KIAMA MUNICIPAL COUNCIL
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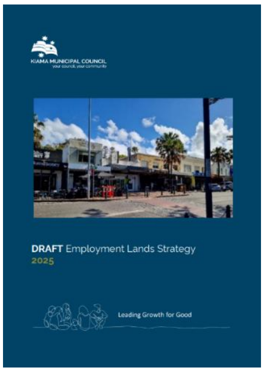
Public Exhibition Engagement Report
Draft Employment Lands Strategy



The Draft Employment Lands Strategy (draft ELS) will provide a strategic planning framework to guide the management and growth of employment lands within the Kiama LGA over the next 20 years.

Employment lands are used for employment generating activities and include Commercial (ie office, retail and business premises) and Industrial (ie light and general industrial premises). Employment lands support housing growth.

This report presents a summary of the community and stakeholder feedback received during the public exhibition period, response and outcomes.

Public exhibition period

Monday 25 August 2025 to Sunday19 October 2025 (56 days).

How community got involved

257	50+	17	20+	85
website visitors	pop-up participants	Information. session attendees	Targeted notifications	Submissions received

What we heard

Submissions supported the development of an Employment Lands Strategy to guide future commercial and industrial developments. The baseline assumptions, methodology, analysis and forecast assumptions could be further explained. Some submissions raised concerns with the identified future lands, and some submissions supported the inclusion of additional land. A key theme was the desire for local businesses to be able to continue to operate or expand their businesses with the Kiama LGA, while not impacting on the amenity of the LGA which is a highly valued attribute for both residents and visitors.

Further resolution of Council

At the October meeting, Council resolved to consider the inclusion of additional employment lands, in particular at Gerringong, and to re-exhibit the strategy.

What's next

An updated draft Employment Lands Strategy (ie draft v2) will be prepared and reported back to Council for endorsement and to enable further exhibition. Following this, all submissions will be considered and a Final Strategy prepared. Once adopted, the Employment Lands Strategy will guide the current and future commercial and industrial land growth in the Kiama Council area.

Summary table of feedback received, response and outcome

Note: All submissions have been read and considered in full. This report provides a high level summary of the key themes raised.

Feedback received	Response	Outcome
Support for the Employment Lands Strategy Submissions commended Council on the preparation of the first employment lands strategy for the LGA. This was recognised as an important step in the long-term planning for the LGA, alongside planning for houses. The focus on local employment and business growth is supported.	Noted. Council is pleased to be progressing the preparation of an Employment Lands Strategy (ELS) to support the recently adopted Local Housing Strategy (LHS).	No change to the draft ELS.
Baseline assumptions – current industrial land Some submissions queried the baseline assumption of current industrial land in the strategy. It was noted that some industrial zoned land is unusable, for example, land used for electricity substations or rail corridors, heritage properties that are not and cannot be used for employment. Some industrial zoned land has a residential dwelling constructed on it. Some land is limited by environmental constraints. Industrial land is not being used to its best and highest use. There is an existing undersupply of industrial land. It is considered that the current supply is therefore overstated.	The baseline industrial supply data that informed the draft ELS is from the NSW Government's Employment Lands Development Monitor (ELDM). The ELDM uses the zoned land area. For the Kiama LGA this is: <table><tr><th>Zone</th><th>Land Area (ha)</th></tr><tr><td>E3 Productivity Support</td><td>14.3ha</td></tr><tr><td>E4 General Industrial</td><td>3.6ha</td></tr><tr><td>W4 Working Waterfront</td><td>1.1ha</td></tr><tr><td>**Total**</td><td>19.0ha</td></tr></table> The ELDM is the state-wide approach to monitoring employment lands and is therefore consistent and appropriate. It is noted that some of the land currently zoned for industrial uses may be vacant, underutilised or currently used for another permitted purpose (ie residential, infrastructure) and the draft ELS attempts to respond to this through the actions and implementation plan.	There is no change to the baseline data of existing industrial land supply which is based on the NSW Governments ELDM. The draft ELS includes actions to incentivise the use of employment lands for employment generating purposes.

Feedback received	Response	Outcome
Baseline assumptions – other employment land Some submissions queried business premises that were not listed in the strategy, and whether they should be as the employment land in the LGA may be understated if they are not included.	The draft ELS is based on employment land zones, being E1, E3, E4 and W4. It is noted that there are employment generating activities carried out on other zones including: • Child care centres (permitted in the R2 and R3 zones) • Bombo Quarry (zoned RU1 and C3, currently being master planned for urban development) • Commercial uses in other zones, ie Jamberoo Golf Club (RU1 and C3), Kiama Bowling Club (RE2) • Holiday Caravan parks (RE1 and C3) • Jamberoo Action Park (RU2, additional permitted use) • Mercure Hotel, Gerringong (zoned R2) • Minnamurra Waste and Recycling Facility (SP2) The draft ELS will be updated to reference employment generating activities carried out on other land zonings This is not however included in the assumptions which are based on the employment land zones only. An action to review and where appropriate update the land zone has been added to Priority 2.	Although not included in the assumptions or modelling, the draft ELS has been updated to note this. An action has also been added under Priority 2 *Expand retail and commercial local neighbourhoods within the Kiama LGA:* • As part of reviewing the LEP and DCP, ensure appropriate employment zoning for existing and future employment generating activities.
Limitations of existing industrial land at Gerringong Some submissions raised issues with the existing industrial lands in Gerringong. Some of the issues raised were: • A land use conflict with the adjoining residential properties. • The area is at capacity – there is no room for businesses to expand. • There is not enough parking. • Trucks struggle to get in and out of the area, same for the waste trucks. • Many businesses are ready to expand their operations, but there is no room to grow.	As noted above, the limited supply of industrial land is acknowledged and a key consideration of the strategy. Car parking provision rates are set out in the Development Control Plan (DCP). An action of the strategy is to review the DCP controls for car parking. It is acknowledged that some of the industrial zoned land is currently used for other purposes (ie dwellings) and that existing use rights apply to these properties, so it is the discretion of the landowner to utilise this land for industrial purposes. The draft ELS includes incentives to encourage this and it is anticipated that the area will evolve over time.	The Actions under Priority 4 *Retain and manage industrial lands to ensure continued economic viability* has been updated to include: • Review the permitted and prohibited developments in the E3 and E4 zones noting the current anomalies with these zones. • Review the Kiama DCP car parking requirements for industrial land.

Feedback received	Response	Outcome
Shortfall of future industrial land The draft ELS has a shortfall of approx. 9 hectares for the identified 20 year demand for industrial land. This is exacerbated by vacant employment lands that may never be developed, and zoned employment land that is currently used for other purposes (ie houses) and the proposal to rezone the Shoalhaven Street Precinct (ie Kiama Depot).	It is noted that the Draft v1 had a shortfall of industrial land based on the forecast assumptions. The Kiama LGA is a small LGA with highly constrained land and limited opportunity to provide employment land. The baseline assumptions and forecast demand have been reviewed (refer to next section). See also commentary on the Kiama Depot site.	The forecast employment land demand in the draft ELS has been updated based on revised modelling.
Modelling – future demand In addition to the submissions that noted the shortfall of industrial land to meet the projected demand in the draft ELS, submissions also raised concern with the baseline assumptions and forecasted future demand, and suggested the modelling be reviewed.	A review of the assumptions found that the modelling that informed Draft v1 was based on a full development scenario (ie all the development potential in the Local Housing Strategy being delivered in the next 20 years) which is unlikely to occur. In September 2025, Council's population projections and dwelling forecasts were reviewed and updated by REMPLAN to reflect the Local Housing Strategy and other considerations such as servicing and infrastructure delivery. The REMPLAN data is now available and reflects Council's baseline planning assumptions. Therefore, the baseline data and forecast modelling has been updated to reflect these forecasts. The outcome of this is a reduction in the quantum of additional employment lands needed in the next 20 years. The key changes arising and the proposed inputs for Draft v2 are summarised in the table below: <table><tr><th>Data</th><th>Draft v1</th><th>Draft v2</th></tr><tr><td>Projections</td><td>LHS 2025</td><td>REMPLAN 2025</td></tr><tr><td>Additional jobs</td><td>6,440 jobs</td><td>3,125 jobs</td></tr><tr><td>Industrial land - future demand</td><td>21.3ha</td><td>11.3ha</td></tr><tr><td>Commercial land – future demand</td><td>12,080sqm</td><td>6,181sqm</td></tr></table>	The draft ELS has been updated as follows: • Tables in sections 2.3 to 2.6 have been updated based on revised modelling. • Corresponding sections have been updated accordingly.

Feedback received	Response	Outcome
Employment lands identified for new greenfield sites Submissions from landowners / developers were received for the proposed employment lands within identified greenfield areas: • *South Kiama Urban Release Area* – this site has already gone through the rezoning process and the site specific Development Control Plan Chapter has been adopted by Council. This site does not include any employment zoned land for local services. The site is not considered suitable for employment land and it is suggested that this be removed from the strategy to ensure that it aligns with current masterplan. • *Bombo Quarry* - the current master planning for the site includes a local centre, however the split in the strategy of local neighbourhood and industrial land is not supported. It is also considered that the site is not suitable for E4 zoned land. An E3 zone could potentially align with the master plan vision which is for a consolidated town centre / employment use area. • *Riversdale Road Precinct* – The distribution of employment lands should be reviewed. For example, if 800m walkable catchment are desired, retail opportunities should be about 1.6km apart (not 2km). This could be mapped to demonstrate the distribution and access to services and to ensure they are located in centralised areas. • *Springside Hill* – the proposed industrial land is incompatible with the planned residential outcome for the site and is not part of the planning proposal currently being considered. The site lacks adequate transport connection to support employment uses, has topography issues and industrial development would results in a loss of amenity for future residents and scenic landscape values. The site is planned to provide 1ha of E1 local Centre and is not considered suitable for industrial land.	• The *South Kiama URA* has been identified in the draft ELS as needing to provide local services to service the future local population. Staff will continue to work with the applicant to ensure this outcome is achieved including through a Council led Planning Proposal. • Staff have been working with the *Bombo Quarry* applicant group to ensure the required employment lands are included in the master plan development. There have been ongoing discussions around the scale/intensity of industrial land within the quarry and that there is a general consensus that heavy industry is not appropriate but that a mix of light and general industry should be explored The industrial land requirement has been increased based on submissions and feedback from DPHI. • The *Riversdale Road Precinct* will provide a small local centre. The location and distribution will be further considered and refined through the Structure Plan. • The comments in relation to the *Springside Hill* proposal are noted, however the site has been identified as suitable for providing industrial lands in the context of the broader expansion area, and this will remain in Council's strategy as a desired outcome. The Structure Plan will further refine the quantum, location and distribution of employment lands in precincts within the Kiama Urban Expansion Area. In reviewing the current permissibility of the E3 and E4 zones it is noted that the E3 zone operates more as an expanded retail zone which currently only permits light industrial uses. A review of the permitted and prohibited developments within the E3 and E4 zones is required to ensure the employment lands within each individual greenfield site is appropriate.	The draft ELS has been updated as follows: Include an Action under Priority 2 *Expand retail and commercial local neighbourhoods within the Kiama LGA:* • Prepare a Council led Planning Proposal to rezone part of the South Kiama Urban Release Area to permit local services. Increase the proposed industrial land area for Bombo Quarry from 1ha to 3ha. Include an Action under Priority 4 *Retain and manage industrial lands to ensure continued economic viability*: • Review the permitted and prohibited developments in the E3 and E4 zones noting the current anomalies with these zones.

Feedback received	Response	Outcome
New employment lands identified in Gerringong Some submissions raised concerns with the proposed new additional employment lands identified in the draft ELS for Gerringong (ie east of the highway on Belinda Street): • This land is unsuitable for development. • There will be impacts from water run off to the Crooked River catchment. • There will be a visual impact that will lessen the appeal of Gerringong for visitors and residents. • It will impact neighbouring properties' value. • There is too much planned for Gerringong. This should be provided in other LGAs as Gerringong is a tourist town. • Impact on adjoining residents – traffic, noise and dust. • Suggest that rather than stipulating "industrial" at this stage in the planning process (ie high level / strategic) it should be identified as "employment" and then appropriate zones determined through a future planning proposal process. • The land is flood prone prime agricultural land and is mapped as Strategic Agricultural Land. • These sites have riparian watercourses running through it. • The Gerringong Town Centre Study should be completed before additional employment lands are identified. Some submissions supported the inclusion of these lands.	The recently published draft Statewide Industrial Lands Policy (NSW Government, 2025) includes criteria for selecting new industrial / employment sites based on their land use capabilities. The Draft ELS has utilised this criteria to determine the location for new employment sites within the LGA, as follows: 1. *Proximity to freight access and/or critical infrastructure* There are six major connections/interchanges (noting Riverside Drive/Swamp Road interchange is located within the Shellharbour City LGA) to the Princes Highway within the LGA; • Quarryman Road/Riverside Drive (North/South on and North/South off) • Gipps Street/Spring Creek Drive (North on and North/South off • Old Saddleback Road/South Kiama Drive (North on and South off) • Weir Street/South Kiama (South on and North off) • Rose Valley Road/Fern Street (North on and North/South off) • Belinda Street/Sims Road (North/South on and North/South off) The ELS recommends focusing new industrial / employment lands around the Quarryman Road/Riverside Drive and (i.e. Bombo Quarry) and Belinda Street/Sims Road interchanges given that both have both North and South on and off connections to the M1. The proposed additional employment land in Gerringong is also considered suitable as: • It adjoins the existing industrial zoned land precinct and is therefore a logical extension of this area.	The draft ELS has been updated to reflect the revised quantum of future industrial land in these areas which has been recalculated based on the approximate developable land area (ie excluding constraints).

Feedback received	Response	Outcome
	• The land adjoins existing and/or planned urban (residential) development, therefore reducing land use conflicts with rural or environmental land. • The land is flood affected and therefore is not suitable for residential development, however the Ministerial Directions allow non-residential development. • There is sufficient land area to provide buffers to adjoining land. • Any visual impact managed through DCP controls. • It can be easily serviced as an extension to the existing serviced urban area. It is noted that a Planning Proposal application would be required to consider any rezoning proposal, and at that time detailed consideration would be given to site constraints and suitability of land for development.	
Loss of current industrial land – Kiama Depot The loss of industrial land as a result of the proposed rezoning to residential has not been considered. The industrial land in Shoalhaven Street, Kiama represents over half of Kiama's current General Industrial capacity and is proposed to be rezoned to housing. Without an immediate like-for-like replacement, businesses have nowhere to expand or relocate. Sites such as Sims Road in the Gerringong Southern Interchange Employment Precinct would give existing employers and the next generation of operators a place to relocate to. The loss of employment land should be factored into the draft ELS.	It is acknowledged that there is a proposal to rezone part of the industrial land on Shoalhaven Street to residential. At the time of preparing the draft ELS the land is zoned industrial. The loss of industrial land will be a consideration of the rezoning proposal and any future review of the Employment Lands Strategy. It is noted, however, that the total industrial zoned land area of this Precinct is 2.3ha, and of this: • 0.4ha is not included in the rezoning proposal and will be retained as industrial zoned land. • 1.16ha is the current council depot site, which will be relocated to another site and therefore will not result in a change to the employment use or employees. The site will also be reviewed for suitability of an E4 zone to ensure there is no net loss of E4 zoned land. • 0.54ha is the current Cukuna Timber site which will be a loss of E4 zoned land should the rezoning proceed.	The draft ELS has been updated in include an Action under priority 4 *Retain and manage industrial lands to ensure continued economic viability:* • Review the current SP2 zoning of the Minnamurra Waste Depot and consider rezoning this to E4 to ensure there is no net loss of industrial land.

Feedback received	Response	Outcome
	• 0.2ha is the carers cottage and a landscape storage premises which will be a loss of E4 zoned land. In total, should the rezoning proposal proceed, there would be a net loss of 0.74ha of E4 zoned land. The Draft ELS v2 has an oversupply of 0.7ha (noting that final quantum are subject to change with detailed proposals).	
Suggested locations for additional employment lands Some submissions nominated additional sites that may be suitable for employment uses: • Factory Lane and Browns Lane in Jamberoo is suitable for light industrial development. • Kiama Harbour and old fishing sheds could be activated for employment purposes. • More industrial land should be provided at Bombo Quarry. Bombo Quarry was identified in many submissions as being the most appropriate location for industrial land due to its proximity to the highway, topography, access and that its current use is for quarrying so there would be no loss of environmental or agricultural land. • The existing industrial areas of Gerringong could be further expanded, including west of the highway. Specifically, many submissions suggested the inclusion of 5 Sims Road (see below). • Additional employment land could be provided in the new greenfield release areas.	These sites have been considered as follows: • Land in Jamberoo does not meet the draft Industrial Lands Policy criteria in terms of 'Capacity for essential infrastructure.' Sydney Water is unable to service any additional development in Jamberoo for wastewater. • The Kiama Harbour is included in the employment lands strategy as it is zoned W4 Working Waterfront which permits industrial and maritime activities. Any suitable upgrades will be considered through the Kiama Harbour Revitalisation Working Group. • This comment is noted and agreed with. The industrial land proposed at Bombo Quarry has been increased from 1ha to 3ha. This is also supported by DPHI. • See response on 5 Sims Road Gerringong. • Each of the greenfield sites have been considered and commercial and/or industrial land identified where appropriate.	The draft ELS has been updated to recognise the that the proposed industrial land at Bombo Quarry has been increased from 1ha to 3ha.
Land west of the highway at Gerringong (including 5 Sims Road) *Although the draft ELS did not identify 5 Sims Road Gerringong, or any development west of the highway in Gerringong, a lot of submissions were received both in support and objection to the inclusion of 5 Sims Road, Gerringong.*	The property 5 Sims Road Gerringong was not included in the Draft ELS, as it was not identified as suitable for future employment lands at the time of preparing the draft ELS. In response to submissions and the October 2025 Councillor Notice of Motion, the site was further considered regarding suitability and a preliminary constraints analysis carried out.	The draft ELS has been updated to include reference to the draft Statewide Policy for Industrial Lands and specifically the criteria for identifying employment lands.

Feedback received	Response	Outcome
<u>Submissions **supporting** the inclusion of this land:</u> A lot of submissions were received in support of this land, with the site being identified as suitable for the following reasons: • There are many local businesses looking for premises in Gerringong. • It has previously been supported by Council and is supported by the community. • It is strategically located adjacent to the Princes Hwy interchange providing transport connections • The site is not located within or adjacent to residential areas, therefore there is minimal land use conflict • Surrounding land uses are compatible with industrial development. • The site is 'shovel ready' – the site is development ready as bulk earthworks have already been carried out. • There are no environmental constraints (ie the site is not mapped as state significant agricultural land, there are no riparian corridors). • The site is capable of supporting genuine employment generating activities (ie not self storage sheds). • The site can help to replace the lost employment land of the Shoalhaven Street site (ie Council Works Depot and Cukuna Timber). • It has direct connection to the Princes Highway interchange, which will keep heavy vehicles off residential streets. • It is naturally buffered from houses by the highway, thereby reducing noise impacts and amenity conflicts (not impacting residents). • The development of this site will support local jobs.	As outlined above, the ELS has utilised the criteria contained in the draft Statewide Policy for Industrial Lands to determine the location for new employment sites within the LGA, as follows: 1. *Proximity to freight access and/or critical infrastructure* As outlined above, the ELS recommends focusing new industrial/employment lands around the Quarryman Road/Riverside Drive and (i.e. Bombo Quarry) and Belinda Street/Sims Road interchanges given that both have both North and South on and off connections to the M1. Land west of the interchange, including 5 Sims Road, falls within this area. 2. *Capacity for essential infrastructure* The site is not serviced by Sydney Water for use as an industrial development or on a permanent basis. It is noted that a temporary arrangement was in place while the site was being used by the RMS during the M1 construction, however Sydney Water have confirmed that the site is not serviced for industrial development. 3. *Adjacency to high pressure pipelines transporting dangerous good* This criterion aims for new employment lands to avoid encroachment into the easements of of high-pressure pipelines to ensure safe separation. Where proximity is unavoidable, strategic site selection and layout should demonstrate consistency with relevant risk criteria and consider the potential for any individual and community risk. The gas pipeline runs through the middle of the site west of the highway, making it less suitable to meet this criterion. Conversely, the gas pipeline runs along the property boundary on the land east of the highway, which is	There is <u>no change</u> to the land identified as proposed future employment land sites.

Feedback received	Response	Outcome
<u>Submissions **objecting** to the inclusion of this land:</u> A lot of submissions were received in objection to this land being included, for the following reasons: • Concerns about the environmental impact (ie contamination) to waterways including Crooked River Creek. • The impact on adjoining rural and agricultural lands that are used for farming. • The impact of scenic landscape. Development west of the highway will go against the rural and natural beauty of the area and the relaxed holiday character that is enjoyed by locals and visitors. • The area is too small to provide for local businesses. • The risk of urban sprawl on the western side of the highway. • Introduce potential contaminants to surrounding agricultural land. • Objection to any development west of the highway. • The site is constrained with electrical easements and the eastern gas pipeline. • Any development of this site would be inconsistent with Council's LSPS "PP8 Protect viable agriculture and agricultural lands" and "PP9 Protect scenic rural landscapes". • A Rural Lands Study must be completed before any land west of the highway is identified for development. • Any link between development west of the highway and the existing industrial area would be severed by the highway. • Development of this site would impact on tourism.	also the boundary for the train line so any development here would already need to be set back as per the SEPP (Transport and Infrastructure) 2021 Therefore, although the gas pipeline runs through multiple sites in Gerringong, the sites that were identified in the draft ELS (east of the highway) better meet this strategic site selection criteria. 4. *Site are unencumbered by environmental constraints* Land in Gerringong is identified as Category 3 bushfire which is a relatively low risk. There are no class 1 riparian lands, however there are some class 2 on Belinda and rediverted Class 3 on Sims Road. Parts of Belinda Street are mapped with Biodiversity Values. 5. *Contamination and remediation potential* There is a likelihood of low level contamination due to past farming activities and this would be further considered as part of any rezoning proposal. 6. *Accessible to business and communities* While the interchange provides access to both east and west, the land to the west is not services and is not connected to any existing urban development. The land east of the highway on Belinda Street better meets this criterion as it has access to existing services and business and is a continuation of the existing urban area. The following comments are also noted: • *Should* land west of the highway be found suitable for urban development through a Rural Lands Strategy, consideration would also need to be given as to how the interface with agricultural land will be managed to avoid land use conflicts and urban sprawl. • Although the site has access to the highway, the interchange was not designed for industrial	

Feedback received	Response	Outcome
• The Department of Planning did not support a previous Planning Proposal on this site, and nothing has changed. • An agricultural buffer to the adjoining rural lands would be required, which would not be possible on this site. It is noted that when Council was looking to acquire the site circa 2020, identified possible uses included a cemetery or sporting field. These are considered more appropriate options that would not have a land use conflict with adjoining rural lands.	development west of the highway and this would require traffic modelling and potential upgrades. • The site is not 'shovel ready'. Any land included in the Employment Lands Strategy still needs to undertake a planning proposal and development application, both of which are each independent application that are considered on their merit and would require a number of considerations to be satisfied. • The site at 5 Sims Road is not feasible for development in isolation and may require a precinct based approach. Given the above analysis, land west of the highway, including 5 Sims Road, is <u>not</u> considered suitable as potential employment land <u>at this time.</u> In addition to this, the Draft ELS (Draft v2) includes sufficient industrial land to meet the forecast demand and as such the site is not needed at this time to fulfill the minimum employment land requirements. Following the preparation of a Rural Lands Strategy, the suitability of 5 Sims Road and/or an industrial precinct in this area can be further considered and if suitable, included in a future review of the Employment Lands Strategy.	
Lack of suitable industrial lands for business to grow Many submissions from business owners raised the lack of appropriate industrial lands where new businesses can be located, and also that there is no room for existing businesses to grow. These submissions expressed a strong sentiment that they are proudly local, support the local community, and would prefer to keep their business local. The lack of suitable areas is preventing them from doing this.	These comments are noted. It is an objective of the ELS, notwithstanding the known constraints and limitations, to ensure there are suitable employment lands for businesses to operate in the Kiama LGA. Priorities 4 and 5 specifically address this.	No change to the draft ELS.

Feedback received	Response	Outcome
Loss of businesses A number of businesses have been forced to relocate to other LGAs due to insufficient or inappropriate employment lands in the Kiama LGA. It is therefore imperative that Council sufficiently plans for new employment lands. Businesses do not want to leave the LGA but have no other choice.	These comments are noted. As noted above, and it is an objective of the draft ELS, notwithstanding the known constraints and limitations, to ensure there are suitable employment lands for businesses to operate in the Kiama LGA.	No change to the draft ELS.
Timeframe for delivery of employment lands The draft ELS does not set out a clear timeframe for when the identified employment lands will be developed. It is suggested that the strategy include a timeframe for delivery.	This comment is noted. Council's ability to plan for the delivery of employment lands is limited to adopting a strategy that provides a strategic basis and then assessing planning proposals and development applications. The timing for delivery of all sites in the strategy is ultimately dependent upon individual landowners. This is consistent with the approach taken in the LHS.	No change to the draft ELS.
Process to rezone sites Concern raised that following adoption of the Employment Lands Strategy Council will rezone the land, however the specific zone has not been identified.	The draft ELS does not propose to rezone land. Inclusion in the Employment Lands Strategy provides a site with strategic merit which is required to be demonstrated as part of a Planning Proposal application (ie rezoning process). Through this process site constraints and appropriate planning controls, including zone, will be considered. All planning proposals are publicly exhibited to enable community comment.	No change to the draft ELS.
Use of employment lands for other purposes Concern that our current zoned employment lands are being used as self storage sheds, which is not an employment generating activity. They are also being used for boat and caravan storage, rather than for businesses to operate from.	In 2023 the NSW Government replaced the 8 Business and 4 Industrial land use zones with 5 Employment zones (E1 to E5) and 3 supporting zones (MU1, W4 and SP2). This change resulted in consolidated zones which each permitting a greater range of developments. The impact on the Kiama LEP 2011 is shown in the *Equivalent Zone Table* (DPHI, 2021):	The draft ELS has been updated to include an Action under Priority 4 *Retain and manage industrial lands to ensure continued economic viability*: • Review the permitted and prohibited developments in the E3 and E4 zones noting

<table>
<tr><th>Feedback received</th><th>Response</th><th>Outcome</th></tr>
<tr><td></td><td>Kiama Local Environmental Plan 2011
<table><tr><th>Current Business and Industrial Zones</th><th>Employment Zones</th></tr><tr><td>B1 Neighbourhood Centre
B2 Local Centre</td><td>E1 Local Centre</td></tr><tr><td>B7 Business Park</td><td>E3 Productivity Support</td></tr><tr><td>IN2 Light Industrial</td><td>E4 General Industrial</td></tr><tr><td>IN4 Working Waterfront</td><td>W4 Working Waterfront</td></tr></table>Where a landowner seeks to carry out a development that is permitted in the zone, Council cannot refuse this.
The permitted and prohibited development in each E zone will be reviewed, however the Standard Instrument LEP sets out mandatory uses for each zone, and there are only 5 employment zones can be applied.</td><td>the current anomalies with these zones.</td></tr>
<tr><td>Location of industrial land
Suggest that all industrial zoned land in residential areas be rezoned to residential, and an industrial park be established outside of the residential area.
Industrial land in adjoining LGAs should not be relied upon to service local businesses from the Kiama LGA.</td><td>The draft ELS recognises the regional context, and that adjoining LGAs will play a role, while focusing on the supply of local employment land. The new industrial/employment lands identified by the ELS have been located outside of existing residential areas to reduce land use conflicts.
Ideally a business park would be located around the Quarryman Road/Riverside Drive (i.e. Bombo Quarry) or Belinda Street/Sims Road interchanges. This would be identified following the finalisation of a Rural Lands Strategy and Structure Plan for the Kiama Urban Expansion Area.</td><td>No change to the draft ELS.</td></tr>
<tr><td>Suitability of the Kiama LGA for employment land
The Kiama LGA is an ideal place to live, and residents are happy to travel to work. Industrial land is better provided in existing centres at Nowra, Shellharbour and Wollongong LGAs.</td><td>These comments are noted.
The draft ELS recognises the regional context and that while the Kiama LGA will not play a leading role, it needs to play a supporting role and ensure there are sufficiently zoned lands to provide local services and job creation.</td><td>No change to the draft ELS.</td></tr>
</table>

Feedback received	Response	Outcome
Economic Development A submission was received from the Tourism and Economic Advisory Committee (TEAC) including: • The TEAC economic vision for the LGA should be referenced in the Employment Lands Strategy. • Suggest that the draft ELS mirror the Local Housing Strategy in terms of having a precinct-based approach, mixed use areas, additional information on types of industries and use of a wider range of zonings. • The draft ELS should include incentives for businesses. • The land use and zoning definitions should be clearer. • Additional requirements on building design should be included in the ELS.	This submission was further discussed with the Manager Tourism and Events to better understand each submission comment and its relevance to the ELS. Overall, it was noted that there is alignment between the Employment Lands Strategy, which focuses on the quantum of available land and associated planning controls, and a future strategies such as the Night Time Economy Strategy, Visitor Economy Strategy and an Economic Development Strategy. • The vision in the ELS relates to the supply of employment lands and employment opportunities. The ELS has a different aim and objective, and therefore a different vision, to an Economic Development Strategy. • The ELS has adopted the approach in the LHS in terms of identifying employment lands in appropriate greenfield development areas and enhancing he existing town centres. The land uses for employment have been consolidated, and each allow a greater range of developments. The draft ELS also includes information on the industries and forecast growth. • The ELS has a focus on the supply of employment lands and the associated planning controls. • The definitions of land use zones has been updated, and a summary of objectives added. • The ELS looks at employment lands and development standards. Design excellence can be considered as part of a future DCP review.	The draft ELS has been updated as follows: Priority 1 has been updated to Promote the Kiama CBD as the primary employment and activity centre that supports tourism, hospitality, professional services, retail, commercial and accommodation. The actions have bene updated to: • Prepare a Night-time Economy Strategy for the Kiama LGA to identify and support opportunities for growth in after-dark economy. • Use the Night-time Economy Strategy to inform a trial Special Entertainment Precinct within the Kiama CBD, and amendments to planning controls in Council's Development Control Plan to support vibrancy of the CBD. Priority 2 *Expand retail and commercial local neighbourhoods within the Kiama LGA*:

Feedback received	Response	Outcome
		• Prepare a Visitor Economy Strategy to guide the future of tourism, events and visitor experiences across the Kiama LGA, with a focus on year-round visitation, business sustainability, and distributing visitor activity across the LGA.
Community and stakeholder consultation Concern was raised about a lack of community consultation in preparing the draft ELS. Meaningful and timely engagement with community, businesses and stakeholders is essential to ensure the strategy accurately reflects needs and priorities. There was a lack of consultation with affected landowners. The final ELS must incorporate the expertise and insights of local businesses and provide a long term solution to ensure economic growth, local jobs and a resilient economy.	As part of the extensive community and stakeholder consultation carried out as part of the then Growth and Housing Strategy, feedback was received in relation to employment lands which was considered in preparing this ELS. The consultation on the draft ELS was carried out in accordance with the Engagement Strategy and included direct stakeholder notification, an information session with business owners and community pop ups. Consultation will be ongoing.	Community and stakeholder consultation will continue to be carried out in accordance with the Engagement Strategy.
Work from home If more people are working from home then how are these jobs counted and do we need less office premises?	The increase of working from home is recognised throughout the draft ELS. To inform the commercial demand modelling, an estimate of persons working from home was undertaken and removed based on 2021 Census information. The ELS also includes Actions under Priority 3 to support working from home.	No change to the draft ELS.
Maps and Images Some of the maps are small and it is not clear where the boundary of the employment land or town centre precinct is.	The maps provided in the draft ELS are indicative only. The maps in section 2.3 provide the location of existing zoned land, and additional maps are provided at Appendix 1. The maps in section 2.10 provide the indicative location of future employment lands and the final boundary will be subject to refinement through future planning processes.	No change to the draft ELS.

Feedback received	Response	Outcome
NSW Industrial Lands Action Plan The ELS should better align to the NSW Governments Industrial Lands Action Plan.	The draft ELS has been updated to reflect the draft Statewide Policy for Industrial Lands, specifically the site selection criteria and the need to provide sufficient industrial lands in the LGA. The proposed new industrial sites have also been reviewed against the criteria in this policy.	The draft ELS has been updated to reference the Draft Statewide Policy for Industrial Lands.

Summary table of feedback received, responses and outcome – State agencies

Feedback received	Response	Outcome
NSW Department of Planning, Housing and Infrastructure (DPHI) The DPHI thanks Kiama Municipal Council for the opportunity to review the Draft Strategy and congratulates Council on its important commitment to strategically plan to guide the future development of employment lands in the LGA over the next 20 years. The Department is generally supportive of the Draft Strategy, subject to the comments provided (below). Addressing these comments will be important if the DPHI is to endorse the final strategy.	The comments from NSW DPHI are welcomed. Should the Strategy be endorsed by Council for adoption, it will then be submitted to the DPHI for endorsement. State Agency consultation will be ongoing throughout the implementation of the strategy.	See individual responses below.

	DPHI comment	Response	Outcome
1	General comment – the demand analysis is industry standard, provides a good strategic basis for forecasting future employment lands needs and aligns with the Kiama Local Housing Strategy 2025.	Noted.	No change to the draft ELS.
2	General comment – the vision could reinforce Kiama's strategic role as a "commuter belt" and/or make a case for change and set out what this means in terms of future employment land demand, and the type of industry Council wishes to attract and grow.	This has been reviewed and overall the strategy addresses this comment.	No change to the draft ELS.
3	Section 2.3 – Existing zoned employment land – general comment - confirm the existing Bombo Quarry is not considered 'existing employment land' for the purposes of calculating existing employment land as its potential rezoning/loss would impact future industrial land demand calculations.	Although Bombo Quarry provides employment, the land is not zoned for employment and therefore is not counted as 'existing employment land'. This is because the 'existing employment land' is based on land that is zoned E1, E3, E4 or W4. The Bombo Quarry is zoned RU1 and C3. This is similar to other employment generating activities on other land zones.	No change to the draft ELS.

	Feedback received	Response	Outcome
4	Section 2.3 Existing zoned employment land – general comment – ensure mapping anomalies and constraints such as existing incompatible uses, potential riparian areas, flooding, heritage, servicing and the like and their impacts are assessed at a high level in calculating available supply of existing usable employment land area.	The existing zoned land in the draft ELS is based on the ELDM. The proposed additional industrial land at Gerringong has been reviewed and re-calculated to recognise constraints. The land has also been assessed against the draft Statewide Industrial Lands Policy.	The approximate land area of future industrial land at Gerringong has been reviewed and updated.
5	Section 2.4 – Demand modelling – page 22 notes forecasting demand based solely on changes in "traditional industrial uses" would result in an underestimation of future employment land needs. The Strategy also notes there is an opportunity for Kiama to leverage off the growth in projects such as the hydrogen hub, Shellharbour marina, and the Illawarra REZ. Both strategies talk about supply chain opportunities. It is not clear if the modelling has considered demand from these projects and non-traditional industrial uses. Considering the above, the actions under Priority 6 could include a reference to reviewing the format and land use needs to emerging regional growth industries and projects to ensure adequate employment land is identified/planned for.	Noted. Priority 6 has been updated to include an additional action: *Review the format and land use needs to emerging regional growth industries and projects to ensure adequate employment land is planned for.*	An additional action has been added under Priority 6 *Build resilience by taking advantage of regional and state investments, growth industries, and by strengthening connections with surrounding employment lands:* • Review the format and land use needs to emerging regional growth industries and projects to ensure adequate employment land is planned for.
6	Industrial land gap assessment – there is only 1.6ha zoned undeveloped industrial land in Kiama. The REDS refers to the need to investigate barriers and opportunities in relation to expanding the availability of industrial and commercial land. Suggest the need for these investigations be reflected in the Strategy, particularly in relation to undeveloped industrial land. The Strategy should outline the barriers and opportunities to activating this land and include actions to address barriers and deficits over the short term.	The future demand for industrial land has been revised and updated and this will be included in Draft v2. The strategy includes an action to review permissible development in E3 and E4 zones to enable spaces to be used for cultural and performances where appropriate.	An additional action has been added under Priority 4: • Investigate the barriers and opportunities to activating undeveloped land.

	Feedback received	Response	Outcome
	Council should also consider the demands on limited industrial space for cultural, and performance uses noting the demand for lower cost space.	Under Priority 4 Retain and manage industrial lands to ensure continued economic viability, the Action is to Retain and enhance existing industrial zoned land, and an additional action will be added to investigate the barriers and opportunities to activating undeveloped land.	
7	2.10 Summary of meeting future demand – the Draft Strategy estimates an additional 20.26 ha of industrial land is needed to meet future demand. Table 13 identifies 13-14 ha of this industrial land would be provided in new industrial areas with the remainder (approximately 6.26-7.26 ha) proposed to be accommodated through enhancement of existing industrial areas and regional supply. The 2.3 ha Shoalhaven Street Precinct is also proposed to be rezoned via a State pathway. The Department considers it prudent to plan for the potential rezoning of the Shoalhaven Street Precinct to ensure there is no net loss of employment land in the LGA. The final Strategy should clarify what "the remainder will be met through the regional supply" means and include additional details/modelling and revised actions to how the up to 9.56 ha of industrial land demand will be met (see also comment No.18). Consider identifying further industrial land beyond what's in the Draft Strategy to address any shortfall. It is also noted that the site precinct contains a new industrial complex but the strategy is not specific on whether this is to be rezoned or not.	The forecast modelling for commercial and industrial land has been reviewed and revised (see commentary above). The revised draft ELS (draft v2) now identifies sufficient land to meet the forecast demand. The proposed rezoning of the Shoalhaven Street Precinct is expected to result in a net loss of 0.74ha of employment land. Although the rezoning proposal has not been finalised, the draft strategy anticipates this and includes a proposal to rezone part of the Kiama Waste Depot facility to ensure there is no net loss of employment land. The ELS strategically identifies future employment lands, but does not propose to rezone land. Note: the reference to comment 18 is a type and is a reference to comment 8.	The Draft ELS has been updated based on the revised modelling. The Draft ELS has been updated to include an action to consider rezoning the Kiama Waste Depot.
8	2.10 Summary of meeting future demand – it is recommended additional industrial land (at least another 2-3 ha) should be identified in the Bombo Quarry Precinct given its strategic importance, the size of the site/masterplan, to capitalise on locational advantages delivering jobs to service growth areas to the north, and to help account for any deficits in newly identified future industrial land (refer also to comments No 7 and	Agreed. This has been communicated to the proponent group and will be a key outcome of the Master Plan, both in terms of quantum and location.	The draft ELS has been updated to include 3ha of industrial zoned land at Bombo Quarry.

	Feedback received	Response	Outcome
	No 17). This will set the expectation for how much industrial land should be delivered in any future masterplan.	The land area required for Bombo Quarry has been updated from 1ha to 3ha.	
9	2.10 Summary of meeting future demand and general comment – similarly, waste management is something that should be considered for future industrial land and how new format industrial sites can support sustainability in this industry. These lands uses need upfront planning to ensure buffer and environmental impacts can be appropriately managed.	This is noted and will be further considered as a potential DCP control.	No change to the draft ELS.
10	2.10 Summary of meeting future demand – the sites identified as Kiama – other and Gerringong – other indicate is demand for 600 m² and 480 m² respectively of retail gross floor area (GFA). It is unclear from the Action Plan in Section 4.2 of the Draft Strategy how these enhancements would be achieved. It is suggested additional actions may be warranted to provide certainty in this regard.	This has been revised (decreased) based on the revised modelling. This will also be further considered as part of future DCP / LEP reviews, with consideration given as to how minimum floor areas can be secured in mixed use zones (see for example the Parramatta LEP).	No change to the draft ELS.
11	2.10 Summary of meeting future demand and general comment – some potential employment areas identified for future investigation, such as in Gerringong will need to carefully consider the appropriate employment zoning having regard to the potential for land use conflicts, potential need for buffers and the like to ensure the amenity of adjoining residents is not adversely impacted.	Noted and agreed. The future employment lands have been assessed against the criteria in the draft Statewide Industrial Lands Policy. The site constraints, appropriate zoning and management of land use conflicts will be considered as part of any planning proposal process and site-specific DCP.	No change to the draft ELS.
12	Future employment areas – the Strategy could be strengthened by precinct level mapping to illustrate constraints, transport linkages and opportunities. Constraints such as riparian zones, flooding, servicing and the like should be considered at a high level when identifying future employment areas and the quantum of usable industrial land yielded. This will have	A high level constraints analysis has been undertaken in accordance with the Industrial Lands Action Plan. Detailed constraints analysis will be undertaken as part of precinct plans and planning proposals.	No change to the draft ELS.

Feedback received		Response	Outcome
	implications for future required industrial land area calculations (refer to Table 13 on Page 41). Mapping could be more legible by just showing the employment zones on the maps on pages 42 and 43. Hard to discern the employment zonings on the scale provided.	These maps demonstrate connection to M1 and supportive services and are intended to be indicative only.	
13	Priority 1 – prepare a Visitor Economy Strategy after the 'full suite' of Vibrancy Reforms (VRs) come into effect. The NSW Government VRs do not have a specific end date as some are longer term projects. Consider providing more information on the intent and scope of a 'planning framework to guide DAs for licensed premises' as DPHI is actively working in this space.	The actions have been updated to note that both a Night Time Economy Strategy and Visitor Economy Strategy will be prepared.	The relevant actions under Priority 1 and 2 have been updated.
14	4.2 Action Plan – the action should clearly state the proposed updated Kiama Town Centre Master Plan will provide growth for 5,000 m² of retail and 6,000 m² of commercial GFA to link back to demand requirements identified in Table 14 on Page 41. This is consistent with other actions relating to the Gerringong strategic centre and Jamberoo village centre.	This has been revised (decreased) based on the revised modelling. This will also be further considered as part of future DCP / LEP reviews, with consideration given as to how minimum floor areas can be secured in mixed use zones (see for example the Parramatta LEP) to ensure that we continue to increase the amount of commercial floor space in Kiama and Gerringong Town Centre.	The strategy has been updated with the revised modelling and forecasts.
15	4.2 Action Plan – proposal to permit artisan food and drink industries and creative industries in E1 zones supported in principle. Council should consider the NSW Government's VRs related to sound from licensed premises and entertainment as part of this to minimise land use conflicts.	Noted. This will be considered as part of actioning this item.	No change to the draft ELS.
16	4.2 Action Plan – it is unclear whether the proposed enhancements will deliver the additional up to 9.56 ha of industrial land needed to meet future demand (refer also to comment 8 above). The final Strategy should include additional details and/or modelling and a clear target metric in the Priority 4 actions to demonstrate how this land will be yielded, referencing Table 13 (Page 41). Consider	This has been addressed above.	No change to draft ELS.

Feedback received		Response	Outcome
	identifying further industrial land beyond what's in the Draft Strategy to address any shortfall. There is only 1.6 ha zoned undeveloped industrial land in Kiama. Consider a short-term priority timeframe for these actions and additional short-term actions to increase employment land supply as a priority.		
17	Various throughout – page 25 – fix-up minor typo in heading; regional supply context - potentially add Kembla Grange, Shellharbour Airport, and Tallawarra as other significant zoned industrial areas also located in the Illawarra region. Page 26 – Figure 5: Forecasting retail demand methodology. Suggest a high resolution image. Page 44 – Section 3 – the priorities. Amend 'Industrial Land Action Plan' to 'Industrial Lands Action Plan'	These comments are noted and the draft ELS has been updated where relevant / possible.	Minor updates made to draft ELS.
Sydney Water Sydney Water is currently undertaking detailed planning studies into potential investment opportunities and servicing strategies to service growth in the Kiama LGA. This study is anticipated for completion by early 2026. Once the study is completed, Sydney Water will be able to provide more detailed advice and requirements for developments in the indicated development sites. Network upgrades are expected to be required for larger developments with staging information required to fully understand what stages can be serviced pre and post upgrade. Developments in sites listed within the ELS should therefore undertake early engagement with Sydney Water via a Feasibility application to ensure water and wastewater servicing will be available to support their development.		These comments are noted. We will continue to work with Sydney Water to ensure that that the water and wastewater servicing is well planned for to support the projected growth in the Kiama LGA. This consultation will be ongoing.	No change to the draft ELS.
Department of Primary Industries and Regional Development (DPIRD) This submission provided comments and suggestions in relation to a wide range of regional development initiatives including:		These comments are noted. Consultation with DPIRD will be ongoing.	No change to the draft ELS.

Feedback received	Response	Outcome
• The ELS could benefit from consistency regarding target Industries – e.g. refine to 4-5. • Consider further dialogue with local investors who may have interests in developing Visitor Economy options for the LGA. • There are several quick wins that are broadly referenced in the report- Shellharbour Hospital. • The submission provides suggested connections for regional development. • There are be underutilised employment lands ie Trade Centre in Brown St. • There could be benefit from the top 2 or 3 economic development opportunities being made "shovel ready" with a business case.		
Transport for NSW (TfNSW) TfNSW is generally supportive of the draft strategy and provides the following comments for Council's consideration. These relate to specific precincts as well as general Transport priorities: *Kiama Interchange:* The proposal for this section is to increase opportunities for commercial and industrial uses. To facilitate this uplift, Council proposes a northbound off-ramp and southbound on-ramp to the Princes Highway, proposing connectivity from Kiama Town Centre to southern areas. TfNSW supports improved access to Kiama CBD however notes that the area proposed has site constraints and existing highway access points. TfNSW also notes a future increase of residential dwellings in the Dales Run / Bombo Quarry area. TfNSW recommends that transport analysis should include both residential and employment land uplifts. Additionally, analysis should include the existing site constraints and access points to fully understand the impact of growth to the transport network. Should the transport analysis identify upgrades are required, Council may wish to consider identifying satisfactory financial arrangements to fund the works. *Shoalhaven Street Precinct:* Proposal for this precinct is to re-develop the site into a 'higher order' use, with plans to re-locate the Council works depot operations to another location. It is noted that the NSW Government recently announced a state-led rezoning process for a new housing development on this site. TfNSW recommends traffic	*Kiama Interchange:* This is noted as a potential opportunity (only) and will be subject to further consideration as part of any development proposal. This would include the feasibility and funding source of any proposed upgrade. *Shoalhaven Street Precinct:* The traffic analysis and modelling will be carried out as part of the state led rezoning proposal. *Active and public transportation*: This comment is noted ad agreed with. Council will prioritise the need for active and public transport connections. *5 Sims Road (Lot:40 DP:1230679):* These comments are noted. Consultation with TfNSW will be ongoing.	No change to the draft ELS.

Feedback received	Response	Outcome
analysis occurs to identify if the proposed uplift in residential dwellings in this area will impact on state road access points. *<u>Active and public transportation</u>*: TfNSW supports opportunities to promote strategies to reduce reliance on private car travel and improve transport mode choice. TfNSW encourages Council to consider strategies for active and public transport facilities and connections to support place outcomes and objectives of this strategy. In particular, there are several employment lands proposed that are in proximity to the train station and would benefit from a coordinated state and local government approach. *<u>5 Sims Road (Lot:40 DP:1230679):</u>* Following the Notice of Motion and resolution in the October 2025 Council meeting minutes, comments were also provided on this site. TfNSW notes there is an existing access off Belinda Street (an interchange facilitating both north and south movement onto the Princes Highway). The grade separated interchange was not designed to facilitate industrial or commercial use. TfNSW recommends Council identify what type of industry would most likely occur in this area and provide a transport related analysis to identify the impact to the transport network. Noting the above, TfNSW believes that allowing future development of land west of the Princes Highway may encourage further urban sprawl beyond the identified site, resulting in additional pressure on the transport network.		
NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW) DCCEEW thanks Council for seeking input from the Conservation Programs, Heritage, and Regulation of the NSW Department of Climate Change, Energy, the Environment and Water regarding the Kiama Draft Employment Lands Strategy (ELS), dated 19 August 2025. The draft ELS has been reviewed, and in principle, we are supportive of providing well located employment land supply in infill locations and areas that are less constrained by biodiversity and flooding. The following comments are provided based around specific locations.	These comments are noted. Consultation with DCCEEW will be ongoing.	No change to draft ELS.

Feedback received	Response	Outcome
1. *Bombo Quarry Precinct* This precinct is identified as one of the greenfield urban expansion areas. The draft ELS recommends the site is suitable for retail, commercial and industrial employment lands. The Bombo Quarry site has the potential to provide access to larger development footprints on level ground with good access to transport links, especially when compared to West and South Kiama, which feature steeper topography and more environmentally constrained areas. In light of the recently adopted LHS, Council may wish to further consider the mix of proposed future land uses at Bombo Quarry. Including employment land in the quarry precinct will assist to reduce development pressure from future employment uses in less well-located greenfield areas elsewhere. Bombo Quarry offers a long-term solution for Kiama's employment land needs whereas new residential options are more flexible to topography and being able to integrate with environmental attributes. 2. *Gerringong Industrial Area* This area comprises of 2 hectares divided across the railway line, zoned predominantly RU2, with RU1 north of the railway. The draft ELS recommends this site is suitable for new industrial employment lands. While the Gerringong sites are relatively unconstrained in terms of biodiversity, flooding is a known issue and would likely reduce the fuller usage of such lands for employment generating development. Our office is available to provide technical advice on any flooding assessments if required at the scoping proposal stage. The reduced capacity of employment lands in this Gerringong location from flooding issues would mean future investigations would be needed in the medium term for other suitable sites that may have other sensitivities. This highlights the value of revisiting the land use planning for Bombo Quarry as a longer-term employment land solution. In regard to 5 Sims Road which we were also asked to provide comment on, we note Council's previous consideration of a planning proposal for the site at 5 Sims Road, Gerringong did not proceed. This site, while relatively unconstrained in terms of biodiversity, has multiple easements that would limit the future development footprints.		

Feedback received	Response	Outcome

Endeavour Energy
These comments were provided specifically in relation to 5 Sims Road Gerringong (following the Notice of Motion).
<u>Site Constraints:</u>
The site is heavily constrained by electrical infrastructure:
• 33 kV overhead transmission lines.
• 11 kV overhead power lines including above and underground.
• Additional 11 kV lines (constructed at 22 kV) along Princes Highway frontage with a pole and ground stay (protected under Section 53 of the Electricity Supply Act 1995).).
<u>Development Implications:</u>
• Relocation or undergrounding of transmission assets is unlikely to be viable.
• If rezoned/redeveloped:
  - Existing HV assets may become redundant.
  - Urban development typically requires underground conductors.
  - Pole-mounted substation likely lacks capacity for future needs.
<u>Risk & Management:</u>
• Works within the 33 kV easement must be tightly controlled due to significant safety and network risks.
• All encroachments or activities (temporary or permanent) within easements or affecting protected works must be referred to Endeavour Energy Easements Officers for assessment and possible approval.
• Approval is conditional and does not guarantee consent for all proposed activities.
<u>Overall Assessment:</u>
• Site is not ideal for intensive employment/industrial use due to constraints.
• Risks can be managed, but network safety and access require detailed planning.
	These comments are noted.
	Consultation with Endeavour Energy will be ongoing.
		No change to draft ELS.

KIAMA MUNICIPAL COUNCIL
your council, your community

DRAFT Employment Lands Strategy

DRAFT VERSION 2

2026

Leading Growth for Good

Acknowledgment of Country

Kiama Municipal Council acknowledges the Wodi Wodi people on Dharawal country as the traditional custodians of the land on which our Municipality is located. We pay our respects to Elders past, present and future. We are committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to our community.

Authorisation

Owner/Responsible Officer	Manager Planning and Development
Department	Strategies and Communities
Date endorsed	[INSERT DATE]
Council Resolution number	[INSERT NUMBER
Next review date	[INSERT DATE]
TRIM reference	[INSERT REFERENCE]

Review and version control

The Strategy should be reviewed every five years.

Date preprepared	Brief detail of amendments	Date endorsed
July 2025	Draft for exhibition	19 August 2025
April 2026	Draft v2 for exhibition	[date]
[date]	[insert detail here]	[date]
[date]	[insert detail here]	[date]
[date]	[insert detail here]	[date]

Council reserves the right to review, vary or revoke this Strategy.

This strategy was informed by analysis, modelling, and strategies undertaken by HillPDA.

Contents

Section 1 - Introduction

1.1 Executive Summary

The Kiama Employment Lands Strategy (ELS) sets out principles to guide decision making, and key actions needed to manage employment lands for a sustainable future within the Kiama Local Government Area (LGA). This document provides a summary of the issues and opportunities associated with employment lands within the LGA and suggests strategies to best manage our current and future employment precincts and business centres and to attract investment and growth.

The strategy is intended to provide a strategic planning framework to guide the future development of employment lands within the Kiama LGA over the next 20 years, to 2044. This strategy has been prepared in accordance with the NSW Government Department of Planning, Housing and Infrastructure's *A guideline for local employment land strategies*, and seeks to:

- identify the commercial and industrial land supply for the LGA and determine the amount of land within the LGA that is vacant, serviced, and available for development.
- develop a succinct profile for local strategic commercial and industrial land areas within the LGA.
- investigate current and future demand for commercial and industrial land to support the existing and projected population over the next 20 years.
- identify critical land characteristics required by various industry sectors relevant to the LGA.
- develop strategies and actions to ensure a range of developable employment land is available to meet projected demand.
- provide recommendations on land supply and planning controls to address any gaps or shortfalls in supply.

The strategy provides a snapshot of the current employment land usage within Kiama LGA, demand modelling for the next 20 years, and a gap analysis. The constraints analysis has been based on a desktop analysis, therefore any future development proposal will require further investigation. The Priorities will be implemented through actions and will enable Council to exercise strong leadership in planning and facilitating the management and growth of employment lands in the LGA.

Image: Stores along Collins Street, Kiama

Employment Lands Vision:

Kiama's employment lands contribute to a vibrant, diverse, and resilient local economy by activating strategically significant precincts, promoting innovation, and supporting job creation in priority sectors including health, education, tourism, and technology.

Acknowledging the limitations posed by natural constraints and the attraction of larger employment centres in neighbouring LGAs, Kiama continues to strengthen and capitalise on its connections with surrounding regional hubs to broaden access to employment opportunitie.

1.2 What are Employment Lands

Employment lands are defined in the NSW Governments *A guideline for local employment land strategies* (2022) as land that could be used for activities that generate jobs. They provide essential land for the manufacturing, retail and delivery of goods, utilities and urban services.

These industries and businesses support jobs growth and development, as well as generating significant economic benefit for the community, and are crucial to the functioning of cities.

This Strategy broadly categorises Employment Lands as '**Commercial'** and '**Industrial'**.

Commercial

Commercial lands are defined as land zoned Zone E1 Local Centre in the Kiama Local Environmental Plan (LEP) 2011 where business, office, or retail premises are located:

- **business premises** means a building or place where an occupation, profession or trade provides services directly to members of the public on a regular basis, ie hairdressers, dentist.
- **office premise** means a building or place where administrative, clerical, technical, professional or similar activities are carried out that do not involve dealing with members of the public on a regular basis, ie accounting firm, head office of a company.
- **retail premise** means a building or place used for the purpose of selling, hiring or displaying items, including goods and materials, by retail or wholesale, ie shop, cafe.

Commercial zoned land can also be used for:

- *entertainment purposes* such as a theatre, cinema, music hall, concert or dance hall.
- *food and drink premises* including restaurant, café, takeaway, pub, small bar.
- *function centre* for the holding of events, functions, conferences and the like.

The Kiama LEP 2011 includes the following objectives for the E1 zoned land:

- To provide a range of retail, business and community uses that serve the needs of people who live in, work in or visit the area, and to encourage investment in local commercial development that generates employment opportunities and economic growth. This may include mixed use buildings with both residential and commercial.

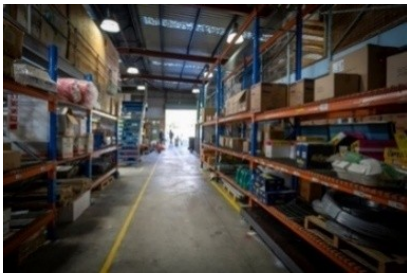
Industrial

Industrial lands are defined in the NSW Governments *Draft Statewide Policy for Industrial Lands (2025)* as:

> *Land that is zoned for industrial or similar purposes in planning instruments, it contains a mix of businesses involved in manufacturing; transport and warehousing; service and repair trades and industries; integrated enterprises with a mix of administration, production, warehousing, research and development; and urban services and utilities.*

Industrial lands include land zoned E3, E4 or W4, on which the following is carried out:

- **Industrial activities** - the manufacturing, production or assembling of goods for commercial purposes, including the storage or transportation of these goods.
- **Industrial retail outlets** - a building or place that is used for the display or sale of goods that have been manufactured where the industry is located.
- **Industry** includes general industry, heavy industry, and light industry.



The Kiama LEP 2011 includes the following industrial lands zones and objectives:

- **E3 Productivity Support** - To provide a range of facilities and services, light industries, warehouses and offices, that are compatible with surrounding land uses and to maintain the economic viability of local and commercial centres by limiting certain retail and commercial activity. This zone does not permit heavy industrial.
- **E4 General Industrial** – To provide a range of industrial, warehouse, logistics and related land uses to encourage employment opportunities, while minimising any adverse affects to other land uses. This zoned does not permit heavy industrial.
- **W4 Working Waterfront** - To retain and encourage industrial and maritime activities on foreshores, while ensuring that development does not have an adverse impact on the environment and visual qualities of the foreshore.

Other employment lands

Employment also takes place where business and employment use are permitted as an ancillary outcome. The Kiama LEP permits this development in the following LEP zones:

- RU1 Primary Production – ie Agritourism, Bed and breakfasts, Industrial retail outlets
- RU2 Rural Landscape – ie Animal boarding establishment, Highway service centres,
- R2 Low density residential – ie Centre based child care facilities, Health consulting rooms
- R3 Medium density residential – ie Centre based child care, Neighbourhood shops
- RE1 Public Recreation – ie caravan parks, markets, indoor recreation facilities
- RE2 Private Recreation – ie food and drink premises, function centres, registered clubs

1.3 Policy and Context

The Kiama Municipality is located within the Illawarra Shoalhaven region on the New South Wales (NSW) south coast, bordering with the local government areas of Shoalhaven, Shellharbour and Wingecarribee Councils. Kiama town is an administrative and population centre in the Kiama region, with other significant towns being Gerringong, Gerroa, Jamberoo, Kiama Downs and Minnamurra.

Kiama's central location in the Illawarra-Shoalhaven Region makes the LGA well placed to take advantage of opportunities associated with growth in nearby LGAs but also poses challenges in retaining workers and boosting local self-containment. The Princes Highway and the South Coast Train Line provide north-south access to international markets via Port Kembla, Port Botany, Sydney Airport and Canberra Airport. East-west access is more limited.

Figure 1: Kiama within the Illawarra Shoalhaven regional context

Source: NSW Department of Planning, Industry and Environment (Now DPHI)

Kiama's role in the region

Kiama plays a dynamic role in the regional economy, balancing its strong tourism sector with a commitment to sustainable growth and economic diversification. Kiama's has primary specialisations, based on employment concentrations in industry sectors including agriculture, forestry and fishing. In recent years, the largest employing industries in the region have been accommodation and food services, retail trade, and health care and social assistance. Kiama's workforce is largely population serving, with accommodation and food services also playing a key role in supporting Kiama's tourism function.

Though tourism remains a cornerstone of Kiama's employment base, Kiama is increasingly fostering opportunities in health care, education, construction and retail, alongside emerging sectors like agribusiness and eco-tourism.
With an engaged and educated workforce, Kiama benefits from its proximity to urban centres such as Wollongong and Shellharbour, while maintaining a distinct local identity linked to its natural beauty, heritage and community values.

Kiama is an exporter of labour, mainly to the Wollongong and Shellharbour LGAs to the north. Kiama's functions as a commuter belt, contributing to its population growth and driving demand for housing and for services.

Kiama's strategic context

Planning for employment lands in the Kiama LGA is guided by government policies at state, regional and local levels. Relevant strategic planning policies for NSW and the wider Illawarra Region have been identified. These include:

- Illawarra Shoalhaven Regional Plan 2041 (NSW Government, 2021)
- Draft Statewide Policy for Industrial Lands (NSW Government, 2025)
- Local Strategic Planning Statement 2020 (Kiama Municipal Council, updated 2025)
- Local Housing Strategy (Kiama Municipal Council, 2025)
- Kiama Regional Economic Development Strategy (NSW Government, 2023)
- The State of Our Economy Report (Kiama Council, 2024)
- Community Strategic Plan 2025-35 (Kiama Municipal Council, 2025)
- Supporting Analysis Regional Economic Development Strategy 2018-2022 (KMC, 2018)
- Illawarra Shoalhaven Next Generation Economic Development Blueprint (ISJO, 2024)

Key elements from these strategies have been identified to ensure alignment with their objectives and actions, and to inform the Employment Lands Strategy. The strategic policies that have informed the Employment Lands Strategy have been themed (see overpage).

Image: Kiama Downs local centre, Kiama Council images

Theme	Strategic Policy that informs Kiama's ELS
Regional integration	• Strategies recognise Kiama benefits from its strategic proximity to key regional hubs, including Wollongong, Shellharbour and Nowra. • Kiama will leverage nearby specialisations in knowledge industries, advanced manufacturing, defence, freight and logistics, health, tourism and education, creating strong opportunities for employment land development aligned with regional economic drivers. As a labour exporter to surrounding regions, improving Kiama's internal economy is crucial to reducing dependence and strengthening community sustainability.
Natural setting and topography	• With its blend of coastal, urban and rural lifestyles, Kiama's natural setting attracts both residents and businesses. It also supports a thriving visitor economy, creating employment opportunities in hospitality, retail and services. • Topography and environmental protection pose a challenge for the expansion of industry, necessitating a strategic approach to managing employment lands that balances economic growth with environmental preservation. • Kiama's limited suitable land for commercial or industrial use, due to its unique topography and lack of large parcels may constrain opportunities to improve local job self-containment.
Tourism	• Tourism is central to Kiama's economy but brings seasonal pressure particularly during peak holidays on availability and access to infrastructure, parking and services. • Strategies reflect a desire to grow tourism beyond peak seasons, with a focus on arts, culture, food and eco or agri-tourism to attract diverse and year-round visitors.
Land use	• Need to activate regionally significant employment precincts to support new and innovative economic enterprises in Kiama • Develop a shared vision for the future of Bombo Quarry lands in collaboration with Council, landowners and the community. • Establish a shared vision of diverse employment opportunities and housing diversity in Bombo Quarry, • Housing cannot occur in isolation; employment lands are to be provided within each urban expansion area to ensure local services are provided to new residents and to minimise traffic impacts and movement. • Future commercial and retail activity should be focused within existing centres, unless no suitable site is available, there is a clear need, or locating elsewhere offers social and economic benefits. • Freight networks should be protected, enhanced and managed to support efficient movement, minimise urban impacts and avoid conflicts with incompatible land uses. • Locate industrial lands in areas that are close to transport and freight networks and will not result in land use conflicts
Expansion areas	• Kiama's Local Housing Strategy (2025) highlights opportunities for employment expansion through new residential areas, including Bombo Quarry and the broader Kiama Urban Expansion Area. • There are also opportunities for new employment lands to be situated in proximity to new housing developments and existing road and rail networks.

1.4 Snapshot of Kiama residents and workers

In 2021 the population of the Kiama LGA was 22,970 and in 2024 was estimated at around 24,740 people. The Illawarra Shoalhaven Regional Plan anticipates that an additional 2,318 dwellings will be needed in Kiama to 2041. As this Strategy has a 20-year timeframe, the population projection figure has been adjusted to around 37,255 persons by 2044,

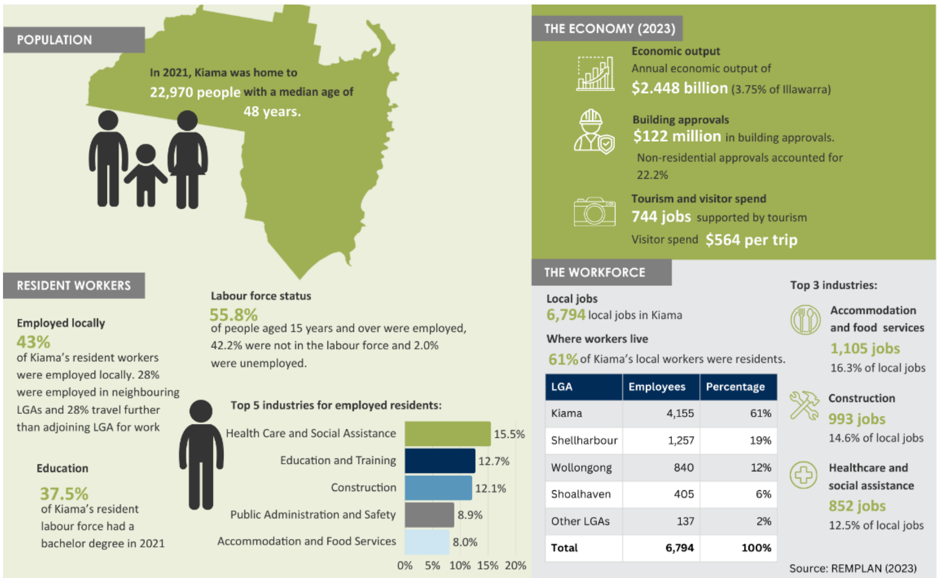
This growth means there could be an additional 11,290 residents aged 15 years and over in the LGA by 2044 (REMPLAN, 2023). This demographic, including a portion of the working-age population, represents a significant portion of Kiama's expected overall population growth.

Kiama's proximity to jobs and higher-level services in nearby centres of Wollongong, Shellharbour and Nowra is a key driver of this growth, with residents attracted to the coastal lifestyle, particularly people of retirement age. However, Kiama is also experiencing youth out-migration, as younger residents leave the area to pursue work and study opportunities in neighbouring cities. These shifts in population are shaping Kiama's social and economic priorities.

Currently, Kiama's local economy is driven by its key employment industries, accommodation and food services (16.3%), construction (14.6%), healthcare and social assistance (12.5%) and retail trade (9.5%) (Source: REMPLAN and ABS 2021 Census Place of Work Employment). The rise in healthcare, education, and social assistance sectors aligns with the changing needs of the community, driven by an ageing population and increased demand for support services.

Kiama functions as a 'commuter belt' with a self-containment rate of 36.8%, meaning that a significant majority (63.2%) of employed residents travel outside the LGA for work, indicating a shortfall of local employment opportunities compared to neighbouring regions. If Kiama were to increase its self-containment rate and minimise the number of residents travelling outside the LGA to work, demand for employment land and space would conversely increase.

Figure 2: Snapshot of Kiama LGA demographics and economic growth



Source: HillPDA, 2025

1.5 Community Feedback

Extensive community and stakeholder engagement was carried out as part of the Local Housing Strategy. This included engagement with primary and high school students, community pop ups, distribution of brochures, a comprehensive survey, and an industry forum. The feedback highlighted the importance of employment lands to support population growth.

Feedback during the initial consultation included:

- Employment lands are needed to support the additional residential development, however careful consideration in relation to the quantity and location to ensure the established commercial and tourist character of the Kiama Town Centre is not undermined.
- Opportunities for light industrial may be difficult due to steep grades and flooding constraints.
- The urban form of any community must include adequate lands where people, residents and business owners can locate businesses or enterprises. Without the inclusion of business and employment lands the urban form is not complete.
- The forecast population means we need to start planning for more business, commercial, retail and employment lands now, so that Kiama remains a viable place to live and work in the future.
- The creation of communities needs to be about generating spaces and places where community cannot just live but can also work and play.

As part of the comprehensive survey responses to the Question "*What are the benefits and opportunities from population increase*" included:

- More employment opportunities, including hospitality and light industry.
- There will be more local services, for example another shopping centre and supermarket.
- There is a better atmosphere in town, more late-night options, more festivals, and entertainment.
- Great for businesses and it will keep the area vibrant throughout the year.

Youth feedback included that there isn't enough public transport, there isn't anything to do – we need more entertainment and late night, cheaper food options, it can be hard to get a job.

The Local Housing Strategy includes the following in relation to Employment Lands:

- **Our Housing Need 4** - Housing that enhances thriving local centres with services. Our centres need to provide for more things to do, places to go, local jobs, and entertainment. Our centres need to be alive and vibrant with creative places that cater to all demographics.
- **Housing Need 8** – Housing that generates employment. Housing cannot occur in isolation and must be part of a broader community including places to work. Employment lands are a pivotal component of growth and need to complement a broad growth plan, rather than being considered in isolation
- **Non-negotiable principle for greenfield development** - Employment lands are provided in accordance with the Kiama Employment Lands Strategy.

Section 2 - The Evidence

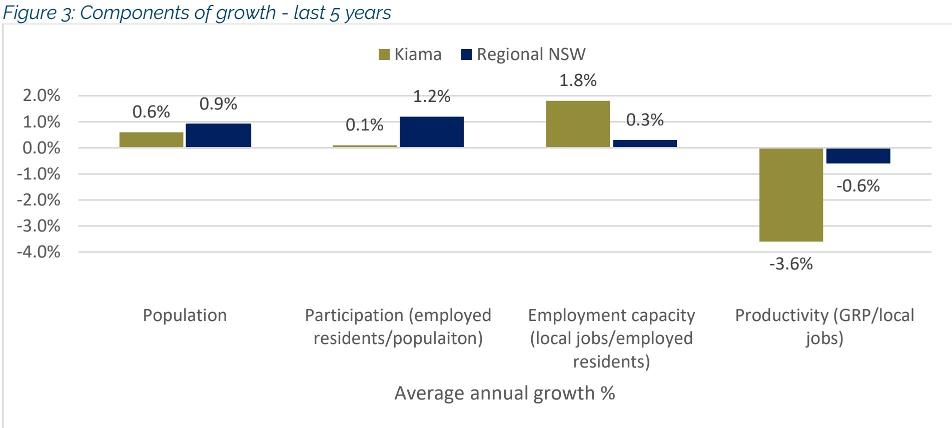
2.1 Local market trends

This section outlines local market trends for Kiama, drawn from a review of strategic planning documents, including the 2024 State of Our Economy (Profile. ID) and data from REMPLAN.

Growth in employment capacity is driving economic growth

The main driver of economic growth between 2017 and 2022 was growth in employment capacity (the change in the ratio of employed residents to number of local jobs), meaning jobs were growing faster than growth in employed residents. Despite growth in population, participation and employment capacity, labour productivity (output per hours worked) declined.

Figure 3: Components of growth - last 5 years



Source: State of Our Economy, 2024

Other key indicators include:

- Kiama has seen expansion in Health Care and Social Assistance with strong employment growth in allied health, residential care, childcare and disability services.
- Elevated value of building approvals in Kiama and surrounding regions has been largely driven by residential construction and population servicing buildings.
- While representing a smaller (but growing) share of total jobs by industry, professional, scientific and technical services is important for its productive value, generating $94.7 million or 7.6% of total value added. There is the potential for accelerated growth in professional services by leveraging high working from home rates, high qualification attainment for a regional area and quality internet connections.
- Early adoption of fibre-to-the-home NBN and strong telecommunications infrastructure has positioned Kiama as a hub for digital professionals and remote work.

Kiama serves as a commuter area for surrounding employment centres

Kiama, serving as a commuter area for the Wollongong, Shellharbour and Shoalhaven LGAs, faces economic "leakage" due to its limited employment space. As expansion within Kiama is constrained by its topography and biodiversity, residents will continue to seek job opportunities in the surrounding regions, including those associated with the new Shellharbour Hospital, Port Kembla industrial area, and the marina development at Shell Cove.

Tourism is rebounding following a period of decline caused by Covid-19

Tourism is a major specialisation for Kiama in terms of Location Quotient (LQ) which compares the share of industry in Kiama to the wider region. However, the industry was significantly impacted by Covid-19 restrictions. Previously supporting 10.5% of local employment, Profile.ID found direct employment in the two years to 2021/22 was 26% less than the decade average (Kiama Council State of the Economy Report). In 2023, daytrip visitation bounced back to historical levels. Table 1 compares direct recontributions between 2018/19 and 2021/22.

Table 1: Tourism contribution 2018/19 and 2021/22

2018/19		2021/2022	
$44.8m Value added	**713 local workers**	**$32.8m Value added**	**521 local workers**

Profile.ID, State of Our Economy (2024)

According to REMPLAN, tourism supports an estimated 919 jobs in Kiama. The value added by tourism is estimated at $90.218 million for Kiama. This represents 7.6% of total value added by all industries in the area. (Source: REMPLAN and ABS 2021 Census Place of Work Employment (Scaled), ABS 2022 / 2023 National Input Output Tables, ABS June 2024 Gross State Product, and ABS 2023 / 2024 Tourism Satellite Account.)

Image: Gerringong Town Centre, Kiama Municipal Council

2.2 Broad market trends

Kiama's employment landscape is also influenced by the following broader market trends:

Trend	Influence on Kiama LGA
Accelerated digital economy and improved connectivity post-COVID-19	Employment markets have seen an uptake in the digital economy with increased remote working arrangements, online education, and telehealth services. As industries innovate, digital technologies are essential for attracting businesses and promoting growth in emerging sectors. This shift has also led businesses seeking adaptable office spaces paired with quality lifestyle opportunities and has accelerated the move towards online retailing, reducing dependence on CBD retail outlets. It has also led to trends of working from home.
The automation of workplaces requires the upskilling of workers	The trend towards increasingly automated workplaces is necessitating the upskilling of workers, with manufacturing, transport, warehousing and distribution industries at the forefront of this change. Kiama has the opportunity to leverage its highly skilled workforce, which boasts a high proportion of higher education qualifications, to capitalise on the growing need for higher-skilled workforce to remain competitive. Considering Kiama's highly skilled workforce and quality internet connections, the LGA is well placed to take advantage of the tech based remote work or distributed office trend.
Globalisation has altered demand for industrial land and employment opportunities	The new economy is marked by increased competition and the free movement of people, goods, and services through a global supply chain. There is a rising demand for 'last mile' delivery and storage spaces near customers. In NSW, manufacturing jobs are declining, while transport, storage, and wholesale trade sectors are growing. Additionally, COVID-19 has renewed the focus on locally manufactured goods. This broader trend is likely to continue in Kiama, as evidenced by recent developer interest in a suitable site within the LGA for a storage facility.
Transition to net zero	The push towards sustainability is expanding the green job market, providing roles in energy efficiency, waste management, and environmental conservation. Employment markets are adapting, with increased demand for professionals skilled in sustainability practices, environmental sciences, and green technologies. For Kiama, the nearby Illawarra Renewable Energy Zone (REZ), currently in the early planning stages, presents a significant opportunity to leverage its skilled workforce and high education attainment. There is more industrial land zoned and available in Wollongong and Shellharbour than in Kiama. However, the lack of industrial zoned land supply in the region may inhibit large-scale renewable energy production or manufacturing capacity. Despite this, the Kiama Regional Economic Development Strategy identifies opportunities to create value through upstream and downstream supply chain opportunities, allowing Kiama to contribute to and benefit from the renewable energy sector in innovative ways.

Trend	Influence on Kiama LGA
Accessibility to motorways and key transport linkages	Industrial businesses are placing increasing importance on the proximity of operations to major transport routes. Locating near major roads not only reduces operational costs but also offers visual marketing opportunities. Recent CBRE research highlights that proximity to major roads significantly increases rent prices, indicating high demand for such locations (CBRE, 2025). The rise of e-commerce and the need for efficient 'last mile' delivery services further emphasise the importance of good road access.
Non-traditional uses within industrial areas	Industrial precincts are increasingly being occupied by other non-traditional uses such as knowledge intensive businesses, large format retailers and factory outlets, artisan supplies and education/health services. Within Kiama, knowledge based and population serving sectors including professional, scientific and technical services have the potential for strong growth, leveraging high working from home rates. Kiama's proximity to major population centres of Sydney and Wollongong, combined with strong digital connectivity and amenity and lifestyle offerings, presents potential to grow this sector.
Changing nature of industrial development	Historically, industrial developments typically have been single level, on large lots, with at-grade parking and on relatively level ground. However, this development model has been challenged in recent years because of limited land stocks, high land values and rents. Such markets have resulted in the exploration of 'vertical' industrial developments. Given Kiama's limited industrial land supply, a shift to multi-storey development may need to follow.
Ageing population and associated healthcare services	Between 2013 and 2022, the number of registered healthcare professionals actively working in their field in Australia increased by 37% 184,000 professionals or 37% (Primary Health Care Reforms, Department of Health and Aged Care, Australian Government). This reflects a broader national trend, where an ageing population is driving significant growth in the Health Care and Social Assistance sector. According to the Australian Government's *Employment Outlook: Industry and Occupation Trends to November 2026*, roles such as Aged and Disabled Carers (projected to grow by 28%) and Registered Nurses (13.9%) are expected to see the largest increases in employment nationwide in the 5 years to 2026. This national trend presents local opportunities for Kiama. With a relatively high level of educational attainment among residents and close proximity to healthcare and knowledge hubs in Wollongong and the Shellharbour LGA, home to a major hospital, Kiama is well positioned to attract healthcare professionals. Additionally, local initiatives to support aged care and health services could leverage this growth to create employment and improve service access for Kiama's ageing population.

2.3 Existing zoned employment land

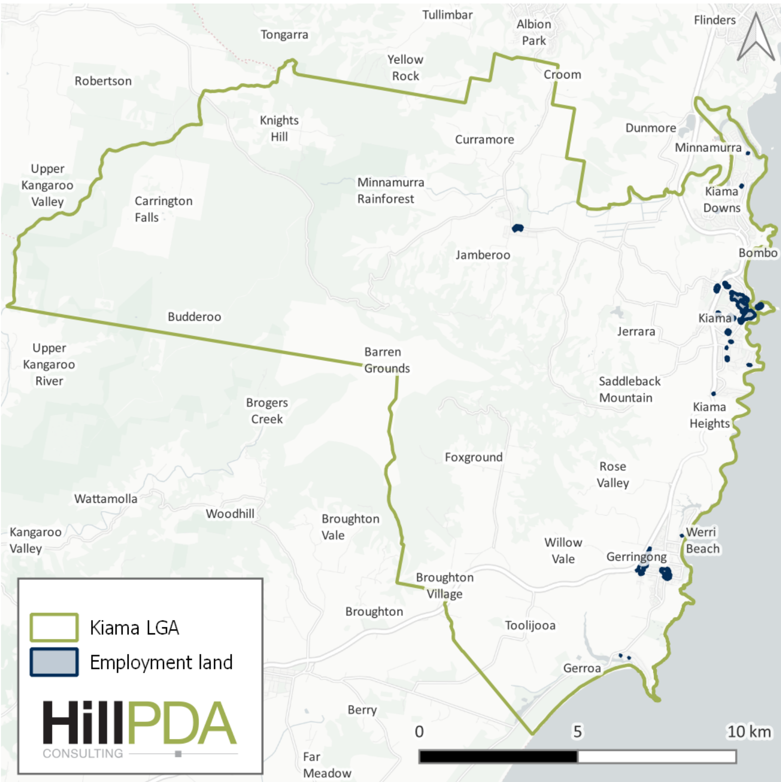
This section of the report provides an overview of the current employment lands (ie land zoned E1, E3, E4 and W4), and potential opportunities and constraints to be able to enhance or additionally develop existing zoned employment land.

The Kiama LGA has around 57 ha of employment zoned land, and as shown at Figure 4, this is located in the areas of Kiama Downs, Minnamurra, Kiama, Gerringong, Gerroa and Jamberoo, The current employment zoned lands are also shown by suburb at Appendix 1.

In addition to employment zoned land, and as noted in Section 1.2, there are employment generating activities carried out in the Kiama LGA on other zones including:

- Child care centres (permitted in the R2 and R3 zones)
- Bombo Quarry (zoned RU1 and C3, being master planned for urban development)
- Commercial uses, ie Jamberoo Golf Club (RU1 and C3), Kiama Bowling Club (RE2)
- Holiday Caravan parks (zones RE1 and C3)
- Jamberoo Action Park (zoned RU2, with an additional permitted use)
- Mercure Hotel, Gerringong (zoned R2)
- Minnamurra Waste and Recycling Facility (zoned SP2)

Figure 4: Existing zoned employment land



Source: DPHI; CartoDB

Kiama Town Centre - Westend

The Westend Precinct encompasses the Kiama Village Shopping Centre, the Kiama Leagues Club, the large Blue Haven Aged Care facility, with associated independent living units, and the Kiama Public Primary School. This Precinct is primarily a destination for locals and provides services and facilities that support the local community.

Employment Land Area: 5.53ha

Land Zone: E1 Local Centre

Strengths: Road access to Princes Highway (Northbound); newly upgraded shopping centre and carpark at Kiama Village; close proximity to local residents including Blue Haven..

Opportunities: Establish a strong gateway and entry into Kiama from the west; Encourage a consistent 3 storey street wall with active uses at the street level.

Constraints: Filled land adjacent to Meares Place, potentially contaminated sites at Kiama Village and 27-35 Collins Street.

Kiama Town Centre - Harbourside

The Harbour, Black Beach, Hindmarsh Park, Train Station, two blocks of predominately retail premises along Terralong St, and the historic core at the intersection of Terralong and Manning Streets. The main destination for visitors and tourists and a prime driver for the economic viability of the town.

Employment Land Area: 10.23ha

Land Zone: E1 Local Centre

Strengths: World class ocean and escarpment views; Electrified train terminal; Public amenities. New playground and seating with shade.

Opportunities: Strengthen the Precinct as a tourist destination that engages with its proximity to the harbour and potential waterfront views. Increase public visual and physical access to civic buildings and open space.

Constraints: Potentially contaminated sites at Terralong St, Shoalhaven St and Manning St.

Kiama Town Centre - Surf Beach

Encompasses Surf Beach, Kiama Surf Life Saving Club, The Pavilion, the Oval, St Peter & Paul Catholic Church and Primary School, a Medical Centre and pharmacy and Coronation Park. Located adjacent to Surf Beach it is the venue for the popular weekly Farmers Markets.

Employment Land Area: 2.78ha

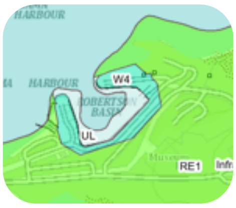
Land Zone: E1 Local Centre

Strengths: Proximity to showground and conference/function centre; world class ocean views; access to one of the most popular swimming beaches in the region

Opportunities: Activate Coronation Park while retaining its amenity. Strengthen street level activation with shopfronts that are level with the footpath along Manning Street and encourage vertically expressed facades and elements rather than horizontally dominated built form.

Constraints: Potentially contaminated sites and Riparian class 3 15m buffer at Manning Street,

Kiama - Waterfront



The waterfront of the Kiama Town Centre is a unique location offering huge potential. The area includes a harbour, boat ramp, food offerings, car parking and footpaths. The adjoining RE1 land includes the blowhole, a holiday park, café and tourist information center.

Employment Land Area: 1.11ha

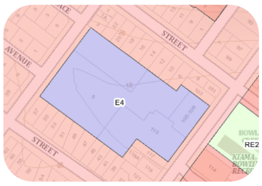
Land Zone: W4 Working Waterfront

Strengths: Significant tourist attraction, adjacent to the lighthouse and the world's largest blowhole.

Opportunities: Strengthen the Precinct as a tourist destination that engages with its proximity to the harbour and potential waterfront views. Improve public infrastructure and lighting.

Constraints: Crown Land.

Kiama – Shoalhaven Street Precinct



A unique area of Industrial land surrounded by residential land and within close proximity to the Kiama Town Centre and Train Station. The site is currently used for Council's works depot, building material supplier, and a self-storage development.

Employment Land Area: 2.3ha

Land Zone: E4 General Industry

Strengths: Accessibility to workforce living in central Kiama; lack of need to rezone for other industrial uses, location within the Kiama Town Centre and Kiama Train Station.

Opportunities: Potential to re-develop the site into a 'higher order' use, with plans to re-locate the Council works depot operations to another location. It is noted that the NSW Government recently announced a state-led rezoning process for a new housing development on this site, and the forecasted demand and supply has been updated to account for this change.

Constraints: The site is within an established residential neighborhood which limits the potential and suitability of any future industrial uses and activities. The site is also partly affected by being within 10m of riparian lands (category3 watercourses) and is entirely within a local heritage conservation area,

Kiama - Interchange

A very rare area of productive support land in the local government area, this precinct provides crucial space for economic activity including manufacturing and wholesale trade.

Employment Land Area: 3.7ha

Land Zone: E3 Productivity Support

Strengths: Access to major highway (northbound); escarpment views; nearby emergency services.

Opportunities: Provide increased opportunities for commercial and industrial uses, complementing other industries throughout the LGA. Consider a northbound off-ramp and southbound on-ramp to the Princes Highway, improving connectivity of Kiama Town Centre to southern areas (subject to feasibility and funding). Widen Brown St to improve vehicular access to the Quarry Business Park and Trade Centre.

Constraints: Road widening adjacent to Princes Highway; Flood prone land; Filled land; Potentially contaminated sites; Riparian class 2 25m buffer.

Gerringong Town Centre

The second largest commercial zone in the area (after Kiama town centre), servicing both the local community and a lively visitor economy. Fern St and surrounds offer a range of retail, hospitality and commercial spaces as well as allied health services.

Employment Land Area: 2.78ha

Land Zone: E1 Local Centre

Strengths: Access to Princes Highway; community and public recreation space; World class ocean and escarpment views.

Opportunities: Concentrate general retail services that cater for the day to day needs of the community in shops that front Fern Street or are located on land west of Fern Street. Provide opportunities for mixed residential and commercial development and in particular in premises that enable people to live in and conduct businesses from these premises.

Constraints: Potentially contaminated sites on Blackwood St and Fern St. Heritage items on Fern St.

Gerringong Industrial Area

A very rare area of productive support land, this precinct provides crucial space for economic activity including manufacturing and wholesale trade.

Employment Land Area: 9.6ha

Land Zone: E1, E3, E4

Strengths: Adjacent to major highway, northbound and southbound; area includes a fuelling station; food and beverage retailers that service workers and residents in the area.

Opportunities: Provide increased opportunities for commercial and industrial uses, complementing other industries throughout the local government area. Increase floor area and density close to the rail station.

Constraints:. Filled land; nearby bushfire prone land; potentially contaminated sites; Riparian class 2 25m buffer; Riparian class 3 15m buffer; Strategic agricultural lands SAL biophysical.

Jamberoo

This small historic Village is set within the Jamberoo Valley and comprises many old cottages and other larger buildings, with some newer detached housing clustered around the western extent of the Village.

Employment Land Area: 2.18ha

Land Zone: E1 Local Centre

Strengths: Rustic charm; nearby major tourist attractions; access to Southern Highlands via Jamberoo Mountain Road.

Opportunities: Small scale commercial development with direct street frontage. Increase engagement with visitor economy. Enhance the traditional rural village character. Review planning controls to identify opportunities for increased provision of retail and office.

Constraints: Sydney Water wastewater capacity issues; potentially contaminated site on Allowrie St; nearby bushfire and flood prone lands; heritage items along Allowrie St.

Kiama – Other

Site: Barney St Quarry
Use: Garden Centre & Cafe
Land Area: 1.42ha
Zone: E3 Productivity Support

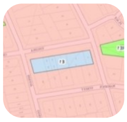
Site: Shoalhaven /Farmer St
Use: Kiama Coaches and Auto
Land Area: 1.38ha
Zone: E3 Product. Support

Site: Eddy Street
Use: Men's Shed
Land Area: 0.1481ha
Zone: E1 Local Centre

Site: South end Manning St
Use: Local shops
Land Area: 0.37ha
Zone: E1 Local Centre

Site: Saddleback Mtn Rd
Use: BP Service Station
Land Area: 0.15ha
Zone: E4 General Industry

Site: 7 Marks
Use: Gallery
Land Area: 0.779ha
Zone: E4 General Industry



Site: Tingira Crescent
Use: Local shops
Land Area: 0.2619ha
Zone:E1 Local Centre

Minamurra

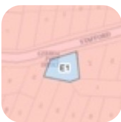
Site: Rangoon Rd Minnamurra
Use: local shops
Land Area: 0.1204 ha
Zone: E1 Local Centre

Kiama Downs

Site: Meehan Drive, Gainsborough
Use: Local shops
Land Area: 0.5215ha
Zone: E1 Local Centre

Site: Johnson Street
Use: Local shops
Land Area: 0.1928ha
Zone: E1 Local Centre

Gerroa



Site: Stafford Street
Use: General Store
Land Area: 0.06ha
Zone: E1 Local Centre

Site: Riverleigh Avenue
Use: Café
Land Area: 0.0566ha
Zone: E1 Local Centre

2.4 Demand modelling - Industrial

The section projects the amount of additional employment space to be accommodated within Kiama's industrial precincts. The growth in demand is primarily the result of employment growth. This chapter reflects the floorspace required to support the surrounding resident, worker and visitor communities. The estimated land area required to accommodate the projected growth in floorspace is then determined. Industrial land includes land zoned as E3 – Productivity Support and E4 – General Industrial.

Industrial land demand methodology

The methodology for projecting the demand for employment land is as follows:

1. Analyse employment projections at the local government level.
2. Prorated TfNSW employment projections to Remplan (2025) population projections.
3. Estimate the amount of employment directed towards employment precincts, based on the industry type, land zonings, previous land use audits and market trends.
4. This step is achieved by applying a distribution proportion to the net growth/decline in employment at the industry level. For example, 80-90 of manufacturing would be expected to be directed towards employment precincts.
5. Convert net growth in employment directed towards employment precincts to floorspace by applying industry standard employment densities (the amount of floorspace required per worker) to the net growth/decline by industry type.
6. Convert floorspace requirements into demand for land by applying typical Floor Space Ratios (FSRs) for developments in employment precincts.

Employment projections

Employment projections are sourced from the Transport and Performance Analytics (TPA's) Travel Zone Projections 2024 (TZP24), released in January 2025. Employment projections are provided for each industry sector in five year increments between 2021-66. These projections are based on, and align, with NSW DPE 2024 population projections and NSW Government Common Planning Assumptions.

HillPDA has pro-rated the TfNSW employment projections to align with the NSW DPHI 2022 population projections, and the additional population within the Greenfield expansion areas as detailed in the Kiama Local Housing Strategy.

It is estimated that between 2024-44 employment across Kiama is forecast to increase by around 3,125 jobs or 38% over the period. This includes employment associated with population growth due to additional land releases. See also Table 2.

Image: Council Works Depot

Table 2: Kiama LGA employment projections 2024-2044 (jobs)

Industry	2024	2044	Change #	Change %
Accommodation and Food Services	1,338	1,810	472	35%
Administrative & Support Services	210	273	64	30%
Agriculture, Forestry and Fishing	226	269	43	19%
Arts and Recreation Services	240	354	114	47%
Construction	1,241	1,623	381	31%
Education and Training	664	949	285	43%
Electricity, Gas, Water & Waste Services	44	72	28	62%
Financial and Insurance Services	236	340	104	44%
Health Care and Social Assistance	1,017	1,595	578	57%
Information Media & Telecommunications	60	75	15	26%
Manufacturing	224	355	130	58%
Mining	14	9	-5	-36%
Other Services	352	486	134	38%
Professional, Scientific & Technical Services	718	1,033	315	44%
Public Administration and Safety	604	769	166	27%
Rental, Hiring & Real Estate Serv.	138	184	46	34%
Retail Trade	717	926	209	29%
Transport, Postal and Warehousing	213	231	19	9%
Wholesale Trade	51	76	25	50%
Total	**8,305**	**11,430**	**3,125**	**38%**

Source: Transport for NSW employment projections, January 2025 release – prorated against Remplan 2025 population projections

Employment directed towards industrial precincts

This section estimates the number and type of jobs directed and accommodated within Kiama's employment precincts. This is achieved by applying a distribution proportion to the net growth/decline in employment at the industry level. For example, 80-90% of manufacturing would be expected to be directed towards employment precincts, while 10%-20% of retail could also be directed to employment precincts.

HillPDA has undertaken numerous employment land field audits for local government areas across NSW and VIC. Specifically, HillPDA has undertaken audits of employment precincts in Hornsby, Ballina, Byron, Tamworth, Wollondilly, Strathfield, Bellingen, Lithgow, Clarence Valley and Coffs Harbour LGAs.

From these audits, it has been found that employment precincts contain a range of land uses with all broad industries sectors being represented (trend of non-traditional uses within industrial precincts discussed in Section 4.2). As such, forecasting demand based solely on changes in "traditional industrial uses" such as manufacturing, wholesale trade and/or storage/warehousing/logistics employment would result in an underestimate of a locations future employment land needs.

Table 3 provides the proportion of employment estimated to be accommodated/directed to a region's employment precincts. These proportions have been based on review of ABS place of work data for Kiama LGA at the ANZSIC 2-digit level.

Table 3: Proportion of industry employment directed towards industrial precincts

Industry	% of employment accommodated/ directed towards industrial precincts
Accommodation and Food Services	5%
Administrative and Support Services	5%
Agriculture, Forestry and Fishing	5%
Arts and Recreation Services	5%
Construction	10%
Education and Training	3%
Electricity, Gas, Water and Waste Services	20%
Financial and Insurance Services	3%
Health Care and Social Assistance	3%
Information Media and Telecommunications	3%
Manufacturing	90%
Mining	5%
Other Services	30%
Professional, Scientific and Technical Services	3%
Public Administration and Safety	10%
Rental, Hiring and Real Estate Services	5%
Retail Trade	5%
Transport, Postal and Warehousing	56%
Wholesale Trade	80%

Source: HillPDA

Based on these assumptions, it is estimated that Kiama's industrial precincts contained around 870 jobs in 2024. This is forecast to increase to around 1,200 jobs by 2044, representing 330 additional jobs over the 20-year period. See Table 4 below.

Table 4: Estimated employment/jobs accommodated in industrial precincts 2024-2044

Industry	2024	2044	Change #	Change %
Accommodation and Food Services	67	91	24	35%
Administrative and Support Services	10	14	3	30%
Agriculture, Forestry and Fishing	11	13	2	0%
Arts and Recreation Services	12	18	6	47%
Construction	124	162	38	31%
Education and Training	17	24	7	43%
Electricity, Gas, Water and Waste Services	9	14	6	62%
Financial and Insurance Services	6	9	3	44%
Health Care and Social Assistance	25	40	14	57%
Information Media and Telecommunications	1	2	0	26%
Manufacturing	202	319	117	58%
Mining	1	0	0	0%
Other Services	106	146	40	38%
Professional, Scientific and Technical Services	18	26	8	44%
Public Administration and Safety	60	77	17	27%
Rental, Hiring and Real Estate Services	7	9	2	34%
Retail Trade	36	46	10	29%
Transport, Postal and Warehousing	119	130	10	9%
Wholesale Trade	41	61	20	50%
Total	**872**	**1,200**	**328**	**38%**

Source: HillPDA, TfNSW 2024 employment projections – amended to REMPLAN population projections

Net employment floorspace requirements 2024-2044

Employment is converted into floorspace needs by applying industry standard employment densities (the amount of floorspace required per worker) to the amount of employment directed towards industrial precincts between 2024-44. Employment densities for the manufacturing, wholesale, and warehousing industries and been affected by changing business practices and technologies, such as increased automation. These trends may decrease the amount of employment required for business operations but do not necessarily translate into decreased floorspace requirements. To address changing employment densities, these industries have been adjusted (softened) over the coming decades.

Using this methodology, employment floor space within Kiama's industrial precinct is estimated to increase from its current provision of around 57,000 square metres to around 91,235 square metres by 2044, representing an additional 34,230 square metres.

Table 5: Industrial precinct floorspace requirements 2024-2044 (square metres)

Industry	2024	2044	Change #
Accommodation and Food Services	1,338	1,810	472
Administrative and Support Services	315	410	95
Agriculture, Forestry and Fishing	339	404	65
Arts and Recreation Services	360	530	171
Construction	3,724	4,868	1,144
Education and Training	498	712	214
Electricity, Gas, Water and Waste Services	1,328	2,873	1,545
Financial and Insurance Services	147	213	65
Health Care and Social Assistance	763	1,197	434
Information Media and Telecommunications	37	47	10
Manufacturing	16,146	31,918	15,772
Mining	21	14	-8
Other Services	8,442	11,654	3,212
Professional, Scientific and Technical Services	449	646	197
Public Administration and Safety	1,811	2,308	498
Rental, Hiring and Real Estate Services	688	1,196	508
Retail Trade	1,434	1,853	419
Transport, Postal and Warehousing	14,285	19,429	5,145
Wholesale Trade	4,882	9,153	4,271
Total	**57,005**	**91,234**	**34,228**

Source: HillPDA

Net industrial land demand 2024-2044

Net growth in floorspace is converted into land requirements by applying typical Floor Space Ratios (FSRs) for developments in employment precincts.

Typically, the building areas of industrial development do not encompass the entirety of the land parcels they reside within, a result of the specific site requirements of typical industrial occupiers which require setbacks from property boundaries, turning areas, parking areas, loading areas, landscaping etc. Although industrial precincts typically have an allowable Floor Space Ratio FSR) of around 1:1, the actual built FSR ranges from between 0.3:1 to 0.6:1. Therefore, a ratio of 0.3:1 has been applied to the industrial floorspace estimates and demand.

Using this methodology, it is estimated that the current demand for industrial land across Kiama is around 19 hectares, increasing to 30 hectares by 2044. This represents a net demand of 11 hectares over the period or an annual demand of 0.6 hectare.

Table 6: Industrial floorspace and land demand 2024-2044

	2024	2044	Net change
Total occupied floorspace (sqm)	57,005	91,234	34,228
Total land demand (hectares)	19.0	30.4	11.4

Source: HillPDA, 2025

Industrial land gap assessment

According to the NSW DPHI's employment lands development monitor (ELDM), as of 2024, Kiama contained 19.1 hectares of zoned industrial land. Of this, 17.5 hectares were developed, with the remaining 1.6 hectares undeveloped.

Table 7: Kiama supply of employment lands - 2024

LGA	Jan-24 (Ha)		
	Undeveloped	Developed	Total
Kiama	1.6	17.5	19.1

Source: Employment Lands Development Monitor 2024

Demand modelling suggests Kiama LGA will require 30.4 hectares of industrial land by 2044. Currently, Kiama contains 19.1 hectares of zoned industrial land (developed and undeveloped).

This indicates total land stocks are insufficient to meet demand, with a deficit of 11 hectares.

Table 8: Kiama industrial land gap assessment

Category	(ha)
Demand	30.4
Supply	19.1
Gap	**-11.3**

Source: HillPDA

Regional supply context

With significant environmental constrained land and the reduced employment self containment due to many residents travelling to Shellharbour or Wollongong (as identified in various strategies in Section 3.2), the provision of the full amount of industrial land may be difficult to accommodate within Kiama by 2044. Kiama is, however, recognised to benefit from the strategic proximity to Wollongong, Shellharbour and Nowra. The development of the new Shellharbour hospital, for example, represents a significant opportunity for Kiama, not just in terms of health service delivery, but also through the creation of employment opportunities. Similarly, the availability of industrial land at Port Kembla and Unanderra can complement Kiama's growing economy by enabling cross-boundary synergies. Other significant zoned industrial land in the region includes Kembla Grange, Shellharbour Airport and Tallawarra.

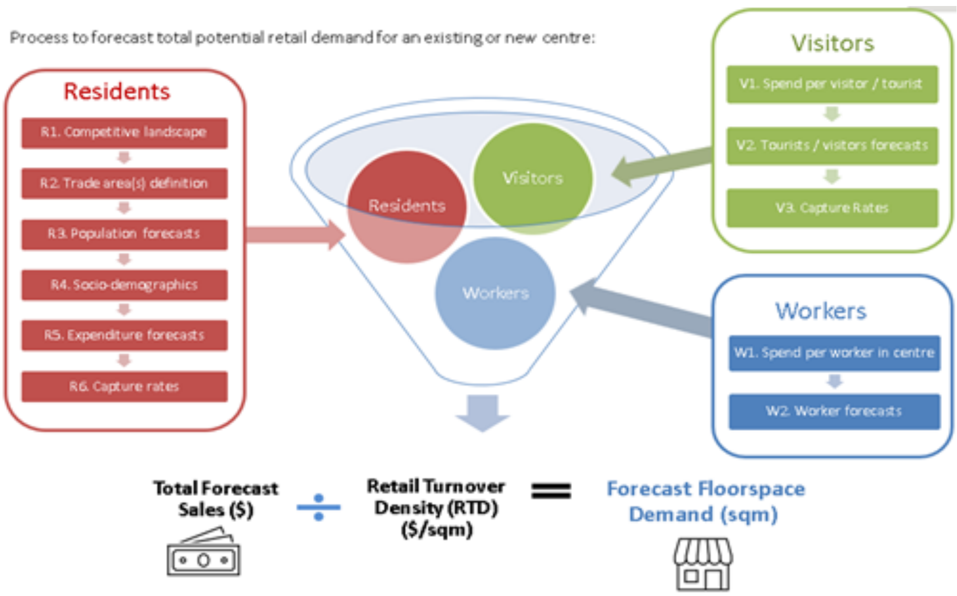
2.5 Demand modelling – Retail

A supply and demand assessment for commercial and retail floorspace across the Kiama LGA was undertaken by HillPDA. This assessment utilised their own in-house expenditure model which forecast the quantum of retail floorspace that could be accommodated in the LGA based on an analysis of the catchment's socio-demographics, real expenditure growth, population growth, potential capture rates and benchmark retail turnover densities.

Specific steps taken to determine the amount and type of retail space that could be supported in the LGA to 2044 were:

- Analysis of Spendmapp data at the suburb and LGA level. Spendmapp data is based on actual expense transactions by location, time and industry. The data provides detailed insights into where and how residents and visitors to the LGA spend their money
- The data was used to estimate the amount of retail spend (at the LGA level) and captured by each suburb that contained a retail centre(s)
- Determined and forecasted sources of expenditure (residents and visitors)
- Determine the amount of expenditure retained in the LGA
- Determined the amount captured by each suburb that contained a retail centre (based on Spendmapp data)
- Converted retained retail spend into floorspace requirements by applying average turnover densities.

Figure 5: Forecasting retail demand methodology



Source: HillPDA, 2025

The following sections detail the sources of retail expenditure within Kiama LGA.

Resident growth and expenditure

Residents are the primary source of retail expenditure within Kiama LGA. The population is based on the Remplan 2025 population forecast, which includes both infill and greenfield development that is currently forecast to occur in the next 20 years..

Kiama's current (2024) population is estimated at around 23,175. This is forecast to increase to around 26,810 persons by 2044, representing an increase of around 3,635 people over the period.

This population generates an estimated $394 million in household expenditure as of 2024. This is forecast to increase to around $533 million by 2044, representing an increase of $139 million or 35% over the period

Table 9: Kiama estimated total household retail expenditure by commodity type ($m)

Year	2024	2034	2044	Growth
Population	**23,173**	**24,851**	**26,808**	**3,635**
Apparel stores	38	43	49	12
Bulky goods stores	66	76	88	22
Department stores	19	20	20	1
Other non-food stores	56	64	74	18
Personal services	13	15	17	4
Restaurants and fast food services	63	75	90	27
Supermarkets and grocery stores	115	137	163	47
Specialised food stores	23	27	31	8
Total	**394**	**456**	**533**	**139**

Source: HillPDA

Tourist and visitor expenditure

According to Tourism Research Australia 2019 LGA profiles, tourists and visitors to Kiama LGA spent a combined $211 million in 2019. Spendmapp data, provided by Council, estimates tourist and visitor expenditure captured in the LGA in the year to April 2024 at $218 million.

These expenditure estimates include a range of expenditure categories, including accommodation, entertainment, light industries, travel and transport, and retail. Tourism Research Australia's visitor surveys show that around 40% of total expenditure is on retail items. Given Kiama's coastal nature, types of land uses present, and accommodation types, we have increased this to around 55%. We have applied an annual growth rate of 1% to expenditure estimates. This rate is around half the annual growth rate projected in the tourism forecasts for Australia from 2023 to 2028.

Based on this, it is estimated that in 2024 tourists and visitors to Kiama generated $120 million in retail spend. This is forecast to increase to around $146 million by 2044, representing an increase of $26 million or 22% over the period.

Retail capture rates by broad store type

The previous section identified the total volume of retail expenditure from residents across Kiama. However, not all this expenditure will be captured by retailers in the LGA. Reasons for this include:

- The proximity and size of surrounding shopping centres in adjacent areas
- The lack of a major bulky goods cluster and department stores in the centre
- Residents leaving the locality to undertake discretionary shopping (in department stores, apparel stores and bulky goods stores) in larger centres.
- Expenditure from residents who are on holidays/business trips or are away for other reasons for any extended period.

Analysis of Spendmapp data indicates that overall, just over 70% of retail spend escapes the LGA. This equates to around an estimated $291 million in 2024. If the LGA were to retain some of this spend it would significantly increase the amount of retail space required in the LGA.

Spendmapp data have influenced the capture rates applied in this study. Spendmapp data is based on actual expense transactions by location, time and industry. By applying these rates across the various retail categories, the study estimates the amount of retail spend retail/captured in the LGA and, subsequently, the amount of floorspace this could support. The capture rates applied are provided in the Table 10 below.

Table 10: Retail capture rates by broad type and trade segment (Kimama LGA)

Category	Resident Local Spend %	Visitor Local Spend %
Apparel stores	8%	2%
Bulky goods stores	3%	1%
Department stores	8%	0%
Other non-food stores	20%	14%
Personal services	39%	8%
Restaurants and fast food services	28%	47%
Specialised food stores	30%	10%
Supermarkets and grocery stores	50%	18%
Total	**27%**	**100%**

Study area capture of retail spend

Based on the applied capture rates for 2024-2044, retailers in Kiama could achieve total retail sales of around $225 million in 2024, increasing to $292 million by 2044 (measured in 2024 dollars). This represents an increase of around $67 million or 30% over the period.

Table 11:: Potential capture of retail trade in Kiama LGA 2024-2044 ($m)

Year	2024	2034	2044	Growth
Apparel stores	**5**	**6**	**7**	**1**
Bulky goods stores	4	4	5	1
Department stores	2	2	2	0
Other non-food stores	28	31	35	7
Personal services	14	16	18	4
Restaurants and fast food services	74	83	94	20
Supermarkets and grocery stores	79	92	108	28
Specialised food stores	19	21	24	5
Total	**225**	**256**	**292**	**67**

Source: HillPDA, capture of trade based on Spendmapp year to April 2024 data

Kiama retail floorspace demand 2024-44

To determine the demand for retail floorspace, target turnover rates ($/square metre), otherwise known as Retail Turnover Densities (RTDs) have been applied to projected expenditure captured in Kiama across various broad retail categories. The RTD rate broadly represents industry averages.

By applying the above RTD and a 5% vacancy target, it is estimated that around 35,330 square metres of Gross Leasable Area (GLA) retail space could be supported across Kiama LGA as of 2024. Supportable space increases to around 41,510sqm GLA by 2044 – an increase of around 6,180sqm or 17% over the 20-year period.

Table 129: Kiama LGA retail floorspace demand 2024-2044 (GLA square metres)

Store Type	Target RTD ($/sqm)	2024	2034	2044
Apparel stores	5,000	**1,082**	**1,174**	**1,278**
Bulky goods stores	3,500	1,004	1,096	1,201
Department stores	3,500	442	451	463
Other non-food stores	4,000	6,947	7,532	8,188
Personal services	4,000	3,591	3,873	4,187
Restaurants and fast food services	6,500	11,319	12,115	13,000
Specialised food stores	9,000	2,091	2,234	2,394
Supermarkets and grocery stores	11,000	7,168	7,930	8,820
Total occupied space	**7,630**	**33,645**	**36,405**	**39,532**
Vacant space	5%	1,682	1,820	1,977
Total retail shopfront space		**35,327**	**38,225**	**41,508**

Source: HillPDA

Retail demand by selected existing centres/suburbs

Based on Spendmapp data provided at the LGA and suburb level, and assuming current spending patterns remain stable, Table 13 distributes demand across four Kiama suburbs that contain retail centre(s). From this, and assuming that all centres are in equilibrium with demand as of 2024:

- Kiama may require an additional 4,910sqm of retail space
- Gerringong may require an additional 460sqm of retail space
- Kiama Downs may require an additional 300sqm of retail space. This amount is equivalent to around three traditional shopfronts and could be located elsewhere in the LGA.
- Jamberoo may require an additional 200sqm of retail space. This amount is equivalent to around two traditional shopfronts and could be provided in or around the existing village centre.

Image: The Sebel Kiama

Table 1310: Retail demand by selected centres 2024-2044 (square metres)

Broad retail category	Kiama			Gerringong			Kiama Downs			Jamberoo			Remaining space provided elsewhere in LGA		
	2024	2044	Change	2024	2044	Change	2024	2044	Change	2024	2044	Change	2024	2044	Change
Supermarkets & grocery	4,424	5,685	1,261	1,695	1,871	176	611	731	120	438	533	95	0	0	0
Specialised food stores	1,398	1,640	243	389	411	21	153	175	22	150	168	17	0	0	0
Bulky goods stores	757	951	194	247	250	2	0	0	0	0	0	0	0	0	0
Department stores	433	453	20	0	0	0	9	10	1	0	0	0	0	0	0
Apparel stores	942	1,138	195	97	92	-6	42	49	7	0	0	0	0	0	0
Other non-food stores	5,500	6,629	1,129	1,259	1,346	87	91	115	25	97	98	1	0	0	0
Restaurants & fast food	7,610	9,001	1,391	2,080	2,194	114	605	694	88	1,023	1,111	89	0	0	0
Personal services	2,675	3,187	511	628	669	41	202	236	34	86	95	9	0	0	0
Total occupied space	**22,207**	**26,883**	**4,677**	**6,043**	**6,479**	**436**	**1,625**	**1,920**	**295**	**1,691**	**1,885**	**194**	**2,079**	**2,365**	**286**
Vacancy rate	1,111	1,345	234	301	324	22	82	96	14	85	94	10	104	118	14
Total shopfront space	**23,317**	**28,226**	**4,910**	**6,346**	**6,803**	**457**	**1,706**	**2,016**	**310**	**1,776**	**1,980**	**204**	**2,183**	**2,483**	**300**

Source: HillPDA

2.6 Demand modelling – Commercial

Demand for non-retail commercial related space is based on population growth and the Transport and Performance Analytics (TPA's) and Travel Zone Projections (TZP24) employment projections for the industry categories of:

- Information Media and Telecommunications
- Financial and Insurance Services
- Rental, Hiring and Real Estate Services
- Professional, Scientific and Technical Services
- Administrative Services (excludes cleaning, pest control).

Employment directed towards industrial precincts has been removed. An estimate of persons working from home was undertaken and removed based on 2021 Census information.

Based on these assumptions, it is estimated that between 2024-44, around 220 new non-retail commercial-related jobs could be provided in the LGA's commercial centres. Based on an average job density of 20 square metres for each commercial job, it is estimated that net growth in non-retail commercial-related jobs would drive demand for around an additional 4,390 square metres of space over the period.

Table 14: Net non-retail commercial related space demand 2024-44

	Net jobs	Job density	Demand (sqm)
Commercial space	219	20	4,390

Source: HillPDA

As Kiama CBD is the primary centre across the LGA, the majority of this non retail commercial floor space demand would be planned and accommodated in the Kiama CBD, with some also to be provided in the Gerringong Town Centre and other local centres.

Image: Customer shopping in the Kiama LGA, Kiama Council images

2.7 Demand modelling – Greenfield

The population of the Kiama LGA is forecast to change, with both increases and decreases. It is expected that net migration will contribute more to population growth than natural change (births less deaths) (REMPLAN, 2023). The Local Housing Strategy (Kiama Council, 2025) identifies future growth areas for new housing, and this strategy explores the likely demand for employment lands to align with this population growth and ensure adequate jobs and local services are provided to the new communities.

The table below details the identified greenfield urban expansion areas in the Local Housing Strategy, and their estimated number of lots. The resulting population in the table below is based on an average occupancy rate of 2.1 persons per dwelling.

Table 1511: Urban expansion areas - estimated lots and population

Greenfield site	Estimated lot yield*	Estimated population
Kiama Downs, Bombo, Kiama		
Lot 442 Henry Parkes Drv, Kiama Downs	37	77
Lot 1 Riverside Drive, Bombo	20	42
25 Cole Street, Kiama	6	13
2 Caliope Street, Kiama	14	29
Kiama Urban Expansion Area		
Bombo Quarry Precinct	2,100	4,390
Riversdale Road Precinct	800	1,673
Dido Street Precinct	458	958
Kiama West Precinct	1,100	2,300
South Kiama Urban Release Area		
South Kiama Urban Release Area	380	794
Gerringong Urban Expansion Area		
48 Campbell St, Gerringong	147	307
86 Campbell Street, Gerringong	170	355
Jamberoo		
Macquarie Street, Jamberoo	42	88
Golden Valley Way - Stage 1	50	105
Golden Valley Way - Stage 2	67	140
TOTAL	**5,391**	**11,062**

Source: Local Housing Strategy, Kiama Municipal Council, 2025

* The approximate lot yield is subject to detailed investigation and is subject to change.

The proposed forecast population, and associated employment land needs in this report have considered the urban expansion areas as identified in the adopted Kiama Local Housing Strategy. This section of the report distils the more placed based approach to where employment lands should be located.

Greenfield urban expansion demand for retail space and land needs

To calculate the demand for retail land, an assumption for the greenfield area is provided in the following table. A vacancy rate of 5% is also included.

Table 12: Urban expansion areas assumed capture rates and turnover densities

Category	Spend per capita (2044)	Resident Local Spend %	Target RTD ($/sqm)
Other non-food stores	$2,754	20%	4,000
Personal services	$649	30%	4,000
Restaurants and fast food services	$3,340	25%	6,500
Specialised food stores	$1,156	30%	9,000
Supermarket	$6,073	50%	11,000

The resultant demand for retail space and land requirements by urban expansion area and greenfield area is provided in Table 17 and Table 18.

It should be noted that a 5% vacancy rate was also included. Estimating land requirements, a development FSR of 0.35:1 was applied. This accounts for the servicing, loading and parking requirements of retail uses. Retail net lettable area was also converted to a gross floor area. If a centre contained other commercial, community, or recreational uses, its land needs would be higher.

Table 17: Retail space demand and land requirements by new greenfield precincts

Greenfield urban expansion area	Retail demand (sqm GFA)	Land Area (ha)
Kiama	5,836	1.90
South Kiama	502	0.20
Gerringong	616	0.21
Jamberoo	357	0.11
TOTAL	**7,311**	**2.42**

The following tables detail total retail demand across the combined urban expansion areas by type.

Table 18 Urban expansion and greenfield areas total retail demand by type

Category	Retail demand (sqm)
Other non-food stores	1,523
Personal services	538
Restaurants and fast food services	1,421
Specialised food stores	426
Supermarkets and grocery stores	3,054
Total	**7,311**

A portion of the additional industrial land required will also be located in greenfield areas.

Analysis of Greenfield urban expansion areas

This section provides an assessment and analysis of the opportunities and constraints of the greenfield urban expansion areas identified in the Kiama Local Housing Strategy 2025, and the suitability, or unsuitability, of the site to accommodate employment lands.

Potential new employment lands were assessed against the criteria in the draft Statewide Policy for Industrial Lands to determine the location for new employment sites within the LGA.

Kiama Downs, Bombo, Kiama

These four smaller areas will each yield between 6 and 37 lots and are therefore unsuitable for the location of new employment lands.

Bombo Quarry Precinct

The Bombo Quarry Precinct presents a unique opportunity to deliver a new development with housing, recreation and employment lands. The Master Plan provides an opportunity to plan for employment uses that would provide economic diversity, innovation and sustainability, and to consider how the area could complement other regionally significant employment lands.

Total Land Area: 114ha

Current Land Zone(s): RU1 Primary production and C3 Environmental Management.

Strengths: Large scale site; access to major highway (northbound and southbound); nearby electrified train station; world class ocean and escarpment views.

Opportunities: Potential for both retail and industrial uses that could completement Kiama town centre. Improve and enhance pedestrian access to and from the precinct. Develop as a new local centre within a larger masterplan. Improve access to neighbouring areas via Jamberoo Road.

Constraints: Road widening adjacent to Princes Highway; Bushfire prone land; contamination; Riparian class 3 15m buffer; need to rehabilitate and reform the land post quarrying activities.

Recommendation: This site is suitable for retail, commercial and industrial employment lands.

Riversdale Road Precinct

This site is situated between the Bombo Quarry and Kiama West Precincts, and is suitable for a range of housing types, as well as open space and environmental conservation.

Total Land Area: 76ha

Current Land Zone(s): RU1 and C2

Strengths: Adjoins Bombo Quarry Precinct and Kiama West Precinct.

Opportunities: Opportunity for local shops and services to be provided on site. Opportunities for the precinct to provide road connectivity to the Bombo Quarry and Kiama West Precincts.

Constraints: Limited access to site, limited heavy vehicle roads due to topography. Topography of site limits opportunities for employment land.

Recommendation: This site is suitable for employment lands to provide local services.

Dido Street Precinct

This site includes land that is already zoned for residential development but is constrained by lack of flood free access, as well as its proximity to the active Bombo quarry. The site also includes land that has not yet been rezoned for urban development.

Total Land Area: 35ha

Current Land Zone(s): R2, RU1, C2, C3

Strengths: Adjoins the Bombo Quarry Precinct. Partially residentially zoned. Relatively close proximity to Brown Street E3 zoned land and Westend Precinct. Spring Creek and the dam provide amenity for information recreation.

Opportunities: For the precinct to be integrated into the adjoining Bombo Quarry and Riversdale Road precincts, and for road/transport upgrades to future proof against flood risks.

Constraints: Flooding, Spring Creek runs through site. Topography. Access from M1.

Recommendation: This site <u>is unsuitable</u> for employment lands.

Kiama West Precinct

The site is currently rural in nature and contains tracts of open grassland and more dense vegetation along several riparian corridors, including Spring Creek. The site is located directly west of Kiama CBD, approximately 1.7 km west of Kiama Railway Station. The majority of this site is the subject of the Springside Hill Planning Proposal.

Total Land Area: 130ha

Current Land Zone(s): RU2, C2, C3

Strengths: Access to Princes Highway (northbound), escarpment views, nearby emergency services, proximity to the existing Kiama urban area. Existing Greyleigh Homestead.

Opportunities: Provide increased opportunities for commercial and industrial uses, complimenting other industries throughout the LGA.

Constraints: Bushfire, flooding, topography, heritage.

Recommendation: This site <u>is suitable</u> for retail and industrial employment lands.

South Kiama Urban Release Area

The South Kiama Urban Release Area is approximately 40 hectares and will provide approximately 380 residential lots, open space areas and environmental conservation.

Total Land Area: 40ha

Current Land Zone(s): R2, R5, RU2, C2, C3

Strengths: Limited employment lands in the vicinity and limited access to the site creates demand. New urban release area – opportunities for design and to ensure good outcomes

Opportunities: Opportunity to provide local services in the new urban release area. Opportunity to corner store/café located along Collector Road and next to local park.

Constraints: Bushfire, topography, limited access to site (Access via M1 overpass).

Recommendation: This site <u>is suitable</u> for employment lands to provide local services.

Gerringong urban expansion area

These two areas will each yield around 147 and 170 lots. Due to the land area and location of the sites, these areas are considered <u>unsuitable</u> for the location of new employment lands.

It is noted however that that there may be opportunity to expand the existing Gerringong Industrial area. This is discussed further below.

Jamberoo urban expansion area

These three sites will each yield between 42 and 67 lots. Due to the land area and location, these sites are considered <u>unsuitable</u> for new employment lands. The additional demand for new or increased employment land from these developments will be provided in the village centre.

Additional greenfield land suitable for employment uses

In addition to the greenfield urban expansion areas identified as suitable for new housing, some of the Expression of Interests (EOIs) received were for land that while not considered suitable for housing, may be suitable for non-residential development.

As part of the EOI process, land adjoining the existing E3 and E4 industrial land in Gerringong was identified as being suitable for new employment lands and is included in this Strategy.

Potential new employment lands were assessed against the criteria in the draft Statewide Policy for Industrial Lands to determine the location for new employment sites within the LGA,

Gerringong Industrial area

This land is adjacent to existing industrial land and may be suitable for new economic activity including manufacturing, storage and logistics. It is well located next to existing employment land, the Gerringong Town Centre and has access to the Princes Highway (see Figure 7).

Total Land Area: Approx. 2ha

Current Land Zone(s): RU1 Primary production, RU2 Rural Landscape.

Strengths: Adjacent to major highway, northbound and southbound; area includes a fuelling station; food and beverage retailers that service workers in the area.

Opportunities: Provide increased opportunities for commercial and industrial uses, complementing other industries throughout the local government area. There are potential additional employment land opportunities adjacent to the M1 on and off ramps.

Constraints: Filled land; nearby bushfire prone land; potentially contaminated sites; Riparian class 2 25m buffer; Riparian class 3 15m buffer; LSPS potential urban expansion areas; adjacent to potential urban expansion areas; Strategic agricultural lands SAL biophysical

Recommendation: This site <u>is suitable</u> for new industrial employment lands.

2.8 Meeting future demand - Infill

Employment land, including industrial, retail and commercial, is needed in both urban infill areas as well as greenfield or expansion areas. For existing urban areas, there may be limited opportunity for additional land area, so the required approach is a combination of enhancing and optimising development on land that is currently appropriately zoned.

There is evidence of interest in commercial, retail and industrial development in the Application tracker, which showed 13 applications for the following types of development:

- Mixed use development applications
- Retail and commercial developments proposed
- Tourist and visitor accommodation developments
- Industrial developments
- Food and drink premises.

Kiama Town Centre

Kiama CBD plays a critical role being the primary centre within the LGA. With many residents working from home, businesses requiring professional suites, tourists requiring food, drink and restaurant plus entertainment, key locations for retail floor area will be necessary. In the Kiama CBD Master Plan, locations such as Akuna Place, Council Chambers, or Kiama Leagues Club were provided as options. It is noted that there is a proposed development within Akuna Place, and if approved it can begin to accommodate the needed growth.

Implementing the Kiama Town Centre Master Plan will facilitate growth in the Kiama CBD.

Gerringong Town Centre

The Gerringong Town Centre is the second largest centre within the Kiama LGA. With population growth, potential additional housing developments and employment increasing within Gerringong, additional retail and commercial floor area is needed. A town centre master plan should be undertaken for Gerringong local centre to support tourists and local residents.

Jamberoo

Jamberoo is an established village with an existing local centre servicing the local community. There are opportunities to enhance the use of existing zoned land and encourage optimum use of those lands for future employment activities.

Small / other areas

There are limited opportunities for additional employment in these areas, and the recommendation is to continue to enhance and encourage employment uses on these lands.

2.9 Meeting future demand - greenfield

As well as enhancing existing employment lands, there is a need to ensure that new urban expansion areas include local services and local centres to support the new population.

There are several opportunities for new employment lands to be provided in the greenfield development areas as identified in the Kiama Local Housing Strategy. Following the analysis (see Section 2.7) the following sites are suitable for employment lands:

- Kiama Urban Expansion Area
  - Bombo Quarry Precinct
  - Riversdale Road Precinct
  - Kiama West Precinct
- South Kiama Urban Release Area
- Gerringong industrial area

As forecast by the growth sectors, Kiama has the greatest need for E4 General Industry. This should be located on main collector roads or close to major roads. E3 Productivity Support usually supports E4 General Industry, and E1 Local Centre zones:

This section discusses the type and quantum of employment lands required for each site.

Bombo Quarry Precinct

This site is suitable for retail, commercial and industrial employment lands.

Industrial: 3 ha of industrial land is required to be provided in the Bombo Quarry Precinct.

This site provides an opportunity for industrial land to be located in an area that is highly accessible, with visible and transport links to business uses along the Princess Highway further north. The proposed industrial land should be located on the northern side, close to the Princess Highway to facilitate its visibility. It's proposed location also achieves great accessibility from the roundabout off Quarryman Road.

This land may be zoned E4 General Industry which permits service industrial, hardware and building supplies, light industrial, goods and repairs (but does not permit heavy industry).

Retail and Commercial: The Bombo Quarry Precinct can accommodate a new local neighbourhood centre including around 2,800sqm of GFA retail floor area (1.2ha of land area), community facilities, and around 2,000sqm of commercial floor area. The commercial floor area should be integrated or associated with the local neighbourhood centre and can provide support for businesses, such as local doctors or hairdressers, to service future residents.

The proposed local neighbourhood should follow the following locational principles:

- Be highly accessible from Quarryman Road in which to capture the community leaving or entering Bombo precinct
- Be an area that can accommodate the proposed retail, commercial and mix of uses, which could be up to a minimum of 1,2ha surrounded by higher density housing.
- Support a 800m walkable neighbourhood catchment, which does not overlap with the 800m walkable catchment of Riversdale Precinct local centre.

Industrial	Retail	Commercial
3ha land	2,800sqm GFA /1.2ha land	2,000sqm

Riversdale Road Precinct

This site is suitable for employment lands to provide local services.

Industrial: This is not suitable for industrial land.

Retail and commercial: This Precinct is located between Bombo Quarry and Kiama West, and could accommodate around 600sqm of retail (or a minimum of 2,000sqm of land area) for local services. The retail area has been determined in consideration of location of centres, overlap of catchment trade areas and providing walkable neighbourhoods.

The Riversdale local centre should follow the following locational principles:

- Be highly accessible from Riversdale Road and Jamberoo Road
- Support a 800m walkable neighbourhood catchment, which does not overlap with the 800m walkable catchment of Bombo Precinct local centre.
- Riversdale and Bombo local centres should be at least 2km apart.

Industrial	Retail	Commercial
Nil	600sqm GFA /0.2ha land	Nil

Kiama West Precinct

This site is suitable for retail and industrial employment lands.

Industrial: 1 ha of industrial land will be required for local convenience. The future industrial land can be located within the southern section of Springside Hill gaining access off Saddleback Mountain Road and serving local future residents including from Kiama Heights.

This land may be zoned E3 Productivity Support which permits uses such as local vehicle repairs, bathroom and industrial retail outlet, local supplies and hardware (not heavy industry).

Retail and Commercial: This Precinct could accommodate around 1,600sqm of GFA retail (around 5,000sqm of land area) for local convenience. Access to a new local centre could be taken off Bland Street, so to support the existing residential area west of Kiama, as well as the proposed new area of Springside Hill.

Industrial	Retail	Commercial
1ha land	1,600sqm GFA /0.5ha land	Nil

South Kiama Urban Release Area

This site is suitable for employment lands to provide local services

Industrial: This is not suitable for industrial land

Retail and Commercial: The South Kiama greenfield area can accommodate employment lands for local services, including a village centre. The location of the village centre is important to be able to access a new local centre comprising of 500sqm GFA of retail off Saddleback Mountain Road. This provides local convenience to residents, can also be visible to passing traffic, and assists to limit traffic movement outside of the release area.

Industrial	Retail	Commercial
Nil	500sqm GFA /0.2ha land	Nil

Gerringong Industrial area

This site is suitable for new industrial employment lands.

Industrial: Land adjacent to the west of proposed new housing greenfield area at Campbell Street in Gerringong, and south of Belinda Street near the railway line can provide light industrial and convenience services. As per state and regional planning strategies, industrial lands should be located close to transport and freight networks, which assists to minimise land use conflicts. This is also a logical extension of the existing urban boundary.

Further, land that is adjacent to the railway line, close to Gerringong railway station, accessible to the Princess Highway, and good access to the highway, is highly suitable for general industrial. Land just north of Belinda Street is land zoned E3, together with road accessing the railway station should be expanded for employment purposes.

This land may be zoned E4 General Industry. This site is suitable for light manufacturing, storage, warehousing, transport, logistics, and distribution,

Together this area in Gerringong could comprise a broad site area of approximately 11-12ha (Approximately 8 ha of developable land area). See Figure 7 for proposed location.

Retail and Commercial: This site is not suitable for retail or commercial employment lands, unless they are complimentary to the industrial activity.

Industrial	Retail	Commercial
8ha land	Nil (unless complimentary)	Nil (unless complimentary)

Image: Kiama Downs local centre, Kiama Council images

2.10 Summary of meeting future demand

In summary, the industrial and commercial employment land requirements for existing urban areas, and new greenfield development sites are provided at Tables 13 and 14.

Industrial

Table 13: Meeting future demand for industrial land

Site	Industrial - Land Area (ha)
Existing industrial areas	Enhancement of existing zoned areas to increase capacity.
Bombo Quarry Precinct	3 ha
Kiama West Precinct	1ha
Gerringong Industrial area (new)	8ha
Total	**12ha**

Commercial

Table 14: Meeting future demand for retail and commercial

Site	Retail		Commercial
	Land Area (ha)	GFA (sqm)	GFA (sqm)
Kiama Town Centre	Enhancement	4,910	3,800
Kiama Downs	Enhancement	310	-
Kiama – other	Enhancement	300	-
Gerringong Town Centre	Enhancement	457	590
Jamberoo	Enhancement	204	-
Total Infill		***6,181***	***4,390***
Bombo Quarry Precinct	1.2	2,800	2,000
Riversdale Road Precinct	0.2	600	-
Kiama West Precinct	0.5	1,600	-
South Kiama URA	0.2	500	-
Total Greenfield	***2.1***	***5,500***	*2,000*
Total		**11,681**	**6,390**

Figure 6: Proposed greenfield local neighbourhood centres and industrial lands – Kiama Urban Expansion Area and South Kiama Urban Release Area

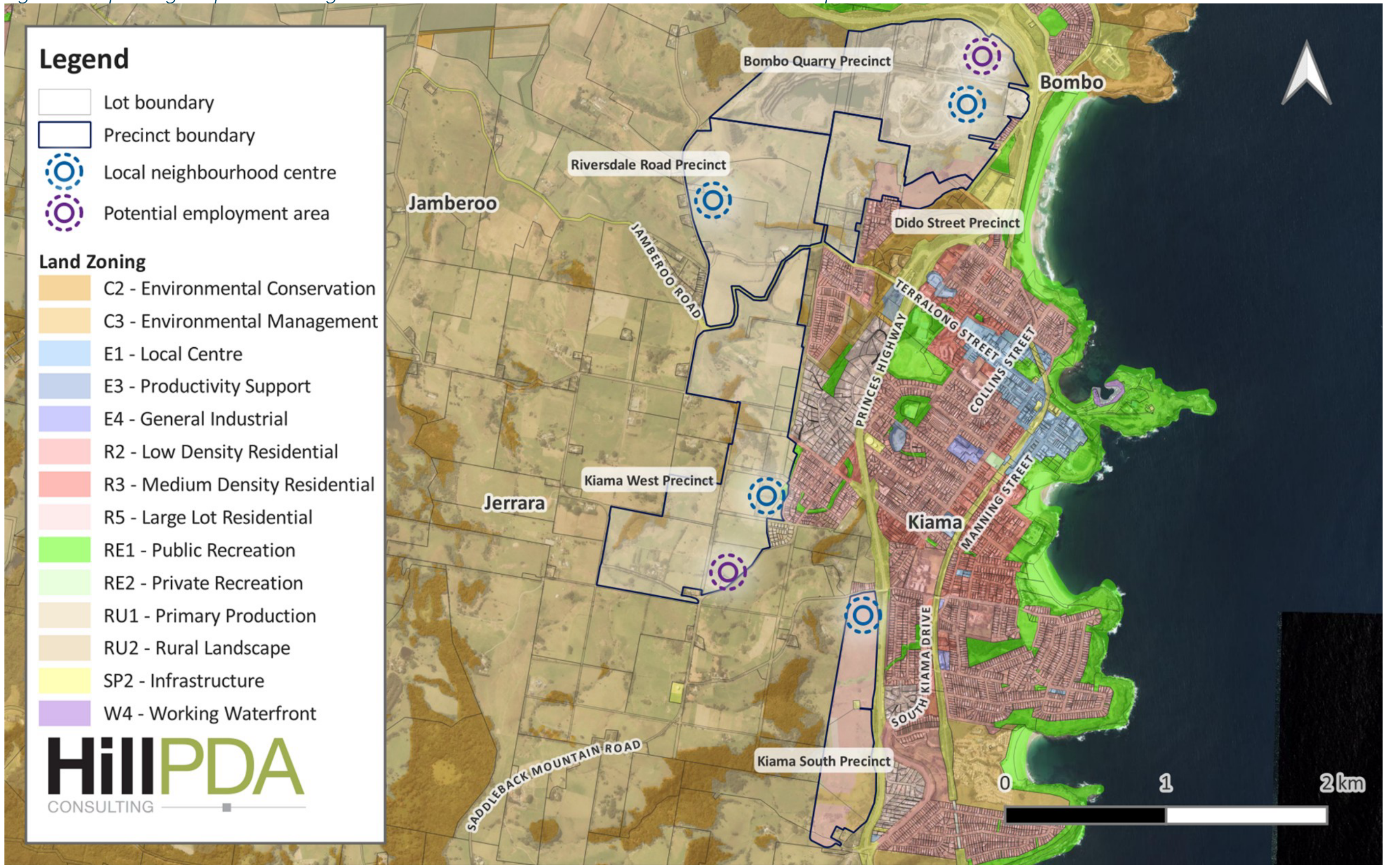


Figure 7: Proposed greenfield industrial lands – Gerringong

Section 3 – The priorities

This strategy identifies seven Priortities to guide the supply, management, development and utilisation of employment lands for a sustainable future. The Priorities were informed by the following key principles:

- Build on strengths by developing the employment sectors which take advantage of the LGA's assets,
- Maintain and strengthen the local service economy (to reduce the leakage of expenditure outside the region),
- Support sustainable and resilient businesses and jobs growth,
- Current employment E1 and E3 land should provide enhanced opportunities, and increased densities to serve the local community and visitors,
- E4 zoned land should be strategically located and achieve "local significance" as categorised by DPHI "Industrial Lands Action Plan",
- Employment land should be provided in urban expansion areas to ensure local services are provided to new residents and businesses and minimise traffic impacts.

The seven priorities that guide how Council will plan for employment land and support the businesses that operate on it are shown in Figure 8:

Figure 8: Priorities

1. **Promote the Kiama CBD as the primary employment and activity centre that supports tourism, hospitality, professional services, retail, commercial and accommodation.**
2. **Expand retail and commercial local neighbourhoods within the Kiama LGA.**
3. **Leverage the high remote working rates and improved communication technology to attract regional outposts and facilities that support remote work.**
4. **Retain and manage industrial lands to ensure continued economic viability.**
5. **Expand new employment land in greenfield growth areas.**
6. **Build resilience by exploring opportunities arising from regional and state investment and growth industries.**
7. **Promote economic partnerships to support Kiamas growth.**

1 Promote the Kiama CBD as the primary employment and activity centre that supports tourism, hospitality, professional services, retail, commercial and accommodation.

Kiama CBD plays a critical role being the primary centre within the LGA. The Illawarra Shoalhaven Regional Plan recognises the importance of this role both to the LGA and within the broader region. Solidifying this role is vital.

Significant jobs are forecast in the accommodation and food industries resulting in the need for an additional supermarket, restaurants and non-food stores. Food and services act as anchors for attractive mixed-use centres. Profile id's State of Our Economy Report has shown that hospitality expenditure in Kiama has continued to grow and, likewise, service expenditure has proven resilient. Kiama's local food, hospitality, tourism and service expenditure will likely see continued growth in line with population growth.

Kiama CBD area can accommodate the forecast 4,910sqm of retail floor area to support locals and tourists. This includes the need for a supermarket and supporting speciality stores. Supporting restaurants operating on parts of the footpath will activate public spaces, contribute to a more vibrant and pedestrian-friendly environment, and encourage longer stays in the CBD.

In addition to retail floor area, Kiama needs to accommodate up to 6,000sqm of commercial space (such as health services, professional services, real estate and offices) within the CBD.

With the rise in professionals and the growing trend of working from home, there are opportunities to provide local suites for start-ups and support businesses within the CBD. Incorporating this type of space as part of future redevelopment should be encouraged.

Implementing the Kiama Town Centre Master Plan is necessary. Key changes and strategies to increase the FSR and permissible heights in the majority of the E1 zone encourage commercial uses are required. Increased planning controls will also facilitate the development of new commercial and mixed-use spaces, stimulate further investment and improve the economic vibrancy of the town centre. Planning controls should also look to support tourism, including increased dining, retail and accommodation options. The unique characteristics and employment opportunities of the individual precincts should be captured in planning controls.

With a clear link between the physical quality and economic evolution of centres, placemaking initiatives will facilitate repeated and higher expenditure that promotes enterprise growth and floor space investment. By focusing on planning controls, Kiama can adopt an integrated strategy that attracts investment and drives growth in the town centre through activating street frontages, supporting business-friendly zoning, and cutting through red tape.

The NSW Government Vibrancy Reforms are a cross-government initiative developed in consultation with key government agencies, industry, councils and stakeholders to improve the night-time economy through both legislative and policy reforms. The legislative reforms propose changes to the planning system to support more creative, hospitality and cultural uses contributing to the 24-hour economy. Once the full suite of these reforms come into effect, broad principles and a nighttime economy strategy for the Kiama CBD should be developed. This strategy should include a planning framework to guide the assessment of development applications for licensed premises, with the aim of enhancing tourism. Such an approach could directly benefit the vibrancy and activation of the Kiama.

2 Expand retail and commercial local neighbourhoods within the Kiama LGA.

The provision of sufficient commercial employment land to meet projected growth projections within the Kiama LGA over the next 20-year period is an important benchmark for the area's overall prosperity. After factoring in unzoned supply, a comparison between current supply and 2044 demand showed that future employment precincts within the LGA will provide insufficient commercial land to meet the LGA's needs by 2044. Meeting future demand for retail and commercial employment space in Kiama LGA, but that which does not detract from the primacy of the Kiama CBD, will mean expansion into new areas.

Current planning controls potentially limit the amount of floor space allocated for employment uses within existing employment centres. Careful adjustments to FSRs and building height controls and parking requirements must be made to maximise the potential for commercial centre expansion, facilitate economic activity, enable business expansion, and create a more vibrant commercial environments for residents and visitors.

Gerringong needs to cement its character and role of being the second largest centre within Kiama. With population growth, potential additional housing developments and employment increasing within Gerringong, an additional 1,000sqm GFA of retail floor area is needed. As per Section 7 of this report, increasing the FSR and heights to allow for retail and additional mixed use in Gerringong local centre is necessary. There is underutilised land in the local neighbourhood that could be renewed, however any renewal should take into account heritage items and placemaking character. A master plan should be undertaken for Gerringong local centre where the enhancement of floor area and height to enable around 800sqm of additional commercial area to support tourists and local residents is developed.

Jamberoo is a small historic village where renewal with additional retail or non retail uses can capture a greater number of passersby and provide additional local services. Enhancing the currently zoned E1 land at Jamberoo by increasing the height limit above 8.5 metres and allowing larger floor areas is necessary to support greater development viability. Improved public domain and creating places for residents and visitors to meet will enhance and support activation and additional spend. A master plan study to create a community "heart" and focal point for Jamberoo together with public realm improvements, to facilitate an additional 500sqm of floor area for retail, restaurants, would provide significant benefit and direction for landowners and investors.

Kiama Downs provides local services to the broader Kiama Downs and Minnamurra areas. Existing E1 zoned land could have increased FSR and height to foster renewal, promote mixed-use development, attract investment, and provide uplift to the area's commercial appeal.

Local centres servicing the immediate population could be developed in conjunction with future housing projects in greenfield areas. These local centres could include small- to medium-sized supermarkets, specialty retail, and hospitality premises. The placed based approach of the greenfield areas is shown in Section 2.7.

With Kiama's Local Housing Strategy identifying areas for future housing growth, it will be crucial to align this growth with the expansion of employment land to support future residents. It will be important to provide an appropriate forward land supply for commercial land and activity centre development to meet the needs of communities and bring employment opportunities closer to home.

3 Leverage the high remote working rates and improved communication technology to attract regional outposts and facilities that support remote work

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One of the most significant changes to emerge from the COVID-19 pandemic was the rapid transition to a flexible workplace, with many business having moved to a hybrid model of employment. This growth in professionals working from home will drive new opportunities and demand for local services, increase local spending and see greater participation in local programs contributing to vibrancy and growth across our communities. The local trend (Section 4.1 of this report) indicates Kiama's residents being early adopters of work from home, and thus a strong component to incorporate in this Strategy.

With land availability being restricted, Kiama can benefit from focusing on industries that thrive in remote working environments. Kiama's high levels of educational attainment, skilled workforce, and limited physical space (due to topographical and ecological constraints) make it well positioned to transition towards knowledge-based sectors, such as professional, scientific, and technical services.

These sectors, which rely on a highly qualified workforce and strong internet connectivity, generally require less physical space and infrastructure compared to traditional industries. By promoting growth in these knowledge-based fields, Kiama can attract businesses that are adaptable to remote or hybrid work models. This approach not only aligns with the town's spatial limitations but also drives economic growth while efficiently utilising the available land.

Council can play a role in maximising local jobs in these professional industries and supporting the trend to work from home by supporting infrastructure roll outs that will ensure Kiama is equipped with the key infrastructure to support business growth.

In this respect, a development control plan or policy that provides further guidance and planning controls (that would be in case where development application is required, which means when home businesses exceed the Exempt and Complying Development Code businesses exceed the Exempt and Complying Development Code requirements) could
Kiama should leverage the growing trend of remote work by transforming underutilised council spaces into flexible workspaces, enhancing digital infrastructure, and fostering partnerships with co-working providers to attract regional outposts and retain skilled professionals. Co-working spaces or hotdesking spaces in vacant commercial premises could attract and retain a greater number of professionals and reduce employment leakage to surrounding LGAs.

To support professional industries, ensure that the broad band and NBN is upgraded across Kiama, and monitor and liaise with NBN providers.

4 Retain and manage industrial lands to ensure continued economic viability

Industrially zoned land should be retained and managed to ensure they continue to support a diverse range of industrial and other urban service functions. It is important that the employment-centric uses associated with the industrial precincts be maintained, providing a reliable economic and employment base for the region. The NSW Industrial Lands Action Plan requires industrial land to be well located, serviced and competitive in order to create jobs, support the construction industry and drive business investment. It provides for three categories of land; with most of the industrial zoned land in Kiama LGA being locally significant. In Kiama local industrial lands serve the local catchment, are accessible and serviced.

According to the ELDM Kiama LGA has 19.1 ha of industrial lands, and of this 17.5 ha is developed. It is therefore important to retain existing E4 General Industrial zoned land where appropriate, and ensure its "local" industrial categorisation to support local residents within Kiama. This strategy notes that increased additional employment uses, FSR or height can support sustainable long term employment viability.

In terms of industrial land, increased productivity and the provision of more efficiencies with uses, automation or small offices etc., can be achieved by expanding the E3 zoning, increasing height and FSR in key areas such as Kiama, Gerringong, Jamberoo Street in Kiama, and Gerringong south of Belinda Street and near the railway line. The expansion of permissible uses, such as cellar doors and highway service centres in RU1 zones should also be considered to enhance flexibility. These areas are all subject to detailed technical site suitability studies.

In particular, E3 zoned land south of Jamberoo Road in Kiama, should be proposed for additional employment uses, plus changes to the planning controls to increase heights and floor space ratio to provide an incentive for local facilities. The site is well suited for employment due to its highly accessible with a direct link into Kiama CBD.

Ongoing residential expansion, as identified in the Local Housing Strategy and future population projections for the LGA, will inevitably create the potential conditions for land use conflict between residential and industrial and this will need to be managed accordingly.

Early planning will help ensure an appropriate separation of uses, thereby guaranteeing future investment certainty for major industries and the efficiency of their operations. Likewise, setting clear expectations for industry and residential areas, can ensure a balanced approach.

The operational needs of industrial land should also be considered. Functions like warehousing, storage units, and distribution centres may have low levels of employment yet their function is critical in serving business and consumer networks. Last mile uses within industrial land and other low generating uses can minimise conflicts.

Criteria to evaluate increased employment uses for land can include securing retention of the employment uses and additional uses, boosting economic activity to support current and future industries, encouraging innovation, the use services population needs, provides business certainty.

5 Expand new employment land in greenfield growth areas.

Securing a pipeline of employment land is important for attracting new businesses to the area, providing a diversity of jobs for local residents, reducing commute times and maintaining the affordability of rents and land value. Jobs in industrial precincts is expected to increase by an additional 330 jobs by 2044. A portion of this growth is expected to be directed towards Kiama's existing employment precincts. However, to meet future demand, there is a need to explore additional industrial and business-zoned land in locations with good transport connection and minimal constraints.

Providing employment sites that offer easy main road access and ample space for parking and storage may attract storage, distribution, and transportation related development.

New Industrial land associated with greenfield/expansion areas are identified in Section 2.7.

6 Build resilience by taking advantage of regional and state investments, growth industries, and by strengthening connections with surrounding employment lands.

Considering Kiama's heavy reliance on seasonal tourism, there's an opportunity to strengthen the local economy by diversifying into clean industries, allied health, agritourism and complementary services linked to nearby regional developments. Potential areas for growth include connections to projects like the hydrogen hub, the new Shellharbour marina, and the Shellharbour Hospital development. Additionally, Kiama can benefit from larger state initiatives such as the neighbouring Illawarra Renewable Energy Zone (REZ), as well as the proposed Illawarra offshore wind area.

Caapitalising on these developments by promoting complementary services and business offerings will create new jobs and foster economic resilience beyond tourism. In preparing for the future and responding to increased investment in renewables in the region, it will be important for Kiama to ensure that the land use setting supports innovation, new mobility technologies and a low emissions future.

7 Promote economic partnerships to support Kiama's growth.

For Kiama, fostering economic partnerships will be essential to increasing regional competitiveness. While Kiama itself may not be able to support all the major services and facilities found in larger urban areas, such as large shopping centres, major hardware stores, or movie theatres, strategic collaborations with adjoining LGAs can help bridge these gaps. By working closely with regional partners, Kiama LGA can gain access to essential services, infrastructure and economic opportunities that may not be feasible within its own boundaries.

The development of the new Shellharbour hospital, for example, represents a significant opportunity for Kiama, not just in terms of health service delivery, but also through the creation of employment opportunities. Partnership could result in a satellite within Kiama's CBD providing health services for the community. Similarly, the availability of industrial land at Port Kembla and Unanderra can complement Kiama's growing economy by enabling cross-boundary synergies. These partnerships allow Kiama to support regional industrial needs without having to accommodate all future industrial land requirements solely within the LGA.

Additionally, encouraging alliances between local industries and educational institutions, such as the University of Wollongong or TAFE NSW, can stimulate the development of new industries and technologies in areas like agriculture, clean energy and renewables.

This will not only diversify the employment base in Kiama but also increase the skill levels of its workforce, ensuring that local residents remain competitive. Building and maintaining partnerships with key industries such as construction, manufacturing, and trade is also essential for long-term economic resilience, while collaborating with government agencies and regional development bodies will ensure that Kiama's economic strategy remains aligned with regional priorities.

Image: Local business in Manning Street, Kiama

Section 4 - Actions

4.1 Implementation

This section outlines an Implementation Plan to realise the priorities and actions of the Strategy and guide its delivery. For each action, the Implementation Plan indicates Council's role, partners for collaboration, and the priority of the action.

To understand the Implementation Plan we provide the following explanation of meaning:

Council's role

Council will play different roles in the implementation of this Strategy. These will vary between the roles of Planner, Advocator, Collaborator, Deliverer, Facilitator/Educator and Regulator. A description of these various roles is provided below.

- **Lead**: Undertake and manage the completion of the action
- **Advocate**: representing community needs and interests to Commonwealth and State Governments and to the private sector
- **Collaborate** and partner: working closely with businesses, industry, developers, investors, government departments and agencies and peak bodies
- **Deliverer**: coordinating delivery of community facility, service, works or products
- **Facilitator**/Educator: providing information to prospective investors, businesses and interest group
- **Regulate**: ensuring that employment land meets urban planning, building and public health regulations and expectations.

Partners for collaboration

Council will have a range of potential partners for collaboration in delivering the Strategy. These include, but are not limited to:

- AusIndustry: program within Federal Department of Industry, Science and Resources
- DPHI: NSW Department of Planning, Housing and Infrastructure
- DPIRD: NSW Department of Primary Industries and Regional Development
- The Illawarra Shoalhaven Joint Organisation
- Shellharbour Hospital
- Universities – e.g. University of Wollongong
- Service providers: public and private infrastructure providers
- Private sector: businesses and landowners
- TfNSW: Transport for NSW
- Adjacent councils

Priority

Actions have been prioritised into short, medium and long term, or ongoing (to be completed over the lifetime of the Strategy). Priorities should be periodically reviewed and reassessed in line with available budgets, resources and funding opportunities. Priorities are defined below.

- **Short**: action to occur over the next 1-2 years
- **Medium**: action to occur over the next 2-4 years
- **Long**: action to occur over the next 5+ years
- **Ongoing**: action to be undertaken on an ongoing basis.

4.2 Action Plan

Table 21: Action and implementation plan

Priority	Action	Council's role	Timeframe
Priority 1 - Promote the Kiama CBD as the primary employment and activity centre that supports tourism, hospitality, professional services, retail, commercial and accommodation.	Accommodate the future retail growth within the CBD to service locals and tourists: • Review the Kiama Town Centre Master Plan to increase height and floor space ratios within the E1 zoned land. Incentives could be provided if lot amalgamation occurs to land area of up to 1,500sqm to retain the character of Kiama, but facilitate growth. The Kiama CBD Chapter of the DCP will then also need to be updated. • Review development controls for ground floor retail in mixed-used developments to provide flexible spaces to change over time. • Focus on ground-level activation, especially along Manning Street and provide incentives for activation to occur. • Investigate amendments of the Kiama Local Environmental Plan 2011 for the inclusion of artisan food and drink industries and/or creative industries development, as a use with consent, within the E1 zoned land and to promote the unique characteristics and employment opportunities of the individual precincts of the Town Centre.	Lead	Medium Ongoing
	Accommodate the future commercial and non-retail growth within the CBD to service locals, businesses and tourist. • Support the development of a start-up hub with commercial space in the Kiama CBD to enable people working from home to meet and liaise within the CBD, and link to other small businesses.	Lead Advocate Collaborate	Ongoing
	Support tourism opportunities within the CBD: • Prepare a Night-time Economy Strategy for the Kiama LGA to identify and support opportunities for growth in after-dark economy. • Use the Night-time Economy Strategy to inform a trial Special Entertainment Precinct within the Kiama CBD, and amendments to planning controls in Council's Development Control Plan to support vibrancy of the CBD.	Lead Collaborate	Short-Medium

Priority	Action	Council's role	Timeframe
Priority 2 - Expand retail and commercial local neighbourhoods within the Kiama LGA.	Prepare a Visitor Economy Strategy to guide the future of tourism, events and visitor experiences across the Kiama LGA, with a focus on year-round visitation, business sustainability, and distributing visitor activity across the LGA.	Lead Collaborate	Short - medium
	Accommodate part of the future retail and commercial growth within local centres (outside of Kiama CBD) • Develop a masterplan for the Gerringong strategic centre to accommodate the growth of 1,000sqm GFA of retail and 800sqm of commercial/non retail floor area. This involves increasing FSR and heights in some areas of the local centre to facilitate viable development. • Develop a masterplan of the Jamberoo village centre to accommodate support renewal with the opportunity to create enhanced public realm and cater for around 500sqm of retail uses. This involves increasing FSR and heights in some areas to facilitate viable development. The DCP Chapter 12 will then need to be updated.	Lead	Medium
	Accommodate the future retail and commercial growth within local centres in proposed greenfield areas • Provide for an appropriate FSR and height controls in designated retail and commercial zones to ensure successful vibrant centres and enable the centre to be staged to accommodate the growth over time. • Rezone land in South Kiama to accommodate a new village centre with retail lands (E1 Zone), as well as amend Chapter 12 of the Kiama DCP. • Implement infrastructure upgrades necessary to support new retail and commercial developments, such as improved roads and parking facilities. • Partnership with key state agencies to plan the future redevelopment of the Kiama Urban Expansion Area ensuring that the necessary lands as identified by this strategy are appropriately zoned.	Lead Collaborate	Short-Medium
	As part of reviewing the LEP and DCP, ensure appropriate employment zoning for existing and future employment generating activities.	Lead	Medium

Priority	Action	Council's role	Timeframe
Priority 3 – Leverage the high remote working rates and improved communication technology to attract regional outposts and facilities that support remote work.	Update the planning framework to support working from home by developing guidelines within the DCP for working from home to provide certainty for small business on aspects to consider or provide, over and above exempt and complying requirements. • Facilitate a small business hub within the CBD to enable people working from home to meet and liaise within the CBD, and link to other small businesses.	Lead	Ongoing
	Use underutilised council or private sector commercial space for flexible working space and business support: • Retrofit existing council-owned spaces to accommodate flexible work environments and provide additional services within commercial space to attract and retain highly skilled workers in the LGA		
Priority 4 – Retain and manage industrial lands to ensure continued economic viability	Retain and enhance existing industrial zoned land: • Review the permissibility of land uses in employment precincts and develop policy guidelines and criteria to manage conflicts in E3 and E4 lands. This could be included into the Kiama DCP. • Review the permitted and prohibited uses in the E3 and E4 zones noting the current anomalies with these zones. • Investigate and provide uplift to floor space ratio and heights in E3 and E4 lands. • Investigate the barriers and opportunities to activating undeveloped land. • Review the Kiama DCP car parking requirements for industrial land. • Review the current SP2 zoning of the Minnamurra Waste Depot and consider rezoning this to E4 to ensure there is no net loss of industrial land.	Lead	Medium
Priority 5 – Expand new industrial and commercial land in greenfield growth areas	Ensure industrial and commercial land is provided in greenfield areas: • Structure Plans and Planning Proposals include new employment lands in accordance with Section 2.9 of this Strategy. • Council will actively monitor and analyse the supply and take-up of employment land and adjust infrastructure delivery and planning accordingly using an employment land monitor.	Lead Facilitate	Ongoing

Priority	Action	Council's role	Timeframe
Priority 6 – Build resilience by taking advantage of regional and state investments, growth industries, and by strengthening connections with surrounding employment lands	Leverage regional and state economic initiatives, emerging industry opportunities, and local employment networks to strengthen economic resilience: • Encourage developers to incorporate new energy technology in the development of new business parks and new commercial areas. Planning incentives may be included in local planning controls to encourage the outcome. • Maintain an up-to-date understanding of clean energy technologies and how these might be integrated into Kiama's industrial and commercial areas. • Create opportunity to expand key industry clusters by partnering with universities to foster collaboration and attraction of new high value industry and to enhance existing established industry. • Explore industrials opportunities related to renewable energy and consider opportunities for manufacturing and recycling related to solar, wind, and hydrogen energy projects occurring in the LGA and elsewhere in its surrounding region. • Explore synergies with universities to develop training and education programs targeted to local industries. • Review the format and land use needs of emerging regional growth industries and projects to ensure adequate employment land is planned for.	Advocate Collaborate Facilitate	Ongoing
Priority 7 – Promote economic partnerships to support Kiama's growth	Foster collaborative economic partnerships by leveraging regional infrastructure projects, collaborating with local industries, and engaging educational institutions to enhance competitiveness and create sustainable growth opportunities: • Identify and prioritize key regional infrastructure projects with the potential for partnership. • Engage with University of Wollongong and TAFE NSW to identify key industry skills gaps • Facilitate networking events within Kiama CBD to connect Kiama's businesses with regional suppliers and contractors	Advocate Collaborate Facilitate	Ongoing

4.3 Monitoring and review

Council will establish regular monitoring and reporting to inform a review of this Strategy. This will include at a minimum:

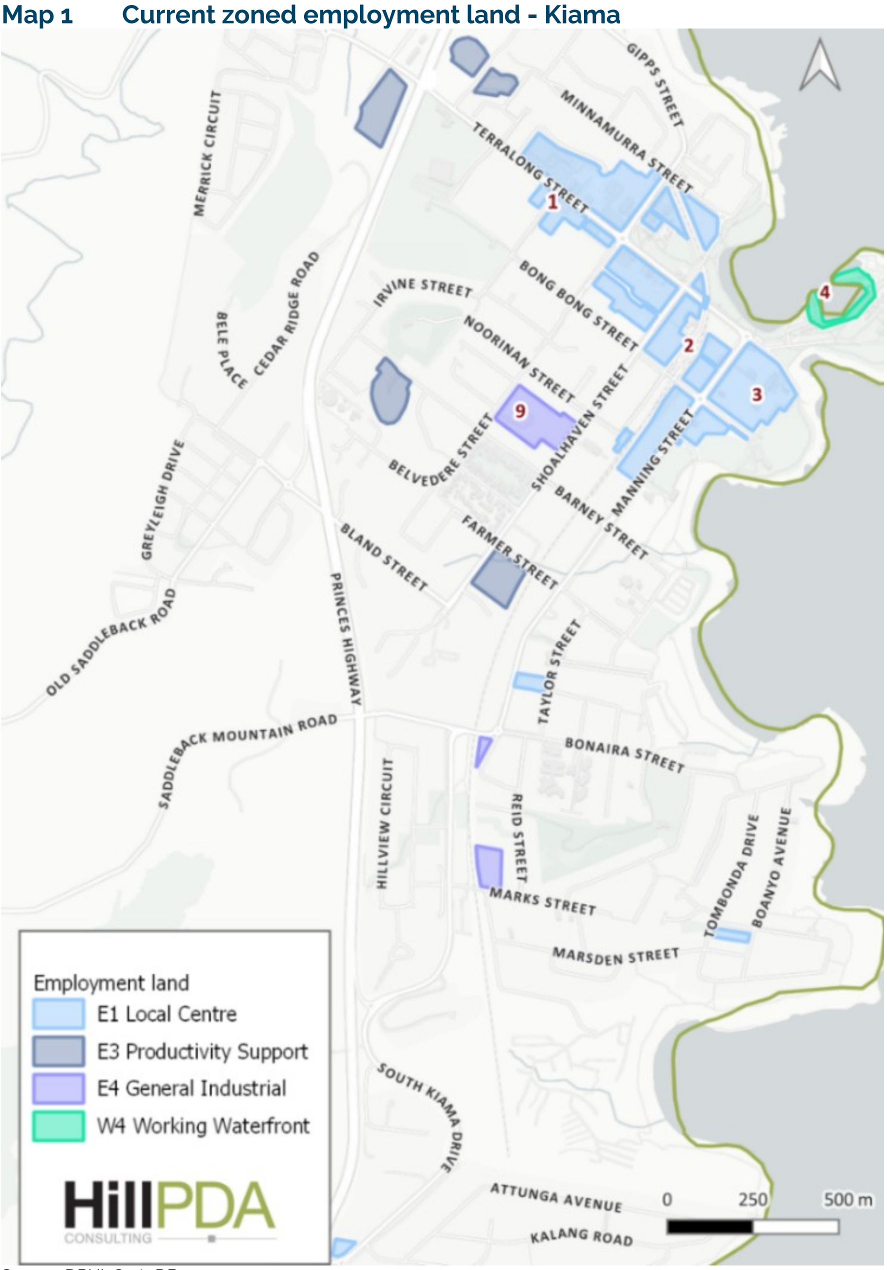
- annual reviews of employment land delivery and supply against the implementation and delivery plan to ensure that the local housing strategy and this employment land strategy are meeting the needs of the growing population and delivering the Strategy objectives in a timely manner.
- five yearly reviews of the evidence base of employment lands and floor area against the broader aims of district and regional plans to ensure that the Strategy is aligned with the needs
- ten-year review of the Strategy to ensure the 20-year vision statement, the evidence base and the strategic and planning contexts are aligned with the goals of the community the broader aims of district and regional plans, and the Strategy implementation and delivery plan

The actions of this Strategy will be integrated into Council's Delivery Programs and Operational Plans. Half yearly status reports of these Programs and Plans are provided.

Image: Jamberoo General Store

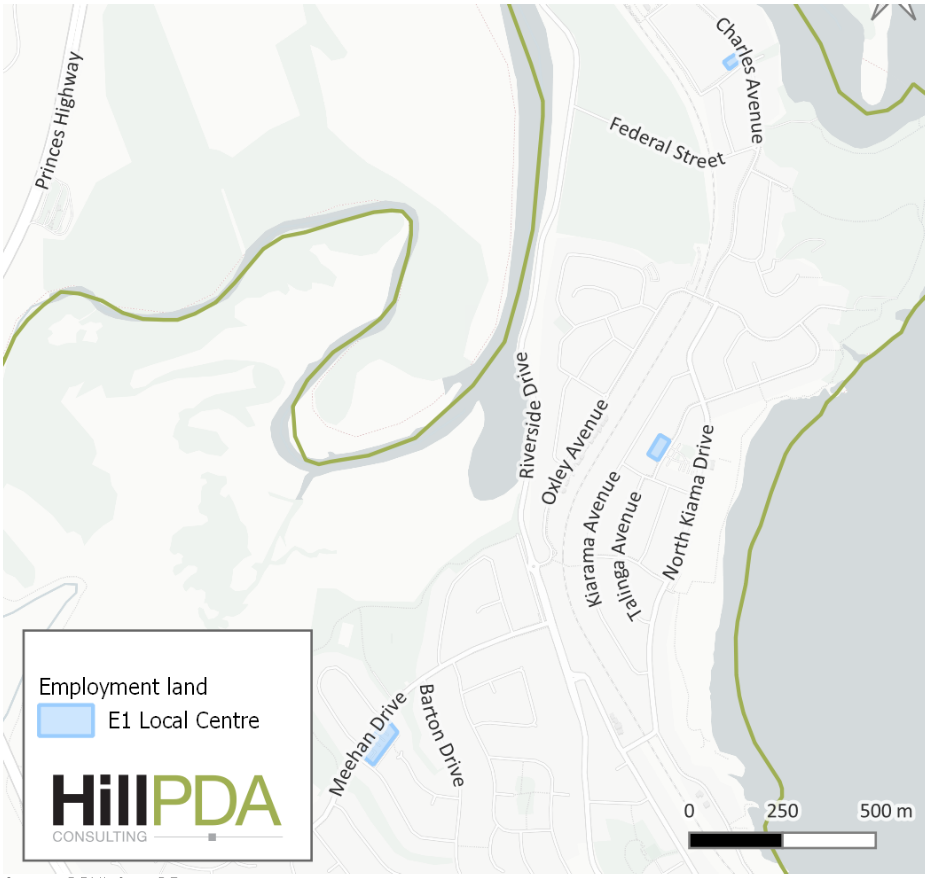
APPENDIX 1

Map 1 Current zoned employment land - Kiama



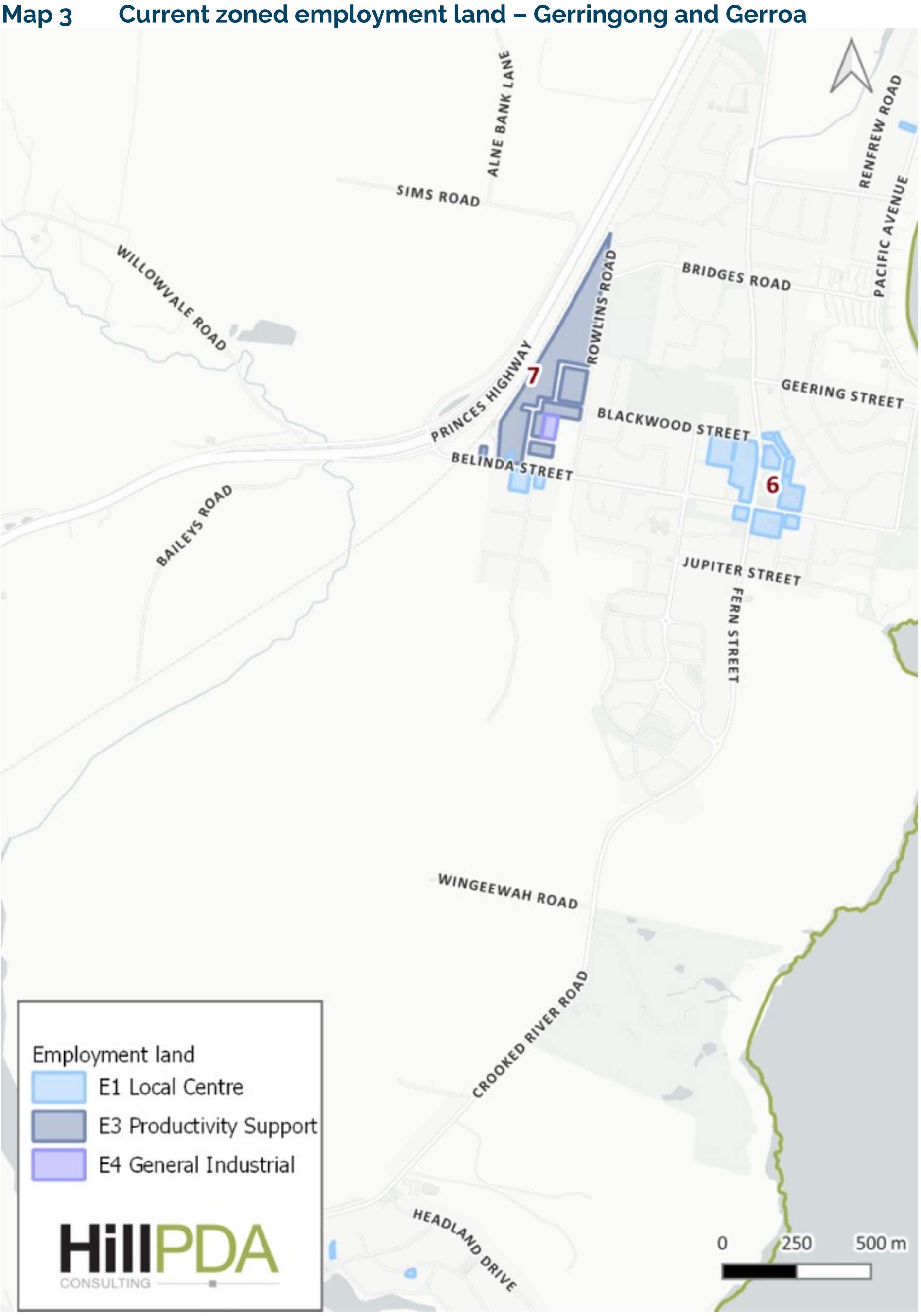
Source: DPHI; CartoDB

Map 2 Current zoned employment land - Kiama Downs and Minnamurra



Source: DPHI; CartoDB

Map 3 Current zoned employment land – Gerringong and Gerroa



Source: DPHI; CartoDB

Map 4 Current zoned employment land – Jamberoo

Source: DPHI; CartoDB

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Engagement Strategy
Employment Lands Strategy

Community and stakeholder engagement is undertaken when impacted communities have an opportunity to influence specific Council actions, outcomes, and decisions or when there is a legislative requirement.

1. Project details

Prepared by	Strategic Planning
Name of the project	Employment Lands Strategy
Who is the project manager	Strategic Planning Coordinator
Project team	Manager Planning and Development, Strategic Planning Coordinator, Strategic Planning Support Officer
CSP Outcome	3.1: A strong economy, vibrant local businesses and local economic growth
DP/OP action/Council resolution	3.1.1. Foster local economic growth by supporting businesses, start-ups, entrepreneurs and new partnerships, and promoting Kiama local government area as a place for new business. 3.1.1.1 Support a wide range of business opportunities through land use planning.

2. Context & scope

Brief description of the project – what are the aims of your project?

Background
In 2024 and 2025 the Local Housing Strategy was prepared and completed. Following the adoption of this strategy the next step is to prepare an Employment Lands Strategy (ELS). The Tourism and Events team are also preparing a Visitor Economy Strategy and considering a Night time strategy.

This Strategy
The Draft Employment Lands Strategy will provide a strategic planning framework to guide the management and growth of employment lands within the Kiama LGA over the next 20 years. Employment lands are used for employment generating activities and include Commercial (ie office, retail and business premises) and Industrial (ie light and heavy industrial premises).

References
Kiama Council Community Engagement Strategy 2024
Kiama Council Community Participation Plan 2019

What are the objectives of this community engagement, and what outcomes are sought?

Objectives	Outcome
Inform the community and stakeholders of the Draft Strategy	Community and stakeholders are aware of and understand the strategy
Gather community and stakeholder feedback	The final strategy is informed by feedback.

What aspects of the project can the community influence? And what factors are set already?

The Strategy has been informed by community and stakeholder feedback received during the consultation of the Local Housing Strategy and Visitor Economy Survey.

The Strategy is also informed by the technical analysis and modelling undertaken by the consultant. The level of engagement is therefore considered Consult - To gather community feedback on a Council plan, policy, program or activity

RESPECT · INTEGRITY · INNOVATION · TEAMWORK · EXCELLENCE ·

Item 14.2

Enclosure 3

3. Budget and costs

Who will oversee the preparation of engagement plans, the delivery of activities, and the reporting of engagement outcomes?	Strategic Planning Coordinator
Is there any budget for the engagement?	No.
Will a consultant be involved in the engagement process?	No.

4. Timeline

What is the timeline for your project?

Date	Milestones	Who
2024	Engage consultant to undertake modelling and analysis	Consultant - HilLPDA
May 2025	Collate engagement feedback to date	Strategic Planning team
June – July 2025	Finalise Draft Strategy	Strategic Planning team
August 2025	Report Draft Strategy to Council for exhibition	Council Meeting
Aug – Sept. 2025	Public Exhibition of Draft Strategy	Strategic Planning team
October 2025	Review submissions and update strategy	Strategic Planning team
December 2025	Report Final Strategy to Council for adoption	Council Meeting

5. Internal and external stakeholders

Internal Stakeholders

Internal stakeholders	Detail why or how
Manager Tourism and Events	There is a level of interdependency between the draft Employment Lands Strategy and the draft Visitor Economy Strategy, currently being prepared.

External stakeholders

External stakeholders	Detail why or how
Local Business owners	Stakeholder
Kiama Business Network	Stakeholder
Tourism & Economic Advisory group	Stakeholder
Business Illawarra	Stakeholder

6. Engagement Schedule

Date	Activity	Detail	Who	Status
2024	Prepare supporting strategy	State of the Economy Report	Economic Development	Completed
2024/25	Community and Stakeholder Engagement	Completed as part of Growth and / Local Housing Strategy	Planning team	Completed
2025	Survey and Forum	Completed as part of the Visitor Economy Strategy	Tourism and Events team	Completed
July 2025	Internal consultation	Consultation with Manager Tourism and Events	Tourism and Events Manager	Completed / Ongoing
2025	Councillor and Advisory Group workshop	Completed with the TEAC and Councillors	TEAC, Councillors, Planning Director	Completed
August 2025	Working Draft Review	Draft presented to Councillors for review	Councillors	Completed

Date	Activity	Detail	Who	Status
19 August 2025	Draft Strategy reported to Council	Draft ELS reported to Council for endorsement	Council Meeting	Scheduled
Aug-Sep 2025	Public Exhibition	Draft Strategy on Public Exhibition via Council Your Say page	Planning and Comms teams	To be completed
Aug-Sep 2025	Council e-newsletter		Comms team	To be completed
Aug-Sep 2025	Social media posts		Comms team	To be completed
Aug-Sep 2025	Mayoral video and columns		Comms team	To be completed
3 and 4 September 2025	Community Pop-up	Planning staff attend pop ups scheduled during exhibition	Planning and Comms teams	To be completed
Aug-Sep 2025	Targeted notification to: • Kiama Business Network, • Illawarra-Shoalhaven Joint Organisation • Regional Development Aus. • NSW Dept of Primary Industries & Regional Development • Business Illawarra • Illawarra Local Aboriginal Land Council • Aboriginal Advisory Group		Planning and Comms teams	To be completed
	Presentation to TEAC and/or Business Network		Planning Director	To be completed
Aug-Sep 2025	Councillor briefing		Planning Director	To be completed
Sep-Oct 2025	Engagement Report	Prepared following exhibition to summarise and respond to submissions	Planning team	To be completed
Nov – Dec 2025	Final Strategy	Prepare Final Strategy and report to Council	Planning Team	To be completed
January 2025	Close the loop	Notify community and stakeholders of the outcome	Planning and Comms teams	To be completed

7. Close the loop

Engagement Report	
Who will oversee preparation of the engagement report?	Strategic Planning Coordinator
Who will update the online engagement page?	Strategic Planning Support Officer
Who will report engagement outcomes to all participants?	Strategic Planning Coordinator

8. Approval

This Engagement Strategy was reviewed and approved by the Director Strategies and Communities.