

Women's Vision

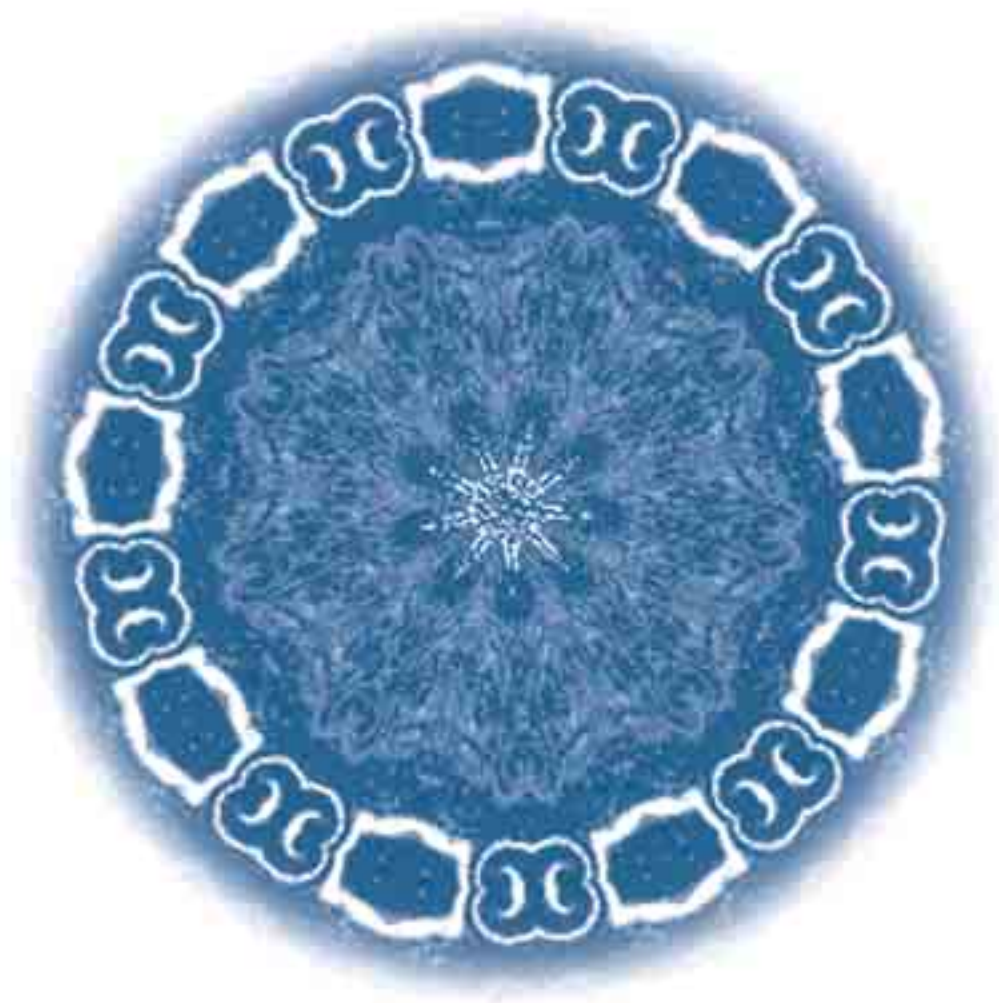
Economic and Cultural
Development for Ulladulla

BOOK TWO

Women's Vision

Economic and Cultural
Development for Ulladulla

BOOK TWO





First published December 2002

© South East Access

This work is copyright. Organisations have permission to reproduce parts or the whole of this publication as long as the original meaning is retained and proper credit is given.

The views expressed in this report are those of the author and do not necessarily represent the views of the NSW State Government. Whilst all reasonable care has been taken in the preparation of this publication, no liability is assumed for any errors or omissions.

Designed by Bec Crockett

Front cover image by Marama Warren

ISBN 0 7310 5294 3

contents

Women's Vision for Ulladulla 2027	4
First Steps Action Plan	6
Economic Plan	12
Cultural Plan	26
Environment Plan	34

women's vision for ulladulla 2027

In 2027, Ulladulla and districts is a healthy, vibrant, safe community offering new and positive opportunities for all. Our residents and visitors continue to value and contribute to our relaxed, sustainable lifestyle, friendly communities and the bio-diversity of our pristine environment.

Ulladulla remains a 'coastal hamlet' in between Batemans Bay and Nowra, surrounded by integrated and sustainable farming systems and National Parks. The harbour and town square provide central meeting points where people of all generations get together to enjoy social and cultural activities and to relax. Our villages retain their distinct identities, with strictly enforced building and planning codes that match our vision for sustainability, and that offer relaxed and hassle-free living spaces for a wide variety of people. 'Green spaces' feature throughout each village, along with meeting places to bring our communities together for daily interaction, decision-making and celebrations.

The key to our local economy is ecologically sustainable industries, which provide reliable, flexible employment and income

opportunities for our residents including young people. These industries make the most of our natural environments while preserving, protecting, and in some cases, regenerating them. Our eco-industries provide employment, recreational and educational opportunities, power, transport, food, high quality and well-designed goods and services. They are ground breaking and provide models for other communities. We are nationally and internationally renowned as leaders in the field of innovation.

The arts and cultural activities make a significant contribution to the economy and to our quality of life. We have an extensive network of artists, and arts production is valued and recognised. It ranges from the cultural practices of Aboriginal women and communities, the crafts production developed over many years by older women, to the arts



Painted collage by
Shirley Hilton of
Narrawallee.



Photographic collage by Dawn Coleman of Narrawallee.

in a range of media. Cultural activities, festivals and arts marketing are core components for building an economic and culturally sustainable future for Ulladulla.

We are a healthy, active community, and residents appreciate the social and health benefits of staying fit. Our town's excellent walking/cycling tracks, which link to neighbouring villages, encourage people of all ages to cycle and walk instead of drive, and provide great opportunities for people to meet and greet. Fitness is a significant part of healing for medical conditions, particularly for our older population. Their medical needs are met by a broad range of local holistic care facilities and alternative medical/health support.

Our training institutes provide advanced courses in areas matching our local industry needs, for example, in aged care, childcare and eco training, as well as for performance and other arts. We have access to a wide range of training resources via the Internet, as

well as high quality, locally supplied personal and professional development courses. Our schools provide an excellent base education for our children, providing skills and knowledge that equip our younger generations with life skills and flexible learning opportunities. Our town also provides state of the art eco-industry training facilities for others to learn from us.

We are actively involved in community decision-making to ensure our rights are spoken for, our voices heard and our ideas acted upon. We have a direct and positive influence on all issues concerning our community, with strong local representation in Council.

We continue to envision our future and to act upon our vision, ensuring our town and districts stay cohesive, sustainable and diverse now and for future generations.

first steps action plan

Introduction

To achieve Ulladulla women's vision for economic and cultural development in the short and long term, immediate action needs to take place to coordinate our future strategies. The First Steps Action Plan identifies those steps we need to take so that we can begin setting the framework for our 25-year vision. The key to achieving our vision is to approach the strategies in a coordinated, rather than ad hoc way.

Our community's success in translating this Vision into reality relies on the building and linking of some key components. These are:

- ◆ Leaders with vision – community leaders, political leaders, and other decision-makers in our community
- ◆ Developing the skills and leadership qualities of women to participate in decision-making
- ◆ Active involvement from all community members in the range of issues surrounding our future
- ◆ Partnerships between government agencies and the community
- ◆ Supportive policy and planning processes, in particular, planning processes that actively seek out true and equitable community consultation, and that take on board the community's desires, values and points of view, and
- ◆ Effective community partnerships – between government agencies, individuals, community organisations and the business community.

Taking control of our future

To turn Vision into reality, there is a desire for greater representation of Southern Shoalhaven in decision-making processes and for broad representation, including women, in decision-making bodies.

An Ulladulla Community Council could provide a forum for residents who want to have a greater impact on decisions affecting

our town. The Community Council would be recognised by government planners at all levels as a key stakeholder in all planning and decision-making processes affecting our community.

The leading issue, however, is changing the culture of involvement that currently exists in our community. This includes:

- ◆ **Opening up the processes** for membership on local committees
- ◆ **Getting more women involved** in planning and decision-making processes by developing skills, confidence and knowledge
- ◆ **Improving the awareness** about how decisions are made in our community
- ◆ **Improving the communication of information** so that all community members are aware of changes and decisions to be made affecting our area during the planning process
- ◆ **Improving confidence levels**, particularly in women, to assist them in getting involved on committees, consultancies and in 'having a say where it matters', and
- ◆ **Changing the existing perception** that 'they won't listen anyway'. Reversing/addressing a cynicism about consultancy processes and a lack of desire to 'get involved'.

It is this existing culture of participation that needs to be changed so that our committees and planning processes better reflect the broad community's desires

and needs. We also need to provide our community members, particularly women, with the skills and information required to get involved more closely.

The consultancy based around this project stirred up a great amount of ‘passion for involvement’ but on the other hand revealed that many women don’t know how to get involved in decision-making processes, or feel their opinions are not valued, listened to or acted upon. Wider participation and involvement in decision-making structures and processes was seen to reflect the vision held by the community.

In addition to having the structures and processes to ensure equitable consultation practices that enable our community to become more involved in the issues and challenges surrounding us, there was a call for agencies and planning bodies to act on the ideas and outcomes from consultations. That is, to take the step of ‘listening’ to the community further by acting on the ideas and feedback from the community.

Communicating for our future

A final issue covered by this Plan is a need for better, more effective coordinated communication of our resources, ideas, activities and events. From a local point of view, currently, a key source for the flow of information in the community is the local newspaper. During the consultancy it was revealed that not everyone reads the local paper and that ‘if you miss buying the paper one week, then you don’t get to hear about it until it’s too late’. A community marketing plan is needed to manage the flow of information and communication using varied methods to reach more of the community.

The future of our economic and cultural development

Two key areas of research emerged in the preparation of the Economic and Cultural Plans included in this report. The first area recognises the vital contribution made by our natural environment to our quality of life and to consider how this might translate into a sustainable economic base for the area through eco-industry development.

The project identified our strengths and opportunities for developing eco-industries as part of an economic and environmentally sustainable future. Our local bush and coastal environment was identified as one of our greatest assets. There is potential for environmental regeneration and sustainability to be a source for income generation and jobs, tourism, community spirit and cultural activities.

The first step to achieving this vision is to look more deeply into the viability of eco-industries in Ulladulla and to identify the steps required to establish a base on which it might grow. The study would include:

- ◆ Establishment of eco-industries, including energy, eco-based and integrated farming systems, and eco-based tourism and education
- ◆ Community awareness and practice for sustainable environments, and
- ◆ Eco-based planning and development.

The second area looks at building a sustainable local cultural and arts industry. The opportunity and potential for developing the extensive local network of artists and cultural producers into a more solid economic base and for providing greater cultural development opportunities within our community both for locals and our tourism industry needs to be properly identified and developed.

Our arts and cultural activities are seen to play a significant and important function across the Shoalhaven and, in particular, in the Ulladulla/Milton communities and hinterlands. We have an extensive network of artists and arts production is valued and recognised. Our cultural base ranges from the cultural practices of Aboriginal women and communities, to the crafts practiced over many years by older women, and the production in a range of media by artists who have more recently settled in our area.

Cultural activities, festivals, arts marketing and business management training for artists are identified as core components for building a viable cultural industry in Ulladulla. The ways in which the arts might be supported, the potential contribution of the arts and cultural production to a sustainable community, and the infrastructure, practice and viability of an arts and cultural industry therefore emerge as key issues that need to be investigated.

Initially we need to identify in greater detail what might be included in the definition of viable arts and cultural production, and the structures, processes and modeling that are required to support the emergence of an economically productive and sustainable local industry.

Leadership, management and participation are the keys to turning our vision into reality. The challenge to achieving the vision lies in coordinating and integrating physical, social, economic, cultural and environmental issues into a cooperative approach for Ulladulla, a change in process from an ad hoc project by project approach to a highly coordinated synergistic response to implementing ideas and actions.

The objectives of this plan are to:

- ◆ Identify the first steps needed to be taken immediately to achieve our longer term goals.

First steps action plan

VISION

To provide an ongoing catalyst for achieving our vision for economic and cultural development

ACTIONS

- ◆ Identify or develop a community forum to coordinate the flow of information and actions to help achieve our vision (for example, One Vision)*
- ◆ Facilitate the formation of a Women's Advocacy Group as a specific forum for discussing community issues and exchanging information*
- ◆ Seek funding for an ongoing and sustainable position to coordinate the actions to achieve our vision, including coordination of funding applications, identification and formation of partnerships, better coordination of community resources and facilitating the sharing of information*
- ◆ Investigate 'creative' ways of funding this position, for example, by identifying potential 'profit making' projects from the vision that have the potential to contribute financially to sustain the position after an initial funded period
- ◆ Negotiate with the Aboriginal Community as to the most appropriate way of incorporating their vision and ideas into future actions*
- ◆ Establish quarterly informal meetings with women tourism operators and general business owners as a lobby group and forum for information exchange*

PARTNERS¹

- ◆ Ideas Session Network Leaders
- ◆ Ulladulla Local Aboriginal Land Council
- ◆ South East Access
- ◆ Department of State & Regional Development
- ◆ Department for Women
- ◆ Illawarra-South East Regional Coordination Management Group
- ◆ One Vision

VISION

Establish the viability of building eco-industries in Ulladulla and identify the steps required to establish a base from which they might grow

ACTIONS

- ◆ Identify potential partners to develop a research proposal*
- ◆ Seek funding opportunities to initiate the research

PARTNERS

- ◆ South East Access
- ◆ Department for Women
- ◆ Department of State & Regional Development
- ◆ University of Wollongong
- ◆ Ulladulla Local Aboriginal Lands Council
- ◆ Local sustainability experts

¹ Essential partners in all actions in this Plan include individuals in the community who have been identified through an enhanced communication process about issues, activities and developments in the community.

* Indicates projects already underway

VISION

Support our arts and cultural industries to enhance their ability to provide a reliable income source and to continue providing an essential community/cultural development function

ACTIONS

- ◆ Identify the resources, structures and support needed to enhance the emergence of an economically productive and sustainable arts and local cultural industry*

PARTNERS

- ◆ South East Access
- ◆ Department for Women
- ◆ One Vision
- ◆ Ulladulla Local Aboriginal Lands Council
- ◆ Tabula Rasa Festival Committee
- ◆ Cultural Development Officer (SCC)
- ◆ Shoalhaven Tourism Board
- ◆ Illawarra-South East Regional Coordination Management Group
- ◆ Network of local artists and cultural producers
- ◆ New South Wales Ministry of the Arts
- ◆ Australia Council for the Arts

VISION

Sustain our community's momentum for economic and cultural development.

ACTIONS

- ◆ Improve communication within the community about resources, events, needs and issues by developing a community marketing plan
- ◆ Develop a database of network leaders who are responsible for passing on information through their networks. These people then become advocates for sharing information throughout their networks*
- ◆ Promote and utilise our community noticeboards as a means of communication. Identify areas where noticeboards are needed and negotiate installation*, seeking sponsorship and custodianship. Develop proposal for main noticeboard in proposed 'Town Square' or harbour redevelopment. Create a database of community noticeboards and make this list available to other organisations and the public
- ◆ Enhance the existing local website to include even more information about community events, issues and resources
- ◆ Plan for the establishment of a non-profit community newsletter. The paper will report on outcomes of visioning, reports on development news, promotes local resources and activities, community directory*

PARTNERS

- ◆ MUCTAB
- ◆ Key community forums, for example, One Vision, Women's Advocacy Group
- ◆ Ulladullainfo.com.au
- ◆ Healthy Cities
- ◆ Community Technology Centre
- ◆ Community Resources Centre
- ◆ Individual community representatives including women who indicated their interest in participation
- ◆ Milton – Ulladulla Times

VISION

Improve women's participation, including Aboriginal women, together with other community members on key planning committees

ACTIONS

- ◆ Enhance women's skills, including Aboriginal women, to increase their participation in planning processes and their representation on planning committees through training workshops
- ◆ Investigate the potential for forming an Ulladulla Community Council that represents our local community's vision in planning for our area
- ◆ Develop a regular 'planning workshop' to enhance our community's understanding of the processes involved to facilitate greater participation and effect on planning decisions within our community

PARTNERS

- ◆ Women's Advocacy Group
- ◆ Department for Women
- ◆ Shoalhaven City Council
- ◆ NSW Planning
- ◆ One Vision
- ◆ Economic Plan

economic plan plan

Creating our economic future

The local environment and the quality of life it affords our community is our greatest asset. The economic vision for Ulladulla lies in creating a sustainable economy that, while creating wealth and job opportunities, minimises the environmental impact so we can maintain our environmental assets. Economic opportunities can be made through our environment, while ensuring its sustainability for future generations. Our vision can be achieved through environmental codes, local and other government incentives and minimal population growth (refer to Environment Plan).

A strong, resilient economy can be achieved through encouraging the establishment and viability of small scale integrated and efficient industries, that preserve our oceans and waterways, our flora and fauna and the quality of air we breathe (refer to First Steps Action Plan).

Women in Ulladulla identified the need to develop the potential, profitability and sustainability for a variety of eco-industries for the area. This includes the development of industries that sometimes utilise, but sustain and enhance our natural resources and environmental services, while maintaining the integrity of ecosystems and biodiversity.

By focusing on the development of industries that are integrated with each other and the environment, we can take advantage of our area's unique strengths in an efficient and sustainable way. This will be profitable, providing greater income generating opportunities for individuals, as well as more employment opportunities. Profitability will be enhanced by our region setting a benchmark nationally and internationally and by drawing on local and regional community aspirations and action for achieving our common goal of a sustainable quality of life.

Potential industries include:

- ◆ Eco tourism – environmental educational activities, discovery tours, sports, adventure activities, walks etc
- ◆ Cultural tourism – arts and crafts activities such as markets, workshops and retreats, heritage tours, study groups etc

- ◆ Integrated systems technologies – assistance to explore new crops/industries and ecologically sustainable farming methods
- ◆ Service industries – aged care, alternative therapies, professional and semi-professional services
- ◆ Eco-energy industry – including wind and solar
- ◆ Best practice educational and tourism facilities focusing on NSW marine and coastal environments and sustainable coastal development, and
- ◆ Other educational and training opportunities surrounding our key industries. This will transform the economy from resource intensive to skill intensive, reducing environmental impact while increasing wealth.

Our key industries would also be supported by incentives for new and innovative business initiatives (such as boat building, alternative energy/transport) and training and mentoring activities.



Drawing by Linda Lees of Termeil.

Economic sustainability in the year 2027

If we step 25 years into our future, this is how we see our area's economy ...

We enjoy a high quality of life due to a healthy, sustainable and dynamic economy, based on innovation, efficiency, and a sustainable population which takes into account the environment and people. We continue to have an emphasis on individual income generating opportunities but with substantially better employment prospects than were available in the early 2000s. Job creation, through industry development has included the establishment of small scale, sustainable eco-industries. We enjoy a diverse range of small and micro businesses, including family-owned, community and self-employed enterprises.

Many people generate their own income, thanks to economic planning and changes in local government legislation. As a result of job creation through industry development, Ulladulla 'stands out' by offering a variety of quality goods and services that reflect the uniqueness of the area. People are supported and encouraged to use their initiative and skills to generate a strong and viable community. This includes paid and unpaid work. Everyone is useful and has a place.

Flexible work arrangements such as job-sharing, mean that work, along with other activities, is part of a balanced lifestyle. People with low income are encouraged to be self-sufficient and resourceful. Skills are exchanged and matched for the benefit of all.

New sustainable industries

New farming initiatives enhance the presence of our surrounding farmlands. Incentives to explore new crops and sustainable farming methods have resulted in a colourful array of local goods and produce including food, fruit, herbs, flowers and plant materials.

There is a focus on 'craft tourism', offering

produce such as locally made wine, olives and cheese and other goods such as baskets and plant fibre paper. Farms, studios and our small scale process plants are open to the community and visitors, and goods are sold in a local produce shop and at the popular 'markets of excellence'. Profitable workshops in arts and crafts show people how to make products, especially from plants and other naturally occurring materials.

Our thriving cultural industries have extended to include our own successful film and television industry. We produce international-grade documentary, educational and creative films that offer our young people an opportunity for developing skills and a career in filmmaking, editing, set design, sound engineering and other associated areas. Our local filmmakers produce and sell around the world a series of videos and new media works on our thriving eco industries and practices. Other unique projects involve the production of music CDs, the publishing of books and CD ROMs.

An initially funded, but now sustainable, position for a marketing coordinator has developed a state of the art marketing program that successfully promotes our eco-arts tours offering our local natural beauty for inspiration in the arts. Craft workshops are advertised nationally and are set in appropriate environments such as at the eco-cottages at Pigeon House and on the Clyde River at Yadboro.

The area has continued to attract 'lifestyle professionals' who elected to leave the rush and stress of large cities in return for a more relaxed lifestyle. Taking advantage of this rich professional skill base, we have developed a network of people to tender for local and outside contracts, including research, writing, graphic design, preparation of resource material, workshop presentation and facilitation, to provide sound opportunities for income generation and professional advancement.

Employment in our area is through innovation. We have become renowned worldwide for our eco industries (See also Environment Plan). Local government restrictions and regulations are supportive rather than prohibitive, recognising the contribution made to the economy by micro businesses. The community is aware of and involved in local current issues. Older style industries have been re-designed to be sustainable and clean. Industry is pollution free and employment is in services that don't negatively impact the environment.

New industries include the development of alternative energy products such as solar boats and alternative transport, as well as industries based on a sustainable coastal/marine environment. New inventions using wind and solar energy enable individual households to generate power and sell excess back to the grid.

A strong local economy includes the personal pursuit of income generating opportunities, especially through cottage industries and small-scale farming/food production. Local produce markets and our 'markets of excellence' provide outlets for people to sell individually grown or crafted products. These markets encourage and attract organic growers, makers of cheese and condiments, as well as crafts people, artists and musicians.

Community gardens based in local towns and villages employ people of all ages and provide locally grown food and goods to residents, visitors, restaurants, retirement villages and Milton Hospital. This is in keeping with our local commitment to a healthy community that celebrates and supports our local produce.

A focus for our tourism industry

The tourism market is focused and small scale so that there is a minimal and manageable impact on our environment and on residents in terms of traffic, sewerage, parking, water

use and other resources. Activities offered to this market are well coordinated and of a high standard, with state-of-the-art marketing and flexible packaging. Branding for Ulladulla has resulted in positive marketing to promote who we are: our products, services, events and our healthy coastal lifestyle. A visually appealing town and natural environment helps to promote our products. Volunteers support the organisation of community and festival events.

Adventure, sports and educational tourism based on environmental studies attract people internationally. Small-scale sports tourism (for example, gymnastics competitions, fishing competitions, netball competitions and our well established Summer Games) and adventure tourism (such as diving, bushwalking, kayaking, mountainbiking) offer all levels of tuition, and provide employment. Walking tracks and cycle ways are a feature of our area and have become a major tourist attraction. For example, the 'walk for five days' promotion, 'women's walk' around the harbour, Warden Head tracks and those walks that include culture and heritage, as well as guided tours in our National Parks.

Coordinating our tourism resources

As small scale tourism is one of our sustainable industries, our tourism operators are supported by a state of the art marketing and booking agency to provide a better service for our visitors. This in turn contributes to our community's business vision of being renowned for our great service.

The booking agency operates from the expanded Tourism Information Centre (TIC) at the new library complex, where staff operate a first-class service, having had ongoing training and on-site visits to our tourist attractions, hotels, B&B's etc, to build their knowledge about what is on offer in our area. This knowledge means they are able to match accommodation resources with visitors'

needs, and give first-hand recommendations of tourist resources to our visitors. This on-line booking service provides a fast, efficient and hassle-free service to our visitors and business owners.

The TIC supports and celebrates the strength of our local producers (arts, crafts, fresh produce) by offering only high quality (Ulladulla or Shoalhaven) locally made souvenirs. This sends a message to our visitors about local pride in our area, as well as offering authentic souvenirs to visitors while providing a reliable and profitable sales outlet for local producers. Shoalhaven expos are staged yearly, both in Nowra and Ulladulla, to raise awareness among our local residents and business owners about our excellent local produce and resources. Locals become ambassadors for our own industries and provide a powerful 'word of mouth' marketing tool.

The Marketing Coordinator has a role in helping local groups and individuals organise small scale tourism activities, such as sporting events and cultural workshops. Training and resources are available to individuals in the logistics of organising these events to ensure the high quality experience encourages repeat business to our area. Coordinated marketing and flexible packaging of our accommodation, restaurants, services and attractions provide significant revenue for our local business owners, as well as enhance the tourism experience for our visitors.

The development of local cultural and natural tourism initiatives reflect and engage Aboriginal cultures with local Aboriginal people actively engaged in the identification, documentation and management of sites of significance.

Our tourism operators have banded together as a strong, cohesive group who continue to meet quarterly to improve communication between tourism operators. Ideas and information are exchanged, operators build their awareness of what others have to offer

to assist with referrals and recommendations, and the group is powerful at lobbying when needed.

Our tourism marketing campaign during the early 2000's promoted 'the simple life', ensuring we attract the type of visitor who appreciates the values upheld by the people who live here. The area's themes are 'clean', 'green', 'sophisticated' and 'quality'. Our tourism market enjoys 'hands on' or 'experiential' activities, including farm stays, harbour tours, environmental tours, eco-arts activities and cultural heritage tours. The industry is supported by a good range of accommodation places, tourism activities, shops, cafés and restaurants, as well as a commitment to great service in all of our industries.

Coordinating our economic and cultural futures

The community has become actively involved in coordinating our economic and cultural development through industry, government and community partnerships. A diverse range of women, in particular, are continually involved in planning and decision-making for our community through leadership training programs (See also First Steps and Cultural Plans).

The process is driven by a core group of community members who guide the work of a coordinator to achieve our community's goals. The coordinator has facilitated the pooling of ideas to access funding/grants and the submission of grant applications, particularly to achieve our economic and cultural vision. This has brought much needed funding to the area to achieve our vision and has in turn created paid work for local people (See also First Steps Plan).

Operating self-made businesses in Ulladulla

Our local economy continues to comprise mostly small and micro businesses. State, local and federal regulations have changed to create incentives for this scale of business owner through a more simplified bureaucracy and fewer fee structures, for people starting up. There are fewer imposts on small businesses in general in terms of fees, charges, and compliance related financial costs.

Recognising that our local economy, like most regional economies, relies on micro business, Small Business Studies in the school curriculum takes a practical and realistic approach in training young people in operating a business. An added benefit of the course and its mentoring program is the self-esteem development offered to young people. They also benefit from understanding how their lifestyle and business success is linked to the natural environment.

A 'great service culture' has been developed among local businesses in a unified way, giving our area a competitive edge, for example, with repeat tourism and competing for business with neighbouring towns. Workshops in marketing skills, financial management, business self esteem, confidence for dealing with debt recovery and pricing and customer service training are well attended and have a positive impact on our local business culture, assisting more businesses to become sustainable and profitable.

Outcomes from research into the development of our local arts and cultural industry (see First Steps Action Plan) have resulted in an economically productive and sustainable local industry. We have developed the necessary infrastructure (galleries, workshop spaces, performance spaces etc), provide ongoing training to develop a skills base for artists to become economically viable, created networks for distribution, developed

a highly successful arts workshop program, and involve our artists in town development and environmental projects.

A new focus on education and training

Our local training providers, including TAFE, universities, the Community Technology Centre, and community colleges such as Southern Adult Education College, have responded to our key industries' employment needs and opportunities. These providers regularly consult with key established and emerging industry leaders, to identify new and potential areas of need and to offer courses to match this need.

We no longer rely on hospitality, retail and office studies as our key vocational training options. In consultation with industry, accredited courses are offered beyond the basic training level so that we no longer forego training opportunities and related remuneration as a result of our distance from educational providers of advanced level courses. This is enhanced by the availability and use of high technology such as Information Technology. Through this change we have been able to realise our full potential in terms of career achievements.

Advanced level courses are now offered in areas such as:

- ◆ Aged care (alternative and mainstream)
- ◆ Nursing
- ◆ Organic gardening on a commercial scale
- ◆ Aboriginal studies
- ◆ Sustainable environmental management, including fishing/marine, alternative agriculture, bush regeneration, eco-tourism, national parks management, water management
- ◆ Boat building
- ◆ Film, television and multimedia production, including directing, acting, editing, costume design, make-up, lighting, music

production, sound engineering, cinematography

- ◆ Child care
- ◆ Eco-energy and integrated systems, and
- ◆ Business.

In addition to greater access to a wide range of courses offered locally and via the Internet, our students now have access to a local campus facility where they experience a collegial community usually offered by traditional universities. At this local campus, students of various courses get together to lend support, access resources, discuss and develop ideas over coffee, and share social time together.

Training providers offer easily accessible and affordable courses to help artists, crafts people, and anyone who wants to learn business skills such as financial planning and marketing. Business courses aimed specifically at women have resulted in greater participation of women in business—and many innovative and successful initiatives have resulted from these.

Enhanced opportunities through skills development

Recognition of Prior Learning has become an acceptable, alternative form of skill development and employers are encouraged and guided to take part in new forms of accredited workplace training for their staff. Our key local trades are now being supported by a local apprenticeship centre so that our trainees and apprentices no longer have to travel for their course requirements.

Our local lifestyle professionals offer their skills and organise work opportunities and run courses through the Community Technology Centre. The Centre also runs courses to support small, professional industries (such as publishing and graphic design) by encouraging the use of technology to overcome our distance problem. This generates income opportunities for our local professionals.



Painting by Sophie Warn of Ulladulla.

For some years now, there has been a focus on the employability of our young people, where ethics and personal qualities are given as much weight as skill development and knowledge of occupational health and safety issues. Examples of this include communication, teamwork, initiative and reliability.

People with time and a willingness to offer their skills, and organisations with a need for assistance have been strategically matched so that our community now takes full advantage of the extensive range of skills and knowledge of our residents. This also provides significant opportunities for women to learn and develop their skills, as well as an important social function for early retirees, people out of work and those who are new to the area.

A Volunteering Coordination Program ensures that we have a current map of a wide range of local organisations' needs as well as a database of people willing to volunteer in specific areas. The program has been creative in identifying new places for people to volunteer and a coordinated marketing effort ensures our residents are aware of the options and feel 'welcome' to become involved. The Program is highly organised, with training sessions for providers in how to work with volunteers, and accreditation for involvement is awarded where relevant. This has particularly helped women to seek accreditation for their skills.

Public transport, access and equity

Residents and visitors travel around our area easily and cheaply via an efficient, alternative public transport service. The small, colourful solar powered buses are affordable and easily accessible. They not only provide employment for local people but they ensure that everyone has access to goods and services, and successfully alleviated the parking issues experienced during the early 2000's. Our transport services are flexible, energy efficient, comprehensive and stop frequently at all of our villages.

The system, together with a sophisticated network of walking tracks and bike paths linking our towns and villages and a local culture of utilising these paths have alleviated the parking problems experienced in the early 2000s. We are no longer reliant on our cars and now value the ecologically sustainable transport alternatives made available to us. These buses have also helped overcome the problems experienced by the aged and people with disabilities in accessing all areas in our town. Solar powered personal transporters (for example, covered three wheelers) are also a common sight.

The objectives of this plan are to:

- ◆ Provide meaningful engagement in paid and unpaid work for all our residents in ecologically sustainable industries
- ◆ Develop new sustainable industries that provide real choice for people
- ◆ Support existing and new local business in remaining sustainable and profitable
- ◆ Develop the infrastructure necessary to support our key industries
- ◆ Deliver greater access to education and training opportunities in line with our community's needs
- ◆ Provide better access and more efficient transport options in keeping with our environmental focus
- ◆ Take advantage of new and emerging communication technologies to improve choice and access for our community.
- ◆ Create a visually appealing urban and natural environment that boasts sustainable features to inspire and promote local pride.

Achieving our economic vision

VISION

Provide meaningful employment and income generating opportunities for all people, but especially young people, through innovative, profitable, ecologically sustainable industries

ACTIONS

- ◆ Identify support and assistance for establishing new and innovative local industries, including specific Aboriginal cultural initiatives
- ◆ Regenerate surrounding farmlands and create income and employment opportunities through assistance to explore and establish new crops and sustainable farming methods
- ◆ Consider the potential of establishing a viable film and television industry in Ulladulla
- ◆ Establish training to up skill people, especially young people, in the skills required for emerging industries

PARTNERS¹

- ◆ University of Wollongong
- ◆ State and Regional Development
- ◆ Business owners (existing and potential)
- ◆ TAFE
- ◆ Southern Adult Education College

VISION

Incorporate specific outcomes/actions emerging from eco-industries feasibility study and arts and cultural industries study (refer to First Steps Action Plan)

ABORIGINAL WOMEN'S VISION

Incorporate specific outcomes/actions emerging from the Aboriginal Women's Visioning consultation. Ideas and actions have been raised through this process – discussions regarding specific strategies are currently in progress

¹ Essential partners in all actions in this Plan include individuals in the community who have been identified through an enhanced communication process about issues, activities and developments in the community.

VISION

Facilitate opportunities for employment and income generation for our local producers and artists, including women and Aboriginal people, by increasing the awareness and market potential of Southern Shoalhaven's local produce, arts and experiences

ACTIONS

- ◆ Establish a core group of Southern Shoalhaven 'producers' to work in a co-ordinated approach with Brand Shoalhaven
- ◆ Establish a business expo to raise awareness within the Shoalhaven about our local produce, activities, and manufactured items
- ◆ Work with Tourist Information Centre to develop an outlet for locally made souvenirs and produce
- ◆ Actively seek to change our local markets to focus on local produce including vegetables, coffee, food, crafts, music etc
- ◆ Coordinate local growers to supply our shops, hospitals, retirement villages, nursing homes, restaurants and local cafés
- ◆ Establish a local growers' market as a venue for exchanging produce and income
- ◆ Seek initial funding (to be sustainable after initial period) for a marketing coordinator to develop and promote nationally a series of small scale craft and cultural tourism workshops that are packaged with other local services, products and activities

PARTNERS

- ◆ Local growers, producers, artists and cultural producers
- ◆ Tourism group
- ◆ Chamber of Tourism and Business
- ◆ Brand Shoalhaven
- ◆ Ulladulla Local Aboriginal Land Council
- ◆ Tourist Information Centre
- ◆ One Vision
- ◆ Milton Hospital
- ◆ Retirement villages and nursing homes
- ◆ Local businesses

VISION

A coordinated approach among our tourism providers to achieve synergistic results for our community and visitors

ACTIONS

- ◆ Establish a tourism group, including local operators and the Tourist Information Centre to meet quarterly for information exchange, lobbying etc. For example, to implement a fairer policy for accepting brochures between Eurobodella and Shoalhaven City Councils' Tourist Information Centres, to negotiate a policy for stock sold in Shoalhaven TICs*
- ◆ Educate local accommodation operators so that vacancies are more systematically given to TIC staff. TIC staff kept informed about what accommodation places have to offer, star rating level etc, so they can better match the needs our visitors
- ◆ Establish a state of the art on-line booking facility at the Tourist Information Centre

PARTNERS

- ◆ Tourist Information Centre
- ◆ Milton Ulladulla Chamber of Tourism and Business
- ◆ Tourism group members and other tourism operators
- ◆ South East Access

* Indicates projects already underway

VISION

Develop infrastructure to support small scale tourism

ACTIONS

- ◆ Investigate the tourism potential of our harbour, farmlands, National Parks, waterways and other potential resources for sustainable tourism activities
- ◆ Develop an urban design with community consultation and local architects to enhance the visual appeal of Ulladulla and other urban areas
- ◆ Investigate the potential of Aboriginal cultural tourism
- ◆ Develop our tourism infrastructure around existing local industries

PARTNERS

- ◆ Ulladulla Local Aboriginal Land Council
- ◆ Tourism Group
- ◆ Local business owners in relevant industries (e.g. farming, fishing)
- ◆ Local architects and designers with an interest in aesthetic appeal and sustainability

VISION

Support the strengthening of a cohesive business community for Ulladulla to achieve results through coordinated efforts and lobbying power

ACTIONS

- ◆ Bring together an integrated group of business owners to meet quarterly to discuss ideas/ strategies and to exchange information*
- ◆ Investigate the impediments for micro businesses and lobby for changes, for example, fees, bureaucracy and red tape for people starting up new businesses, and imposts on established businesses (fees, charges and financial costs)

PARTNERS

- ◆ South East Access
- ◆ Business Community
- ◆ Shoalhaven Area Consultative Committee
- ◆ Department of State and Regional Development
- ◆ Milton Ulladulla Chamber of Tourism and Business.

VISION

Develop opportunities for professional industries via technology (writers, researchers, graphic artists, etc). More focus on income generation and support for developing these skills rather than relying on employment

ACTIONS

- ◆ Developing support structure for outsourcing of professional based skills through new technology

PARTNERS

- ◆ Community Technology Centre
- ◆ Local individuals identified through campaign to promote the activity

VISION

Develop training programs and workshops, including flexible delivery, to assist business owners and income generators in being efficient, sustainable and profitable

ACTIONS

- ◆ Provide training in real-life business experiences for Ulladulla school children through Young Achievers Australia program, to help them understand the implications and potential of owning their own business*
- ◆ Establish needs of small business owners and develop a program of workshops delivered flexibly, for example, in marketing, financial management, self esteem confidence for debt recovery, customer service training, confidence with pricing. Access skills and knowledge of local 'mentors', including retired business owners
- ◆ Build the capacity of women business owners in Ulladulla by accessing expertise from existing resources, for example, workshops held by the Australian Businesswomen's Network. Establish funding program
- ◆ Build the capacity of local artists to become economically viable in their practices. Training programs to include business skills such as financial planning, marketing, etc*
- ◆ Enhance skills and knowledge to encourage self employment options for Aboriginal people
- ◆ Identify other groups of personal income generators to target for skills development in profitability/sustainability
- ◆ Establish a program of workshops in easy to understand language that teaches women about better personal financial management, assisting them to become more financially independent, knowledgeable, and more in control of their financial situation to relieve stress

PARTNERS

- ◆ South East Access
- ◆ Ulladulla High School, Shoalhaven Anglican School
- ◆ Young Achievers Australia
- ◆ Shoalhaven Area Consultative Committee
- ◆ Australian Businesswomen's Network
- ◆ Department for Women
- ◆ MUCTAB
- ◆ University of the 3rd Age
- ◆ Tabula Rasa Festival Committee
- ◆ Cultural Development Officer (SCC)
- ◆ TAFE
- ◆ Southern Adult Education College
- ◆ National Association for the Visual Artists
- ◆ Ulladulla Local Aboriginal Land Council
- ◆ Australia Council for the Arts

VISION

Assist local businesses with profitability by maintaining/ developing a commitment to a 'great service' culture

ACTIONS

- ◆ Re-establish focus on Aussie Host program or alternative training community-wide. Accreditation for businesses. Consider alternative methods of delivery, including on-site, to meet with micro and small business needs

PARTNERS

- ◆ Business lobby group
- ◆ South East Access
- ◆ Australian Retailers Association
- ◆ TAFE
- ◆ Milton Ulladulla Chamber of Tourism and Business
- ◆ Local business owners

VISION

Support the education and professional and skills development of individuals in our community, including women, young people and Aboriginal people

ACTIONS

- ◆ Local training providers identify new courses that keep up with changing population needs, and Vision for our area. Courses should be more in line with 'what we have access to'. Training providers to conduct a current (and then ongoing) needs analysis with emerging industries
- ◆ Training providers to offer courses that extend beyond basic level of training (e.g. advanced levels in childcare, nursing, aged care, bush regeneration, etc)
- ◆ Investigate tertiary institution support for distance education
- ◆ Training providers to deliver 'train the trainer' courses to people facilitating commercial workshops to ensure a high standard of delivery. Training also needed in logistics of holding workshops
- ◆ Improve the knowledge of and access to apprenticeships and traineeships by our local employers. Develop new traineeships in emerging industries
- ◆ Promote RPL (Recognition of Prior Learning) accreditation initiatives in the workplace to assist in formally recognising individuals, particularly women's, skills
- ◆ Enhance educational outcomes for Aboriginal children and young people (through ongoing and stable funding for the Aboriginal Homework Centre and a program for one-to-one tutoring)
- ◆ Introduce in the school curriculum courses that specifically develop students' employability qualities, including problem solving, confidence, teamwork, initiative, etc

PARTNERS

- ◆ TAFE
- ◆ Southern Adult Education College
- ◆ Community Technology Centre
- ◆ Business owners
- ◆ Business lobby group
- ◆ Milton Ulladulla Chamber of Tourism and Business
- ◆ University of Wollongong
- ◆ Shoalhaven Area Consultative Committee
- ◆ Department of State and Regional Development
- ◆ Ulladulla Local Aboriginal Land Council
- ◆ Arts and cultural producers
- ◆ Department of Education and Training (New Apprenticeships Centres)
- ◆ South East Access
- ◆ ATSIC
- ◆ Local schools
- ◆ Aboriginal Homework Centre

VISION

Develop employment initiatives that support specific needs in our community

ACTIONS

- ◆ Raise awareness of business owners about flexible work arrangements (for example, job sharing) and assist them to introduce these initiatives in their workplace
- ◆ Assist business owners and employers to develop traineeships and apprenticeships

PARTNERS

- ◆ Local business
- ◆ Business lobby group and tourism group
- ◆ Chamber of Tourism and Business
- ◆ Department of Employment and Workplace Relations

VISION

Develop infrastructure for a 'learning community' to support the needs of local people to overcome distance educational needs

ACTIONS

- ◆ Identify an appropriate site to establish an educational 'campus' facility for sharing of knowledge & ideas – Learning community – centre where tutors and people doing correspondence come together
- ◆ Make access to different options available over the Internet easier

PARTNERS

- ◆ TAFE
- ◆ Community Technology Centre
- ◆ New library complex

VISION

Link Ulladulla's villages with an alternative efficient, well publicised public transport system.

ACTIONS

- ◆ Develop infrastructure for regular bus system. Short term to canvas the possibility of using local Service Clubs' buses.
- ◆ Investigate the potential of operating a bus system on alternative energy, such as solar
- ◆ Develop a linked network of safe bike/walking paths between our villages
- ◆ Actively promote the use of public transport over cars within the community.
- ◆ In the long term, investigate alternative public transport methods

PARTNERS

- ◆ Shoalhaven Integrated Transport Strategy
- ◆ Healthy Cities
- ◆ Solar Sailor
- ◆ One Vision
- ◆ Service Clubs

VISION

Accurate knowledge management of figures affecting the planning of our area

ACTIONS

- ◆ Develop methods for gathering accurate statistics to help the community understand the economic impact of key indicators, for example, events, business closures and openings

PARTNERS

- ◆ Event organisers
- ◆ Department of State and Regional Development
- ◆ Illawarra Region Information Service
- ◆ Milton Ulladulla Chamber of Tourism and Business

VISION

Support the participation of people in the community in a volunteering capacity

ACTIONS

- ◆ Establish a volunteering program* for matching people willing to volunteer with identified areas in the community, e.g. festivals. Coordinator to work closely with volunteers and providers to match needs. Coordinators/hosts also need to be trained in how to train volunteers
- ◆ Identify new opportunities for volunteering in interesting and creative places within the community
- ◆ Paid counsellor that coaches people in creating opportunities for themselves. E.g. how to volunteer, coordinate options, how to generate personal income through skills, training advice. (Not offered through job network providers—open to all people, not just those on Centrelink payments)

PARTNERS

- ◆ Community Resources Centre
- ◆ Volunteering Australia
- ◆ Festival organisers
- ◆ Local organisations

cultural plan plan

Creating a sustainable cultural future

This Cultural Plan covers a wide range of issues discussed throughout the Vision, that ultimately impact on our quality of life, our sense of place, social cohesiveness, economic goals, environmental sustainability, and our capacity to respond to diverse interests.

The key emerging themes centred around:

- ◆ Our community's participation in planning issues that affect us (a culture of participation)
- ◆ The development of our cultural (arts and crafts) industries
- ◆ Nurturing a culture of healthy living to improve the well-being of residents and visitors alike
- ◆ Supporting a culture of learning for the personal and professional development of people in the community
- ◆ Celebrating cultural diversity and building on our cultural heritage
- ◆ The need to maintain and improve a culture of safety within the community.

Ulladulla in the year 2027

If we step 25 years into our future, this is how we see the culture of our area...

People have pride in our town, and our public spaces offer ample opportunity for us to show our community spirit and demonstrate our skills. In our vibrant, safe community, residents enjoy a lifestyle based on a healthy culture and take inspiration from the arts. Ulladulla town and harbour are aesthetically pleasing, stylish, creative and exciting places to be.

One of the most popular meeting places in the area is the new library complex, which provides a heart or focus in Ulladulla. A coffee shop, overlooking the harbour, creates an inviting entrance to the library, and meeting rooms are in high demand for community activities.

Our towns and villages are attractive and well planned and have each retained their

distinctive identity. Their public spaces encourage people to be out and about—gathering, meeting and participating in activities that bring all ages together. By making connections in this way, people have a sense of place and of belonging. This contributes to sustaining our much valued sense of safety in our town.

A healthy, balanced lifestyle

Links are forged through healthy living, arts based participation and a culture of learning (both in the home and in business). The key to our community's health is a balance between progress/business and family/community life. This balanced, holistic lifestyle, based on an active healthy culture and general wellbeing, is flexible and inclusive, and benefits young and old alike. Community gardens in towns and villages provide local employment and food as well as education about natural living and nutrition.

Our hospitals and nursing homes utilise locally produced fresh vegetables in their kitchens, recognising the nutritional benefits to be gained, and supporting a local industry. The sensory gardens located near the hospital grounds play an important role in the recovery and wellbeing of sick people, and are a much utilised resource for locals and visitors of all ages.

We are renowned for our focus on healthy, active living. Not only is this important for the well being of the people who live here, but it plays an important function in connecting people in our community, addressing issues of

isolation, improving health particularly for older people, and contributing to preserving a sense of safety in our community. Facilities and services are developed in keeping with the beach image and are easily accessible and affordable. For example, social beach volleyball is played each weekend at Mollymook.

A safe and green community for all

A framework of well designed walking and bike paths provides freedom of movement around and between our villages. The framework of existing tracks in our community has been successfully linked and are well used by locals and visitors. People with prams and wheelchairs, and scooters for the aged can easily access and make use of the paths. These paths provide an essential function not just in terms of movement, but also in terms of community connectedness, by bringing people together in shared spaces that ultimately work towards maintaining our safe community.

A culture of safety is encouraged through strategies such as cross-generational activities, which bring people together in public spaces through positive events, celebrations and activities. One popular meeting place is the rebuilt Marlin Hotel, which has been changed to recapture the old-fashioned, family atmosphere. Family oriented activities, including matinees with live music, attract people here and to the harbour amphitheatre.

Parks, playgrounds and green spaces are protected and expanded throughout all of our villages. Once again they provide an integral community meeting point, and a much-needed haven among our housing developments. Our green spaces include more bushwalks such as the Millards Creek Bushwalk, bushtucker and wildflower reserves throughout our villages, and community gardens. In Milton, a group of local people

has produced an “organic” playground for kids, utilising local resources, skills and ideas. The concept has been successfully patented, marketed and adopted in other areas, providing a source of income for the design/production group.

Aboriginal Site Officers for many years now identified the area’s sites of significance and have been employed to catalogue, restore and present workshops and information sessions to visitors and locals alike about the area’s rich array of cultural sites. Young Aboriginal people are also trained in identifying these sites.

Building a culture of participation in our community

By 2027 we have become an active and involved community in making decisions that affect our town and all areas of our lives. Participation in decision-making processes empowers people in our community and links them in achieving common goals. This has been particularly important for women, who have benefited from workshops in decision-making to encourage greater participation. A wide range of women are now energetically involved in open forms of consulting.

Women’s participation, including Aboriginal and young women, in decision-making and local committees has been enhanced by training in areas that specifically meet our needs as citizens, in particular citizen’s rights, knowledge of the political processes and public speaking, that are essential for helping us achieve the vision and other common goals.

The community, in conjunction with the Council, has established an advocacy group for the Southern Shoalhaven that addresses local community concerns and issues, considers cultural impacts and facilitates the implementation of visionary approaches and innovations. Planning through innovative community consultation processes, and

decisions affecting the area, are made at a local Southern Shoalhaven level.

One Vision, an informal group of Ulladulla citizens, leads the implementation of the Vision and continues to plan for and think about the future of our area. It also reports back to groups in our community with ideas and energies, creating the linkages, coordinated and united as a 'ripples in the pond' effect.

A free community newspaper provides a reliable and valuable voice for the community. The paper produces reports on the implementation of our vision, informs people about proposed developments and changes and provides news and information on local resources and activities. It also provides an up to date community directory so that people are more aware of and have easier access to our community services, infrastructure and resources. As a result of being informed, people are willing to become involved (Refer to First Steps Action Plan).

By 2027, everyone has the opportunity to be a part of cultural planning and activities and our community is committed to achieving common goals and exploring new ways of doing things. Cultural diversity is encouraged through innovative cultural industries and activities that include a focus on personal (rather than industrial) activities (see Economic Plan). Differences are valued and encouraged and people feel a sense of responsibility and connection to each other and to their environment. Aboriginal languages are taught in our schools, as well as Aboriginal cultural and environmental education. Local festivals, events and family fun days include Aboriginal cultural education presented in a fun way. Participation of all ages and backgrounds in cultural planning, encourages cooperation in sharing ideas and information.

The impact of tourism on our cultural environment

The new Ulladulla Harbour development brings nature, history and heritage into our everyday life. It features a piazza, amphitheatre, walks, and cafes, as well as the Mirida Coastal Centre that is a beautifully designed and dynamic attraction offering tourist information, education about the environment and interesting displays on sustainable coastal management.

Tours of the operating harbour are in demand and links to local walking and bike tracks allow for car-free travel to and from Ulladulla. The 'Women's Walk' around the harbour celebrates women's history in the area and provides an informal, open air meeting place and shelter for activities and events. Activities, events, celebrations, festivals and expos are planned primarily as community events which, through local distinctiveness and authenticity, draw tourists.

Providing the infrastructure for key cultural activities

In 2003, work began on restoring the Mellick's Building in Milton. It has been beautifully designed and transformed to reveal its cultural heritage value to the area, as well as offering a variety of modern and appealing spaces inside. It is the showcase of Milton as a well used and commercially viable venue for artists. Its uses include studio, workshops, shop, meeting room, outdoor workshop area, sculpture garden, and an administrative centre for some of our cultural organisations. It is operated by a successful artists' cooperative which focuses on excellence and quality.

The community enjoys regular, quality entertainment at the Performing Arts Centre which has good acoustics and a sprung floor. The centre is affordable to hire for classes and performances and provides a range of

activities for youth, including gymnastics, martial arts, and other activities organised by our Police Citizens Youth Club. Our young people are actively involved and engaged in community life through a range of sporting and cultural activities.

A Performers' Association has been running for many years now, and their regular live shows, incorporating singing, dancing, comedy, juggling and other performances, have become an integral part of our entertainment calendar. These performances are the end result of regular workshops and ongoing practice sessions held to give local people training and skills development in areas such as costume design, script writing, sound engineering, stage production, set design, marketing, performance administration, as well as providing an outlet for gaining experience in live performance.

A major attraction in the town and a cultural magnet for learning and employment are the film and TV facilities (technology centre) where internationally acclaimed productions are made. The studios feature state of the art equipment and attract artists from around the world to train locals and visitors in their various arts. Regular workshops and performance sessions held by the Performers'

Association has helped to train local people in the skills needed by industry.

The objectives of this plan are to:

- ◆ Preserve our cultural heritage as a community resource
- ◆ Develop cultural activities for our community to participate in
- ◆ Build / preserve a safe community through positive community activities
- ◆ Develop a culture of participation, where our citizens are actively involved in planning and decision making for our area
- ◆ Create a variety of shared, safe, creative public spaces that promote relaxation, community connectedness, participation and entertainment
- ◆ Provide cultural infrastructure and activities
- ◆ Promote cultural diversity in our community

Achieving our cultural vision

VISION

To record, learn and celebrate our town's cultural heritage and memories

ACTIONS

- ◆ Design a walking trail around the northern side of the harbour that incorporates historical stories about women in Ulladulla, including Aboriginal women, women in the fishing and dairy industries, in teaching, as artists, etc. Walk to be designed and landscaped by women, with arts projects by local women artists*
- ◆ Publication of a collection of personal stories about women who moved to Ulladulla that reflect significant aspects of our town's history and culture, for example, rural women and teachers who married dairy farmers, Italian women who came here as brides, and Aboriginal women's stories. The stories of older women juxtaposed with stories of younger women who have moved here – what were the motivations for moving here, what were their experiences. Publication (on paper and multimedia) to include poetry, artwork, photographs, stories – cooperative venture
- ◆ Recognise each village's distinct history or identity and incorporate this in cultural planning and development

PARTNERS¹

- ◆ Healthy Cities
- ◆ Community Technology Centre
- ◆ University of Wollongong
- ◆ NSW Women In Agriculture
- ◆ Italian community
- ◆ Ulladulla Youth Centre oral histories project
- ◆ High school
- ◆ Local artists
- ◆ Shoalhaven City Council (SCC)
- ◆ Ulladulla Local Aboriginal Land Council
- ◆ Policy & Planning Committee (SCC)
- ◆ Development Committee (SCC)
- ◆ Australia Council for the Arts
- ◆ NSW Ministry for the Arts

¹ Essential partners in all actions in this Plan include individuals in the community who have been identified through an enhanced communication process about issues, activities and developments in the community.

VISION

To consolidate arts and cultural production in Ulladulla

ACTIONS

- ◆ Establish a Performers' Association
- ◆ Investigate the potential of developing professional television and video production facilities and industry
- ◆ Develop a program of arts and cultural workshops as a tourism resource and for the local community, and deliver training to artists in workshop coordination and facilitation
- ◆ Develop concept for a sustainable and profitable cultural centre for Mellick's building in Milton, including arts workshop and gallery space*

PARTNERS

- ◆ Mellicks' group
- ◆ Interested local performers and cultural producers
- ◆ Ulladulla library
- ◆ Shoalhaven City Council
- ◆ Arts and cultural producers
- ◆ NSW Ministry of the Arts
- ◆ Ulladulla Film & Video Club
- ◆ Australian Hotel Association

VISION

Incorporate specific outcomes/actions emerging from eco-industries feasibility study and arts and cultural industries study (refer to First Steps Action Plan)

ABORIGINAL WOMEN'S VISION

Incorporate specific outcomes/actions emerging from the Aboriginal Women's Visioning consultation. Ideas and actions have been raised through this process – discussions regarding specific strategies are currently in progress

* Indicates projects already underway

VISION

Build our cultural infrastructure by renovating historical buildings and creating attractive and well-designed new cultural facilities. Create aesthetically pleasing spaces taking inspiration from the arts

ACTIONS

- ◆ Implement plans/ideas for harbour development (recreational area), including Piazza, bushtucker gardens, etc*
- ◆ Develop Mirida Coastal Centre proposal
- ◆ Build a performance space with a sprung floor that can be utilised for a range of sporting and performance activities*
- ◆ Develop proposal to expand Ulladulla library to include family history room, coffee shop, children's room, links with University libraries
- ◆ Involve local artists and expertise in cultural planning and development

PARTNERS

- ◆ Local designers, architects and artists
- ◆ Healthy Cities
- ◆ Coastcare
- ◆ Budawang Aboriginal Landcare Group
- ◆ Tourism Development Committee (SCC)
- ◆ Ulladulla Taskforce Committee
- ◆ Milton Ulladulla Strategic Projects Reference Group
- ◆ TAFE
- ◆ One Vision
- ◆ Adjacent land owners (Harbour)
- ◆ Gymnastics Club
- ◆ Police Citizen's Youth Club
- ◆ Ulladulla Youth Centre
- ◆ Martial Arts Club
- ◆ YWCA
- ◆ Youth Advisory Committee (SCC)
- ◆ Policy & Planning Committee (SCC)
- ◆ Development Committee (SCC)

VISION

Improve our knowledge about issues affecting our community and build the capacity of women and other members of the community to participate in planning decisions

ACTIONS

- ◆ Training for women in decision-making and in facilitating community conversations and participation
- ◆ Workshops in public speaking and confidence building, especially for young women
- ◆ Develop proposal for community newspaper
- ◆ Workshops to improve awareness about planning and development approval processes
- ◆ Educate local people, especially women, to help remove the barriers to becoming involved in local Committees
- ◆ Consider models from other areas for developing a 'community council' to have greater community participation in local planning processes

PARTNERS

- ◆ Community Technology Centre
- ◆ Safe Communities Action Team
- ◆ Department for Women
- ◆ Planning NSW
- ◆ Planning & Development Committee (SCC)
- ◆ Individuals with specific skills to contribute to this process
- ◆ Community Resources Centre

VISION

Build/maintain a healthy, safe and green community

ACTIONS

- ◆ Identify and utilise a 'theme' (e.g. beach, healthy living, sports) for Ulladulla as a unifying image for locals as well as a marketing tool for tourists
- ◆ Build a linked network of bike paths*
- ◆ Develop a program of community activities, performances in public spaces, (e.g. Piazza/amphitheatre at Ulladulla Harbour)
- ◆ Schedule of promotions and activities that bring people to public spaces, e.g. walking tracks/bikepaths, performances, celebrations, cultural diversity days
- ◆ Beach volleyball at Mollymook
- ◆ Establishment of community gardens, sensory gardens (hospitals and retirement villages) and bushtucker gardens* at key sites to increase cultural awareness
- ◆ Ensure our festivals reflect local distinctiveness and acknowledge diversity*
- ◆ Ensure planning for green spaces and recreational spaces is a key component of all new sites of development

PARTNERS

- ◆ Shoalhaven Integrated Transport Strategy
- ◆ Healthy Cities
- ◆ TAFE
- ◆ Milton Hospital
- ◆ Retirement Villages
- ◆ Bushcare
- ◆ Ulladulla Local Aboriginal Land Council
- ◆ One Vision
- ◆ Milton Ulladulla Chamber of Tourism and Business
- ◆ Shoalhaven Tourism Board
- ◆ Tourism group
- ◆ Local women who nominated interest in projects
- ◆ Mollymook surf club
- ◆ Policy & Planning Committee (SCC)
- ◆ Development Committee (SCC)
- ◆ Local artists and cultural producers
- ◆ Safe Communities Action Team

environment plan

Overview

'Our environment is one of our greatest assets.'

The environment plays a major role in the overall Women's Economic and Cultural Development Vision for Ulladulla. A healthy built and natural environment provides the backdrop for our planning and is a key feature of the Vision. It is seen as a source for income generation and jobs, tourism, community spirit and cultural activities. It offers the heart for community development, for regeneration and for creating a sustainable future.

Environmental planning in this project falls under the following categories:

- ◆ Environmental education
- ◆ Our built environment
- ◆ Energy sources/resources
- ◆ Protecting our environment (harbour and waterways, land management), and
- ◆ The environment and our economy.

Because of the interconnectedness of our environmental, cultural and economic visions, this Plan needs to be read in conjunction with the Economic Plan and the Cultural Plan.

In the year 2027...

Our Environmental Vision for Ulladulla and districts is to be an environmentally healthy, aware and responsible community.

Environmental protection is a major part of the management of our environment and natural resources by government, the private sector and the community. Easy to understand legislation, without loopholes, educational campaigns and the employment of an Environmental Protection Team have created an attractive and productive environment with clean air and waterways and no litter. The rural coastal character has been retained and is appreciated and valued by locals and visitors alike.

Environmental education

As a result of environmental education and awareness, people take pride in the area. Our locals are ambassadors for the environment and set an example for visitors who know and appreciate our commitment to the environment and act responsibly to contribute to standards we uphold.

Our children are taught at school to respect and care for the environment. Council runs educational training programs to inform their workers and the community about environmental standards that apply through industry, domestically and personally.

People are informed about environmental weeds and other pests through articles in the community newspaper, brochures that categorise and identify the worst impacts and local nurseries are prohibited from selling environmental weeds. The dumping of unwanted weeds has stopped.

The **Mirida Coastal Centre** is known for best practice as an educational and tourism facility focusing on NSW coastal and marine environments. It is a model in sustainable coastal development and innovative concepts, and was designed in conjunction with the Budawang Landcare group. Other local Landcare educational officers provide information and activities in the form of field days and workshops. The facility provides an essential local resource in environmental appreciation and education, as well as a much valued tourism resource.

Our built environment

Sustainable, energy efficient building practices and codes have resulted in houses that have a low impact on our environment and are visually pleasing. Timber for housing comes from renewable native plantations. New house owners are entitled to claim free native plants to assist with re-landscaping their gardens with locally appropriate trees. Housing is low impact and architecturally designed to blend in with the natural surroundings. This in turn adds to the overall 'feel' of our coastal town.

Local solar industries are supported by solar standards in houses and solar systems are cheaper for individual houses. The majority of homes produce their own energy via wind and solar options, and supply their own water through tanks. Composting, grey water sewerage systems and Envirocycle are used everywhere and incentives are offered for their installation. Car-free cycle and walkways link our towns and villages and parks and green spaces 'soften' our urban spaces, as well as provide much-needed recreational areas for all to enjoy.

Energy sources/resources

Wind generators to the west of Milton produce much of our own energy, and our established energy alternatives, including solar, methane, waves and sewerage are operating to a level where they provide local employment. Council services are focused on utilising our resources and green waste is mulched or composted for community gardens or sold.

A model recycling industry has grown in



Photo, drawing and poem by
Marama Warren of Milton.

Ulladulla. The recycling centre is a creative place with imaginative and inventive sculptures everywhere. The centre offers workshops and runs competitions in creative recycling (sculpture, worm farms, composting etc) and presents recycling awards to businesses. We have become part of an Australian and International network of communities working towards sustainable environmental solutions. This well established industry is a recognised resource for educational tourism.

Protecting our environment

An Environmental Protection Team ensures the health of the local environment with strong local support. Educational campaigns have been successful. Tourists are also aware of this and support what we have achieved. An environmental think tank is constantly generating new initiatives and plans for the protection and regeneration of our natural environment.

At Ulladulla, strict environmental standards are in place to protect the harbour from pollution from sewerage and other waste. Alternative sewerage systems mean that ocean outfalls are no longer a problem. A team of volunteers is employed to clean up the harbour after storms and the Clean Waterways Scheme provides employment for young school leavers.

Landcare funds educational officers who involve the community from an early age in caring for the environment. The Ulladulla Landcare Centre provides education programs and organises activities.

The environment and our economy

We recognise that our environment is one of our area's greatest strengths, and our work in sustainability and education coincides with the development of environmentally based economic initiatives. New farming methods and crops are the basis for a thriving farming community producing goods for a local and wider market. Incentives from government helped start these new farms based on ecologically sustainable methods. Crops include ti tree, olives, and plants for fibres.

Employment is generated through innovation. People make products from things that are found naturally and Ulladulla is renowned for its products and industry, including, ti tree farms and solar and wind energy applications.

Well organised and marketed eco-arts tours take advantage of the area's natural beauty to give inspiration in the arts. Craft workshops advertised nationally are set in appropriate environments and provide income for our local cultural producers, as well as related support industries. Our 'environmental retreat' theme for the area is well known nationally and internationally, and eco cottages/huts like those at Pigeon House and Yadbora offer accommodation for eco arts tours.

There is an emphasis on our national parks as a resource for niche tourism marketing in environment and health, along with promotions such as the 'walk for 5 days' on our coastal walkways/cycleways. Warden Head tracks such as One Track for All and the Women's History Walk include culture and heritage that also contribute to this theme (See also Economic Plan).

The objectives of this plan are to:

- ◆ Manage the protection, regeneration and sustainability of our natural environment as a basis for economic and cultural development
- ◆ Become a model of excellence, nationally and internationally, in environmental awareness, sustainability and profitability
- ◆ Promote ongoing community awareness
- ◆ Create an environmentally healthy, aware and responsible community, for locals and visitors alike, through a range of community learning programs, including school based education
- ◆ Sustain our natural environment through changes in everyday practices.



Photo by Margaret Rudd of Ulladulla.

Achieving our environmental vision

VISION

Manage and protect our local environment and natural resources through the establishment of an Environment Protection Team with power to serve infringement notices

ACTIONS

- ◆ Improve the transparency of environment related legislation so that there is a greater understanding of requirements
- ◆ Hold ongoing environmental think tanks to discuss and develop new initiatives and to plan for the regeneration and sustainability of our environment. Think tanks to advise the Environment Protection Team
- ◆ Establish standards to protect the harbour from sewerage and other waste

PARTNERS¹

- ◆ Healthy Cities
- ◆ Department of Land and Water Conservation
- ◆ Environmental Protection Authority
- ◆ Bushcare, Landcare, Coastcare
- ◆ Environmental Planner, Shoalhaven City Council
- ◆ Coastal Management Taskforce (SCC)
- ◆ Ulladulla Harbour Estuary Management Taskforce

VISION

Retain the rural / coastal nature of the area by implementing development controls that support low impact housing and aesthetic design in keeping with the town's identity. Prevent the subdivision of rural properties and the development of multi-storey buildings

ACTIONS

- ◆ Establish guidelines for a local Planning Review Committee with broad community membership. The Committee to be responsible for assessing and advising Council about the impact of development proposals in keeping with the Vision

PARTNERS

- ◆ Community representatives, drawn from a wide background
- ◆ Landowners
- ◆ Shoalhaven City Council
- ◆ Developers

VISION

Incorporate specific outcomes/actions emerging from eco-industries feasibility study and arts and cultural industries study (refer to First Steps Action Plan)

ABORIGINAL WOMEN'S VISION

Incorporate specific outcomes/actions emerging from the Aboriginal Women's Visioning consultation. Ideas and actions have been raised through this process – discussions regarding specific strategies are currently in progress

¹ Essential partners in all actions in this Plan include individuals in the community who have been identified through an enhanced communication process about issues, activities and developments in the community.

VISION

Ongoing education of residents, visitors and Council staff in environmental sustainability, and the role individuals can play in harnessing, regenerating, protecting and sustaining our natural resources

ACTIONS

- ◆ Awareness raising and continual communication of existing environmental sustainability initiatives
- ◆ Funding of Landcare, Bushcare and Coastcare officers to deliver fun educational workshops in kindergartens, schools and in the community
- ◆ Sustainability courses developed and included in school curricula
- ◆ Workshops in recycling that illustrate the possibilities and educate people as to the process so that they better understand the value of recycling
- ◆ Raise the profile for our visitors of our town's commitment to environmental sustainability through tourism resources, publications and signage
- ◆ Raise the profile among locals about our town's commitment to environmental sustainability through a coordinated marketing campaign
- ◆ Educate our residents and nursery owners about environmental weeds. Prevent nurseries from selling weeds and encourage native plants to regenerate residential areas
- ◆ Promote education and awareness through Mirida Coastal Centre
- ◆ Focus on educating industry and businesses to rethink their practices and to support recycling and clean industrial practices
- ◆ Program of training opportunities and workshops in environmental sustainability within Council for their staff

PARTNERS

- ◆ Healthy Cities
- ◆ Budawang Local Aboriginal Landcare Group
- ◆ Schools
- ◆ Bushcare, Landcare, Coastcare
- ◆ Shoalhaven City Council recycling services
- ◆ Local artists participating in recycling displays
- ◆ Tourism publishers
- ◆ Tourism Information Centre
- ◆ Local businesses
- ◆ Chamber of Tourism and Business
- ◆ Local newspapers
- ◆ Local, state and federal government agency programs
- ◆ Environmental Protection Team
- ◆ Local nurseries

VISION

Manage population growth to ensure sustainable use of resources and to maintain the existing sense of place and of safety

ACTIONS

- ◆ Raise awareness and facilitate debate on the impact of population density on sustainability

PARTNERS

- ◆ To be identified

VISION

Sustainable energy efficient building practices as a minimum requirement for all new buildings. Create changes in our built environment that support our natural environment

ACTIONS

- ◆ Conversion of existing Council energy efficiency guidelines into minimum requirements/codes
- ◆ Workshops for people considering building to increase their awareness of the benefits of the requirements
- ◆ Establish codes for additional sustainable practices on a domestic level, for example,

grey water, alternative sewerage systems (e.g. Envirocycle), minimum requirements for replanting native plants in residential areas, water tanks on all properties, wind/solar/alternative energy options and incentives

PARTNERS

- ◆ Sustainable Energy Development Authority
- ◆ Shoalhaven City Council Energy Efficiency Guidelines
- ◆ Energy Smart Information Centre
- ◆ Housing Energy Rating Body

- ◆ Local builders
- ◆ Local business owners who manufacture or sell relevant environmental building products

VISION

Network with national and international communities to increase knowledge and awareness

ACTIONS

- ◆ Identify communities and individuals to network with for information sharing
- ◆ Facilitate on-line discussions and sabbaticals for key workers in the area

PARTNERS

- ◆ To be identified

VISION

Increase the participation in volunteer and paid programs to clean up the harbour and beaches on a regular basis

ACTIONS

- ◆ Liaise with local volunteering program managed by Community Resources Centre
- ◆ Liaise with Coastcare groups and seek funding to employ young people through a traineeship
- ◆ Establish specific group for harbour management. Seek volunteers and potential funding to employ young people through a traineeship
- ◆ Market the volunteer activity to broader participation

PARTNERS

- ◆ Coast Care
- ◆ Healthy Cities
- ◆ Shoalhaven City Council
- ◆ Community Resource Centre
- ◆ Ulladulla Harbour Estuary Management Taskforce

