

city of
Victor Harbor



2024 – 2027

VICTOR HARBOR INVESTMENT ATTRACTION STRATEGY



ACKNOWLEDGEMENT OF COUNTRY

The City of Victor Harbor acknowledges the Ramindjeri and Ngarrindjeri people, the Traditional Custodians of the land and surrounding waters where we live and work. We acknowledge their deep connection to Country and pay our respects to Elders past, present and emerging. This respect is extended to Aboriginal and Torres Strait Islander people across Australia.

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VICTOR HARBOR

FEEL IT CALLING

DESTINATION BRAND

Victor Harbor is somewhere you feel at the mention of its name—a place that stirs a profound personal connection and gently draws you in.

It's in the natural beauty of the landscape and the depth of your breath. You can hear it echoing in the air as you come closer as if the coastline is calling to you.

People come here to be immersed. To catch a glimpse of wildlife from the shore.

To relive their childhood summers. To stand on the very soil where history happened. And what they feel—rejuvenation, adventure, reflection—forever connects them to this wondrously one-of-a-kind place where the hum of community meets the stillness of the sea.

There is an endless energy that flows through us and binds us together. It's in our fertile farmlands, our bustling streets and our thriving people. Here, every individual sustains the whole and strengthens our capacity for meaningful collaboration in life, at work and in business.

Our world is one built on connection. We cooperate and innovate for the benefit of all, combining the supportive relationships of a country town with the vision and opportunities of a regional centre.

Victor Harbor is the vibrant, creative heart of our Fleurieu, circulating the currents that course through our peninsula. This is a place brimming with life and culture, inviting you to come and experience it for yourself.

Victor Harbor. **Feel it calling.**

INTRODUCTION

The Victor Harbor Investment Attraction Strategy has been developed by the Council in partnership with Business Victor Harbor and key stakeholders to identify and attract investment that furthers the prosperity of the Victor Harbor economy.

The City of Victor Harbor Economic Development Strategy 2020-2030 identifies and seeks to address the fundamental challenges and opportunities that face the Victor Harbor economy.

The Strategy identifies the need to stimulate greater levels of business investment and attraction in the area through the careful consideration of sectors that will contribute to net wealth creation and sustainable economic development of Victor Harbor and the broader region.

What is Investment Attraction?

Investment attraction specifically relates to the growth of local businesses, the relocation of businesses from identified industries or construction and development that supports businesses to grow, creating local jobs.

This strategy focuses on the attraction of private commercial investment, while strategies and actions relating to public investments are intended to support and stimulate private commercial investment to the area.

What is the aim of the Investment Attraction Strategy?

The Strategy and actions intend to:

- Identify the commercial investment opportunities that will support the sustainable growth and development of the Victor Harbor economy and how investment can be enabled;
- Identify the target sectors that Victor Harbor should focus on attracting and / or fostering the growth of and why;
- Determine the roles of the City of Victor Harbor, Business Victor Harbor and partner agencies in delivering on this Strategy; and
- Identify the impediments to greater levels of local investment in Victor Harbor and how they should be addressed.

THE VISION

Where investment is rewarding, easy, well informed and supports Victor Harbor as a place of prosperity and sustainable growth.



STAKEHOLDER ROLES

Stakeholders identified in this Strategy will perform roles that directly relate to their area of influence, this could be a regulatory or legislative function or based on an ability to influence considerations of government and or decisions of businesses and industry.

The role of the City of Victor Harbor

The City of Victor Harbor (the Council) is empowered under the *Local Government Act 1999* to perform a variety of roles and functions that support and sustain the Victor Harbor community. The Act includes specific references that relate to the role of local government in this area, including:

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

In performing its functions under the *Local Government Act 1999* the Council is empowered to determine how it might achieve this role, while working with its community and other layers of government.

In addition to the *Local Government Act 1999* the Council has responsibility under numerous other layers of legislation to perform specific functions on behalf of its community. As it relates to this strategy, these include but are not limited to matters such as planning and development, public safety, infrastructure and land management.

The Strategy considers Council's role is to facilitate investment through delivering its legislative functions in an efficient and effective manner, that both enables and supports investment and business growth to occur.

The Council by virtue of its various legislative roles will engage directly with prospective investors and local businesses to aid their development aspirations, while advocating for investment in areas that furthers the prosperity of Victor Harbor, in accordance with this strategy.

In performing its legislative functions the Council will exercise a variety of roles. Some of the more common roles of Council are as an:

- Information Channel
- Advocate
- Facilitator
- Part Funder
- Asset Owner
- Regulator
- Service Provider

The role of Business Victor Harbor

Business Victor Harbor is a key partner for Council in the promotion and attraction of investment to Victor Harbor.

The focus of Business Victor Harbor's role in Investment Attraction is to engage with directly, and advocate for businesses to expand and or relocate to Victor Harbor and the broader region, leading to local job creation.

The rationale behind Business Victor Harbor's role is that it operates as an independent business organisation with the freedom to engage with businesses and industry on matters where there is a common understanding, unimpeded by legislative and regulatory obligations.

Empowering Victor Harbor's chamber of commerce to solicit interest in Victor Harbor as a place to do business is considered a competitive advantage that Victor Harbor has over other such regional destinations.

In performing its duties Business Victor Harbor will exercise a variety of roles. Some of the more common roles have been identified as an:

- Information Channel
- Advocate
- Facilitator
- Service Provider

Role Definitions

Role	Description	Resource level
Information Channel	The provision of information about a service, promotion of Victor Harbor as a destination to invest, referrals to government agencies, local business or industry.	Low
Advocate	Stakeholders might choose to make representations to government agencies, businesses and or investors on matters that might be impacting on Victor Harbor as a destination to invest. This may simply be writing a letter to a Minister or through a more organised campaign.	Low / medium
Facilitator	This is a step further from advocacy where the stakeholder brings together interested parties to explore or progress an opportunity or resolve an issue affecting investment to the area.	Low / medium
Part Funder	The organisation provides funding to another body to meet part of the cost of that body providing a function or service activity.	Medium
Asset Owner	As the owner or custodian of an asset there is a responsibility to maintain and determine future use of assets under ownership.	High
Regulator	Where there is a legislative requirement for the prescribed organisation to perform assessment, approval and compliance in accordance with legislative and regulatory structures.	High
Service Provider	The deliverer of services and projects for the benefit of the community.	High

WHY INVEST IN VICTOR HARBOR?

Excellent Infrastructure

- A public hospital
- Two public and two private schools
- TAFE Campus
- Shopping centres with major retailers
- Flinders University Rural Health Campus
- Two golf courses
- Major sporting and recreational facilities
- Fibre to the premise high speed broadband internet (NBN)

Strong Population Growth

- 16,139 population
- 1.9% growth per annum over last five years, SA only 1.2%
- Access to over 50,000 residents within southern Fleurieu region

Supportive Business Environment

- An active and progressive chamber of commerce representing and furthering the interests of local businesses
- A new destination brand and marketing program that serves to encourage participation by the business community in promotion of Victor Harbor

Established Visitor Destination

- 1.2 million visitors annually
- Key attractions including whale watching, stunning coastline, and Granite Island
- Close proximity to regional attractions, such as the McLaren Vale wine region, and Kangaroo Island

Proximity

- A short distance to metropolitan Adelaide and an international airport
- Nearby access to McLaren Vale wine region and Kangaroo Island

Affordable Housing

- Median house sale price of \$650,000

Lifestyle Appeal

- 32km of scenic coastline
- A well established holiday destination with supporting local experiences and businesses
- An active local community
- Mild climate

Strong Economic Growth

- \$726 million gross regional product in 2022, up from \$647 million in 2021

SUCCESS FACTORS

The Strategy considers that the following conditions would support successful investment attraction outcomes for Victor Harbor.

A Pro-active Council

- An 'open for business' Council
- A focus on economic development that supports economic growth and investment attraction
- Council actively engages with its community, listening to feedback and responding to issues in a positive manner
- Active consideration is given to reforming regulatory processes that assist local businesses and where practical seeks to remove impediments to development

Attractive Business Environment

- Council has a welcoming and encouraging approach to new businesses to the area
- The Council and Business Victor Harbor actively promote the positive aspects of Victor Harbor and the region to prospective investors
- An applied understanding of the needs and expectations of prospective investors by Council and Business Victor Harbor that informs support for high-priority investment opportunities or sectors

Planned, Budgeted Amenity/ Infrastructure Improvements

- Private investment is drawn to attractive, activated locations
- The Council includes consideration of commercial partnerships and or opportunities in the design of major public capital projects
- Identify gaps for improvement in infrastructure priorities
- A considered and informed approach to town planning

Recent Investment

- Promotion of recent investments aimed at stimulating further investment, while demonstrating that the region is moving forward
- Time taken to understand the positive and negative experiences of recent businesses that have invested or considered investing in Victor Harbor, with learnings to be applied

Economic Viability

- Plan for land uses with strong demand or identified market gaps that are best placed to secure investment that serve the needs of the community
- Provision of economic and social data that support sound business and feasibility planning
- Having a mapped understanding of the key opportunities for Victor Harbor

Quality of Life

- Promotion of Victor Harbor's quality lifestyle, its coastal location, and proximity to Adelaide as a comparative advantage to similar regional destinations

Positive Economic Growth

- Investors are drawn to regions with positive economic conditions, underpinned by relatively strong investment and population growth
- The strengths of the Victor Harbor economy should be actively marketed to investors

Identified, Real Opportunities

- Ongoing analysis on where the commercial investment gaps, that serve the needs of Victor Harbor
- A positive appetite of the Council to leverage its real estate portfolio or acquire strategic sites to achieve progressive development outcomes

Skilled Labour Force

- Access to skilled labour increases the chance of businesses re-locating or expanding in Victor Harbor
- Advocating for affordable accommodation for key workers, impacting on the viability of prospective investments
- Encouragement of transport that supports consumer and employment access in Victor Harbor and the broader region
- Collaborate with local schools to enable upskilling of school leavers

APPLYING CHANGE

While implementing this strategy the stakeholders will apply 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 stakeholders and community leaders. The application of these principles will be critical to the success of this strategy.

MEASURES OF SUCCESS

To measure the performance and deliverables from the delivery of the strategy, an annual report will be prepared tabling a series of benchmarked macroeconomic indicators and an outline of actions delivered within the twelve month period.

The seven macro economic indicators, drawn from the Economic Development Strategy will be used to inform a clear understanding the health of the local economy and trends related to investment occurring in the City.

The indicators are as follows :

- 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 of welfare
- Increasing Gross Regional Product
- Growing number and value of public and private investments

Annual reporting will include the extent of actions and deliverables drawn from the strategy. Reporting will include such things as :

- The number and nature of business engagements that have occurred.
- The number of businesses that have relocated and or expanded.
- The number of local jobs that have been created.
- General commentary on achievements of the program.

Year on year reporting will allow for benchmarking of performance to occur.

GAPS AND OPPORTUNITY ANALYSIS

Strengths

- **Large regional catchment** – over 50,000 residents in Region (Victor Harbor, Alexandrina, Yankalilla)
- **Solid regional population growth** – estimated 60,000 plus by 2036
- **Established visitor destination** – Granite Island, whale watching, coastal community, scenic beauty
- **Proximity to the 1 million plus greater Adelaide market** – Captive visitor market for day-trippers and short-stay holidays
- **Coastal village lifestyle**
- **Consistent population growth**
- **High speed 'fibre to the premises' NBN** in urban areas

Opportunities

- **Foreshore and vacant or under-utilised land** that has the potential for transformational outcomes
- **Leveraging off the very significant positives** – lifestyle, tourism market, remote working trend
- **Attracting more destination retailers** to Victor Harbor to reduce the need to travel outside region for shopping
- **"Footloose" businesses** that do not need to be in major cities may be attracted to regional markets due to a lower cost base and quality lifestyle for the workforce
- **Co-working spaces** – there is expected to be growing demand for infrastructure to support home-based workers and new micro businesses
- **Large scale premium hotel accommodation.** 100+ rooms to attract discerning visitor market and MICE market (Meetings, Incentives, Conferences and Exhibitions)
- **Further boutique accommodation** in Victor Harbor's rural hinterland, catering for high net worth travellers
- Attraction of investment that draws on Victor Harbor's **proximity to the ocean**
- Growing the base of **medical practitioners and specialists** that serve the needs of Victor Harbor and the broader region.
- Attract businesses and workers that draw on **high speed internet**
- Further utilisation of the **Victor Harbor TAFE campus** for further education and training
- Attracting **childcare services** that retain families and workers in the area



Weaknesses

- **Over-reliance on a few economic sectors** (healthcare, retail, tourism)
- **Lower household incomes** and higher levels of welfare dependency compared to the state averages
- **Relatively small market for office-based businesses**
- **Lack of larger scale 4-5 star visitor accommodation**
- **Lack of medium-density residential accommodation** – for owner-occupiers and rental market
- **Retail trading hour culture** – many retailers close by 3 pm during the week and close on weekends, leaving the City Centre deserted
- **City Centre retail mix and quality** – e.g. high level of op shops in the centre
- **Leakage of consumer spending** to Adelaide retail markets due to its proximity
- **Seasonal nature of the visitor economy**
- **Insufficient road infrastructure** to support growth
- **Limited childcare** available to support parents participating in the workforce and filling skill gaps experienced by local businesses
- **Ongoing access to health services** for the local community impacting on peoples consideration to move to the area

Threats

- **Future possibility of ‘out-of-centre’ retail development** impacting on the existing businesses located within the Victor Harbor Town Centre
- **Trend toward ‘working from home’** and infrequent use of office spaces may reduce demand for permanent office space in Victor Harbor
- **Ongoing negative perception** of Victor Harbor associated with an aged population
- **Earmarked future growth of the Goolwa area** as long-term threat to Victor Harbor maintaining its position as the regional centre of the Fleurieu Peninsula
- **Potential impacts of climate change** on the coastal environment

PRIORITY STRATEGIES

The following five priority strategies have been identified to achieve successful investment attraction outcomes for Victor Harbor.

1. A supportive business environment

A supportive and progressive business environment and community is a vitally important component within the investment attraction ecosystem. Small to large businesses will prosper in a stable environment where appropriate support is provided.

Business Victor Harbor are empowered to represent local businesses while promoting a positive and supportive environment for business in the area.

The Council plays a critical role in attracting investment to its community. In order to maximise commercial investment opportunities in Victor Harbor, Council needs to ensure it has a structure of policy, investments and services that enables and supports increased level of business investment and confidence.

The Council, through its staff and Council Members, have a critical role to play in helping investors navigate the many legislative approval and permit processes, providing up-to-date quality information on investment opportunities, bringing together stakeholders that have a role in the decision-making process and building business confidence through its actions and activities.

2. Strengthen Victor Harbor's positioning as the regional centre of the Fleurieu Peninsula

Victor Harbor is the major regional service centre for the Fleurieu Peninsula providing Victor Harbor with primacy as a base for government and regional services, while supporting the presence of a larger mix of retail and shopping experiences.

The affirmed positioning of Victor Harbor as the regional centre of the Fleurieu Peninsula is a critical strategic approach for the longer-term prosperity of Victor Harbor. The provision of services for the region, delivered from Victor Harbor will not only strengthen the Victor Harbor economy, it will also support the attraction of new businesses and the support networks that they need to grow.

The Victor Harbor Destination Brand articulates and presents the attributes of Victor Harbor as a place of choice to live, work and invest, consistent with a modern regional centre.

3. Grow the industry sectors of health services, construction, professional services and the visitor economy

The four identified industry sectors provide a focus for Council, Business Victor Harbor and its partner agencies to target and attract investment activity that grows the economic base of Victor Harbor and the broader economy.

The sectors have been identified based on their existing role within the Victor Harbor economy and their capacity and potential to create meaningful local jobs and increase levels of workforce participation. Victor Harbor's competitive strengths as a lifestyle destination are related to these industry sectors.

Health Services - medical and health services contribute significantly to the Victor Harbor economy employing 12% of the working population with accumulated salaries of \$44.3 million. The need for medical services has been identified as an important consideration for attracting young families and skilled professionals to the area.

Health services relates to primary health care, however also allied health services and wellness experiences that draw on the coastal and hinterland natural environments.

The focus of this area is on the creation of high skilled jobs.

Construction – the construction industry employs 8.7% of the working population with accumulated salaries of \$32.6 million. The construction industry is considered a critical enabling industry for Victor Harbor and the region to build the infrastructure to support and house a future economy.

Construction relates to residential, commercial and civil construction industries with a focus on developing local capacity and capabilities in these industries, avoiding the need to import these services from outside of the region.

Professional Services – the professional services industry employs 3.2% of the working population with accumulated salaries \$16.2 million. This sector may relate to such areas as creative industries, consultancy services, financial services or information technology.

According to the 2021 Census there are currently 606 persons working from home, up from 339 in 2016. While a small element of the existing employment base, this sector is considered to be an emerging industry for the area.

The 'work-from-home' sector under the umbrella of professional services presents a significant opportunity to attract workers with access to high speed broadband, lifestyle amenities and access to services within close proximity.

Visitor Economy – the visitor economy (or tourism) contributes \$156 million in exports into the Victor Harbor economy per annum with the expenditure from tourism spread across a number of service industries.

The visitor economy while established is lacking of high end accommodation, primarily related to the need for a 4-5 star rated hotel. While the area is blessed with natural landscapes and environments there is a need to grow the extent of commercially based visitor experiences and attractions that draw on the natural beauty of the area.

PRIORITY STRATEGIES

4. Planned pathways for investment

Council has a critical role to play in providing leadership and direction through a range of strategic documents and projects aimed at ensuring the growth of Victor Harbor is not stifled in any way and occurs in a well-planned manner that strengthens the community.

The Council is well-placed to facilitate investment. It is a major landowner, including strategic land holdings that may unlock future investment opportunities through both land release or public realm improvements. This strategy considers ways that Victor Harbor can facilitate future investment through actively utilising its own land holdings. The land is a finite resource – care should be taken to optimise opportunities and ensure quality investment outcomes are realised.

5. Invest in talent and skills development

Businesses have at times struggled to attract the right people to available employment. This is increasingly becoming an issue across metropolitan areas, not just regional settings, and increases the competitiveness of finding appropriately skilled employees. Furthermore, residents rely heavily on further education in the Greater Adelaide region, which leads to young people and young families choosing to move away from Victor Harbor.

The expansion of further education services is aimed at reducing the reliance on need for students to travel to Adelaide. It also provides for the upskilling of the local population to better position them for local employment opportunities.



ACTIONS

1. Proactive Council and business support

	Actions	Indicative Budget*	Role
1.1	Facilitate Investment Attraction by providing a Concierge / Case Management type role / service as a dedicated first point of contact for the Council. This new service would support and advise prospective investors from project inception through to completion, helping investors navigate their way through Council permit and approval processes. This service would also maintain a list of all investment enquiries, monitor trends and progress of investment opportunities and potentially put prospective businesses, and investors together with land owners or other potential partners.	\$60,000	Service Provider: City of Victor Harbor
1.2	Advocate to the State Government, to prioritise the programming and budgeting of strategic transport infrastructure that supports private investment in Victor Harbor through safer and more efficient freight movement with a focus on the following projects: <ul style="list-style-type: none"> • Duplication of the Victor Harbor Road from McLaren Vale to Victor Harbor • Completion of the South Coast Freight Corridor 	Internal resources	Advocate: City of Victor Harbor Business Victor Harbor Regional Development Australia
1.3	Develop, maintain and promote up-to-date resources to support investors in making informed decisions and promoting Victor Harbor's competitive advantages as a destination to invest. Resources should include: <ul style="list-style-type: none"> • Victor Harbor Investment Attraction website and promotional video • Victor Harbor Investment Prospectus • Victor Harbor Economic and Community Profiles • Details of major public and private projects and planned infrastructure spending, and compelling reasons to invest in Victor Harbor • Profiling local business champions, highlighting their successes and promoting Victor Harbor as a place of opportunity for young entrepreneurs 	\$30,000 in 2024/25 Plus ongoing investment in Brand Victor Harbor	Service Provider: City of Victor Harbor

*The indicative budget allocations presented in the above table will require further investigation and have only been included as a guide. The Council and Business Victor Harbor will consider the allocation of budgetary resources to deliver on actions in the strategy through their respective annual business planning and budget processes.

ACTIONS

1. Proactive Council and business support

	Actions	Indicative Budget*	Role
1.4	Facilitate the development of a business incubator/ business hub within the city centre aimed at providing collaborative workspaces to support start-ups, entrepreneurs or 'working from home' professionals.	Subject to the business model	Facilitator: City of Victor Harbor Business Victor Harbor
1.5	Evolve and implement the funding partnership between Council and Business Victor Harbor that enables the delivery of local business support and investment attraction strategies.	Subject to negotiation	Part Funder: City of Victor Harbor Service Provider: Business Victor Harbor
1.6	Lobby the South Australian Government on the need for greater levels of government services in Victor Harbor that aids the growth of local businesses.	Internal resources	Advocate: City of Victor Harbor Business Victor Harbor Information Channel: Regional Development Australia

SPECIFIC MEASURES OF SUCCESS

- The extent of jobs growth
- Growing number and size of local businesses
- Number of participants in the workforce
- Reducing dependence on welfare
- Growing number and value of public and private investments

ACTIONS

2. Strengthen Victor Harbor’s positioning as the regional centre of the Fleurieu Peninsula

	Actions	Indicative Budget*	Role
2.1	Deliver an annual consumer destination marketing program that promotes and positions Victor Harbor as the major regional centre of the Fleurieu Peninsula through the Victor Harbor Destination Brand.	\$80,000 per annum	Service Provider: City of Victor Harbor
2.2	Engage with Renew Adelaide on the potential to extend its program to work with building owners and investors to development property that support start-up enterprises and the growth of professional services in Victor Harbor.	Internal resources	Advocate: City of Victor Harbor Business Victor Harbor
2.3	Undertake a review of the tenancy and occupancy mix of Mainstreet Precinct, Maude Street Precinct and the Lincoln Park Precinct to understand market gaps and opportunities, while engaging with prospective businesses to address and or fill these identified gaps. While undertaking this work, give consideration to strategic sites and their role in the Precinct mix (ie old Victor Medical Centre site in Ocean Street)	\$30,000	Part Funder: City of Victor Harbor Information Channel: Business Victor Harbor Precinct traders
2.4	The Council to prepare a policy position that relates to the consideration of commercial partnerships in the design of major strategic community infrastructure projects, including a future Arts and Culture Centre, Regional Community Sport and Recreation Precinct and the McKinlay Street Multi Level Car Park.	Internal resources	Service Provider: City of Victor Harbor

SPECIFIC MEASURES OF SUCCESS

- The extent of jobs growth
- Growing number and size of local businesses
- Number of participants in the workforce
- Increasing Gross Regional Product
- Growing number and value of public and private investments

ACTIONS

3. Grow the industry sectors of health services, construction, professional services and the visitor economy

	Actions	Indicative Budget*	Role
3.1	Identify and engage with the industry sector associations, lead government agencies, targeted businesses from the priority industries of health services, construction, professional services and the visitor economy to understand the impediments for further investment in Victor Harbor.	Internal resources	Service Provider: Business Victor Harbor City of Victor Harbor
3.2	Collate the feedback received from industry sector representatives while preparing and implementing an action plan that seeks to address and influence challenges impacting on local investment in the identified sectors.	Internal resources	Service Provider: Business Victor Harbor City of Victor Harbor
3.3	Identify and engage with leader businesses (both local and out of region) in the priority sectors of health services, construction, professional services and the visitor economy to understand their appetite to grow or relocate their business to Victor Harbor or nearby region.	Internal resources	Service Provider: Business Victor Harbor City of Victor Harbor
3.4	Advocate for the development of a 4-5 star hotel with function centre and at least 100 rooms as a priority. This can either be through facilitating proposals with existing proponents or seeking operators and/ or developers as part of an expression of interest campaign on a strategic site.	Internal resources	Advocate: City of Victor Harbor Business Victor Harbor

SPECIFIC MEASURES OF SUCCESS

- 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
- Increasing Gross Regional Product
- Growing number and value of public and private investments

ACTIONS

3. Grow the industry sectors of health services, construction, professional services and the visitor economy

	Actions	Indicative Budget*	Role
3.5	Collaborate with the South Australian Tourism Commission and the Department of Environment and Water to identify investors and/or ecotourism operators, leveraging off world-class landscapes and coastlines within the City of Victor Harbor.	Internal resources	Facilitator: City of Victor Harbor Fleurieu Peninsula Tourism
3.6	Lobby the South Australian Government to adopt and implement the Granite Island Visitor Experience Master Plan that supports improved visitor experiences and appropriate commercial activity on Granite Island.	Internal resources	Advocate: City of Victor Harbor
3.7	Promote the desire for more adrenalin-based attractions to diversify the tourism product in Victor Harbor and attract a larger proportion of young adult visitors.	Internal resources	Advocate: City of Victor Harbor Business Victor Harbor
3.8	Engage with industry and business representatives from the 'blue water' economy to understand the success factors in developing a marine based economy, with identified short and longer term stages.	Internal resources	Advocate: City of Victor Harbor Business Victor Harbor
3.9	Explore opportunities for, and advocate for, increased levels of childcare services in Victor Harbor and the broader region, enabling the attraction of highly skilled professionals with young families.	Internal resources	Advocate: City of Victor Harbor Business Victor Harbor

SPECIFIC MEASURES OF SUCCESS

- Growing number and size of local businesses
- Growing number and value of public and private investments

ACTIONS

4. Investment facilitation

	Actions	Indicative Budget*	Role
4.1	Direct the long-term economic and population growth for Victor Harbor through the delivery of the Urban Growth Management Strategy, particularly in relation to supporting increased housing supply and diversity in appropriate locations, or allocated housing affordability.	Internal resources	Service Provider: City of Victor Harbor
4.2	Facilitate, through Code Amendments, the long-term supply (15+ years) of development-ready residential and employment land to support employment, business and residential growth.	Internal resources	Service Provider: City of Victor Harbor
4.3	<p>Prepare a master plan focussed on the foreshore area either side of the Causeway and with interconnections to the Mainstreet Precinct. The plan to provide a strategic direction for the site and as a potential enabler to attract private investment into the area.</p> <p>Key opportunities for investment should include:</p> <ul style="list-style-type: none"> • location and format of a landmark waterfront destination building providing a mixture of higher-end tourism, function, and dining/entertainment offerings • focus on the event and leasable spaces, including infrastructure needs to support activities 	Subject to scope	Asset owner: City of Victor Harbor Service Provider: City of Victor Harbor

SPECIFIC MEASURES OF SUCCESS

- Increasing Gross Regional Product
- Growing number and value of public and private investments

ACTIONS

5. Invest in talent and skills development

	Actions	Indicative Budget*	Role
5.1	Advocate for and actively participate in the establishment of a Regional Study Hub to be based in Victor Harbor.	Internal resources	Advocate: Regional Development Australia City of Victor Harbor Information Channel: Business Victor Harbor
5.2	Undertake surveying and data collection to build a clearer understanding of where the local skills gaps exist, while working with industry and local businesses on solutions for meeting these collective needs.	\$20,000	Facilitator: City of Victor Harbor Service Provider: Business Victor Harbor
5.3	Engage with the local schools, TAFE SA, prospective universities and employment stakeholders on joint initiatives that support and inform pathways for students and those wishing to upskill to enter the workforce locally.	Subject to investigation	Facilitator: Business Victor Harbor City of Victor Harbor

SPECIFIC MEASURES OF SUCCESS

- The extent of jobs growth
- Increases in household and individual incomes
- Number of participants in the workforce
- Reducing dependence on welfare



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PARK STREET

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