2024 Review: Proposed Revisions for Public Consultation

City of Victor Harbor

Community Plan 2030

city of Victor Harbor



Acknowledgement of Country

The City of Victor Harbor acknowledges the Ramindjeri and Ngarrindjeri people as 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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The Community Plan 2030 was orignially adopted by the City of Victor Harbor on 3 August 2020. It was reviewed and updated in 2024, as required by legislation, with the changes adopted on <INSERT ADOPTION DATE>.

Mayor's Message



Dr Moira Jenkins
Mayor

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

The Community Plan 2030 is the guiding strategic document for the City of Victor Harbor, 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.

Council 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. 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.

A minor review of the Community Plan 2030 was undertaken in 2024 to re-affirm our strategic direction, ensuring it is reflective of current and future priorities.

Annual reviews of our progress towards achieving the aspirations and objectives of this plan will keep us on track and help inform the budgeting process to ensure a strategic approach to service delivery.

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.

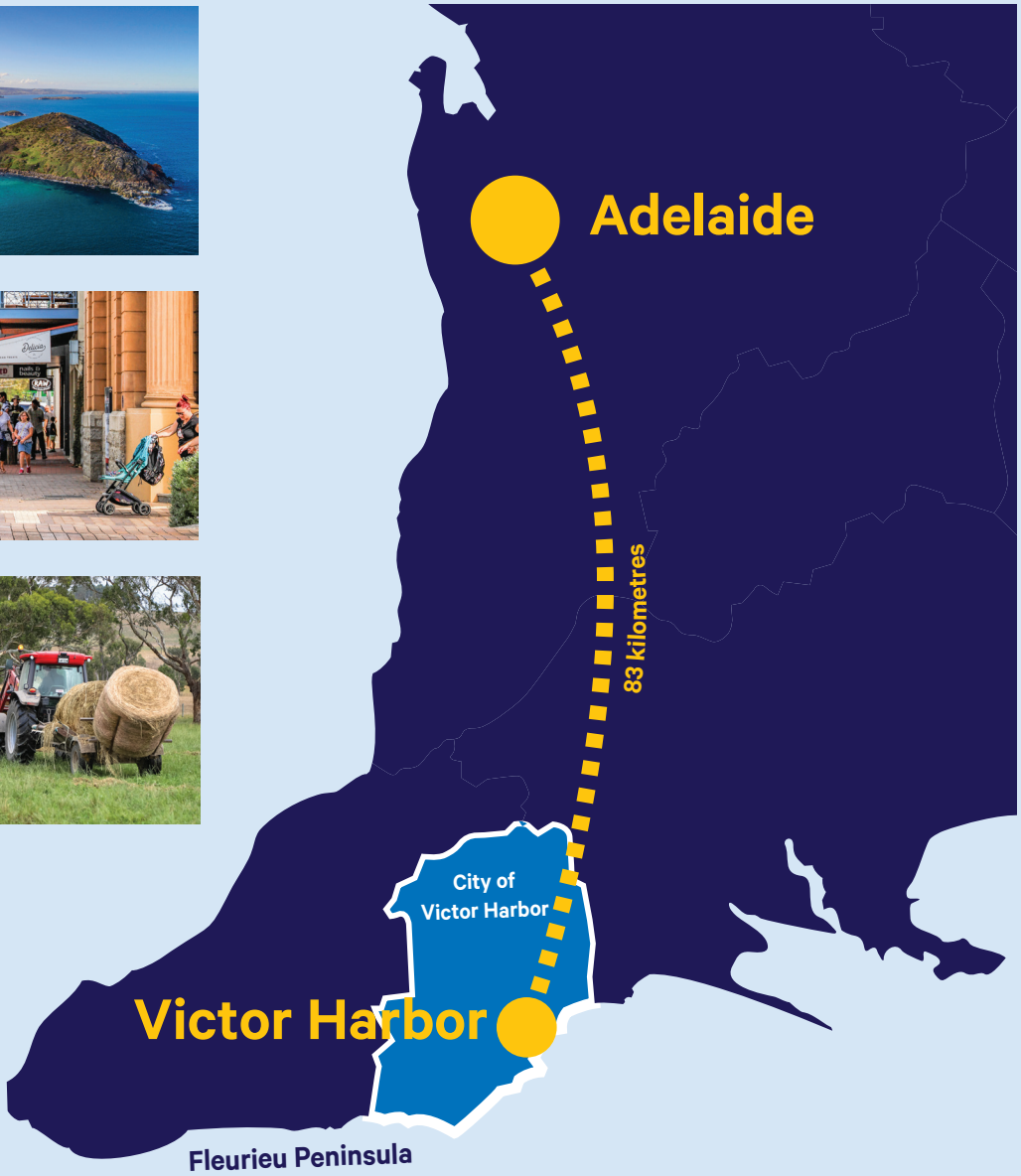
Victor Harbor has long been a favoured holiday destination, attracting 1.2 million visitors annually.

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











14,665 people in 2016
16,139 people in 2021
10.1% compared to 7.1% GA

MEDIAN AGE
60
(GA 39)

1.7% Aboriginal or Torrens Strait Islander (GA 1.7%)



42.2% population aged over 65 (GA 18.7%)

9.8% residents needing assistance with everyday activities (GA 6.6%)

Second oldest median age in Australia (by LGA)

50.2% House fully owned (GA 30.9%)

25.2% Received rent assistance (SA 17.6%)

23.8% Owned / mortgage
18.7% Rented privately
2% Public housing
(GA 37.1% / 22.8% / 5.6%)





15.5% Bachelor Degree or above (15+ yrs)

11.7% Completed Year 12

1 in 4 People are volunteers

19.3% Born overseas (GA 27.6%)



37.6% **52.5%** (GA 36.8% & 30.2%) ANCESTRY



92.7% Speak English only (GA 74.8%)

4.8% Non-English speaking (GA 22.7%)

9.7% Job Seeker & Youth Allowance

Mortgage Stress 13.1% (2021) / 5.2% (2016)

Rental Stress 47.2% (2021) / 11.6% (2016)



37.3%	couples without children	(GA 38.7%)
31.4%	lone person household	(GA 27.7%)
15.5%	couple with children	(GA 42.6%)
8.6%	single parent family	(GA 17%)



2.1 Average household size (GA 2.5)

78% Household comprise 1-2 people (GA 61%)



88.3% Detached dwellings (GA 75%)



74.7% 3 or more Bedrooms (GA 74.5%)

9.5 Dwellings per hectare (Metro Adelaide 14 d/h)

211 Dwellings approved (2022) (142 - 10 yr Average)

23.9% Dwellings unoccupied (GA 7%)

MEDIAN HOUSE PRICE

$571,000	Victor Harbor
$585,000	Encounter Bay
$560,000	Hayborough
$602,500	McCracken

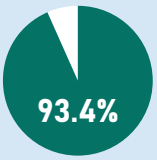
(MAY 2023)

9,401 Total dwellings in 2021

8,843 Total dwellings in 2016

(Av. Inc. 112 per yr)

2019-20 tourism industry contributed ≈ $668M to Fleurieu Peninsula regional economy and employed approx. 3,700 people.



Owned ≥ 1 car (GA 91.3%)



62.8% Travelled by car (GA 63.3%)

11.3% Worked from home (GA 9.8%)

MEDIAN WEEKLY INCOME



$545	Personal	(GA $762)
$1,255	Family	(GA $1,988)
$980	Household	(GA $1,548)

$659.9M Gross Regional Product

5,148 Jobs

5,690 Labour force (residents)



19.1% Health Care & Social Assistance



12.2% Retail Trade



10.2% Accommodation & Food Services

LABOUR FORCE

Part time	46.3%
Unemployed	5.4%
Full time	41%

(GA 35.1% / 5.5% / 54.3%)

*GA - Greater Adelaide


Raw

Our Vision

A place of choice to live, work, invest and visit

The unveiling of a new destination brand in November 2021 was the launching pad to strengthen Victor Harbor's position as the vibrant, creative heart of the Fleurieu Peninsula.

Drawing on the positioning statement of 'Feel It Calling', the brand aims to create a renewed impression of Victor Harbor as a place of choice to live, work, invest and visit. The brand draws on the gravitational pull that draws people to Victor Harbor — whether its to create a home, set up a business or holiday. Victor Harbor's magnetism will translate differently for each and every person.

It also highlights there is a unique duality to Victor Harbor. We are a regional city, but have retained a close-knit community feel. We have a world-class, spectacular coastline, yet our rural landscape is equally appealing and breathtaking. We are a favoured coastal holiday destination, and at the same time service the southern Fleurieu Peninsula as a thriving, service hub. Our new brand capitalises on this.

Victor Harbor is an established place. However, outsiders are often persuaded by historical impressions of a sleepy, seaside town. The brand aims to change these out-dated perceptions, and promote a true reflection of an incredibly vibrant and special place. We want people to know what Victor Harbor is actually like, not what people think it is like.

Our business community is innovative. Our tourism offering is dynamic (whether it's rejuvenation or adventure you're looking for, we've got it!). Our schools are brimming with students as more families see the appeal of our area. And our people are connected, proud and our City's biggest advocates.

The new brand acknowledges that Victor Harbor has changed. Not in a way that loses our sense of place, but in a way that draws curiousity and celebrates the character that is highly valued.

There is an abundance of opportunity in Victor Harbor's future, and Council's planning aims to capture this. What we deliver for our community and how we operate aligns with the values of this brand, and our broader vision for Victor Harbor to remain a place of choice to live, work, invest and visit.

VICTOR HARBOR

FEEL IT CALLING



Challenges and Opportunities

The City of Victor Harbor council area is unique in so many ways. We are faced with a number of significant challenges and opportunities, all of which are reflected in our planning.

- **Population growth** – Victor Harbor and its surrounds is a growing community, with the population forecast to reach up to 19,095 by 2031[1]. This growth has implications for the provision of services and infrastructure, and needs to be considered in our future planning. It is also important to ensure that while Victor Harbor grows, the elements that contribute to the liveability and character of the area are protected.
- **Housing** – As Victor Harbor and its surrounds grows, ensuring there is sufficient and appropriate housing is critical. While greenfield development offers a long-term solution, there's a need to balance this with more infill development to make better use of existing land. Housing diversity is key to ensuring options for all stages of life, while also working to help attract younger families to the region. There are also significant challenges with a large non-resident population and shortage of long-term rental accomodation options. Addressing these issues will require careful planning to expand housing supply while keeping Victor Harbor livable and inclusive.
- **Seasonality** – Victor Harbor's population and economy is impacted by seasonality. In the summer months, Victor Harbor's population doubles, jumping to around 30,000, putting pressure on infrastructure and services. This also presents challenges around government funding allocations, which are based around population data from the census that is collected in the winter months and doesn't take into consideration the seasonal population.
- **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 appropriately plan for our ageing population as well as working to increase the number of younger people moving to or staying in Victor Harbor to help balance our demographic composition. A key challenge facing the region is access to childcare services.
- **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.



- **Diversifying income** – Local councils are increasingly recognising the need to diversify their income streams to ensure long-term financial sustainability and reduce over-reliance on council rates. Traditional revenue from rates is often insufficient to meet the growing demands for infrastructure, community services, and maintenance, particularly in the face of population growth and rising operational costs. Exploring new ways of delivering services and projects is crucial to ensure financial sustainability.
- **Cost of living** – The demand for council services continues to rise while the price of providing them steadily increases. This provides significant challenges in terms of council having capacity to support residents grappling with cost-of-living increases.
- **Climate change** – The impacts of the changing climate will continue to put pressure on our natural and urban environment. Climate adaptation studies for the region highlight that the area's climate will become warmer and drier with rising sea levels, increasing heatwaves, storm surges and increased bushfire risk. Coastal adaptation is, and will continue to be, a major expense for Victor Harbor in future years.
- **Transport and connectivity** – Improving public transport is a significant challenge. Currently there are minimal public transport connections to Adelaide and across the region, and there is a need for more public transport options locally. Opportunities need to be actively sought for more services. Additionally, improving active transport opportunities by connecting key areas with footpaths and bikeways is important.
- **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 processes.
- **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.

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 Community 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 long-term goals and measures to monitor progress.

The plan includes aspirations for Victor Harbor to 2030 and beyond, and objectives that need to be in place to achieve them. These aspirations and objectives are informed by our community's desires and expectations for Victor Harbor now and in the future.

While the aspirations and objectives set a high level vision for Victor Harbor's future, the actions that Council undertakes each year sit within a suite of plans and strategies relating to a broad range of areas and responsibilities.

The 2024 review of the Community Plan 2030 aims to strengthen the links between Council's suite of plans and strategies with its guiding strategic document. These plans are listed in **Appendix 1** as well as highlighted under each relevant aspiration.

This approach acknowledges the robust strategic planning framework that the Council has in place, while also ensuring that the services and projects that Council deliver each year align with its aspirations and objectives.

Regular monitoring and annual reporting on actions undertaken to achieve Council's strategic goals will demonstrate transparency and accountability. It will also help Council stay on track and focussed on its mission to ensure Victor Harbor remains a place of choice to live, work, invest and visit.

Diagram: **Strategic Planning Framework**



A Plan for our Community

Our community is at the heart of this plan. Over several years council has undertaken 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 have developed this plan for Victor Harbor's future based on what you told us was important to you.

The 2024 review of the Community Plan 2030 also draws on formal research projects such as the Council's 2022 and 2023 community satisfaction surveys, as well as the 2023 Australian Liveability Census. This has enabled us to make sure we are on the right track and ensure that Council's strategic focus is in line with our community's needs and aspirations.

Some of the key sentiments from our community that help to guide the Council's strategic direction are:

- **The Natural Environment is Highly Important** – Victor Harbor residents place a high value on elements of the natural environment, such as natural features, views, vegetation, topography, water, and wildlife. In fact, these are considered the biggest contributer to Victor Harbor's liveability. Protection of the natural environment is a significant priority. This concern aligns with the high value placed on natural elements and underscores the need for sustainable practices and environmental conservation.
- **Managing Growth** – 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 – character, natural environment, seaside town feel and lifestyle.
- **Emphasis on Local Businesses and Amenities** – Residents value access to neighbourhood amenities including cafes, shops and health and wellness services.
- **Strengthening our Economy** – 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'.
- **Focus on Walkability and Connectivity** – Easy access to shared community amenities, particularly on foot or bike, is highly valued. This is reflected in the importance placed on walking / jogging / bike paths that connect housing to communal amenities like shops and parks.
- **Investment in Public Open Spaces** – While residents appreciate public open spaces, their condition requires attention. The general condition of public open space, encompassing street trees, footpaths, and parks, is a key area that can be enhanced.
- **Focus On Core Services** – Providing and maintaining roads and footpaths is considered by community as the second most important service delivered by Council, behind waste and recycling management, however it has the lowest satisfaction rating at 29% (2023 Community Satisfaction Survey). There should be an increased focus on improving roads and footpaths.
- **Social Infrastructure Investment for Our Growing Community** – More things for young people and families is a common sentiment, balanced against ensuring there is support for our older population. Supporting education opportunities to keep young people in the local area is considered important, along with ensuring we have the appropriate social infrastructure for our growing community (child-care, recreation facilities, community centres).
- **Enhanced Reporting Demonstrating Productivity and Accountability** – There is a strong desire for better reporting from council to clearly show how it is achieving its strategic aspirations for Victor Harbor.


Draft 2024/25 Annual
Business Plan and Budget


SOUTH PACIFIC
H&R BLOCK

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 objectives that need to be in place to assist to achieve the aspirations. The objectives, 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

This aspiration recognises that Victor Harbor's welcoming spirit extends beyond its picturesque landscapes – it is woven into the fabric of daily life. The area is known for its friendly and family-focused community.

People feel safe in Victor Harbor, making it a haven for families and an ideal place for children to grow up.

Our volunteers are the heartbeat of Victor Harbor. They are important to our thriving community groups, clubs and organisations, all of which provide opportunities for people to feel valued and included.

Victor Harbor's open spaces are more than patches of green, they are integral to the liveability of our town and vitality of our people.

Sport and recreation is deeply embedded in our envied lifestyle; promoting health, activity and social connections.

What We Have 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

Objectives: How we will achieve our aspiration		Links to other aspirations
1.1	Deliver community programs that facilitate social interaction and connection with community	
1.2	An inclusive community with opportunities for everyone	
1.3	Provide a variety of open space and recreation opportunities	
1.4	Improve the health and well-being of our community	
1.5	Vibrant community places and spaces are safe, welcoming and accessible	

Strategic Performance Indicator	Trend
Percentage of population who volunteer	Maintain at current level or increase
Community satisfaction with parks, gardens, reserves and playgrounds	Maintain at current level or increase
Community satisfaction with services for older residents	Maintain at current level or increase
Community satisfaction with services for families, youth and children	Maintain at current level or increase

Strategies and Plans Supporting Aspiration 1

- Victor Harbor Bicycle Strategy
- Culture Strategy - Arts and Heritage
- Culture Strategy - Festivals and Events
- Disability Access and Inclusion Plan
- Dog and Cat Management Plan
- Footpath and Pedestrian Strategy
- Mountain Bike Strategy
- Sport, Recreation and Open Space Strategy
- The Bluff Master Plan
- Urban Growth Management Strategy
- Southern and Hills Regional Public Health and Wellbeing Plan



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

ASPIRATION 2

We have a culture of innovation, collaboration and creativity







Strategic Context

This aspiration recognises that to see our community prosper and flourish, there is a need to embrace new ideas and technology to create opportunities.

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, the private sector and wide community to achieve this.

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 increasing emergence of arts and cultural activity in Victor Harbor has provided important social and economic benefits to the city. Art in all forms has the capacity to enrich people's lives and contribute to creating a strong, healthy and connected community. This also expands to festivals and events which contributes to city vibrancy and fosters opportunities for innovation.

What We Have 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.

Objectives: How we will achieve our aspiration		Links to other aspirations
2.1	Cultivate art and culture in our community	
2.2	Encourage, support and promote innovation and entrepreneurship	
2.3	Establish and maintain strategic regional, state and national relationships	
2.4	Encourage initiatives that support learning, information sharing and new ways of doing	

Strategic Performance Indicator	Trend
Library visits per capita	Maintain at current level or increase
Community satisfaction with library services	Maintain at current level or increase
Victor Harbor's digital confidence index score	Maintain at current level or increase
Community satisfaction with Council's arts and cultural activities	Maintain at current level or increase

Strategies and Plans Supporting Aspiration 2

- Culture Strategy - Arts and Heritage
- Culture Strategy - Festivals and Events
- Economic Development Strategy
- Investment Attraction Strategy
- Mainstreet Precinct Public Art Strategy
- Reconciliation Action Plan
- Urban Growth Management Strategy



ASPIRATION 3

We manage growth and change responsibly







Strategic Context

This aspiration acknowledges that Victor Harbor is going to grow. However, we want growth to be managed so it doesn't impact the elements most loved about Victor Harbor – character, natural environment, sense of community and relaxed lifestyle.

Population growth in neighbouring council areas will also impact on the City of Victor Harbor, which has firmly established itself as the service centre for the southern Fleurieu region.

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

Tourism contributes significantly to the local economy, and a new destination brand has been developed to strengthen Victor Harbor's position as the vibrant, creative heart of the Fleurieu Peninsula. This also helps to leverage Victor Harbor's identity to attract visitors, workers and investors.

Economic diversification opportunities are ready to be explored, particularly in sectors like health services, construction, professional services and the visitor economy.

What We Have Heard From Our Community

- While there is an understanding that Victor Harbor will continue to grow, people want to see 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.
- All elements of Victor Harbor's history and heritage should be celebrated more prominently within our community (First Nations, built, natural and European).
- Having agricultural land close to the town centre is high valued and urban sprawl is not desired

Objectives: How we will achieve our aspiration		Links to other aspirations
3.1	Support initiatives that grow the economy and retain people and jobs in Victor Harbor	
3.2	Preserve and celebrate Victor Harbor's rich and diverse history	
3.3	Promote and support local business development and employment opportunities	
3.4	Plan for sustainable development, residential amenity and security of prime agricultural land	
3.5	Promote a clear, unique and consistent identity for Victor Harbor that can be leveraged to attract residents, visitors and investors	

Strategic Performance Indicator	Trend
Community satisfaction with tourism and economic development services	Maintain at current level or increase
Engagement on digital tourism marketing platforms	Maintain at current level or increase
Percentage of planning consents completed within statutory timeframes	Greater than 85%
Community satisfaction with Council's support for local businesses	Maintain at current level or increase

Strategies and Plans Supporting Aspiration 3

- Culture Strategy - Arts and Heritage
- Culture Strategy - Festivals and Events
- Economic Development Strategy
- Investment Attraction Strategy
- Mainstreet Precinct Master Plan
- Mainstreet Precinct Public Art Strategy
- Railway Precinct Plan
- Reconciliation Action Plan
- Town Centre Master Plan
- Urban Growth Management Strategy



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

ASPIRATION 4

We protect our environment







Strategic Context

This aspiration highlights the leading role that the environment plays in contributing to Victor Harbor's liveability.

Victor Harbor boasts several remarkable natural assets including The Bluff (also referred to as Kongkengguwarr or Longkewar by our First Nations people), Granite Island, Hindmarsh Falls, Glacier Rock and the Inman and Hindmarsh Rivers. The pristine coastal and marine areas, natural vegetation, clean air, and mild climate contribute to Victor Harbor's appeal as a great place to live.

The city's planning efforts focus on preserving these valued environmental features while addressing future challenges. Urban growth must be balanced with the need to protect the natural environment and maintain the character of the landscape and built forms.

Victor Harbor anticipates climate change impacts, such as warmer and drier conditions, more extreme weather events, and rising sea levels. Enhancing community understanding of climate variability and change will help manage adverse effects and seize opportunities for resilience.

What We Have 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 for years to come.
- Initiatives that reduce, recycle and re-use waste are supported.
- We love the access we have to natural areas and sites that are thriving with plants, birds and animals.
- It's important to be prepared for the impacts of climate change and now is the time for action.
- Sustainable development is important in order to protect the town setting, landscapes and 'areas of outstanding beauty'.

Objectives: How we will achieve our aspiration		Links to other aspirations
4.1	Adapt to the impacts of climate change	
4.2	Provide for sustainable waste management	
4.3	Enhance the health and biodiversity of our natural environment	
4.4	Protect the health of our coastline, estuaries, waterways and catchments	
4.5	Create a more sustainable, energy efficient urban environment	
4.6	Educate the community to enhance awareness of environmental issues	

Strategic Performance Indicator	Trend
Waste diverted from landfill (%)	Maintain at current level or increase
Tree canopy cover within urban area	Maintain at current level or increase
Quantity of recycled water used by Council	Maintain at current level or increase
Community satisfaction with coastal protection and environmental initiatives	Maintain at current level or increase

Strategies and Plans Supporting Aspiration 4

- Biodiversity and Natural Assets Management Plan
- Coastal Adaptation Study and Strategy
- Dog and Cat Management Plan
- Encounter Lakes and Franklin Island Management Plan
- Environmental Management Plan
- Sport, Recreation and Open Space Strategy
- The Bluff Master Plan
- Tree Management Strategy
- Urban Growth Management Strategy
- Urban Stormwater Management Plan
- Resilient Hills and Coasts Climate Adaptation Plan
- Hills and Fleurieu Landscape Plan 2021-2026
- Southern Fleurieu Coastal Action Plan



ASPIRATION 5

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







Strategic Context

This aspiration acknowledges the infrastructure and services that contribute to quality of life.

Some of these are within Council's remit, such as roads, footpaths, stormwater infrastructure, bridges, parks, playgrounds, walking trails and public buildings. In fact the City of Victor Harbor is responsible for an asset portfolio worth more than $279 million. Council's main focus is to maintain and renew these assets in a sustainable manner.

In other instances Council plays an advocacy role, lobbying other levels of government for the provision of services and infrastructure outside of Council's area of responsibility such as health, education, transport, community services and some major roads.

Enhancing the community's capacity to deal with emergencies is also a key consideration in working towards achieving this aspiration.

What We Have Heard From Our Community

- Core infrastructure such as roads, footpaths and stormwater is a priority
- There are improvements to be made to car parking in the town centre and traffic management within the City
- 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 the local economy

Objectives: How we will achieve our aspiration		Links to other aspirations
5.1	Facilitate access to health, education and community services	
5.2	Plan and provide for a range of community facilities to meet current and future needs	
5.3	Council assets and infrastructure are managed in a sustainable way to meet current and future needs	
5.4	Advocate for improved local and regional transport networks and options	
5.5	Facilitate capacity to deal with emergencies and build community resilience	

Strategic Performance Indicator	Trend
Asset renewal funding ratio	Between 90% and 110%
Community satisfaction with roads and footpaths	Maintain at current level or increase
Community satisfaction with traffic management and car parking	Maintain at current level or increase
SEIFA (Socio-Economic Indexes for Areas) index for disadvantage	Maintain at current level or increase

Strategies and Plans Supporting Aspiration 5

- Asset Management Plans
- Investment Attraction Strategy
- Mainstreet Precinct Master Plan
- Town Centre Master Plan
- Town Centre Traffic Movement and Car Parking Strategy
- Urban Growth Management Strategy
- Urban Stormwater Management Plan
- Regional Development Australia - Adelaide Hills, Fleurieu and Kangaroo Island Strategic Regional Plan
- Southern and Hills LGA Regional Transport Plan
- Southern and Hills LGA Regional Public Health and Wellbeing Plan



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

ASPIRATION 6

We are a financially sustainable and well-governed organisation







Strategic Context

This aspiration is internally focussed on Council as an organisation. To successfully deliver the community's aspirations for Victor Harbor, the Council must ensure it is a financially sustainable and well-governed organisation.

Informed future planning and leadership is critical to achieve meaningful outcomes and efficient operations.

Victor Harbor has a community that is passionate about being involved in shaping the area's future.

People embrace the opportunity to be part of Council's decision making and expect transparent and accountable governance.

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

With a culture built on continuous improvement, we remain focussed on consistently delivering a high level of customer service.

What We Have Heard From Our Community

- Opportunities to be involved in local decision making are highly valued, but need to be genuine
- The Council must be open and inclusive in its decision making, and simply communicate its decisions
- Council financial sustainably is of great importance to the community
- A high level of customer service is expected, and concerns need to be addressed in a timely manner

Objectives: How we will achieve our aspiration		Links to other aspirations
6.1	Provide effective leadership and governance	
6.2	Ensure our community is well informed and has opportunities to inform decision making	
6.3	Manage council's finances and resources sustainably	
6.4	Provide a safe work environment and foster an organisation culture that attracts, develops and retains staff and volunteers	
6.5	Deliver a high quality customer service to make it easier for our customers to interact and do business with council	

Strategic Performance Indicator	Trend
Community satisfaction with Council's customer service	Maintain at current level or increase
Operating Surplus Ratio	Between -2% and 2%
Net Financial Liabilities Ratio	90% or less
Annual staff turnover	Within industry average of 10-15%
Community satisfaction with Council's overall performance	Maintain at current level or increase

Strategies and Plans Supporting Aspiration 6

- Long Term Financial Plan
- Asset Management Plans
- Annual Business Plan
- Communications and Engagement Plan
- Workforce Plan
- Urban Growth Management Strategy
- Customer Service Charter



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Appendix 1: Plans and Strategies

The following plans and strategies guide the delivery of Council services, projects and initiatives.

City of Victor Harbor Strategic Management Plans

- Community Plan
- Long Term Financial Plan
- Asset Management Plans

City of Victor Harbor Corporate Plans and Strategies

- Annual Business Plan
- Bicycle Strategy
- Biodiversity and Natural Assets Management Plan
- Boating Strategy
- Coastal Adaptation Study and Strategy
- Culture Strategy – Arts and Heritage
- Culture Strategy – Festivals and Events
- Disability Access and Inclusion Plan
- Dog and Cat Management Plan
- Economic Development Strategy
- Encounter Lakes and Franklin Island Management Plan
- Environmental Management Plan
- Footpath and Pedestrian Strategy
- Investment Attraction Strategy
- Mainstreet Precinct Master Plan
- Mainstreet Precinct Public Art Strategy
- Mountain Bike Strategy
- Railway Precinct Plan
- Reconciliation Action Plan
- Sport, Recreation and Open Space Strategy
- The Bluff Master Plan
- Town Centre Master Plan
- Town Centre Traffic Movement and Car Parking Strategy
- Tree Management Strategy
- Urban Growth Management Strategy
- Urban Stormwater Management Plan
- Workforce Plan

Regional Plans (led by various organisations)

- Greater Adelaide Regional Plan
- Hills and Fleurieu Landscape Plan
- Strategic Regional Plan, Regional Development Australia – Adelaide Hills, Fleurieu and Kangaroo Island
- Southern and Hills LGA Regional Transport Plan
- Southern and Hills LGA Regional Public Health and Wellbeing Plan
- Southern Fleurieu Coastal Action Plan
- Resilient HIlls and Coasts Climate Adaptation Plan



Appendix 2: Council Services

Most people are surprised when they learn about all of the things Council provides for the community.

Below is a list of the things we do to make Victor Harbor a great place to live, work and play.

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 promotion of local 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



Visitor Services

Visitor Centre, SA Whale Centre, Horse Drawn Tram, destination marketing



Economic Development

Economic development strategy delivery, investment attraction and destination brand development



Arts & Cultural Activities

Victa Cinema, public art, arts and culture centre planning, festivals, events, Coral Street Art Space



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 and spas, vermin control



Emergency Planning

Regional bushfire management plan, local and zone emergency management plans



Administration

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



Corporate Services

HR, organisational development, financial and risk management, computers and telecommunications



Community Development

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



city of Victor Harbor

VICTOR HARBOR

FEEL IT CALLING

STAY IN TOUCH

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