

# **KIAMA**

## ***ECONOMIC AND EMPLOYMENT STRATEGY***

***Adopted by Council on 18 March 2003***

**Kiama Municipal Council**

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*Developed with assistance from:*

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and  
Department of State and Regional Development*

# KIAMA

## ECONOMIC AND EMPLOYMENT STRATEGY

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## EXECUTIVE SUMMARY

- Kiama is at a crossroads, it can either continue down the present ‘*Steady as She Goes*’ path, or Kiama can become ‘*A Town That Turns Opportunities Into Reality*’.
- The existing path is leading Kiama to become a *dormitory suburb* for Shellharbour, Shoalhaven, Wollongong and beyond
- With declining opportunities for young people, the loss of young families and increasing prospects that Kiama will merely become a retirement and holiday home enclave for the wealthy
- The realistic alternative is for Kiama to build on its creative community and natural attractions to create a strong, more diversified economic base.
- This will require pursuing a broad set of pro-active, relatively low cost initiatives involving collaboration between the local community, business, Council and other levels of Government.
- Particular attention would be given to attracting visitors to stay longer and spend more, and attracting, incubating and growing small creative and knowledge based businesses.
- The result will be increased local jobs and a more diverse local economy, generating greater local prosperity. Less economic vulnerability and greater contribution of Kiama to Regional employment and economic growth.
- It is recommended that Kiama pro-actively pursue the ‘*Economic Goal*’ of becoming:

### ***‘A Town That Turns Opportunities Into Reality’***

***‘Providing and developing local economic, investment and business opportunities, that increase local prosperity and create diverse local employment, without eroding existing life styles, or compromising existing amenity’***

- Six Strategies are recommended to position Kiama to take advantage of clearly identified economic and employment opportunities:

#### ***The ‘Creative Community’ Strategy:***

*Building on Innovation and Creativity as an Economic Base*

#### ***The ‘Knowledge Based Business’ Strategy:***

*Positioning Kiama to Share in the New Growth Economy*

#### ***The ‘Valued Visitors’ Strategy:***

*Creating Local Wealth & Jobs From Incomes Earned Elsewhere*

#### ***The ‘Productive Properties’ Strategy:***

*Preserving Rural Settings, Productivity, Wealth and Employment*

#### ***The ‘Diversified Residential Development’ Strategy:***

*Providing Stable, Social and Diverse Residential Communities*

#### ***The ‘Kiama Karma’ Strategy:***

*Positioning Kiama In Targeted Business and Visitor Markets*

- Goals, Strategic Directions, Implementation Strategies and a set of possible high priority Implementation Initiatives are set out to effectively pursue each Strategy
- Value-adding comments, suggested priority initiatives and offers to lead or contribute to particular initiatives are sought from the community, local business, community and business organisations, Government Departments and agencies.

## 1.0 INTRODUCTION

This report was commissioned from Derek Kemp '**Prosperous Places**' to help Council and local community and business groups to position Kiama, to:

- minimise any emerging economic and employment difficulties,
- create a prosperous local economy that meets local community aspirations and
- enable Kiama to contribute meaningfully to the Regional economy.

Six Key Economic Strategies recommended for Kiama:

- \* The '*Kreative Kiama*' Strategy
- \* The '*Valued Visitors*' Strategy
- \* The '*Knowledge Based Business*' Strategy
- \* The '*Productive Properties*' Strategy
- \* The '*Diversified Residential Development*' Strategy
- \* The '*Kiama Karma*', Promotion and Marketing Strategy.

The key economic directions are outlined within each Strategy, together with the recommended Goal, Objective, Implementation Strategies and proposed high priority Implementation Initiatives.

It is clear from the range and diversity of the strategies that individuals, the community and business groups, Government Departments and agencies will have to collaborate if these opportunities are to be turned into reality.

## 2.0 KIAMA'S PRESENT ECONOMY AND EMPLOYMENT PROSPECTS

This Section identifies the existing nature of economic development and employment growth in Kiama. It identifies the present strong reliance of Kiama on 'population serving' activities; and the local economy's vulnerability to the fickle 'day tripper' visitor market and the structural changes taking place in the local dairy industry.

### Sources of Kiama's Present Economic Wealth

Kiama's economy is presently strongly focused on:

- Tourism – contributing \$70m per year to the local economy (but providing many seasonal, summer, casual and part-time jobs)
- Retailing – contributing \$65m annually to the local economy (meeting local needs but also tourism related, providing entry level, part-time, casual and seasonal jobs)
- Building – contributing \$34m per year to the local economy (strongly residential construction orientated and susceptible to major swings in the 'building cycle')
- Dairying – contributing \$15m per year to the local economy (but faces continued structural adjustment)

This is the relatively fickle economic base that is presently generating most local wealth.

### Sources of Kiama's Existing Employment

Employment is largely 'local serving' rather than 'external income generating'. By far the greatest proportion of local employment is provided by '*population serving*' activities (Table 2.1).

These are activities that exist to meet the needs of the local resident population. They account for over 56% of local employment (over 3,900 of Kiama's 7079 jobs in 1996)

Particularly, important is education (924 jobs, providing 13% of local employment), retailing (913 jobs, 13% of employment), and health and community services (743 jobs, 11% of employment). Followed by construction (679 jobs, 10% of employment) and manufacturing (665 jobs, 9% of employment) – essentially light industries serving the local construction industry and local household needs. Government service (359 jobs) and personal and other services (281 jobs) are also strong employers.

Perhaps surprisingly, the main visitor orientated activities of accommodation, cafes and restaurants only account for 6.4% of employment (452 jobs in 1996). However, this under rates the value of this sector to the local economy, and the strong local income and employment multipliers that this industry provides. It has been estimated that the tourism and visitor market accounts for 850 local jobs (both directly and indirectly - 12% of Kiama's employment).

Property and business services are the other large local employers (providing 575 jobs, 13%), with finance and insurance of less importance (197 jobs, less than 3% of local employment). However, it is clear that 'tradable services', and 'business services' that drive more robust local economies do not feature strongly in the Kiama economy.

**Table 2.1**  
**Economic Indicators**  
**of the Existing Kiama Economy**  
 (ABS Business Register counts of establishments Sept 1997  
 ABS Employment in Kiama from 1996 Census)

Type of Activity	Number Establishments	Employment	% of Kiama's Establishments	% of Kiama's Employment
<b>Construction</b>	144	679	<b>19%</b>	10%
<b>Agriculture</b>	114	222	<b>15%</b>	3%
<b>Retailing</b>	113	913	15%	13%
<b>Property &amp; Business Services</b>	98	575	<b>13%</b>	8%
<b>Accommodation, cafes &amp; Restaurants</b>	55	452	7%	6%
<b>Health &amp; Community Services</b>	53	743	7%	<b>11%</b>
<b>Transport &amp; Storage</b>	43	231	6%	3%
<b>Manufacturing</b>	32	665	4%	<b>9%</b>
<b>Personal &amp; Other Services</b>	<b>30</b>	<b>281</b>	<b>4%</b>	<b>4%</b>
<b>Wholesaling &amp; Storage</b>	26	254	3%	6%
<b>Cultural &amp; Recreation Services</b>	22	132	3%	2%
<b>Finance &amp; Insurance</b>	18	197	2%	3%
<b>Education</b>	15	924	2%	<b>13%</b>
<b>Government Administration</b>	5	359	1%	5%
<b>Communication</b>	5	97	1%	1%
<b>Utilities (elec., gas, water)</b>	4	70	0.5%	1%
<b>Mining (incl. quarries)</b>	3	105	<0.5%	2%
<b>Total Kiama</b>	<b>779</b>	<b>7079</b>	<b>100%</b>	<b>100%</b>

(Data: supplied by IRIS, March 2002, analysis by D Kemp)

## The Growth in the Number of Kiama Businesses

The greatest growth in the number of Kiama businesses has been in the small business side of the economy (Table 2.2).

**Table 2.2**  
**Change In Number of Businesses**  
**in Kiama Municipality**

(ABS Business Register counts of establishments March 1994 to Sept 1997)

Type of Activity	Number (March 1994)	Number (Sept. 1997)	Change in Number (1994- 1997)	% Decrease Number	% Increase Number
Construction	101	144	plus 43		43%
Agriculture	135	114	Loss 21	16%	
Retailing	100	113	plus 13		13%
Property & Business Services	57	98	plus 41		72%
Accommodation, cafes & Restaurants	53	55	plus 3		
Health & Community Services	44	53	plus 9		21%
Transport & Storage	32	55	plus 11		26%
Manufacturing	21	31	plus 11		52%
Personal & Other Services	28	30	plus 2		7%
Wholesaling & Storage	19	25	plus 6		32%
Cultural & Recreation Services	16	22	plus 6		38%
Finance & Insurance	16	18	plus 2		11%
<b>Total Kiama</b>	<b>779</b>	<b>652</b>	<b>plus 148</b> <b>loss 21</b>	<b>3.2%</b>	<b>22.7%</b>
<i>Net Increase</i>			127		19.5%

(Data: the latest available, kindly supplied by IRIS, March 2002, analysis by D Kemp)

Growth was particularly strong in the *number* of construction businesses (9.5 new businesses established per year, averaged over the 4.5 years between March 1994 and September 1998) and property and business services (9.1 pa). These industries also had the greatest *percentage* increase in business numbers (72% for property and business services; 43% for construction businesses).

The next greatest increase was in manufacturing. Although it increased by 52% in number, it only increased by 11 businesses over the whole 4.5 year period.

During the same period the number of agricultural businesses declined by 21 (4.7 pa, averaged over the 4.5 years). Despite the recent increase in horticulture and the wine industry.

## **Kiama's Emerging Demographic and Employment Challenges**

Contrary to popular belief, Kiama is not an aging community, full of retirees. However, this is likely to be the long-term result given Kiama's present 'economic settings'.

The proportion of over 60 year olds in the population remained constant at 19 to 20% in the decade between 1986 and 1996. Then increased only marginally to 22% by 2001.

From 1986 to 1996 the proportion of young people (less than 15 years old) remained constant at 24 to 25%. But then fell to 22% in the five years to 2001.

These figures indicate the beginning of only a recent trend towards Kiama becoming more of a retirement community, with a lack of young families.

However, the labour force has been rising faster than the total population and faster than those of working age. This means that a high proportion of Kiama residents are seeking to be employed.

But it also reflects the loss of those of 'working age' not actively seeking employment. Including, those leaving Kiama for post-secondary education and the loss of young families and sole parents raising young families.

The surprisingly low unemployment rate of 3.1% in June 2001, following from a high of 9.3% in June 1994, also indicates a high propensity for those seeking jobs to leave the Municipality.

This demographic and employment profile is systematic of a community that is failing to attract and retain young families, and is losing its teenagers and young people.

### ***Deficiencies In Kiama's Recent Employment Creation***

The percentage of Kiama's resident workforce finding jobs in Kiama fell from 36% to 33% in just five years between 1991 and 1996.

The resident labour force has increased faster than the local population - (increasing by 39% in the decade 1986 and 1996, compared with a 32% population increase).

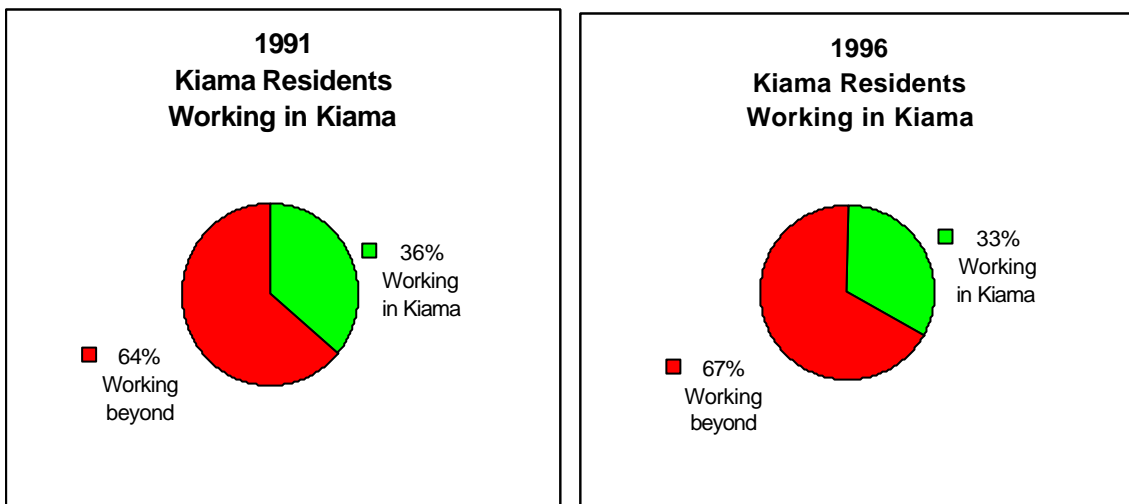
But the number of jobs in Kiama has failed to keep up with the increase in the resident workforce. Kiama jobs provided for local residents increasing by only 156 (between 1991 and 1996) - whilst the resident labour force increased by 787.

Consequently Kiama has only been creating one new job in Kiama for each 5 new resident workers living in Kiama. Consequently, more residents are being forced outside Kiama to find employment.

A notable feature of Kiama's deteriorating employment situation is the high reliance of the resident workforce on commuting out of the Municipality for jobs.

Only 33% of the resident workforce found jobs in Kiama in 1996, leaving 67% commuting to work outside Kiama. A significant drop from the 36% of resident workers who found jobs locally just five years previously, in 1991 (Figure 2.1).

**Figure 2.1**  
**The Decline in Kiama Resident Workers Working in Kiama**



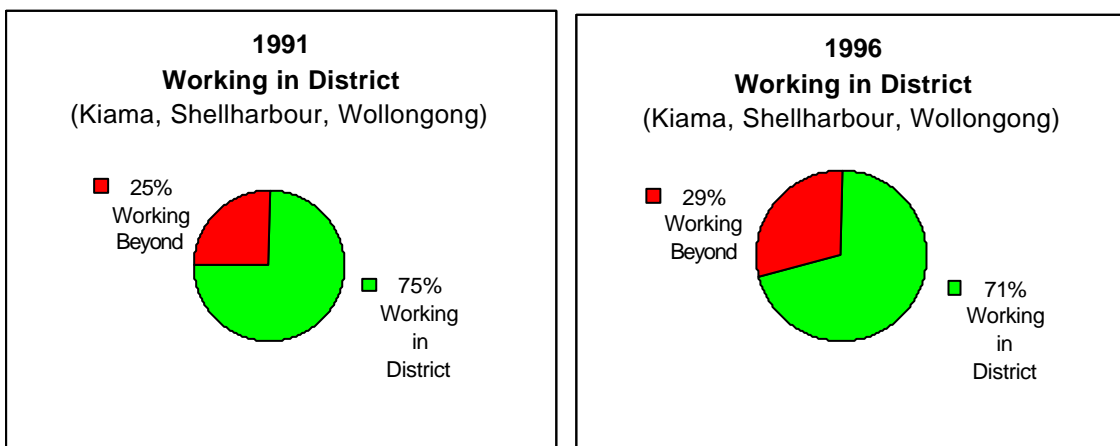
***Kiama's Increased Dependency on Long Distance Commuting***

Longer distance commuting is becoming more prevalent.

Almost a third (over 29%) of Kiama's Resident workers commute to jobs outside the Wollongong Statistical District (comprising Kiama, Shellharbour or Wollongong).

This percentage is increasing, with the proportion of Kiama resident workers working in the Wollongong Statistical District falling from 75% in 1991 to 71% in 1996 (Figure 2.2).

**Figure 2.2**  
**The Decline in Kiama Residents Working in the Wollongong Statistical District**



### ***Kiama's Increased Dependency on Job Creation in Other Coastal Communities***

Finding employment in Shoalhaven and Shellharbour is becoming more important than finding jobs in Wollongong.

There was a 26% increase in Kiama residents finding jobs in Shellharbour (178 between 1991 and 1996), and a 70% increase in those working in Shoalhaven (169). This exceeded the additional 241 in Kiama residents working in Wollongong (a 13% increase, but still exceeding the 11% increase in Kiama's labour force).

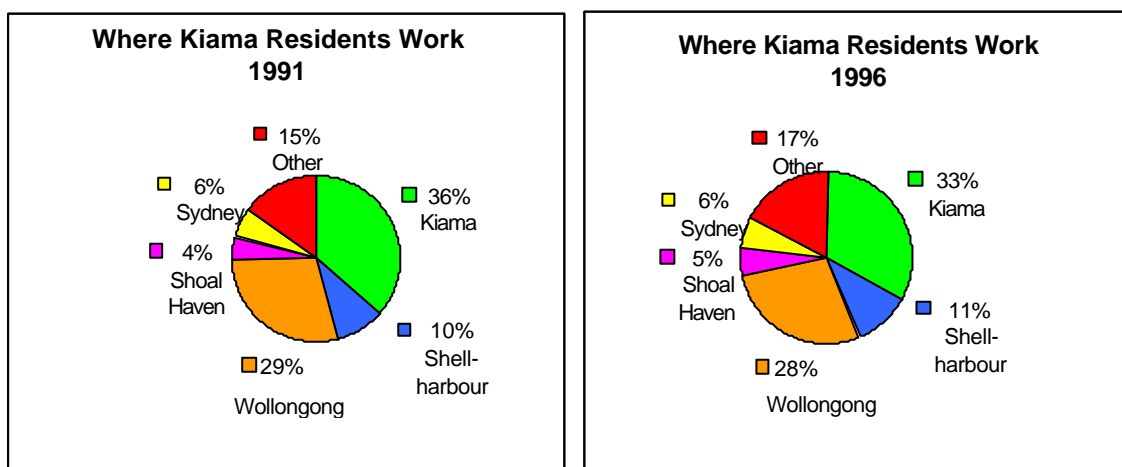
Both Shellharbour (178), and Shoalhaven (169), created more jobs for Kiama residents than Kiama itself (156).

Therefore, Kiama residents are becoming increasingly reliant on finding jobs in the adjacent local Government Areas rather than in Kiama itself.

Basically, Kiama is becoming a *commuter suburb* for Shellharbour and Shoalhaven, and less so for Wollongong.

But there are also more Kiama residents commuting much further outside the Region (Figure 2.3).

**Figure 2.3**  
**Where Kiama Residents Work**



### **Emerging Property Pressures and Property Market Concerns**

The following diagram shows the consequences of the limited available residential land in Kiama and the increasingly prevalent loss of high amenity Town Centre sites to apartment developments.

No one knows, but informed local industry representatives suggest that perhaps the creation of more than 200 residential lots per annum would be needed to meet the latent demand for housing from future residents seeking their own 'sea change'.

What is clear, is that the lack of residential land and limited supply of residences for sale has seen substantial increases in housing prices that is unlikely to moderate. The result is little 'affordable' housing and few residences available for long-term rental.

This makes it increasingly difficult for young people, young families and those on low and middle incomes to live in Kiama. There is little prospect for workers in casual or part-time jobs to enter the housing market. At the same time there is little prospect of retirees 'trading down' in the local property market to release the asset value in their houses for other purposes (such as health related expenditure, holidays, retirement income or educating their grand children). At the same time as their earnings decline, their property rates are likely to increase.

The only way out of this conundrum is likely to be for these groups to leave their families and friends and move out of the Kiama Municipality - unless more, affordable, forms of housing become available.

The result would be Kiama becoming an enclave for the wealthy and the loss of residential and resident diversity. This in turn could well threaten the existing community character and life style of existing residents.

Kiama is not alone in facing these difficulties, which are clearly emerging in other, high amenity, New South Wales, coastal communities.

The pressure on high amenity sites in the Kiama Town Centre from expensive apartment developments is compounding these problems. It is taking over prime sites for future tourist and visitor accommodation – thereby replacing potential income and employment generating land uses with holiday homes and dwellings for wealthy commuters.

Such developments will increasingly put pressure on the form of development of the main streets in Kiama, in ways that could threaten the loss of the present character of the Town Centre.

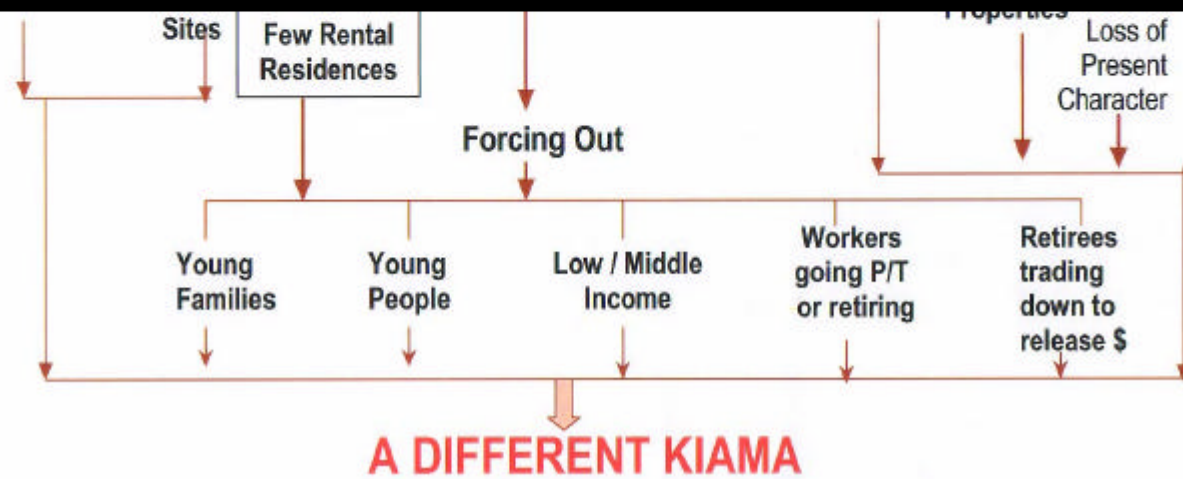
The same pressure from development for expensive apartments are spilling over to land presently used by long standing light industry businesses and service trades in Kiama. The scarcity of suitable alternative sites for these activities means many of these businesses may face closure, or relocation to other local government areas.

The result of which will include loss of local income earning businesses, loss of local services, fewer trade jobs and local apprenticeships, and income leaking rapidly out of the local economy as services are sourced outside the area.

The very same property pressures are threatening local car yards, low intensity warehousing and transport businesses and low value retail outlets.

Thus Council and the community is facing the prospect of livcal govkse th rt4 (T4i43o0 local) Tj4.4netousir





## Conclusions About Kiama's Economic and Employment Prospects

Essentially, Kiama is facing critical, new challenges given its existing 'economic base'.

The emerging economic and employment problems are being compounded by 'property pressures' that are more likely to grow in intensity, rather than slacken, in any foreseeable future.

Presently, Kiama is not very well positioned to face continuing structural adjustment, or to meet the existing and emerging social and economic challenges.

Nor is Kiama well positioned to tap into the emerging sources of greatest employment growth, prosperity and wealth creation in the 'new economy'.

Kiama is steadily progressing along a track that is merely moving it gradually towards '*dormitory suburb*' status.

Kiama is failing to generate its own share of local jobs. It is only creating 1 new job for every 5 new workers living in Kiama. Therefore, residents are becoming increasingly dependent on new jobs being created in adjacent municipalities.

Consequently, Kiama is becoming predominantly a '*dormitory suburb*' for Shoalhaven and Shellharbour. Although Kiama is becoming less of a '*dormitory suburb*' for Wollongong, long-distance commuting to job destinations even further away is also becoming more common.

Two thirds of local employment is based on meeting the 'day to day' needs of local residents. There is relatively little capture of external wealth, except for a little seasonal tourism, and the continued dependency on the fickle 'day visitor' market.

The restructuring of the local dairy industry, the potential loss of rural income and likely future decline in rural employment are additional concerns. These threaten to further erode the local economic and employment base, and reduce the contribution of Kiama to future Regional wealth creation and employment generation.

In combination, the present economic base and declining economic diversity, leaves Kiama particularly vulnerable to:

- National, Regional and local 'economic cycles'
- The prevalent changes towards low paid; part-time, and casual employment,
- Any downturn in the local and regional construction industry, and
- The eventual slow down in employment creation in adjacent coastal centres.

Consequently, Kiama's contribution to the Regional economy is likely to continue to decline, unless new economic and employment opportunities are effectively realised.

To address these difficulties, and create more local employment Kiama needs to become '*A Town That Turns Opportunities Into Reality*'.

### **3.0 KIAMA'S REALISTIC ALTERNATIVE ECONOMIC FUTURES**

Presently Kiama is travelling along quite comfortably. Providing the life styles and urban environment many of its residents' desire, without any significant social or economic problems.

This does not mean that things will continue this way, and that this will not change in the future.

There are emerging challenges that will mean things cannot continue to be the same.

However, there do not appear to be any insurmountable problems emerging that will threaten the present life style of existing residents, or cause major economic hardship for most existing businesses.

However, to continue under the existing economic and development settings is to deny the greater contribution Kiama could make to address the population growth pressures and structural adjustment problems facing the Illawarra. It also denies the greater economic and employment opportunities Kiama could realise for itself and within the Illawarra Region.

#### ***Kiama Continuing Down Its Current ' Steady As She Goes' Track***

If Kiama continues down the present economic and employment track it will be poorly positioned to face critical, new challenges given its present fickle 'economic base'.

The way these external forces are impacting on Kiama is already apparent from the preceding statistical analysis. They include the loss of economic diversity, lack of local employment, increased dependency on jobs provided elsewhere, the continued loss of young people and young families.

Kiama will be quite different in its demographics and community character. With an older, aging, increasingly retired local population.

The consequences of adopting such a relaxed approach over the next 20 years, in the face of these external forces, are likely to include:

- \* *A Resident Workforce of 9,200*
- \* *Jobs in Kiama of 3,050*
- \* *Local Jobs as Percentage Resident Workforce of 33%*
- \* *Fewer Local Services (delays and higher costs)*
- \* *Little Change in Range of Retailing or the Variety of Goods*
- \* *Much Higher Food Prices (because of wealthier residents, less inclined to travel)*

- \* *Fewer Resident*
  - *young singles*
  - *young couples*
  - *young families*
  - *children*
  - *teenagers*
  - *young adults*
  
- \* *Slowly Declining Community and Business Vitality and Dynamism*

There is a strong probability that Kiama could become merely a retirement and holiday home enclave for the rich and prosperous.

### **The Alternative ‘Creative Community’ Future In The Regional Context**

Alternatively, Kiama could seek to position itself to take advantage of the opportunities to benefit locally from contributing more meaningfully to Regional economic, population and employment growth.

This would require pro-active initiatives involving collaboration between the local community, local businesses, local community organisations and business groups, Council and Government Departments and Agencies in:

- strategically managing future residential development pressures,
- building on Kiama’s existing creative and cultural activity base
- preserving and enhancing existing residential and rural attractiveness
- providing a range of affordable residential and business premises
- developing a diverse, more robust local economic and employment based, and
- realising the identified ‘valued visitors’, small ‘knowledge based and creative’ businesses and ‘productive properties’ opportunities.

In this way Kiama would play a full part in the Regional economy by:

- Accommodating some of the Region’s population growth pressures and providing affordable housing – whilst retaining the economic benefits of remaining a small, ‘high amenity’ coastal community in an exceptional natural, rural setting.
- Enhancing the leisure, recreation, tourism and visitor assets of the Region – thereby retaining local families and young people recreating locally and attracting ‘corporate’ and ‘high net worth’ visitors for extended stays, in all seasons.

- Stimulating 'new economy' business development - by incubating small knowledge based and creative businesses, and providing the highly desirable residential location and 'life styles' essential to attract and retain executives, key knowledge workers and those with scarce, specialised skills.
- Continuing strong rural contribution to wealth creation and employment – by creating 'productive properties' that provide multiple income streams and support diversified employment.

Kiama would build on its existing advantages as a 'creative community', whilst building a new role for itself in the Region's transition into the 'new economy'.

In effect Kiama would become the Illawarra Region's '*Small Business Incubator Without*



*Walls'*

A place where small, innovative, 'knowledge based and creative' industries are established, incubated and grown. After which they will move on to larger premises and specialised locations elsewhere in the Region.

The desirable residential location promoted to owners, proprietors and executives of 'hi-tech' businesses and their families. A 'creative community' in which key knowledge workers and those with scarce specialised skills, and their families, want to live.

A desirable place with 'strong sense of place' and 'community spirit', attractive to 'lone eagles' and 'high fliers'; where 'global nomads' want to settle (see Section 3.2 for a more detailed discussion of why this is so important to developing creative industry and knowledge based business base for Kiama).

A desirable, small, safe community where those supplying contract services to distant markets want to locate their families, and return to and recreate in when they return.

This future would be soundly founded on Kiama's residential attractiveness and the continued high natural amenity created by its rural and coastal settings.

Creating 'superior business settings'; offering quality affordable premises, and providing 'shared support facilities' is essential to Kiama becoming an *'incubator without walls'* – successfully incubating and growing its own diversified, high value adding, wealth creating, high employment, small business base.

Investing in key public infrastructure and facilities to reinforce Kiama's *'unique identity'*, and to create the *'special places'* and a *'sense of place'* is critical to underpin Kiama's ability to attract 'valued visitors' and small 'knowledge based and creative' businesses.

It is also essential to differentiate Kiama from potential rival locations.

This investment in public places and community facilities is also the key foundation for building the 'Creative Kiama' future. It is important to increase casual and informal meetings, and create the broad based community interaction that builds 'social capital' and stimulates innovation and creativity.

Investment in 'public place making' and 'community facilities' will play a major role in underpinning and building this future by attracting 'valued visitors' and providing shared facilities important to small, high value-adding, 'creative industries' and 'knowledge based businesses'.

It will also provide highly visible, 'physical proof' that Kiama is a particularly innovative, creative community, intent on providing high 'urban amenity' and 'superior public places'.

In this way Kiama can become a *'A Town That Turns Opportunities Into Reality'*

Most economic growth and employment generation will initially come, in the first few years, from attracting 'valued visitors' - wealthy tourists and visitors who will stay longer and spend more.

Progressively, however, future prosperity and employment growth will increasingly be founded on the establishment, incubation and growth of small, local 'knowledge based and creative' businesses.

Most of these locally grown 'new economy' businesses will continue to be located in Kiama. However, some will grow sufficiently to relocate to larger premises elsewhere in the Region. A few may grow to become major multi-national businesses, whilst still being firmly based in the Illawarra.

Kiama would become widely recognised as being the best place for people to turn personal, small business and 'life style' opportunities into reality.

In this way, Kiama can take control of its own economic destiny, whilst contributing meaningfully to Regional economic restructuring and diversified employment creation.

### **Outcomes From Kiama Actively Pursuing A 'Creative Community' Future**

Pursuing this '*Creative Community*' future is projected to create over 4,400 local jobs by the year 2021 by attracting 'valued visitors' and incubating and growing small 'creative and knowledge based businesses'. Over 1,600 'directly' in these businesses and a further 2,800 'flow-on' jobs in Kiama.

The number of Kiama residents still actively engaged in working will increase from 7,700 to over 12,400 by 2021 - an increase of over 4,700 employed. New local jobs will have been created for 94% of the increase in local resident workers (compared with less than of 26% local resident workers employed locally today). Thereby reversing the present trend of Kiama only creating 1 new job for every 5 new resident workers.

Consequently, Kiama will provide jobs sufficient for 55% of the local resident workforce within the next 20 years. (Compared with less than 33% today).

Increasing local employment 'self-sufficiency' will reduce Kiama's present vulnerability to external economic conditions. Providing far greater opportunities for local young people and young families to remain in Kiama.

The outcomes, over the next 20 years of Kiama actively pursuing this '*Creative Community*' future are realistically, but conservatively, projected to be:

- \* *A Resident Workforce of over 12,400 (35% greater than under the present economic settings)*
- \* *Jobs in Kiama over 5,500 (twice today's, and 80% higher than the 'Steady as She Goes' Future)*
- \* *Local Jobs as a Percentage of the Resident Workforce of 45%*
- \* *Greater Variety and Cheaper Services Provided Locally*
- \* *Increased Ranged and Variety of Retail Goods (at reasonable prices - including 'up-market' products)*
- \* *Somewhat Higher Food Prices (but lower than under the Steady as She Goes' Scenario)*

- \* *More Resident*
  - *young singles*
  - *young couples*
  - *young families*
  - *children*
  - *teenagers*
  - *young adults*
  
- \* *Greater Community and Business Vitality and Dynamism*

### **The Choice Between These Two Economic and Employment Futures**

Kiama presently has the choice between these two economic futures.

Council and the community can choose to continue along the present track, into the '*Steady As She Goes*' future.

This will leave Kiama increasingly exposed to externally imposed economic forces and outside influences. With Kiama becoming even more dependent on external sources of prosperity and employment.

The result of this is likely to be a more affluent, aging, retired population and the continued loss of older residents, young people and young families, and limited local business and employment opportunities.

Also, increasing local vulnerability to National and Regional economic and demographic challenges

Alternatively, Council and the community could commit to take greater control of Kiama's economic destiny and decide that Kiama should become '*A Town That Turns Opportunities Into Reality*'.

This offers the realistic prospect of greater local prosperity and more sustainable local job creation. Reduced local reliance on external sources of economic health. Less local vulnerability to National and Regional economic challenges and change.

At the same time Kiama will play a much more significant role in Regional 'structural adjustment' and future Regional economic and employment growth.

This can be achieved by pro-actively pursuing realistic, low cost, strategies that will build on Kiama's existing 'competitive advantages' as a '*Creative Community*'.

Whilst, cost-effectively positioning Kiama to become a Regionally successful '*Small Business Incubator Without Walls*'.

The following Sections set out the 'Strategic Directions', the integrated set of 'Strategies' and types of 'Implementation Initiatives' that would result in Kiama realising this alternative, more diversified, less vulnerable '*Creative Community*' future.

### 3.0 THE ECONOMIC GOAL AND SIX STRATEGIC DIRECTIONS FOR KIAMA

In the light of the forgoing considerations, the proposed **'Economic Goal'** for Kiama is:

***'A Town That Turns Opportunities Into Reality'.***

***'Providing and developing local economic, investment and business opportunities, that increase local prosperity and create diverse local employment, without eroding existing life styles, or compromising existing amenity''***

#### **The Six Recommended Strategic Directions**

The following six Strategic Directions are proposed to position Kiama to take advantage of the identified economic and employment opportunities:

**Strategic Direction 1: *The 'Creative Community' Strategy***

*Building on Innovation and Creativity as an Economic Base*

**Strategic Direction 2: *The 'Knowledge Based Business' Strategy***

*Positioning Kiama to Share in the New Growth Economy*

**Strategic Direction 3: *The 'Valued Visitors' Strategy***

*Creating Local Wealth & Jobs From Incomes Earned Elsewhere*

**Strategic Direction 4: *The 'Productive Properties' Strategy***

*Preserving Rural Settings, Productivity, Wealth and Employment*

**Strategic Direction 5: *The 'Diversified Residential Development' Strategy***

*Providing Stable, Social and Diverse Residential Communities*

**Strategic Direction 6: *The 'Kiama Karma' Strategy***

*Positioning Kiama In Targeted Business and Visitor Markets*

#### 4.0 EACH ECONOMIC GOAL, OBJECTIVE AND IMPLEMENTATION STRATEGIES

The following Strategies, Goals, Objectives, Implementation Strategies and high priority Initiatives are recommended.

##### STRATEGY 1 **'KREATIVE KIAMA'**

###### Goal:

***'To build sustainable economic futures based on local innovation and creativity'***

###### Objective:

***Develop Kiama's Cultural and Creative Assets***

###### Key Economic Directions:

- ***An Innovative, Active, Learning Community*** – with places and facilities to meet, interact, access or exchange information, learn and develop new skills
- ***Building on Local Crafts, Culture, Fine Arts and History*** – to benefit personally and commercially and provide meaningful jobs
- ***The Place To Re-Create The Body, Spirit and Mind*** - to re-create 'one-self', 'ones- career', 'ones-attitudes to life'; to be 'at one-with-nature'; and to spend quality time with 'ones-family and friends'
- ***The Place To Pursue Life-Long Interests*** – together with those with similar interests locally and from afar

###### Implementation Strategies:

- *Support 'life-long learning' and 'personal development' programs*
- *Provide opportunities to harness the creative capability of all age groups*
- *Harness the skills of retirees and volunteers to advance worthwhile projects*
- *Support the establishment of local creative industry business networks*
- *Introduce visitors to Kiama's past and present cultural and arts heritage*
- *Show case Kiama's cultural, arts and crafts industries*
- *Develop facilities and settings attractive for film and advertising 'shoots'*
- *Provide opportunities occasions and venues for people to meet and interact*
- *Provide public facilities that build community networks and enrich relationships*

### **Possible High Priority Initiatives:**

- 1.1 'Creative Spaces and Places'** Identify existing and future space needs for creative and community groups. Evaluate against available facilities (Consider reallocating spaces to different groups and turning the Hindmarsh hall into a multi-functional art gallery, creative space and café comparable to the Hazlehurst Centre in Sutherland).
- 1.2 'Community Meeting Places'** Create pleasant places on major street corners and in front of significant buildings where people will linger longer, sit and spend time - thereby increasing the opportunity for casual meetings and promoting community interaction. (Consider commissioning local craft people and artists to design street furniture and community art, features and sculptures able to be 'played on', and to be used as settings for advertising/film crews and 'worth being photographed beside').
- 1.3 'Life-Long and Computer Aided Learning Centre'** Provide a venue and arrange a set of courses tailored to local interests and needs – desirably focused on computer literacy, culture, creativity and the visual arts (Consider establishing a 'life long learning' and 'computer learning' centre in the proposed new/expanded library).
- 1.4 'New Age Skills Centre'** Provide a multi-media, band rehearsal, computer aided composition and recording studio for community use (Consider as part of any library redevelopment or as part of a multi-functional community hall and visitor centre).
- 1.5 'Creative Industry Directory'** Prepare a Directory of Local Craft, Creative and Knowledge Based Businesses, Products and Services – encourage business contact between them (Consider publishing the Directory in hard copy, in summary form for tourists and visitors and on the 'Internet' – possibly with linked artists' 'web pages').
- 1.6 'Community Catalyst'** Identify a pool of local residents with particular experience or expertise willing to provide advice and assistance to advance particular business, economic or community initiatives proposed in this Strategy. (Identify those willing to help with organising events, researching issues, writing applications, mentoring others).
- 1.7 'Creative Arts Interpretation Centre'** Provide displays of past and present artist's work and a large map showing the location of their settings and studios (Consider as a feature of any future 'Visitor Centre' – also as 'virtual visitor centre' on the Internet).
- 1.8 'Creative Events Calender'** Develop a program of regular creative events that will bring local and visiting creative people to Kiama, and attract visitors (Consider unusual artistic events and competitions – such as 'street former on show', street theatre groups, skateboard art, surf board designs, car detailing/street car designs, battle of the bands, theatre sports, film/animation, web page design competitions).

## STRATEGY 2: 'VALUED VISITORS'

### Goal:

***'To create local wealth and employment  
by capturing income from those living elsewhere'.***

### Objective:

***Increase Visitor Expenditure and the Duration of Stays Throughout Year***

#### Key Economic Directions:

- ***Attracting 'High Value' Business Visitors*** – especially advertising, media and film crews, corporate and government workshops, meetings and events
- ***Attracting Those With High 'Disposable Incomes'*** – particularly local youth, young couples, singles, couples with double income no kids, wealthy 'empty nesters' and rich retirees; executives and their partners
- ***Attracting Those With Creative 'Life Long' Interests*** – particularly those interested in cultural pursuits, fine arts, art appreciation, aviation, crafts, genealogy, gardening, wining, dining, fitness and healthy living
- ***Attracting Wealthy 'Experiential' Recreational Visitors*** – particularly those interested in rural and coastal recreational pursuits horse, bike and hike; boating, scuba diving, and extreme sports
- ***Catering For Corporate Events and Personal 'Life Events'*** – ranging from business promotions and product launches, to weddings, retirement, personal health, stress and fitness

#### Implementation Strategies:

- *Develop strategic sites for long term tourism and visitor accommodation*
- *Provide interesting activities for all age groups regardless of the weather*
- *Increase the number of activities and events that engage visitors for over 1 hour*
- *Provide evening attractions and entertainment*
- *Attract all age groups (especially young people, families and 'empty nesters')*
- *Further develop Kiama's cultural, creativity and visual arts visitor attractions*
- *Target 'life-long interest' groups and 'life-event' visitors*
- *Provide facilities to attract corporate workshops and mini-conventions*
- *Encourage low intensity recreational, tourism and visitor use of rural properties*
- *Further develop Kiama's rural, cultural, creativity and visual arts attractions*
- *Form public private partnerships to create themed retail and visitor attractions*

#### Possible High Priority Initiatives:

- 2.1 'Multi-Purpose Community, Cultural and Visitor Centre'** Designed to attract and retain visitors and provide a venue for activities during inclement weather (Consider including 'Creative Arts Interpretation Centre' and a 'Theatrette' able to be used for visitor information films, workshops, as an 'art house' cinema, small intimate theatre and for 'kids program' cartoons and short films and classic films on wet or windy days).

- 2.3 'Themed Public Places'** Designed to create a unique identity – through signage, landscaping, paving, street furniture and public art that celebrates Kiama's rural and coastal history. (Consider program to engage local community, schools and artists in creating interesting public places and public art to be photographed on and beside).
- 2.4 'Themed Retail and Visitor Attractions'** Work with the community, investors, property developers, business operators and local artists to develop themed retail and visitor attractions. (Consider developing on the retail village theme adjacent to Hindmarsh Park, and creating a craft village and studio uses at the Boat Harbour).
- 2.5 'Kiama Virtual Trails'** Develop a Web site with virtual trails where people with particular interests can see what is available in Kiama - the variety of things they can do, and where in Kiama, and what local businesses and services can assist them.  
(Consider developing first for those interested in weddings, art appreciation, art, craft and photography 'beginners' and 'master classes', genealogy and extreme sports).
- 2.6 'Kiama Arts Trails'** Identify and preserve areas of 'outstanding natural beauty', natural features and settings – encourage their use by artists, photographers, naturalists, advertisers and film crews. (Consider identifying settings and places used by celebrated artists, identifying by plaques, on the Internet and on maps for visitors).
- 2.7 'Kreative Kiama Workshops'** Arrange with local creative people to develop, run and promote 'live in' 'Appreciation Workshops', 'Beginners Classes' and 'Master Classes'. (Consider broadest possible range of creative activities ranging from art through cooking and computing to sculpture and 'web page' design).
- 2.8 'Kiama Horse, Bike and Hike Trails'** Develop a network of trails and paths throughout Kiama and its rural hinterlands -promote and market to targeted 'art', 'photography', 'environmental' and 'experiential' interest groups (Consider seeking community groups and local residents to lead groups. Possibly with local experts providing 'in-the-field' interpretative information, appreciation classes, outdoor workshops and professional advice).
- 2.9 'Kiama Attractions, Events and Interest Groups On-Line'** A moderated, well promoted Web site where special interest groups, community groups, schools, Council and the hospitality industry can post special events on the Internet.
- 2.10 'Recreation Clusters'** Create clusters of 4 or 5 recreational and leisure opportunities for different age groups (Consider clustering existing pre-school and young school age children's play equipment at Hindmarsh Park, and creating a teen and young adult recreational and leisure cluster at 'Surf Beach').
- 2.11 'Themed Play Sculptures'** Provide unique, robust sculptures in public places to play on and be photographed beside (Consider engaging local schools and local artists and craft people in designing and creating these play features).
- 2.12 'Kiama Lights'** Illuminate landmarks, natural features, public places and public art to create attractive, safe evening and night time settings (Consider illuminating the shore lines and cliffs; miniature lights, coloured or 'back lighting' of major trees, and designer light trails along the esplanade).
- 2.13 'Strategic Accommodation Sites'** Identify the most suitable sites for different types of quality visitor accommodation (Consider preventing their use for just residences and working with owners to prepare designs for their profitable development for visitors).

**2.14 'Community Hosts Program'** Develop a network of local small entrepreneurs and volunteers willing to meet greet and guide visitors and operate venues, guided tours, and rural history, nature, craft, walks, bike and hike trails (Consider arranging for each community organisation, recreational, leisure and interest group promoting their welcome and appointing members to specifically meet, greet and host visitors).

### STRATEGY 3 'KNOWLEDGE BASED BUSINESS'

#### Goal:

*'To position Kiama to benefit from growth in the new, Knowledge Based Economy'*

#### Objective:

*Establish and Grow Small Creative and Knowledge Based Businesses*

#### Key Economic Directions:

- ***A Creative, Connected, Computer Literate Community*** – able to access, interact with, and do business with the World.
- ***The Place To Establish and Grow Small Creative and Knowledge Based Businesses*** – within an innovative, creative, supportive, coastal community providing lifestyles people willingly leave Cities to enjoy.
- ***Providing Affordable, Advanced Facilities and Infrastructure*** – ranging from 'broadband' communications, and affordable 'tele-empowered' premises, to shared advanced business and multi-media facilities.
- ***Supporting Individual and Business Interaction and Creativity*** – by the design and provision of places and opportunities to interact with people with similar and related business, professional and personal interests.
- ***Where Bridges are Built Between Small and Big Business*** – through attractions, activities, workshops and networks with government and resident executives.

#### Implementation Strategies:

- *Attract as residents, executives, knowledge workers & those with specialist skills*
- *Support the establishment of local knowledge based business networks*
- *Provide opportunities to make and renew professional contacts*
- *Network local businesses into larger organisations located elsewhere*
- *Support the development of 'new age', computer and multi-media skills*
- *Develop a connected, creative, computer literate community and workforce*
- *Provide for 'broad band' telecommunications throughout the urban area*
- *Provide affordable, good quality, 'tele-empowered' small business premises*
- *Provide high profile, high quality, 'tele-empowered' small business premises*
- *Provide facilities to attract corporate workshops and mini-conventions*
- *Incubate creative and knowledge based businesses in existing rural premises*

### **Possible High Priority Initiatives:**

- 3.1 'Affordable Small Office Clusters'** Identify and promote the development of clusters of small, quality affordable office premises on high amenity Town sites (Consider consolidating demand from public sector, near government and 'not-for-profit' organisations to take initial leases on such premises to stimulate development).
- 3.2 'Quality Small Office Clusters'** Identify and promote the development of a quality small office cluster on a high amenity Town Centre site (Consider working with owners to prepare designs for their profitable development).
- 3.3 'Service Industry Sites'** Identify, and encourage early development of suitable sites for service industries and service trades to release existing sites for higher value uses (Consider the existing abandoned quarry, Councils land west of the highway, filling suitable rural flood prone sites, future use of Council's existing Depot site, and zoning new areas in any new development west of the highway).
- 3.4 'Home Based Businesses'** Review and further develop Council's regulations, requirements and the promotion of home based businesses (Consider performance based planning provisions, registration without application for conforming businesses and 'pro-active' Council advice on establishing and designs for home businesses).
- 3.5 'Incubation Space'** Provide places that enable small, service based businesses to be incubated in cheap, affordable spaces (Consider use of Council Town Depot buildings for a service based business incubator and the Old Council Chambers as a small office business incubator with space for visiting and community organisations).
- 3.6 'Broad Band Network'** Ensure every new development (including new residential subdivisions and public works) provides conduits for broad band telecommunications – in the street, 'on site' to the premises and within developments to each multiple tenancy (Consider requiring the conduits in the street to be transferred to Council in the same way as roads, and other reticulated infrastructure such as sewers etc).
- 3.7 'Shared Spaces and Facilities'** Provide meeting, training and board room facilities for time share public, community and business use (Consider providing such meeting rooms, a computer aided training room and tele-empowered/multi-media 'Boardroom of the Future' in any proposal for an expanded or re-located library).
- 3.8 'Community and Business Internet Skills'** Develop and deliver both 'basic' and 'advanced' Internet skills for both business and residents (Consider as a priority initiative for the library).
- 3.9 'Kiama On-Line'** Work with local schools and community groups to provide the community with information 'on-line'. (Consider as library initiative and developing a community Portal).
- 3.10 'Electronic Navigators Network'** Where students and young people work with business, teachers, 'not for profit' businesses, community groups and organisations on IT applications and using the Internet.
- 3.11 'Electronic Solutions Network'** Creation of a 'virtual' network of local businesses and people who can help with hardware, software and NetWare problems and provide tailor made, application specific, solutions (Consider incorporating in a community Internet Portal).

## STRATEGY 4 'PRODUCTIVE RURAL PROPERTIES'

### Goal:

***'To harness the economic and employment contributions of rural properties whilst preserving the rural character of the area'***

### Objective:

***Productive Rural Properties That Preserve Kiama's Rural Setting***

### Key Economic Directions:

- ***Revitalising Rural Prosperity Whilst Retaining Rural Character*** – through new productive activities; new business opportunities, new participants, and generating new, diversified income streams
- ***Rural Contributions To Tourism and Visitor Attraction*** – through rural recreation, rural visitor attractions, rural recreational and cultural events (ranging from horse, bike and hike trails; outdoor concerts and rural weddings, to corporate training and team building, health farms and executive retreats)
- ***Rural Contributions To 'New Economy' Business Attraction*** – by investigating opportunities to provide 'life style', rural living in networked, rural communities
- ***Rural Contributions to Successful Business Establishment and Incubation*** - by providing affordable premises, allowing adaptive re-use of existing buildings and incubating micro, home based and small businesses
- ***Tapping Environment Business Prospects and Opportunities*** – by providing information, advice and practice of better, more environmentally sustainable practices, products and equipment
- ***Demonstrating New, Diversified, 'Mixed Income' Rural Economies*** – by enabling 'enterprising rural properties' and supporting the establishment of 'enterprising rural households' that create new livelihoods from generating multiple income streams.

### Implementation Strategies:

- *Support diversification of rural properties that provide multiple income streams*
- *Support environmentally sustainable development practices on rural properties*
- *Encourage the incubation of small businesses in existing rural premises*
- *Encourage low intensity recreational, tourism and visitor uses for rural properties*
- *Ensure rural properties are not left abandoned, or in disrepair*

### **Possible High Priority Initiatives:**

- 4.1 'Rural Recreation and Culture Initiatives'** Program to further develop rural villages with quality venues for 'life events', recreation, culture and leisure activities.
- 4.2 'Rural Trails Networks'** Development and promotion of networks of rural horse, bike and hike trails for visitor use. (Including 'out-reach' initiatives to interest new and existing hospitality and tour operators in promoting and using these trails).
- 4.3 'Mixed-Income Rural Properties'** Develop and promote ways to diversify the income from the low intensity use of rural properties (Consider mixed-income streams from training in extreme sports, 'live-in' life long interests and 'master' classes, farm stays, visitor accommodation, corporate team building and training, demonstration and training in use of environmental products and production; rural trades and crafts, cottage foods, low intensity cottage industry, transport and service trades).
- 4.4 Rural Opportunity Promotion'** Promote opportunities for innovative rural, visitor and acceptable non-agricultural uses of rural properties. Network property owners and investors interested in realising these opportunities. (Consider, '*Opportunity Prospectuses*' and the media as ways to create competition to realise opportunities).
- 4.5 Rural Development Intensity Controls'** Revise and promote planning policies and provisions that identify where and how much development will be allowed on rural properties – including cottage industry and related hospitality industry use of buildings and premises (so as to retain the essential rural character, not interrupt rural and coastal views, not seriously affect rural amenity and not be visually intrusive).
- 4.6 Vineyard to Visitors Planning Policies'** Revise and promote planning policies and controls addressing the interface between viticulture, horticulture and other rural production, with hospitality, visitor and tourism activities (eg location and scale of craft shops, restaurants, accommodation, functions and reception areas, cottage industry, food manufacturing with visitor sales – wineries, designer chocolates and cheeses and small goods).
- 4.7 Demonstration Productive Properties Planning Provisions'** Discuss with DUAP the opportunity for Kiama Council to develop and trial innovative new, 'model' '*Productive Properties*' rural planning provisions and controls (Possibly, collaboratively with DUAP as part of a State funded initiative and trial).

**STRATEGY 5**  
**'DIVERSIFIED RESIDENTIAL DEVELOPMENT'**

**Goal:**

***'To provide residential alternatives to meet desires for diverse life styles;  
changing household structures and different income levels'***

**Objective:**

***Diverse, Socially Cohesive, Inclusive Residential Communities***

**Key Economic Directions:**

- ***Economic Benefits From Community Cohesion and Diversity*** – by creating strong local communities that provide a stable workforce, with diverse expertise, to meet most business needs, and prevent key workers being attracted away
- ***Creating and Harnessing Local Social Capital*** – by increasing the prospect for casual meetings and local interaction between people with diverse backgrounds and experience; that provide links into broader networks and enrich social and community life
- ***Attracting and Harnessing Those With Experience and Scarce Skills*** - by providing quality local residential areas and quality family facilities, to attract executives and those with specialised and scarce skills, their partners and families
- ***Ensuring Less Wealthy Locals and Retirees Can Remain in Kiama*** - by providing diverse, affordable housing, to retain locally those with knowledge and experience to share; to underpin 'life long interest' groups, and provide a pool of part-time workers, hosts and volunteers
- ***Enabling Youth, Singles and Young Families To Remain In Kiama*** - by providing diverse, affordable housing, to create an active and innovative local community; ensure large numbers of visibly active young people, increase local expenditure, and fill local entry-level and low skilled jobs

**Implementation Strategies:**

- *Carefully manage the nature and location of residential development and growth*
- *Support diverse residential development to suite different life styles*
- *Support affordable housing for young people, young families and less wealthy*
- *Support quality residential areas attractive to all age groups and family types*
- *Provide public facilities that build community networks and enrich relationships*
- *Provide recreational and entertainment facilities for both residents and visitors*
- *Provide for the recreational and entertainment needs of all age groups*
- *Provide personal development and diversionary activities for young people*

### **Possible High Priority Initiatives:**

- 5.1 Community Places'** Provide attractive public places, in each residential area and business centre, where people will congregate, meet and spend time together.
- 5.2 Youth Places'** Provide a range of youth venues – especially for non-main stream youth (Consider opportunities for extreme sports, multi-purpose youth hall space and music venues in Town Centre and any new residential area).
- 5.3 Residential Diversity'** Plan to create a mix of quality residences, town houses and affordable residences in new residential areas. (Consider encouraging 'shop top' and 'studio' accommodation above garages).
- 5.4 Urban Villages Strategy'** Investigate future urban residential growth areas (based on creating networks of mixed-use, 'urban villages' - providing for affordable housing, small service based business and service trades).
- 5.5 Hospitality and Mixed-use Planning Provisions'** Review present residential and commercial planning provisions for both rural and urban areas in the light of recent experience and future needs. (Including provisions that allow combinations that include bed and breakfast, rental accommodation, serviced apartments, craft and rural industries and related retail, recreation, restaurant and hospitality activities).
- 5.6 Home Based Business Planning Provisions'** Review present 'home based business' and 'cottage industry' planning provisions for both rural and urban areas in the light of recent experience and future needs - including provisions relating to construction and service trades, transport and distribution operators. (Consider preparing 'home based business' and 'good neighbour' guidelines).
- 5.7 Home Based Business Designs'** Develop a portfolio of designs for residences which provide suitable home based business spaces. (Consider inviting local builders to offer these designs and construct demonstration and display homes).
- 5.8 Strategic Rural Settlement Study'** Investigate possibility for new discrete, small rural settlements at locations that can be most cost effectively provided with essential infrastructure and drainage works (ensuring these will not destroy the essentially rural character, will not interrupt coastal, rural or hinterland views).
- 5.9 Rural Villages Strategy'** Investigate possibility for limited residential growth concentrated in existing rural villages. Based on creating networks of mixed-use, 'rural villages' providing for affordable housing, small service based business and service trades.
- 5.10 Rural Infrastructure Program'** Prioritised program of staged public works to provide essential services, drainage, recreational and community facilities to rural villages identified as having potential to accommodate some future residential growth.

## STRATEGY 6 'KIAMA KARMA'

### Goal:

***'To effectively position Kiama in targeted business and visitor markets'***

### Objective:

***Marketing Messages That Advance Kiama's Economic Future***

#### **Key Promotion and Marketing Messages:**

- ***Creative, 'Life Style', Coastal Community*** – the place to pursue 'life long' interests, where all ages can develop and express their creativity, where people are becoming 'computer literate' and are developing 'new age skills'.
- ***Friendly, Hassle Free, Helpful Community*** - where it is easy to 'do business'; to meet people; pursue business, personal and family relationships and never be left 'feeling all alone'.
- ***Small, Safe, Active, Family Orientated Community*** – safe for families, children and teenagers, where all family members can pursue diverse personal, cultural and recreational interests.
- ***The Place to Enjoy The Finer Things in Life*** - the natural environment, health, fitness, culture, outdoor life , fine arts, fine eating, entertainment, culture, quality housing and 'times gone-by'.
- ***Peaceful Place, In Harmony with Nature*** – where individuals and families can connect with nature and reconnect with each other; whilst relaxing, recreate and re-energise their body, spirit and mind.
- ***The Attributes of Small Rural Communities*** – consisting of sociable, small rural and coastal communities, in historic and scenic natural settings, ideal for residing, pursuing recreational pursuits and enjoying memorable 'life events'.

#### **Implementation Strategies:**

- *Promote Kiama as a Visitor Destination for All Age Groups in All Seasons*
- *Promote Kiama as the Place To Establish Small Knowledge Based Businesses*
- *Promote Kiama as a Innovative, Creative, Computer Literate Community*
- *Promote Kiama's Settings For Product Launches, Advertising, and Film Making*
- *Promote Kiama as a Community With A Strong Creative, Art and Craft History*
- *Promote Kiama as the Place to Pursue Life Long, Cultural and Creative Interests*
- *Promote Kiama's Natural Environment, Coastal, Outdoor and Rural Life Styles*
- *Promote Kiama's Quality Residences, Accommodation and Business Premises*

### **Possible High Priority Initiatives:**

- 6.1 Secure Key Internet Addresses** Register key Internet addresses consistent with the promotion and marketing themes (Consider Registering the following Web addresses – ‘Kiama On-line’, ‘Kreative Kiama’, ‘Kiama Trails’, ‘Kiama Virtual Trails’, ‘Kiama Art Trails’, ‘Kiama Horse, Bike and Hike Trails’, ‘Kreative Kiama Workshops’).
- 6.2 Coherent Marketing Messages** Develop a set of consistent marketing messages targeted to key groups – high net worth visitors, small creative and knowledge based businesses, advertising and film industry, executives of hi-tech businesses (Ensure messages that ‘turn-on’ one group are not ‘turn-offs’ for another targeted group).
- 6.3 Targeted Marketing Campaign** Identify the best way to raise awareness of Kiama and its opportunities with targeted visitor and business groups and develop and deliver targeted market materials (Consider preparing ‘*Opportunity Prospectuses*’ and ‘on-line’ targeting small knowledge based and creative businesses, executives and their families, ‘life-long’ interests and ‘life event’ opportunities - eg weddings).
- 6.4 Film and Advertising Venue Promotion** Prepare a ‘Portfolio of Locations and Settings’ and develop an ‘outreach program’ to market and promote Kiama to production houses and directors of photography (Consider articles in industry magazines and publishing portfolio on the Internet).
- 6.5 Executive Attraction** Develop a program to reach executives of technology based businesses and potential business migrants to get them to consider either living or locating small creative and knowledge based business units in Kiama (Consider engaging State and Regional agencies in the initiative).
- 6.6 Executive Out-Reach** Develop a program to reach executives who were past residents, brought up in Kiama to engage them in helping with economic initiatives and to assist local businesses form business networks (Consider as a ‘on-line’ initiative, jointly implemented by Council, the Chamber of Commerce, local schools and community organisations).
- 6.7 Virtual Visitor Marketing** Develop a program of ‘On-line’ marketing and promotion initiatives targeted at key visitor groups – including ‘virtual’ cultural, art and natural environment trails and attracting recreational and ‘life long’ interest groups (Consider a set of linked Web sites linked to community Portal).
- 6.8 Kiama On-Line Portal** Develop an interesting Kiama community web page with links to local schools, community and business organisations, creative businesses and hospitality businesses, Council and Government Departments and agencies holding events - include dates, venues, timetables, for school, sporting, and visitor activities (Consider including ‘web cam’ real time views of beach and surf conditions and level of activity at events and venues).