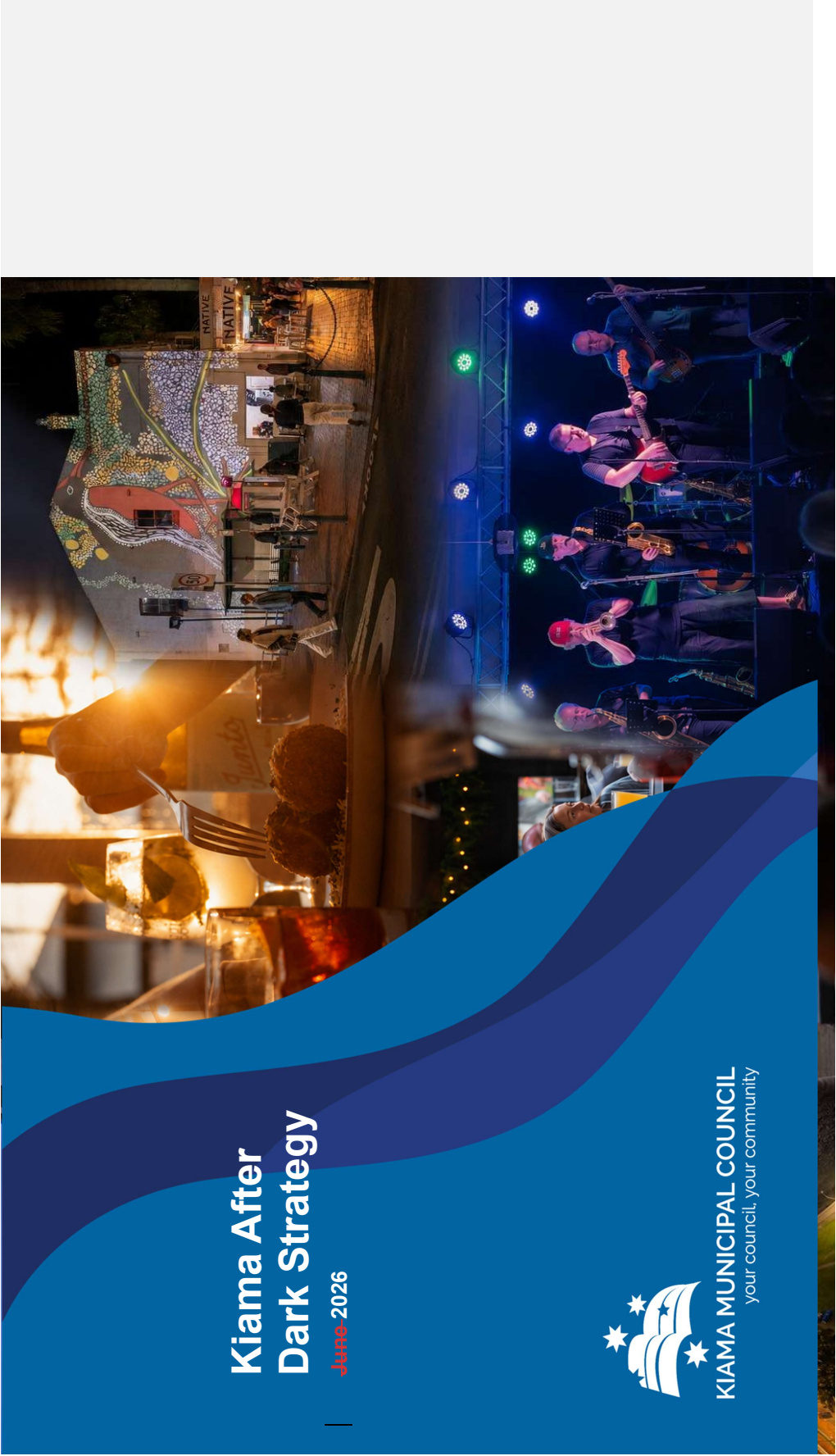




Item 15.6

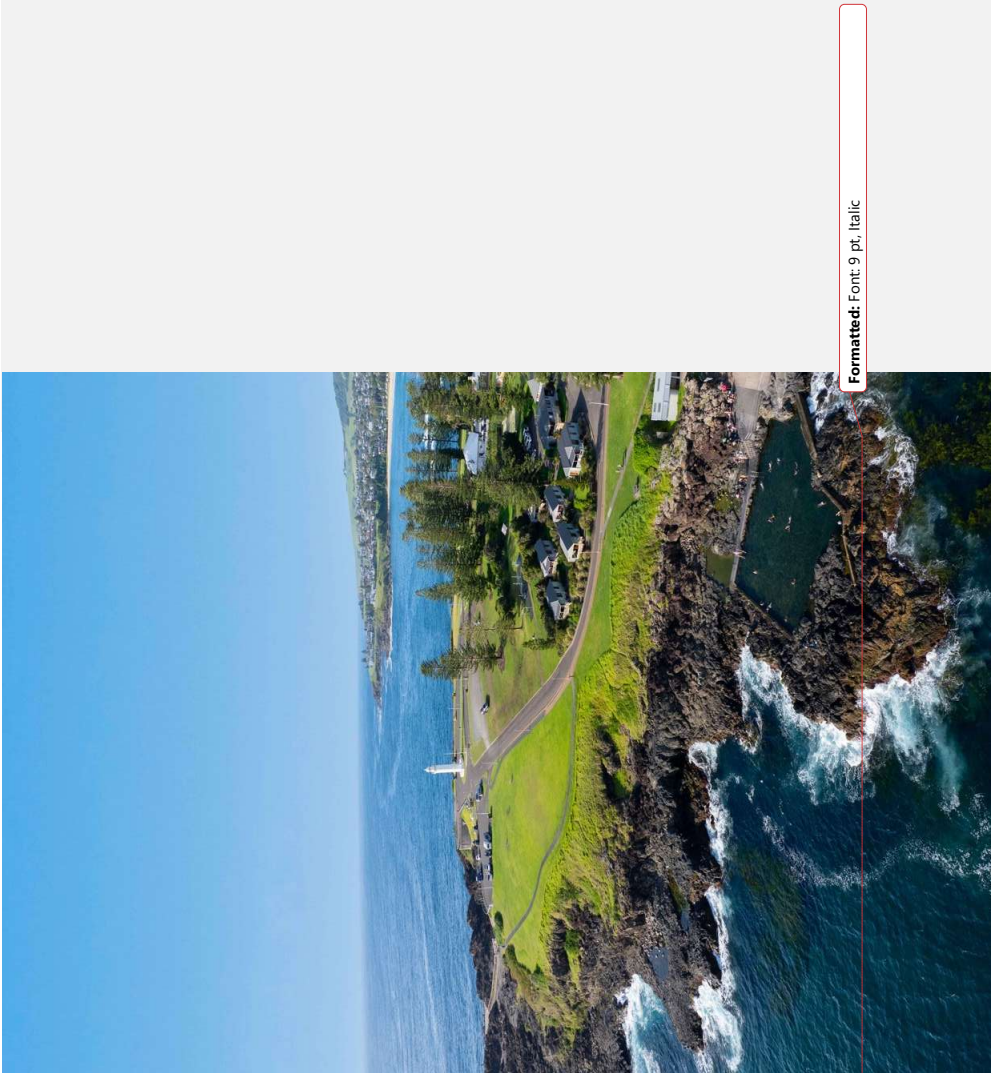
Enclosure 1



Acknowledgement of Country

Kiama Municipal Council acknowledges Elders, Traditional Owners and Custodians with their continuing connections to Land, Waters, Sky, Culture and Community.

We pay our respects to the Traditional Custodians of the Dharawal Nation, and their Elders past, present and future.



Formatted: Font: 9 pt, Italic

3 — KIAMA AFTER DARK STRATEGY

Contents

Mayor's Foreword.....4

1.0 Executive Summary.....5

2.0 Vision 6

3.0 About our After Dark Strategy7

4.0 Understanding Kiama's After Dark Economy.....11

5.0 Community and Stakeholder Engagement.....18

6.0 Learning from Other Places.....23

7.0 Strategic Approach.....29

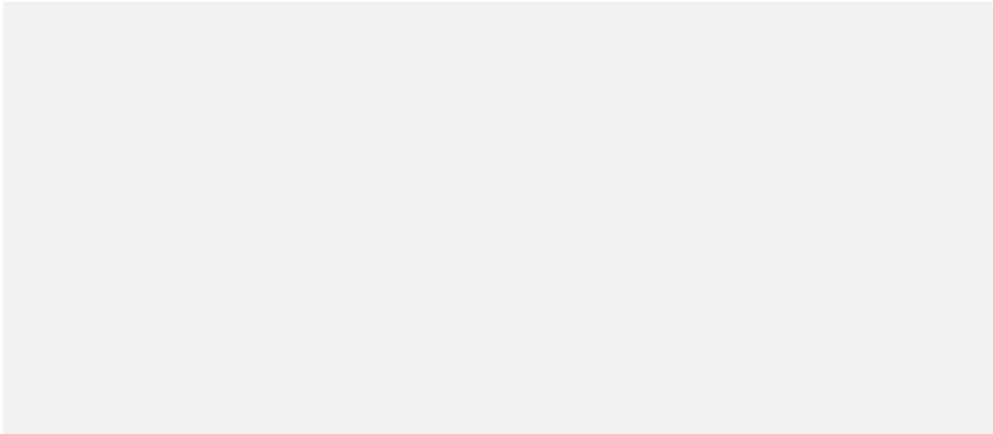
8.0 Implementation plan.....37

9.0 Evaluation and monitoring and continuous improvement.....54

Appendix 1 – Policy Alignment.....57



This project was proudly funded by the NSW Government through the Office of the 24-Hour Economy Commissioner.



Item 15.6

Enclosure 1

Mayor's Foreword

The final Kiama After Dark Strategy will include a foreword from the Mayor reflecting Council's vision and commitment to fostering a safe, vibrant and inclusive after dark economy. This foreword will be incorporated prior to adoption of the Strategy.

1.0 Executive Summary

This Strategy provides a shared vision and framework that allows the Kiama Local Government Area to continue developing as a vibrant and distinctive after dark destination for both locals and visitors. Recognising Kiama CBD as the principal centre for after dark activity, the Strategy also acknowledges the important supporting role of the area's coastal and hinterland villages and populations.

Informed by extensive engagement with the community, local businesses, industry stakeholders and government agencies, alongside economic data compiled by Geografia, as well as targeted research, benchmarking, and day and night place audits, the Strategy adopts an evidence-based and place-led approach to shaping Kiama's after dark economy. Engagement identified strong support for a more vibrant, diverse and connected after dark offer that reflects the character, values and lifestyle of the area.

The Strategy draws on several relevant case studies that demonstrate successful approaches to night-time economy development in comparable regional and coastal contexts, including Lorne (VIC), Milton (NSW) and Folkestone (Kent, UK). These case studies highlight the importance of strong collaboration between government, businesses and community stakeholders, walkability, destination identity, coordinated programming and public realm activation.

The Strategy spans a 10-year horizon supported by five key focus areas, including Collaborative Leadership and Governance; Planning and Placemaking; Vibrancy; Connectivity; and Place Identity – all of which are essential to fostering a successful and sustainable night-time economy. These focus areas are supported by a phased implementation plan identifying quick wins alongside short-, medium- and longer-term actions.

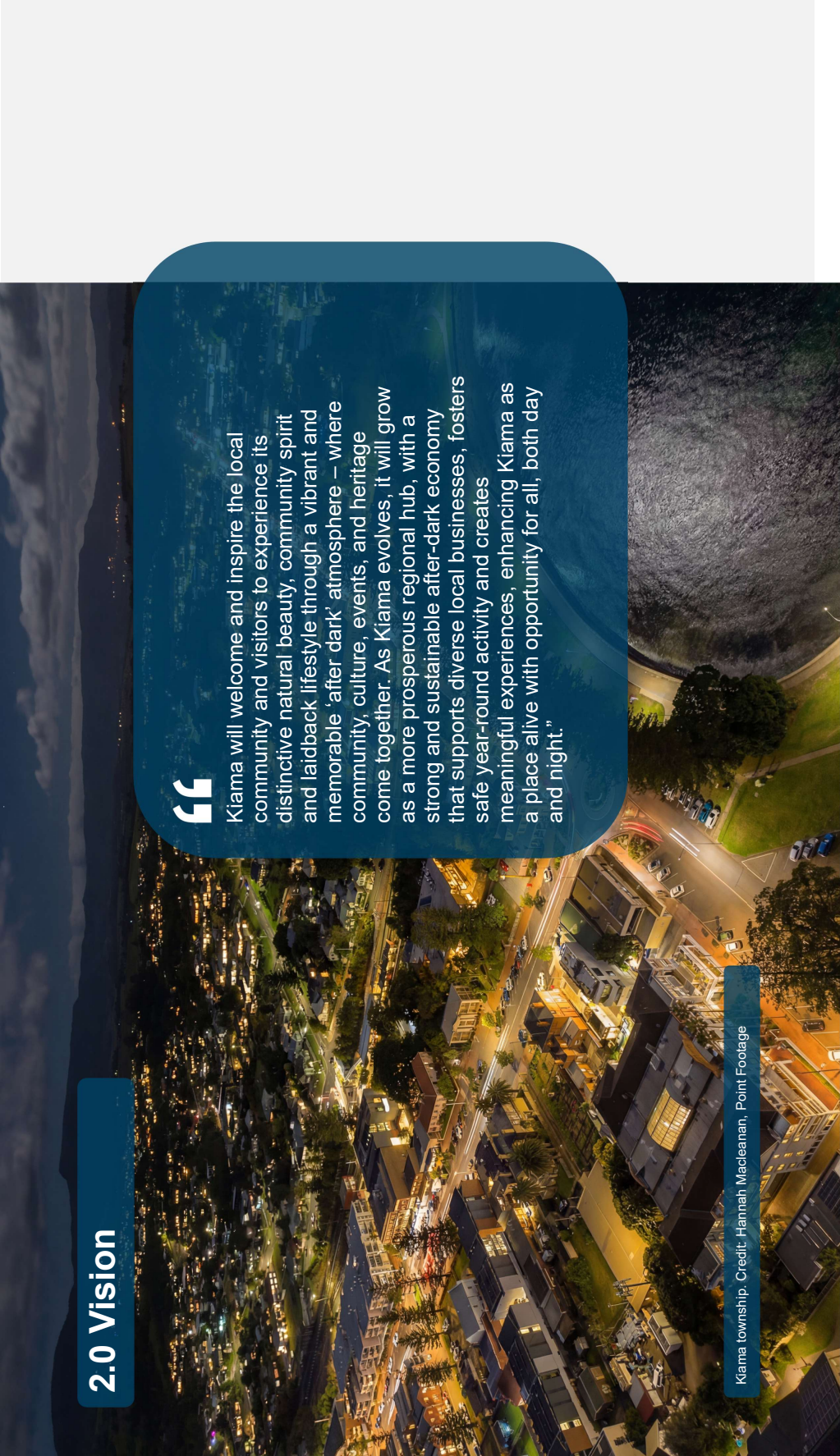
The Strategy recognises that creating a vibrant, safe and sustainable after dark economy is a shared responsibility, with everyone having a role to play. Success will rely on a shared effort between local businesses, the community

and government, with businesses playing a central role in delivering after-dark experiences, supported by community participation and enabled through coordinated leadership, balanced regulation and targeted support.

In the current economic climate, this collaborative approach is essential to maximise strengths, manage financial pressures, and deliver a resilient and impactful after dark economy that can adapt to future challenges and opportunities.

The Strategy also identifies Council's evolving overarching strategic role in supporting the after dark economy over time. During the early stages of implementation, Council will play a strong leadership and facilitation role, supporting coordination, governance and partnership building. As the after dark economy matures, this role will evolve toward capacity building and ultimately enabling long-term industry and community-led growth, supported by shared responsibility for place outcomes, activation and ongoing collaboration across the LGA.

Importantly, the Strategy is intended to be iterative and adaptive. A monitoring and evaluation framework will support ongoing review, measurement and refinement, ensuring the Strategy remains responsive to changing community needs, market conditions and emerging opportunities.



2.0 Vision

“

Kiama will welcome and inspire the local community and visitors to experience its distinctive natural beauty, community spirit and laidback lifestyle through a vibrant and memorable ‘after dark’ atmosphere – where community, culture, events, and heritage come together. As Kiama evolves, it will grow as a more prosperous regional hub, with a strong and sustainable after-dark economy that supports diverse local businesses, fosters safe year-round activity and creates meaningful experiences, enhancing Kiama as a place alive with opportunity for all, both day and night.”

Kiama township. Credit: Hannah Macleanan, Point Footage

3.0 About our After Dark Strategy

Kiama Council received funding from the NSW State Government to develop a Night-time Economy Strategy. The 10-year Strategy identifies opportunities, key challenges, six key focus areas and associated actions to cultivate a vibrant after-dark economy across the Kiama Local Government Area (LGA), building on existing strengths while supporting strategic growth and diversification. It seeks to foster a vibrant, safe and inclusive environment that benefits people who live, work, visit or provide essential services in the area.

Informed by extensive engagement with a broad range of stakeholders, including residents, business owners and essential service providers, the Strategy adopts a comprehensive and inclusive approach. This engagement underpins a clear and shared vision for Kiama's future after dark, supported by robust data (prepared by Geografia), targeted research, and best-practice examples.

The term "after dark" is intentionally used to frame the opportunity as safe, inclusive and experience-led, broadening the focus beyond traditional late-night or alcohol-based activity to better reflect Kiama's community character and desired visitor experience.

Successful implementation will rely on strong collaboration between Council, local businesses and the community. The Strategy provides a framework to guide this collective effort and support coordinated action.

The Strategy's key focus areas and associated actions aim to:

- Reposition Kiama as a vibrant and appealing after-dark destination for both locals and visitors, while protecting the qualities residents value most about the area.
- Diversify the night-time economy by broadening the range of economic, social and cultural activities available outside standard daytime hours.

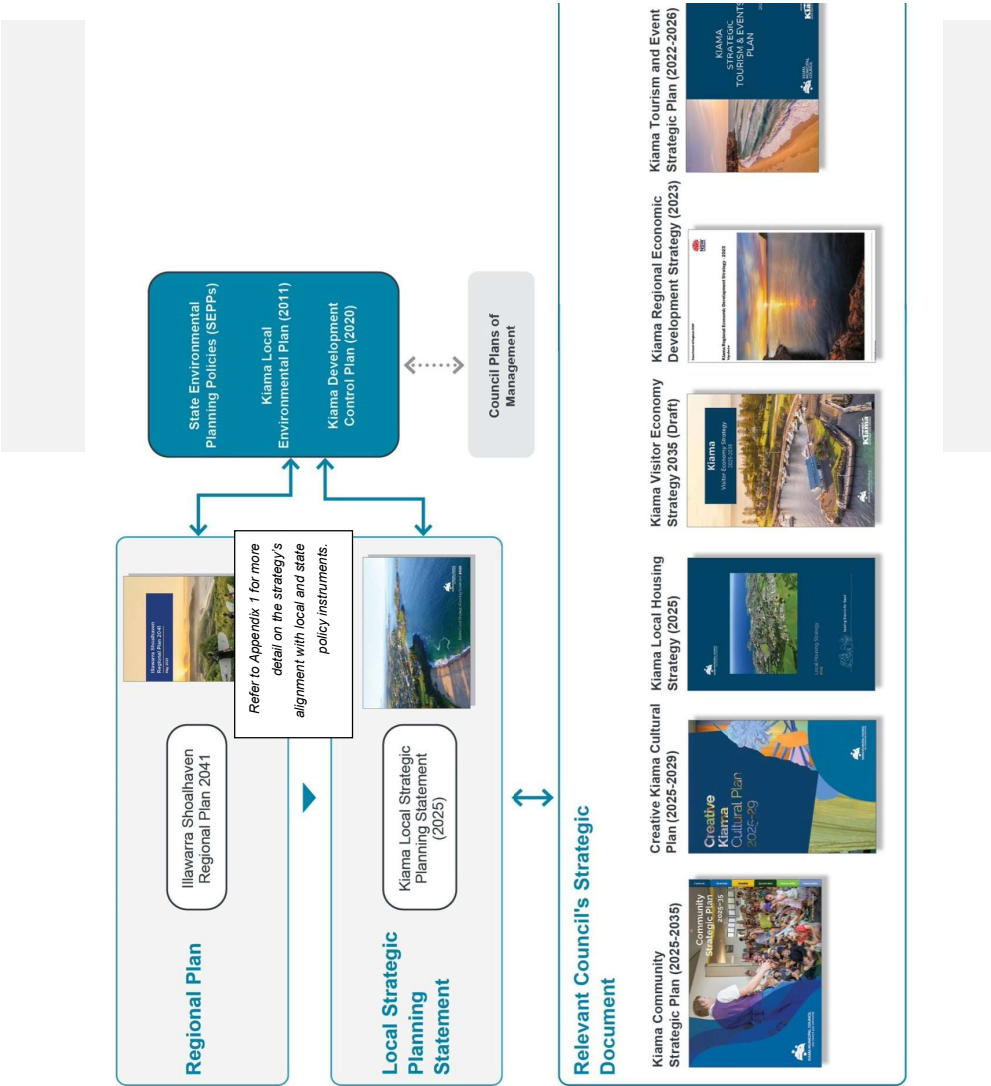
- Strengthen and support local businesses to improve resilience, sustainability and long-term growth beyond daytime trading.
- Develop distinctive and complementary place identities across town centres within the LGA.
- Enhance the evening environment through thoughtful design, lighting, placemaking and streamlined planning and compliance processes to create a welcoming and safe atmosphere.
- Balance activation with residential amenity, safety and wellbeing.
- Foster collaboration and shared responsibility between Council, businesses, community and stakeholders in shaping and sustaining the after-dark economy.

Methodology

The Strategy has been developed through a robust and evidence-based methodology combining targeted research, benchmarking, place audits (night and day), and extensive stakeholder, business and community engagement. Engagement activities included a discovery workshop with Council, a community pop up at Kiama Farmers Markets, a business stakeholder workshop with 13 attendees, a student survey with 67 responses, and a community survey with 300 responses (the engagement summary can be found below in section 6.0).

Strategic Alignment

To ensure alignment with local and state government priorities and adherence to best-practice night-time economy planning, this Strategy references the following guiding documents overleaf:



What is the night-time economy?

Definition of the night-time economy

The Kiama LGAs night-time economy, or "Kiama After Dark", refers to the wide variety of economic, social and cultural activities that take place from late afternoon until dawn, contributing to local life after dark. Currently, it is predominantly focused on leisure, entertainment, hospitality (bars and restaurants), limited retail, transport and related services, and plays a significant and growing role in supporting local businesses, employment, tourism and community connection, while offering clear opportunities for growth and diversification.

The NSW 24-~~Hour~~^{Hour} Economy Strategy 2024 categorises the night-time economy into four distinct time periods: Early Evening (6pm–9pm), Evening (9pm–12am), Night (12am–3am) and Late Night (3am–6am).

For this Strategy, and to better reflect Kiama's unique context, this Strategy has adopted the following time bands:

- **Afternoon / Twilight** (3pm–7pm)
- **Evening** (7pm–10pm)
- **Night-Time** (10pm–2am), capacity for further testing, subject to appropriate planning, regulatory and place-based controls that may enable expanded activity over time
- **Late Night Economy** (2am–6am)
- **Early Morning** (6am–9am)

Bold time periods represent the primary focus areas for this Strategy, with the potential to test and expand the Night-Time period subject to appropriate controls, safeguards and demonstrated demand

What is the definition of 'after dark'?

'After dark' refers to activity occurring outside standard daytime hours in Kiama, spanning afternoon/twilight (3–7pm), evening (7–10pm), night-time (10pm–2am) and early morning/dawn activity, and which contributes to local vibrancy, connectivity, economy and community amenity.

Kiama's NTE Maturity

The NSW Night-Time Economy Maturity Framework has classed Kiama as a developing night-time economy, with the establishment of the After Dark Strategy helping to translate vision into tangible actions. At this stage of maturity, the Kiama area can strengthen its evening offering through collaboration with local businesses and key stakeholders, coordinated programming, improved activation of public spaces, and initiatives that encourage a safe, vibrant and diverse after-dark economy. As the after dark economy matures, Council's strategic role will also evolve - transitioning from leadership and facilitation, toward capacity building, and ultimately into a long-term enabling role that supports sustainable growth, industry leadership and shared community outcomes (refer Section 8.0).

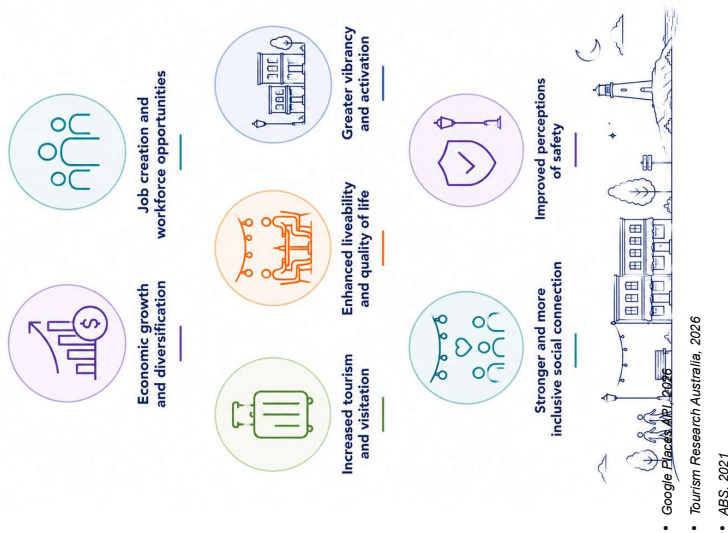
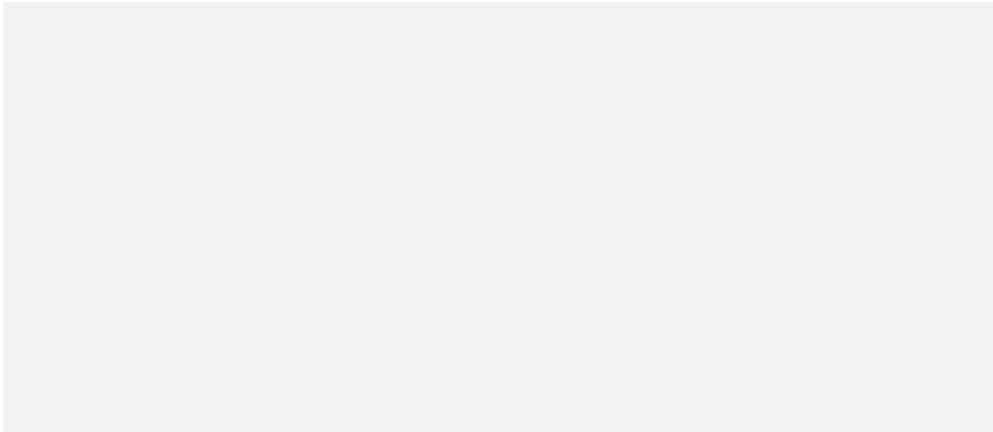


Benefits of a vibrant night-time economy

- The night-time economy is an important part of Kiama's overall economy, accounting for approximately 38% of Gross Regional Output. A well-functioning night-time economy delivers a broad range of economic, social, cultural and placemaking benefits that could significantly benefit Kiama, including:
- Economic growth and diversification through increased trading hours, higher visitor spend and expanded opportunities for local businesses;
 - Job creation and workforce opportunities, particularly in hospitality, tourism, transport, events and creative industries;
 - Increased tourism and visitation, supporting destination appeal and encouraging longer stays and repeat visits;
 - Enhanced liveability and quality of life for residents through a more active and engaging after-dark environment;
 - Greater vibrancy and activation of town centres beyond daylight hours;
 - Stronger and more inclusive social connection, providing more opportunities for people to gather, participate and engage in shared experiences after dark, catering to different work patterns, age groups, lifestyles and community needs;
 - Improved perceptions of safety through increased activity and passive surveillance in well-managed night-time environments.¹

¹ Sources:

- Kiama Night-Time Strategy: Background Report - prepared by Geografia Pty Ltd, May 2026
- CityCompass by Geografia, 2026
- Spendmapp by Geografia, 2026



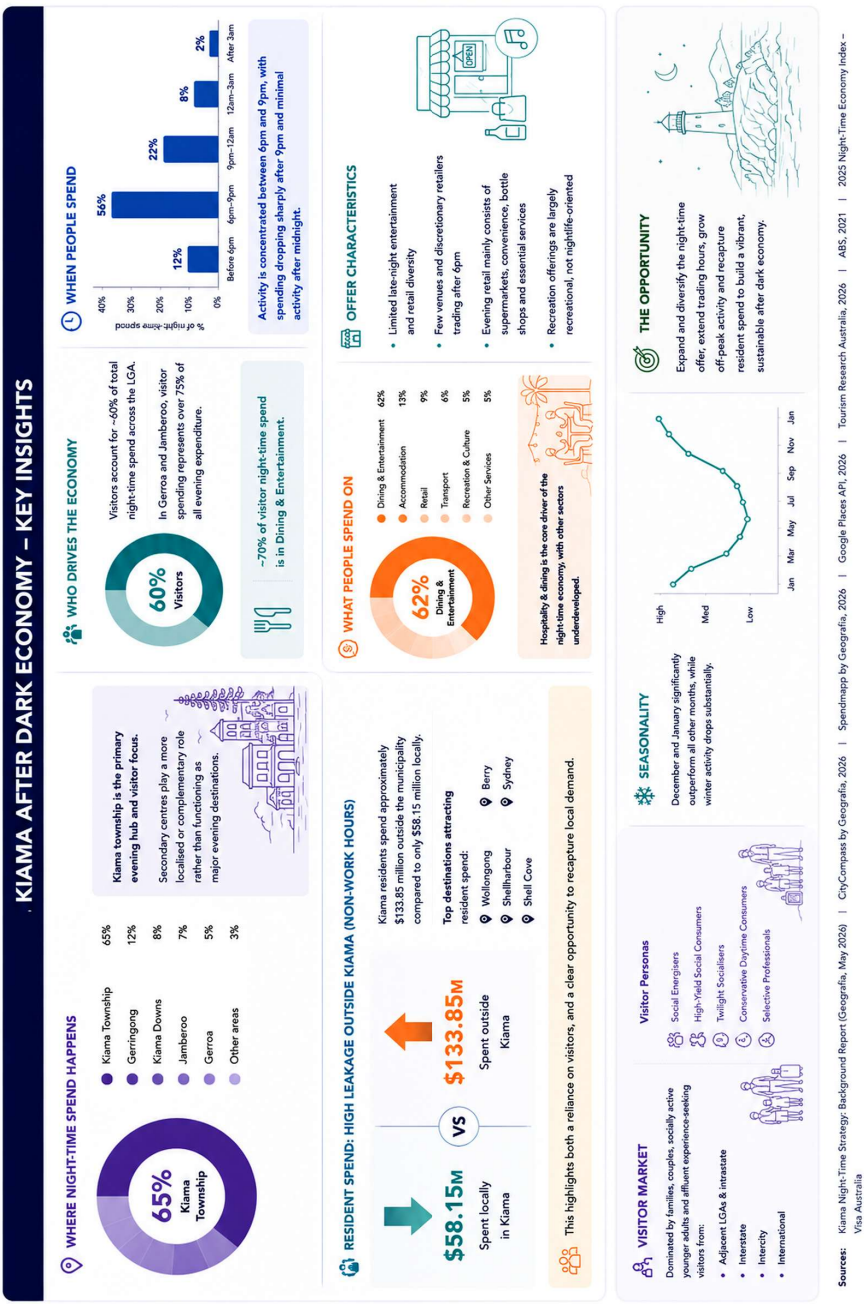
4.0 Understanding Kiama's After Dark Economy

The Kiama Municipality is located on Dharawal Country, spanning 257 square kilometres of coast and hinterland, and featuring iconic geological formations and natural attractions. Ideally positioned within the Illawarra–Shoalhaven region on the NSW South Coast, the Kiama LGA is approximately two hours south of Sydney and three hours north-east of Canberra. The LGA borders the Shoalhaven City Council, Shellharbour City Council and Wingecarribee Shire Council LGAs.

The Kiama CBD functions as the area's primary hub for the night-time economy and visitor/tourism activity, supported by a network of unique villages including Gerringong, Gerroa, Jamberoo, Kiama Downs and Minnamurra. That said, the Municipality also operates within a highly competitive regional context, with nearby centres including Shellharbour, Wollongong, Berry and the broader South Coast and Southern Highlands vying for visitation, hospitality, events and evening economy activity.

The LGA's current identity is founded on a strong daytime and early evening offering across its urban centres, coastal villages and hinterland communities, based on the appeal of its numerous natural attractions and recreational options, as well as a wide range of food & beverage-related experiences. However, with the Kiama township as a central hub, these strong foundations present a clear opportunity to expand and diversify the LGA's night-time economy, especially during the later evening and off-peak periods, supporting





Kiama's 'After Dark' current state

Kiama's night-time economy is performing strongly relative to comparable regional LGAs, but remains narrow in its composition and under-realised in parts

- As a regional coastal LGA, Kiama and its night-time economy perform comparatively well against similar regional LGAs, with:
- Night-time activity accounting for approximately 13% of total expenditure activity across the LGA placing it at the upper end of regional benchmarks
 - The night-time economy contributing around 35 – 38% of total economic output, value-add and GRP.
 - Strong performance compared with benchmark regional LGAs in NSW and Queensland.
 - Visa ranking the broader Illawarra region at 35th nationally (out of 88) in their 2025 [Night-Time Economy Index](#), which measures night spend, business environment, vibrancy and safety/accessibility, placing it ahead of capital and major regional cities such as Hobart, Geelong, Cairns, Ballarat and Ipswich.
- However, despite being strong in scale, the economy is:
- heavily concentrated in hospitality and dining.
 - highly seasonal.

- strongly visitor-dependent, and
- experiencing substantial leakage of resident spending to nearby centres.

Kiama township overwhelmingly dominates night-time activity, accounting for:

- approximately 65% of all night-time spend,
 - the largest concentration of hospitality and entertainment businesses,
 - the primary visitor-focused evening economy.
- Secondary centres include:
- Gerringong,
 - Kiama Downs,
 - Jamberoo,
 - Gerroa.

These centres currently perform more localised or complementary roles rather than functioning as major evening destinations.

A visitor-driven economy with high leakage

- The NTE is heavily driven by visitors rather than residents
- Visitors account for around 60% of total night-time spend across the LGA.
 - In some smaller towns such as Gerroa and Jamberoo, visitor spending represents over three-quarters of all evening expenditure.
- Visitor spending is overwhelmingly concentrated in dining, hospitality, social and leisure experiences.
- Approximately 70% of visitor night-time spend is in Dining & Entertainment categories.
- At the same time, resident behaviour shows a significant gap: Residents are spending heavily outside the LGA ("escape spend")
- One of the most important findings is the scale of resident spending leakage. During non-work hours Kiama residents spend approximately \$133.85 million outside the municipality, compared to only \$58.15 million locally.
- Key destinations attracting resident spend include:
- Wollongong,
 - Shellharbour,
 - Shell Cove,
 - Berry,
 - Sydney

14 — KIAMA AFTER DARK STRATEGY

This highlights both:

- a reliance on visitors, and
- a clear opportunity to recapture local demand. The after dark economy is strongly concentrated within the afternoon/twilight and early evening periods.

Kiama's NTE is not characterised by a late-night economy. Instead:

- activity is heavily concentrated between 6 pm and 9 pm,
- with spending dropping sharply after 9 pm,
- and minimal activity after midnight.

This early-night pattern aligns with:

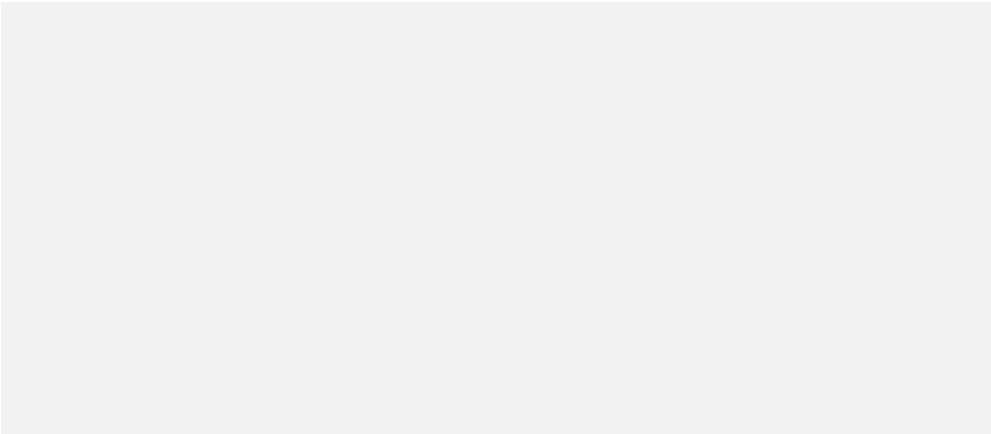
- the visitor profile,
- family-oriented tourism,
- older resident demographics,
- Kiama's relaxed coastal identity, and
- hospitality and dining businesses approaches to trading at night.

Dining and hospitality dominate Kiama's current offer

Hospitality is identified as the core driver of the LGA's night-time economy:

Accommodation & Food Services is the largest night-time industry, contributing the highest value-add (at \$74m or 26% of total night-time value-add) and employment (at an estimated 1,118 night-time jobs).

Dining & Entertainment accounts for approximately 62% of total night-time spending, which is substantially higher than benchmark LGAs. By contrast, other sectors, including retail, culture, entertainment, wellness, after-hours services, remain underdeveloped.



There is limited late-night entertainment and retail diversity

Within the LGA there is very limited discretionary retail trading after 6 pm, few entertainment venues, and a relatively narrow range of evening experiences.

Most evening retail activity consists of supermarkets, convenience retail, bottle shops, and essential services (such as health, community, public, and professional services that support the functioning of the community). Entertainment and recreation activities are dispersed and largely recreational rather than nightlife oriented.

Visitor market

The visitor market is dominated by:

- families,
- couples,
- socially active younger adults,
- affluent "experience-seeking" visitors,
- visitors from adjacent LGAs, interstate, interstate, intercity and international.

² Sources:

- Kiama Night-Time Strategy: Background Report - prepared by Geografia Pty Ltd, May 2026
- CityCompass by Geografia, 2026

The economy is highly seasonal

Seasonality is a major structural issue:

- December and January significantly outperform all other months,
- while winter activity drops substantially, representing the lowest levels in the calendar year.

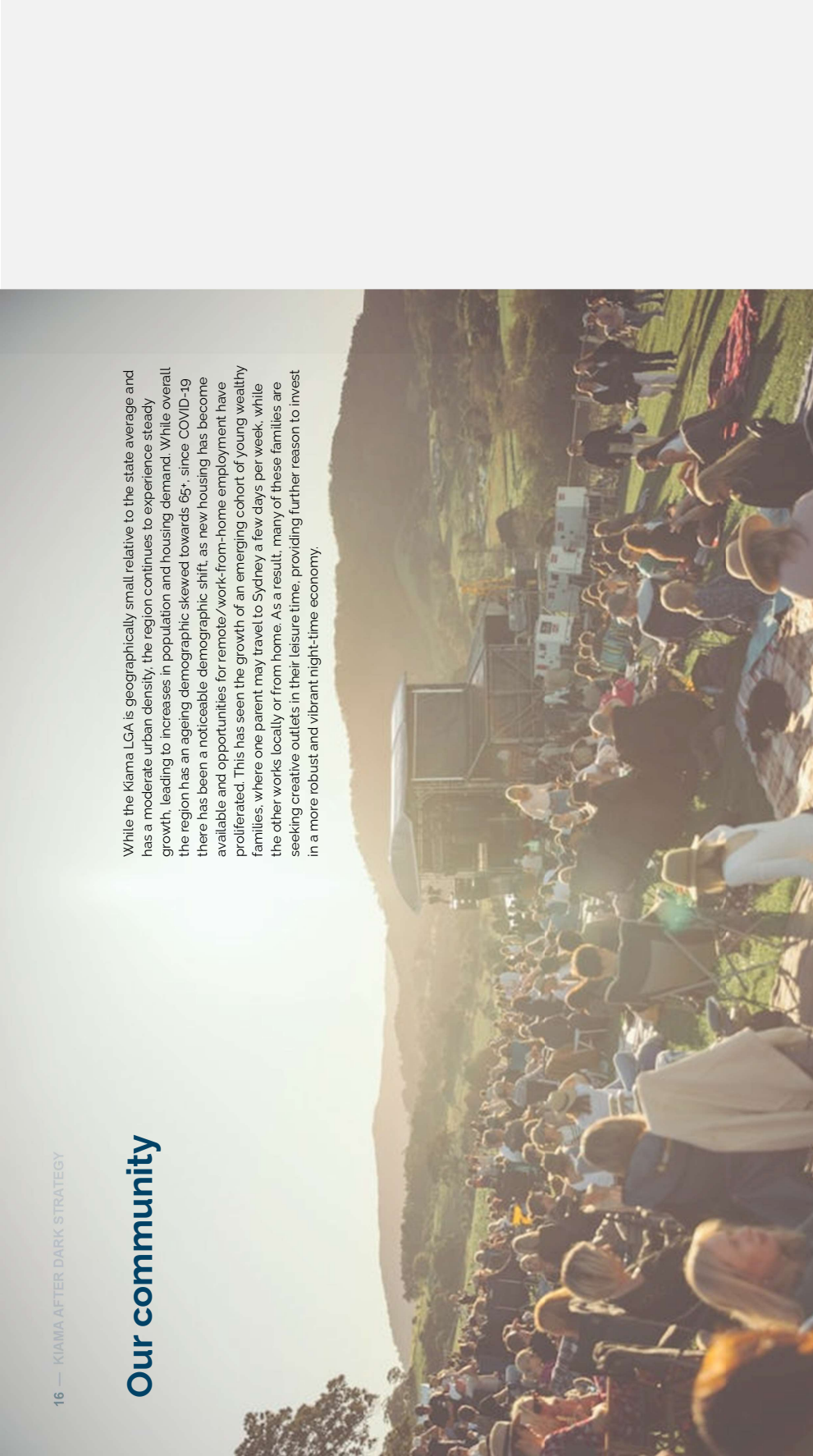
This creates clear opportunities for:

- off-peak programming,
- events and festivals,
- indoor and weather resilient entertainment experiences, to smooth demand across the year.

These characteristics inform the strategic focus of this Strategy, which seeks to build on Kiama's strong foundations while addressing concentration, seasonality and unmet demand.²

- Spendmapp by Geografia, 2026
- Google Places API, 2026

- Tourism Research Australia, 2026
- ABS, 2021
- 2025 Night-Time Economy Index – Visa Australia



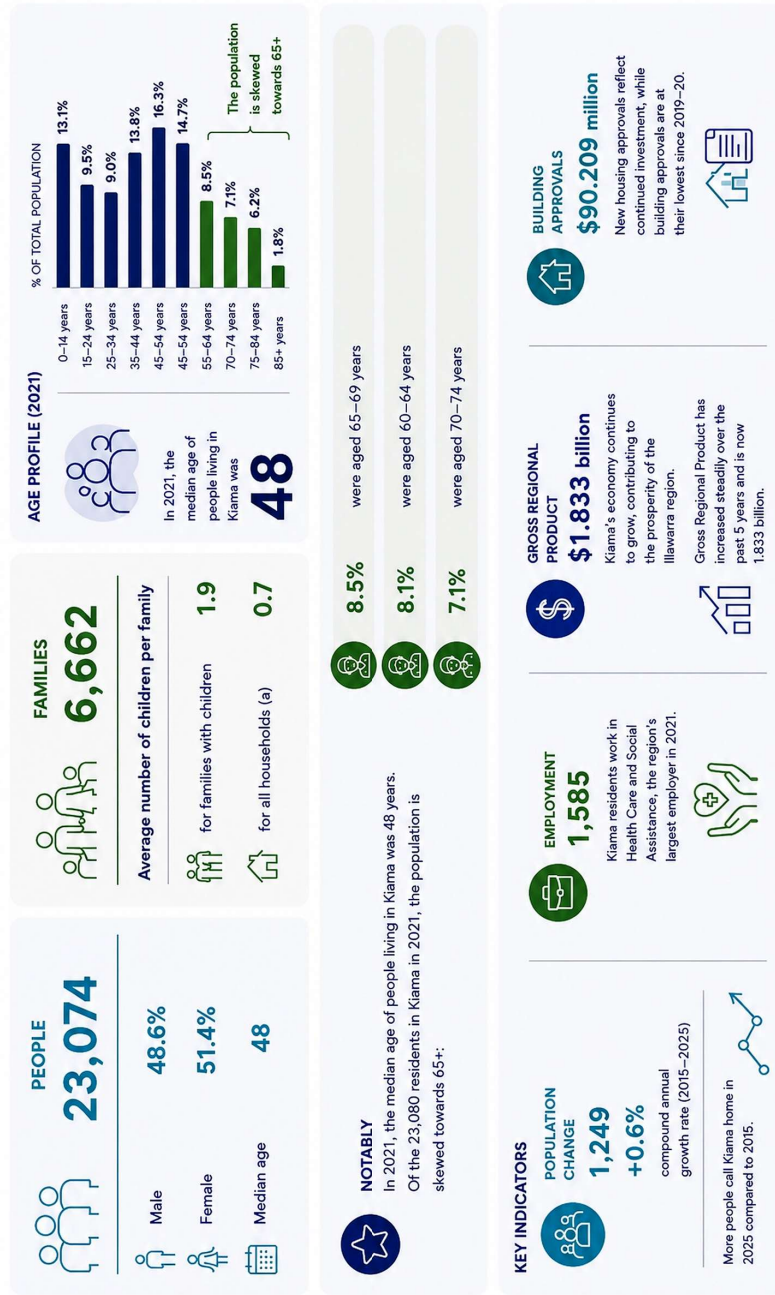
16 — KIAMA AFTER DARK STRATEGY

Our community

While the Kiama LGA is geographically small relative to the state average and has a moderate urban density, the region continues to experience steady growth, leading to increases in population and housing demand. While overall the region has an ageing demographic skewed towards 65+, since COVID-19 there has been a noticeable demographic shift, as new housing has become available and opportunities for remote/work-from-home employment have proliferated. This has seen the growth of an emerging cohort of young wealthy families, where one parent may travel to Sydney a few days per week, while the other works locally or from home. As a result, many of these families are seeking creative outlets in their leisure time, providing further reason to invest in a more robust and vibrant night-time economy.

A snapshot of our community

ABS Census 2021



(a) Includes all households, including lone person households and couple-only households.

Source: ABS – Census of Population and Housing, 2016, 2021 and ERP, 2021

5.0 Community and Stakeholder Engagement

The Kiama Night-Time Economy Strategy engagement program was designed in alignment with Government benchmarks and industry best practice to be clear, accessible and locally grounded, ensuring the development of a night-time economy strategy that reflects Kiama's character, while also supporting practical implementation and decision-making.

The engagement findings are the result of extensive consultation with Council and local residents, workers, business owners, visitors, and community organisations. This input has been vital in identifying key themes and shaping a vision for a vibrant, inclusive, and safe evening and night-time environment that reflects the needs of everyone who lives, works, visits or provides essential services for Kiama.

Consultation Period

April 2026 – 29 May 2026

How the community was engaged

Community consultation

- [Dedicated Your Say Page](#)
- [Online survey](#) | [Media release](#)
- Social Media posts (3K reach – FB + IG)
- 2000 postcards distributed across the LGA
- [Article](#) in The Bugle newspaper
- Community pop-ups (IGA Gerringong + Kiama Farmers Market)
- Business Workshop – 13 business representatives attended
- Youth engagement – 67 responses received

Staff consultation

- Cross-departmental staff workshop
- Various meetings with executives and key staff members
- Called for submissions on the Draft Strategy

Committee consultation

- Tourism and Economic Advisory Committee engagement on strategy pillars

How community got involved



Youth Engagement



67 responses received from young people aged 12-18



Council led a youth engagement activity with students from Kiama High School during May 2026.

A short survey was presented to class members aged 12-18.

KEY FINDINGS AND THEMES



Feeling safe at night

Most young people reported feeling safe or mostly safe in the Kiama area at night.



Travel outside Kiama

A large proportion of respondents still travel outside Kiama at night because there is 'more to do' in locations outside the LGA.



Most common evening activities

Included "hanging out with friends at beaches/parks" or simply "going home due to limited entertainment options".



What young people want more of

Strong support for more live music, night markets, food trucks, youth-focused activities, and venues staying open later.



Key concerns around safety

- Lack of people around
- Trouble / bad behaviour
- Limited lighting
- Not enough venues being open



Young people in Kiama feel generally safe at night, but still travel elsewhere for more to do. They want more to see, do and experience in their own community.





What we heard

Key insights gained through the engagement, across the multiple touchpoints outlined above, included:

- Kiama's night-time economy is widely perceived as underdeveloped
- Strong community support exists for increased after-dark activity
- Residents want more diverse, non-alcohol-focused experiences
- Need to focus on early evening economy rather than late-night nightlife
- Priority should be given to community-friendly, social, outdoor experiences
- Young people generally feel safe in Kiama at night, but want more local evening options, including live music, night markets, food trucks and youth-focused places to gather.

What the community wants to see

- More places and venues open after 9pm
- More for youth to do
- Intergenerational / family friendly offers and venues
- Better utilisation and activation of parks
- More live music
- Better transport and parking
- Greater frequency of outdoor events and activations, at night
- Feeling safe at night
- Youth-focused activities, at night

Opportunities for growth



Live Music & Entertainment

Vibrant experiences that bring our community together.



Markets / Festivals

Support local, celebrate culture and bring people together.



Tourism / Visitation Initiatives

Attract visitors and showcase our unique destinations.



Free / Low-cost Programming

Accessible events and activities for everyone.



Youth Programming

Engaging opportunities that inspire and build our future.



Transport Improvements

Better connections and safer, more convenient travel.



F&B Improvements

Great food experiences that strengthen our local economy.



Place-based Approach

A unique, place-based approach to planning, investment and activation.

6.o Learning from Other Places

Lorne, VIC

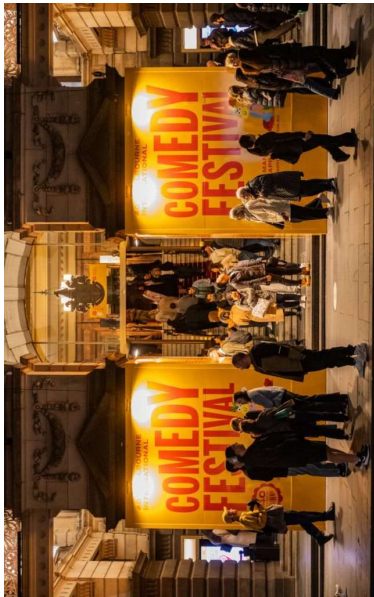
Location	Surf Coast Shire, Great Ocean Road, approximately two hours south-west of Melbourne
Population	1,327 permanent residents (2021 census), median age 56, with 1,700+ private dwellings the majority of which are non-permanent
Economic Base	Tourism, hospitality, retail and construction. The Surf Coast Shire economy is supported by an annual output exceeding \$3.5 billion (Remplan, 2023)
Land manager	Most foreshore land is Crown land managed by the Great Ocean Road Coast and Parks Authority (GORCAPA), established under the Great Ocean Road and Environs Protection Act 2020
Planning context	Tourism, hospitality, retail and construction, with approximately 20 per cent of employed residents working in accommodation and food services. The Anglesea to Lorne corridor was identified as a top-10 area in Australia for COVID-era job losses, with 52.9 per cent of businesses accessing JobKeeper
Relevance to Kiama	A small coastal town with a mature, event-anchored after-dark proposition built incrementally over decades through programming rather than large-scale infrastructure investment



The Lorne, Credit: The Lorne Hotel Instagram

Lorne is a long-established holiday destination whose character is defined by the meeting of the Otway Ranges and the Southern Ocean, the foreshore reserve along Mountjoy Parade, and a tightly walkable village core. The visitor economy expands significantly during summer and long weekends, and the town serves as a primary cultural anchor on the eastern Great Ocean Road between Torquay and Apollo Bay. The COVID-19 pandemic exposed Lorne's seasonal dependency, with the Anglesea-Lorne corridor identified among the top 10 areas in Australia for job losses. Recovery has been led by tourism reactivation alongside a reframing of the foreshore and pier under Great Ocean Road Coast and Parks Authority stewardship.

Lorne's after-dark economy is built around a sustained and collaborative program of events, delivered by a mix of local businesses, community organisations and event operators, rather than through regulatory change or large-scale capital projects. Anchor events, a flexible foreshore public realm, and a compact, walkable village core help retain visitors into the evening across much of the year. The Lorne Business and Tourism Association (LBTA) acts as a coordination and advocacy body, working between operators, Surf Coast Shire, and in partnership with Great Ocean Road Regional Tourism to support delivery and promotion.



Milton, NSW

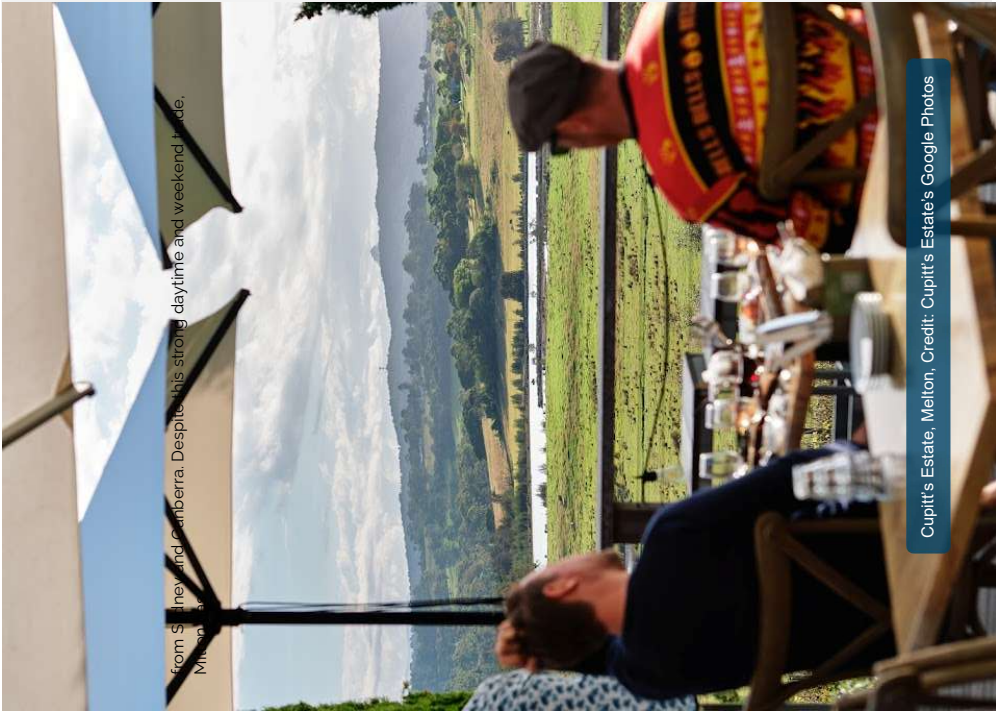
Shoalhaven LGA, on the Princes Highway between Ulladulla and Mollmook, on the New South Wales South Coast

Location	
Population	Approximately 1,500 residents, supported by a wider South Coast catchment of more than 30,000
Economic Base	Heritage main street retail, food and beverage, cultural venues, accommodation and visitor economy serving the broader Shoalhaven food and arts ecosystem
Funding context	Selected in March 2026 as one of ten regional NSW areas to receive a \$200,000 grant under the NSW Regional Night-Time Economy Program, administered by the Office of the 24-Hour Economy Commissioner

The most directly comparable example, Milton is addressing the same day-to-night trade gap under the same NSW Government policy framework, demonstrating a live, locally relevant model for coordinated after-dark activation.

Milton provides a strong example of how a small regional centre can leverage its existing character, cultural assets and business base to strengthen early evening activity through coordinated, place-based activation.

Milton sits 6 kilometres inland from Mollmook and Ulladulla on the Princes Highway, at an elevation of 76 metres. The village is recognised regionally for its intact colonial heritage main street, a refined culinary scene, and a year-round cultural calendar anchored by Milton Theatre. The wider South Coast region has emerged as a recognised culinary and cultural destination, and Milton has a growing reputation as a creative and ‘foodie’ weekend destination



Cupitt's Estate, Melton, Credit: Cupitt's Estate's Google Photos

26 — KIAMA AFTER DARK STRATEGY

historically experienced a sharp drop in foot traffic and spend in the early evening outside of festival weekends.

In response, Milton has adopted a collaborative, business-led approach to strengthening its after-dark economy through the "Twilight Together" program, a 12-month initiative supported by a \$200,000 NSW Government grant. Led by Business Milton Ulladulla in partnership with more than twelve local businesses co-designed activations. Rather than focusing on late-night activity, Milton's approach targets the early evening period (approximately 6-9pm), aligning with its visitor profile and existing strengths. The program integrates a range of complementary activation measures, including:

- Laneway and alleyway activation, using lighting, seating and temporary interventions to create new, small-scale gathering spaces
- Family and community-focused events on accessible public spaces such as the Village Green
- Integration with Milton Theatre, aligning pre- and post-show dining and trading hours to create a coordinated evening experience
- Realignment of trading hours, ensuring venues open and operate cohesively during peak evening periods

These initiatives are designed to work together to create greater density of activity in both time and place, encouraging visitors and residents to stay longer and engage more deeply with the town after dark.

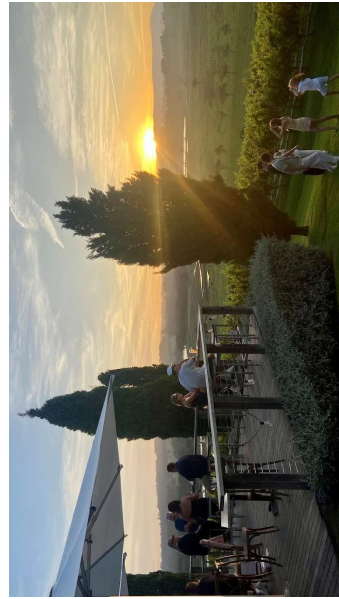
Milton's approach is further supported by:

- A strong cluster of independent hospitality, retail and cultural venues
- A well-defined and walkable heritage main street
- Partnership funding, including state government support and local philanthropic contributions (Community Bank Milton)
- A strong calendar of events, complemented by regular, smaller-scale activations throughout the year

Importantly, this work is occurring alongside the development of the Milton Ulladulla Bypass, which will reduce through-traffic and further reinforce the need to position the town as a destination rather than a pass-through location.

Milton has several annual events and festivals including the 'Meet the Maker' festival, Milton Crawl, Milton Show and the monthly Village Showground Markets.

Milton demonstrates how a coordinated "twilight economy" model, led by local businesses and supported through targeted programming and place-based activation, can successfully convert strong daytime visitation into sustained early evening activity.



Folkestone, Kent (United Kingdom)

Coastal town on the Strait of Dover, Kent, south-east England, 55 minutes from London St Pancras by high-speed rail and the British end of the Channel Tunnel

Population Approximately 50,000 residents

Economic Base Creative industries, hospitality, retail, tourism and a working fishing fleet on The Stade

Land manager Folkestone Harbour Arm and surrounding seafront land owned and operated by the Folkestone Harbour & Seafront Development Company (a private vehicle of Sir Roger De Haan). The Creative Quarter (90+ buildings) is owned and operated by Creative Folkestone, an arts charity. This private ownership of the town's two main after-dark assets is the structural reason the programming is consistent and capital flows the way it does

Funding context Sustained by an unusual combination of c. £100 million* of philanthropic investment from Sir Roger De Haan via the Roger De Haan Charitable Trust and FHSDC, layered with a £19.8 million UK Government Levelling Up grant ('Folkestone, A Brighter Future') awarded January 2023 and currently under delivery

Relevance to Kiama A coastal heritage town that has built a year-round visitor economy over more than two decades, through a deliberate creative-led, model centred on its waterfront, demonstrating how coordinated programming, public art and a re-activated waterfront can extend trade into the evening without relying on a traditional night-time precinct or regulatory framework (such as a Special Entertainment Precinct)



Folkestone is a coastal town of approximately 50,000 people on the Strait of Dover in south-east England. 55 minutes from London St Pancras by high-speed rail, Cross-Channel ferry traffic peaked through both World Wars and was killed off by the opening of the Channel Tunnel in 1994, with the last ferry sailing in 2000 and leaving the harbour derelict. By the early 2000s Folkestone was a deprived seaside town with structural unemployment, high vacancy and male life expectancy seven years below the national average.

The town's reinvention since 2002 is attributable above all to philanthropist Sir Roger De Haan, who has deployed an estimated £100 million through Creative Folkestone (the arts charity behind the 90-building Creative Quarter, the Quarterhouse and the Folkestone Triennial) and the separate Folkestone Harbour & Seaford Development Company (which owns and operates the reopened Harbour Arm). This is now layered with a £19.8 million UK Government Levelling Up grant ('Folkestone, A Brighter Future') awarded in January 2023 and currently being delivered as a town centre public realm overhaul.

Folkestone's after-dark economy has emerged through a creative-led, harbour-led model, rather than a regulatory or precinct-based approach. The proposition is the emergent product of three parallel programmes:

- Harbour Arm activation, delivered by the Harbour & Seaford Development Company, providing a seasonal mix of food, drink and waterfront experiences
- A curated cultural program, led by Creative Folkestone, including major events such as the Folkestone Triennial alongside year-round programming at Quarterhouse and other venues

A grassroots live music ecosystem, coordinated through local organisations such as Folkestone Music TownTogether, these elements create a layered evening experience, where visitors can move between the waterfront, cultural venues and dining.

While the Harbour Arm attracts significant summer visitation, year-round activity occurs through cultural venues and programming (although with ongoing challenges for independent operators reflected in the closure of

venues such as The Chambers in 2024).

The waterfront functions as the centre of the evening economy, with activity extending beyond dining through a coordinated mix of cultural programming, public art, performances and events. This model demonstrates how linked, experience-based activation, rather than a traditional nightlife offer, can support sustained evening activity.

For Kiama, this reinforces the opportunity to leverage its foreshore, harbour and public spaces as the centre of a coordinated twilight economy, extending beyond dining to create connected evening experiences that encourage visitors to stay longer and engage with the town after hours.



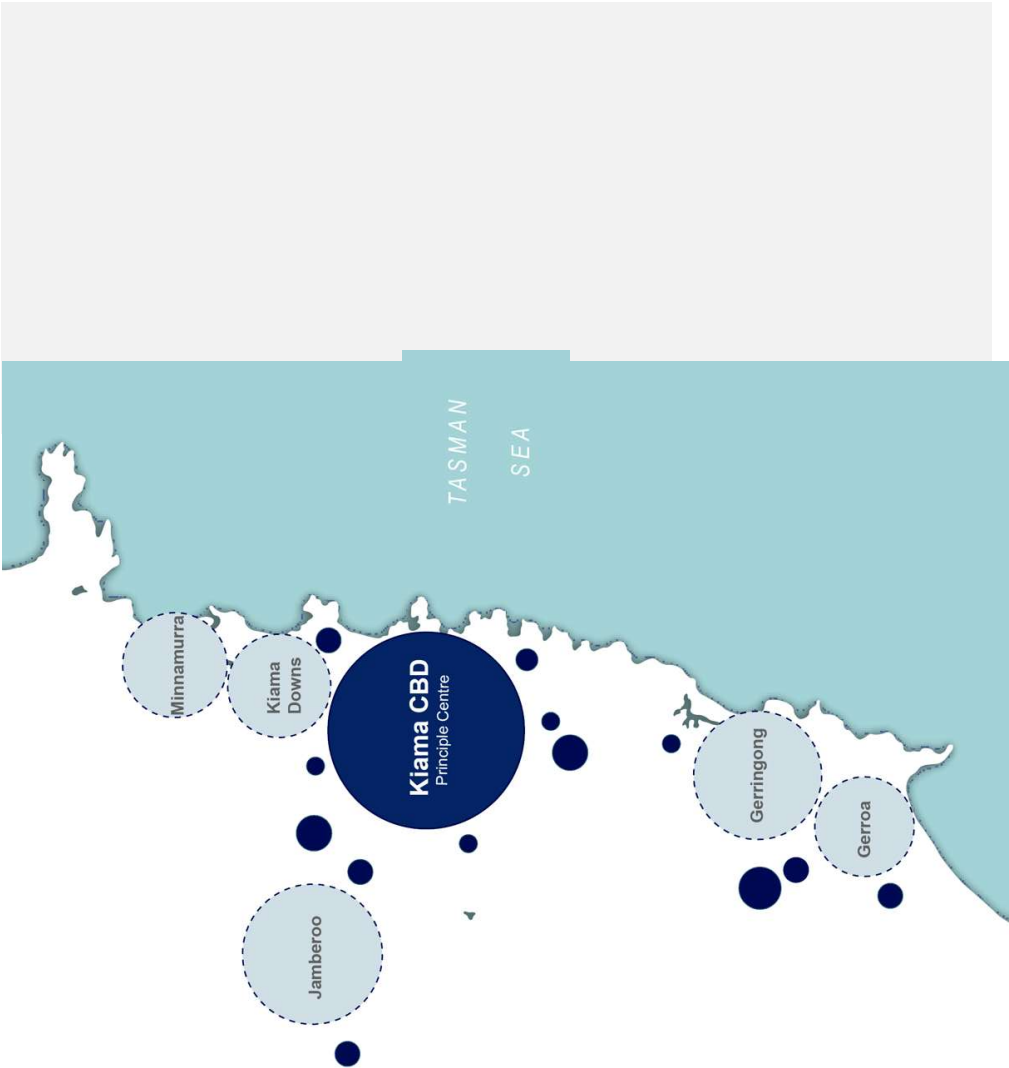
7.0 Strategic Approach

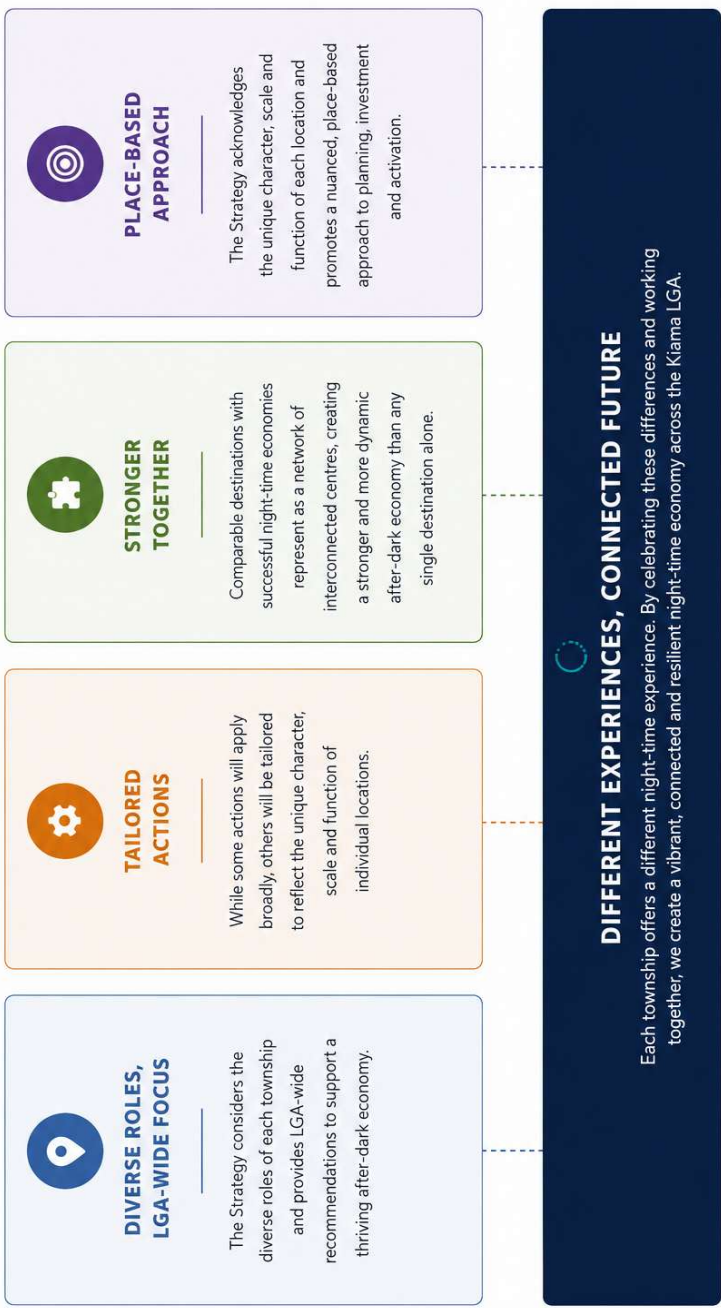
Kiama LGA as a network of connected townships, venues and experiences.

The Strategy recognises the Kiama LGA as a network of connected townships and venues, with Kiama CBD as the principal centre.

The Strategy considers the diverse roles of each township and provides LGA-wide recommendations to support a thriving night-time economy. While some actions will apply broadly, others will be tailored to reflect the unique character, scale and function of individual locations. Comparable destinations with successful night-time economies often operate as a network of interconnected centres, where each location contributes unique experiences that together create a stronger and more dynamic after dark economy than any single destination alone.

Importantly, each township offers a different night-time experience. What defines an evening in the Kiama Town Centre will differ from Gerringong or other townships. The Strategy acknowledges these differences and promotes a nuanced, place-based approach to planning, investment and activation.





Strategic focus of this strategy

The strategy has a dual focus on strengthening the LGA's twilight and early evening offer (where demand is already strong), while growing later night trade and the dawn economy, as both present an opportunity area and a way to mitigate leakage to other nearby centres (e.g. Shellharbour, Wollongong).

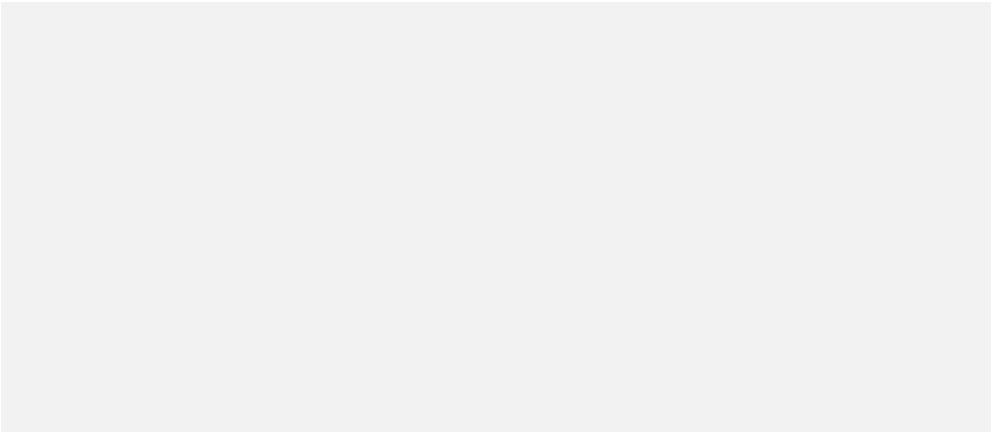
It also focuses on diversifying offerings at night, beyond dining and entertainment by aligning with more stable sectors (e.g. extended trading for health and fitness, medical and allied health services, libraries, and other community infrastructure)



Primary audiences of this strategy

This strategy considers several primary audiences including:

- Young families
- Young people/youth
- 55+ age groups, with a focus on twilight and early evening activity
- "Social energisers" and high-yield social consumers (to support later trade, events, and multi-day visitation)
- Intergenerational groups
- Visitors – adjacent LGAs, intrastate, interstate, intercity and international visitors



Five key focus areas of our after dark strategy

FOCUS AREA ONE: Collaborative Leadership and Governance

Foster strong collaboration between council, local businesses, community groups, and stakeholders to support a coordinated and well-managed night-time economy.

FOCUS AREA TWO: Planning and Placemaking

Establish a supportive and adaptable regulatory framework that enables a diverse range of evening activities, while prioritising safety, accessibility, and respect for the local environment and community. This focus area also recognises the importance of place-based infrastructure as a critical enabler of vibrant and sustainable night-time experiences.

FOCUS AREA THREE: Vibrancy

Cultivate a vibrant, inclusive, and economically sustainable night-time economy that offers a range of experiences, from dining and entertainment to arts, cultural and recreational activities.

FOCUS AREA FOUR: Connectivity

Enhance transport and walkability (where appropriate) to ensure people can easily and safely access, move through, and engage with Kiama's night-time offerings.

FOCUS AREA FIVE: Identity

Celebrate and strengthen Kiama's unique coastal and hinterland character, heritage, and community, ensuring the night-time economy reflects and enhances its distinct sense of place.



We all have a role to play

A vibrant After Dark Economy is not delivered by Council alone. It relies on coordinated action across government, business and the community with each playing a distinct role in shaping a safe, welcoming and economically sustainable evening environment.

Successful implementation of the Strategy will rely on strong collaboration between Council, the local business community, and state agencies across all stages of maturity. In the current economic climate, this collaborative approach is essential to maximise strengths, manage financial pressures, and deliver a more efficient and impactful Strategy – and After Dark economy. It will also help ensure the evening and night-time environment remains vibrant, inclusive, and resilient, with the flexibility to adapt to future challenges and opportunities.

In Kiama, Council's role is to enable and support the after-dark economy through:

- strategic direction and coordination
- public domain improvements and place activation
- regulatory settings that balance vibrancy and amenity
- partnerships with state agencies and industry

Local businesses are central to delivery. Hospitality venues, retailers, cultural organisations and event operators are not only participants in the evening economy, but co-deliverers of place outcomes. This includes:

- aligning trading hours to support consistent evening activity
- participating in coordinated activation, events and marketing
- contributing to a shared destination-wide vision
- supporting safe and responsible operating practices

State agencies play a supporting role through:

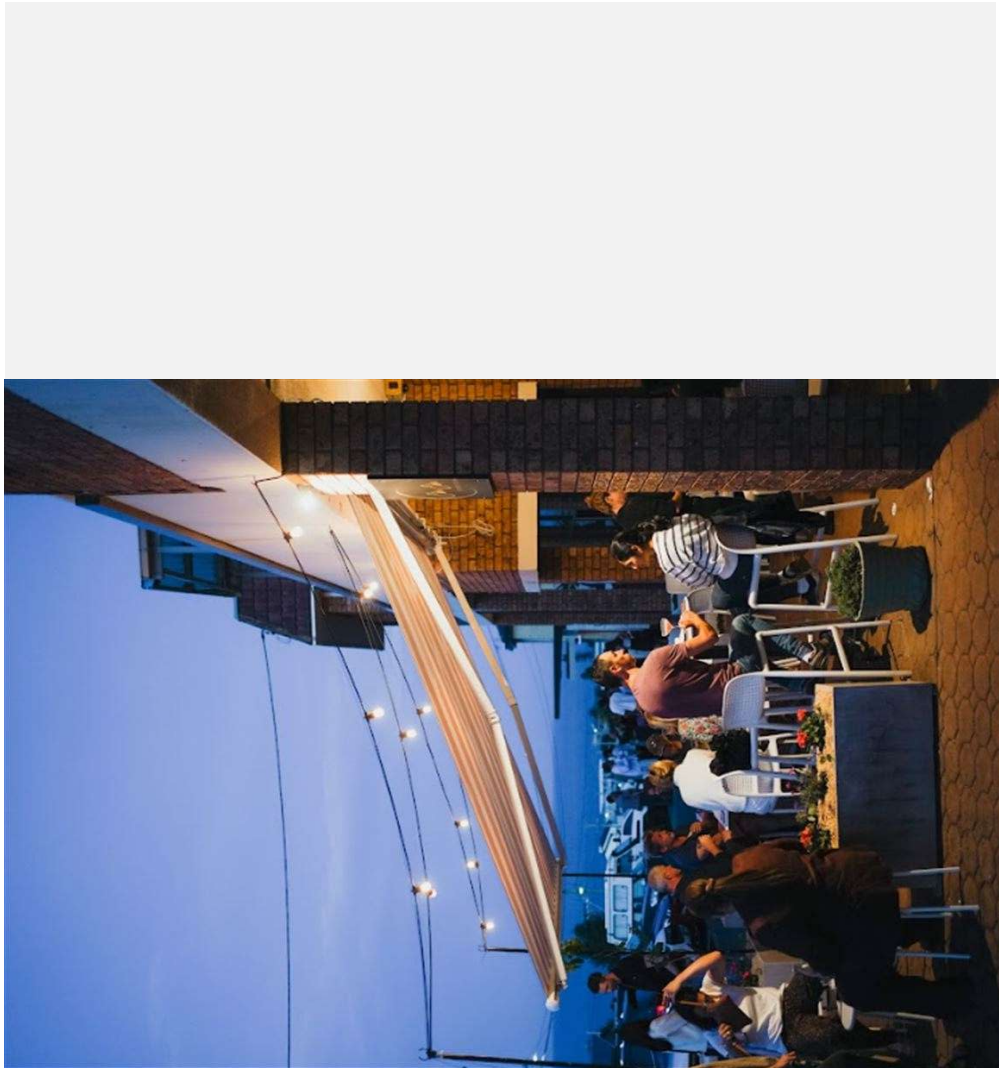
- policy frameworks and regulatory settings
- funding programs and capacity-building initiatives
- safety, transport and compliance services

A key focus is shared responsibility for place outcomes, including maintaining safe and welcoming night-time conditions through responsible service of alcohol, engagement with local safety initiatives, and collaboration with Council, police and the community on amenity and noise management. Where appropriate, businesses may also participate in precinct-based coordination groups or trading alliances to improve consistency across the evening offer. Over time, this approach supports a shift toward stronger industry leadership, with more business-led coordination of activation, marketing, and events, supported by Council rather than directed by it, enabling a more responsive, locally driven and sustainable model.

Council's overarching strategic role

The table below outlines Council's overarching strategic role across the maturity stages of Kiama's after dark economy. It demonstrates how Council's role is anticipated to evolve from leadership and facilitation to capacity building, and ultimately to long-term enablement.





Kiama's After Dark ecosystem

The matrix overleaf provides a visual representation of the key stakeholder groups involved in supporting a vibrant After Dark Economy, including their primary roles, responsibilities, influence and collaboration points.

It highlights the breadth and depth of the ecosystem that underpins a successful after dark economy. The system is highly interconnected, interdependent and relatively complex, with multiple stakeholders influencing outcomes across policy, regulation, programming, infrastructure, safety, transport, place activation and community experience.



8.0 Implementation plan

To ensure the Strategy remains effective and adaptable, a phased approach to implementation has been adopted across the Strategy's 10-year horizon. This includes three implementation timeframes:

- **Priority Actions (0–2 years)**
- **Short Term Actions (2–5 years)**
- **Future Opportunities (5+ years / investigate)**

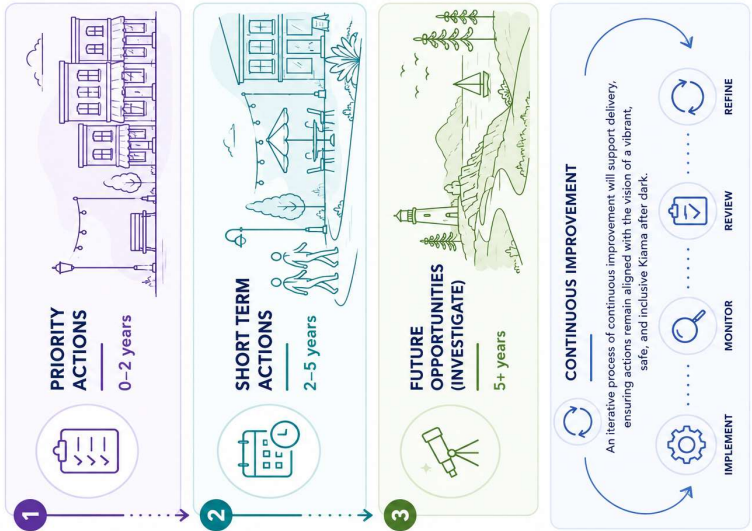
This staged approach recognises that a vibrant after-dark economy will evolve over time and be shaped by community participation, business investment, government support and funding opportunities. It allows actions to be implemented, monitored, reviewed and refined as conditions change and new opportunities emerge.

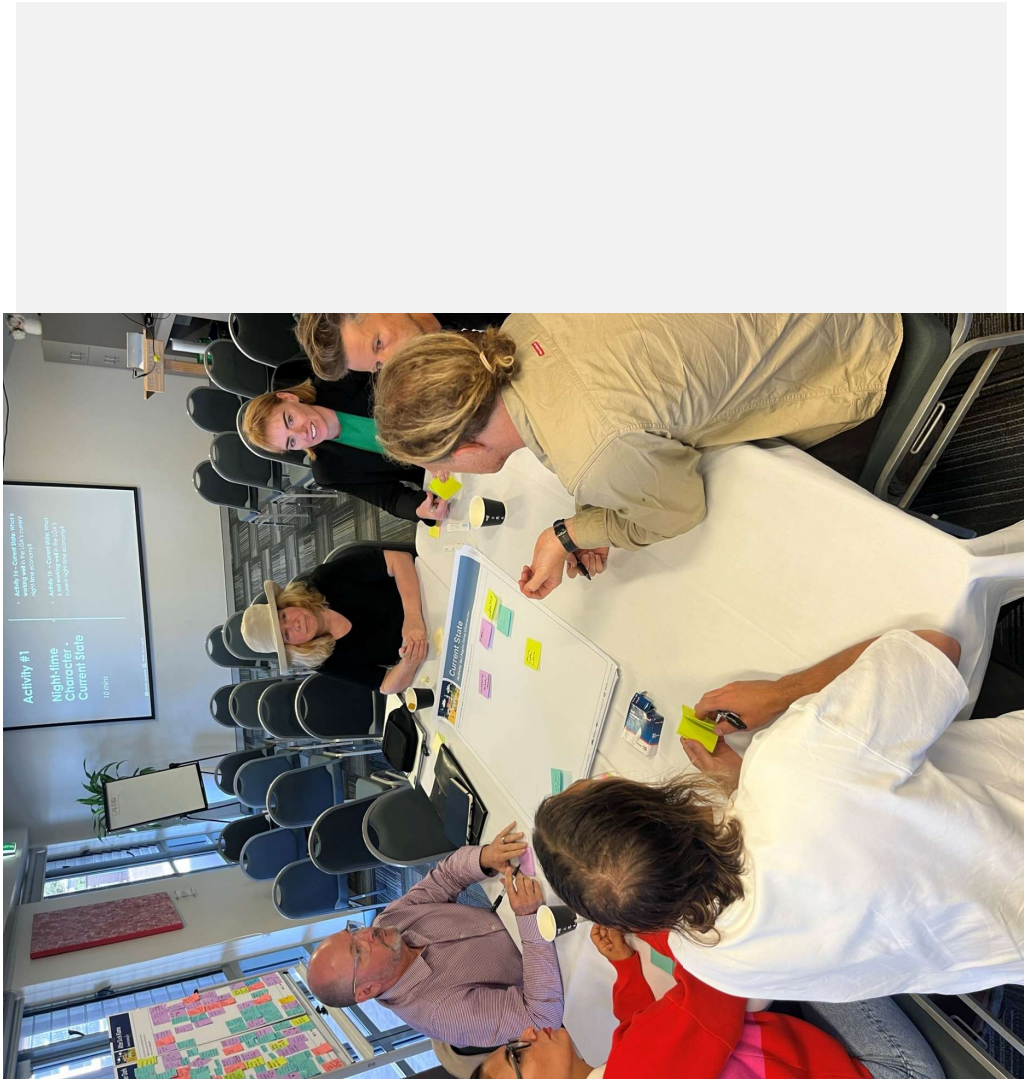
Community feedback received during public exhibition highlighted the importance of clear implementation priorities and shared responsibility for delivery. As such, the Priority Actions focus on establishing the foundations for long-term success, including strengthening partnerships, supporting business participation, enabling activation, improving public amenity and monitoring progress.

While Council plays an important coordination and enabling role, successful delivery of the Strategy will rely on collaboration between Council, businesses, community organisations, industry partners and government agencies. An iterative process of continuous improvement will support implementation and ensure actions remain aligned with the vision of a vibrant, safe and inclusive Kiama After Dark. This staged approach allows time to implement, monitor, review, and refine actions as Kiama's evening

and night-time economy evolves. It ensures the Strategy remains responsive to changing conditions and emerging opportunities.

An iterative process of continuous improvement will support delivery, ensuring actions remain aligned with the vision of a vibrant, safe, and inclusive Kiama after dark.





Focus Area One: Collaborative Leadership and Governance

Outcome: a well-managed, coordinated, collaborative night-time Economy

Priorities:

- Establish strong governance structures
- Improve cross-sector collaboration
- Strengthen stakeholder communication
- Support evidence-based decision making
- Build long-term industry partnerships

#	Key Actions	Phasing	Council's Role
1.1	Establish a Night-Time Economy Working Group (NTEWG), that meets regularly across the LGA, in a structured and coordinated way to support cross-business partnership, collaboration, knowledge sharing and joint initiatives and implementation of the Kiama After Dark Strategy. The group would provide a forum for ongoing engagement between Council, industry and key stakeholders, while ensuring Council (at least during the early implementation phase) retains appropriate oversight to maintain alignment with the overall Strategy and its intended outcomes.	Priority	Deliver / Partner
1.2	Discuss the role of Council's established Tourism and Economic Development Committee, including whether a dedicated sub-committee should be established as the Working Group under Action 1.1, or whether the soon to be established Purple Flag Group could fulfil this role.	Priority	Deliver
1.3	Identify and empower 'After Dark' advocates across both government and industry to champion the night-time economy and support collaboration across sectors in the LGA. While not necessarily forming part of the Working Group, these advocates would play an important role in promoting the Strategy, building partnerships, identifying opportunities, and maintaining momentum for implementation across the LGA.	Short term	Deliver / Partner
1.4	Investigate the development of a collaborative online platform to support partnerships and day-to-day dialogue between local businesses (possibly via simple WhatsApp group) across the LGA, that supports the formal collaboration platforms outlined above.	Short term	Deliver / Partner
1.5	Conduct the Purple Flag accreditation process and investigate NSW Government's Purple Flag Grant Program.	Priority	Deliver
1.6	Continue to cultivate partnerships and collaboration: - with the Kiama Business Network - as well as with other key industry stakeholders, local businesses, neighbouring destination tourism authorities, and other peak industry bodies - and, investigate Kiama Business Network providing a more structured leadership/advocacy role across the LGA to support a vibrant night-time economy – possibly supporting 1.1 and 1.3	Short term	Deliver / Partner

17	Strengthen internal coordination within Council to support a 'whole of Council' approach to delivering 'After Dark' related objectives/outcomes, including: - possibly via development of an internal Council working group responsible for overseeing the implementation and ongoing coordination of the night-time economy strategy, - and establishment of a single Council contact point for After Dark enquiries - adoption of a coordinated "Yes, If" approach to support businesses, events and activation opportunities - capacity building across relevant Council teams, - a single contact point at Council regarding all matters regarding the night-time economy to streamline adopting a "yes, if" response, for business, programming, events and activation.	Priority	Deliver
18	Continue to collaborate with multiple layers of government: - including the NSW 24-Hour Economy Commission to investigate future night-time district cultivation programs (e.g. the Regional Night-time Economy Accelerator Program) to strengthen coordination and activation - and Destination NSW, Destination Sydney Surrounds South (DSSS), Transport for NSW, - as well as join the Night-Time Economy Councils' Committee (NTECC) - a State-wide working group of council staff who collaborate to share insights, build capability, and advocate for vibrant, safe, and sustainable night-time economies.	Priority (ongoing)	Deliver/ Partner
19	Regarding data: - Identify and review the data currently collected and stored by Council and relevant stakeholders relating to the night-time economy. - Undertake a gap analysis to determine what data is missing and required to establish a baseline, accurately report on the current and future state of Kiama's night-time economy, and measure the impact and effectiveness of the Strategy over time. - This should include recurring measures of night-time expenditure, resident and visitor spend, town and precinct level performance, expenditure leakages and seasonal variation.	Future	Deliver
110	Share insights and findings of the After Dark strategy with community and business engagement through existing business and economic development forums and via the proposed After Dark Working Group.	Future	Deliver
111	In partnership with local night-time businesses, consider initiatives to improve the capacity of hospitality workers, particularly young people who might be considering hospitality as an employment pathway.	Priority	Deliver Partner

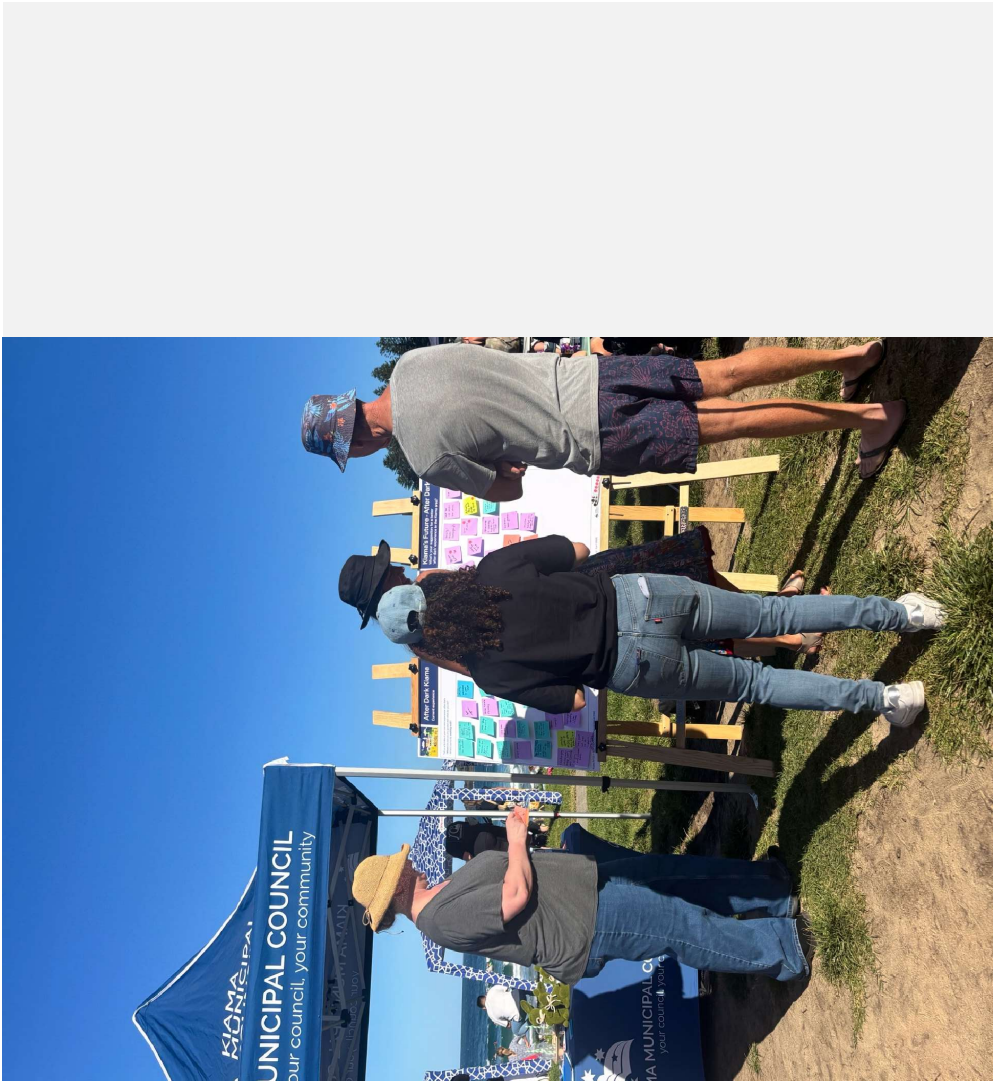
41 — KIAMA AFTER DARK STRATEGY			
112	112 Develop a two-year implementation and funding plan identifying priority projects, funding opportunities.	Priority	Deliver
Formatted: Font: (Default) Railway, 10 pt, Font color: Text 1, English (United States) Formatted: English (United States) Formatted: Font: (Default) Railway, 10 pt, Font color: Text 1, English (United States) Formatted: English (United States) Formatted: English (United States)			

Focus Area Two: Planning and Placemaking

Outcome: well-balanced, place-based night environments that reflect the individual character of the town or village.

Priorities:

- Establish a supportive planning framework for after dark activity
- Streamline approval pathways for businesses and events
- Balance vibrancy with community amenity and safety
- Strengthen place-based activation across centres and precincts
- Encourage a diverse mix of evening and night-time experiences



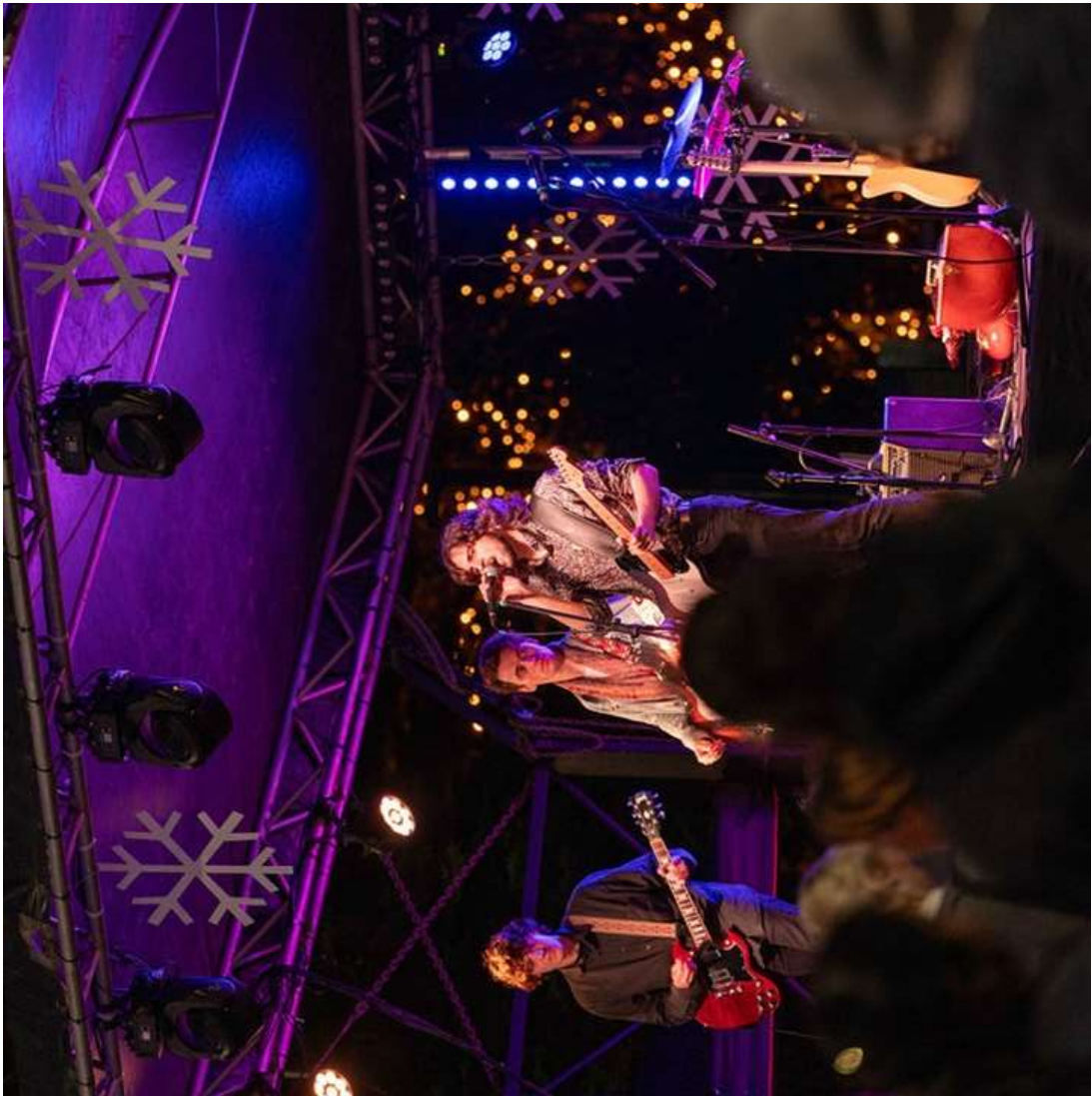
#	Key Actions	Phasing	Council's Role
Planning Actions			
2.1	Trial a Special Entertainment Precinct (SEP) for Kiama CBD that establishes a framework to support enhanced after-dark vibrancy, while balancing the amenity of sensitive receivers within the Kiama Town Centre and surrounding areas. The SEP should align with the aspirations of the Kiama Local Housing Strategy 2025 and respond appropriately to the zoning framework prescribed under the Kiama LEP 2011.	Priority	Deliver
2.2	Review exempt development provisions across private and public land, and communicate these clearly to both internal Council team members and the community to ensure a 'whole of Council' approach to delivering 'After Dark' related objectives	Short term	Deliver
2.3	Amend Kiama LEP to increase exempt activity in outdoor spaces like car parks, noting SEP provisions are not the sole pathway for all exempt approvals	Short term	Deliver
2.4	Prepare clear information guides for the community outlining permitted activities, requirements, and step-by-step processes for After Dark activation events, outdoor dining, live music and temporary activations and continue to <u>continue to</u> support new pilot place activation ideas, such as parklets and use of other open space via short-term licences	Short term	Deliver
2.5	Investigate opportunities to streamline Council approval process, and capacity build Council staff regarding zoning, acoustics, vibrancy laws, previous approvals to support a collaborative relationship with businesses interested in opening at night, in line with Action 1.7	Short term	Deliver
2.6	Establish a coordinated pre-application and advisory process for After Dark proposals, enabling early alignment between applicants, Council teams, and key stakeholders to reduce risk, avoid delays, and ensure a consistent and transparent approach to assessment coordinated by one group.	Priority	Deliver
2.7	Undertake <u>baseline audits and</u> "activity mix" assessments across the CBD and local centres to identify gaps and better understand venues and experience gaps to retain local spend and reduce leakage.	Future	Deliver

44 — KIAMA AFTER DARK STRATEGY

2.8	Investigate opportunities to support the development of additional micro-precincts across the LGA, where clusters of night-time focused businesses and venues can operate and grow. This includes strengthening and supporting existing emerging precincts such as Tingira Crescent and Gerringong West (Rawlins Road), while encouraging greater activation and use of both public and private land during evening and night-time hours.	Future	Deliver
2.9	Investigate initiatives and planning mechanisms to support licensed premises to hold more live music or other live performance, within the future SEP, in partnership with Sound NSW and Music NSW.	Short term	Deliver
2.10	Support responsible alcohol service and safe venue practices and collaborative relationships with the Police and LAC.	Short term	Partner
Placemaking, Public Domain • Activation Actions			
2.11	Look to improve lighting across key precincts, parks, pathways, and public assets as well as ensure existing lighting treatments are functioning and consistent.	Priority	Deliver
2.12	Investigate the possibility expanding a public art program to enhance the night-time aesthetic of key centres, high streets and areas of the LGA with perceived lower safety levels.	Priority	Partner
2.13	Consider undertaking an audit of and increasing the safety and availability of public toilets at night.	Priority	Deliver
2.14	Investigate public domain improvements across the LGA that support the twilight economy – e.g. viewing spaces, recreation and dwell spaces to enjoy sunsets.	Short term	Deliver
2.15	Activate the Kiama Harbour and Blowhole Point precinct as a connected evening destination through coordinated public realm improvements, including enhanced lighting (particularly at Blowhole Point), wayfinding, boardwalk connections, public art, interpretation, and night-time experiences that	Future	Partner
			Advocate

45 — KIAMA AFTER DARK STRATEGY

	strengthen links between Manning Street, the Harbour, Fish Markets and Blowhole Point, increase pedestrian activity, and support a vibrant, safe and accessible waterfront after dark.		
2.16	Support a diverse harbourfront food, dining and visitor economy at night, by enabling revitalisation opportunities such as expanded seafood and dining offerings at the Fish Markets, adaptive reuse opportunities within the precinct (including Pilots Cottage), and complementary tourism and wellness experiences that extend visitor dwell time and contribute to Kiamas evening and night-time economy, in partnership with State agencies and landowners.	Future	Partner Advocate
2.17	In line with the Kiama Town Centre Study, consider formalising and upgrading the pedestrian link between Railway Parade and Shoalhaven Street, in the Kiama Town Centre whilst making it a safe thoroughfare at night. Combined with increased opening hours, this improved connectivity would activate this part of the centre and utilise a well-loved community asset	Future	Deliver
2.18	Consider the delivery of night-time focussed, placemaking incentives for private stakeholders to take up such as facade improvement programs, creative lighting, and subsidised outdoor dining.	Priority	Deliver Partner
2.19	Collaborate with private stakeholders to investigate how to make and support specific improvements to publicly accessible, but privately owned spaces, that abut existing night-time businesses (e.g. service laneways off Terralong St, Kiama and Collins Lane).	Priority	Deliver Partner
2.20	Work with local business to stimulate diversity of retail mix and diversity of night-time, non-alcohol-based offerings such as cinema, gaming etc.	Future	Partner
2.21	Support private stakeholders to improve lighting that abuts public space (e.g. Sebel Hotel and Churches).	Priority	Deliver Partner
2.22	Identify the distinctive characteristics of the Kiama LGA's towns and villages and support after-dark activity, investment and place activation that is reflective of, and sympathetic to, the character, function and amenity of each location.	Short term	Deliver Partner



Focus Area Three: Vibrancy

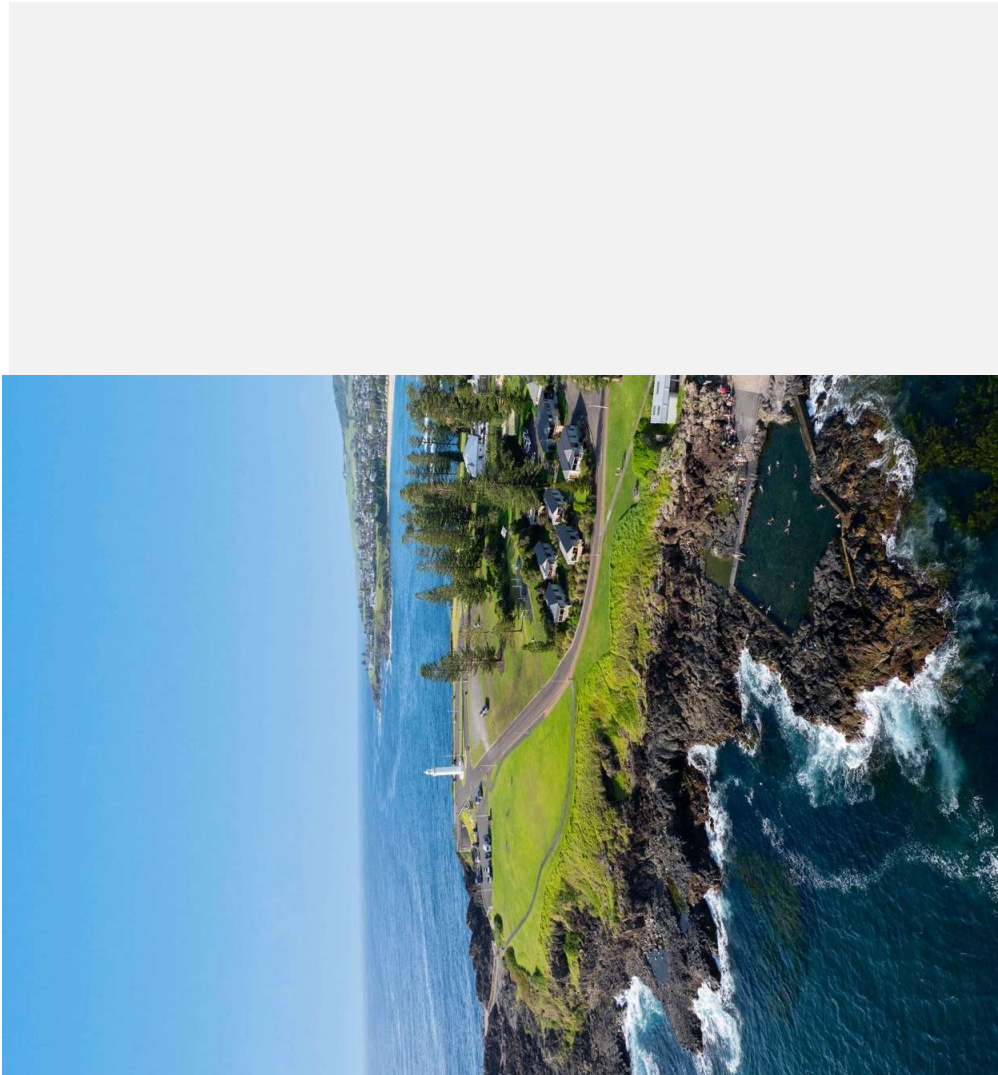
Outcome: a vibrant, inclusive, diverse and economically sustainable night-time economy

Priorities:

- Strengthen the diversity, appeal and economic sustainability of Kiama's after dark experiences
- Support arts, culture, entertainment, events and community activation across the LGA
- Encourage greater participation in evening and night-time activity for all ages and audiences
- Increase activation and use of public, community and underutilised spaces after dark
- Grow visitation, destination appeal and overnight economy outcomes through a dynamic year-round after dark offer

#	Key Actions	Phasing	Council's Role
3.1	Council owned assets, venues and spaces - Review and simplify Council's public space, venue bookings and event application approvals processes to ensure consistency with the objectives of this strategy. - Review how Council venues, parks and public spaces can be better activated by businesses, community groups and individuals undertaking activities supporting the night-time economy. In partnership with the State, support the use of schools and other community spaces for night-time activation.	Priority	Deliver
3.2	Events, festivals and twilight activation - Support a positive visitor experience and economy through vibrant night-time events, concerts, festivals and programming that attracts repeat intrastate, interstate, intercity and international visitors and supports overnight visitor expenditure. - Encourage and support community led, evening markets, pop-ups and street closures at night in the LGAs public open spaces and high streets. - Consider small-scale, low-cost, regular, outdoor night-time activation of the LGAs high streets such as busking programs or performance programs. - Identify suitable locations and priority zones for permanent or temporary traffic bollards and associated infrastructure to support safe and efficient event delivery, temporary street closures, and after dark activation across the LGA.	Short term	Deliver Partner
3.3	Grants, funding pathways and capacity building programmes - Review current KMC community grants program to support creative ideas 'After Dark' - Investigate funding sources to (re)establish an annual Winter Festival and/or establish a 'Summer Streets' programme of street closures, such as Transport for NSW's Open Streets program. - Investigate additional forms of state government funding sources that benefit the LGAs night-time economy, immediately and into the long term.	Priority	Deliver Partner Advocate

• Commence engagement with the South Coast Arts Alliance strategic partnership with Music NSW to investigate ways in which to increase the level of live music, performance and rehearsal opportunities in the LGA. • Encourage local businesses to partake in the NSW Live Performance Venue Accelerator Program, to support the establishment of more and capacity building of existing, live music and performance venues across the LGA.			
3.4	Business capacity building and support • Develop an LGA wide, 'how-to' guide for activations, events, live music, popup and mobile, low impact venues. • Support businesses that do not traditionally serve alcohol, such as arts and cultural, recreation and retail-based businesses, to extend trade into evening hours. • Investigate working with local business to ideate in-venue festivals, 'trail' and street festival programming. • Increase the number of businesses operating at night through a targeted incentives and support program, particularly to support 6-9pm business participation, focused on early dining, wellness, retail, recreation and family activity. • In partnership with landlords and owner occupier businesses, explore how to activate vacant shopfronts at night, through pop-ups or lighting treatments. • Work with surf living saving clubs and other members clubs across the LGA, to investigate ways to increase offerings in evenings, early mornings and at night as well as event and function capabilities.	Short term	Deliver Partner
3.5	Youth and children community programming • Work with local schools/youth groups to create more After Dark youth events for under 18-year-olds. • Investigate the feasibility of reestablishing a youth and young people advisory committee, ensuring youth representation in the After Dark Working Group, possibly via collaborating with the NSW Office for Youth. • Or identify other appropriate mechanisms to capture and incorporate these important voices into the planning and delivery of Kiamas after dark economy • Investigate ways to improve and increase family and child-based night-time and evening programming opportunities and dedicated spaces.	Short term	Deliver



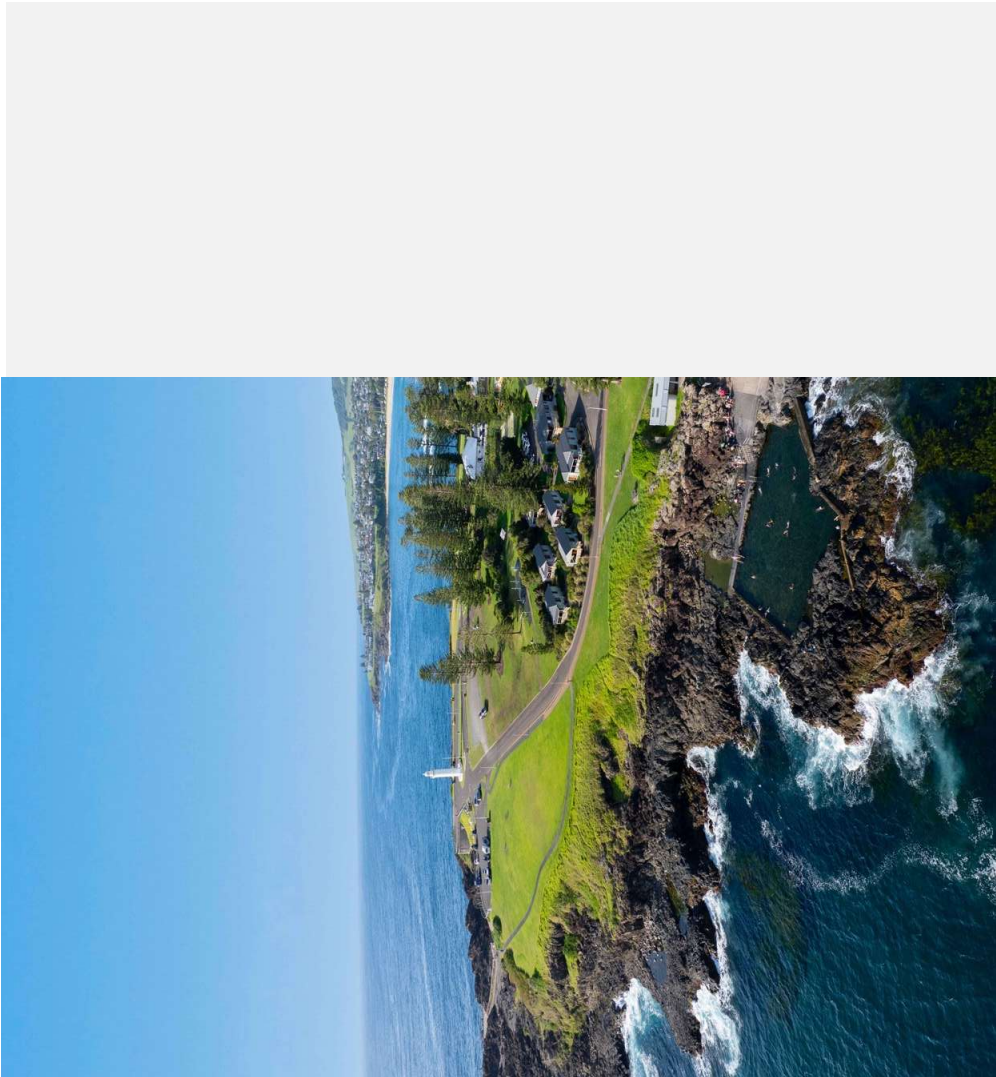
Focus Area Four: Connectivity

Outcome: ensure people can easily and safely access, move through and engage with Kiama's night-time offerings

Priorities:

- Improve connectivity and movement across the LGA after dark
- Strengthen public, private and alternative transport options
- Enhance safety and accessibility across transport routes and public spaces
- Improve wayfinding and navigation across centres and precincts
- Support greater participation in after dark activity through improved transport and access solutions

#	Key Actions	Phasing	Council's Role
4.1	Continue to advocate Transport for NSW and other relevant agencies in order to improve frequency of and access to public transport access.	Priority	Advocate
4.2	Investigate improving the physical night-time safety of transport nodes and interchanges through lighting and other forms of infrastructure.	Short term	Deliver
4.3	Undertake a safety audit of pedestrian crossings at night, with the intent of increasing the number of safe, well-lit pedestrian crossings across the LGA, at night.	Short term	Deliver
4.4	Develop and implement improved digital and physical wayfinding solutions in town centres that supports; - an active and safe night-time economy - the visitor economy (possibly via translation for overseas tourists) - promotion of local business at night - access to real-time transport information for commuters at train and bus stations.	Short term	Deliver Partner
4.5	Investigate the feasibility of investing in a kit of temporary road closures barriers that reduce the cost of seasonal night-time road closures, thereby encouraging more community-led activation at night.	Short term	Deliver
4.6	Explore the possibility of expanding private shuttle buses and other alternative private transport options within the LGA.	Priority	Partner / Advocate
4.7	Consider strategic engagement with ride-share platforms to help support incentivised expansion into the LGA.	Priority	Partner / Advocate
4.8	Investigate ways in which to re-establish an LGA taxi service.	Short term	Partner / Advocate
4.9	Work with local hospitality venues, high schools and police to encourage safe driving at night, to and from premises as well as the use of other safe, active transport options at night.	Ongoing	Partner / Advocate



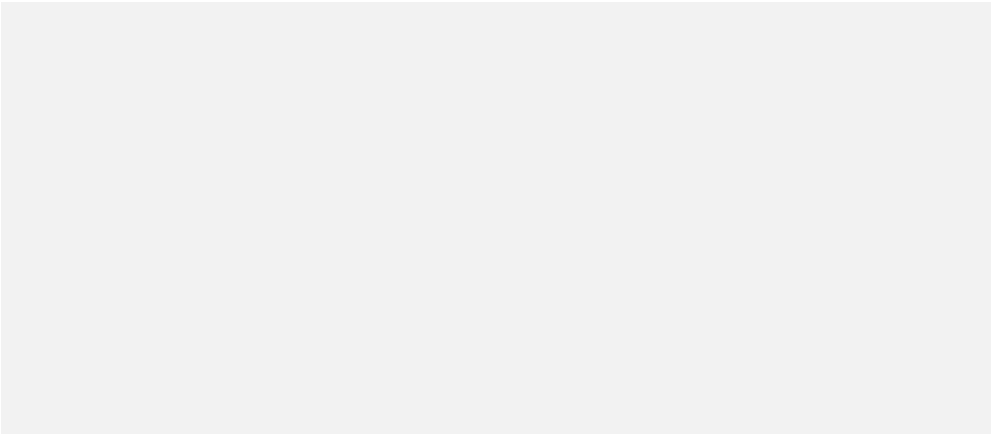
Focus Area Five: Place Identity

Outcome: strengthen Kiama After Dark's place identity and positioning, ensuring the night-time economy reflects and enhances its distinct sense of place.

Priorities:

- Strengthen Kiama's unique after dark identity, character and sense of place
- Promote a distinctive and authentic after dark narrative across the LGA
- Improve awareness, visibility and promotion of after dark experiences and activity

#	Key Actions	Phasing	Council's Role
5.1	Develop a distinctive place identity for the Kiama region through a strong and authentic narrative that reflects the area's First Nations stories, village atmosphere, culture and distinctive natural environment.	Priority	Deliver
5.2	Establish a Kiama After Dark brand strategy and communications strategy as well as promotional materials to support broader, strategic marketing of the region's night-time economy.	Priority	Deliver
5.3	Review existing Council communications channels and create a 'Kiama After Dark' dedicated page on Council's website, providing: - guidance and 'how to' guides for businesses, trading hours and policies (as per action items 3.3). - support for coordinated promotion of LGA-wide night-time events and activity - a dynamic events calendar - content for personas through specifying offerings that align with family-friendly, youth/under-18, early dining, live music, wellness, coastal walks/viewing and other early evening/late evening social options.	Short term	Deliver
5.4	Investigate other platforms to provide coordinated marketing and promotion of night-time activity and venues operating After Dark across the LGA, including but not limited to: - newsletters - notice boards at libraries and council owned assets - small-scale, branded window decals highlighting businesses that operate at night, consistently across the LGA. - other digital platforms	Short term	Deliver Partner
5.5	Review how Kiama Business Network can more strategically support promoting the Kiama After Dark identity.	Priority	Partner
5.6	Integrate Kiama 'After Dark' marketing into broader destination marketing campaigns at a regional, local and state level via DSSS and other privately operated media outlets.	Short term	Deliver/ Partner

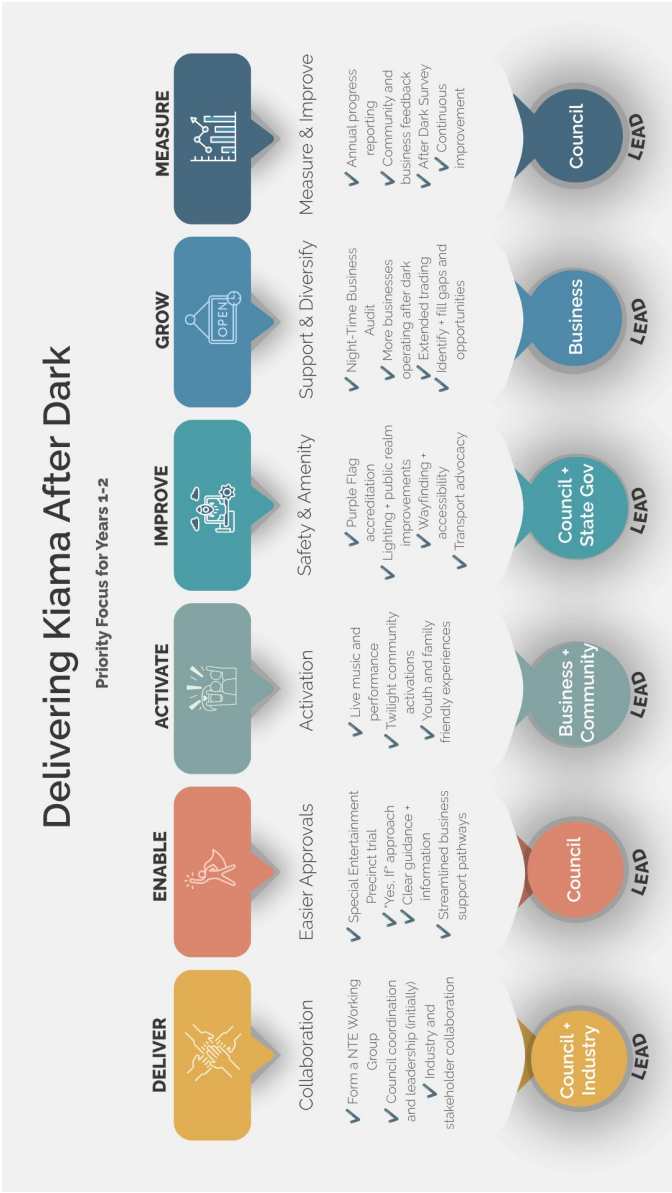


53 — KIAMA AFTER DARK STRATEGY

5.7	Work closely with local media outlets to promote businesses open at night, and After Dark activity across the LGA, to improve perceptions in the community of a strong early-night, family-friendly, visitor and resident-servicing economy.	Short term	Advocate /Partner
5.8	Identify commercial funding partnerships or sponsorships with night-time orientated brands, that may assist in improving identity and general marketing of After Dark activity across the LGA.	Short term	Partner

Priority Focus Areas

Considering the five core focus areas and their phasing horizons, the following priorities will guide implementation during the first two years of the Strategy. These priorities respond directly to community feedback regarding implementation, collaboration and accountability, while recognising that successful delivery will require a coordinated effort between Council, businesses, community organisations and government agencies.



Formatted: Right: -7.28 cm, Space After: 24 pt

9.0 Evaluation and monitoring and continuous improvement

Ongoing monitoring and evaluation will be essential to understanding the effectiveness of the Strategy and ensuring actions remain responsive to changing community expectations, industry conditions and emerging opportunities. The Strategy adopts an iterative and adaptive approach, enabling actions and priorities to evolve over time based on evidence, performance and feedback.

Monitoring will support evidence-based decision making, continuous improvement and adaptive management across all stages of the after dark economy's maturity.

Key performance indicators

Success will be measured across a range of economic, social and place-based indicators, including:

Economic Activity and Business Participation

- Number and diversity of businesses operating after dark
- Extended trading hours and business participation
- Investment, employment and economic activity

Vibrancy and Activation

- Event numbers, attendance and participation rates
- Cultural programming and live music activity

- Public space activation and utilisation

Visitor Economy

- Visitor numbers and overnight stays
- Visitor expenditure and length of stay

Community Experience and Safety

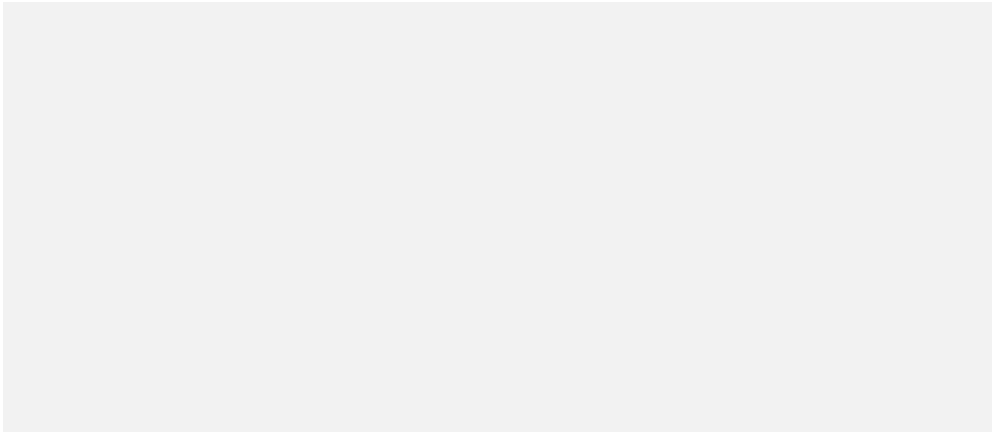
- Community perceptions of safety and vibrancy
- Safety incidents, complaints and amenity trends

Access and Connectivity

- Public transport and mobility usage
- Participation across different locations and demographics

Collaboration and Delivery

- Stakeholder participation and partnerships
- Grant funding and external investment secured



Methods of evaluation

Progress will be tracked through a combination of quantitative data collection and ongoing stakeholder engagement, including:

Community and Industry Feedback

- Conduct the Kiama After Dark Survey annually to measure longitudinal trends, perceptions and Strategy impacts
- Hold Kiama After Dark progress workshops bi-annually to review progress, identify emerging issues and refine strategic approaches
- Throughout the SEP trial period, undertake regular check-in sessions with businesses, residents and community stakeholders
- Consider conducting annual community safety and perception surveys

Regular Monitoring and Reporting

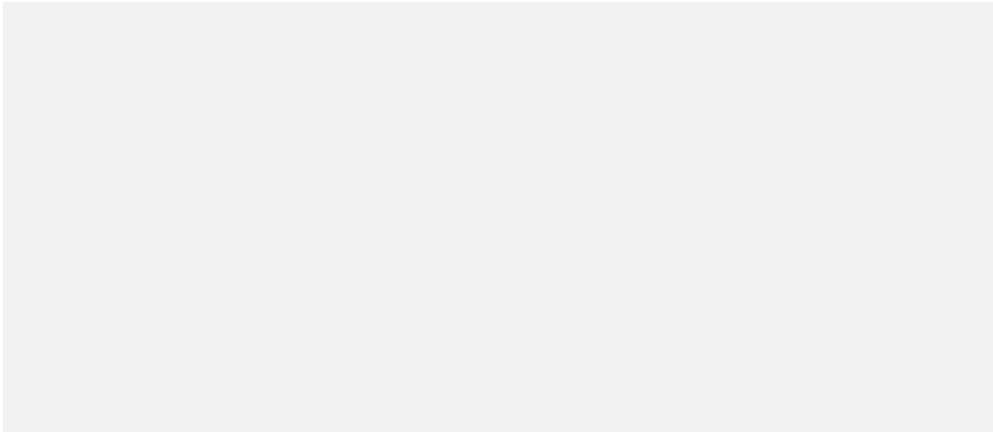
- Monitor business participation, trading patterns and activation outcomes across centres and precincts
- Review event attendance, visitation and public space usage data
- Monitor complaints, safety incidents and amenity-related trends
- Regularly review implementation progress against actions, priorities and delivery timeframes
- Undertake periodic review of the Strategy to ensure ongoing relevance and alignment with community and industry needs

Targeted Program Evaluation

- Undertake regular check-in sessions during the Special Entertainment Precinct trial
- Evaluate specific programs, activations and pilot initiatives
- Review implementation progress against actions and priorities
- Undertake periodic Strategy reviews to ensure ongoing relevance and alignment

Reporting

Findings from monitoring and evaluation will be shared biannually with the Tourism, Economic Advisory Committee, Council, industry and the community to support transparency, accountability and continued collaboration.

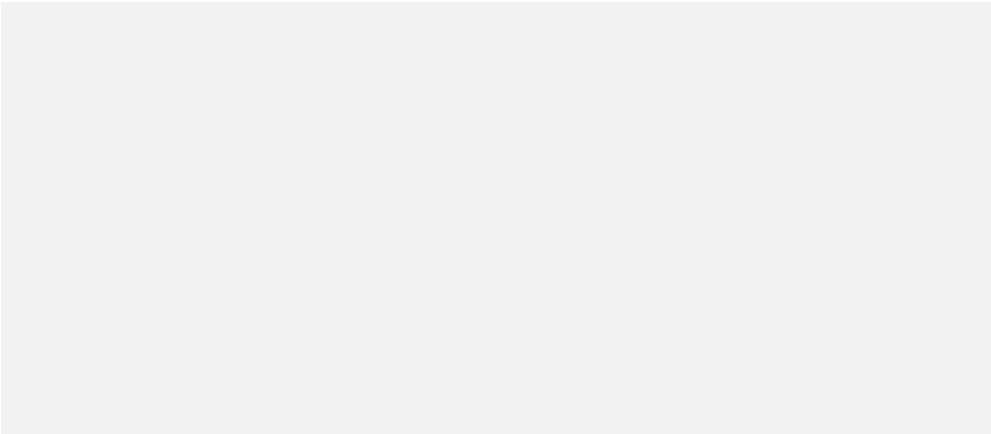


Appendix 1 – Policy Alignment

Consistency of the draft Night-time Economy Strategy against relevant plans and policies is outlined below.

PLAN	RESPONSE
Illawarra Shoalhaven Regional Plan 2041 <i>Prepared by: NSW Department of Planning, Industry and Environment (now the Department of Planning, Housing and Infrastructure)</i> This Regional Plan provides for a 20-year land use strategy (to year 2041) for the Illawarra – Shoalhaven region. It outlines a strategic vision and direction for the region and with respect to housing growth, jobs, infrastructure and providing for a healthy natural environment. It applies to the local government areas of Wollongong, Shellharbour, Kiama and Shoalhaven. It informs the directions of land use planning to create for an overall connected, sustainable, and vibrant Illawarra-Shoalhaven region. The regional plan is based on themes. These are: • A productive and innovative region • A sustainable and resilient region • A region that values people and places • A smart and connected region Within these themes there are objectives, and strategies, to achieve. Of relevance to the Night-time Economy Strategy are the following themes: • A productive and innovative region; and • A region that values people and places. These are discussed further below.	See responses below.

Regional Plan theme: a productive and innovative region	
The vision under this theme is noted (in part): "The Illawarra Shoalhaven will leverage new and innovative economic opportunities to increase the number of jobs in knowledge services, health, research, advanced manufacturing, defence and the <u>visitor economy</u>." Corresponding objective under this is: <u>Objective 5: Create a diverse visitor economy</u> The tourism/visitor economy is a key aspect of the Illawarra and Shoalhaven region, due to the attractions of characterful towns and places; key natural features, food and drink offerings, and events. Continuing to support and sustain this is identified by the plan. Corresponding strategy 5.1 of this objective of the regional plan notes: <i>"Create an environment for a diverse visitor economy. Strategic planning and local plans should consider opportunities to:</i> <i>"</i> <i>" support the development of places for artistic and cultural activities; and</i> <i>" support appropriate growth of the <u>night-time economy</u></i> <i>"</i> <i>(Emphasis)</i> <u>Objective 6: Activate the region's harbours to promote a blue highway</u> <i>Within this objective, maritime related tourism is to be enhanced in the region. The Kiama Harbour Revitalisation Framework prepared by Transport for NSW is identified to guide investment in the Kiama Harbour and improve the maritime experience for maritime users and the broader community. A land use priority of the Kiama Revitalisation Framework is to:</i> <i>'3.d Spread and lengthen the visitation to the harbour through all seasons and times of day'</i>	• The Night-time Economy Strategy provides a framework to appropriately plan for the growth of the after dark economy of Kiama, supporting initiatives to enhance night-time experiences. • Enhancing the night-time economy provides opportunity to support the appropriate development of places, increasing diversity, and enhancing experiences for both visitors and the community. • The Night-time Economy Strategy provides a framework to plan for after dark vibrancy across the locality • Waterside areas may be part of future vibrancy exercises for the locality.



A related action of this priority in the revitalisation framework is:

‘Explore appropriate balance of new activities which will ensure a night-time economy, increased visitation during current off-seasons and increase overnight stays’

Corresponding strategy 6.1 of this objective in the regional plan notes to:

‘Activate the region’s harbour and ports as well as their related commercial areas in strategic planning and local plans’

- The Night-time Economy Strategy provides framework to support enhanced evening retail activity in appropriate locations.
- This supports to diversify the retail economy of Kiama, which is particularly daytime orientated, providing benefits to the community, including jobs and enhanced retail amenity.

Objective 7: Response to the changing nature of retail

The retail sector is noted in the Regional Plan as the second largest sector of employment in the Illawarra-Shoalhaven Region. This objective notes the evolution of the retail sector, and the importance of diversifying uses and activities to continue to support.

Corresponding strategy 7.1 notes:

‘Respond to the changing nature of retail. Strategic planning and local plan should consider opportunities to:

- *Provide flexibility and facilitate a broad range of commercial, business and retail uses within centres’*

Regional Plan theme: A region that values people and places

- The vision under this theme includes to increase housing supply in appropriate locations. In addition, increasing the amenity of places and their vibrancy through enhancements to the night-time economy.

Objective 18 under this theme identifies to provide for housing supply in the right locations, especially with established infrastructure. Kiama is noted as a strategic centre and where housing increases would mostly occur through in-fill development (to protect the locality from increased urban sprawl).

As noted further below, increasing housing in existing centres, such as the Kiama Town Centre, is outlined by separate plans.

In addition, Objective 24 under this theme of the regional plan for:

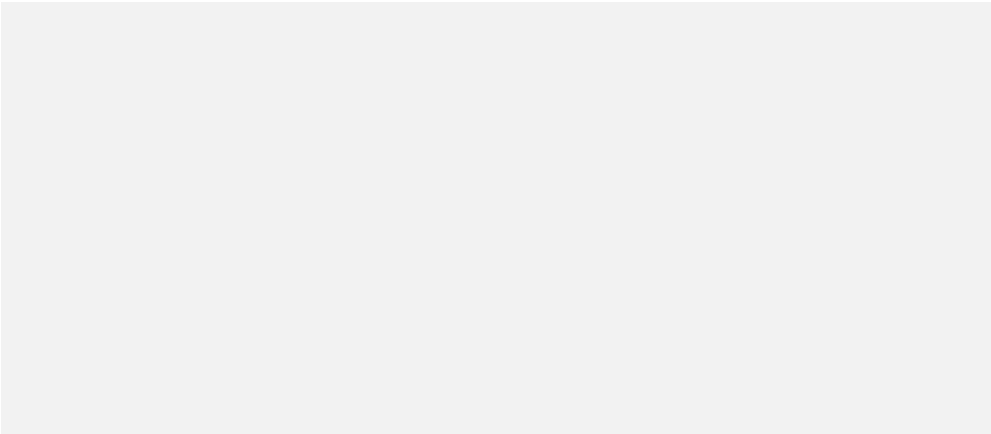
'A place with night-time activity can be dynamic and contribute to the local economy. These places are usually mixed-use centres with adequate noise control, appropriate operating hours, and safe late-night travel options. A fun and safe night-time economy meets the social and recreational needs of shift workers, young people, tourists and visitors.'

Corresponding strategy 24.1 under notes:

'Support public art, major events and cultural activities. Strategic planning and local plans should consider opportunities to:

 - Support the night-time economy*
- The Night-time Economy Strategy supports after dark vibrancy for Kiama.
 - As part of enabling this, the strategy identifies a 'Special Entertainment Precinct (SEP)', for the Kiama Town Centre.
 - A Special Entertainment Precinct (which would be legislated in the Kiama LEP 2011) provides a management framework to support enhanced after dark activity, balanced with maintaining sound amenity to residents and other sensitive receivers located within and around.
 - The Night-time Economy Strategy therefore supports for vibrancy to be appropriately managed in locations, and for where additional housing is planned for the municipality, such as the Kiama Town Centre.
 - This supports to appropriately enhance the local economy, providing for benefits to the community, whilst also protecting the amenity for residents and occupants.

Kiama Local Strategic Planning Statement (2025 update) <i>Prepared by: Kiama Council</i>	
The Kiama Local Strategic Planning Statement (LSPS) provides for a 20-year land use planning vision to manage the growth of Kiama, balanced with respecting both its character and the environment. It aligns to the Illawarra-Shoalhaven Regional Plan (outlined above) and supports to give effect to this regional plan at the local area level. The LSPS is based on land use planning themes, with various actions and planning priorities (PP) within. These are: 1. Manage sustainable growth 2. Develop a diverse and resilient economy 3. Protect rural landscapes 4. Mitigate and adapt to climate change and protect the environment 5. Foster vibrant and accessible places Themes 2 and 5 are considered relevant to the Night-time Economy Strategy. <u>Theme 2 'Develop a diverse and resilient economy'</u> The economic vision under the Regional Economic Development Strategy (REDS) 2023 is: <i>'To be a strong vibrant economy outside of current holiday peaks with carefully managed growth and employment opportunities in tourism, agribusiness and other emerging industries and to capitalise on the region's unique opportunities in digital connectivity'</i> A strong vibrant economy is therefore sought, including with managed growth in tourism and other emerging industries. Planning priorities focused to this theme are: • PP5 – Foster economic diversity • PP6 - Manage tourism development and visitor economy • PP7 – Strengthen commercial centres. Most relevant priority to the planning proposal is PP6 – <i>Manage tourism development and visitor economy</i> and PP7 – <i>Strengthen commercial centres</i>.	• See below • It also supports for visitors/tourists to stay longer in Kiama and therefore increase overnight visitor expenditure. • It will improve amenity for the Kiama community. • The Night-time Economy Strategy also supports to consider implementation of relevant recommendations of the Kiama Town Centre Study, where feasible and practical, to enhance public domain atmosphere at night and the benefits that this brings including a sense of safety.



The relevant action under PP6 Manage tourism development is: <i>'Drive tourism growth beyond its current seasonal peak and develop opportunities that will grow overnight visitor expenditure'</i> The relevant action under PP7 – Strengthen commercial centre is: <i>'Develop and enact an implementation strategy for the Kiama Town Centre Study recommendations that relate to Council assets, road networks etc'</i> Of note, the recommendations include: <i>Night-time economy</i> <i>Audit of current night-time venues in the centre incl. operating hours of facilities and businesses and occurrence of temporary events in public and private places such as outdoor cinema, evening/ night markets, live music performances and the like. Investigation into potential to extend opening hours of library'</i> <i>Night-time atmosphere</i> <i>'Audit of current lighting and CPTED/ Safer By Design assessment: Identification of additional areas (i.e. pedestrian links, laneways), built form landmarks and landmark trees for priority (up-) lighting; Consultation with private building owners where applicable (i.e. heritage buildings)'</i>	• The Night-time Economy Strategy provides for a place-based approach that seeks to enhance evening vibrancy of Kiama, improving the character of Kiama. • It will support to enable other strategies for the locality, where practical, such as the Kiama Town Centre Strategy as noted above, which includes public domain initiatives to enhance the Kiama Town Centre.
<u>Theme 5: Foster Vibrant and Accessible Places</u> This theme is focused to responding to the character and place of Kiama. The planning priorities under this theme are: • PP14 – support and create vibrant places • PP15 – identify and safeguard heritage significance • PP16 – celebrate and protect local character Most relevant planning priority to the Night-time Economy Strategy is to PP14 - support and create vibrant places.	

Kiama Community Strategic Plan 2025- 2035 (CSP)
Prepared by: Kiama Council

The Kiama Community Strategic Plan 2025- 2035 (CSP) provides a long-term and high-level plan to guide the Kiama community.
It outlines the priorities of the area and the ways these will be delivered. It ultimately seeks to prepare Kiama best for the future.

This plan is based on four (4) focus areas that define Council's long-term goals for the Kiama. To implement these, the CSP identifies partnership with other levels of government, as well as businesses and organisations.

The four (4) focus areas of the CSP for Kiama are:

- Liveable
- Sustainable
- Resourceful
- Responsible

Of relevance to the Night-time Economy Strategy is the CSP focus area 'Resourceful'. A goal under this focus area is:

'3.2 - An economy that balances tourism opportunities with resident needs and ensuring we (Kiama) doesn't lose our community feel'

A corresponding strategy to achieve this goal is:

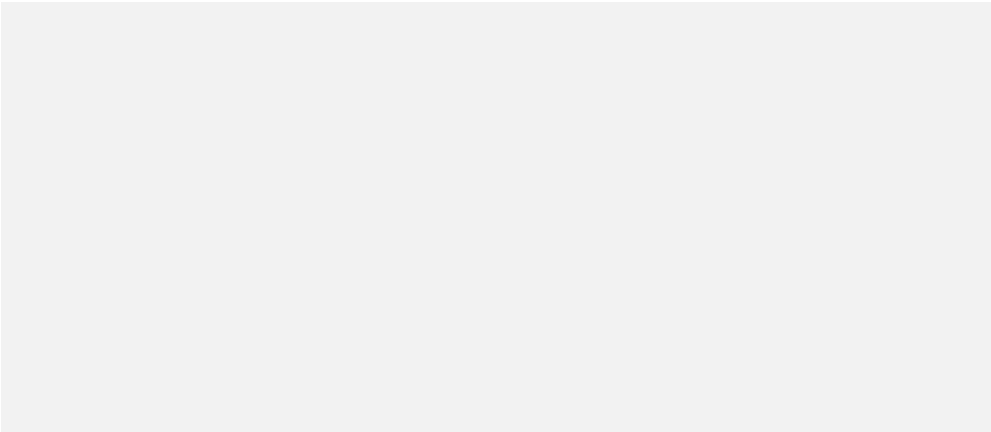
'3.2.3 - support a safe, inclusive and vibrant night-time economy that helps foster youth employment, social engagement and cultural expression'

The CSP then further notes as a priority/action in 2025 and beyond is:

'Work with 24-Hour Economy Commissioner and Office of the Local Government to implement appropriate components of the Government vibrancy reforms'

- Kiama Council sought and received NSW Government support in year 2025 to develop this Night-time Economy Strategy from the NSW Office for the 24-Hour Economy Commissioner (and an eventual Special Entertainment Precinct).
- The Night-time Economy Strategy supports to further enable the Kiama CSP.
- It provides for a framework for a vibrant night-time economy that is responsive to the character of the locality.
- It responds to enhance amenity for the local community, as well the visitor economy. Therefore, provides a balanced approach.
- It aligns to the NSW Government's vibrancy reforms for encouraging after dark activity across the State.

Creative Kiama Cultural Plan 2025-2029 Prepared by: Kiama Council The Creative Kiama Cultural Plan (Cultural Plan) seeks to maintain, and nurture, the arts and cultural heritage of Kiama. It is based on a framework to leverage the art and culture, to achieve diverse outcomes throughout the local area. The strategic framework includes four (4) pillars, with strategies and actions within. These are: 1. First Nations first; 2. Creative learning and participation; 3. Opportunities and partnerships; 4. Creative infrastructure. Pillar 2 and Pillar 4 are considered relevant to the Night-time Economy Strategy. <u>Pillar 2 Creative learning and participation</u> This seeks to 'provide greater access to creative learning, professional development for artists and support for small creative industries.' Under Pillar 2, the relevant strategy and actions are: 'Strategy: Support a vibrant night-time economy Actions: • Explore partnerships with local businesses to host after-hours events, such as micro-music festivals and offer new opportunity for artists. • Develop strategies to foster a <i>night-time economy</i> to particularly support the local music scene' <u>Pillar 4 Creative infrastructure</u> This seeks to 'expand spaces and venues for exhibitions, performances, artistic participation, ensuring more opportunities for engagement in arts and culture.' Under Pillar 4, the relevant strategy and actions are: 'Strategy: Promote a thriving night economy	
See below.	• The Night-time Economy Strategy seeks to foster the appropriate growth of the after dark economy in Kiama. • The strategy also identifies the potential of a SEP. • A SEP, once implemented, would also support to foster the local music scene, including by initiatives offered to licensed premises to hold live music or other live performances. • The Night-time Economy Strategy provides a strategy for a more vibrant economy. • Achieving vibrancy may include a range of appropriate activities to achieve. For example, evening performances, late night cultural events and creative



Actions: • Advocate for more evening performances, late night cultural events, and creative markets. Seek inspiration funding from Live Music Office/ Live and Local. • Scope the development of a permanent outdoor projection gallery	markets, later trading of venues and other pending implementation • As noted above, it also outlines for a future SEP with these providing incentives live music or other live performance.
--	--

Kiama Local Housing Strategy (2025)
Prepared by: Kiama Council

The Local Housing Strategy (LHS) guides the housing growth of Kiama to year 2031. The LHS provides a framework for the right location of the housing and especially around infrastructure or in existing suitably zoned locations.

The LHS also aligns to the National Housing Accord which sets a target for additional homes (4.2 million dwellings) over the next five years, measured from year 2024.

The LHS acknowledges the benefits of housing growth, especially where it is appropriately located. Communities can experience better quality of life, by being co-located with social and physical infrastructure.

The vision for the future Kiama LGA is to therefore have well planned communities, with houses in the right locations, together with services and infrastructure.

To support the vision, LHS has four (4) priorities. These are outlined as follows:

- 1. Priority 1 – sufficient and well-located housing supply
- 2. Priority 2 – diversity of housing options
- 3. Priority 3 – infrastructure is provided to support population growth
- 4. Priority 4 – the centres and villages thrive

Needs are also identified by the LHS. Of relevance are:

- ...
- Increase density in our centres for smaller homes, flats and apartments
- Housing that enhances local centres with services
- ...

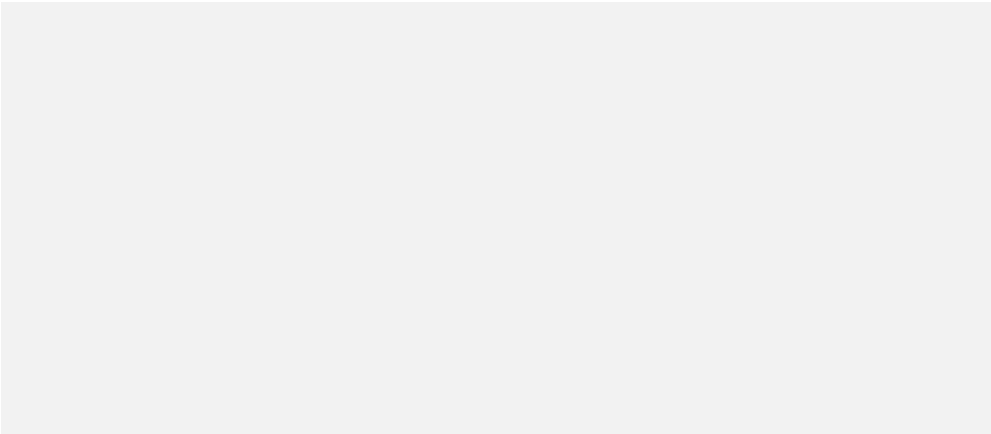
Infill development is encouraged by the LHS (supported by some appropriate greenfield development in certain locations). This aligns with the Illawarra-Shoalhaven Regional Plan that supports largely infill housing development in Kiama (and Gerringong) to reduce urban sprawl.

The Kiama LHS identifies that there is capability to provide for greater housing densities in existing centres. (It notes that Kiama Town Centre has planned for infill housing opportunities through LEP amendments).

An opportunity of the plan is to:

- Encourage new housing growth within existing centres and facilities to make use of existing infrastructure

- The Night-time Economy Strategy works with the vision and priorities of the Kiama LHS.
- The strategy identifies for a future SEP.
- The town centre includes land that is zoned under the Kiama LEP 2011 for residential accommodation such as mixed-use development, shop top housing and seniors living, and which is identified for housing growth.
- A future SEP in the Town Centre would provide for a framework to deliver enhanced after dark vibrancy, whilst providing amenity for sensitive receivers within and around. (Sensitive receivers also include tourist and visitor facilities, places of public worship, health service facilities and childcare).
- Accordingly, the Night-time Economy Strategy is not inconsistent with the LHS to be able to support continued appropriate housing growth and the broader this provides for the local community and the region.



Item 15.6

Enclosure 1

Kiama Visitor Economy Strategy 2035 (Draft)
Prepared by: Kiama Council

The draft Visitor Economy Strategy (VES) provides a framework to manage visitor growth and protect place whilst delivery benefits for residents, businesses and visitors. It sets the vision and strategic goals and provides five (5) focus areas to guide investment.

The vision provided by the VES is:

'By 2035, Kiama will inspire visitors with authentic coastal experiences that commit them to nature, heritage and community. It will be a sustainable, culturally rich and community supported destination where visitors stay longer, do more and contribute to a thriving local economy, vibrant culture and protected environment'

With respect to the strategic goal to support the vision, goal number 5 is relevant:

5. Activate the night-time economy and cultural economy'

With respect to focus area, focus area number 5 is relevant:

5. Night-time and cultural economy – support cultural programming, night-time economy strategy and promote evening experiences'

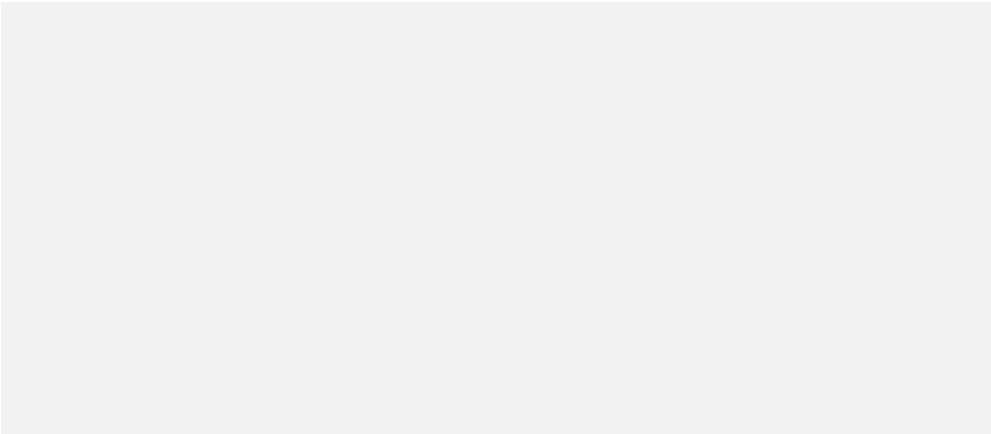
The strategic goal and focus area are responsive to an identified opportunity for the visitor economy, which the strategy notes under 2.5 Opportunities

'Night-Time Economy

Evening activity is limited outside peak dining hours creating a gap for overnight visitors and locals seeking cultural engagement after dark. Development of a Night-Time Economy Strategy, aligned with NSW Government Vibrancy Reforms, could prioritise:

- Precinct Activation: Special Entertainment Precincts and coordinated late-night
- programming in Kiama CBD and Gerringong, supported by lighting, wayfinding and safety measures,
- Cultural Programming: Partnerships with regional organisations and local creatives to deliver small-scale performances, art trails and pop-up experiences complementing existing events.
- Noise Management: Implement noise attenuation measures to protect residential amenity.'

- The Night-time Economy Strategy responds to the initiatives of the draft Visitor Economy Strategy.
- It seeks to support the visitor economy, by providing for enhanced after dark vibrancy, reducing current 'gaps' in evening activity and therefore supports for visitors to stay longer in Kiama.
- A future Special Entertainment Precinct in the Kiama Town Centre, as also identified by the Night-time Economy Strategy, will also provide for appropriate noise management measures to protect residential amenity whilst supporting vibrancy.



With respect to implementing strategic goal number 5, the strategy outlines relevant objectives and initiatives. Of relevance is:

5. Activate the Night-time and cultural economy

Objective

Position Kiama as a vibrant coastal destination with a thriving night-time and cultural economy

Initiative

- Enrich visitor and resident experiences by supporting evening activities, live performance, dining and events; curate precinct activation in the Harbour and town centre.
- Develop the Night-Time Economy Strategy and progress the Special Entertainment Precinct trial to concentrate nightlife where residential impacts are manageable.
- Improve lighting, safety and transport arrangements that support movement after dark; balance activation with amenity through noise and place management.
- Integrate night-time itineraries and cultural storytelling into destination campaigns.

Kiama Regional Economic Development Strategy (2023)
Prepared by: the NSW Department of Regional NSW

The Regional Economic Development Strategy (REDS) guides policy and investment decisions to enhance the resilience of Kiama and drive sustainable and long-term economic growth.

The strategy identifies the significance of the tourism/visitor economy in Kiama, providing some 1,679 jobs in the region and a spend of \$223 Million (year 2021).

The tourism/visitor economy is identified as the key industry of Kiama (as also identified by the Illawarra Shoalhaven Regional Plan).

Consultation from preparing the REDS identified a priority for Kiama to refresh the Kiama Town Centre and expand visitor economy opportunities. This is to support maximising the value the visitor economy may provide to Kiama.

The strategies of the REDS are:

1. Drive tourism growth beyond its current seasonal peak and develop opportunities that will grow overnight visitor expenditure.
2. Enhance liveability of Kiama and capitalise on the region's unique opportunities to drive economic development.
3. Support growth in key industries and encourage twenty-first century industry and business models through well planned urban and regional land development.

It is noted that the endorsed Kiama Strategic Tourism and Events Plan 2022 - 2026 (prepared by Kiama Council) includes a similar goal to grow overnight visitor expenditure.

Enablers are provided by the REDS to deliver strategies. Of relevance:

Strategy	Enabler
Drive tourism growth beyond its current seasonal peak and develop opportunities that will grow overnight visitor expenditure.	Identify opportunities to grow attractions and agritourism experiences across the region
Enhance liveability of Kiama and capitalise on the region's unique opportunities to drive economic development.	Plan for the revitalisation of Kiama Town Centre, including exploring opportunities for a heritage precinct, to identify opportunities to improve amenity through civic space and community assets.

- The Night-time Economy Strategy provides for an after dark vibrancy initiative, supporting to reduce a current evening activity gap, and therefore enhancing to the amenity provided to visitors.
- It supports for growing overnight visitor expenditure and tourism growth.
- The Night-time Economy Strategy also supports to enhance the liveability of Kiama. Supporting after dark vibrancy provides benefits to residents and the broader community, including potential enhanced access to jobs and local amenity benefits.

Kiama Draft Employment Lands Strategy (Draft Version 2 2026) <i>Prepared by: Kiama Municipal Council</i>	The Draft Employment Lands Strategy establishes a comprehensive planning framework to direct the management and development of employment lands within the Kiama Local Government Area (LGA) for the next two decades. Employment lands refer to areas that permit activities that generate employment. For Kiama, these are lands zoned in the Local Environmental Plan E1 Local Centre and E3 Productivity Support, E4 General Industrial and W4 Working Waterfront. Land zoned E1 Local Centre permits for commercial uses - such as offices, retail (including shops, food and drink premises, entertainment) and business premises. Lands zoned for industrial provides for industrial activities, industrial retail outlets and industry (including both light and heavy industry). The Draft Employment Lands Strategy has been formally exhibited and presented to Council and is in process towards finalisation.	• The Night-time Economy Strategy provides a framework for enhanced activity in appropriate locations. This includes retail, as well as other commercially related activities. • This strategy therefore supports the employment lands of Kiama, providing benefits to the community, including jobs and retail amenity.
Kiama Town Centre Study (2019) <i>Prepared by: Studio GL</i>	This study focused on the Kiama Town Centre as a whole, and developed a vision for the future desired character of the town. A spatial framework was developed that, with the associated initiatives, would support the realisation of this vision. The vision for the town centre was as follows: <i>'The Kiama Town Centre has an attractive relaxed seaside town character with connected open spaces that celebrates the scenic qualities of the location and promotes the history of the place and its people.</i> <i>The centre is a comfortable and attractive place to access and walk around with reduced traffic congestion. It provides a mix of retail and services for locals and visitors, day to day, in the evenings and on weekends during every season of the year.'</i>	• The Night-time Economy Strategy leverages key elements of fine grain public domain improvement recommendations made through this strategy as well as specific recommendations around the harbourfront in the Kiama Town Centre specifically, noting this study is not LGA wide. • The suggestion around the surf club has also been adopted, albeit at an LGA wide level regarding members clubs.

In relation to the Nighttime Economy Strategy, the following are aspects of the Kiama Town Centre Study that are relevant. A key driver, identified by the community, was: *A more diverse and vibrant night-time economy with cultural and entertainment facilities and restaurants and bars is seen as desirable.*

This resulted in the following guiding design principles:

- Encourage evening / night-time venues, i.e. shopping, library, galleries, theatre.
- Provide facilities for night-time uses such as restaurants, craft breweries and bars.

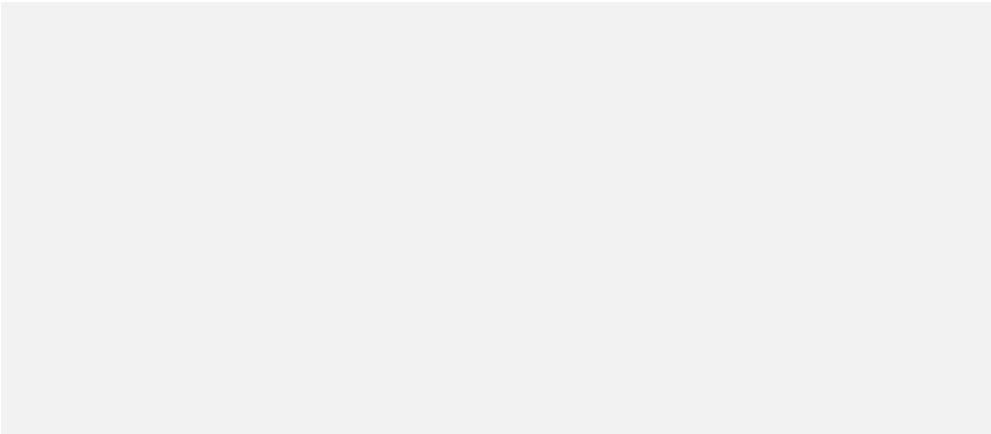
The following initiatives were identified:

- **PS03 Night-time atmosphere**
It is recognised that a pleasant night-time atmosphere increases the actual (and perceived) feeling of safety and security. The provision of appropriate lighting, with a focus on uplighting of trees, heritage buildings and public art, would be an effective way to create a pleasant atmosphere, whilst also highlighting the centres assets after dark.
- **BC02 Night-time economy**
A diverse, attractive night-time economy contributes to the viability of a town centre and encourages residential uses and tourism. In order to attract people to the centre, and encourage them to linger, a safe environment and a range of evening activities and venues is needed, such as cinemas, performance spaces, cultural venues, small bars and restaurants. Encouraging extended opening hours for the library, evening classes in public buildings and night-time events such as live music performances on the main street would increase activity and encourage local businesses and restaurants to open into the evenings.

Some initiatives were spatial, and the centre was divided into three distinct precincts: Harbourside Precinct, Westend Precinct and Surf Beach Precinct.

In the Harbourside Precinct, the following initiatives were proposed:

- **H08 Food destination Fish Markets**
Expansion and upgrading of the existing Kiama Fish Market facility to provide a food destination within easy walking distance of the centre and Blowhole Point. This initiative proposed exploring opportunities for additional food and beverage offerings and increased indoor/outdoor dining.
- **H15 Library Connection**
Kiama Library is a popular destination, and this initiative considered ways to better connect the library by formalising and upgrading the pedestrian link between Railway Parade and Shoalhaven Street. Combined with increased opening hours, this improved connectivity would activate this part of the centre and utilise a well loved community asset.



In the Surf Beach Precinct, the following initiatives were proposed:

- **S08 Surf Club activation**
This initiative sought to leverage the existing surf club as an opportunity for an improved food, drink and entertainment venue. Utilising its beach side location, it was considered to be an ideal location for a new restaurant, with event and function capability. Increased parking was one constraint, but this was considered manageable through an extension to the adjacent carpark, which would also serve events and markets at Coronation (Surf Beach) Park.

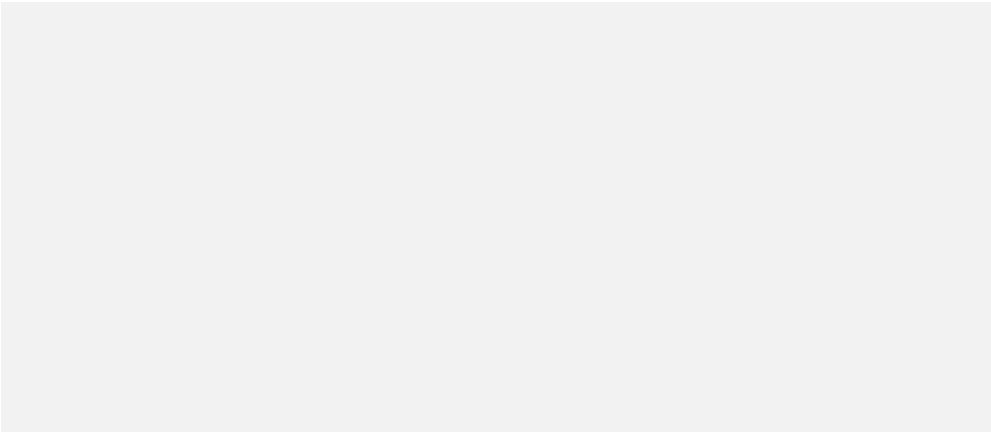
Many of the other initiatives focused on improved access and movement across the centre and on improved built form outcomes that were sympathetic and in keeping with the town's seaside character. These would all support an improved night-time economy.

Authorisation and version control

Owner/Responsible Officer	Manager Tourism and Economic Development		
Department	Strategies and Communities Strategies and Communities		
Date adopted/endorsed		[date]	
Resolution number (if applicable)		[number]	
Next review date		[date]	
TRIM reference		[trim ref]	
Date reviewed	Date adopted/endorsed	Brief detail of amendments	
[date]	[date]	[insert detail here]	
[date]	[date]	[insert detail here]	
[date]	[date]	[insert detail here]	

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

Variation and review
The Strategy should be reviewed within 3 months of the local government elections as part of the broader review of the Community Strategic Plan.



How to contact council

Post
Chief Executive Officer
Kiama Municipal Council
Po Box 75
Kiama NSW 2533

Telephone
+61 (02) 4232 0444

Online
Email: council@kiama.nsw.gov.au
Website: www.kiama.nsw.gov.au

In person
Our Administration Building located at 11 Manning Street Kiama is open 8.45am to 4.15pm Monday to Friday (excluding public holidays)

Respect
Innovation
Integrity
Teamwork
Excellence


KIAMA MUNICIPAL COUNCIL
your council, your community



Public Exhibition Engagement Report

Kiama After Dark Strategy

The Kiama After Dark Strategy sets a clear direction for how the Kiama LGA can become more vibrant, connected and welcoming after dark over the next 10 years. The Strategy focuses on growing a safe, inclusive and vibrant twilight economy, with more things to see and do across the LGA's towns and villages, particularly between 3pm and 10pm.

The purpose of public exhibition was to provide the community, local businesses, stakeholders and interested parties with an opportunity to review the Draft Kiama After Dark Strategy and provide feedback prior to finalisation.

The exhibition followed an extensive consultation program undertaken during development of the Strategy, including community surveys, pop-up engagement activities, youth engagement, business workshops and stakeholder consultation. It should be read in conjunction with the [Community Consultation and Engagement Report](#), which documents the broader engagement program that informed development of the Strategy.

This report summarises the feedback received during public exhibition and outlines how that feedback has informed the final Strategy.

Public exhibition period

The Draft Kiama After Dark Strategy was placed on public exhibition for more than 28 days between 22 June and 26 July 2026. The exhibition period was extended to allow additional engagement at the IGA Gerringong community pop-up

Promotional activities

Dedicated [Your Say Page](#) | Media release | Monthly newsletter | Social Media posts | Posters distributed | Included in The Bugle newspaper | Community pop-ups (Kiama Farmers Market & IGA Gerringong)

How community got involved

7500+	2,023	70+	22
aware via the Bugle Newspaper	website visitors	community pop-up participants	submissions received

What we heard

Community feedback demonstrated broad support for the draft Kiama After Dark Strategy and reinforced many of the findings identified during the earlier consultation process. Respondents generally supported the vision of creating a more vibrant, diverse and connected after-dark economy while maintaining Kiama's unique character and sense of place.

A total of 22 submissions were received during the exhibition period, including:

- 15 submissions supporting the draft Strategy
- 3 submissions not supporting the draft Strategy
- 4 submissions expressing mixed views or uncertainty.

A recurring theme throughout the feedback was a desire for clearer implementation pathways and confidence that the Strategy will lead to tangible outcomes. While respondents were generally supportive of the Strategy's direction, many wanted greater clarity around priorities, responsibilities, funding opportunities and delivery timeframes.



Common themes raised through submissions included:

- a desire for more live music, festivals, markets and cultural programming
- support for family-friendly and youth-focused activities
- stronger activation of public spaces and community infrastructure
- improved lighting, safety and wayfinding
- better transport options and access after dark
- support for local businesses, including reducing barriers to participation
- balancing increased activity with residential amenity
- celebrating Kiama's unique identity, heritage and local character.

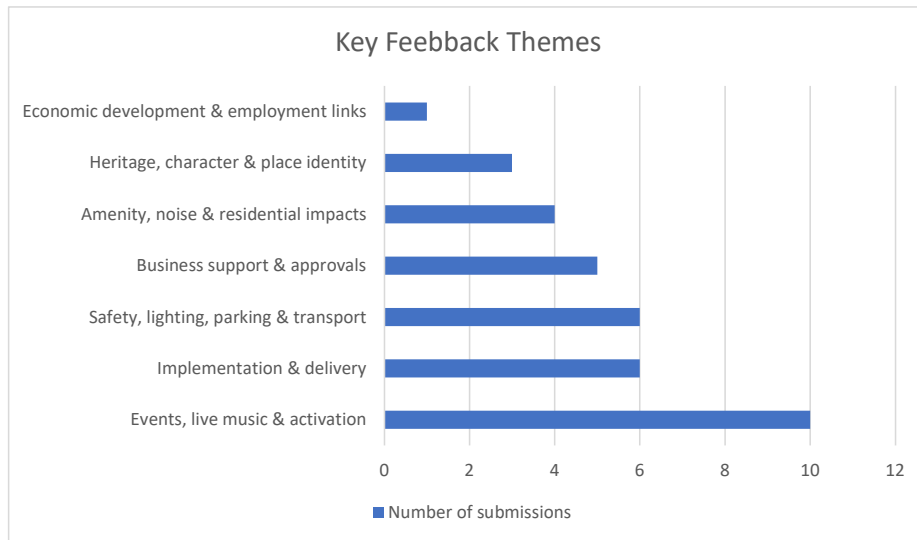
Many respondents noted that there are currently limited opportunities available after 8pm or 9pm and expressed support for initiatives that encourage residents and visitors to stay longer and enjoy the area after dark. This aligns closely with the findings of the broader engagement program, where live music, dining, markets, cultural experiences, community events and later trading hours emerged as consistent priorities.

Several submissions highlighted the importance of making it easier for businesses and community organisations to activate after dark through simpler approvals, clearer processes and stronger collaboration between Council, businesses and government agencies.

Transport, parking, safety and accessibility were also recurring themes. Respondents identified improved lighting, safer walking routes, better night-time wayfinding and improved transport options as important factors in supporting participation after dark. These themes were consistently raised throughout both the exhibition period and earlier consultation activities.

While most submissions supported increased activation, several respondents emphasised the importance of protecting residential amenity, managing noise and parking impacts, and ensuring that growth in after-dark activity remains consistent with Kiama's relaxed coastal and village character.

Overall, the exhibition feedback validated the Strategy's vision, focus areas and strategic direction. The strongest message from the community was not whether Kiama should have a more vibrant after-dark economy, but rather how the Strategy will be implemented and how progress will be measured over time.



Outcome

As a result of feedback received during public exhibition, the Strategy was reviewed and refined to strengthen implementation pathways, establish a clearer two-year priority action program, clarify roles and responsibilities, enhance alignment with broader economic development objectives and further reinforce the importance of maintaining Kiama's unique character and identity.

Feedback generally confirmed the relevance of the Strategy's existing actions relating to business support, events, activation, connectivity, public realm improvements and community participation. As such, the overall vision, strategic direction and five focus areas have been retained.

The final Strategy has been updated where appropriate in response to exhibition feedback. A summary of the key themes raised and Council's responses is provided below.

What's next

Following adoption, the Kiama After Dark Strategy will provide a long-term roadmap to guide collaboration between Council, businesses, community organisations and government partners in growing a vibrant, safe and sustainable after-dark economy across the Kiama LGA.

Implementation will focus on supporting local businesses, encouraging participation and investment, improving safety and accessibility, increasing opportunities for activation and events, and strengthening the unique coastal and village character that makes Kiama distinctive.

Progress will be monitored and reported over time to ensure the Strategy remains responsive to community needs, industry opportunities and emerging trends.

Summary table of feedback received and staff responses		
Feedback received	Response	Outcome
Five submissions questioned how the Strategy would be implemented and sought clearer priorities, measurable actions, responsibilities and timelines. Respondents expressed concern that the Strategy may not lead to tangible outcomes without a stronger focus on delivery and implementation.	Acknowledgement of the importance of demonstrating how the Strategy will be delivered and the need for greater clarity around implementation, priorities and responsibilities.	The draft Strategy has been updated to improve implementation clarity and prioritisation. The number of Priority Focus Areas has been reduced to better focus effort on a small number of immediate actions that can be delivered collaboratively over the first two years. Refer pages 36 & 53.
Three submissions raised concerns regarding Council's ability to implement the Strategy given current staffing and financial constraints and highlighted the importance of business confidence and investment in delivering after-dark outcomes.	Successful implementation of this plan will require collaboration between Council, industry and state government agencies. A great deal of this success relies on business uptake and investment.	The draft Strategy has been updated to strengthen the emphasis on partnership and collaboration within the proposed Night-Time Economy Working Group. The Working Group will bring together Council, businesses and key stakeholders to support implementation of the Strategy. Refer page 40.
Three submissions called for reduced red tape, clearer approval pathways and greater support for businesses seeking to operate or invest after dark, including live music, events and outdoor dining opportunities.	Simplifying and communicating clearly the approval process and supporting business confidence aligns with the intent of the Strategy and NSW Government vibrancy reforms and is a priority of this draft Strategy.	The draft Strategy has been updated to strengthen actions relating to business support, approvals pathways and communication / pre-application assistance. This has been achieved by using a "Yes, If" model which allows businesses to more immediately trial the SEP conditions within the identified SEP boundaries. Refer pages 39.
Eight submissions supported increased live music, events, festivals, markets and other activities that would encourage residents and visitors to stay in Kiama after dark. Respondents also expressed support for more youth-focused, family-friendly and community-based activities.	Feedback aligns with both the earlier engagement findings and the strategic direction of the draft Strategy.	Existing actions retained. Community feedback reinforced the importance of events, cultural programming, live music, community activation and youth activities. These actions have been retained and prioritised within the revised implementation program. Refer pages 53.
Five submissions identified lighting, parking, transport, safety and accessibility as important considerations in supporting increased participation in after-dark activities. Suggestions included improved pathway lighting, transport services and public safety measures.	Council recognises these elements as important enablers of a successful after-dark economy.	Existing actions retained. Community feedback reinforced the importance of lighting, safety, wayfinding, accessibility and transport advocacy, all of which remain key priorities within the Strategy.

Four submissions highlighted the importance of balancing increased activity with protection of residential amenity, including management of noise, parking impacts and the protection of neighbourhood character.	Balancing vibrancy and activation with community amenity is a key principle underpinning the Strategy and the proposed Special Entertainment Precinct framework.	Existing actions retained. Community feedback reinforced the importance of amenity management, planning controls, safety and community wellbeing remain within the Strategy.
Two submissions specifically highlighted the importance of maintaining Kiama's unique character, village atmosphere and point of difference while increasing activity after dark.	The Strategy seeks to build on Kiama's existing strengths and coastal identity while supporting appropriate growth in after-dark activity.	A new action has been included to identify the distinctive characteristics of the LGA's towns and villages and support after-dark growth that is reflective of, and sympathetic to, the character, function and amenity of each location. Refer pages 44.
One submission suggested stronger links between local employment opportunities, employment lands planning and the after-dark economy, noting that residents who work locally are more likely to spend locally after hours.	Council acknowledges the relationship between local employment, economic activity and expenditure retention within the municipality.	No amendment required. The Strategy aligns with the Visitor Economy Strategy and Draft Employment Lands Strategy, both of which recognise the importance of supporting local business growth, increasing visitor and resident expenditure, strengthening commercial centres and encouraging greater economic activity within the municipality. Refer pages 65-68.
Two submissions suggested opportunities to better utilise Kiama's heritage, harbour, waterfront and cultural assets as part of the after-dark experience.	Feedback aligns with the Strategy's place identity and placemaking objectives.	No amendment required. Feedback aligns with the Strategy's existing place identity, placemaking and waterfront activation objectives. The Strategy already includes actions relating to place identity, harbour activation, interpretation, public art, cultural experiences and celebrating Kiama's unique character. Refer pages 51.
Several individual submissions provided specific suggestions including outdoor cinema, youth discos, paddleboard and surfboard hire, fishing-related opportunities, twilight retail, business attraction initiatives, business audits, pop-up activations, wellness activities and increased cultural programming.	Individual suggestions have been reviewed and considered alongside the broader objectives of the Strategy.	No specific amendment required. Suggestions will help inform implementation planning and future activation opportunities.