



KIAMA REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2018–2022

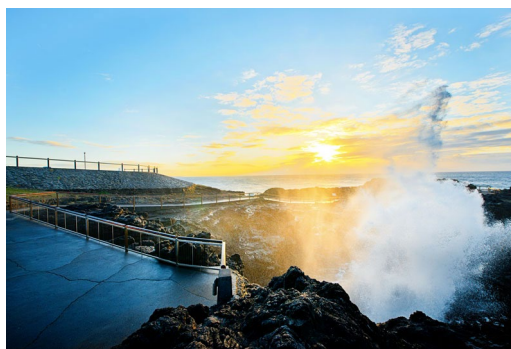
Vision: To be a strong vibrant economy outside of current holiday peaks with carefully managed growth and employment opportunities in tourism, agribusiness and other emerging industries and to capitalise on the region's unique opportunities in digital connectivity.



*Developed with the support of the
NSW Government as part of the Regional
Economic Development Strategies program to assist
local councils and their communities in regional NSW. June 2018*

Preface

The NSW Government has assisted local councils and their communities to develop 37 Regional Economic Development Strategies across regional NSW.



Each strategy is designed around one or more local government areas that form a functional economic region as defined by economic data and community input. While the strategies have been developed using consistent methodology, each is a product of detailed data analysis and local community consultation to ensure ownership through a 'bottom-up' process: it sets out a vision for the region, the strategies, and early stage actions required to achieve the vision.

Regional Economic Development Strategies articulate a framework for identifying actions crucial to achieving the regional vision. Projects listed within this strategy should therefore be viewed as example projects that have emerged from the initial application of the framework. Adoption of these projects would be subject to further evaluative processes.

The power of the strategy is its ability to be used on an on-going basis to identify additional high value projects over time. By complementing

existing funding processes, these strategies present new opportunities to strengthen and increase investment in regional development across NSW.

Importantly, the strategy should be viewed as the first stage of a process that will assist those with an interest in the economic development of the region, particularly councils, communities and local businesses, in planning their future economic activities. It provides a vehicle for engaging the community in a 'conversation' about regional needs and priorities, assists in bringing together key stakeholders and mobilising resources, and in so doing, can facilitate faster access to dedicated NSW Government funding, such as the Growing Local Economies Fund, as well helping to capitalise upon other economic opportunities.

This Strategy, prepared by AgEconPlus, on behalf of the region was formed in collaboration with the Kiama Municipal Council, key stakeholders and the broader regional community, which benefited from economic-

analytical assistance from the NSW Government's Centre for Economic and Regional Development (CERD).

It is presented in two documents, the *Kiama Regional Economic Development Strategy 2018–2022* which allows the reader to quickly and easily determine key content, while the accompanying *Kiama Regional Economic Development Strategy 2018–2022: Supporting Analysis* details the Strategy methodology, evidence and the strategy development process.

For further information about the Regional Economic Development Strategies program please contact the CERD on **02 6391 3025** or CERD@dpc.nsw.gov.au.

AgEconPlus
CONSULTING

The *Kiama Regional Economic Development Strategy 2018–2022* (the Strategy) sets out a long term economic vision and associated strategy for the Kiama Municipal Council local government area (LGA) (the Region).

It builds on the endowments, economic strengths and specialisations in the Region to guide investment over the next four years.¹ Economic principles suggest that endowments and specialisations play a key role in regional economy development.²

The Strategy aims to leverage the Region's endowments: its water, climate and soils; location, accessibility and lifestyle; coastal, rural and natural environments; digital connectivity; healthcare infrastructure; highly educated labour force; Aboriginal and historic heritage and local institutions. These endowments are the basis of the Region's current specialisations in tourism, residential care services and agriculture, and potentially emerging sectors of Professional, Scientific and Technical Services and (specialised) Manufacturing.

Data analysis shows there is substantial out-commuting

from the Region to Wollongong to the north and to Shoalhaven (Nowra) in the south. Kiama is a 'commuter-belt' region.

The Strategy, building upon the Region's endowments and its economic strengths and specialisations, aims to:

- Drive tourism growth beyond its current seasonal peak and develop opportunities that will grow overnight visitor expenditure;
- Enhance the liveability of the Region and capitalise on its unique opportunities in digital connectivity; and
- Support growth in key industries and encourage twenty-first century industry

and business models through well planned urban and rural land development.³

The Strategy also takes account regional risks and how they might be addressed.

Derived through detailed research and consultation, the Strategy is the culmination of data analysis and collaboration between the Kiama Municipal Council, the Kiama community and the NSW Government's Centre for Economic and Regional Development (CERD).



¹ Regional Economic Development Strategies, Centre for Economic and Regional Development. (https://www.dpc.nsw.gov.au/programs_and_services/centre_for_economic_and_regional_development/projects)

² *Regional Economic Growth Enablers Report (2017)*, Centre for Economic and Regional Development.

³ These strategies are in no particular order of priority. Economic development priorities will vary over time according to industry demand, market conditions and access to infrastructure and other funding.

Background

In 2016, the Region was home to 21,464 people. The population of Kiama has been growing strongly, with the growth rate since 2006 being slightly less than that of NSW.

Compared with Regional NSW, Kiama has a higher proportion of couple families both with and without children and a lower proportion of one parent families. There is a lower proportion of people in the younger age groups (under 10) and 15 to 49 age group, compared to Regional NSW, and a higher proportion of people in the 50+ age group.

People who work in Kiama typically live in the Region with 66% of local jobs held by residents. However, 57% of the employed labour force residing in the Region commute to a work location outside the Region. Kiama is highly connected to the Wollongong and Shoalhaven labour markets.

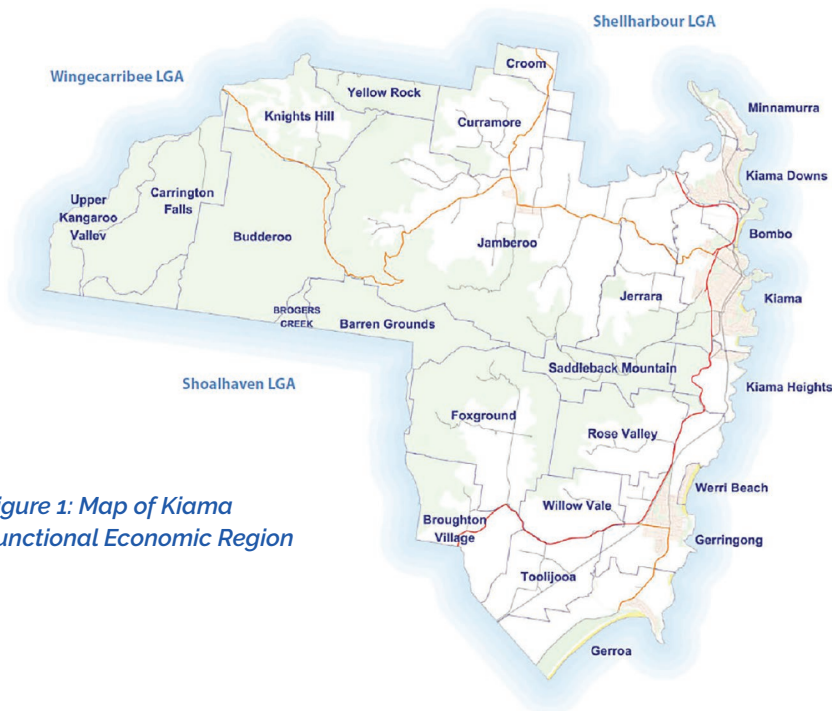


Figure 1: Map of Kiama Functional Economic Region

⁴ The main location of work for those commuting outside the region is to Wollongong LGA (24%), Shellharbour LGA (15%), Shoalhaven LGA (12%) and Sydney (5%).

Background

Historically, the largest industries generating jobs in the Region have been Accommodation and Food Services, Retail Trade, and Health Care and Social Assistance.

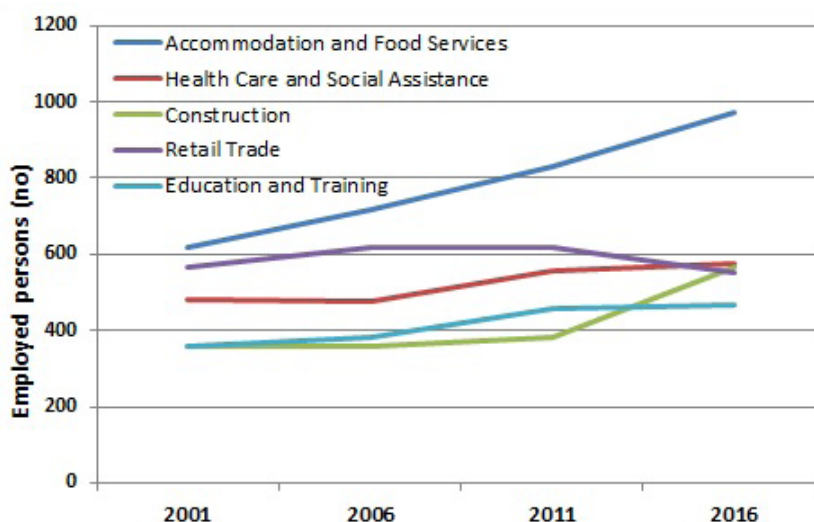
The Accommodation and Food Services and the Retail Trade sectors serve both the resident population and tourists, while there is a substantial level of public sector jobs generated in the Health Care and Social Assistance sector.

Figure 2 shows that employment in Accommodation and Food Services has continued to grow strongly and remains the most significant employing sector. Employment in Retail Trade has declined in significance over time to now be the fourth largest

employing sector. Employment in the Health Care and Social Assistance sector (which predominantly serves the older group of residents) and the Construction sector (which serves the growing population) has grown, with these sectors overtaking Retail Trade in terms of employment. The Education and Training sector has also increased in significance over time and was the fifth largest employing sector in 2016. This defines the Region as a 'consumption/population serving' economy.

Using these economic performance data, in conjunction with other sources - including community consultation and online surveys - helps define the Region's specialisations.

Figure 2: Employment in the Region, 2001–2016



Endowments

Endowments are strengths that a regional economy possesses and can capitalise on.

Economic principles suggest that endowments play a key role in the economic development of a region. The CERD in its Regional Economic Enablers Report (2016) found that:

*the future of individual regional economies is inexorably linked to their natural endowments, and attempts to retain or establish industries without an underpinning endowment are unlikely to succeed*⁵.

A region seeking to encourage economic development should concentrate on the factors that enable the growth of endowment-based industries, as well as building local leadership capacity, to capitalise on the opportunities that the region's endowments present. Endowments can lead to opportunities from which commercial and industrial interests may leverage and develop specialisations.

⁵ *Regional Economic Growth Enablers Report (2017)*, Centre for Economic and Regional Development.



Endowments

Table 1. Endowments of the region identified through analysis and community consultation.

<p>Water, climate and soil</p> <p>Created by volcanic lava flows, the Region's landscape is defined by steep rolling hills that extend from the escarpment to the coast. The landscape is predominantly green and lush, and a combination of rich volcanic soils and good rainfall support rich agricultural land suitable for dairy farming. The climate of Kiama LGA is warm and temperate.</p>	<p>Location, accessibility and lifestyle benefits</p> <p>The Region has convenient proximity to the large employment centres of Wollongong and Shoalhaven (Nowra), as well as Sydney and Canberra. It is connected to Wollongong and Sydney by rail. With relatively affordable house prices, rural and coastal lifestyle choices, small community feel, natural beauty, and diverse economy, the Region portrays a liveable and an attractive place to raise a family, retire or semi-retire. Its location and lifestyle are important in making it an attractive residential area for people to live and work in Wollongong and Shoalhaven.</p>
<p>Coastal, rural and natural environments</p> <p>The Region has scenically beautiful and diverse landscapes, including over 20 km of coastline including surf beaches, coves and estuaries. The natural amenity of the area is a strong attractor, for both new residents, holiday makers and day visitors.</p>	<p>Healthcare infrastructure</p> <p>The Kiama Integrated Primary and Community Health Centre provides access to a range of specialist and outpatient health services and the Kiama Aged Care Centre of Excellence is expected to be completed at the end of 2019. These facilities enhance the liveability of the Region and is an important regional resource for the aged care sector.</p>
<p>Labour resources</p> <p>The Region has a substantial labour supply that exceeds the internal demand for labour. A high proportion of the working population has completed Year 12 or equivalent and a high proportion hold University qualifications.</p>	<p>Heritage appeal</p> <p>The Region has a rich and varied Aboriginal and European heritage. The original inhabitants of the Kiama area were the Wodi Wodi Aboriginal people and the name Kiama is believed to be from an Aboriginal word meaning 'where the sea makes a noise'. There are 108 known Aboriginal sites currently recorded on the Office of Environment and Heritage's register. The Kiama town site was reserved in 1826 and the town plan was approved by the Governor in 1839. Historic heritage is scattered throughout the Region and can potentially be an important resource for regional tourism.</p>
<p>Local institutions</p> <p>The Region is well supported by regional development institutions, including the Kiama Council, the Kiama and District Business Chamber, Destination Kiama, Regional Development Australia - Illawarra, NSW Farmers (region 11, South East NSW). Kiama Council has strong relationships with local businesses and the economic development institutions.</p>	<p>Telecommunications</p> <p>The Kiama Region was connected 'fibre to the home' with the NBN as part of a pilot project. Residents and business report an excellent service that has encouraged new businesses to the Region. New businesses attracted to Kiama by excellent telecommunications infrastructure include professional services and home based businesses. Telecommunications, combined with location, is a key endowment for the Region.</p>

Specialisations

Important indicators of a region's industry sector strengths and specialisations are the concentration of jobs, value-added and export focus of its industry sectors.

An understanding of industry structure, employment and competitive advantage⁶ of a region can be obtained using Location Quotient (LQs) analysis. LQs measure the employment concentration in industry sectors within a regional economy, compared with the same sectors across NSW. The higher the LQ, the more specialised are the region's industries relative to the rest of NSW. For the purpose of this analysis, specialisations as defined by LQs, are used as a proxy measure for those sectors and industries that represent the region's true competitive advantages.

Importantly, while LQs are used for this purpose, they provide only a partial measure of true competitive advantage. Hence, they have been considered along with additional qualitative evaluations and data analyses, including Input-Output analysis, to arrive at the findings for the Kiama regional economic development strategy.

The Australian Bureau of Statistic (ABS) 2016 Census of Population and Housing,

shows that Food and Beverage Services, and Accommodation (both indicative of tourism) were key areas of employment, making up 14% and 4% of employment, respectively, in the Region. The Region also has a high degree of specialisation in these sectors with an LQ of 2.3 for the Food and Beverage Services sector and 4.3 for the Accommodation sector. Although employment in Food and Beverage Services grew between 2011 and 2016, relative to the equivalent sectors in NSW, employment in the Accommodation sector contracted. Employment in a closely related sector, Building Cleaning, Pest Control and Other Support Services grew significantly during the 2011-2016 period.

During the same period, employment in the sector with the highest specialisation, Dairy Cattle Farming, contracted relative to the sector in NSW. Employment in the other major agricultural specialisation, Beef Cattle Farming, also contracted. Similarly, the specialisation of Residential Care Services and

Medical and Other Health Care Services contracted relative to the NSW sectors. Other specialisation sectors that grew relative to NSW included Arts and Recreation Services and Construction.

Notably, employment in the Professional, Scientific and Technical Services and Manufacturing sectors grew compared with the sectors' NSW average growth. Manufacturing in the Region is currently largely based on wood products. However, the Region's location and labour skills endowments provide opportunities for future growth in these sectors.



⁶ A region's competitive advantage for an industry includes its ability to produce goods and services at a lower cost or differentiate its products from other regions, along with access to external factors which enhance business and operations/minimize risk (Stimson, R.J., Stough, R.R. and Roberts, B.H. (2006) *Regional Economic Development – Analysis and Planning Strategy*, Springer, Berlin).

Specialisations

Figure 3. Location Quotients and Employment Growth for Industries in the Region

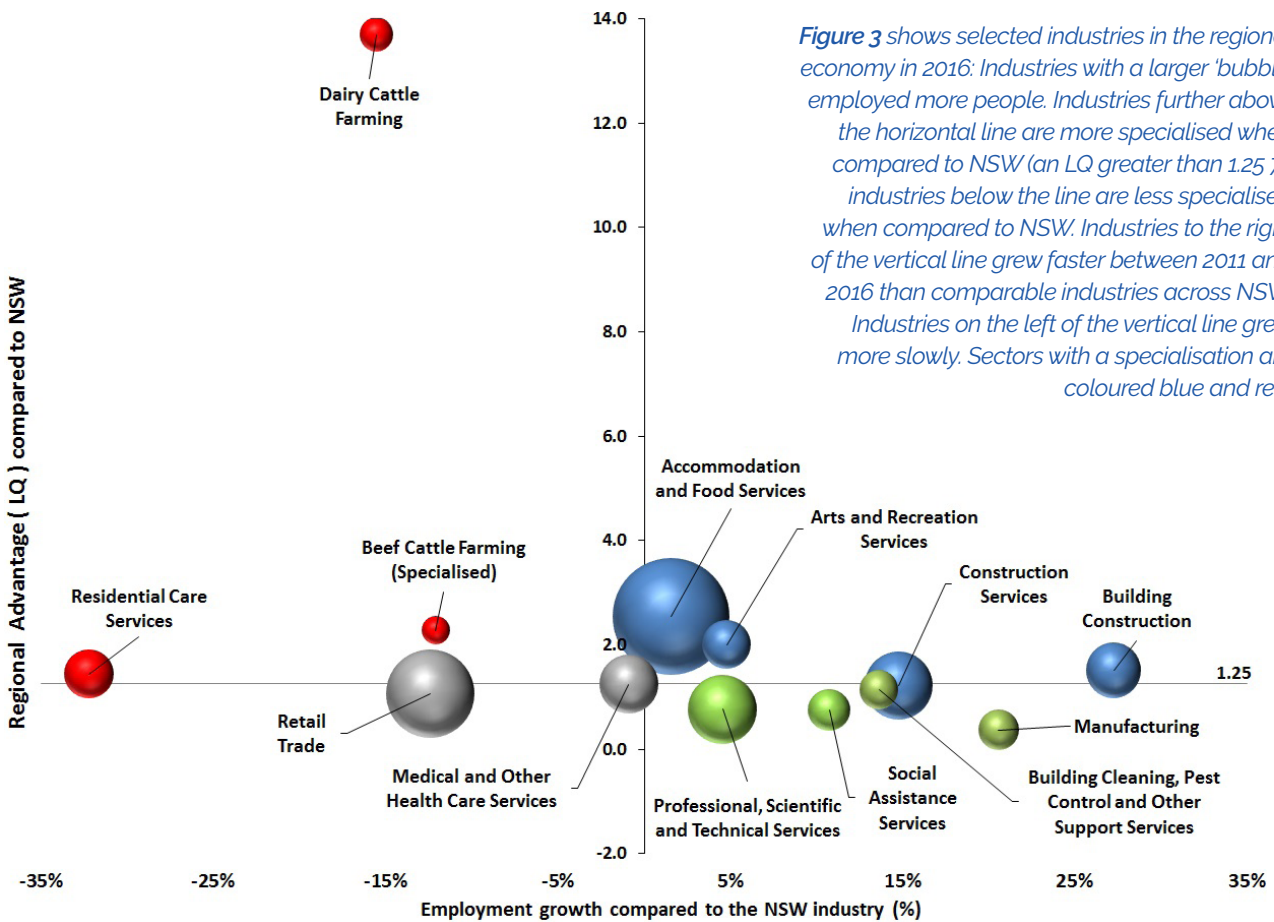


Figure 3 shows selected industries in the regional economy in 2016: Industries with a larger 'bubble' employed more people. Industries further above the horizontal line are more specialised when compared to NSW (an LQ greater than 1.25⁷), industries below the line are less specialised when compared to NSW. Industries to the right of the vertical line grew faster between 2011 and 2016 than comparable industries across NSW. Industries on the left of the vertical line grew more slowly. Sectors with a specialisation are coloured blue and red.

Based on Input-Output analysis⁸, the main contributors to the Kiama economy (by way of value-added) are Accommodation and Food/Beverages (\$67M), Retail Trade (\$42M), Education (\$42M) and Public Administration (\$41M). While the Accommodation, Food/Beverage and the Retail sectors give some indication of the significance of tourism in the Region, a separate Input-Output analysis focussed on tourism estimated its value-add at \$79M and around 718 full-time-equivalent workers, making it the most significant economic driver in the Region.

Kiama is a net importer of goods and services, with

exports out of the region of \$95 million and imports into the region of \$312 million per annum (2015-16). Based on the Input Output industry classifications, the largest exporting industries by output value are:

- Sheep, Grains, Beef and Dairy Cattle Farming (\$26M); and
- Accommodation and Restaurants (\$17M).

The Kiama Region is increasingly becoming a place for individuals and families to reside in while working in the adjacent areas of Wollongong, Shellharbour and Shoalhaven, and hence the region is essentially exporting labour.

Specialisation sectors and potentially emerging specialisations (coloured green in the above chart), that are strongly linked to local endowments and/or are traded outside the region (i.e. servicing more than just the local population) are the focus of the Strategy – these are Agriculture; Tourism; Professional, Scientific and Technical Services; and (specialised) Manufacturing.

⁷ A LQ of greater than 1.25 is identified in the literature as denoting a specialisation.
⁸ Input-Output based on 2015-16 – the most current data available at the time of this analysis.

Strategy

There are three Strategy elements which link directly to the opportunities provided in Kiama Region's endowments and specialisations.

These also aim to address some of the key regional risks. The Strategy elements have been derived from an analysis of the endowments that underpin the Region's strengths, followed by examination of current industry specialisations and emerging specialisations, which were identified in consultation with the community and Kiama Council.

The Strategy explicitly recognises the reality of Kiama as a 'commuter' region, with a large number of the residents travelling to work in

the Wollongong, Shoalhaven and Shellharbour areas. The location of the Region also allows students to live locally and travel to the nearby higher education institutions, located in the large metropolitan areas, including TAFE and university campuses.

Each Element is accompanied by a set of early actions, which should be interpreted as example actions derived from the preliminary application of the Strategy framework. It is expected that there will be other actions yet to be identified which may be capable of

contributing to the achievement of the Region's Vision. Consequently, an action's alignment with the Strategy is the primary consideration, rather than it being listed here, and all proposed actions will be subject to further qualitative and quantitative evaluative processes.



The Three Elements of the Strategy

- Drive **tourism** growth beyond its current seasonal peak and develop opportunities that will grow overnight visitor expenditure
- Enhance the **liveability** of Kiama and capitalise on the region's unique opportunities in digital connectivity
- Support **growth** in key industries and encourage twenty-first century industry and business models through well planned urban and rural land development

1. Drive tourism growth beyond its current seasonal peak and develop opportunities that will grow overnight visitor expenditure

Domestic tourism is a major driver of the Kiama economy.

The Region is 'at capacity' during the summer holidays but under-visited during other parts of the year. Many visitors use Kiama as a stop off or a day trip location. Initiatives to extend visitor length of stay and the level of visitor expenditure are required. A wider variety of accommodation is needed and farm stays have proven to be popular.

Tourism plans have focussed on arts, culture and food as areas that will drive growth in visitor numbers and spend. Investment in infrastructure and the development of additional attractions are equally important if Kiama is to maintain and improve its competitiveness with other holiday destinations.

Infrastructure Priorities

- **Urban infrastructure:** to encourage additional length of stay and off-season visits to Kiama – Kiama Harbour redevelopment, redevelopment of the Kiama Visitor Centre, and Kiama arts and culture precinct.
- **Outdoor amenity infrastructure:** including investigating the potential uses following decommissioning of Jerrara Dam and amenities that better serve visitors to Budderoo National Park and the coastal walking track. Proposed amenities include signage, toilets, picnic areas and gas BBQs.

Actions

- Develop a masterplan and business case for the redevelopment of Kiama Harbour.
- Implement the business case for redevelopment of Kiama Harbour.
- Develop and implement a business case for the Kiama Visitor Centre.
- Develop the Kiama Arts and Culture Precinct.
- Develop a strategy for coordinating and investing in events in the Kiama Region.
- Prepare and implement the business case for the Jerrara Dam tourist development.
- Explore changes to the Kiama Local Environmental Plan and whether use of vacant farm buildings for tourist accommodation is appropriate.
- Improve amenities around Kiama, Budderoo National Park and the coastal walking track.
- Explore the feasibility of accommodation at Minnamurra either within or adjacent to the national park.
- Work with hotel chains and developers to assess the feasibility of a Kiama conference centre along with additional 3 to 5-star accommodation.
- Develop Bombo Headland Coastal Eco-walk.
- Develop Gerringong to Gerroa Coastal walk.
- Integrate these plans in line with the Destination Kiama Opportunities Plan.



Strategy

2. Enhance the liveability of Kiama and capitalise on the region's unique opportunities in digital connectivity

To retain and grow its population base the Kiama Region should invest in infrastructure that continues to improve liveability for its residents and to maintain its attractiveness as a place to live for the work force, and as a potential location for businesses utilising digital connectivity.

The Region was connected 'fibre to the home' in the early stages of the National Broadband Network (NBN) rollout as part of a pilot project, and locals report an excellent service that has encouraged new businesses. New businesses attracted to Kiama by excellent telecommunications infrastructure include professional services and home based ventures. Together with the liveability and location features, digital connectivity and e-commerce can create new economic growth opportunities for the Kiama Region.

Enhancing the liveability of the Region will enable growth of the aged care sector in future years as Kiama presents itself as a desirable retirement destination, especially for baby boomers migrating from Australian metropolitan

centres. The Region has an economy that is driven largely by consumption/population serving functions.

The Kiama Region has a specialisation in aged care, with potential for growth in Medical and Other Health Care. A substantial portion of the Kiama Health industry workforce is employed outside the Region - in the Wollongong and Shellharbour areas. With an ageing population there are opportunities for additional employment in this sector, both within the Region and in the adjacent areas.

This Strategy element sets out to enhance the liveability of Kiama and create additional employment and economic opportunities through 'Twenty-first Century' industries and digital connectivity.

Infrastructure Priorities

- **Aged care infrastructure:** Kiama Aged Care Centre of Excellence on the old Kiama hospital site.
- **Civic infrastructure:** civic centre, office space – that includes digital connectivity, parking and amenities (toilet blocks, picnic areas, gas BBQs and signage).
- **Sporting infrastructure:** upgrade of the Kevin Walsh Oval, Jamberoo.
- **Main road infrastructure:** construction of the Albion Park interchange.

Actions

- Complete the Kiama Aged Care Centre of Excellence on the old Kiama hospital site.
- Develop a civic centre and office space on the old Blue Haven Nursing Home site.
- Review Kiama land use plans and prepare a CBD masterplan that includes capacity for businesses utilising digital connectivity and e-commerce.
- Create additional parking for retail shopping, Akuna Street South.
- Improve amenities around Kiama, Budderoo National Park and the coastal walking track.
- Upgrade of the Kevin Walsh Oval, Jamberoo.
- Explore a future energy strategy that includes recharge points for electric cars.
- Examine the feasibility of a driverless shuttle bus service.
- Advocate for improved passenger rail services.
- Advocate for early delivery of the planned Albion Park road interchange.



3. Support growth in key industries and encourage twenty-first century industry and business models through well planned urban and rural land development

The Kiama Region has a strong history in agriculture. The area was developed for dairy farming supplying the Sydney market with fresh milk via the rail system. Recent industry adjustments have resulted in a large number of dairy farms converting to beef production. In some instances farms are too small to be cost effective large producers. To retain the rural character of the Region and assist farmers with their profitability, new enterprises are required. Redevelopment of agriculture is linked to enhanced accommodation and food service opportunities. New farm based enterprises have the potential to grow the regional economy and assist in growing local employment.

Assessment is required for projects that will revitalise and reposition traditional farming to maintain its contribution as a major economic engine for the Region. There is potential for collaboration between NSW Department of Primary Industries (DPI) and the Region's farming and agribusiness community to bring in research, new ideas and opportunities for diversification. The traditional industries of dairying and beef provide an economic anchor and should be a key consideration in the assessment.

A master plan is required for the redevelopment of Bombo Quarry as blue metal production winds down at the site. A concept plan for the quarry shows that the 110 ha site has potential to house between 6,000 and 7,000 residents, provide recreational opportunities, hotel, commercial and industrial space. Commercial land will ease the current critical shortage of office space in Kiama and industrial land offers the potential to attract larger employers to Kiama. Kiama does not currently support large industrial employers. Residential land will meet forecast housing needs generated by Greater Wollongong including Shellharbour. Actions associated with the preparation and delivery of the Bombo Quarry Masterplan is a major medium term economic opportunity for the Kiama Region.

Gerringong is another centre that has significant potential for growth in new 'Twenty-first Century' industries and business models. The Gerringong town centre is experiencing high levels of demand for commercial spaces and these are in short supply. A key action will be to develop a new Gerringong Town Centre Master Plan and commercial market assessment to ensure satisfactory supply of employment lands to meet future needs.

Infrastructure Priorities	Actions
<ul style="list-style-type: none"> Currently, no immediate infrastructure investment is required to deliver this strategy. However, once master planning has been completed, water supply, road, electricity and telecommunication infrastructure will be required to implement masterplan recommendations. 	<ul style="list-style-type: none"> Undertake an assessment of impediments and opportunities facing the Region's farm and agribusiness sectors – to inform potential projects aimed at strengthening and diversifying this important sector. Encourage collaboration between farm businesses and NSW DPI (and other relevant institutions) to find ways to improve production and profitability in the Region's traditional enterprises, such as beef and dairy, and on new agricultural products (for example, new industries in the 'blue economy' e.g. finfish aquaculture, seaweed production). Build on current Kiama tourism strategy that identifies the importance of 'food tourism' and link this opportunity to local agricultural producers. Ensure that regional infrastructure supports efficient transport of agricultural products e.g. efficient road network and airports serving international markets. Develop a Bombo Quarry Precinct Master Plan. Current Concept Plan shows hotel, commercial, residential, industrial and recreational precincts. The Plan should consider opportunities for emerging industries and new business models. Develop a new Gerringong Town Centre Master Plan and commercial market assessment to ensure satisfactory supply of employment lands to meet future needs. Assess the potential for the conversion of vacant farm buildings into tourist accommodation. Build on the Region's strengths in home-based businesses which are well serviced by the NBN. Explore ways to target ICT industry or any business that utilises high speed internet – to inform the design of future infrastructure.

Strategies and Actions



<p><i>Enablers</i></p>	<p><i>Drive tourism growth beyond its current seasonal peak and develop opportunities that will grow overnight visitor expenditure</i></p>
<p><i>Government, regulation and information</i></p>	<ul style="list-style-type: none"> • Develop Kiama Arts and Culture Precinct. • Develop a strategy to encourage the holding of additional wedding ceremonies and wedding receptions in the Kiama Region. • Prepare and implement the business case for the Jerrara Dam tourist development. • Explore changes to the Kiama LEP and whether use of vacant farm buildings for tourist accommodation is appropriate. • Explore the feasibility of accommodation at Minnamurra either in or near the national park. • Work with hotel chains and developers to understand the feasibility of a Kiama conference centre along with additional 3 to 5 star accommodation. • Investigate the feasibility of developing an iconic tourist attraction.
<p><i>Infrastructure</i></p>	<ul style="list-style-type: none"> • Develop a masterplan and business case for the redevelopment of Kiama Harbour. • Develop a business case for the Kiama Visitor Centre. • Implement the business case for the Kiama Visitor Centre. • Improve amenities around Kiama, Budderoo National Park and the coastal walking track. • Develop Bombo Headland Coastal Eco-walk. • Develop Gerringong to Gerroa Coastal walk.

Strategies and Actions

<i>Enablers</i>	<i>Enhance the liveability of Kiama and capitalise on the region's unique opportunities in digital connectivity</i>
<i>Government, regulation and information</i>	<ul style="list-style-type: none"> • Review Kiama land use plans and prepare a CBD masterplan. This should include the potential for growth of businesses utilising digital connectivity and e-commerce. • Develop a renewable energy strategy that includes recharge points for electric cars. • Examine the feasibility of a driverless shuttle bus service. • Advocate for an improved passenger rail service. • Advocate for early delivery of the planned Albion Park road interchange. • Develop a Bombo Quarry Precinct Master Plan. Current Concept Plan shows hotel, commercial, residential, industrial and recreational precincts.
<i>Infrastructure</i>	<ul style="list-style-type: none"> • Complete the Kiama Aged Care Centre of Excellence on the old Kiama hospital site. • Develop a civic centre and office space on the old Blue Haven Nursing Home site. • Create additional parking for retail shopping, Akuna Street South. • Improve amenities around Kiama, Budderoo National Park and the coastal walking track. • Upgrade of the Kevin Walsh Oval, Jamberoo to become a regional sports hub • Establishment of a smart work hub.

Strategies and Actions

<p><i>Enablers</i></p>	<p><i>Support growth in key industries and encourage twenty-first century industry and business models through well planned urban and rural land development</i></p>
<p><i>Government, regulation and information</i></p>	<ul style="list-style-type: none"> • Undertake an assessment of impediments and opportunities facing the Region's farm and agribusiness sectors - to inform potential projects aimed at strengthening and diversifying this important sector. • Encourage collaboration between farm businesses and NSW DPI (and other relevant institutions) to find ways to improve production and profitability in the Region's traditional enterprises, such as beef and dairy, and on new agricultural products (for example, new industries in the 'blue economy' e.g. finfish aquaculture, seaweed production). • Build on current Kiama tourism strategy that identifies the importance of 'food tourism' and link this opportunity to local agricultural producers.
<p><i>Infrastructure</i></p>	<ul style="list-style-type: none"> • Ensure that regional infrastructure supports efficient transport of agricultural products e.g. efficient road network and airports serving international markets. • Develop a Bombo Quarry Precinct Master Plan. Current Concept Plan shows hotel, commercial, residential, industrial and recreational precincts. • Develop a new Gerringong Town Centre Master Plan and commercial market assessment to ensure satisfactory supply of employment lands to meet future needs. • Assess the potential for the conversion of vacant farm buildings into tourist accommodation. • Build on the Region's strengths in home-based businesses which are well serviced by the NBN. Explore ways to target ICT industry or any business that utilises high speed internet.

Implementation

This document provides a vision for the Kiama Shire as well as strategy elements and actions that can enable the achievement of this vision.

This Strategy was formed in collaboration with the Kiama Municipal Council, Kiama community, CERD and AgEconPlus. Further detail about the Strategy, actions, economy and endowments of the Region are provided in the ***Kiama Regional Economic Development Strategy 2018-2022: Supporting Analysis***.

The effective implementation of the Strategy will involve the key stakeholders and regional community that contributed to its development, including Kiama Municipal Council as well as government agencies and local organisations.

The completion of this document is intended to be the first stage of an ongoing process where new actions for further progress towards the Vision are identified through application of the framework. It is suggested that the Kiama Municipal Council's existing

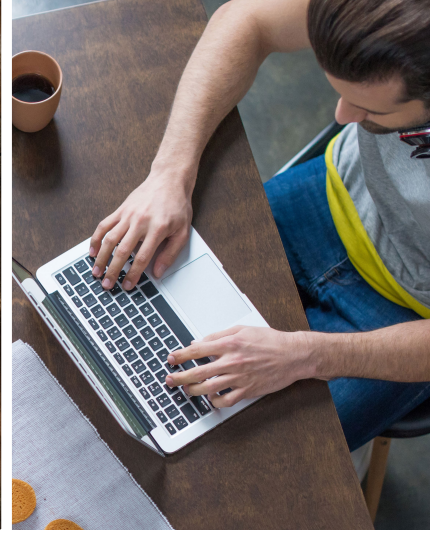
Economic Development Advisory Committee be empowered to progress the implementation of actions listed in this Strategy, apply the Strategy's framework to identify new actions to be added to the Action Plan, develop key performance indicators and evaluate outcomes.

After two years, the Economic Development Advisory Committee will conduct a review of the Action Plan and associated governance processes, producing a brief report to be published as an addendum to the Economic Development Strategy.

This will also provide an opportunity to update the Action Plan for new or modified actions in view of key economic, social, environmental and policy changes.

After four years, the Advisory Committee will also begin the process of updating and refreshing the Strategy.





Disclaimer

The Crown in right of the State of New South Wales acting through the Department of Premier and Cabinet (Department) does not guarantee or warrant, and accepts no legal liability whatsoever arising from or connected to, the accuracy, reliability, currency or completeness of any material contained in this publication.

Information in this publication is provided as general information only and is not intended as a substitute for advice from a qualified professional. The Department recommends that users exercise care and use their own skill and judgment in using information from this publication and that users carefully evaluate the accuracy, currency, completeness and relevance of such information. Users should take steps to independently verify the information in this publication and, where appropriate, seek professional advice.

Nothing in this publication should be taken to indicate the Department's or the NSW Government's commitment to a particular course of action.

Copyright

This publication is protected by copyright. With the exception of (a) any coat of arms, logo, trade mark or other branding; (b) any third party intellectual property; and (c) personal information such as photographs of people, this publication is licensed under the Creative Commons Attribution 4.0 International Licence (<https://creativecommons.org/licenses/by/4.0/legalcode>).

The Department of Premier and Cabinet requires attribution as: © State of New South Wales (Department of Premier and Cabinet), (2018).



**KIAMA
MUNICIPAL
COUNCIL**