



Active Transport

September 2026



*Three Communities.
One Connected Future.*





Strategic Statement

The 3C Connect Pathway Project represents a transformational vision for the Shoalhaven coastal region by creating a safe, inclusive and environmentally sustainable active transport corridor linking the communities of **Currarong, Callala and Culburra**.

More than a pathway, the project is designed to strengthen social connection, improve regional liveability and encourage healthier lifestyles through walking, cycling and running. By connecting villages, beaches, bushland, parks, schools, community facilities and local businesses, the pathway will create stronger and more resilient communities that are physically and socially connected.

At the centre of the project is a commitment to health, accessibility, wellbeing and inclusion. The pathway will encourage active lifestyles and preventative health outcomes by providing accessible infrastructure that supports people of all ages and abilities, including older persons, families and people living with disability. Through safe and inclusive design principles, the project will help improve cardiovascular health, mental wellbeing, mobility, social participation and healthy ageing while reducing isolation and inactivity across the region.

The pathway aims to create environments where movement becomes part of everyday life and where communities can safely connect through recreation and outdoor activity.

The project also embraces environmental sustainability and regional economic development. By encouraging walking and cycling as alternatives to short vehicle trips, the pathway will contribute to reduced traffic congestion, lower emissions and a healthier relationship between communities and the natural environment. At the same time, the 3C Connect corridor has the potential to become a major tourism and recreation asset for the Shoalhaven, supporting eco-tourism, wellness experiences, cycling events, fun runs and community festivals that stimulate local business activity and strengthen regional identity.

Vision

To create a safe, inclusive, connected and healthy active transport corridor that links the communities of Currarong, Callala and Culburra, enhancing wellbeing, accessibility, tourism, sustainability and community resilience through a world-class shared pathway network.

The vision of 3C Connect is to create a lasting legacy for future generations, a connected coastal region where infrastructure supports health, accessibility, sustainability and community belonging.

The pathway will become a defining symbol of the Shoalhaven's commitment to stronger communities, healthier lives and a more connected future, ensuring residents and visitors alike can safely experience and enjoy the region's unique coastal lifestyle and natural beauty.



Project Overview

Proposed 3C Connect Cycleway



The **3C's Connect Pathway Project** is a community-led initiative focused on developing a safe, inclusive and environmentally sustainable shared pathway network connecting the coastal communities of Currarong, Callala and Culburra within the Shoalhaven region.

The project aims to create a dedicated off-road pathway for cyclists, walkers, runners and mobility users that enhances regional connectivity while promoting health, wellbeing, recreation and tourism.

Developed through the leadership of the 3C Connect Board, the initiative represents a long-term investment in community infrastructure that will strengthen social connection and improve liveability across the region.

The pathway project has been designed to respond to growing community demand for safe active transport infrastructure, particularly within a region experiencing increasing visitation, population ageing and greater uptake of cycling and e-mobility.

The rationale for the project is centred around improving safety, reducing isolation between villages and encouraging healthier and more active lifestyles for residents and visitors of all ages and abilities. The project also recognises the significant tourism and economic opportunities associated with cycling, walking and recreational infrastructure, while supporting safer family participation, accessibility and environmentally sustainable transport options.



Project Overview

Proposed 3C Connect Cycleway



The proposed 3C Connect network will consist of approximately 22.4 kilometres of dedicated pathway infrastructure delivered in stages across three key sections.

Section 1, “Currarong Connect,”

Section 2, “Callala Bay Connect,”

**Section 3, “Callala to Culburra
Connect.”**

Collectively, these connections will create a continuous active transport corridor linking the three communities while also forming the missing link in the broader “Round the Bay Walk” experience for the Shoalhaven region.

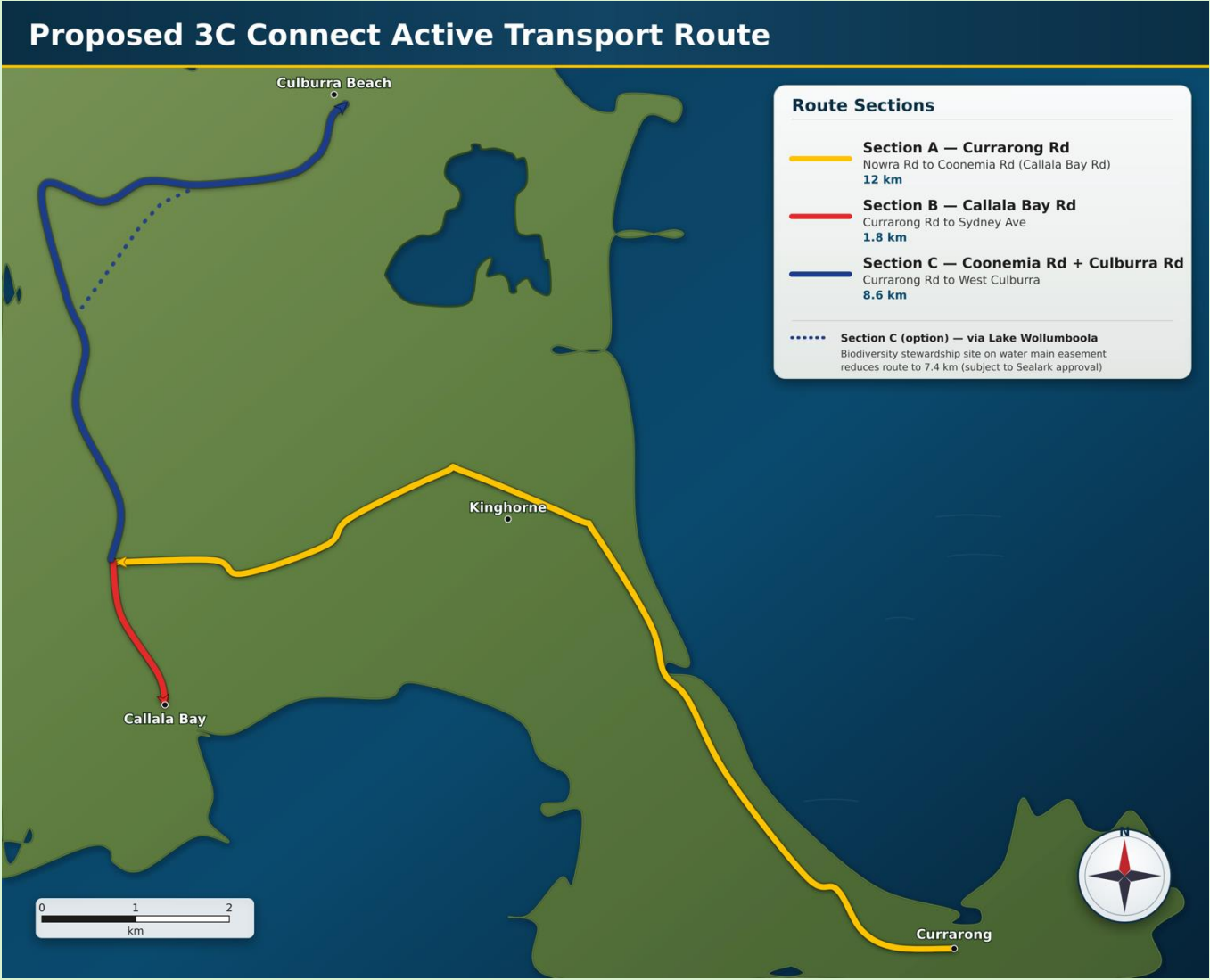
The project is intended to be delivered progressively over time through a combination of community fundraising, government grants, sponsorships and partnership support.

Once completed, the pathway will become a significant regional asset supporting active transport, tourism activation, major community events and long-term health and wellbeing outcomes.

Importantly, the project reflects a strong collaborative approach between the community, Shoalhaven City Council, State and Federal representatives and funding partners, all working toward a shared vision of creating stronger communities, healthier lives and a more connected future for the Shoalhaven coastline.

Project Overview

Proposed 3C Connect Cycleway



Project Overview

Shoalhaven Visitor Economy Forecasts



The Shoalhaven visitor economy is forecast to continue strong long-term growth, supported by increasing domestic tourism, regional tourism investment, nature-based tourism demand, active lifestyle tourism, and improved transport connectivity across regional New South Wales. Current tourism and economic data indicates that the Shoalhaven region has become one of the strongest performing regional visitor destinations in NSW, with substantial growth in visitor expenditure, overnight stays and tourism-related employment over the past five years.

Current Visitor Economy Performance

Recent data released through Tourism Research Australia (TRA) and Invest Shoalhaven indicates:

- Visitor expenditure in Shoalhaven has grown by approximately 94% between 2019 and 2024, injecting approximately \$1.42 billion annually into the regional economy¹.
- Tourism currently supports more than 5,000 jobs across the Shoalhaven region¹.
- Shoalhaven's total visitor economy is estimated to exceed \$1.45 billion annually^{1,2}.
- There has been a 65% increase in off-season overnight visitation over the past decade, demonstrating increasing year-round tourism demand rather than solely peak summer visitation¹.

These trends indicate a transition toward a more sustainable and diversified regional visitor economy.

Off-Season Tourism Growth

Shoalhaven has demonstrated particularly strong off-season growth with overnight visitation during cooler months which has increased by approximately 65% over the past decade^{1,3}.

This is important economically because:

- off-season visitation supports year-round employment;
- improves business sustainability;
- reduces seasonal tourism volatility;
- and increases infrastructure utilisation.

1. Shoalhaven City Council. (2025, January 17). *Record off-season visitor spending – Visitation drives jobs and economic growth*. InvestShoalhaven. <https://investshoalhaven.com/record-visitor-spending-visitation-drives-jobs-and-economic-growth/>

2. Shoalhaven City Council. (2025, December 3). Shoalhaven businesses shine at NSW Tourism Awards. Shoalhaven City Council. <https://www.shoalhaven.nsw.gov.au/News-and-feedback/News-and-media/News/Shoalhaven-businesses-shine-at-NSW-Tourism-Awards>

3. 2ST. (2025, January 21). Record off-season visitor spending. <https://www.2st.com.au/local-news/locals/record-off-season-visitor-spending/>

Project Overview

Shoalhaven Visitor Economy Forecasts



Forecast Implications for Shoalhaven

Based on current growth trajectories and NSW visitor economy forecasts⁴, the Shoalhaven region is expected to experience:

- Continued growth in domestic visitation;
- Increased overnight visitor expenditure;
- Expansion of eco-tourism and wellness tourism;
- Growth in cycling and active recreation tourism;
- Increased demand for regional events and festivals;
- Higher investment in tourism infrastructure;
- Increased tourism-related employment;
- Greater demand for accessible and inclusive visitor experiences.

Projects such as the 3C Connect Pathway are strategically positioned to support these forecast growth areas by:

- enhancing active transport infrastructure;
- strengthening tourism experiences;
- improving accessibility;
- supporting health and wellness tourism;
- and creating opportunities for destination events and eco-tourism development.

4. Destination NSW. (2025, September 24). Visitor spending hits record high in NSW. Destination NSW. <https://www.destinationnsw.com.au/newsroom/visitor-spending-hits-record-high-in-nsw>



Eight Strategic Themes

The 3C Connect Pathway has been developed around eight key strategic themes that collectively shape the vision, purpose and long-term community outcomes of the initiative. These themes reflect the project’s commitment to creating a safer, healthier, more connected and sustainable future for the communities of Currarong, Callala and Culburra while delivering significant social, health, economic and environmental benefits for residents and visitors alike.





Theme 1

Connecting Communities

The 3C Connect Project has been developed with a core purpose of physically and socially connecting the communities of Currarong, Callala and Culburra through a safe and inclusive active transport corridor. While these villages share strong coastal identities and community values, they remain geographically separated by road networks, limited transport options and seasonal congestion. The pathway seeks to remove these barriers by creating a continuous and accessible shared connection that links people to schools, shops, beaches, parks, community facilities and local services. In doing so, the project creates opportunities for greater interaction between residents, visitors and community groups while strengthening regional identity and social cohesion.

The project recognises that pathways are more than transport infrastructure. Well-designed active transport corridors become social spaces where people meet, interact and participate in community life. The 3C Connect network will provide a welcoming environment for families, children, older persons, cyclists, walkers, runners and people living with disability to safely move throughout the region while enjoying the natural coastal and bushland environment. The pathway will encourage local residents to engage more frequently in community activities, recreational opportunities and inter-village events, helping foster stronger relationships between the three connected communities.

Regional cycling and active transport strategies across Australia consistently identify connected infrastructure as a critical driver of healthier and more resilient communities. Cycling Strategies improve social inclusion and help connect people to where they “live, work, learn and play.” These strategies also identify active transport as contributing to more vibrant and safer communities. These principles align strongly with the vision of the 3C Connect project and reinforce the importance of building long-term active transport infrastructure in regional and coastal communities.

The interconnection of Currarong, Callala and Culburra through the 3C Connect pathway will ultimately strengthen regional resilience and create a shared sense of belonging between the villages. By improving mobility, reducing transport barriers and encouraging greater social participation, the pathway will help create a healthier and more connected coastal region.



Theme 2

Health and Wellbeing

The 3C Connect Pathway Project places health and wellbeing at the centre of its long-term vision by encouraging walking, cycling and running as part of everyday life. The pathway has been designed to support active lifestyles and improve the physical, mental and social wellbeing of residents and visitors across all age groups. The project recognises that simple and accessible forms of exercise, such as walking and cycling, are among the most effective ways to improve public health outcomes while reducing the long-term burden on healthcare systems. Through the creation of a safe and enjoyable active transport corridor, the pathway will encourage more people to engage in regular physical activity and outdoor recreation.

The health promotion messaging reflected throughout the 3C Connect campaign aligns closely with evidence-based health outcomes associated with active lifestyles⁵. As identified within the project health outcomes framework, walking, running and cycling improve cardiovascular health, build stamina and fitness, strengthen immune systems, improve sleep quality, reduce stress and anxiety, strengthen muscles and bones, support healthy weight management and contribute to long-term disease prevention⁶. These activities also improve productivity, energy levels and overall quality of life while encouraging greater social interaction and community participation. The pathway therefore acts not only as recreational infrastructure, but also as preventative health infrastructure that supports healthier communities.

It has been reported that there are numerous health benefits associated with regular cycling and active transport, including increased cardiovascular fitness, reduced stress and anxiety, improved posture and mobility, strengthened bones and improved mental wellbeing⁷. Cycling Strategies have highlighted that cycling improves public health, enhances mood, increases fitness and contributes to social inclusion and wellbeing. These findings demonstrate the direct relationship between active transport infrastructure and improved community health outcomes, particularly in regional areas where opportunities for accessible physical activity may be limited.

5. Nystoriak M.A, Bhatnagar A. (2018). Cardiovascular Effects and Benefits of Exercise. *Front Cardiovasc Med*.
6. Zhou, T., Su, S., Yuan, C., Jiang, D., Qiu, Y., Xiao, J., Lu, X., Gu, D., & Liu, F. (2026). Cardiovascular health benefits of physical activity: Aerobic, muscle-strengthening, and combined exercise modalities. *Medicine Plus*, Advance online publication, 100137. [https://doi.org/\[insert DOI if available\]](https://doi.org/[insert DOI if available])
7. Mi, M. Y., Perry, A. S., Krishnan, V., & Naylor, M. (2025). Epidemiology and cardiovascular benefits of physical activity and exercise. *Circulation Research*, 137(2), 120–138.



Theme 2

Health and Wellbeing

The 3C Connect pathway will create a healthier and more active community by embedding movement into everyday life. Families will be encouraged to cycle together, older persons will have safe walking opportunities^{8,9}, runners will gain access to scenic coastal routes and visitors will experience an environment that promotes wellness and outdoor living.

By making physical activity easier, safer and more accessible, the project supports the vision of creating stronger communities, healthier lives and a more connected future for the Shoalhaven region.

 Improves Heart Health	 Builds Stamina and Fitness	 Strengthens Immune System	 Boosts Mental Wellbeing
 Improves Sleep Quality	 Helps Maintains A Healthy Weight	 Strengthens Muscle and Bones	 Increase Energy and Productivity
 — CONNECT —	 Builds Social Connection	 Supports Long Term health	 — CONNECT —

8. National Heart Foundation of Australia. (n.d.). *Benefits of walking*. Heart Foundation Walking. [Heart Foundation Walking](#)
9. Heart Research Australia. (n.d.). *Exercise*. Heart Research Australia. Retrieved May 13, 2026, from Heart Research Australia



Theme 3

Enablement, Aged Care and Accessibility

A key priority of the 3C Connect Project is ensuring the infrastructure is inclusive, accessible and supportive of people of all ages and abilities. The pathway has been designed around universal accessibility principles that promote independence, mobility and participation for older persons, people living with disability and vulnerable community members.

The project acknowledges that many coastal and regional communities experience challenges associated with ageing populations, limited mobility infrastructure and transport accessibility. By creating a high-quality shared pathway network, the project will improve the ability of all community members to safely access services, recreational spaces and social opportunities.

The pathway will support enablement and healthy ageing by providing smooth accessible surfaces, safe crossings, rest areas, seating, shade structures and clear wayfinding throughout the network¹⁰. These features will allow older persons and individuals with mobility limitations to remain active and connected within their communities while supporting greater independence and reducing social isolation¹¹.

Importantly, the project will provide accessible opportunities for outdoor exercise and recreation for individuals using wheelchairs, walking frames, mobility scooters and other assistive devices¹².

The pathway therefore contributes directly to ageing-in-place strategies and disability inclusion objectives while improving overall health and community liveability¹³.

The importance of designing infrastructure that caters for “all ages and abilities” and active transport infrastructure should be safe and convenient for as many people as possible. The 3C Connect Strategy recognises the importance of infrastructure supporting e-mobility users and “gopher” users. Similarly, the 3C Connect Strategy recognises the importance of supporting wheelchairs, mobility scooters and assisted mobility devices within shared pathway infrastructure.

The pathway will create an environment where people of all physical abilities can safely participate in community life and enjoy the natural beauty of the Shoalhaven coastline. By removing physical and transport barriers, the project promotes dignity, independence and inclusion while encouraging greater participation in social, recreational and health activities.

10. Cavill NA, Foster CEM. Enablers and barriers to older people's participation in strength and balance activities: A review of reviews. *J Frailty Sarcopenia*. 2025;1(1):1-10.

11. Inacio, M. C., Harrison, S., Schwabe, J., Crotty, M., & Caughey, G. E. (2025). Models of care across settings supporting ageing in place: A narrative review. *Medical Journal of Australia*, 223(4), 218–225.

12. Morgan, K. A., Taylor, K. L., Walker, C. W., Tucker, S., Dashner, J. L., & Hollingsworth, H. (2022). Mobility disability and exercise: Health outcomes of an accessible community-based center. *Frontiers in Rehabilitation Sciences*, 3, Article 836655.

13. World Health Organization. *World Report on Disability*. Geneva, Switzerland: World Health Organization; (2011)



Theme 4

Mental Health and Social Inclusion

The 3C Connect Project recognises the important relationship between active lifestyles, social connection and mental wellbeing¹⁴. Coastal communities can often experience periods of social isolation, particularly among older residents, vulnerable individuals and people living in smaller regional villages with limited public transport or recreational opportunities. The pathway seeks to address these challenges by creating welcoming and accessible public spaces that encourage outdoor activity, social interaction and community participation. Through walking, cycling and running, residents will have greater opportunities to engage with others, connect with nature and participate in healthier daily routines.

Research consistently demonstrates that regular physical activity contributes to improved mental health outcomes, including reduced stress, anxiety and depression¹⁵. The project's health promotion framework specifically highlights the role of active lifestyles in improving mental wellbeing, sleep quality, energy levels and social connection¹⁶. Shared pathways also create informal social spaces where people can interact naturally during exercise, recreation and community events. This sense of connection and belonging plays an important role in strengthening community resilience and improving overall quality of life.

It has been well documented that walking and cycling became increasingly important during the COVID-19 pandemic as communities sought safe opportunities for exercise, social connection and mental wellbeing. The 3C Connect Strategy identifies active transport as contributing to healthier, happier and more engaged communities. These considerations reinforce the importance of investing in infrastructure that supports both physical and mental health outcomes within regional communities.

The 3C Connect pathway will provide residents and visitors with opportunities to reconnect with each other and with the surrounding coastal and bushland environment. Whether through community walking groups, recreational cycling, family activities or organised events, the pathway will encourage greater participation and social interaction across all age groups. By strengthening social inclusion and reducing isolation, the project supports the development of healthier, more resilient and more connected communities throughout the Shoalhaven region.

14. Mahindru, A., Patil, P., & Agrawal, V. (2023). Role of physical activity on mental health and well-being: A review. *Cureus*, 15(1), e33475

15. Benkwitz, A., Ogunlape, E., & Spencer, K. (2025). A step towards community inclusion for individuals experiencing mental health challenges: Promoting social inclusion and social recovery through physical activity. *Mental Health and Social Inclusion*, 29(2).

16. White, R. L., Vella, S., Biddle, S., et al. (2024). Physical activity and mental health: A systematic review and best-evidence synthesis of mediation and moderation studies. *International Journal of Behavioral Nutrition and Physical Activity*, 21, 134.



*An inclusive pathway for every
age, every ability, and every
community.*



Theme 5

Cultural Awareness

The Shoalhaven region is rich in cultural heritage, environmental significance and strong community identity. The 3C Connect Project recognises the importance of respecting and celebrating the stories, traditions and connections that shape the region and its people.

The project acknowledges the Traditional Custodians of the land, the Dharawal and Yuin Nations, and recognises their enduring connection to Country, waterways and community. The pathway provides opportunities to incorporate First Nations culture through storytelling, artwork, interpretive signage and collaboration with local Aboriginal communities and Elders, helping strengthen cultural understanding and respect.

The Shoalhaven's coastal landscapes, bushland, wildlife and maritime history are central to the identity of communities such as Currarong, Callala and Culburra. The pathway aims to connect people not only physically, but socially and culturally, by creating shared spaces that encourage recreation, inclusion and community interaction while celebrating the natural environment.

The project recognises the importance of preserving and promoting local regional history, including the maritime heritage, fishing communities, tourism traditions and volunteer culture that have shaped the Shoalhaven over generations. Through educational signage, public art and community engagement initiatives, the pathway can help share the stories of the region with both residents and visitors, creating a stronger sense of place and community pride.

Importantly, the 3C Connect project seeks to ensure that cultural awareness is embedded within the planning and delivery of the pathway through genuine collaboration with community stakeholders, First Nations representatives and local organisations. By embracing diversity, inclusion and shared community values, the project aims to create a lasting legacy that reflects the unique cultural identity of the Shoalhaven while strengthening connection, belonging and respect for future generations.





Theme 6

Fauna and Flora Education

The 3C Connect Project provides a significant opportunity to educate students, cyclists, walkers and visitors about the unique Australian fauna and flora of the Shoalhaven region. Surrounded by coastal bushland, native forests, wetlands and marine ecosystems, the pathway will allow users to experience and learn about the region's biodiversity in an engaging and accessible outdoor environment. Through interpretive signage, educational installations and nature-based learning experiences, the pathway can become an important environmental education corridor that promotes awareness, appreciation and conservation of the local environment.

The Shoalhaven region is home to a diverse range of native wildlife and plant species including kangaroos, wombats, echidnas, native birdlife, eucalyptus forests, wattle, banksia and coastal vegetation communities. The pathway presents opportunities to highlight these species and ecosystems through educational content that explains their ecological importance, cultural significance and role within the natural landscape. This can help encourage environmental stewardship and strengthen community understanding of the importance of protecting native habitats and biodiversity for future generations.

The project also creates opportunities for partnerships with schools, environmental organisations and community groups to support outdoor education programs and environmental activities. Students and pathway users can engage in nature walks, biodiversity education, conservation activities and citizen science initiatives that encourage learning through direct connection with the environment. The pathway therefore becomes more than transport infrastructure, it becomes an outdoor classroom supporting environmental literacy, health and community engagement.

The National Parks and Wildlife Service will be an important stakeholder within this theme, supporting environmental protection, cultural heritage recognition and educational opportunities throughout the pathway corridor. Collaboration with National Parks will help ensure the project aligns with environmental conservation principles while promoting responsible recreation and sustainable tourism. Through these partnerships, the 3C Connect can create a stronger connection between people, nature and community while celebrating the unique environmental values of the Shoalhaven region.



Theme 7

Safety and Traffic Reduction

Improving community safety is one of the central objectives of the 3C Connect Pathway Project. The coastal villages of Currarong, Callala and Culburra experience increasing traffic pressures during holiday seasons, weekends and peak tourism periods, creating safety concerns for pedestrians, cyclists and local residents. The pathway has been designed to provide a safe alternative to vehicle-based travel by separating active transport users from busy roads and reducing conflict between cars, cyclists and pedestrians. Through the delivery of dedicated and accessible infrastructure, the project aims to significantly improve safety outcomes for residents, visitors and vulnerable road users.

The project recognises that many people are discouraged from walking or cycling due to concerns regarding traffic exposure and unsafe road conditions¹⁷. Families with children, older persons and people living with disability are particularly vulnerable when active transport infrastructure is limited or disconnected. The 3C Connect pathway will provide a continuous and protected route that encourages safe movement throughout the region while improving confidence in active transport participation. The pathway will also support safer school access, recreational travel and local commuting while reducing reliance on short vehicle trips between villages.

Safe infrastructure as essential for increasing participation in walking and cycling and active transport networks should be designed to support vulnerable users¹⁸. Key Cycling Strategies in other areas similarly identify dedicated cycling infrastructure and separated pathways as critical priorities for safer community participation in active transport. These findings reinforce the importance of investing in purpose-built infrastructure that prioritises safety and accessibility across regional communities.

By reducing vehicle dependency and encouraging more local trips to occur through walking and cycling. The pathway creates opportunities for safer community movement while helping establish a long-term culture of active and sustainable transport. Through careful planning and infrastructure design, the project aims to create a safer, healthier and more connected environment for both residents and visitors throughout the region.

17. Miller, W., & Brown, P. R. (2017). Motivators, facilitators, and barriers to physical activity in older adults: A qualitative study. *Holistic Nursing Practice*, 31(4), 216–224.

18. Kowal, J., & Fortier, M. S. (2007). Physical activity behavior change in middle-aged and older women: The role of barriers and environmental characteristics. *Journal of Behavioral Medicine*, 30(3), 233–242.



Theme 7

Safety and Traffic Reduction

ENVIRONMENT BENEFITS

Cycling is one of the most environmentally sustainable forms of transport, producing virtually no emissions and significantly reducing reliance on fossil fuels. Compared to motor vehicles, cycling generates approximately **0.3kg less carbon dioxide emissions per kilometre travelled**, while also helping reduce air pollution, water pollution and traffic noise¹⁹.

Choosing active transport options such as cycling can have a substantial positive environmental impact.

A person cycling approximately 10 kilometres to and from work each day can reduce greenhouse gas emissions by around **1,500 kilograms annually**. Increased participation in cycling and active transport also reduces dependence on private vehicles, decreasing the long-term environmental impacts associated with the manufacturing, maintenance and disposal of cars²⁰.

Investment in cycling and shared pathway infrastructure also supports more sustainable and liveable communities. Dedicated pathways require less road space than traditional vehicle infrastructure and create opportunities for increased green space, landscaping, open recreational areas and improved urban design outcomes. By encouraging active transport, communities can create healthier environments that support both people and the natural landscape.

19. European Cyclists' Federation, 2013. How much CO2 does Cycling really Save?, www.ecf.com

20. Bicycle Network, 2019. Sustainable commuting, www.bicyclenetwork.com.au



Theme 7

Safety and Traffic Reduction

ENVIRONMENT BENEFITS



0.3kg ↓

less carbon dioxide emissions



1500kg ↓

Reduction in greenhouse gas emissions



Reduction in Air and Water Pollution



Decreased Traffic Noise



Low Car Dependency

SUSTAINABLE COMMUNITIES



Green Space and Parks



Bike Paths and Trails



Improved Urban Design



Theme 8

Tourism and Economic Development

The 3C Connect Pathway Project presents a significant opportunity to strengthen tourism, economic development and destination branding across the Shoalhaven coastline. The region already attracts visitors through its beaches, bushland, coastal scenery and relaxed lifestyle, however the pathway has the potential to further enhance the visitor experience by creating a unique active transport and wellness destination. The project will encourage visitors to explore the region through walking, cycling and recreational activities while increasing visitation between Currarong, Callala and Culburra. This increased connectivity will support local businesses, hospitality venues, tourism operators and accommodation providers throughout the region²¹.

Cycle tourism and wellness tourism are rapidly growing sectors both nationally and internationally. Visitors are increasingly seeking destinations that offer outdoor recreation, scenic pathways, health-focused experiences and environmentally sustainable travel opportunities²². The 3C Connect pathway aligns strongly with these trends by providing safe and attractive infrastructure that connects coastal villages, beaches, parks and recreational spaces. The project also creates opportunities for local businesses to develop tourism experiences around cycling, wellness, eco-tourism and community events, helping diversify the regional economy and extend visitor stays.

Bike tourism is a growing niche market that encourages visitors to stay longer and explore regional areas. Cycling infrastructure supports tourism, local business activation and broader economic development opportunities¹⁷. These strategies demonstrate the growing recognition across Australia that active transport infrastructure can act as a catalyst for regional economic growth and destination development.

The 3C Connect Project will help position the Shoalhaven coastline as a leading regional active lifestyle destination that supports tourism, health and community wellbeing simultaneously. The project creates opportunities for integrated branding, visitor attraction and long-term economic activation while maintaining strong connections to the region's environmental and community values. Through the development of a world-class coastal pathway experience, the project will strengthen the region's reputation as a destination focused on healthy living, sustainability and community connection.

21. Faulks, P., Ritchie, B., & Fluker, M. (2006). *Cycle tourism in Australia: An investigation into its size and scope*.

22. Rissel C, Greaves S, Wen LM, Capon A, Crane M, Standen C. Evaluating the transport, health and economic impacts of new urban cycling infrastructure in Sydney, Australia - protocol paper. BMC Public Health. 2013 Oct 17;13:963. doi: 10.1186/1471-2458-13-963. PMID: 24131667; PMCID: PMC3854480.





Governance and Administration

Community Governance and Stewardship

A key strength of the 3C Connect project is its strong community ownership and stewardship model. The organisation will be governed by individuals who live within, work within or are directly connected to the Shoalhaven region and who share a commitment to improving health, accessibility, connectivity and community wellbeing. Community consultation and engagement will remain central to decision-making processes to ensure the pathway continues to reflect local priorities and values.

The organisation will work collaboratively with Shoalhaven City Council, State and Federal representatives, Indigenous Leaders, community associations, sporting organisations, disability advocacy groups, tourism bodies and local businesses to ensure the project remains sustainable, inclusive and responsive to future community needs.





Governance and Administration

Committee Structure and Responsible People

The Committee will consist of community leaders and individuals with expertise across:

- Governance;
- Finance and accounting;
- Law;
- Infrastructure and construction;
- Health and disability;
- Tourism and events;
- Community engagement;
- Environmental sustainability;
- Fundraising and sponsorship.

Members and Responsible People will:

- Act in the best interests of the charity;
- Comply with Directors' duties under the Corporations Act;
- Meet ACNC Governance Standard requirements;
- Meet NSW Fair Trading reporting requirements
- Ensure responsible financial stewardship;
- Support strategic fundraising initiatives;
- Promote transparency and community accountability.

All Members will provide written consent to act in accordance with Section 201D of the Corporations Act 2001 (Cth), and the organisation will maintain appropriate governance and compliance registers.



Governance and Administration

Australian Charities and Not-for-Profits Commission

Governance Alignment

3C Connect will align with the ACNC Governance Standards, including:

Governance Standard 1 — Purposes and Not-for-Profit Nature

- Operate solely for charitable and community purposes;
- Ensure all funds are reinvested into the project and organisational objectives.

Governance Standard 2 — Accountability to Members

- Maintain transparent reporting and community engagement;
- Conduct Annual General Meetings and provide member access to information.

Governance Standard 3 — Compliance with Australian Laws

- Ensure compliance with all applicable legislation and regulatory requirements.

Governance Standard 4 — Suitability of Responsible People

- Ensure Directors are suitable persons and not disqualified from managing corporations.

Governance Standard 5 — Duties of Responsible People

Responsible People will:

- Act with reasonable care and diligence;
- Act honestly and fairly;
- Avoid conflicts of interest;
- Ensure financial accountability;
- Prevent misuse of organisational resources.



Governance and Administration

Alignment with NSW Incorporated Associations Framework

The 3C Connect organisation will operate as a not-for-profit Incorporated Association in accordance with the Associations Incorporation Act 2009 (NSW) and align with the ACNC Governance Standards to ensure strong governance, transparency and accountability. The organisation will maintain a compliant Constitution outlining:

- charitable purposes;
- governance and membership structures;
- financial management obligations; and
- not-for-profit requirements.

A skills-based Board and Public Officer will oversee governance, compliance and financial stewardship while acting in the best interests of the organisation and community. The organisation will maintain:

- Annual General Meetings;
- transparent financial reporting;
- governance and risk management policies; and
- appropriate audit and compliance processes.

The organisation intends to seek ACNC charitable registration and Deductible Gift Recipient (DGR) endorsement to support tax-deductible donations and long-term fundraising opportunities. As a community-led initiative, 3C Connect will work collaboratively with local stakeholders, volunteers, businesses and government agencies to raise funds through:

- grants;
- donations;
- sponsorships;
- fundraising events; and
- in-kind community support.

This governance and funding framework ensures the project remains community-focused, financially accountable and aligned with the long-term vision of delivering social, health, environmental and economic benefits to the Shoalhaven region.



Governance and Administration

Long-Term Sustainability

The long-term sustainability of the 3C Connect organisation will be supported through:

- Diversified funding sources;
- Strong governance and financial management;
- Strategic partnerships;
- Community engagement;
- Volunteer participation;
- Tourism and event activation opportunities;
- Long-term infrastructure planning and staged delivery.

The funding and governance framework has been designed to ensure the project remains community-focused, financially responsible and strategically positioned to deliver lasting social, health, environmental and economic benefits for future generations.





Budget and Financials Structure

Funding Model

The 3C Connect Pathway Project will utilise a diversified funding model designed to ensure long-term financial sustainability while reducing reliance on any single funding source. The project acknowledges that the pathway network is a significant regional infrastructure initiative and will therefore require staged funding partnerships involving government, community and private sector support.

Key Funding Streams

Government Grants

The organisation will actively pursue:

- Federal Government infrastructure grants;
- NSW Government active transport funding;
- Tourism and regional development grants;
- Community infrastructure grants;
- Health and wellbeing funding programs;
- Accessibility and disability inclusion grants;
- Environmental and sustainability funding opportunities.

Donations and Philanthropy

The organisation will seek:

- Tax-deductible public donations through DGR endorsement;
- Philanthropic foundation support;
- Community giving campaigns;
- Corporate donations and sponsorships;
- Legacy and bequest programs.



Budget and Financials Structure

Community Fundraising

Community-driven fundraising initiatives may include:

- Charity fun runs and cycling events;
- Sponsorship drives;
- Crowdfunding campaigns;
- Local business partnerships;
- Sporting and tourism activation events.

In-Kind Support

The project will encourage:

- Volunteer labour and expertise;
- Professional pro-bono services;
- Equipment and material donations;
- Community group participation;
- Partner organisation support.

Corporate Sponsorship and Partnerships

Strategic partnerships may include:

- Regional tourism operators;
- Health and wellness organisations;
- Local businesses;
- Construction and infrastructure partners;
- Sporting organisations;
- Environmental and conservation groups.

