



ECONOMIC DEVELOPMENT STRATEGY

Discussion Paper
2020 - 2024



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WHY HAVE AN ECONOMIC DEVELOPMENT STRATEGY?

For local government to exercise its responsibilities effectively, and delivering the best possible outcomes for its community, it is critical that the position and future directions of the Council are well understood.

Having a clearly defined and well understood strategic direction for Economic Development will enable all levels of government and the private sector to invest in Victor Harbor – leading to prosperous outcomes for the community.



STEPS TO ACHIEVING THE ECONOMIC DEVELOPMENT STRATEGY

The need for an Economic Development Strategy was highlighted in late 2015 through a review by BRM Holdich into Council's Economic Development and Tourism Services.

In April 2018 Council endorsed a staged approach to developing the Economic Development Strategy. At the time Council allocated funds to engage the services of an economics specialist, to prepare a detailed profile of the Victor Harbor economy, to assist in shaping the strategy.

Council's Economic Development & Tourism Committee were engaged to assist the Council in shaping the draft pillars of the Economic Development Strategy, as outlined within the discussion paper.

The contents of the Victor Harbor Economic Profile sought to provide a clear understanding

of the current economic environment in Victor Harbor. This level of understanding allowed the Council and the Committee to define – “where we are at now” before embarking upon conversations connected to “where we wish to be in the future”.

The Council's Economic Development & Tourism Committee participated in three workshops. The sessions explored what critical ingredients would be necessary in order for Council to enable an economy that will sustain its community.

The draft vision statement, objectives, strategies and actions were prepared by the Economic Development & Tourism Committee through these workshop sessions.



WHAT DOES THE DATA SAY?

Victor Harbor Economic Profile 2018

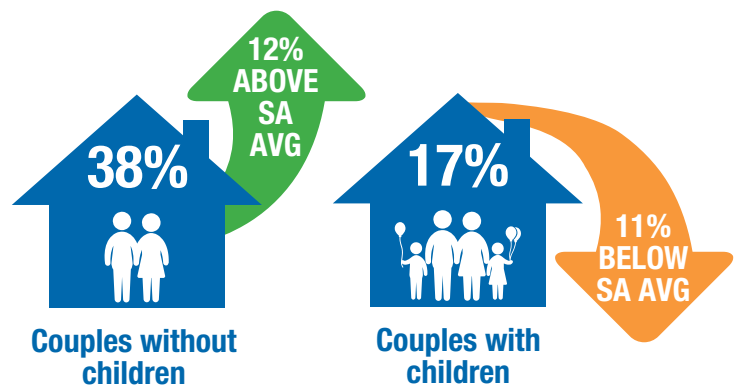
GROWING POPULATION

According to forward estimates prepared by the Department of Planning & Local Government, the population of Victor Harbor is forecasted to grow to 21,231 by 2031, an increase of 7,055, based on 2011 population data.



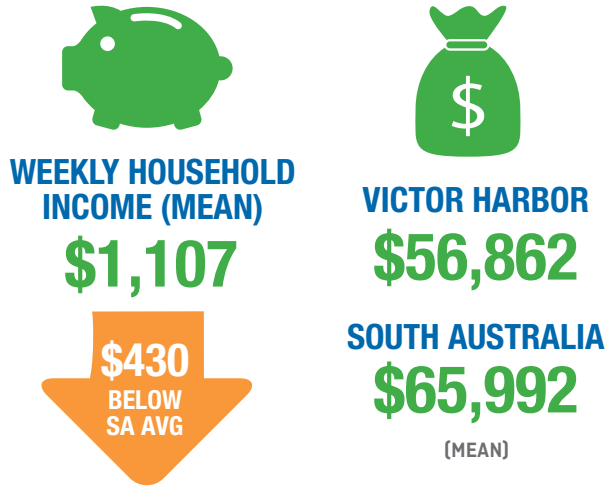
FEWER FAMILIES WITH CHILDREN

17% of households in Victor Harbor are represented as 'Couples with children', (11% below the South Australian average). 38% of households in Victor Harbor are represented as 'Couples without children', (12% above the state average).



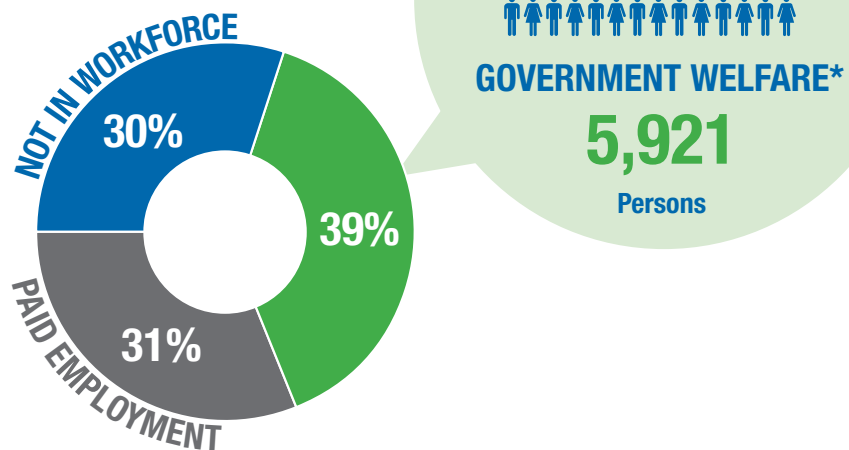
HOUSEHOLD INCOMES WELL BELOW STATE AVERAGE

Household and individual incomes are much lower in Victor Harbor, with an average weekly household income in Victor Harbor \$1,107, some \$430 per week below the South Australian average. Individual incomes tell a similar story with the average individual income in Victor Harbor being \$56,862, representing a difference of \$9,130 per annum.



HIGH WELFARE DEPENDENCY

29% of the resident population are reliant upon the aged pension, while 10% receive other welfare payments such as a disability support pension, single parent payments and unemployment benefits.



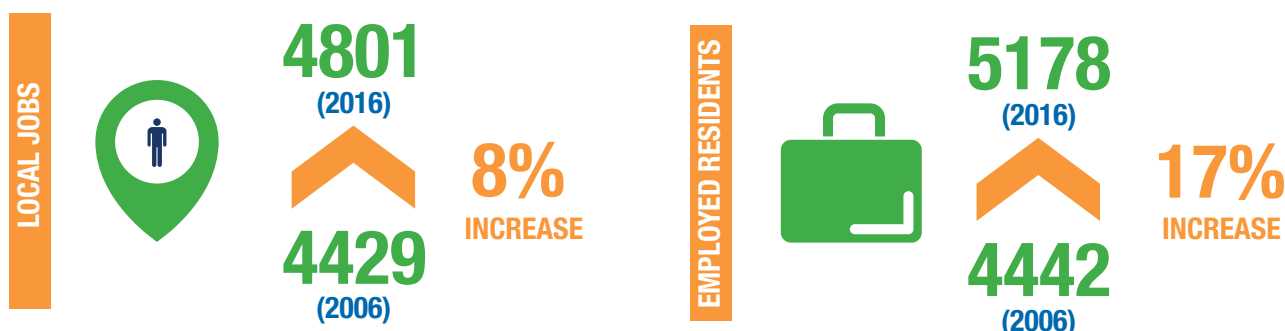
HIGH YOUTH UNEMPLOYMENT

Opportunities for meaningful local employment for our youth is limited, with a youth unemployment rate of 15%.



NEW JOBS ARE COMING FROM OUTSIDE LOCAL AREA

The jobs that employ local residents are increasingly coming from outside of the Victor Harbor area. Whilst the number of local jobs in Victor Harbor has increased by 8% between 2006 & 2016, the number of employed residents increased by 17% during the same period.



JOBS SHIFTING TO PART-TIME

The nature of work in Victor Harbor is shifting. Local jobs are increasingly part-time, this is reflected in a 37% increase in part-time work, compared with a 2% decrease, in full-time employment between 2006 and 2016.



FUTURE JOBS – HEALTH & COMMUNITY SERVICES

The South Australian Government through the Training & Skills Commission have identified that a significant number of the future jobs in the Fleurieu & Kangaroo Island region will come from the Health & Community Services sector.

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

NET IMPORTER OF GOODS & SERVICES

Victor Harbor exports \$297 million in goods and services while it imports \$449 million in imports, resulting in a negative trade balance of \$152 million per annum.



HEAVY RELIANCE ON REVENUE FROM TOURISM

Exports derived from tourism contribute heavily to the Victor Harbor economy with the sector worth \$163 million per annum, followed by agriculture (\$37 million) and building & construction (\$25 million) rounding out the top three.



\$163 mil

2015/2016

FLAT HOUSE PRICES & INVESTMENT

Median house price in Victor Harbor has risen by 2.4% between 2008/2009 and 2017/2018, this result suggests a flat property market. The ALDI, Coles and Bunnings developments have provided a significant commercial investment stimulus to Victor Harbor with a collective nominated investment value of \$30 million.



2.4%

Since 2008/09

VICTOR HARBOR BUSINESS SURVEYS

The Council in association with Business Victor Harbor have engaged directly with the local business community on issues impacting on sustained business growth. Some of the themes from the business surveys conducted in 2016, 2017 & 2018 are highlighted below.



Rising utility costs



Seasonality constraints



Local consumer capacity



Increasing levels of optimism



Lifestyle & amenity a force of attraction to operate a business in Victor Harbor

OTHER RELATED INFORMATION

In recent years Council has engaged with the community through the Economic Development & Tourism Service Review and the design of the Victor Harbor Place Brand.

Reports and supporting documentation relating to the above can be referred to on the your say engagement platform www.yoursay.sa.gov.au or viewed at the City of Victor Harbor Civic Centre (1 Bay Road, Victor Harbor).

WHAT IS THE ROLE OF COUNCIL IN ECONOMIC DEVELOPMENT?

The South Australian Local Government Act 1999 outlines a range of functions that councils need to provide for their communities. The function most relatable to economic development is :

To promote its area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism.

In the majority of cases the role of Council is to facilitate economic development outcomes, through partnerships with higher levels of

government, business and the community.

The Council provides a number of direct and indirect functions to support economic development outcomes, these include, but are not limited to town planning, infrastructure development, business services, festivals & events and visitor services.

Annual action planning undertaken by the Council will provide greater clarity around Council's role in specific cases. In some cases the Council may play a direct role while in other situations it may be purely a



PRELIMINARY ECONOMIC DEVELOPMENT STRATEGY

Work undertaken by Council and its Economic Development & Tourism Committee to date has resulted in the preparation of a preliminary Economic Development Strategy as outlined within the discussion paper.

Through the workshops held with Council's Economic Development & Tourism Committee, five ingredients for success were identified :

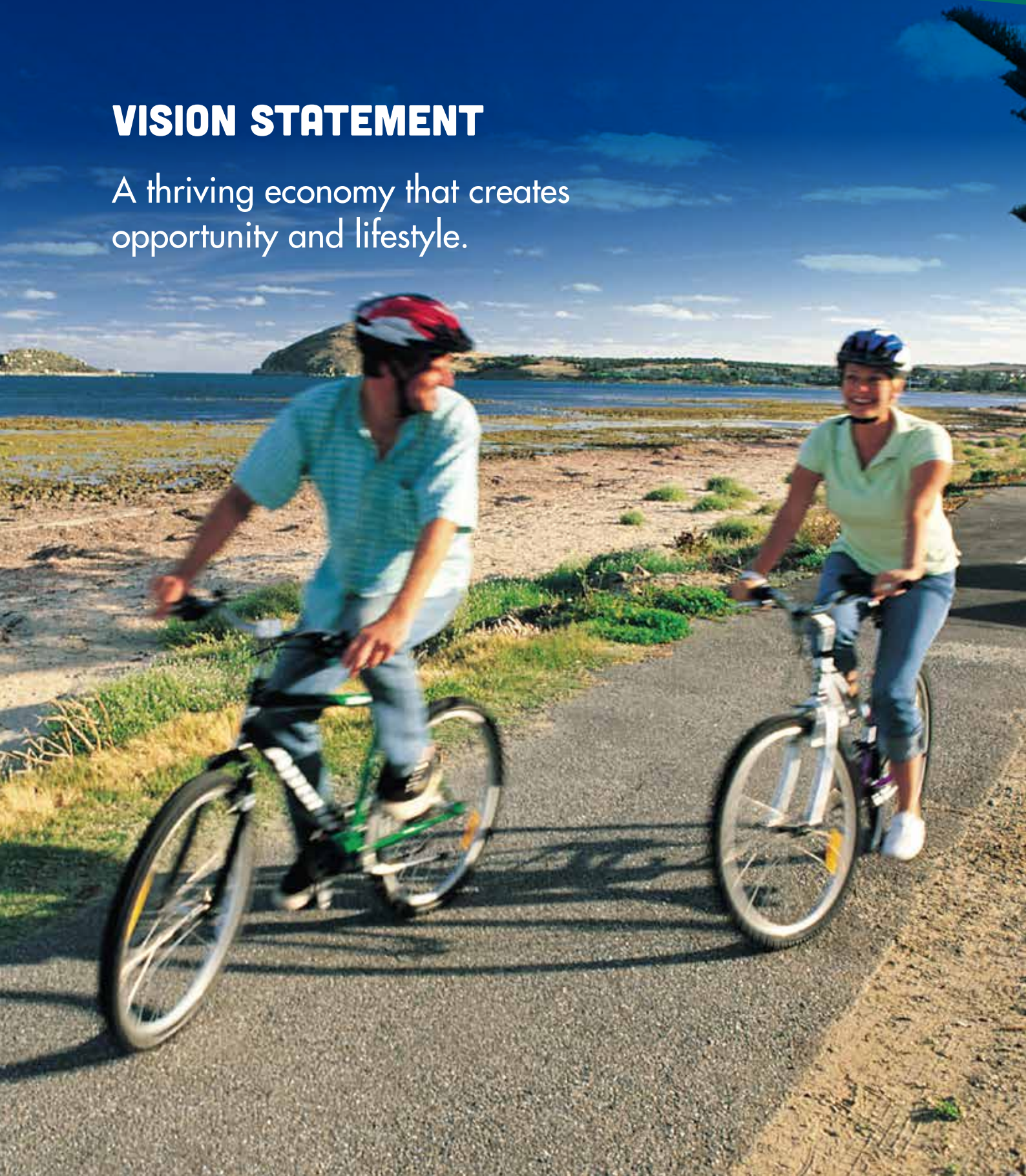
- Investment in infrastructure that creates economic opportunity
- Growing local employment
- Increasing visitor expenditure
- Making the highest and best use of existing assets
- A definable sense of place

The draft components of the Economic Development Strategy are outlined on the subsequent pages and include a vision statement, objectives, strategies and the actions to be considered in years one and two.

It is intended that the vision statement, objectives and strategies will exist for a period of four years (2020 – 2024). The Council will consider allocating resources to a yearly action plan during the preparation of its budget and annual business plan.

VISION STATEMENT

A thriving economy that creates opportunity and lifestyle.



OBJECTIVE 1 COMPETITIVE ENVIRONMENT FOR BUSINESS GROWTH

STRATEGY	1.1	Facilitate the development of skills that support a growing workforce and business community.
ACTIONS	1.1.1	Undertake a skills gap audit that identifies deficiencies in local skills reducing the number of local jobs.
	1.1.2	Engage with TAFE SA to ensure that locally delivered training programs are meeting the needs of local businesses and industry opportunities.
STRATEGY	1.2	Work with local businesses to identify opportunities for business growth.
ACTIONS	1.2.1	Develop a formal relationship with Business Victor Harbor that enables collaboration between the two organisations on matters of economic development.
	1.2.2	Undertake an annual local business survey that ensures the Council are informed of challenges and opportunities faced by local businesses.
STRATEGY	1.3	Support opportunities to grow farm-based enterprises and value added farm gate exports.
ACTIONS	1.3.1	Implement the Agribusiness Action Plan, focusing on initiatives that grow farm based enterprises and value added exports.
	1.3.2	Implement a project that showcases local farmers and producers
	1.3.3	Engage with state and federal government representatives on issues impacting on agribusiness in the region.

OBJECTIVE 2

CULTURE OF INNOVATION CREATIVITY AND COLLABORATION

STRATEGY	2.1	Facilitate opportunities that promote a culture of entrepreneurship.
ACTIONS	2.1.1	Develop a business case highlighting the opportunities for university institutions to locate and or deliver tertiary education in Victor Harbor that aligns with the needs and aspirations of the local community.
	2.1.2	Sponsor a business award that highlights the achievement of successful locally based entrepreneurs and young business leaders.
	2.1.3	Investigate the feasibility of a small business / start up incubator.

OBJECTIVE 3

ATTRACT INVESTMENT THAT EXPANDS THE ECONOMY

STRATEGY	3.1	Identify enabling infrastructure that supports water-based experiences.
ACTIONS	3.1.1	Research opportunities for Victor Harbor to be a cruise ship destination, including a needs and opportunity assessment.
	3.1.2	Continue to advocate for the renewal of Granite Island Causeway and associated infrastructure that enables water based activity.
STRATEGY	3.2	Identify up to five industry and business sectors that could be attracted to Victor Harbor.
ACTION	3.2.1	Form a working party to explore industry and business sectors that could be expanded in Victor Harbor.

OBJECTIVE 4

DEVELOP THE VISITOR ECONOMY

STRATEGY	4.1	Develop a program of festivals & events that supports a year round visitor economy.
ACTIONS	4.1.1	Develop a Festivals & Events Strategy.
	4.1.2	Prepare a prospectus outlining the venues, facilities and assets that enable Victor Harbor to host festivals, events and conferences.
	4.1.3	Implement a campaign that presents Victor Harbor as a destination of choice for festivals & events, seeking out events that are consistent with the attributes of the Victor Harbor Place Brand.
	4.1.4	Investigate the opportunity of Victor Harbor hosting a Winter Film Festival.
STRATEGY	4.2	Execute a destination marketing plan that reinforces the Victor Harbor Place Brand.
ACTION	4.2.1	Develop a destination marketing plan that leverages the efforts of regional and state tourism bodies.

OBJECTIVE 5

A STRONG SENSE OF PLACE REFLECTED THROUGH THE BUILT AND NATURAL ENVIRONMENT

STRATEGY	5.1	Advocate for the development of a Masterplan that accelerates investment in Victor Harbor's foreshore, creating enhanced coastal experiences.
ACTIONS	5.1.1	Conduct review of existing coastal experiences while considering commercial opportunities that enhance Victor Harbor's coastal assets.
	5.1.2	Prepare a Foreshore Masterplan.
	5.1.3	Compile an investment attraction prospectus.
	5.1.4	Advocate for public art that draws on Victor Harbor's coastal attributes and enhances the visitor experience
STRATEGY	5.2	Champion the continual implementation of the Mainstreet Masterplan, the Railway Terrace Precinct Plan and the Coral Street Art Precinct.
ACTIONS	5.2.1	Undertake a review of existing masterplan documents connected with the Town Centre to ensure that connectivity and linkages between precincts are allowed for.
	5.2.2	Undertake ongoing marketing and promotional initiatives that highlight the commercial opportunities resulting from the implementation of the Mainstreet Masterplan, Railway Terrace Precinct Plan and Coral Street Art Precinct renewal projects.
	5.2.3	Facilitate events that activate public spaces in the Town Centre ensuring community participation in the design and delivery.
STRATEGY	5.3	Enhance the visual amenity of Victor Harbor's entrance corridors.
ACTIONS	5.3.1	Undertake a review of all major entrance corridors into to Victor Harbor and identify short term cosmetic beautification actions.
	5.3.2	Develop a masterplan for the Adelaide Road entrance corridor.

RELATED DOCUMENTS

The following documents are available online at www.yoursay.victor.sa.gov.au or can be viewed at the Council Office:

- Victor Harbor Economic Profile 2018
- Victor Harbor Business Survey Key Findings (2016, 2017 & 2018)
- City of Victor Harbor Economic Development & Tourism Service Review Business Survey

city of
Victor Harbor



 **PO Box 11, Victor Harbor SA 5211**

 **(08) 8551 0500**

 **localgov@victor.sa.gov.au**

 **Monday to Friday 9am - 5pm**

 **www.victor.sa.gov.au**