

Innovation Opportunity Register

City of Holdfast Bay · Phase 1, generated from current AiiPD and ABS data · 2026

How this register is built. The Innovation Identification Engine scores opportunities from the data AiiPD already holds (ABS resident industry, demographics, income and housing, the Council's REMPLAN place-of-work figures, the DRMC layer scores, the 13-council benchmark, club sponsor networks and the capital pipeline). Each opportunity is rated 1 to 5 on five criteria, need, readiness, DRMC leverage, precedent strength and council actionability, weighted (need 0.25, readiness 0.2, drmc 0.2, precedent 0.15, actionability 0.2) and normalised to a 0 to 100 opportunity score. A confidence rating reflects how much of the evidence is hard data versus inferred. This is a decision-support shortlist, not a substitute for business cases.

#	Opportunity	Score	Confidence	DRMC layers
1	Renew Holdfast: vacant-shopfront activation	91	Medium	Economic, Social, Place, Governance
2	Shoulder-season event innovation	84	High	Economic, Place, Social
3	Council sport-venue economic activation	80	Medium	Economic, Wellbeing, Social, Place
4	Live-Local key-worker housing	78	High	Economic, Housing, Social, Movement, Wellbeing
5	Silver-economy and age-friendly enterprise cluster	73	Medium	Economic, Wellbeing, Social
6	Visitor-economy diversification: lift overnight yield	69	Medium	Economic, Place
7	Coastal and climate resilience as economic infrastructure	69	Medium	Environmental, Economic, Governance, Place
8	Club-anchored local business alliance	64	Medium	Economic, Social, Governance
9	Workforce self-containment intelligence	62	Medium	Economic, Movement
10	Satellite work and creative micro-economy	60	Medium	Economic, Movement, Social

Broker empty Jetty Road and Brighton shopfronts to creatives, makers and startups on rolling 30-day licences, so precincts stay active through the jetty redevelopment disruption.

Economic Social Place Governance **Medium confidence**

EVIDENCE

- The \$260m Glenelg jetty regeneration and wider \$425.3m capital pipeline will disrupt trader cash flow during construction (Council Investment Prospectus).
- Retail is the third largest local employer, over 2,000 jobs across four precincts (Jetty Road Glenelg, Marina Pier, The Broadway, Jetty Road Brighton).
- Very strong place identity (8.55/10 likelihood to recommend) gives activated spaces a ready audience.

IMPLEMENTATION PATHWAY

1. Map vacancy and ownership on the four precincts
2. Stand up a licence and insurance template with the JRMCC
3. Pilot 6 to 10 tenancies for 12 months
4. Measure footfall, conversion to commercial leases

Precedent: Renew Adelaide and Renew Newcastle: licence-based activation of vacant tenancies, proven in South Australia.

Main Street / downtown revitalisation: Main Street programs repurpose abandoned buildings into thriving businesses (Facade improvement grants of about 5,000 to 15,000 dollars per business.; precedents: US Main Street programs)

Entrepreneur-led economic development: Small businesses are 99% of firms, 46% of the workforce and 55% of new jobs (US BLS 2023) (Microenterprise fund of about 250,000 to 500,000 dollars (loans/grants of 5,000 to 25,000 dollars); incubator space at 50 to 200 dollars per month.; precedents: Shops at Sharp End, Columbia MO, NLC City Inclusive Entrepreneurship)

Precinct vacancy rates not yet ingested; disruption and retail-employment evidence is hard data.

Extend the proven event model (Bay Sheffield, Brighton Jetty Classic, City to Bay) into low-occupancy months to smooth seasonality and lift accommodation yield.

Economic Place Social **High confidence**

EVIDENCE

- Average accommodation occupancy 73.1% across 30+ providers and 1,500 beds leaves clear off-peak headroom (Prospectus).
- 200+ events already run each year, but concentrate in summer; the events team and venues (Colley Reserve, Moseley Square, the foreshore) are established capacity.
- Tourism expenditure \$225m with 838,000 day trippers versus 187,000 overnight: low overnight conversion.

IMPLEMENTATION PATHWAY

1. Identify the three lowest-occupancy months
2. Co-design 2 anchor shoulder-season events with traders
3. Bundle with accommodation offers
4. Track occupancy uplift

Precedent: Off-season festival programs used by coastal councils to flatten seasonal demand.

Occupancy, visitor split and event counts are all hard data from the Council prospectus.

3 Council sport-venue economic activation

80

Treat the sporting estate (Glenelg Oval, the \$13.7m Brighton Oval complex, Kauri Parade precinct) as revenue and event infrastructure, with weekday and off-season programming.

Economic Wellbeing Social Place **Medium confidence**

EVIDENCE

- Council owns and maintains the estate via its Community Land Register; Brighton Oval was rebuilt for \$13.7m with State and Federal capital.
- Glenelg Oval already serves as a satellite first-class cricket venue when Adelaide Oval is unavailable (Prospectus).
- Venues are under-used midweek and out of season; clubs, events and hospitality could share the asset.

IMPLEMENTATION PATHWAY

1. Confirm tenure and condition per venue
2. Estimate current versus potential utilisation
3. Package midweek and off-season hire
4. Quantify employment and visitor spend

Precedent: Council-owned stadium precincts run as event and conference assets rather than cost lines.

Ownership and capital confirmed; utilisation and financials need the asset register.

4 Live-Local key-worker housing

78

Planning and rate incentives for affordable key-worker housing, tied directly to the gap between local jobs and where the workers who fill them can afford to live.

Economic Housing Social Movement Wellbeing **High confidence**

EVIDENCE

- Local jobs skew to Health Care 22.4%, Accommodation and Food 15.9% and Retail 15.5% (REMPAN place of work), yet resident employment skews to Health 17.1%, Education 10.7% and Professional 8.7% (ABS G54 residence): the service jobs are largely filled by incoming workers.
- Rapid rental growth and affordability stress are flagged repeatedly in the review as a constraint on workforce access.
- Compact 14 km² area with limited developable land sharpens the housing-supply problem.

IMPLEMENTATION PATHWAY

1. Quantify the residence-workplace gap by industry
2. Identify council and partner land
3. Design an incentive and a State advocacy ask
4. Pilot a small key-worker development

Precedent: Key-worker and essential-worker housing schemes in high-amenity councils.

Housing First: 80%+ housing retention in European cities (Finland saves about EUR 15,000 per housed person per year through reduced emergency, health and justice costs.; precedents: Helsinki, Vienna, Houston, Finland)

Community Land Trust: 1,600+ permanently affordable homes in California (Seed acquisition fund of roughly 2 to 5 million dollars, then self-sustaining.; precedents: California, Minneapolis)

Inclusionary zoning: Used in DC, San Francisco and NYC at 10-30% affordable requirements (Cost-neutral to council where density bonuses offset the affordable requirement.; precedents: Washington DC, San Francisco, New York)

Public / social housing at scale: Vienna: 80% of residents in social housing (Funded through land value capture, bonds and long-term public investment.; precedents: Vienna, Singapore)
Both data lenses are in hand; the gap is directly measurable.

Turn demographic ageing into an industry: age-friendly enterprise, care-tech and downsizer services anchored on Alwyndor and the local care market.

Economic Wellbeing Social **Medium confidence**

EVIDENCE

- Pronounced demographic ageing is a central finding of the review and a defining feature of the resident base.
- Alwyndor (premier aged care, recent \$21m refurbishment) and a deep local care market provide an anchor and supply chain.
- High resident disposable income supports a premium age-friendly service economy.

IMPLEMENTATION PATHWAY

1. Map local care and senior-service businesses
2. Identify care-tech and downsizer service gaps
3. Convene an age-friendly enterprise network
4. Link to workforce and housing actions

Precedent: Age-friendly city and silver-economy cluster strategies.

Entrepreneur-led economic development: *Small businesses are 99% of firms, 46% of the workforce and 55% of new jobs (US BLS 2023) (Microenterprise fund of about 250,000 to 500,000 dollars (loans/grants of 5,000 to 25,000 dollars); incubator space at 50 to 200 dollars per month.; precedents: Shops at Sharp End, Columbia MO, NLC City Inclusive Entrepreneurship)*

Ageing and care-market depth are evidenced; firm-level cluster data is partial.

Shift the mix from day-tripper volume toward higher-yield overnight and experience visitation, using the marina, heritage and events.

Economic Place **Medium confidence**

EVIDENCE

- 838,000 day trippers versus only 187,000 overnight domestic and 10,000 international: heavy day-trip dependence (Prospectus).
- Tourism expenditure \$225m is 3.1% of SA, but overnight conversion is low.
- Heritage assets (Jimmy Melrose, the mansions, Proclamation history) are under-packaged as experiences.

IMPLEMENTATION PATHWAY

1. Segment current visitation and yield
2. Package heritage and marina experiences
3. Target interstate visiting-friends-and-relatives
4. Measure overnight share

Precedent: Overnight-stay and experience-tourism strategies in coastal destinations.

Visitor split is hard data; yield modelling needs REMPLAN tourism module cross-check.

7 Coastal and climate resilience as economic infrastructure

69

Reframe coastal protection and climate adaptation as investment that defends the rate base, the visitor economy and insurability, not just an environmental cost.

Environmental Economic Governance Place Medium confidence

EVIDENCE

- 11 km of coast and a beach-defined economy create direct exposure of the rate base and visitor economy to coastal and climate risk.
- The review identifies climate exposure and adaptation cost as a structural pressure.
- Major foreshore capital (the jetty program) raises the value at risk.

IMPLEMENTATION PATHWAY

1. Map assets and rate base at coastal risk
2. Translate adaptation into avoided economic loss
3. Build the State and Federal funding case
4. Embed in capital prioritisation

Precedent: Coastal adaptation funds tied to economic and insurance outcomes.

Social cohesion measurement (100RC framework): *Socially cohesive neighbourhoods recover about 40% faster from disasters (Survey plus annual tracking; low cost.; precedents: 100 Resilient Cities network)*

Exposure is clear; quantified value-at-risk requires asset and hazard data.

8 Club-anchored local business alliance

64

Formalise the dense club sponsor networks into a buy-local procurement and investment alliance that crosses council boundaries.

Economic Social Governance Medium confidence

EVIDENCE

- Glenelg FC alone carries 8 major and 14 corporate partners, a live map of firms underwriting local civic capital.
- Several partners sit outside the LGA (PFD Foods, Vili's, Marion Hotel), showing the economic catchment crosses boundaries, which REMPLAN's in-boundary counts miss.
- Council already has a financial relationship with the resident SANFL club.

IMPLEMENTATION PATHWAY

1. Map club and trader sponsor networks
2. Identify cross-boundary anchor firms
3. Convene a local procurement compact
4. Track local spend retention

Precedent: Buy-local business alliances and anchor-institution procurement.

Entrepreneur-led economic development: *Small businesses are 99% of firms, 46% of the workforce and 55% of new jobs (US BLS 2023) (Microenterprise fund of about 250,000 to 500,000 dollars (loans/grants of 5,000 to 25,000 dollars); incubator space at 50 to 200 dollars per month.; precedents: Shops at Sharp End, Columbia MO, NLC City Inclusive Entrepreneurship)*

Sponsor lists are in hand; spend flows need survey or REMPLAN supply-chain data.

9 Workforce self-containment intelligence

62

Build the Journey-to-Work and self-containment picture the Council currently lacks, to target workforce, transport and housing policy.

Economic Movement **Medium confidence**

EVIDENCE

- Unemployment is low at 3.8% (lowest in the metro cohort) but says nothing about where residents work or who fills local jobs.
- The residence-versus-workplace industry gap implies substantial cross-boundary commuting in both directions.
- The review explicitly lists Journey to Work and local self-containment as missing from the evidence base.

IMPLEMENTATION PATHWAY

1. Ingest ABS Journey-to-Work for the LGA
2. Compute self-containment and worker origins
3. Feed housing and movement actions
4. Publish as a recurring indicator

Precedent: Journey-to-Work and employment self-containment analysis as a planning input.

Method is standard; the JTW dataset is identified but not yet ingested.

10 Satellite work and creative micro-economy

60

Capture the high commuting professional workforce locally with coworking and creative micro-hubs that trade commute time for local spend.

Economic Movement Social **Medium confidence**

EVIDENCE

- Professional, Scientific and Technical Services is the third largest resident industry (8.7%), much of it commuting out.
- High amenity, fast broadband and the tram corridor make local work viable.
- Local daytime spend leaks to the CBD with commuting workers.

IMPLEMENTATION PATHWAY

1. Estimate the commuting professional cohort
2. Test demand for local coworking
3. Partner on a pilot hub near the tram
4. Measure retained local spend

Precedent: Suburban coworking and satellite-hub programs that retain knowledge workers locally.

Entrepreneur-led economic development: *Small businesses are 99% of firms, 46% of the workforce and 55% of new jobs (US BLS 2023) (Microenterprise fund of about 250,000 to 500,000 dollars (loans/grants of 5,000 to 25,000 dollars); incubator space at 50 to 200 dollars per month.; precedents: Shops at Sharp End, Columbia MO, NLC City Inclusive Entrepreneurship)*

Accessory Dwelling Unit (ADU) program: *US cities adding 200,000+ ADUs annually where permitting is streamlined (Pre-approved design and permit package of about 10,000 to 25,000 dollars per homeowner.; precedents: California and US cities)*
Resident-industry data is firm; demand needs a local survey.