Draft for consultation

City of Victor Harbor

COMMUNITY PLAN 2030

city of Victor Harbor

ACKNOWLEDGEMENT OF COUNTRY

The City of Victor Harbor acknowledges the traditional custodians of our beautiful land and surrounding waters, the Ramindjeri and Ngarrindjeri people, and pay our respects to elders both past and present.

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MAYOR'S MESSAGE

Moira Jenkins
Mayor

Welcome to the City of Victor Harbor's Community Plan 2030.

The Community Plan 2030 will be the guiding document for the City of Victor Harbor over the next 10 years, outlining a vision for Victor Harbor that is shared by both council and the community.

Our community is at the heart of our planning. The Community Plan 2030 has been developed based on feedback gathered from our community over a number of years, along with other investigations and research.

There is no doubt that Victor Harbor's future is bright and brimming with opportunity. Set in a stunning natural environment, our city offers an enviable lifestyle with access to sevices and facilities, great schools, and a passionate and driven community who want to see Victor Harbor be the best it can be.

This plan will help us protect the things we most value about Victor Harbor as our city forges forward through current challenges and comes out flourishing on the other side.

It recognises that while Victor Harbor will grow, there are measures we can put in place that will protect the highly valued environment, town character and unique identity of our coastal mecca.

Woven deeply through the aspirations is the importance of developing an economy that provides the opportunity for businesses and the broader community to prosper. Investment in infrastructure, an environment that encourages innovation and promotes creativity, as well as sound planning processes will help us achieve this.

Elected members and staff at the City of Victor Harbor are excited to work together with the community to make our shared vision for Victor Harbor a reality. By working together to achieve the aspirations within this plan, we have a chance to lay a strong foundation for success and leave a legacy that future generations will be proud of.

INTRODUCTION FROM THE CEO

Victoria MacKirdy
Chief Executive Officer

The City of Victor Harbor's Community Plan 2030 serves as a compass that sets a direction for council's future planning and decision making.

It helps the council determine where resources are allocated so we can deliver services and outcomes that help us achieve our shared community vision for Victor Harbor.

This plan links strongly with the council's Long Term Financial Plan and Asset Management Plans, and together these plans underpin a robust strategic framework that sets the City of Victor Harbor up for success.

Our plan clearly articulates longer term aspirations for Victor Harbor and sets out medium term priorities for the next four years. In setting a clear strategic direction, the council has also been highly conscious of the need for the organisation to be able to quickly adapt to changing circumstances.

The COVID-19 pandemic has particularly highlighted the need for local government as a sector to be agile and ready to respond to community needs as required.

In the ever-changing evironment we find ourselves in, it is extremely important to regularly evaluate priorities in line with environmental, economic and social influences. Annual reviews of our priorities in line with our budgeting process will keep us on track towards achieving our aspirations.

The City of Victor Harbor has a bright future ahead, and we look forward to working together with the community to make this great place even better.

SNAPSHOT OF THE CITY OF VICTOR HARBOR

The coastal city of Victor Harbor is located on South Australia's Fleurieu Peninsula, about 80 kilometres south of the Adelaide CBD. It is the largest population centre of the Fleurieu region and considered the hub of the southern Fleurieu.

It encompasses an area of 346 square kilometres, including a world-class coastline and stunning rural vista.

Victor Harbor has long been a favoured holiday destination, attracting 1.2 million visitors annually.

The City of Victor Harbor neighbours Alexandrina Council to the east and the District Council of Yankalilla to the west.

994
businesses

78%
households with internet access

346KM²
council area

32KM
coastline

5,286
jobs

84KM
from Adelaide CBD

2
major rivers

34%
residents employed

$359M
assets managed and cared for

186
parks and open space areas

$641M
gross regional product

$38.4M
total budget (2019/20)

4
schools

1.2M
visitors annually

10,763
rateable properties

1
TAFE Campus & Flinders University Rural Health Campus

15,465
2019 population

27%
population volunteers

40%
non-resident ratepayers

1
hospital

17,900
2030 population projection

39%
population welfare dependent

112.6
council staff (Full-time Equivalent)

1
library with 128,000 visitors annually

58YEARS
median age

Delicia
NAILED
nails &
beauty
RAW

ROLE OF COUNCIL

Everything that council does helps to shape the future of Victor Harbor. The role that council takes on varies depending on the circumstances including legal requirements, relative priorities and funds available.

These roles start from having no role and increase through to being the service provider or asset owner.

The resourcing requirements tend to increase as you move from no role to enabler, with significant resourcing required at the provider level.

In addition to this, the council has a role as a community leader through strategic planning, policy development and decision making. Council's roles are outlined in the table below.

Table: **Council Roles**

NO ROLE		The council chooses not to have a role in relation to a particular service or activity
ENABLER	**Information Channel**	Information about a service or activity of other bodies is channelled through council communication activities
	Advocate	The council may advocate to another level of government or other organisations for certain things to happen. This could range from a single event (such as writing to a Minister) through to an ongoing campaign
	Facilitator	A step further from advocacy where the council may try to bring parties together to work out a solution to an issue affecting the council area
PROVIDER	**Agent**	Typically this would involve the council delivering a service, funded by a government agency, that is (or likely to be regarded as) the responsibility of another level of government
	Part Funder	The council either provides funding to another body to meet part of the cost of that body providing a function/service activity, or receives funding from another body (usually a government agency) to meet part of the cost of the council delivering it
	Asset Owner	As the owner (or custodian) of an asset (road, footpath, playground, etc) the council has responsibility for capital, operating and maintenance costs
	Regulator	The council has legislated roles in a range of areas which it is required to fund from its own funds (apart from fees for cost recovery, government grants)
	Service Provider	The full cost (apart from fees for cost recover, government grants etc.) for a service or activity is met by council
LEADER	**Strategic Planning**	The council has a role as a community leader by setting out a strategic plan for the area's future
	Policy Setter	The council sets public policy to guide the operation of the council
	Educator	The council has an important role to assist in educating the community on key issues

ABOUT OUR PLAN

The Community Plan 2030 is the City of Victor Harbor's guiding strategic document, outlining the community's aspirations for the future. It sets out our long term goals, medium term priorities, and the measures we will use to monitor our progress.

The plan incorporates a ten year strategic directions component that articulates aspirations for Victor Harbor and the strategies that need to be in place to help achieve them. A set of four year priorities sit under the strategic directions outlining key projects and initiatives that will be undertaken to help achieve the community's aspirations.

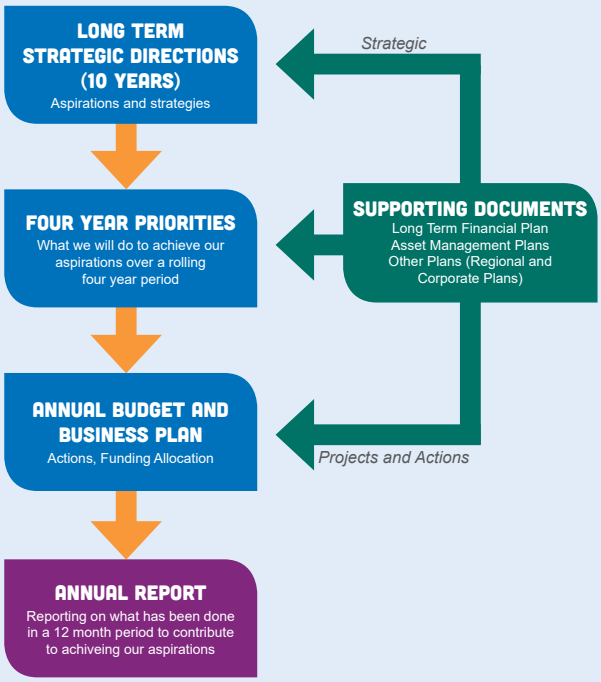
It is intended that the priorities will be reviewed annually at the commencement of council's annual business planning process.

The strategic directions and priorities are informed by a number of supporting documents including the council's Long Term Financial Plan and Asset Management Plans.

The council also has a range of other plans, such as Victor Harbor Urban Growth Management Strategy, Environmental Management Strategy, Bicycle Strategy and Mainstreet Precinct Master Plan amongst many others which inform our community strategic planning. A list of these plans is provided at **Appendix 1**.

Our planning also takes into consideration State and Regional plans such as the 30 Year Plan for Greater Adelaide, SA Public Health Plan, State Disability Inclusion Plan, and Resilient Hills and Coasts Climate Adaptation Plan amongst others.

Diagram: **Strategic Planning Framework**



A PLAN FOR OUR COMMUNITY

Our community is at the heart of this plan. Over the past few years we have conducted a number of significant engagement activities where we asked our community to share their thoughts and ideas with us. We have listened to what you said and developed this new plan for Victor Harbor's future based on what you told us is important to you.

To make sure we were on the right track, we sought further community feedback on a set of proposed aspirations for Victor Harbor's future, and the strategies that need to be in place to achieve these aspirations.

The most recent consultation indicated that our strategic focus for Victor Harbor's future is in line with our community's needs and aspirations.

Some of the common themes in our conversations with our community are provided below:

- There is general acknowledgement that Victor Harbor is going to continue to grow, but this growth needs to be managed so it doesn't impact on the things most loved about the city – heritage, natural environment, seaside town feel and lifestyle.
- There is a desire for more activation in the town centre. This includes looking at initiatives that fill vacant shops (enabling pop-ups or attracting new businesses), more events or markets, closing the Mainstreet on occasion for events that draw people into the town centre, and enhancing the night-time economy.
- More things for young people and families was also a common sentiment, balanced against ensuring there is support for our older population. Education opportunities to keep young people in the local area was raised in a number of different forums, particularly a desire to see a broader range of courses offered at the local TAFE campus.
- Access for all was also a common theme. This was mentioned in terms of disability access to beaches, better footpaths and connection, access to public spaces and services.
- Art and cultural activities are important to build a vibrant community, and an Arts and Culture Facility is a highly desired piece of community infrastructure.
- Tourism is a major contributor to our local economy and it is important to nurture and expand this. It is equally as important to diversify and expand our economy so we don't have 'all of our eggs in one basket'.
- Employment and job creation is highly important for many in the community, and this also spans into creating jobs that aren't seasonal (more permanent employment options). It was also a common suggestion that action needs to be taken to 'winter proof' the Victor Harbor economy.
- Our stunning natural environment is important to our identity and is a key part of what makes Victor Harbor a great place to live. It needs to be looked after so it stays this way.
- A desire for better reporting from council to clearly show how it is achieving its aspirations.

All of these issues, as well as many others are addressed within this Plan.

CHALLENGES AND OPPORTUNITIES

The City of Victor Harbor council area is unique in so many ways and this is reflected in our planning. By identifying challenges in our future we are able to see opportunities that will enable us to secure a bright future for our city.

COVID–19 RESPONSE AND RECOVERY

The impact of the COVID-19 (Coronavirus) pandemic will influence council's future planning. The council has a key role to play in the immediate response but also ensuring there are measures in place to assist in the recovery phase and make sure Victor Harbor is positioned to thrive.

POPULATION GROWTH

Victor Harbor and its surrounds is a growing community, with the population forecast to reach 21,000 by 2030. This growth has implications for the provision of services and infrastructure, and needs to be considered in our future planning.

SEASONALITY

Victor Harbor's population and economy is impacted by seasonality. In the summer months, Victor Harbor's population doubles, jumping from 15,000 to 30,000, and the economy is heavily reliant on income derived from tourism.

PLANNING FOR YOUNG AND OLD

While Victor Harbor has one of the oldest populations in the country, there are four schools and a growing number of young people and families moving to the area. It is important to plan for facilities that suit both younger and older people.

PLANNING WITH OUR NEIGHBOURS

There are many opportunities for collaboration with neighbouring councils to promote the region as a whole. However, it is important that we work together to have facilities and services for our communities without unnecessary duplication.

ACCESS FOR ALL

The council recognises that some people are more disadvantaged than others in being able to access services and facilities. Access and equity forms part of all our decision making and planning process.

PUBLIC TRANSPORT

Improving public transport is a significant challenge. Currently there are minimal public transport connections to Adelaide, and there is a need for more public transport options locally. Opportunities need to be actively sought for more services.

TECHNOLOGY AND INNOVATION

There is a need to embrace and further develop the use of technology to create opportunities for both business and the wider community. It is important to encourage innovation and look for ways we can implement it into what we do to improve service delivery.

COST SHIFTING

Cost shifting for services and the imposition of new legislative provisions from Federal and State governments to local councils impacts our ability to provide services and facilities.

OUR ASPIRATIONS FOR VICTOR HARBOR IN 2030

The aspirations express what we want Victor Harbor to be like now and in the future. They aim to be bold and visionary, at the same time as protecting all of the things we love about Victor Harbor.

The aspirations for the City of Victor Harbor are outlined below:

We are a caring, connected and active community

We have a culture of innovation, collaboration and creativity

We manage growth and change responsibly

We protect our environment

We have services and infrastructure that meet our community's needs

We are a financially sustainable and well-governed organisation

Council has also identified a number of strategies and four year priorities that will assist to achieve the aspirations. The strategies and priorities, along with the stories behind each aspiration, are outlined on the following pages.

It is also important to note that there are strong relationships between aspirations, and in many cases the strategies will assist to achieve outcomes that contribute to more than one aspiration.

Links to other aspirations are identified throughout the following pages using the relevant icons.

COUNCIL SERVICES

The City of Victor Harbor provides more than 100 services to keep our community vibrant, clean and safe. While all of these services aren't expressed within specific strategies or priorities, they are an important part of helping council achieve its aspriations for Victor Harbor.

An outline of some of the services council provides is expressed within the diagram at **Appendix 2**.

ASPIRATION 1

WE ARE A CARING, CONNECTED AND ACTIVE COMMUNITY

STRATEGIC CONTEXT

Victor Harbor is well known for its welcoming, friendly and family focussed community. Council's planning recognises this and outlines strategies to ensure that this continues in the future. In addition to the caring nature of our community, people also often comment that they feel safe in Victor Harbor and that it is a great place for children to grow up.

There is a strong volunteer culture within the City of Victor Harbor. One in three people in the local government area volunteer in some capacity, and the council is fortunate to have a team of around 500 volunteers assisting with the delivery of services, programs and initiatives.

The high level of volunteerism results in a healthy number of thriving community groups, clubs and organisations, all which provide important opportunities for people to feel valued and included.

Sport and recreation is deeply embedded within our community, and encourages a healthy and active lifestyle as well as important social connections. Access to open spaces is a key part of our lifestyle.

WHAT WE HEARD FROM OUR COMMUNITY

- The people are what makes Victor Harbor special. They are friendly and helpful
- It's important to have access to a range of facilities where people can gather and connect
- Access to open space and recreation opportunities are an important part of Victor Harbor's valued lifestyle

Strategies: How we will achieve our aspiration over the next 10 years	Links to other aspirations
• Encourage initiatives that facilitate social interaction and connection with the community	
• Provide safe, welcoming and accessible places	
• Provide a variety of open space and recreation opportunities	
• Improve the health and well-being of our community	
• Support a vibrant community culture	

Priorities 2020-2023

- Provide and encourage initiatives that support an inclusive environment and assist to develop connections with others
- Encourage volunteering as a way for people to get involved in community life and share their skills and experience
- Develop a Disability Access and Inclusion Plan in accordance with requirements of the SA Disability Access and Inclusion Act 2018 and implement key recommendations
- Continue to deliver community safety initiatives that make the local environment safer and raise awareness of safety measures
- Support the growth of local and regional sporting clubs and facilities
- Advocate for a youth centre in Victor Harbor while promoting a positive profile for younger people through projects and policies
- Implement key recommendations from the reviewed Southern and Hills Regional Public Health Plan
- Encourage ownership of the Victor Harbor place brand to bring the community and businesses together
- Facilitate and support high quality community events that align with the values of Victor Harbor's place brand
- Enhance the City of Victor Harbor Library's outreach into the community

What success looks like

- Increase in the number of sporting clubs with STARClub status
- Increase in the number of people using the Library and participating in programs
- Access to open space is maintained
- Use of community halls and buildings is increased
- Residents feel safe
- New festivals and events are held
- Number of young people participating in Council youth activities and events

— Community — Innovation and Creativity — Growth — Environment — Services and Infrastructure — Governance

ASPIRATION 2

WE HAVE A CULTURE OF INNOVATION, COLLABORATION AND CREATIVITY

STRATEGIC CONTEXT

To see our community prosper and flourish, there is a need to embrace new ideas and technology to create opportunities. There is potential to use the creativity within Victor Harbor to enhance our city's vibrancy at the same time as expanding our local economy.

The council understands the importance of providing the right conditions for individuals and the community to prosper, and recognises the importance of collaboration with all levels of government, regional bodies, private sector and the wider community to achieve this.

Art in all forms has the capacity to enrich people's lives and contribute to creating a strong, healthy and connected community.

The increasing emergence of arts and cultural activity in Victor Harbor has provided important social and economic benefits to the city. There is an opportunity to develop this further.

WHAT WE HEARD FROM OUR COMMUNITY

- There should be more opportunities to participate in and appreciate art and culture in Victor Harbor
- Encouraging innovation and creativity will provide opportunities to grow our local economy
- There is a need to support our community to use and access technology

Strategies: How we will achieve our aspiration over the next 10 years	Links to other aspirations
• Cultivate art and culture in our community	
• Encourage, support and promote innovation and entrepreneurship	
• Establish and maintain strategic regional, state and national relationships	
• Expand opportunities for the community to access and use digital technology	

Priorities 2020-2023

- Encourage initiatives that actively celebrate and promote cultural understanding
- Deliver an arts and cultural program that brings vibrancy to the City and encourages artistic expression
- Pursue the delivery of an Arts and Cultural Centre
- Attract new and support existing creative industries
- Develop and implement an investment attraction strategy
- Maintain and further develop partnerships with neighbouring councils to provide shared use services and facilities
- Continue to develop Council's partnership with Business Victor Harbor
- Attract more technology focussed businesses to our region
- Develop digital tools and technologies to improve service delivery

What success looks like

- More people participating in art and cultural activities
- Increase the number of Indigenous events and celebrations
- Increased participation in library's digital support programs
- Increase in number of households and businesses with broadband access
- Increase in the number of technology based businesses
- Innovative start-ups are attracted to the area
- Council continues to secure government grants and support

— Community — Innovation and Creativity — Growth — Environment — Services and Infrastructure — Governance

ASPIRATION 3

WE MANAGE GROWTH AND CHANGE RESPONSIBLY

STRATEGIC CONTEXT

Victor Harbor and its surrounds is growing, with the population set to increase from 15,100 to 21,000 by 2031. This growth will have implications for the provision of services and infrastructure, as well as how we protect our environment, heritage, lifestyle and sense of community, all of which are highly valued and integral to our city's appeal. Population growth in neighbouring councils will also impact on the City of Victor Harbor which has firmly established itself as the service centre for the region.

Appropriate planning will assist to maintain this position, at the same time as preserving the attributes of our city that we most value.

The Victor Harbor economy is heavily reliant upon the income derived from tourism. This income is largely seasonal, providing a challenge for some local businesses to manage revenue fluctuations. There is potential for this sector of the economy to be developed, as well as opportunities to see the growth in other sectors such as aged care, agriculture, building and construction and manufacturing.

WHAT WE HEARD FROM OUR COMMUNITY

- While there is an understanding that Victor Harbor will continue to grow, people want to see the growth managed carefully to ensure our city keeps its charm and identity
- We need more opportunities for employment, study and vocational training in Victor Harbor
- Our Indigenous culture should be celebrated more prominently within our community
- Having agricultural land close to the city is highly valued, and urban sprawl is not desired

Strategies: How we will achieve our aspiration over the next 10 years	Links to other aspirations
• Support diversification and resilience within the local economy	
• Preserve and celebrate Victor Harbor's rich and diverse history	
• Promote and support local business development and employment opportunities	
• Plan for sustainable development, residential amenity and security of prime agricultural land	

Priorities 2020-2023

- Review and update the City of Victor Harbor Urban Growth Management Strategy
- Complete the delivery of the Victor Harbor Mainstreet Precinct Master Plan
- Develop and implement a digital tourism marketing strategy for Victor Harbor
- Investigate opportunities to enhance tourism services provided by the City of Victor Harbor
- Continue the Buy Local Victor Harbor campaign
- Plan for electricity and water security
- Encourage initiatives that support food security and local food production
- In collaboration with Business Victor Harbor, finalise and implement the City of Victor Harbor Economic Development Strategy
- Enhance our heritage assets and encourage adaptive re-use of heritage buildings
- Work with local Indigenous groups to promote and explore local Indigenous heritage
- Continue to prepare for and implement requirements from the Planning, Development and Infrastructure Act 2016

What success looks like

- Increase in the number of new businesses
- More youth are employed locally
- Increase in workforce participation
- Increased visitor expenditure and overnight stays
- Development considers heritage values
- Victor Harbor's heritage is celebrated
- Increase in the number of occupied dwellings
- Increase in the quantity of stormwater and waste water re-used by council
- Local Indigenous heritage is prominent within our community

— Community — Innovation and Creativity — Growth — Environment — Services and Infrastructure — Governance

ASPIRATION 4

WE PROTECT OUR ENVIRONMENT

STRATEGIC CONTEXT

The City of Victor Harbor council area is home to many wonderful assets such as Rosetta Head (The Bluff), Granite Island and the Little Penguin colony, Hindmarsh Falls, Glacier Rock, Inman and Hindmarsh Rivers. The natural environment, including the coastal and marine areas, rivers, natural vegetation, clean air and mild climate are all identified as things that make Victor Harbor a great place to live.

Our planning aims to preserve all of the things we value about our environment, at the same time as putting measures in place to address the challenges that face us in the future. Urban growth will place pressure on the natural environment, as well as the general landscape and built form character.

Climate change is forecast to impact on our future climate with warmer and drier conditions, more frequent extreme weather events, and higher sea levels. A better understanding of both climate variability and climate change will mean the community can better manage the adverse impacts and take advantage of any opportunities that arise.

WHAT WE HEARD FROM OUR COMMUNITY

- Our natural environment is highly important to our lifestyle and needs to be cared for so it can continue to be enjoyed by the community in years to come
- There is support for initiatives that reduce, recycle and re-use waste
- We love the access we have to natural areas, and sites thriving with plants, birds and animals
- It's important to be prepared for the impacts of climate change
- Sustainable development is important in order to protect the town setting, landscapes and 'areas of outstanding beauty'

Strategies: How we will achieve our aspiration over the next 10 years	Links to other aspirations
• Adapt to the impacts of climate change	
• Provide for sustainable waste management	
• Enhance the health and biodiversity of our natural environment	
• Create a more sustainable, energy efficient urban environment	
• Educate the community to enhance awareness of environmental issues	

Priorities 2020-2023

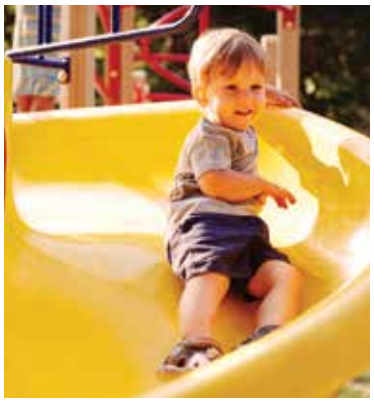
- Plant more trees to green City of Victor Harbor urban areas
- Implement actions from the Victor Harbor Environmental Management Strategy
- Continue involvement in the Resilient Hills and Coast Climate Adaptation initiative
- Promote responsible Dog and Cat Management
- Implement conservation strategies that look to increase the population and species of native fauna
- Improve and educate residents on diverting waste from landfill
- Protect and rehabilitate our beaches, waterways and conservation reserves
- Improve amenity value of local areas by protecting individuals and communities from local nuisance and preventing littering
- Deliver urban renewal including the Victor Harbor Mainstreet Master Plan, Railway Terrace Precinct, Foreshore Master Plan
- Undertake environmental education projects in partnership with the Hills and Fleurieu Regional Landscape Board, Fleurieu Regional Waste Authority, South Australian Whale Centre and other environmental groups

What success looks like

- Increased number of homes with renewable power sources
- Reduce single-use plastics across the Council area
- Increase the % of waste diverted from landfill
- Improved quality of the Inman and Hindmarsh rivers
- Increased community participation in environmental programs and projects

ASPIRATION 5

WE HAVE SERVICES AND INFRASTRUCTURE THAT MEET OUR COMMUNITY'S NEEDS



STRATEGIC CONTEXT

Our community considers infrastructure such as roads, footpaths, walking trails, bike paths and playgrounds as important for quality of life.

Access to health and community services is also highly important to the community. The average age of people in Victor Harbor is 58 years, with children aged 0-14 making up 13% of the population, while 39% are aged over 65. The type and level of services, infrastructure and housing required to support our ageing population is a key component of our planning. This is balanced against the needs of young families who are being drawn to the area through increasing capital investments in the four local schools.

Council owns and maintains a large range of assets including buildings, bridges, roads and open spaces. Management of existing and new assets can be increasingly challenging for council. For example, cost shifting for services and new legislative provisions from Federal and State governments to local government impacts on the council's ability to provide services and facilities.

Council has long been advocating for improved transport networks, particularly enhancing the Victor Harbor to Adelaide Road. This section of road is highly important to the local Victor Harbor economy, as a major commuter, tourist and freight route.

WHAT WE HEARD FROM OUR COMMUNITY

- Better roads and footpaths are a priority
- There are improvements to be made to car parking and traffic management in the town centre
- It's important to look at other ways to fund improved infrastructure including other revenue sources and government grants
- Improved transport is highly important not only to our way of life but to the local economy

Strategies: How we will achieve our aspiration over the next 10 years	Links to other aspirations
• Facilitate access to health, education and community services	
• Provide key community infrastructure	
• Maintain and renew Council's assets in a sustainable way	
• Advocate for improved local and regional transport networks	
• Facilitate capacity to deal with emergencies	

Priorities 2020-2023

- Plan the development of a new cemetery
- Implement priority actions from the City of Victor Harbor Library Service Review
- Provide the Southern Communities' Transport Scheme (SCOTS) to assist transport disadvantaged people to access medical and other essential appointments
- Monitor the health and well-being of the community to support service planning, development and advocacy
- Implement Collective Impact Planning as a means of supporting collaboration and networking between services and agencies
- Pursue the establishment of a Regional Study Hub that services the southern Fleurieu Peninsula
- Respond to the COVID-19 emergency and recovery phase
- Review Council's Asset Management Plans
- Create and maintain safe road and footpath networks
- Advocate for improved regular passenger transport services between Victor Harbor and Adelaide, and across the region
- Advocate for the integration of metropolitan and regional fares and ticketing for public transport

What success looks like

- People can easily access services and facilities
- Increased public transport options
- Improvements in community wellbeing indicators (currently in development)
- Improvements in the SEIFA* Index for Disadvantage
- Asset sustainability ratio between 90-110%
- Community satisfaction with condition of roads and footpaths

*SIEFA - Socio Economic Index For Areas measures the relative level of socio-economic disadvantage based on a range of Census characteristics such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations

— Community — Innovation and Creativity — Growth — Environment — Services and Infrastructure — Governance

ASPIRATION 6

WE ARE A FINANCIALLY SUSTAINABLE AND WELL-GOVERNED ORGANISATION

STRATEGIC CONTEXT

Victor Harbor has a community that is passionate about being involved in shaping the city's future. People embrace the opportunity to be a part of council's decision making, and expect transparent and accountable government.

There is an expectation that the community will receive a high level of customer service, and that the council will continue its program of service reviews to identify efficiencies in operations.

To deliver the community's aspirations, the council must ensure it is a financially sustainable, well-governed organisation. Innovative future planning and leadership is critical to sustainable outcomes and efficient operations.

WHAT WE HEARD FROM OUR COMMUNITY

- Opportunities to be involved in local decision making are highly valued, but could be made more visible
- The council must be open and inclusive in its decision making, and simply communicate its decisions
- A high level of customer service is expected, and concerns need to be addressed in a timely manner

Strategies: How we will achieve our aspiration over the next 10 years	Links to other aspirations
• Engage and involve our community in decision making	
• Introduce and continue productivity and efficiency measures	
• Manage council's finances and resources sustainably	
• Provide a safe work environment that attracts, develops and retains staff in order to deliver high quality customer service	

Priorities 2020-2023

- Provide engagement options which make it easier for residents and ratepayers to be involved and share their views with council
- Improve reporting to the public on council's performance
- Support the Victor Harbor Youth Advisory Committee as a means for developing young leaders and understanding youth issues
- Ensure procurement services provide best value outcomes with a focus on local suppliers
- Explore new and expand existing opportunities for shared services and regional collaboration in the provision of council services
- Investigate ways to increase the proportion of revenue from user charges to reduce income dependence on rates
- Encourage and support council subsidiaries to develop and expand income streams
- Ensure the application of rates is fair and equitable and considers rating sustainability over time
- Minimise risk and ensure continuity of critical business functions
- Strengthen strategic, governance and communication frameworks

What success looks like

- Increased community participation in engagement activities
- Community confidence in council decision making
- More efficient council operational processes
- Community satisfaction with council services
- Operating surplus ratio between 0-3%
- Net financial liabilities ratio between 40-60%

APPENDIX 1: COUNCIL PLANS AND STRATEGIES

Office of the CEO

- Annual Business Plan and Budget
- Long Term Financial Plan
- Community Plan

Community

- Disability Access Action Plan

Planning and Activation

- Victor Harbor Urban Growth Management Strategy (2013-2030)
- Victor Harbor Railway Precinct Plan
- Victor Harbor Town Centre Master Plan
- Victor Harbor Mainstreet Precinct Master Plan
- Victor Harbor Mainstreet Precinct Public Art Strategy
- Victor Harbor Town Centre Traffic Movement and Car Parking Strategy

Public Safety

Dog and Cat Management Plan (2019-2024)

Environment and Infrastructure

- City of Victor Harbor Asset Management Plans
- 10 Year Capital Works Program
- Victor Harbor Coastal Management Study and Work Program (2013)
- Victor Harbor Boating Strategy (2004)
- Soldiers Memorial Gardens Conservation Management Plan (2011)
- Victor Harbor Recreation and Open Space Strategy (2017)
- Victor Harbor Bicycle Strategy
- Footpath Pedestrian Strategy
- Environmental Management Plan
- Tree Management Strategy (2019)
- Victor Harbor Climate Adaptation Strategy
- Encounter Lakes and Franklin Island Management Plan
- Urban Stormwater Master Plan

APPENDIX 2: COUNCIL SERVICES

Below is a list of the services Council provides to our community.

INFRASTRUCTURE & ASSET MANAGEMENT

Managing and maintaining roads, footpaths, bridges, bicycle paths, street furniture and cemetery

WASTE & RECYCLING

Kerbside waste collection, recycling depot, street cleaning and graffiti removal

HERITAGE

Heritage advisory services and support for owners of heritage listed places

PLANNING & DEVELOPMENT

Urban planning, building assessments, development assessments

CUSTOMER SERVICE & INFORMATION

Responding to community requests, providing after hours call centre and community information

FAMILY, YOUTH & CHILDREN'S SERVICES

Family support services, youth development programs and events, and immunisation program

AGED & DISABILITY SERVICES

Social support services and supporting planning for aged services

LIBRARY SERVICES

Victor Harbor Library service, activities and events

TOURISM MARKETING, EVENTS & ATTRACTIONS

Festivals and events, visitor information, Horse Drawn Tram and SA Whale Centre

ECONOMIC DEVELOPMENT

Mainstreet Precinct, digital economy strategy, supporting agribusiness and renewable energy programs

ARTS & CULTURAL ACTIVITIES

Arts and culture development, public art, planning for an arts and culture centre

PARKS & RECREATION

Maintaining parks, reserves, playgrounds, walking trails, street trees, aquatic centre, boating facilities

COASTAL PROTECTION & ENVIRONMENT

Foreshore and estuary maintenance, vegetation management, pest animal and plant control

COMPLIANCE & PARKING

Dog and cat management, outdoor dining, nuisance and litter control, parking enforcement

TRANSPORT

Community transport services, advocating for improved public transport

PUBLIC HEALTH

Regulating food safety, waste water systems, water quality, sanitation, swimming pools/ spas, vermin control

EMERGENCY PLANNING

Regional bush fire management plan, local and zone emergency management plans

ADMINISTRATION

Records management, FOI requests, council and committees support, maintaining the electoral roll

CORPORATE SERVICES

Financial & risk management, HR, organisational development, computers and telecommunications

COMMUNITY DEVELOPMENT

Grant programs, community facilities and meeting places, advice, advocating on behalf of the community

city of
Victor Harbor

STAY IN TOUCH

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