

city of  
Victor Harbor



# **ECONOMIC DEVELOPMENT STRATEGY**

## **2020 - 2030**

**A CITY WHERE ASPIRATION LIVES.**



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## EXECUTIVE SUMMARY

The Victor Harbor Economic Development Strategy 2020-2030 provides a blueprint for a sustainable future economy. The strategy provides a clear direction for economic development in the City while allowing the evolution of actions that serve the intent of the vision and the economic development pillars. A need for greater levels of aspiration are embodied in the vision statement and reflected in the economic development approach presented.

### **A CITY WHERE ASPIRATION LIVES**

In developing the strategy the Council has chosen a place-based approach that involves the community voice being woven through the design and implementation. The directions within this strategy have been informed by a locally appointed working party, private sector input and robust economic data.

The Victor Harbor region has an enviable natural environment that offers a highly desirable coastal lifestyle. The strategy seeks to leverage Victor Harbor's natural assets and lifestyle, while creating an environment where aspiration is fostered, creating economic opportunity.



Growth in recent times has been driven principally by the “baby boomer” generation, combined with the sea and tree change phenomenon. This trend is set to continue, bringing with it an evolving population with proportionally more older households with higher levels of dependency on government and health services. The population is set to have less discretionary income with fewer people in the workforce. The continuation of this entrenched change in the City’s demographic presents economic challenges for Victor Harbor.

Over the last three years, levels of business confidence had seen steady improvement. While a number of prominent retail investments have occurred, driving this period. A pipeline of private and public projects are foreshadowed in the City over the next five years which are expected to underpin levels of business confidence.

These opportunities, while exciting, need to be balanced against the need for reform in the Victor Harbor economy. In 2020, Victor Harbor has the 2nd oldest local government population in Australia, with 39% of the population aged 65 years and above, while weekly household incomes are \$430 below the state average. Economic output is heavily constrained by the lack of local wealth-generating activity; the annual gross regional product is yielding a \$152 million-dollar deficit. This simply means that the Victor Harbor economy is heavily dependent on external factors, primarily government funded welfare and services, to remain sustainable.

The projections for a dependent and ageing population in Victor Harbor suggests that this economic problem will get worse before it gets better.



These challenges have led the City of Victor Harbor and local leaders to look at new ideas and solutions to deliver a stronger economy for the future of the City and its residents. The new economy as it has been defined in the strategy will need to see the emergence of a broader range of industry sectors, increasing levels of economic self-reliance, a balanced year-round economy, and a recognition of Victor Harbor as a destination ready for investment with a community that is engaged in the journey. This will demand a level of lateral thinking and an appetite to embrace ideas which have a pioneering flavour.

The COVID-19 pandemic has emerged during the design of the economic development strategy, placing immense pressure on economies, with Victor Harbor not immune to its impact. While the strategy acknowledges and identifies a number of economic challenges being faced by the City, it also highlights that the City is well placed to use its competitive advantages to best affect in addressing these challenges.

The strategy involves **four pillars** that have been designed to guide how the Council and the community deliver action.

## THE ECONOMIC DEVELOPMENT PILLARS

1. **Investment attraction that creates economic activity**
2. **Investment in infrastructure that enables business growth**
3. **Education, Skills & Entrepreneurship that supports job creation**
4. **A destination of choice to live, work and visit**

The strategy aims to leverage Victor Harbor's competitive advantages to attract and cultivate a community that strives for an economy that is strong and resilient. The top five advantages are:

1. First-class lifestyle and amenity
2. Proximity to a major capital city
3. Mild climate and rainfall well above the state average
4. Affordable real estate
5. High speed broadband, a highway to the future
6. Quality education offering

## ECONOMIC DEVELOPMENT – DEFINED

A definition for economic development provides a foundation upon which the design of this strategy has been based.

The South Australian Centre for Economic Studies provides the following definition of economic development...

*“...economic development refers to the process by which economies evolve and change over time, with particular attention usually focused on changes in economic structure, rate of technological change and overall rate of growth (or decline) of activity levels and employment opportunities. Understanding those processes and their outcomes provides the basis for economic development strategies.”*

The City of Victor Harbor’s working definition of economic development is.

*The sustained creation of economic opportunities that support community well-being.*

This definition relates strongly to the need for an economy that can rejuvenate itself, rather than continue with high dependency from external sources. Community well-being is a broad term that involves meeting the economic and social needs of individuals that make-up the community.

The **sustained creation of economic opportunities** will come from a change in the migrating population mix. At present a high percentage of those migrating to Victor Harbor have generated their wealth from somewhere else, with diminishing levels of consumption. Victor Harbor needs to position itself to be an attractive place for those in the working age cohort who are able to generate income, create opportunities and circulate increased levels of wealth within the community.

The measures outlined in the economic development strategy are focused on generating and retaining wealth that leads to increased levels of **community well-being**.

## MEASURES

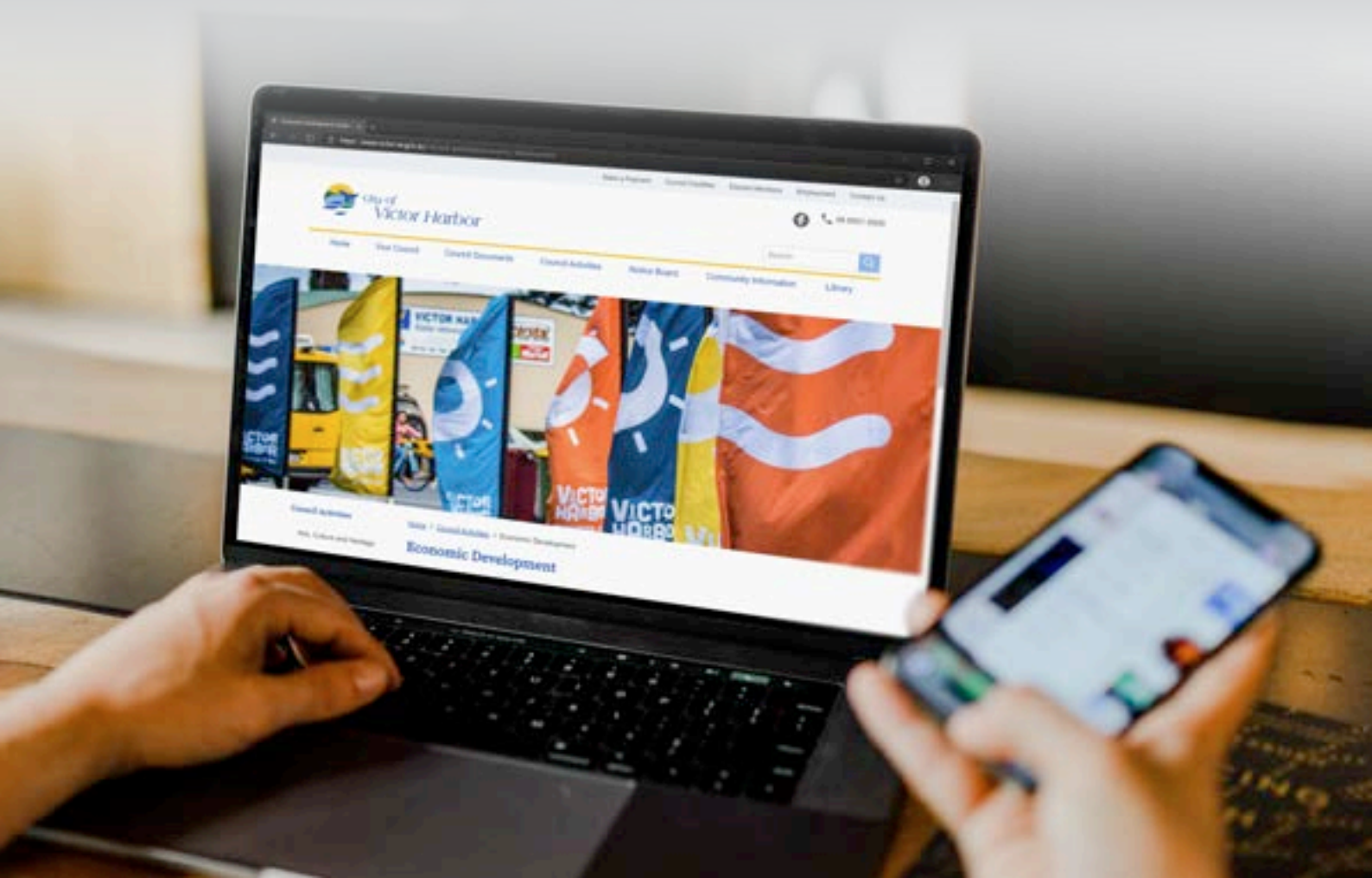
In order to determine the value of investments that re-balance the Victor Harbor economy, the following macro indicators will be used to measure success or otherwise.

What does success look like?

- » The extent of jobs growth
- » Growing number and size of local businesses
- » Increases in household and individual incomes
- » Number of participants in the workforce
- » Reducing dependence on welfare
- » A reduction in the negative trade balance
- » Growing number and value of public and private investments

Specific measures have been included under the action plans for each pillar.

Lead indicators such as those directly relating to projects and programs will be reported on, with consideration to external economic factors that are not in direct control of government or its partners to influence.



## A CASE FOR CHANGE

The last thirty years have seen Victor Harbor undergo numerous changes in its population while ongoing urban developments are reshaping the physical footprint of the City.

These changes in population have revealed a vulnerability in the Victor Harbor economy to external pressures, with a heavy reliance on population responsive industries such as: retail, health and community services, construction and a significant dependency on tourism and government welfare.

The region's current core employing industries – construction, retail, tourism and health and community services presently account for approximately 60% of total employment. Being highly dependent on population growth and visitation, these industries are typically lower value-adding and highly exposed when growth rates decline.

Like many regional centres, the economic conditions of recent times have inspired the need for change. In that time, Victor Harbor has experienced:

- » impacts of bushfires, drought and principally COVID-19 (pandemic) – reducing visitor numbers and restricting trade during traditionally busy periods.
- » a slowing of the regional population growth rate - leading to fewer new dwellings required and a slowdown in local demand as a result - meaning fewer new jobs.
- » a volatility in tourism demand - impacting on employment and industry competitiveness
- » a continuation in the ageing of the population - resulting in increasing levels of welfare dependency and lower levels of local consumption.

### THE OPPORTUNITY

Victor Harbor's natural environment is intrinsically linked to the success of Victor Harbor's economy, with strong relationships to existing and future employing industries. The strategy aims utilise the natural environment as a key attribute in attracting people to the City that have the capacity to generate and circulate economic activity. Redefining Victor Harbor as a place to live and work is a key centre piece of this strategy. The changing habits and motivations of society in response to COVID-19 presents an opportunity for City to position itself as a desirable destination for young families and those currently in the work force.



## APPLYING THE CHANGE

The Council cannot simply deliver an economic reform agenda such as this alone. To affect change, it must build strong partnerships with investors, local businesses, the community, industries, experts and all levels of government.

The Council acknowledges its role in economic development will vary. However, commonly this role will see the Council facilitate actions while supporting business models that yield the greatest return for its investment against its strategic directions.

A progressive relationship with Business Victor Harbor as a conduit to the business sector is seen as critically important to the success of this strategy.

## PRINCIPLES FOR CHANGE

The design of the strategy and the foreshadowed application reflect the following principles:

1. **Leverage the local lifestyle**
2. **Be bold**
3. **Be smart**
4. **Seek out collaborative partnerships**
5. **Look to the future**
6. **Demonstrate leadership**
7. **Be informed by evidence**
8. **Be sustainable and adaptable**

This strategy will need to be initiated and sustained by a number of leaders internal and external to the Council. The application of these principles will be critical to the success of this strategy.



## TRANSITIONING TO A NEW ECONOMY

In order to build a new economy that is diverse, resilient and self-sustaining there needs to be a shift from the status quo. The following table highlights the changes that need to occur:

CURRENT ECONOMY	NEW ECONOMY
Reliant upon population growth	A broader range of industry sectors and high value businesses growing the economy
Limited exporting capacity, heavy reliance on importing goods and services.	A productive economy that uses its collective assets to export nationally & internationally
Welfare dependent economy	An increasing level of economic self-reliance
Seasonal economic fluctuations that challenge economic activity	A balanced year-round economy with less reliance on seasonal visitation.
Predominately small business base	Emergence of medium sized enterprises
A lifestyle culture to business	A growth and pro-business mindset
Lifestyle motivated tourism businesses	A recognised destination for tourism development.
Concentration on low value-adding industry and employment	Increasing level of high-value industry and employment opportunities that create and retain wealth in Victor Harbor and the region.
Low community participation in economic development activities	A community which is engaged with, and embraces, worthwhile economic development.
Reliant on an unsustainable environmental approach	Progress toward a zero emissions economy

## THE VISION

### A City where aspiration lives

The vision statement talks to the need for a cultural change in the collective thinking of all that have a stake in the Victor Harbor economy. To achieve the economic outcomes that are being sought there is a need for all involved to want to achieve more.

Having a community that aspires for better will create a multitude of possibilities and opportunities.

## THE VISION WILL BE ACHIEVED BY....

### BUILDING ON WHAT WE HAVE

Strengthening and extending the retail, tourism and health industries by re positioning the city's brand.

Support infrastructure that enhances the region's attractiveness to invest.

Providing training and education for local businesses and start-ups that supports them achieving their aspirations.

Engage non-resident ratepayers as prospective investors in the City.

### GRASPING OPPORTUNITY

Placing a high value on entrepreneurship, talent, creativity, technology and innovative business practice.

Pursing opportunities that secure investment in high-value producing industries - health and well-being; education; tourism, agribusiness; and clean technologies.

Increasing access to employment opportunities.

Advocating for expanded tertiary education opportunities.

Growing opportunities that capitalise on digital technologies.

Capitalising on proximity to Adelaide - a market of 1 million consumers.

### CLEAR COMMUNICATION

Clarifying what the economic challenges are and how to address them.

Effectively engaging with partners in the continued design and application of this strategy will ensure a pathway to success.

Messaging will be simple and on point.

Empowering leaders to create dialogue and follow through with decisive action.

## THE STRATEGY...

### THE STRATEGIC DIRECTION...

This strategy is one of aspiration, action and empowerment.

Without intervention, the trajectory of economic dependency in the Victor Harbor economy is forecast to continue. While the population is expected to continue to grow, the composition of the population will continue to age, meaning lower incomes, higher percentage of welfare dependency and lower levels of workforce participation (income producing). These affects will diminish the ability of local businesses to improve employment opportunities.

The predominant competitive advantage that Victor Harbor has is its lifestyle appeal, coupled with low cost of living expenses and its proximity to a major capital city. Victor Harbor will need to use these strengths to attract and grow an aspirational culture that generates economic activity.

The strategy focuses on presenting Victor Harbor as a destination of choice for young families and those currently active in the work force.



# 1. INVESTMENT ATTRACTION THAT CREATES ECONOMIC ACTIVITY

The commercial and public investment landscape within Victor Harbor has been largely dormant until recent years with the developments of Coles, Bunnings, ALDI, IGA and a building refurbishment that has seen the introduction of Drakes Supermarkets. This represents a collective price tag in excess of \$60 million dollars.

The state government have committed to build a new Causeway to Granite Island (\$31.1 million) while the Anchorage Hotel is proposing to build a new hotel on its foreshore site, including a multi-level car park at a cost of \$40 million.

The Council is undertaking some significant urban renewal projects within the town centre that will see the urban landscapes in the Mainstreet, Railway Terrace and Victor Harbor Foreshore Precincts enhanced improving the appeal and interest in these spaces, underpinning business opportunities.

Stimulating greater levels of business investment and attraction is the focus of this strategy. Careful consideration will need to be given to the types of sectors that will contribute to net wealth creating opportunities while delivering meaningful employment opportunities.

ACTIONS	INDICATIVE BUDGET*	ROLE
1. Prepare an Investment Attraction Strategy and supplementary action plan, that will identify likely targets, impediments and an effective pathway for business and workforce attraction, drawing on Victor Harbor's competitive advantages.	\$20,000 (Seek grant funding)	<b>LEAD</b> - Business Victor Harbor (BVH) City of Victor Harbor (CVH) <b>SUPPORT</b> - Regional Development Australia (RDA)
2. Establish an Investment Attraction Agency, independent of Council to deliver actions from the Investment Attraction Strategy exciting interest in Victor Harbor as a place to live and do business.	\$70,000 (re-current)	<b>LEAD</b> - BVH Executive Officer <b>SUPPORT</b> - CVH <b>SUPPORT</b> - RDA

\*The indicative budget allocations will require further interrogation and have only been included as a guide. Actions tabled will evolve through the life of the strategy.

## SPECIFIC MEASURES OF SUCCESS

- » Increased levels of business investment
- » Increased levels of employment resulting from local investment
- » Increasing number of development applications lodged with Council for the purpose of business.

## 2. INVESTMENT IN INFRASTRUCTURE THAT ENABLES BUSINESS GROWTH

Infrastructure for the purposes of economic development goes beyond the construction of roads, bridges and essential services.

This strategy will focus on infrastructure needs to deliver economic outcomes as opposed to infrastructure to serve a broader community need. Infrastructure priorities are to enable the supply of affordable and environmental responsible energy, access and utilisation of high-speed broadband as a highway to the future, urban spaces that are valued places for people and advocacy for regional infrastructure that provides market access and increased levels of local demand on business.



ACTIONS	INDICATIVE BUDGET*	ROLE
1. Investigate the establishment of a renewable energy cluster that delivers affordable and clean energy for businesses.	UNKNOWN	<b>LEAD</b> - CVH <b>SUPPORT</b> - BVH <b>SUPPORT</b> - South Australian Government (SA GOVT)
2. Investigate the feasibility of a high-speed broadband cluster, delivering speeds and capacity beyond that of the current National Broadband Network, to attract high value industry to Victor Harbor.	\$50,000	<b>LEAD</b> - CVH <b>SUPPORT</b> - BVH <b>SUPPORT</b> - RDA
3. Advocate for improvements to strategic road networks that provide greater levels of market access for local businesses.	Internal Resources	<b>LEAD</b> - Southern & Hills Local Government Association <b>SUPPORT</b> - RDA <b>SUPPORT</b> - CVH
4. Implement the Victor Harbor Town Centre & Foreshore Precinct Urban Renewal Program that creates activated spaces that appeal to people, driving increased levels of consumer interest and demand to support tourism and retail enterprise.	Projects at different stages with varying degrees of cost estimates.	<b>LEAD</b> - CVH <b>SUPPORT</b> - SA GOVT <b>SUPPORT</b> - Federal Government (FED)
5. Pursue investment in marine infrastructure that creates a 'blue water economy'.	UNKNOWN	<b>LEAD</b> - CVH <b>DEVELOP</b> - Private Sector <b>SUPPORT</b> - South Australian Tourism Commission (SATC) <b>SUPPORT</b> - RDA

\*The indicative budget allocations will require further interrogation and have only been included as a guide. Actions tabled will evolve through the life of the strategy.

## SPECIFIC MEASURES OF SUCCESS

- » Increased levels of private and public sector investment in infrastructure
- » Higher levels of electricity derived from renewable sources

### 3. EDUCATION, SKILLS & ENTREPRENEURSHIP THAT SUPPORTS JOB CREATION

Positioning Victor Harbor as a 'smart city', while enhancing the existing intellectual capital found within the community has been identified as an important ingredient to developing a culture of thinking that supports an educated and skilled entrepreneurial spirit.

This pillar talks heavily to the vision – *A city where aspiration lives*. An educational environment that grows the knowledge of our community to be aspirational is a long-term commitment.





ACTIONS	INDICATIVE BUDGET*	ROLE
1. Pursue the establishment of a education facilities that support access to world-leading tertiary education delivered in Victor Harbor.	UNKNOWN	<b>LEAD</b> - RDA <b>SUPPORT</b> - CVH <b>SUPPORT</b> - FED
2. Create and activate a co-working and or entrepreneurial space(s) in Victor Harbor.	UNKNOWN	<b>LEAD</b> - CVH <b>SUPPORT</b> - BVH <b>MANAGE</b> - Private Sector
3. Support a careers pathway program for high school leavers and unemployed youth that involves the local business community.	\$20,000	<b>LEAD</b> - BVH <b>SUPPORT</b> - CVH <b>SUPPORT</b> - State Government

\*The indicative budget allocations will require further interrogation and have only been included as a guide. Actions tabled will evolve through the life of the strategy.

### SPECIFIC MEASURES OF SUCCESS

- » Increasing number of tertiary enrolments
- » Co-working space occupation
- » Reducing levels of youth unemployment

## 4. A DESTINATION OF CHOICE TO LIVE, WORK AND VISIT

Positioning Victor Harbor as a well-known destination to live, work and visit.

The essence of this strategy is to use Victor Harbor's competitive advantages to deliver opportunities that grow the economy. With strong stories to tell and persuasive approaches towards telling them, commonly held perceptions of the City can quickly be replaced with a narrative of aspiration and potential.

The need for Victor Harbor to clearly articulate its key strengths and direction to a target audience that is receptive to the messages has not been greater.

Promoting a new identity to local, state and national markets will be a priority. Equally as important will be ensuring business, industry and government representatives support and advocate, represent and promote the vision and competitive strengths of the City.



ACTIONS	INDICATIVE BUDGET*	ROLE
1. Undertake a review of the existing Victor Harbor Place Brand ensuring that it aligns with the economic priorities and vision of the City as a place to visit, live and do business.	\$5,000	<b>LEAD</b> - CVH <b>PARTNER</b> - BVH
2. Implement the Victor Harbor Place Brand Strategy in partnership with Business Victor Harbor, leading to greater levels of business and community ownership.	\$60,000	<b>LEAD</b> - CVH <b>SUPPORT</b> - BVH <b>CHAMPION</b> - Business Community
3. Develop an online investment attraction platform that features compelling reasons for living and working in Victor Harbor.	\$60,000	<b>LEAD</b> - CVH & BVH <b>PARTNER</b> - RDA <b>SUPPORT</b> - SA GOV
4. Design & implement a destination marketing strategy that has a focus on digital and online content, supporting improved levels of visitor servicing.	UNKNOWN	<b>LEAD</b> - CVH <b>SUPPORT</b> - Fleurieu Peninsula Tourism
5. Design & implement a festivals & events strategy that enhances Victor Harbor's lifestyle & natural assets	\$20,000 (Building Better Regions Funding)	<b>LEAD</b> - CVH <b>SUPPORT</b> - FED

\*The indicative budget allocations will require further interrogation and have only been included as a guide. Actions tabled will evolve through the life of the strategy.

## SPECIFIC MEASURES OF SUCCESS

- » Increase in the workforce participation
- » Increasing number of residents choosing to live in Victor Harbor while commuting to work outside of the area
- » Increasing number of young professionals and their families choosing to live in Victor Harbor
- » Increasing visitor numbers & visitor expenditure

# STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

The assessment was completed in February 2020, by the Economic Development Strategy Working Party and is included here as a reference tool for measurement and continual adjustment in the plan.

	<b>Positive</b>	<b>Negative</b>
	<b>STRENGTHS (BUILD ON)</b>	<b>WEAKNESSES (SHORE UP)</b>
<b>Internal</b>	<ol style="list-style-type: none"> <li>1. Lifestyle</li> <li>2. Natural environment (mild climate, rainfall)</li> <li>3. Location (great for start-ups, proximity to Adelaide &amp; international airport)</li> <li>4. Available resource and capacity (low cost of houses and businesses, services, experience, knowledge)</li> <li>5. High speed broadband to premises</li> <li>6. Health services (health, hospital &amp; aged care facilities)</li> <li>7. Education (Reception -12)</li> <li>8. Tourism experiences (existing &amp; iconic)</li> <li>9. Considered a regional centre</li> </ol>	<ol style="list-style-type: none"> <li>1. Small dependent economy (high welfare reliance)</li> <li>2. Skewed demographic</li> <li>3. Minimal manufacturing or distribution</li> <li>4. Limited local employment and skill development opportunities</li> <li>5. Low competitive business attitude</li> <li>6. Risk averse, conservative, complacent, culture</li> <li>7. Inputs that encourage negative trade balance</li> <li>8. Children and youth leaving the city at the end of year 12</li> <li>9. Limited locally based tertiary education facilities</li> </ol>
	<b>OPPORTUNITIES (INVEST)</b>	<b>THREATS (MONITOR)</b>
<b>External</b>	<ol style="list-style-type: none"> <li>1. Unrealised capacity (high percentage non-resident rate payers, empty homes, businesses)</li> <li>2. Environment – natural attractions.</li> <li>3. Proximity to Adelaide – 60 mins away</li> <li>4. Well regarded education offerings – primary and secondary.</li> <li>5. Partnership with Business Victor Harbor</li> <li>6. Technology window – fibre to the premises National Broadband Network.</li> <li>7. Council partnerships</li> <li>8. Coastal lifestyle - water activities such as sailing, fishing, surfing, swimming, diving</li> <li>9. Major attractions close by... Heyson Trail, Granite Island, Kangaroo Island.</li> <li>10. Health and wellbeing sectors</li> <li>11. International tourists</li> <li>12. Aquatic centre</li> <li>13. Distance education</li> <li>14. Tele health</li> <li>15. Tourism experiences (existing &amp; iconic)</li> <li>16. Investment opportunities with state and federal government</li> </ol>	<ol style="list-style-type: none"> <li>1. Population growth / skew toward ageing demographic</li> <li>2. Increase in social and financial dependencies</li> <li>3. Activities of other local governments</li> <li>4. Inputs that encourage negative trade balance</li> <li>5. Locals not wanting to change, not wanting to disrupt their lives.</li> <li>6. Lack of resilience due to an absence of diversity of strong industry sectors</li> <li>7. Illness and natural disaster – exposure in light of the recent COVID 19 virus and bushfire tragedies</li> <li>8. Climate change</li> </ol>

## THE LOCAL ECONOMY

The authors and contributors to the Victor Harbor Economic Development Strategy 2020-2030 have considered the following economic indicators as reflected in the City of Victor Harbor Economic Profile and supplementary updated data.

### THE POPULATION....

The Victor Harbor community is growing. Between 2006 and 2016 the Victor Harbor grew by 22% (or 2,648 persons).

Population projections prepared by the Department of Planning Transport & Infrastructure suggest that Victor Harbor will continue to grow with an estimated 18,774 people likely to call Victor harbor home by 2036.

During the period 2006 to 2016 over 67% of in-ward migrations were persons aged over the age of 65.

Population projections suggest that from 2016 to 2036 the population will increase by 20%.

Given the nature of the ageing population the extent of households comprising 'Couples with children' is well below the state average.

The migration patterns suggest that Victor Harbor are losing residents aged between 15-30 while gaining in all other aged brackets, with the greatest gain experienced between 60 – 80 years of age.

### ACTUAL POPULATION

2016 **14,661** 

### GROWTH PROJECTIONS

2019 **15,465** 

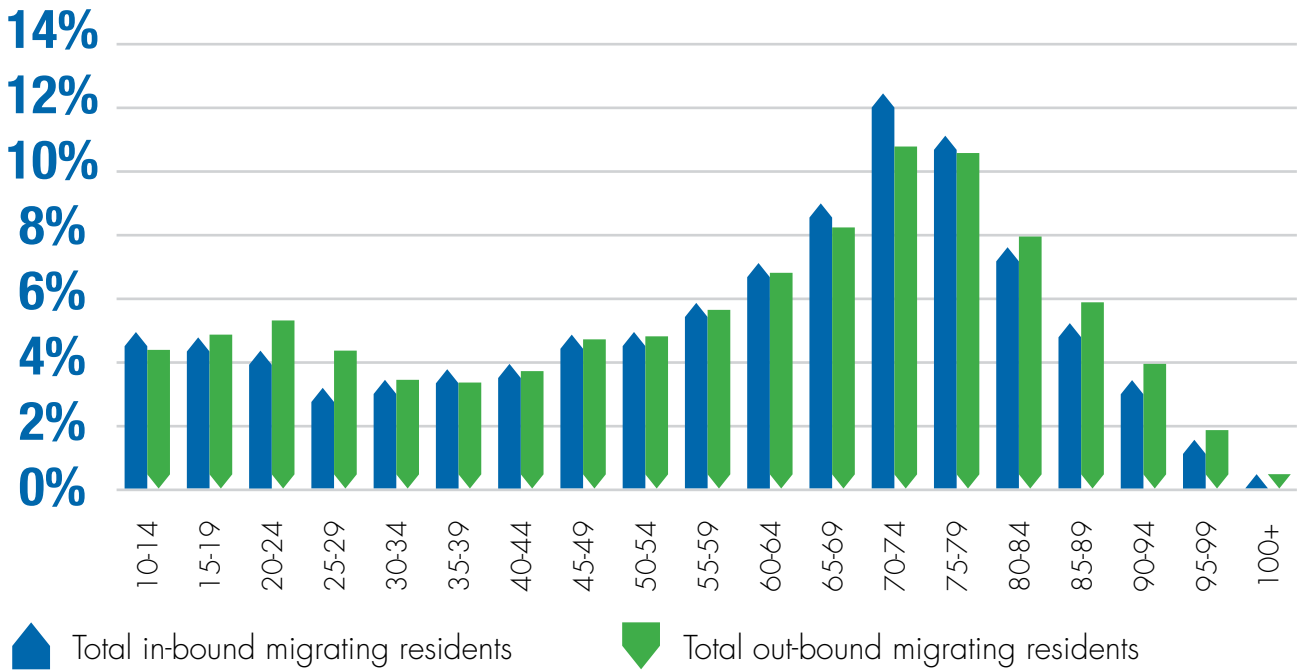
2021 **16,014** 

2026 **16,985** 

2031 **17,898** 

2036 **18,774** 

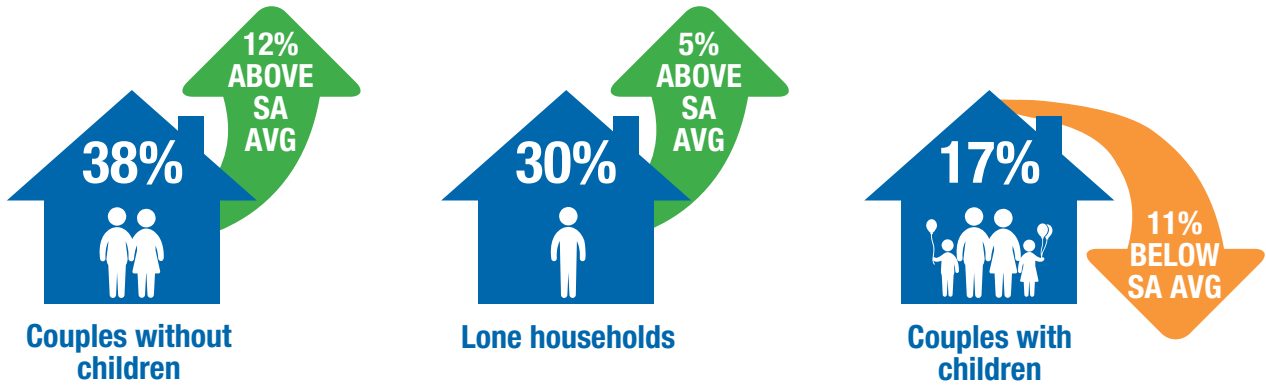
### AGE PROFILE OF IN-BOUND AND OUT-BOUND VICTOR HARBOR RESIDENTS



**COMMENTARY** Victor Harbor are losing youth aged from 19 years, while population gains have been experienced from age 35 progressively up the age brackets with the greatest gains experienced between 65 and 74 years.

Source: ABS (2017a)

## HOUSEHOLD COMPOSITION



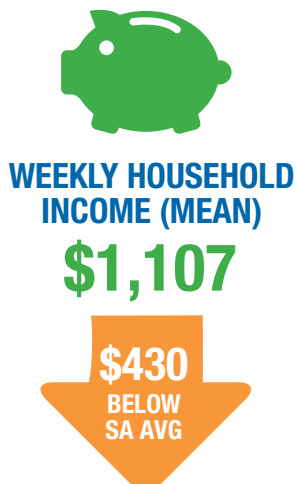
**COMMENTARY** Victor Harbor has a lower proportion of couples with children (17%) compared with the South Australian average of 28%. Other comparative regions all had higher rates of couples with children, Barossa (30%), Alexandrina (23%), Port Lincoln (23%) and Copper Coast (19%).

Source ABS 2017

## INCOMES...

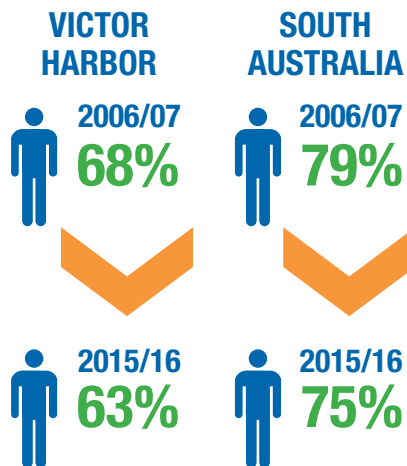
The household budgets and individual incomes of people who live in Victor Harbor is significantly below the state average impacting heavily on local consumption. Income constraints are also well demonstrated by the diminishing number of individuals with a taxable income above \$0.

### HOUSEHOLD INCOMES



Source ABS 2017

### TAXABLE INDIVIDUALS



**COMMENTARY** Individuals with a taxable income greater than \$0.

Source ATO 2018

### TAXABLE INCOMES



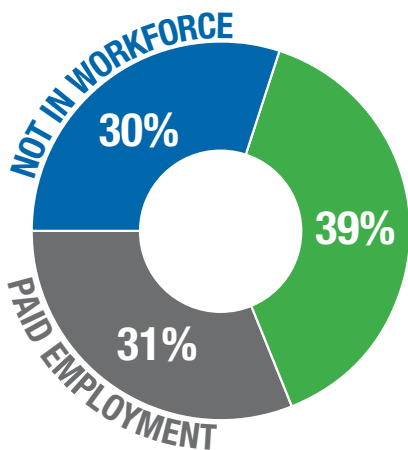
Source ATO 2018

## DEPENDENCY...

The Victor Harbor community is heavily dependent on government welfare to support living expenses. 39% of the population is directly welfare dependent compared with the state average of 22%. Only 31% of the population is actually in paid employment while 45% of the workforce are either employed or have the capacity to work. The state workforce participation rate was 62% in 2015/16.

## INCOME SUPPORT

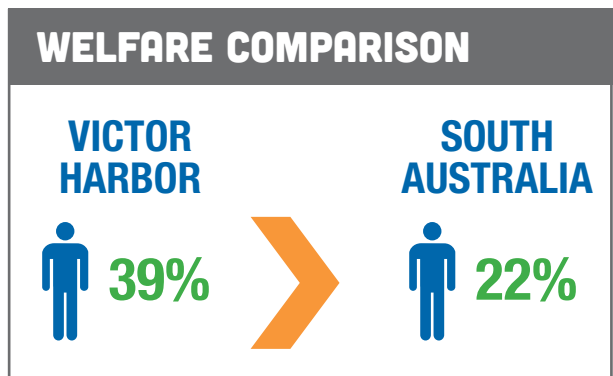
### Income Source



**COMMENTARY** 29% of the Victor Harbor population are receiving an aged pension, more than double the South Australian average (13%). Only 31% of the Victor Harbor population are involved in paid employment compared with 44% in South Australia.

The table on the right shows the high degree of reliance on government welfare in Victor Harbor comparative to South Australia.

Source PHIDU 2018







## EDUCATION & EMPLOYMENT

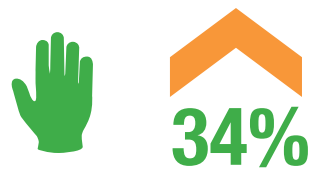
### Unemployment Rate



**COMMENTARY** The unemployment rate reached a peak of 10.3% in 2015 and a low of 5.3% in 2018.

Source DE 2018

### Participation Rate



**COMMENTARY** In 2015/2016 Victor Harbor's participation rate was 14% lower than the state average indicating that fewer people are participating in the labour force. According to the 2016 census 28% of Victor Harbor residents participated in voluntary work in the last 12 months compared with the state average of 21.5%.

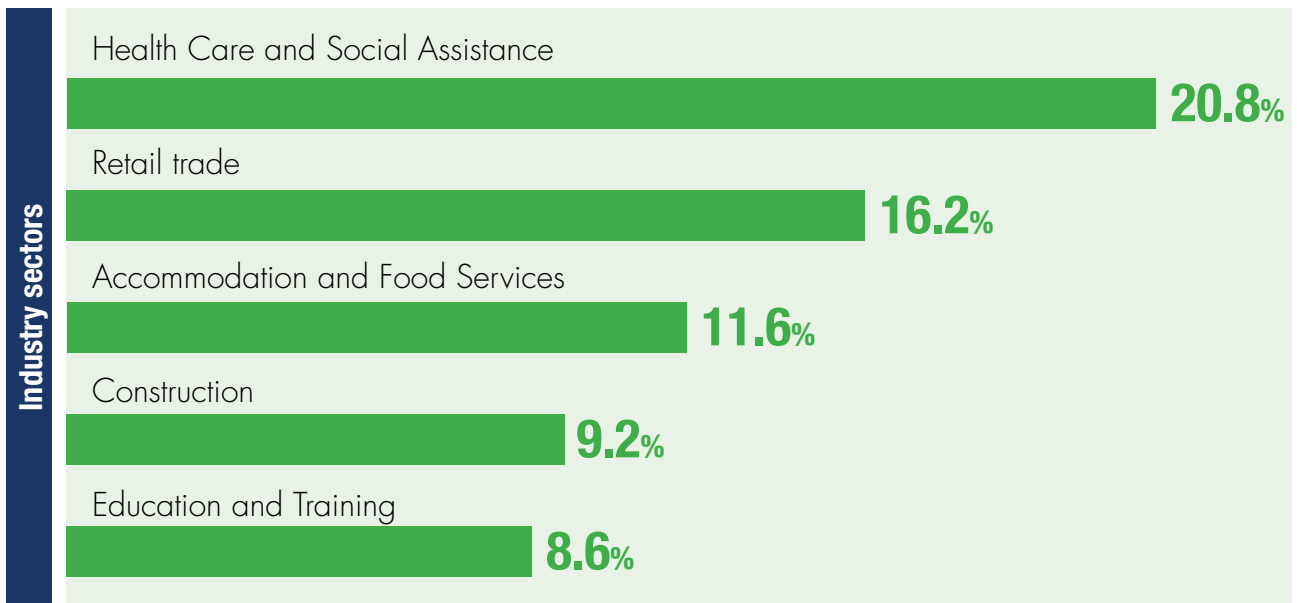
Source Remplan, 2019

## JOBS

The industry sectors that collectively account for the 36.4% of jobs are health care and social assistance and retail sectors of the economy. Collectively, accommodation and food services, construction and education and training represent 30.2% of all local jobs.

Future projections suggest that the jobs of the future will come from the health & community services sector, in response to the ageing of the population.

### BY INDUSTRY SECTOR EMPLOYMENT



Source Remplan 2019

## FORECASTED NEW JOBS


(Fleurieu & Kangaroo Island)

2017 to 2022	Health & Community Services	650
	Retail Trade	210
	Accommodation, Cafe's & Restaurants	160
	Building & Construction	140
	Education & Training	130

Source Training & Skills Commission 2017  
Regional Profile released June 2018

## LOCAL JOBS VERSUS EMPLOYED RESIDENTS


**LOCAL JOBS**



**4581**  
(2016)

**67.5%** of local jobs are filled by people who reside in Victor Harbor.

**EMPLOYED RESIDENTS**



**4244**  
(2016)

**72.9%** of employed Victor Harbor residents work in Victor Harbor. A further **15.3%** cross the border to Alexandrina Council for work.

Source EconomyID

## ECONOMIC PERFORMANCE...

The Victor Harbor economy is one that is highly dependent on the supply of good and services from outside of the City.

In 2015/16 the economy generated \$297 million dollars in exports in the form of good and services, while \$449 million dollars of goods and services were imported into Victor Harbor. This resulted in a negative trade in balance of \$152 million dollars.

### IMPORTS & EXPORTS

#### Gross Regional Product (GRP)



TOP FIVE CONTRIBUTORS	
Health & Community Services	14.6%
Ownership of Dwellings	12.3%
Retail Trade	9.6%
Building & Construction	7.7%
Finance & Insurance	7.7%

**COMMENTARY** Gross Regional Product (GRP) is a measure of net economic activity. GRP has been provided to identify the size of the Victor Harbor economy within a state context, while understanding the value of each component to the economy.

Source EconSearch 2017

#### TRADE BALANCE



**COMMENTARY** The Victor Harbor economy has a significant negative trade balance (-\$152 million) where the cost of exports only represents 60% of imports.

Source EconSearch 2017

## HOW WILL THIS STRATEGY BE APPLIED?

The strategy has been designed as a framework to support Victor Harbor's approach to economic development over a ten year period commencing in 2020.

Annual action planning will support the suite of evolving initiatives and programs that align with the direction of the strategy. The design of annual action plans will occur in partnership with key stakeholders with a strong emphasis placed on building collaborative relationships. The extent to which Council and its partners invest into measures will be determined throughout the implementation of the strategy, reflecting the principles outlined within.

Reporting on the success or otherwise will occur annually referencing the 'specific measures of success' as shown below the action tables.

The overall effectiveness of the strategy will undergo a preliminary review at the midway point in 2025, ensuring that the strategic directions remain consistent with the needs of the City. The Council will undergo a full review of the strategy at the end of 2030.

## WHY A STRATEGY AND NOT A PLAN?

This document has been designed as a living and evolving strategic direction enabling the Council and its partners to adapt and be nimble to change.

A plan seeks to map out timeframes, fixed budget commitments and confirmed partners. This has been considered too restrictive and impeding efforts to collaborate and explore delivery models and pathways that may not be evident at the point that this document is endorsed.

city of  
Victor Harbor



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