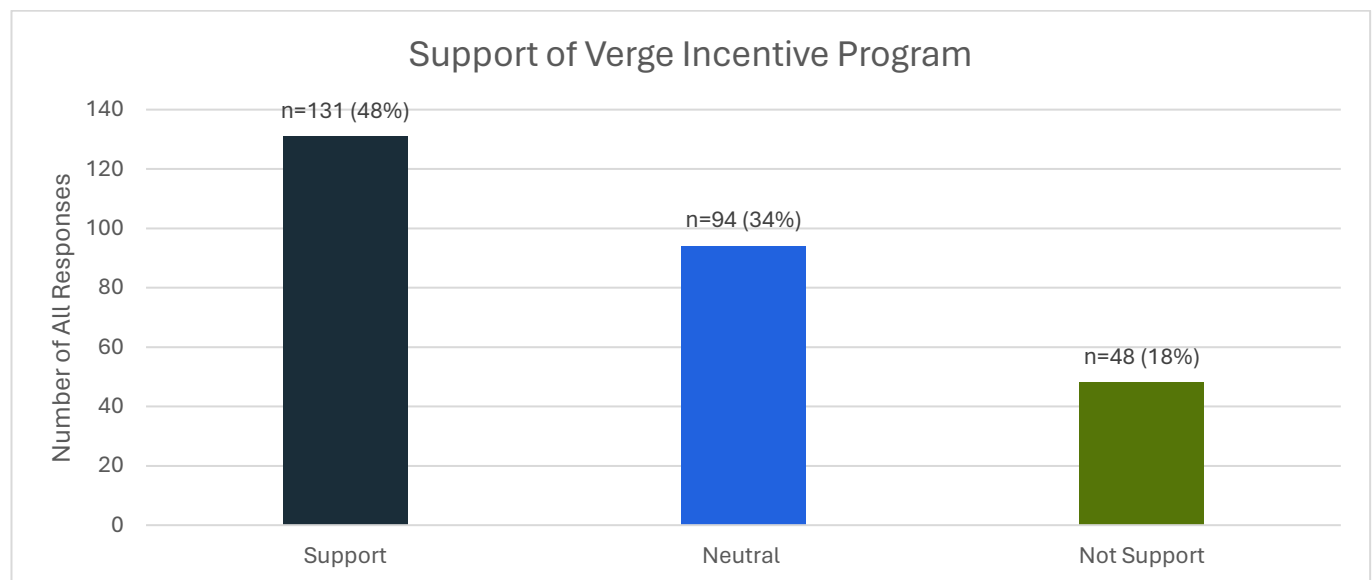


Table 10: level of support for the Verge Incentive Program

Support Level	Number / % of Responses ALL	Number Responses Residents	Number Responses Business Owners	Number Responses Visitors
Very supportive	n=57 (21%)	n=43	n=0	n=14
Somewhat supportive	n=74 (27%)	n=50	n=2	n=22

Neutral	n=94 (34%)	n=67	n=0	n=27
Somewhat unsupportive	n=14 (5%)	n=11	n=1	n=2
Not supportive at all	n=34 (13%)	n=28	n=1	n=5

3.6.1 Open ended feedback for verge incentive program

Question 13 asked participants to provide any comments regarding the Verge Incentive Program, with 41 respondents providing additional comments. The key themes below highlight the main points from the feedback.

3.6.2 Concerns about cost, prioritisation and ratepayer value

A strong theme across the feedback was concern about whether the Verge Incentive Program represents an appropriate use of funds in the current economic climate. Many respondents felt the project is a lower priority compared to other community needs and questioned why additional rates or new funding allocations were required for what they viewed as a small-scale initiative.

“Lower priority given other budgetary pressures.”

“Is the Council so impoverished that it cannot re-prioritise \$20,000?”

3.6.3 Support for greener, more attractive and sustainable streetscapes

Many respondents expressed strong support for improving verges, particularly through increased greenery, native planting and environmental enhancements. They saw the program as an opportunity to reduce heat, improve biodiversity, enhance neighbourhood character and encourage community pride.

“Given climate change issues, every community needs to maximise green coverage.”

“Having greenery on verges... would be a positive thing visually and environmentally.”

3.6.4 Interest in native plants, environmental suitability and clear guidelines

Several respondents supported the program but emphasised the need for appropriate plant selection, particularly native species suited to local conditions. Others stressed the importance of guidelines to prevent inappropriate or invasive plantings.

“I’d like to see a focus on native plants suited to this area.”

“Please keep some control... streets could look awful depending on foliage choices.”

3.6.5 Concerns about accessibility, safety and vegetation encroachment

A significant number of respondents raised concerns about the impact of planted verges on accessibility, particularly for wheelchair users, pram users and elderly passengers exiting vehicles. Overgrown vegetation on footpaths was described as a safety hazard.

“This is a dangerous practice... passengers have to step on bushes and plants.”

“As a wheelchair user... I have almost been ejected from my wheelchair due to vegetation.”

3.6.6 Questions about maintenance responsibilities and long-term upkeep

Many respondents asked who would be responsible for maintaining upgraded verges. Some noted that many residents already struggle to maintain existing verges, while others expressed concern that poorly maintained plantings could create hazards or detract from neighbourhood appearance.

“Who will maintain these verges?”

3.6.7 Support for resident participation and community ownership

A number of respondents supported the idea of residents being able to cultivate or improve their own verges, seeing it as a way to foster community pride and local stewardship.

“Allow residents to cultivate their own verges.”

“Involving residents encourages ownership and nurturing.”

3.6.8 Requests for broader beautification and street maintenance

Several respondents used the opportunity to raise concerns about the condition of nearby streets, footpaths, drains and public spaces. Some saw the program as an opportunity to address broader amenity issues.

“The streets close to Moseley Square are atrocious... any beautification would be welcome.”

“Please ensure Scholefield Road is captured by this project.”

3.6.9 Opposition to the program or belief that verges should remain simple

A smaller group opposed the program entirely, preferring turf verges, additional parking or minimal intervention. Some felt the program was unnecessary or that verges should remain the responsibility of individual homeowners.

“Nothing wrong with turf on a verge... should be up to the individual homeowner.”

3.6.10 Verge Incentive Program – Feedback Summary

Feedback on the Verge Incentive Program reflects a mix of environmental enthusiasm, practical concerns and financial caution. Many respondents supported the idea of greener, more attractive verges and saw the program as an opportunity to enhance sustainability, improve neighbourhood character and encourage community participation. Native planting, environmental suitability and flexible guidelines were recurring themes among supporters.

At the same time, a significant number of respondents raised concerns about cost, prioritisation and ratepayer impact, particularly given broader budget pressures. Accessibility and safety were also major considerations, with several respondents highlighting risks associated with vegetation encroaching onto footpaths or obstructing vehicle access.

Questions about maintenance responsibilities, enforcement and consistency with past Council decisions were also common. A smaller group opposed the program outright, preferring simpler verges or alternative uses of funds.

Overall, the feedback suggests cautious interest in the program, with strong support for environmental outcomes but clear expectations for affordability, accessibility, consistent policy and responsible implementation.

4. General ABP and LTFP feedback

4.1 Request for additional comments

Question 14 asked respondents to indicate if they would like to provide additional comments which has been tabulated against the actual comments received. The table shows that most respondents chose to provide general comments.

Table 11: Engagement with documents ahead of participating in survey

Additional comments	Said they would	Actual
Draft 2025-26 Annual Business Plan	27	20
Draft Long Term Financial Plan 2025-26 to 2034-35	9	8
General	40	35
Total	76	63

4.2 General comments

4.2.1 General comments

35 respondents provided additional comments. Of the comments analysed:

- 14 positive, expressing general support or constructive input
- 12 neutral, focusing on factual observations or questions
- 9 negative, strongly objecting to specific projects or financial decisions

While some respondents expressed appreciation for aspects of the Draft Annual Business Plan and engaged constructively with suggestions, a large proportion of comments reflect concern about rate increases, spending decisions, and perceived inequities in local investment. Many comments touch on more than one theme. Several responses also highlight safety, infrastructure, and service delivery issues within specific local areas.

4.2.2 Rate increases and cost-of-living pressures

A dominant theme across responses is concern about the proposed rate increase in the context of broader cost-of-living pressures. Many respondents question whether increases above CPI are justified and express concern about affordability, particularly for pensioners and fixed-income households.

“I am extremely disappointed to find a rate rise of 6%... rate payers money is [not] being spent prudently.”

“6.6% rise in a cost of living crisis feels like a lot – especially when there’s a lot of pensioners in our community!”

“Your budget... must ensure that the rates are NOT increased more than CPI... times are hard and the general public cannot support excessive spending.”

This theme reflects a strong expectation that Council demonstrate financial restraint and align increases more closely with inflation.

4.2.3 Perceived overinvestment in Jetty Road Glenelg

Respondents raised concerns about the perceived scale and impact of investment in the Jetty Road Glenelg upgrade. Several comments suggest that the benefits are limited or unevenly distributed, while the financial burden is borne more broadly by ratepayers.

"I am opposed to the waste of money spent on the Glenelg Jetty Road upgrade... it has resulted in the rise in my council rates above the inflation rate."

"...an incredibly overpriced vanity project at Jetty Road Glenelg, which after \$40m of expenditure looks... very similar to how it looked prior."

"I am very disappointed about the large increase in rates just to fund a vanity project in Glenelg jetty road."

This sentiment highlights concerns about value for money and equity in how major projects are funded.

4.2.4 Infrastructure, safety and local service gaps

Some responses focus on day-to-day infrastructure and safety issues across suburbs, including traffic management, stormwater, public spaces, and ageing community assets. Many respondents emphasise the importance of maintaining core infrastructure before investing in new or large-scale projects.

"We have been waiting close to 2 years for the parking scenario to be resolved... it is a significant risk that a child gets run over."

"Bouchee Walk and Chapel Plaza... safety is not guaranteed."

"It is essential... that council urgently undertakes permanent reconstruction [of the road]..."

This theme demonstrates strong expectations around timely maintenance and visible improvements to everyday infrastructure.

4.2.5 Constructive suggestions and community priorities

Alongside concerns, respondents provided constructive suggestions regarding priorities, particularly around sport, community facilities, and service improvements. These comments often emphasise practical improvements that would benefit local residents.

"Brighton Oval is the most important... we need to provide suitable facilities to ensure [children] continue to play."

"I would like us to continue improving the area but to work within a budget..."

These responses indicate a willingness to engage and contribute ideas where outcomes are seen as directly beneficial to the community.

4.2.6 Summary of general comments

Overall sentiment is mixed, with many respondents questioning rate increases and major project spending. While there is clear appreciation for some initiatives and strong constructive input, there is notable dissatisfaction with perceived priorities and the distribution of investment. Respondents consistently emphasise affordability, equity and maintaining core services as key expectations.

4.3 Comments on Draft 2026-27 Annual Business Plan

20 respondents provided additional comments. Of the comments analysed:

- 6 positive, expressing general support or constructive input
- 6 neutral, focusing on factual observations or questions
- 8 negative, strongly objecting to specific projects or financial decisions

Feedback on the Draft Annual Business Plan is detailed and includes both thoughtful submissions and strongly expressed concerns. While some respondents acknowledge positive aspects of the plan, many raise issues relating to rate increases, transparency, and perceived prioritisation of projects.

4.3.1 Clarity, transparency and justification of spending

A recurring theme is the need for clearer explanation of financial decisions, particularly the composition of rate increases and how funds are allocated.

“Overall the financial modelling... is not abundantly clear.”

“There is no justification for a 6.6% increase... there is no outline of how savings options have been considered.”

“Why does council... ignore the warnings [about keeping rates aligned with inflation]?”

This reflects a strong expectation for more transparent and accessible financial information.

4.3.2 Opposition to rate increases

Many respondents strongly object to the proposed increase, particularly in light of inflation and economic conditions. Several comments highlight the impact on retirees and households.

“It is an outrage... Council is proposing a rate rise of 6.6%!”

“A 6.6% rate increase is totally unacceptable in the current economic climate.”

“I 100% oppose any and all rate increases.”

This mirrors the strong sentiment observed across other tabs regarding affordability.

4.3.3 Perceived imbalance in investment and project priorities

Respondents again raised concerns about the concentration of investment in Jetty Road Glenelg, with some questioning the broader community benefit.

“...benefits no one but the retailers... we would have to drive there.”

“Hilarious non-disclosure around the Jetty Rd... debacle... an unwarranted call on ratepayers.”

This reinforces perceptions of inequity and dissatisfaction with how major projects are prioritised.

4.3.4 Environmental and infrastructure considerations

Some respondents focus on environmental issues, climate change, and maintenance of existing infrastructure, raising concerns about gaps in funding and attention.

“Happy to see climate change mentioned... but I think the issue is not prioritised highly enough.”

“Current maintenance of footpaths and roads need to be improved...”

These comments highlight expectations for stronger focus on sustainability and essential services.

4.3.5 Summary of ABP comments

Feedback on the draft ABP is mixed but includes a strong critical component. While some respondents recognise positive elements and provide constructive suggestions, there is significant concern about rate increases, transparency, and perceived imbalances in investment priorities. Respondents consistently call for clearer justification of decisions and greater alignment with community needs.

4.4 Comments on Draft Long Term Financial Plan 2025-26 to 2034-35

8 respondents provided additional comments. Of the comments analysed:

- 3 positive, expressing general support or constructive input
- 2 neutral, focusing on factual observations or questions
- 3 negative, strongly objecting to specific projects or financial decisions

Feedback on the Long Term Financial Plan is more concise but reflects a similar balance of constructive input and strong concern about financial management, debt, and rate increases. Respondents generally support responsible fiscal planning but expect greater transparency and restraint.

4.4.1 Financial discipline and debt management

Several respondents advocate for tighter financial control, reduced reliance on borrowing, and actions to manage or reduce debt over time.

“Suggest tight fiscal control for next 3–5 years to reduce debt and contain rates growth.”

“I do not support the city borrowing for capital works... create a fund and save for it.”

This reflects a preference for conservative financial management and long-term sustainability.

4.4.2 Opposition to rate increases and financial approach

A number of comments express strong objection to rate increases and question the credibility of Council’s financial approach, including the framing of a “balanced budget”.

“This is absolute rubbish. This rate rise is absolutely unacceptable...”

“I don’t support any rate increases... [the City] cannot balance the budget, nor be honest about it.”

“This proposed plan... is totally unacceptable and many of the assumptions are unrealistic.”

These responses highlight a lack of confidence in financial decision-making among some respondents.

4.4.3 Support for targeted improvements and practical ideas

Some respondents offered constructive suggestions, including support for specific upgrades or opportunities to improve presentation and amenity.

“Strongly support upgrades to irrigation at Brighton Oval.”

“The Verge incentive programme should include paving upgrades... to complement the new upgrade of Jetty Road.”

These comments show support where tangible, localised benefits are clear.

4.4.4 Summary of LTFP comments

The feedback reflects a mix of practical suggestions and strong concern about financial management. While some respondents support targeted improvements, there is notable resistance to rate increases and borrowing, with a clear expectation for greater fiscal discipline and transparency.

4.5 Overall summary of open-ended feedback at end of survey

Overall, feedback is mixed, with a small proportion of supportive and constructive input alongside a stronger level of concern about financial decisions and project priorities. Across general, ABP and LTFP comments, many respondents acknowledge specific improvements or offer practical suggestions, particularly relating to community facilities, infrastructure and service delivery.

However, the most consistent theme is concern about rate increases and affordability, particularly in the context of current cost of living pressures. A number of respondents strongly object to increases above inflation and question whether these are justified.

There is also recurring feedback about perceived priorities, with several respondents expressing concern about the scale of investment in major projects, particularly Jetty Road Glenelg, and whether benefits are evenly shared across the community.

A further theme relates to transparency and clarity of financial information, with respondents seeking clearer explanations of how rates are calculated, how funds are allocated, and what trade-offs have been considered.

Alongside these concerns, there is clear interest in practical, local improvements, including maintenance of core infrastructure, safety, environmental considerations, and support for community facilities. Many comments include constructive ideas, indicating a willingness to engage where outcomes are seen as relevant and beneficial.

Overall, the feedback reflects a community that is engaged and willing to contribute, but with strong expectations around affordability, fairness and clear communication of Council decisions.

4.6 Additional information uploaded

It should be noted that respondents could choose to upload additional feedback material as part of the online survey, and 2 respondents provided additional material.

- **Upload submission 1:** submission from 5049 Coastal Community Association. Feedback has been included in the email and letter analysis.
- **Upload submission 2:** submission from resident. Feedback has been included in the email and letter analysis.

5. Email and letter feedback

Residents, business owners and visitors were given the option to submit letters or emails as part of the Draft Annual Business Plan and Draft Long-Term Financial Plan consultation. 51 respondents took up this option and an additional two written submissions have been added to this analysis which were provided as uploads to the online survey (n=53). Where multiple emails have been received from one respondent they have been counted as one submission. Where the same submission has been provided by multiple respondents this has been counted separately in the response count but analysed as one response. This was the case for a submission by the Holdfast Bay Residents Association, whose response was submitted by 22 additional people meaning there were 33 unique submissions.

This section summarises the themes arising from those responses. In addition, copies of the responses are included in a separate *City of Holdfast Bay ABP Consultation Outcomes Report*.

It should be noted that a considerable effort was made by those who submitted responses indicating a high degree of interest and care in the Council's ABP.

5.1 Snapshot

The feedback indicates a community that is highly engaged and providing detailed input across financial and local issues. While respondents acknowledge the need for ongoing services and infrastructure investment, there is a consistent call for:

- stronger alignment with current economic conditions
- clearer explanation of financial decisions
- greater focus on core services and maintenance
- more balanced distribution of investment

Overall, the feedback reflects a need for clearer justification of decisions, stronger financial discipline, and improved communication with the community.

5.2 Key themes emerging from emails and letters

The feedback reflects a high level of community engagement, with many respondents providing detailed submissions that include structured arguments, evidence and specific recommendations. Several submissions go beyond general feedback to analyse Council budgeting, governance and planning approach in detail.

The proposed 6.6% rate increase is the dominant issue across responses. Many respondents question whether it is affordable in the current economic climate and whether sufficient justification has been provided. This concern is consistently linked to broader cost of living pressures, including inflation, interest rates and fixed or constrained household incomes.

A second major theme relates to financial priorities and decision-making, including the balance between new projects, capital works and core services. The Jetty Road Glenelg project is frequently referenced as a key driver of both cost and perceived inequity, and is often used as a wider example of how investment decisions are made that do not reflect community priorities

There is also a clear and sustained call for greater transparency, particularly in explaining rate calculations, project costs and the rationale behind decisions.

In addition, respondents raise a wide range of place-based and operational issues, including infrastructure maintenance, traffic and safety, environmental management and local amenity. Many of these comments draw on direct lived experience.

Overall, the feedback reflects a community that is well-informed, actively engaged, and seeking evidence of disciplined financial management, clear prioritisation and transparent decision-making.

5.2.1 Rate increases and affordability

The proposed rate increase is consistently identified as the primary concern. Respondents describe the cumulative impact of rising costs across housing, utilities and everyday expenses, noting that rates are an unavoidable cost. Particular concern is raised for retirees, single-person households and those on fixed incomes, with some commenters indicating that ongoing increases may affect their ability to remain in their homes.

“This is an absolutely unacceptable increase, - given the current inflation rate and considering the incredible cost of living pressures on all households.”

“I’m not happy with the rate increase as I’m already struggling with the cost of food , insurance, and all amenities as it is.”

“I want to voice my objection to the proposed 6.6% rate increase... I don’t want to be driven out of my home because of increased cost to hold the home.”

5.2.2 Alignment with CPI and economic conditions

Many respondents use CPI or inflation as a benchmark, indicating that rate increases should generally align with broader economic indicators. Where increases exceed CPI, respondents expect clear evidence and justification, suggesting that CPI is widely used as a measure of fairness and affordability.

“The current CPI rate is 3.7% for the last 12 months and any rate increase should not exceed this figure let alone almost double the rate.”

“A rate rise of 6.6%, well above the inflation rate and not what the ESCOSA commissioner recommended is not acceptable.”

5.2.3 Jetty Road Glenelg project and broader investment decisions

The Jetty Road Glenelg project is frequently cited as an example of spending priorities, with concerns about its cost, its contribution to debt and whether benefits are evenly distributed. Respondents question the project’s value for money and link it to the proposed rate increase, particularly for those outside the immediate area.

“The Transforming Jetty Road Glenelg project has already added significant debt... This major project delivers limited or no direct benefit to the majority of ratepayers who live outside the Glenelg precinct.”

“As a Brighton resident I am not happy with a 6.6% rate rise which includes a 2.3% surcharge for the Jetty Road Glenelg improvements.”

5.2.4 Financial transparency and explanation of decisions

Respondents consistently request clearer explanations of financial information. This includes how the rate increase is calculated, how different figures relate, and how decisions have been made. There is also a strong expectation that Council demonstrate that alternative, lower-cost options have been considered.

“These figures may be technically reconcilable, but they are not explained clearly enough for ordinary ratepayers.”

“There are millions of dollars set aside for asset replacement but no indication of what those assets are and what the replacement is to be.”

5.2.5 Spending priorities and focus on core services

Many responses emphasise the importance of prioritising essential services such as roads, waste, stormwater and libraries. Some respondents question discretionary spending and suggest that new projects should be deferred until financial pressures ease or existing assets are adequately maintained.

“Council must do their basic job, roads, rubbish, storm water and libraries and stop trying to entertain all and sundry with events.”

“No new projects should be undertaken. Just maintain what we have, until the debt is reduced.”

5.2.6 Financial discipline, debt and long-term sustainability

A number of submissions engage directly with Council’s financial position, referencing debt levels, liabilities and long-term projections. Respondents highlight the need for cost control and efficiency, and express concern about the cumulative impact of borrowing and ongoing expenditure.

“Ratepayers should not be expected to keep funding new projects and ever-growing employee costs... There must be a much stronger focus on cost containment, efficiency improvements, and prioritising core services.”

5.2.7 Local infrastructure, maintenance and service delivery

Many comments describe specific local issues such as road condition, drainage, footpaths and safety concerns. These are often detailed and based on direct experience, with some respondents indicating that issues have been raised previously without resolution.

“My next door neighbours have on a number of occasions needed to sandbag their home to avoid flooding inside their home.”

“It is essential in the interests of driver safety that council urgently undertakes permanent reconstruction.”

5.2.8 Equity and distribution of investment

Some respondents express concern about how investment is distributed across different areas, particularly where major projects are concentrated. There is a perception that some suburbs receive limited attention or benefit compared to others.

“There are no projects proposed for Seacliff or Kingston Park.”

“Southern residents see no benefits for them in the project.”

5.2.9 Environmental management and coastal outcomes

Several submissions focus on environmental issues such as stormwater, coastal health and pollution. These comments often reference broader environmental impacts and the need for long-term planning and preventative investment.

“Stormwater is one of the largest sources of pollution entering Adelaide’s coastal waters... degrading water quality and smother nearshore habitats.”

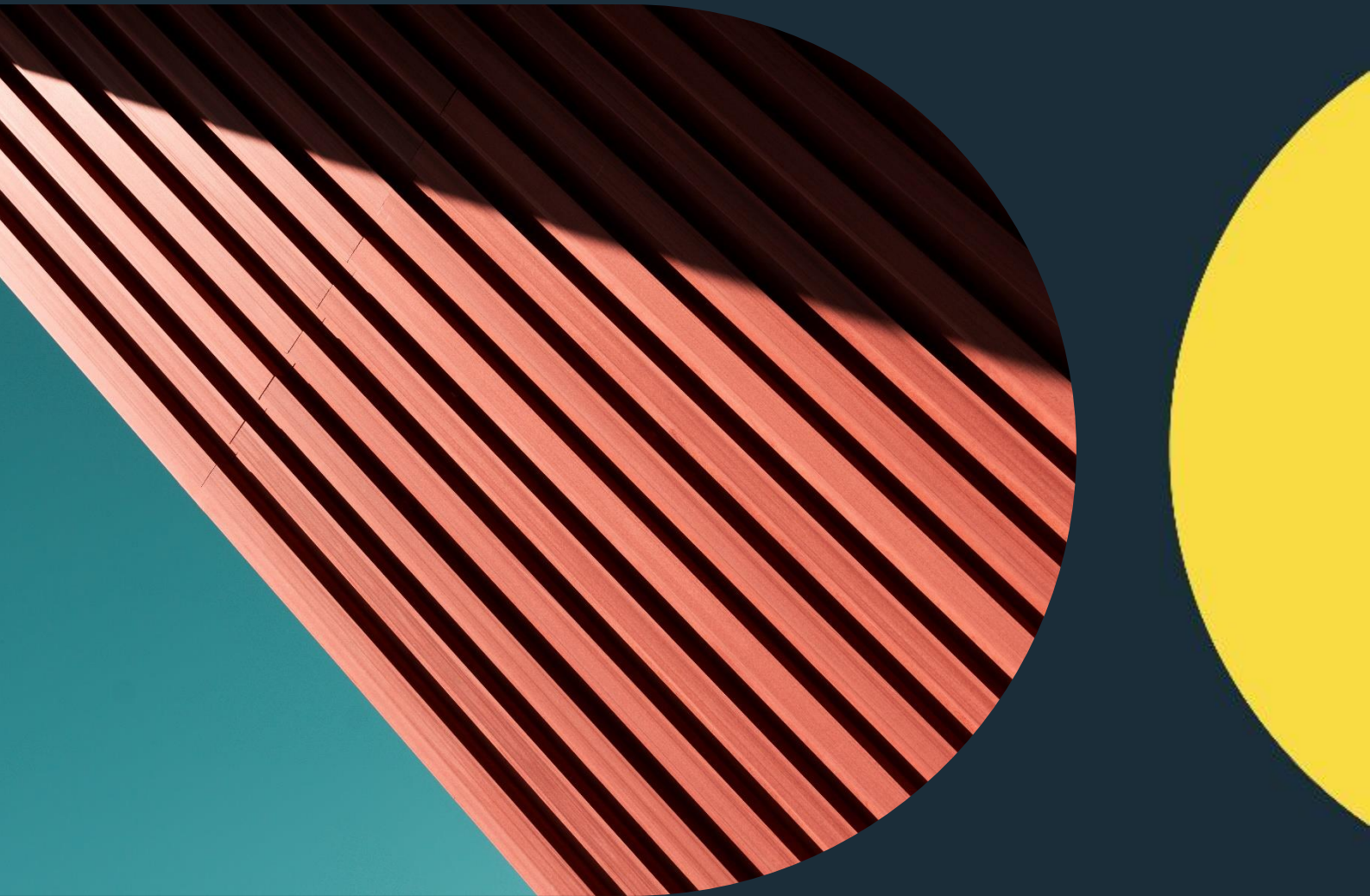
5.2.10 Governance, decision-making and trust

A number of submissions raise broader concerns about governance and decision-making processes. These include transparency, timing of consultation, and how community input is considered. Some respondents explicitly refer to trust and the need for improved accountability.

“The draft business plan does not address how the significant loss of trust between the Council and the Community will be turned around.”

“Better decision-making processes are needed on substantial issues.”

The feedback demonstrates a high level of engagement, with respondents providing detailed and considered input. Key expectations include affordability, transparency, prioritisation of core services, and fair distribution of investment. Overall, the community is seeking clear evidence that decisions are justified, well managed and aligned with community needs.



Appendix A Letter and email submission summary

Email and letter submission summary

Residents and business owners, as well as visitors were given the option to submit letters or email as part of the ABP and LTFP consultation and 53 respondents took on this option. Where multiple emails have been received from one respondent they have been counted as one submission. Where the same submission has been provided by multiple respondents this has been counted separately in the response count but analysed as one response. This was the case for a submission by the Holdfast Bay Residents Association, whose response was submitted by 22 additional people.

This is a summary of submissions received via letter or email and full copies of the responses are included in a separate City of Holdfast Bay ABP and LTFP Consultation Outcomes Report.

No.	Respondent type	Summary of submission
1	Holdfast Bay Residents Association (22 submissions received)	The submission focuses on the proposed rate increase, affordability for ratepayers, financial transparency and debt management. It accepts that Council may be financially sustainable based on the Long-Term Financial Plan and ESCOSA material but argues this does not demonstrate that a 6.6% increase is affordable or sufficiently justified in current cost-of-living conditions. It asks Council to clearly reconcile the different rate figures presented (including the 6.6% headline figure versus higher figures shown for General Rates and total rates revenue) and to provide a simple table explaining different stated average impacts. It requests that the Jetty Road Glenelg project component be quarantined and explained, including whether it is temporary, how it will be treated in future years, how related debt will be repaid and how the contribution will be shown on rates notices. It also asks Council to publish lower-rate scenarios, showing what savings, deferrals, efficiency measures or alternative revenue options were tested and what service or renewal impacts would occur if the increase were reduced. The submission further requests clearer explanation of the debt reduction pathway, clearer separation of essential renewal versus discretionary spending drivers, and correction or explanation of stormwater renewal figures prior to adoption.
2	Resident	The respondent strongly opposes the proposed 6.6% rate increase and argues that Council's operating budget has grown substantially over recent years. They state that Council should operate as a lean, efficient service provider and that repeated rate rises are adding to cost-of-living pressures. The submission links current debt levels to the Transforming Jetty Road Glenelg project and argues that the project provides limited benefit to many ratepayers outside the precinct. They request that the proposed increase be rejected or significantly scaled back, that Council place greater emphasis on efficiencies and cost reductions, and that non-essential new projects be paused or deferred until debt reduces. They also ask Council to prioritise core municipal services and debt management over expansionary spending when finalising the budget and long term financial plan.
3	Resident	The respondent says they have not seen clear detail about the planned bike and walking path upgrade along Sturt Creek between Pine Avenue and the Patawalonga. They note the upgrade has been planned for a long time and that previous detailed planning has not resulted in construction. They ask for clarification on timing, including whether the project will proceed and when it is expected to be built, or whether it has been cancelled.
4	Resident	The respondent supports the approval of wombat crossings on Jetty Road and on the Esplanade near the jetty, the submission states that this is a positive step to improve safety and reduce speed. They report observing vehicle speeds they consider unsafe in a busy dining and recreation precinct used by children, older people and dog walkers, including around the Esplanade playground and surf club. They state that no speed limit proposal

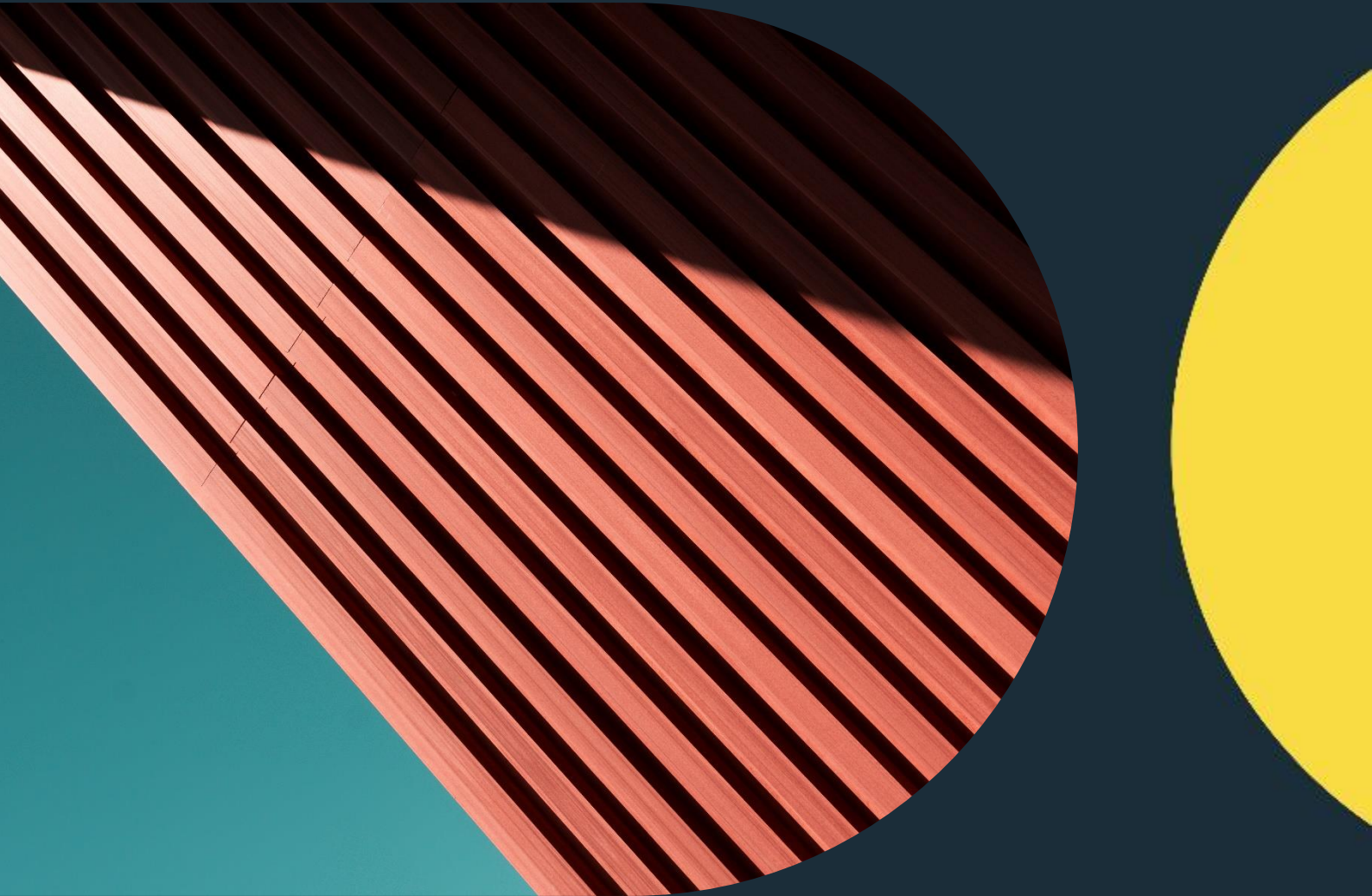
No.	Respondent type	Summary of submission
		has been included and argue the current 40 km/h limit is not appropriate for the area. They propose reducing the speed limit to 20 km/h on specified sections of Jetty Road and the Esplanade, or at minimum across the area around the new crossings.
5	Resident	The respondent opposes the proposed 6.6% rate increase and disputes statements in the draft plan about disciplined financial management, noting the increase exceeds the inflation rate cited in their submission. They request greater transparency about the Jetty Road upgrade cost and whether it is under or over budget, and they ask what will happen to the project-related levy in future years. They also raise concerns about the level of detail provided on asset replacement spending, requesting clearer information about what assets are being replaced and why. In addition, they question aspects of the plan's environmental statements and performance claims, including references to climate impacts and waste diversion, and request clearer evidence and explanation for the claims and measures presented in the document.
6	Resident	The respondent aligns with the Holdfast Bay Residents Association concerns and states that the proposed rate increase is too high in the current cost-of-living environment. They acknowledge the importance of maintaining essential services and renewing community assets but argue that financial sustainability does not automatically mean the increase is reasonable or affordable for ratepayers. They ask Council to better explain the different rate increase figures presented across documents and to clarify the project-related Jetty Road component, including whether it is temporary and when it might be reduced or removed. They also request that Council show what alternatives were tested prior to proposing the increase, including operational savings, efficiency measures, deferral of lower-priority initiatives, additional non-rate revenue and a lower rate increase scenario.
7	Resident	The submission discusses stormwater management and coastal environmental pressures and links these issues to Council's financial decision-making. The respondent cites that external coastal planning and review documents and states that stormwater is a major source of pollution entering Gulf St Vincent, contributing to degraded water quality and long-term decline of coastal habitats. The submission notes community observations of litter, murky water and stormwater-related pollution and raises concerns about ecological resilience and monitoring. It argues that, given long-term environmental consequences and current cost-of-living pressures, any above-inflation rate increase should be supported by transparent modelling and clear explanation of what alternatives were tested and what essential services or critical environmental works would be compromised by a lower increase.
8	Resident	The respondent, as a long-term Seacliff resident, states that the proposed rate increase is excessive. They note that rates have already increased due to Jetty Road Glenelg works and argue that a further increase should not be necessary.
9	Resident	The respondent objects to the proposed 6.6% rate increase and provides their current annual rates amount as context. They note that while their property value has increased, this does not improve their income position, particularly after retirement. They state they do not want to be pressured to sell or move due to higher holding costs and ask Council to reconsider the increase to a level they consider more reasonable for residents.
10	Resident	The respondent questions the validity of the proposed rate rise in the context of cost-of-living pressures. They state that the increase appears high.
11	Resident	The respondent, as a Brighton resident, objects to the proposed 6.6% rate rise and specifically notes the 2.3% surcharge linked to Jetty Road Glenelg improvements. They

No.	Respondent type	Summary of submission
		express concern that local safety projects, including Jetty Road Brighton pedestrian safety works, are described as contingent on funding. They question why feedback was sought on proposed safety projects if funding was not confirmed and contrast the scale of investment in Glenelg with the lack of delivery of smaller local safety measures (including a crossing request near the end of Gurrs Road).
12	Resident	The respondent opposes the proposed 6.6% rate rise and argues that rising property values do not mean residents have more disposable income. They state that people who are not working may have limited capacity to absorb increases in the current economic environment. They ask Council to take household circumstances and affordability into account when setting rates.
13	Resident	The respondent states they want rates to be directed to projects that deliver clear community benefit and expresses dissatisfaction with some recent works. They raise concerns about spending on public art and argue that purchasing sculptures and artworks is not a priority. They describe ongoing flooding and poor stormwater drainage in Prior Road, stating that previous requests for assistance have not been addressed. The submission proposes practical drainage solutions, including upgrading a culvert near the Harrow Road intersection and installing additional culverts along Rossall Road, and asks Council to allocate budget to address similar drainage issues across other street and state that Council should address known drainage issues to reduce the risk of property impacts.
14	Business operator / resident	The submission asks what specific recovery support Council is considering for hospitality businesses affected by reduced foot traffic and revenue associated with the algal bloom and tram closure. The respondent notes that general city activation spending may provide indirect benefit over time but requests more direct support, such as a targeted grant or fee waiver program. The submission also raises parking access as a barrier for dining customers, particularly near the marina and Glenelg end of the precinct, and asks whether short-stay (1-2 hour) parking allocations will be reviewed. They request that hospitality operators be consulted as part of any parking review process.
15	Resident	The respondent comments on the proposal to transform verges and raises concerns about residents planting shrubs and bushes on verges. They argue verge planting can reduce street parking and can make it more difficult for passengers to safely exit a vehicle on the verge side. They state a preference for well-maintained grass verges rather than planted verges.
16	Resident	The respondent opposes the proposed 6.6% rate rise and states that rates increased in the previous year. They also state they do not support increased funding for existing services, the Jetty Road program or new community projects and consider the proposed increase unreasonable.
17	Resident	The respondent argues that many households are already struggling with cost-of-living pressures and that a 6.6% rate rise, on top of other rising expenses, will increase hardship, particularly for retirees and people on fixed incomes. They state that property valuation changes may further increase rates payable. The submission calls for Council to improve efficiency, reduce unnecessary expenditure and avoid funding non-essential projects so ratepayers are not further stretched. They reference CPI and argue any increase should not exceed CPI, asking Council to give this feedback consideration.
18	Resident	The respondent expresses concern about the proposed increase to 6.6% and states that consecutive annual rate rises are making affordability more difficult in the current economic climate. They request that the increase be revised down.

No.	Respondent type	Summary of submission
19	Resident	The respondent strongly opposes the proposed 6.6% rate increase and states they do not support any increase under current economic conditions characterised by inflation and elevated interest rates. They argue that describing the increase as a small weekly amount understates cumulative household impacts and that actual impacts vary due to property valuations. They note that the draft plan includes new and continuing projects and a capital and asset renewal program, and they question the timing of discretionary spending when households are under pressure. The submission recommends limiting any increase to CPI, reducing discretionary spending, deferring non-critical initiatives and demonstrating cost control and operational efficiency before seeking additional revenue.
20	Resident	The respondent repeats the same position as the previous entry: it opposes increases above CPI, questions the framing of the increase as a weekly amount, and calls for restraint, reduced discretionary spending, deferral of non-essential projects and stronger cost control before increasing rates.
21	Resident	The respondent objects to the proposed 6.6% increase and argues it is not acceptable given cost-of-living pressures and inflation. They state Council should adjust or postpone other projects given the funding required for the Jetty Road upgrade and suggest that expenditure should be reduced. They question whether Council has adequately assessed affordability impacts and express doubt that community feedback will influence decisions. The respondent also raises concerns about local maintenance issues, stating that footpath repairs have not been addressed despite requests, and asks that their objection be formally recorded.
22	Resident	The respondent provides feedback from the perspective of a wheelchair user and describes difficulties navigating sub-standard footpaths due to uneven pavers, vehicles overhanging footpaths and angled driveways. They state that overgrown vegetation is the most significant safety risk and describe incidents where vegetation has interfered with wheelchair movement. In relation to the Verge Incentive Program, they request clear guidelines to ensure plantings do not impede safe footpath access, along with a compliance and enforcement plan and consequences for non-compliance. They also request similar guidance to ensure verge plantings do not reduce safe vehicle access and street parking. In addition, they raise concerns about tree governance under the Urban Forest Plan, including responsibilities for tree management and potential impacts such as shading of neighbouring solar panels, and they call for a more rigorous risk and compliance approach.
23	Resident	The respondent states that the proposed rate increase exceeds CPI and expresses dissatisfaction with the size of the increase. They question the necessity and value of ongoing gutter or kerb replacement works and describe these works as a poor use of funds.
24	Resident	The respondent acknowledges Council must maintain services, community assets and the general appearance of the area. However, they consider a 6.6% rise high relative to inflation and note that interest rate increases are adding to household economic strain. They suggest Council adopt a more conservative 'care and maintenance' approach to budgeting to keep increases closer to cost-of-living movements.
25	Resident	The respondent states they are unhappy with the size of the rate increase and with Council's overall performance. They ask why the proposed increase is so high.
26	Resident	The respondent states they are struggling with rising household costs, including food, insurance and other essentials. They note their pension has not increased and that

No.	Respondent type	Summary of submission
		they still have a mortgage to pay. They state that a rate increase adds further financial pressure.
27	Resident	The respondent does not support the draft business plan and opposes the 6.6% rate rise, citing inflation and referencing ESCOSA recommendations. The respondent proposes a range of operational cost-saving measures, including reviewing senior staffing and organisational structure, reducing or changing funding arrangements for events, public art purchases and certain facilities or upgrades, and reviewing leases, rents and procurement (including legal services). They also raise concerns about how questions are framed in consultation materials and request that Council focus on core services such as roads, waste, stormwater and libraries rather than discretionary activities. In addition, the respondent objects to specific wording and statements in Council documents related to cultural acknowledgements and certain policy or environmental claims, and requests evidence for some statements and changes to how the content is presented.
28	Resident	The respondent states they did not have an opportunity to comment on the proposed rates increase and expresses frustration about the consultation process. They state they do not agree with the Jetty Road Glenelg-related component of the increase and ask that their view be noted.
29	Resident	The respondent questions whether a 6.6% increase can be justified and states that cost-of-living pressures and lower inflation make the increase difficult to accept. They express dissatisfaction with outcomes from the Jetty Road Glenelg project and describe practical access issues, including traffic and parking impacts. They state that Council debt and priorities are of concern and suggest actions such as pursuing outstanding debts (for example from community organisations), pausing projects, reducing non-essential services and avoiding a rate rise at this time.
30	Resident	The respondent provides a late submission focused on equity and affordability and states that the financial burden of proposals can be disproportionately high for single-person households. They reference demographic and council reporting information to support their point and ask what processes Council uses to assess affordability, particularly for middle and lower income ratepayers during a period of high interest rates and economic strain. They suggest reconsidering priorities and deferring discretionary spending (including certain amenity and public realm items) in favour of more community-focused initiatives. The respondent also refers to personal experience of income insecurity and argues that Council should focus on resident financial wellbeing and consider cost-cutting or restructuring rather than passing increased costs on to ratepayers.
31	Resident / consultant-style submission	This submission provides a benchmarking-style review of the draft plan and describes the proposed 6.6% increase as comprising a base increase plus separate levy components. It argues that breaking out the levy components improves transparency and positions the base increase as moderate relative to other councils, while noting the Jetty Road levy is described as being in its final year and the community projects levy as a targeted funding mechanism. The submission assesses each of the six community projects, generally supporting them as viable while identifying conditions and risks for projects dependent on external funding and recommending fallback funding plans. It also includes governance-focused observations and recommendations, such as improving public access to operational policies and committee information and developing a formal reconciliation framework. The submission provides broader recommendations about evaluation metrics for trial programs, long-term canopy targets and transparency practices.
32	Resident	The respondent argues that the draft plan sits in the context of reduced community trust following major project decisions and the respondent considers that the draft plan does

No.	Respondent type	Summary of submission
		not adequately address how trust will be rebuilt. They state that the case for rate rises above inflation is not clearly made in the current environment and that cost-of-living pressures and income diversity within the community require stronger consideration. The submission calls for improved decision-making processes on major issues, including mechanisms for more deliberative community input, and asks for clearer evidence of cost control, reprioritisation of existing expenditure and value for money. The respondent also questions how proposed community projects have been prioritised, suggests more strategic planning for Brighton Road rather than isolated measures, and queries why relatively small initiatives require additional rates revenue rather than reprioritisation within existing budgets.
33	5049 Community Association (5049CC)	The submission outlines priorities and concerns for the Seacliff and Kingston Park area, noting engagement with Council leadership and stating a desire for ongoing collaboration through forums, feedback and reporting of local issues. It notes the ESCOSA assessment and comments on the proposed 6.6% rise relative to previous expectations, and it supports concerns raised by the Holdfast Bay Residents Alliance. The association recommends an automatic rate cap below 10% and expresses concern that large-scale projects in Seacliff Ward may be limited in coming years due to Council debt, identifying Seacliff Plaza Stage 2 as a priority and requesting improved integration, access and greening consistent with the masterplan. The submission also raises issues and suggestions including grant-matching capacity, maintenance of recent projects, consideration of small local community projects, progress and funding for Kingston Park Coastal Reserve masterplan implementation, impacts of Brighton Road tree removals and replanting logistics, relocation planning for the Rifles Monument, and a longer-term re-imagining of Brighton Road. It indicates support for local initiatives such as the Verge Incentive Program and FOGO with appropriate consultation, and comments on speed limit approaches and participation in future transport plan consultation.



Appendix B Hard copy feedback survey

DRAFT 2026-27 ANNUAL BUSINESS PLAN SURVEY



Share your feedback on the draft 2026-27 Annual Business Plan and draft Long Term Financial Plan 2026-27 to 2035-36.

This survey will first invite you to provide your level of support and feedback on six proposed new community projects. You can also provide feedback on both the draft plans and provide general feedback. You can attach documents you may have to your submission.

Please select which of the following you have read. Select all that apply.

- ☐ Draft 2026-27 Annual Business Plan
- ☐ Draft Long Term Financial Plan 2026-27 to 2035-36
- ☐ Draft 2026-27 Annual Business Plan summary leaflet
- ☐ None of the above

Six proposed new community projects

The draft 2026-27 Annual Business Plan includes six proposed community projects. As these projects provide new levels of community service, a 0.2% rate increase would be required to fund all six projects.

We are seeking the community's level of support for each of the projects and the 0.2% increase in rates that would be required to fund and deliver all six proposed projects. Share your feedback and level of support for each project with us.



1. Brighton Road Trees: \$427,000 in 2026-27. \$925,000 in 2027-28.

This project will span two years and will involve the removal of 68 trees identified as high-risk and nearing the end of their safe lifespan and replace them with up to 106 new trees to increase canopy cover and enhance the visual character of the corridor.

1a. How supportive are you with the Brighton Road Trees project?

- ☐ Strongly do not support ☐ Do not support ☐ Neither support nor oppose
☐ Support ☐ Strongly support

1b. Please provide any feedback on the Brighton Road Trees project.

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2. Brighton Oval Irrigation: No cost for 2026-27. A forward commitment of \$195,000 for 2027-28.

This project will deliver surface remediation works at Brighton Oval. This includes new turf cricket pitch squares, irrigation, drainage and surface water movement outcomes to meet immediate and future needs at the site. Future works are dependent on attracting external funding.

2a. How supportive are you of the Brighton Oval Irrigation project?

- ☐ Strongly do not support ☐ Do not support ☐ Neither support nor oppose
☐ Support ☐ Strongly support

2b. Please provide any feedback on the Brighton Oval Irrigation project.

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3. School Crossings Improvements: Design \$30,000 in 2026-27. \$150,000 in 2027-28.

Council will undertake a comprehensive assessment of all school crossings to identify high risk locations and prioritise infrastructure improvements.

This project will fund design work in 2026-27 for the highest priority upgrade, providing the first stage of a long-term program to systematically improve school crossing safety across the city.

3a. How supportive are you of the School Crossings Improvements - Design?

☐ Strongly do not support ☐ Do not support ☐ Neither support nor oppose

☐ Support ☐ Strongly support

3b. Please provide any feedback on the School Crossings Improvements - Design.

[illegible]

4. **St Jude's and North Brighton Cemetery Upgrades: \$258,000 in 2026-27.**

Continuing from works commenced in 2025–26, this project will enhance the cemeteries' aesthetics, accessibility, and historical significance, transforming them into well-maintained, inviting community spaces while respecting their heritage value.

4a. How supportive are you of the St Judes and North Brighton Cemetery upgrades?

☐ Strongly do not support ☐ Do not support ☐ Neither support nor oppose
☐ Support ☐ Strongly support

4b. Please provide any feedback on the St Judes and North Brighton Cemetery upgrades.

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5. Jetty Road Brighton Road Improvement Designs: \$120,000 in 2026-27. Approximately \$500,000 in 2027-28.

During 2025–26, Council prepared concept design options to improve Jetty Road Brighton road safety and accessibility.

The 2026–27 project will complete the detailed design for the preferred concept. Council will also pursue external grant funding to support future construction, and the final works will depend on the level of funding received.

5a. How supportive are you of the Jetty Road Brighton Road Improvement Designs project?

- ☐ Strongly do not support ☐ Do not support ☐ Neither support nor oppose
☐ Support ☐ Strongly support

5b. Please provide any feedback on the Jetty Road Brighton Road Improvement Designs project.

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6. Verge Incentive Program: \$20,000 in 2026-27.

A one-year trial Verge Incentive Program would help the community transform standard grass or hard surface verges into attractive, sustainable nature strips.

6a. How supportive are you of the Verge Incentive Program?

☐ Strongly do not support ☐ Do not support ☐ Neither support nor oppose
☐ Support ☐ Strongly support

6b. Please provide any feedback on the Verge Incentive Program.

[illegible]

General comments.

[illegible]

[illegible][illegible]

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About you

We use your feedback to inform decision-making. This information is only collected for quality control purposes. Any personal details will not be linked to your survey response.

First Name	
Last Name	
Address	
Suburb *Required	
Postcode	
Email address Please complete if you would like updates and decisions on the consultation	

Age Group

☐ 14 and under ☐ 15 - 24 ☐ 25 - 44 ☐ 45 - 64 ☐ 65 and over

All feedback must be received by 5pm Friday 8 May 2026.

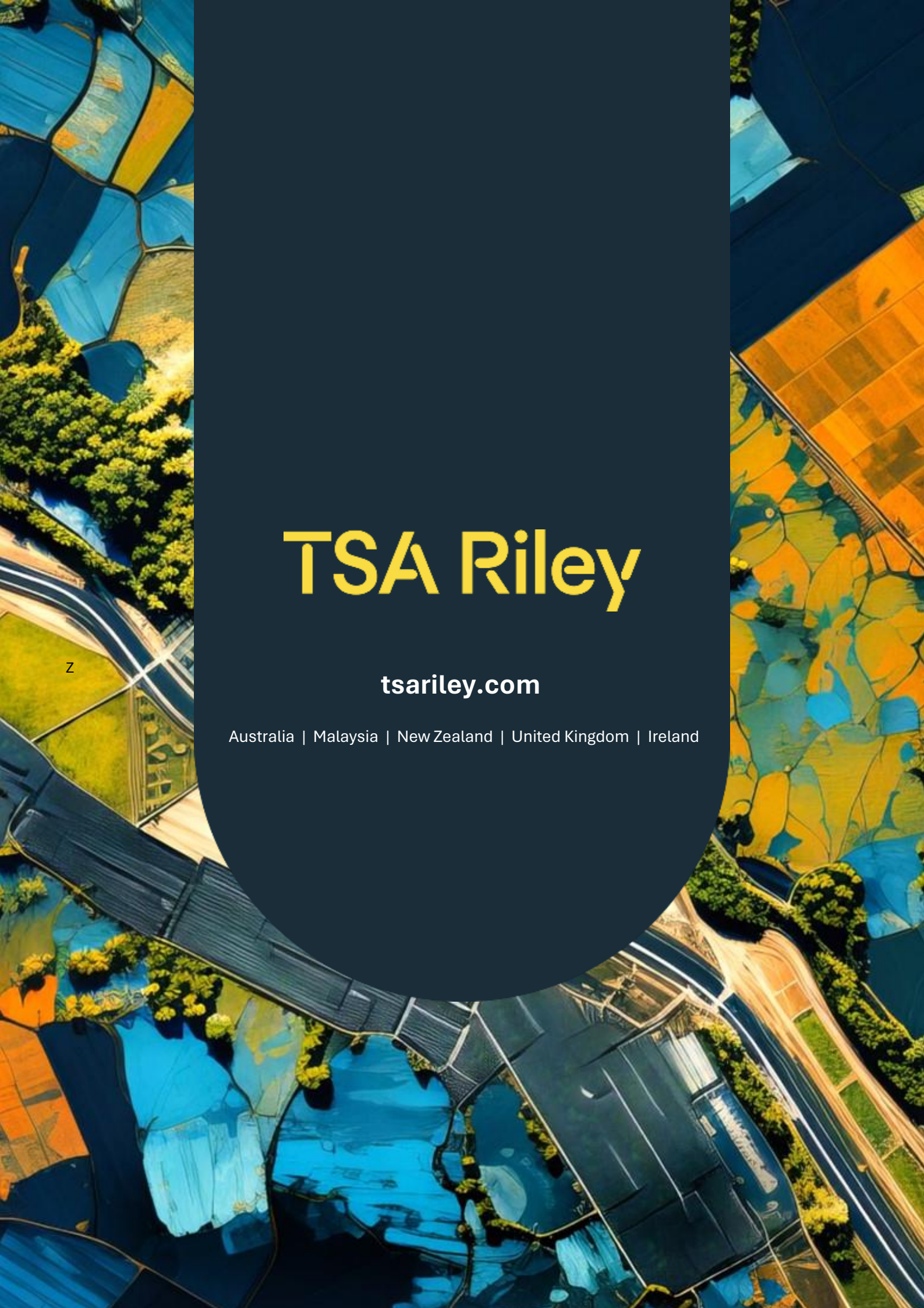
This form can be returned to:

- Brighton Library, 20 Jetty Road, Brighton
- Glenelg Library, 2 Colley Terrace, Glenelg
- Brighton Civic Centre, 24 Jetty Road, Brighton

Or posted to:

Draft Annual Business Plan
PO Box 19
Brighton SA 5048

yourholdfast.com/abp26-27
8229 9999



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