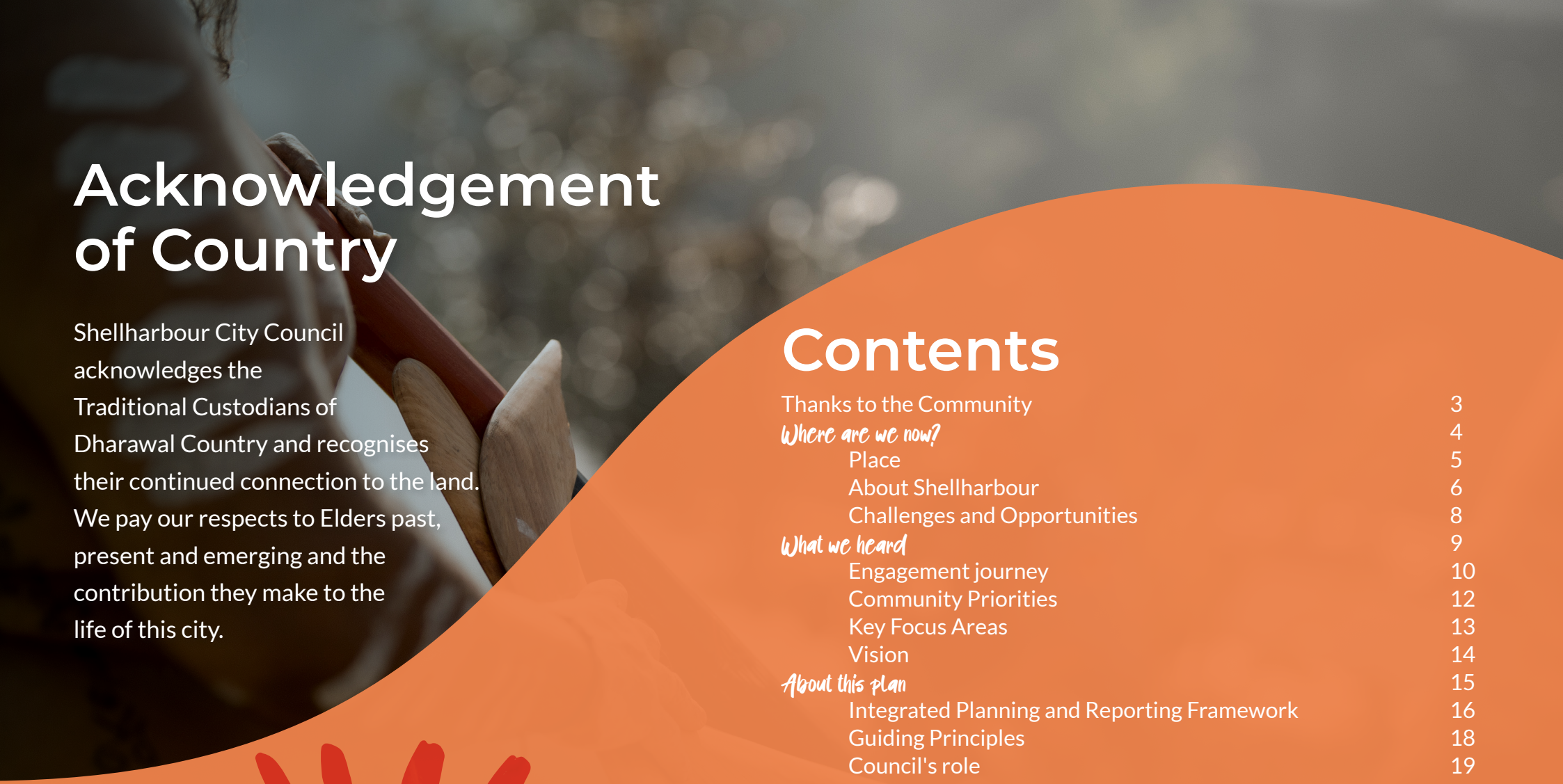
Shellharbour CITY COUNCIL

Shellharbour 2035



Draft Community Strategic Plan 2025 - 2035



Acknowledgement of Country

Shellharbour City Council acknowledges the Traditional Custodians of Dharawal Country and recognises their continued connection to the land. We pay our respects to Elders past, present and emerging and the contribution they make to the life of this city.

Contents

Thanks to the Community 3

Where are we now? 4

- Place 5
- About Shellharbour 6
- Challenges and Opportunities 8

What we heard 9

- Engagement journey 10
- Community Priorities 12
- Key Focus Areas 13
- Vision 14

About this plan 15

- Integrated Planning and Reporting Framework 16
- Guiding Principles 18
- Council's role 19

Where do we want to be? 20

- Plan on a page 21
- How to read this plan 23
- Community 24
- Environment 27
- Economy 30
- Leadership 33
- Place 36
- Measuring success 39
- State and Regional priorities 40

Thanks to the Community

Council extends its gratitude to everyone who provided feedback, attended workshops, and participated in engagement activities. We have had the privilege of meeting and listening to a diverse and inspirational array of people in our community. Your trust, positive energy, and honest, constructive feedback have been invaluable in shaping this plan. Your input has enabled us to understand the community's priorities and aspirations, directly informing the development of this strategic plan.

You told us that you want opportunities to connect through engaging events and cultural activities that celebrate our diversity and history. You want us to leverage our stunning landscapes and thriving businesses to attract new visitors to Shellharbour, making it a preferred destination on the South Coast. You also want well-planned and affordable housing that meets the needs of different people and family types.

You desire integrated and accessible transport options, requiring our roads and active transport networks to be well-planned, built, and maintained. You want to work close to home, and you look to us to enable a robust economy that facilitates business opportunities, jobs, and growth.

You emphasised the need to protect and preserve our beautiful natural environments, managing them sustainably for future generations to enjoy.

You want us to lead by working closely with partners in government, industry, and the community to advocate for and deliver on the priorities that matter most to Shellharbour.

This plan translates your ideas into actionable strategies that Council can implement and report back on. We will collaborate with our partners and key stakeholders to advocate for, influence, or deliver the services you need to bring your vision to life.

Together, through responsible leadership, collaboration, and creativity, we will strive to realise your vision - 'Growing together to create a connected and sustainable City'.



Where are we now?

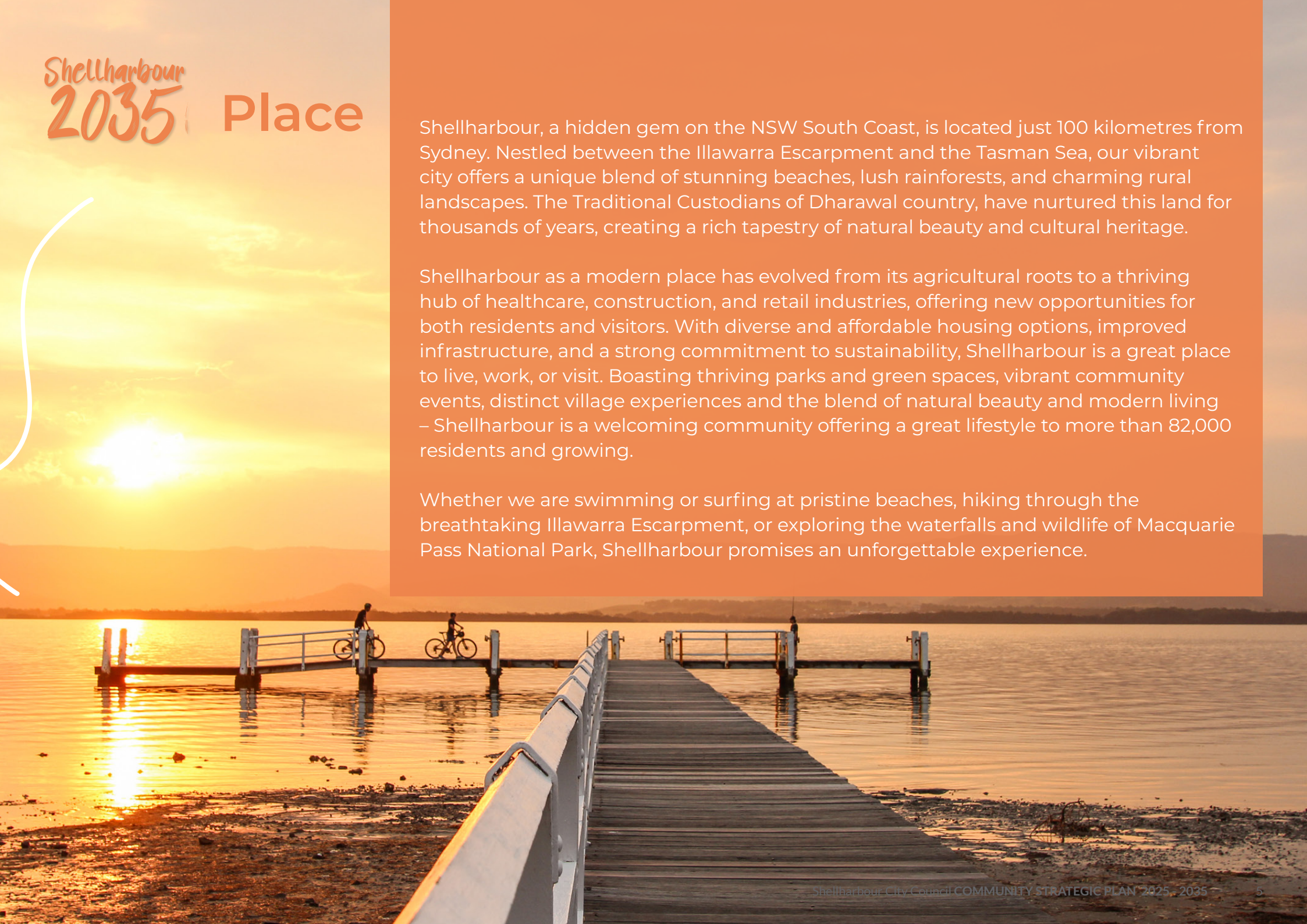


Shellharbour 2035 Place

Shellharbour, a hidden gem on the NSW South Coast, is located just 100 kilometres from Sydney. Nestled between the Illawarra Escarpment and the Tasman Sea, our vibrant city offers a unique blend of stunning beaches, lush rainforests, and charming rural landscapes. The Traditional Custodians of Dharawal country, have nurtured this land for thousands of years, creating a rich tapestry of natural beauty and cultural heritage.

Shellharbour as a modern place has evolved from its agricultural roots to a thriving hub of healthcare, construction, and retail industries, offering new opportunities for both residents and visitors. With diverse and affordable housing options, improved infrastructure, and a strong commitment to sustainability, Shellharbour is a great place to live, work, or visit. Boasting thriving parks and green spaces, vibrant community events, distinct village experiences and the blend of natural beauty and modern living – Shellharbour is a welcoming community offering a great lifestyle to more than 82,000 residents and growing.

Whether we are swimming or surfing at pristine beaches, hiking through the breathtaking Illawarra Escarpment, or exploring the waterfalls and wildlife of Macquarie Pass National Park, Shellharbour promises an unforgettable experience.



About Shellharbour



People Shellharbour 2035



Population Estimate 2024

82,302

16.1% born overseas
7.1% need disability assistance
5% are Indigenous Australians
9.8% use a language other than English at home



Median Age

39
years



Dwellings

32,334
dwellings



Education

38.9% completed Year 12
28.3% have vocational qualification
13.6% have University degree



Households

32.2% couples with children
26.8% couples without children
13.7% one parent families
20.8% lone person household



Economy

$4.296B gross regional product
$473M Tourism income generated (23/24)
609 Development Applications approved
$385M value of approved development



Employment

36.5% live and work in Shellharbour
52.1% full time employment
31.7% part time employment
9.7% volunteer



Industries

17.4% Health Care and Social Assistance
11.9% Construction
10.6% Retail Trade
8.2% Education and Training
7.1% Public Administration and Safety

Leadership

$71,906
value of Council donations and sponsorship (23/24)

23
Cadets, Apprentices and Trainees employed by Council



Forecast

Population estimate 2035
96,434

Dwellings estimate 2035
37,090

2021 ABS Census Data

Challenges and Opportunities

The challenges and opportunities facing our community have been grouped into themes, our plan outlines strategies and actions to address these challenges and leverage opportunities.



Housing and Population Growth

Shellharbour, currently home to 82,302 people, is expected to grow by 14.4% to around 97,000. This growth, driven by its proximity to Sydney and affordable housing, necessitates diverse housing options. The NSW Government's target of 3,800 new homes by 2029 poses a challenge for development and change. Balancing growth with affordability is crucial. As the community expands, planning for integrated and sustainable infrastructure becomes essential. Increasing service demands offer Council opportunities to enhance community wellbeing through cultural, sporting, and recreational facilities and events.



Environmental Stewardship

Shellharbour boasts diverse environments, from rural lands and lakes to coastal areas and town centres. Our cherished beaches and coastlines must be kept free from pollution and litter to remain attractive and protect the natural environment. Balancing environmental protection with land development is crucial. Natural hazards like floods, fires, and coastal erosion, along with climate change, inform our planning and infrastructure to improve resilience for residents now and in the future.



Economic Development and Employment

As Shellharbour grows, Council policy, infrastructure, services and activities must support local employment and business growth. Pressure to provide infrastructure and spaces that balance the evolving needs of our economy with protection of our natural environment remains a challenge. Strategically planning for employment lands to create local job opportunities for residents and leveraging opportunities to support emerging industries remain a focus.



Unique Offerings

Shellharbour has developed unique offerings through significant infrastructure investment. With Shellharbour Airport and Shellharbour Marina, key transport links with major cities have been established, and a link in the blue mile along the NSW coast has been completed. These efforts drive tourism and promote Shellharbour as a top destination. Highlighting attractions like The Links golf course, Lake Illawarra, and Bass Point Reserve helps attract new visitors. The main challenge is expanding accommodation options, bridging the gap between the Crowne Plaza hotel at Shell Cove and Shellharbour Beachside Holiday Park.



Leadership

Shellharbour strives to better meet the needs of residents, customers and the broader community while considering the principles of the Long Term Financial Plan in financial decision-making. Continuous improvement in processes, practices, skills, and capabilities is a focus, alongside implementing new systems and frameworks to enhance the customer experience. Council plays a critical role in advocating for its share of State and Federal funding for both Council projects and not-for-profit endeavours. Growing our leadership capacity and capability, fostering a strong culture led by our core values, and organisational vision, and ensuring the wellbeing of current and future staff are priorities remain Council's priority.

What we heard

Engagement journey

From May 2024, Council reached out to the community to gather feedback, suggestions, and big ideas on your priorities for Shellharbour over the next 10 years. Our goal was to connect with as many people as possible through various methods. The community's enthusiastic participation and their willingness to share their thoughts, ideas, wants, and needs has been crucial to the development of the plan.

We hosted a community workshop attended by more than 60 people; hosted 4 drop-in sessions attended by 80 people across the city; posted on social media 12 times and received 44,683 views; had 1783 online views to the Imagine Shellharbour Let's chat page with 33 survey submissions; 40 high school students joined us for Youth Summit to participate in creating big ideas for the future of the city; spoke with 25 industry experts at the Illawarra Shoalhaven Joint Organisation industry workshop; popped up at the Healthy Cities Illawarra 'Park and Play' and spoke with 12 families. The development of the plan is also, importantly, influenced by the knowledge of the community representatives, the Mayor and councillors who are constantly listening to the community.

Through all of these actions we received over 845 pieces of feedback from the community informing the community vision, priorities and themes for the development of this plan. To follow our journey and see what the community said, check out the Imagine Shellharbour page on Council's Lets Chat website.

2024 **2025**



Community Satisfaction Survey	Imagine Shellharbour - Social Media Campaign	Imagine Shellharbour - Let's Chat Survey	Community Workshop	Industry Workshop	Park'n'Play Drop-in Session	Drop-in Sessions across the City	Youth Summit	Public Exhibition
MAY 2024	SEPT 2024	SEPT 2024	SEPT 2024	OCT 2024	OCT 2024	OCT 2024	OCT 2024	APRIL 2025

Expand active transport options, such as safe, accessible bike lanes, pedestrian-friendly walkways, and convenient public transit

Maintain our footpaths and natural areas

Prioritise the environmental health of the area

Invest in roads and infrastructure to keep up with our rapidly growing population

Free, affordable and accessible community events and programs suited to the diversity of people living in the area

Balance of nature and facilities



Most common words for the Community Vision were...

SAFE
VIBRANT
ARTS & CULTURE
COMMUNITY
INCLUSIVE
GROWTH
SUSTAINABLE

Community Priorities



Community Connection

Opportunities to connect and improve wellbeing through facilities, places, programs and education



Economy

Support jobs growth and business advocacy, building our tourism economy



Recreation

Friendly and welcoming places for recreation, like dog parks, playgrounds and aquatic facilities



Sustainability

Protect and invest in our green spaces, looking to achieve net zero carbon emissions



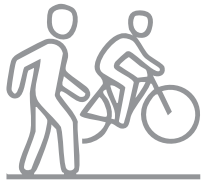
Arts & Culture

Encourage and support our creative community through events and creative spaces



Transport

Integrate transport infrastructure to bring together our roads and public transport



Active Transport

Increase our active transport network to improve cycling and pedestrian facilities



Housing

Initiatives to increase affordable housing and reduce homelessness and the cost of living



Place making

Create vibrant town centres through strategic planning, increasing the attractiveness and appeal of our towns



Leadership

Provide opportunities for participation and are transparent in our decision-making to build trust

Key Focus Areas



City Presentation

Cleanliness and Maintenance: Regular street cleaning, graffiti removal, and maintenance of public spaces.

Beautification Projects: Planting trees, maintaining gardens, and installing public art.

Infrastructure Upkeep: Maintain roads, footpaths, and public facilities in good condition.



Recreation

Parks and Green Spaces: Maintaining and improving parks, playgrounds, and sportsfields to support growth.

Aquatics: Regular cleaning, maintenance, and safety measures for both pools and beaches, including lifeguard services, water quality monitoring, and facilities.



Arts & Culture

Community Events: Organising festivals and cultural events to bring the community together.

Support for Local Events: Providing resources and support for events organised by community groups.



Sustainability

Waste management: Providing efficient waste, recycling and green waste collections.

Environmental Programs: Initiatives for recycling, waste reduction, and energy conservation.



Community Engagement

Public Consultations: Regularly seeking input from residents on community priorities, projects and Council decision-making.

Communication: Keeping the community informed through a variety of communication channels such as social media and public meetings.

Shellharbour 2035 Vision

‘Growing together to create a connected and sustainable City’

Growing

As our population grows, we are committed to responsible planning. We will develop infrastructure, housing, and services to meet the needs of our evolving community. Our goal is to deliver high-quality living spaces and maintain them responsibly for the future.

Together

We actively engage with our community to understand their priorities. By collaborating with partners and stakeholders, we deliver on our promises. Recognising that we can't achieve everything alone, we advocate for the community at all levels of government and industry to secure the best outcomes for Shellharbour.

Create

Council strategies, policies, decisions and services support the prosperity of the City. We are dedicated to building high-quality facilities and infrastructure. Through inspiring events and activities, we foster a sense of community and help our people excel.

Connected

As Shellharbour grows, we will seek to strengthen connections through integrated transport options that link our unique villages and towns. Our events and activities will bring us together to celebrate, create, and nurture each other and our environment.

Sustainable

Sustainability will be a key focus in Shellharbour. We will prioritise enabling energy-efficient homes powered by renewable energy to reduce our carbon footprint. By improving infrastructure and supporting initiatives like expanded walking and cycling paths, advocating for smarter transport options, and promoting electric vehicles, we will make getting around easier and safer. Our parks and green spaces will thrive, providing places to relax, exercise, and connect with nature, supporting a healthy and active lifestyle for all.

City

Shellharbour is evolving from a regional town to a vibrant regional city. As we grow, we support opportunities through industry, economy, and social initiatives for our residents and visitors.

About this Plan

Integrated Planning & Reporting Framework

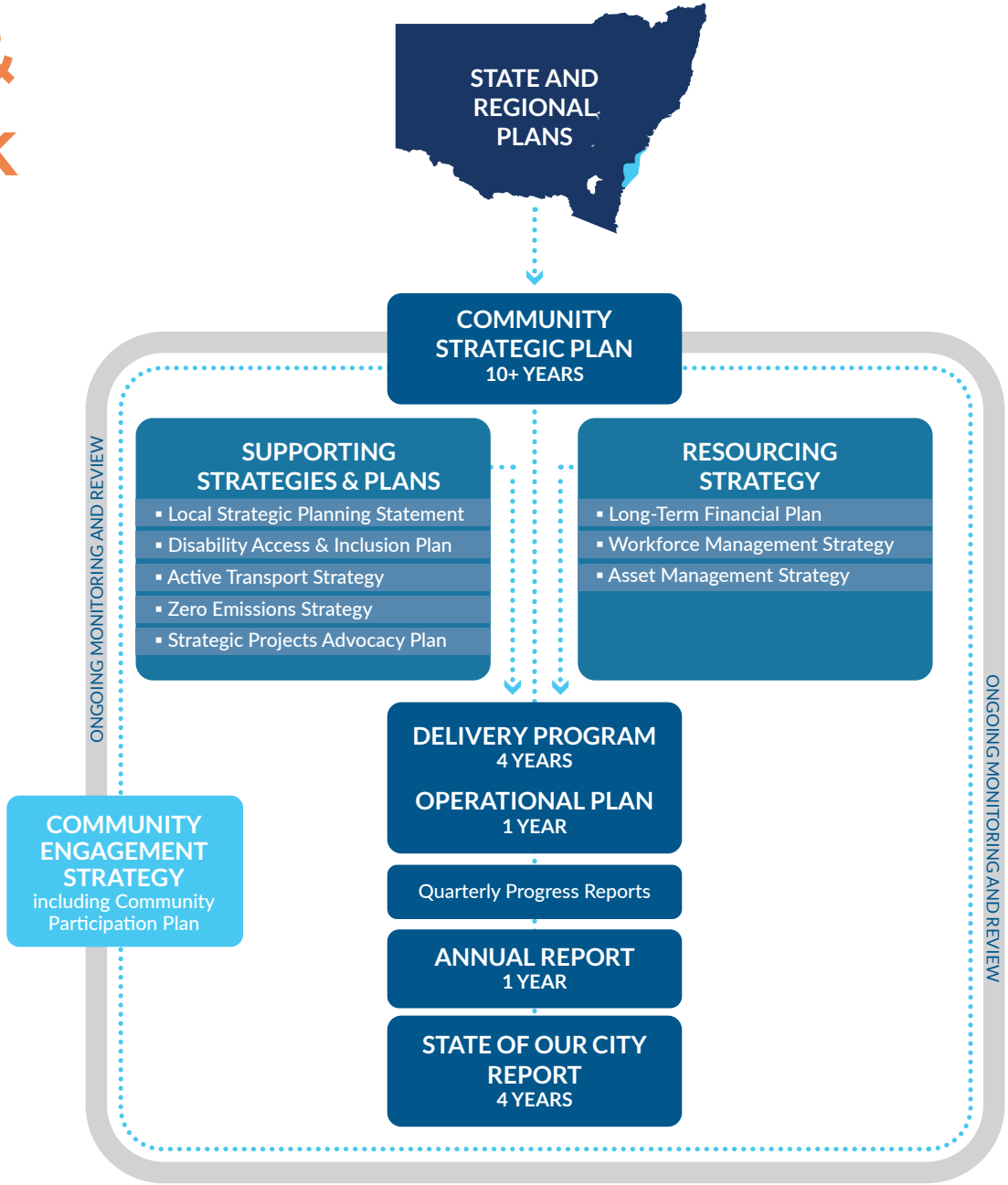
The Integrated Planning and Reporting (IP&R) framework acknowledges that most communities share similar aspirations: a safe, healthy and vibrant place to live, a sustainable environment, a caring and engaged community, opportunities for employment, reliable infrastructure. The difference lies in how each community responds to these needs.

The IP&R framework also recognises that council plans and policies should not exist in isolation and are interrelated, allowing NSW councils to draw their various plans together, understand how they interact and inform each another, and to get the maximum benefit from their efforts by planning holistically and sustainably for the future.

Through the IP&R framework both Council and the community understand where we are now, where we want to be, how we are getting there and how we will know we have arrived.

Using the IP&R framework benefits the community by prioritising local needs, setting clear strategies, and making informed decisions through meaningful engagement. It encourages best practices, supports capacity building and partnerships, enhances accountability and increases Council's agility to manage risks and changing priorities.

Our strategic direction and day to day operations are guided by the IP&R framework, with its elements reviewed and adopted by the elected Council and then actioned by Council staff.



YOU ARE HERE



COMMUNITY STRATEGIC PLAN (10 YEARS)
What you want

Reflects the community's vision for the City and outlines the key long-term Objectives which sets the direction for the future. It is developed and delivered as a partnership between Council and the community.



DELIVERY PROGRAM (4 YEARS) & OPERATIONAL PLAN (1 YEAR)
What we will do

Details Strategies and individual Actions across the full range of Council operations, that Council will undertake to achieve the community Objectives.



RESOURCING STRATEGY (10 YEARS)
How we will deliver what you want

Contains information on the time, money, assets and people required by Council to progress the Strategies within the Delivery Program and move towards achieving our community Objectives. It is made up of the following three key components:

- Long Term Financial Plan;
- Asset Management Strategy; and
- Workforce Management Strategy.

Guiding Principles

Our Community Strategic Plan, Shellharbour 2035 is guided by social justice principles and the Quadruple Bottom Line (QBL), which addresses social, environmental, economic, and leadership considerations. These principles ensure a thoughtful, comprehensive, and balanced approach in preparing all aspects of this plan.



Equity

Ensuring fairness in decision-making and equitable access to resources and opportunities that meet people's needs.



Access

Providing equitable access to services, resources, and opportunities for everyone.



Participation

Offering meaningful opportunities for everyone to engage in decisions that impact their lives.



Human Rights

Recognising the inherent worth of every individual, based on dignity, equality, and mutual respect.



Social Sustainability

Foster cohesive, inclusive and diverse communities' by delivering services and programs that enhance health and wellbeing, safety and connectivity now and into the future.



Environmental Sustainability

Protect our natural areas, use resources sustainably and consider the environment through our decision making.



Economic Sustainability

Build prosperity by encouraging economic growth, leveraging unique commercial offerings, and delivering services and infrastructure that are financially sustainable.



Civic Leadership

Govern with transparency and accountability, advocate for our community, partner with stakeholders, and foster meaningful engagement.

Council's role

While Council provides facilities, programs and services that support the Community Strategic Plan, we also play an important role in advocating and partnering with local businesses, government, civil society and community organisations to achieve these outcomes.

Council has three main roles in delivering the Community Strategic Plan:

Deliver



What it means

Our actions have a direct influence on the outcomes we achieve. We deliver infrastructure, facilities, programs, and services to enhance the City and support the community.

Examples

- Build and maintain local roads, parks and cycleways.
- Provide swim school and beach lifeguards.
- Run community programs and events.
- Provide financial assistance and sponsorship to community organisations.

Partner



What it means

The outcome may not be within direct control, but it can be influenced through manageable factors.

Formal partnerships, sponsorships, and agreements can be established, along with informal collaborations and arrangements.

Key stakeholders—including governments, businesses, community organisations, and universities—are brought together to drive the city's success and deliver meaningful outcomes for the community.

Examples

- Work with emergency management partners to prepare emergency management plans for the City.
- Work with our partners to deliver the Shell Cove Project.
- Collaborate with neighbouring councils to guide regional priorities.

Advocate



What it means

The outcome may not be within direct control, but consideration can be given to the necessary changes, along with efforts to influence those who hold decision-making power.

Advocacy ensures that community needs and aspirations are represented. Other levels of government and local businesses are urged to pursue policy and regulatory reforms, as well as improvements to service provision, to benefit the City and its people.

Examples

- Advocate for better public transport services in the City with Transport for NSW.
- Advocate for policies and funding to increase the availability of affordable housing in the City with State and Federal governments.

Where we want to be



Plan on a page

THEME	Community	Environment	Economy	Leadership	Place
OBJECTIVE	**We have connected, creative communitites embracing our rich cultural history**	**We are sustainable and resilient**	**We support an innovative and strong local economy**	**We deliver our future together**	**We are a vibrant and connected City**
STRATEGIES	Activate spaces and places to encourage creativity and events that bring people together	Apply the principles of a circular economy to reduce the environmental impact of our City's waste	Our unique commercial offerings deliver valued social, community and/or financial returns on investment	Undertake strategic planning that reflects community needs and aspirations, ensuring active and meaningful engagement in shaping our City's future	Our planning reflects the unique character of our City and natural environment and is responsive to the evolving needs of our community
	Plan and investigate opportunities that benefit and respond to our communities needs	Address, adapt and build resilience to climate change	Support our City's economic growth and prosperity delivering initiatives that enhance its innovation and performance	Council builds and maintains strong partnerships and advocates effectively on behalf of the community	Provide and promote a sustainable and integrated transport network
	Work within our communities to connect people, build resilience and opportunities to participate in community life			Build an organisation that places customers and the community at the heart of service delivery	Facilitate affordable and well-designed housing to meet the needs of our community
					Our town centres are vibrant, liveable and welcoming
OBJECTIVE	**We are a liveable community**	**We protect and enhance natural areas**	**We welcome, attract and engage visitors**	**We are responsible leaders**	**We have infrastructure and public spaces that meet community needs**
STRATEGIES	Inclusive, accessible and safe spaces for our entire community	Our natural areas, coasts and waterways are protected and enhanced to ensure sustainable use for present and future generations	Market Shellharbour as a tourism destination and deliver information and services to visitors	Council is transparent and trusted to make decisions that reflect the values of the community collectively	Provide new and renewed infrastructure that meet current and future community needs
	Promote healthy living and quality public spaces			Council lives responsibly within its means and strengthens its financial sustainability	Maintain infrastructure and public spaces that meet community needs
				The workforce is capable, adaptable and diverse	



How to read this plan

Shellharbour 2035 embodies the aspirations and goals of the Shellharbour community, both now and for the future. This strategic document outlines the objectives and strategies across five themes essential for achieving the community's vision and informs all subsequent policies, decision-making processes, and Council activities.

Central to this plan is the Community Vision, which envisions Shellharbour as a place where 'Growing together to create a connected and sustainable City' is a way of life by 2035.

Through our extensive community engagement, **five themes** have emerged, represented by the five themes of the plan: **Community, Environment, Economy, Leadership,** and **Place**. These themes highlight the key areas that Council and its partners need to prioritise.

Each theme details:

1. **Community outcome:** Each theme includes a statement outlining what Shellharbour will look like upon achieving the community goals. This outcome provides context for the community about what each theme includes and focuses on the anticipated results when measuring success.

2. **Where do we want to be?** The objectives Council will prioritise in collaboration with our partners to achieve the goals and address the community's ideas and values.

3. **How will we get there?** The strategies Council will use, in collaboration with our partners, to achieve outcomes for each objective. These strategies may be specific or broad, and this plan outlines Council's role in their implementation.

4. **What strategies will support our efforts?** Council's strategies and actions at the local level support a wide range of plans and strategies at other levels of government. This section highlights some of the key state and regional priorities our actions contribute towards.

5. **How you can help:** The best community outcomes are realised through the partnership of the community. By being involved and working together, we have a greater chance of success and long-term benefits. This section outlines some of the ways you can contribute.

6. **How will we know we have arrived?:** The tools we will use to measure our success in implementing the plan. These measures include a mix of key performance indicators, statistics, outputs, and trends from both internal and external sources, providing a holistic picture of our progress.

7. **Sustainable Development Goals:** Council contributes to the UN Sustainable Development Goals by implementing policies and programs that promote economic growth, social inclusion, and environmental sustainability at the community level. This section highlights some of the sustainable development goals supported by the objectives and strategies of this plan.

Community



We are dedicated to enhancing our vibrant community by creating opportunities for connection, creativity and inclusion. We will build our community identity and cohesion through our community, cultural and sporting initiatives. Together we will work towards solving social issues, supporting those in need and making Shellharbour a safe place for all. The Traditional Custodians of Dharawal country have nurtured this land for thousands of years, creating a rich tapestry of natural beauty and cultural heritage.

Where do we want to be?

1.1 We have connected, creative communitites embracing our rich cultural history

How will we get there?

1.1.1	Activate spaces and places to encourage creativity and events that bring people together
1.1.2	Plan and investigate opportunities that benefit and respond to our communities needs
1.1.3	Work within our communities to connect people, build resilience and opportunities to participate in community life

How you can help

- Attend a community event
- Participate in a community or library program
- Hire one of Council's venues for your event
- Visit the Shellharbour City Museum

How will we know we have arrived?

- An increase in community members satisfied and participating in community, arts, cultural and civic events, initiatives and programs
- Increased activation and satisfaction with community facilities, spaces and opportunities for all
- An increase in Shellharbour residents who feel and are connected to their community
- Maintain financial assistance and support for local organisations, community groups and individuals

What strategies will support our efforts?

- Create NSW: NSW Arts, Culture and Creative Industries Policy 2024-2033
- NSW Regional Health Strategic Plan 2022-2032
- Staying Ahead: State Infrastructure Strategy 2022-2042

Sustainable Development Goals



Where do we want to be?

1.2 We are a liveable community

How will we get there?

1.2.1 Inclusive, accessible and safe spaces for our entire community

1.2.2 Promote healthy living and quality public spaces

How you can help

- Enjoy a swim at one of our local pools or patrolled beaches
- Join a local community group or club
- Register your cat or dog

How will we know we have arrived?

- An improvement in the proportion of people who feel and are safe within Shellharbour
- An improvement in the proportion of residents satisfied with the recreation and social opportunities for all community members
- An improvement in the proportion of people who feel and are healthy
- An improvement in community use of open spaces and recreation facilities
- Increased satisfaction with the appearance of the Shellharbour area

What strategies will support our efforts?

- Staying Ahead: State Infrastructure Strategy 2022-2042
- NSW Regional Health Strategic Plan 2022-2032
- NSW Smart Places Strategy
- NSW Disability Inclusion Action Plan
- Housing 2041

Sustainable Development Goals





Environment

To achieve sustainability and resilience in Shellharbour City, we will focus on building community capacity to deliver and promote sustainable practices. By protecting and enhancing our natural areas, coasts, and waterways, we ensure their sustainable use for present and future generations. We will apply the principles of a circular economy to reduce environmental impact and address, adapt, and build resilience to climate change.

Where do we want to be?

2.1 We are sustainable and resilient

How will we get there?

2.1.1 Apply the principles of a circular economy to reduce the environmental impact of our City's waste

2.1.2 Address, adapt and build resilience to climate change

How you can help

- Use your FOGO bin for your food waste
- Reuse or repurpose your unwanted goods or donate to someone who can
- Participate in education programs and environmental initiatives
- Use renewable energy where possible
- Subscribe to the Sustainable Shellharbour newsletter

How will we know we have arrived?

- A reduction of waste to landfill and emissions from waste
- Increased satisfaction with kerbside collection services
- Improvement in emission reduction and progress towards Net Zero
- Increased resilience to climate-related disasters
- Increased engagement in environmental education initiatives

What strategies will support our efforts?

- Illawarra Shoalhaven Regional Plan 2041
- Staying Ahead: State Infrastructure Strategy 2022-2042
- Future Transport Strategy 2056
- Net Zero Plan Stage 1: 2020-2030
- Strategic Plan 2023-26: Science and Insights Division
- NSW Smart Places Strategy
- Illawarra Shoalhaven Regional Waste and Sustainable Materials Strategy 2022-2027

Sustainable Development Goals



Where do we want to be?

2.2 We protect and enhance natural areas

How will we get there?

2.2.1 Our natural areas, coasts and waterways are protected and enhanced to ensure sustainable use for present and future generations

How you can help

- Visit our natural areas, coasts and waterways
- Participate in a bush regeneration group
- Protect our natural areas, coasts and waterways

How will we know we have arrived?

- Improved standards of water quality for our creeks, waterways and oceans
- Increased participation and satisfaction with bush regeneration activities
- Increased satisfaction with management of stormwater and flooding
- No net loss of urban canopy cover across the City

What strategies will support our efforts?

- Illawarra Shoalhaven Regional Plan 2041
- Staying Ahead: State Infrastructure Strategy 2022-2042
- Future Transport Strategy 2056
- Net Zero Plan Stage 1: 2020-2030
- Strategic Plan 2023-26: Science and Insights Division
- NSW Smart Places Strategy
- Illawarra Shoalhaven Regional Waste and Sustainable Materials Strategy 2022-2027

Sustainable Development Goals





Economy

To support an innovative and strong local economy in Shellharbour City, we will focus on leveraging our unique commercial offerings to deliver valued social, community, and financial returns on investment. By marketing Shellharbour as a premier tourism destination and providing comprehensive information and services to visitors, we aim to attract and engage more tourists. We will support the city's economic growth and prosperity by creating new assets and implementing initiatives that enhance economic innovation and performance.

Where do we want to be?

3.1 We support an innovative and strong local economy

How will we get there?

3.1.1 Our unique commercial offerings deliver valued social, community and/or financial returns on investment

3.1.2 Support our City's economic growth and prosperity delivering initiatives that enhance its innovation and performance

How you can help

- Play a round of golf at The Links Shell Cove
- Save time and fly out of Shellharbour Airport
- Support local businesses for your goods and services where you can

How will we know we have arrived?

- An increase in Shellharbour's gross regional product
- An increase in value-added to Shellharbour's economy
- Increased revenue and utilisation of Council's commercial offerings
- Increased importance of encouraging business opportunities in the area
- An increase in the number of local businesses and jobs
- Increased importance of support for local businesses and local employment opportunities

What strategies will support our efforts?

- Staying Ahead: State Infrastructure Strategy 2022-2042
- NSW 2040 Economic Blueprint
- NSW Smart Places Strategy
- Housing 2041

Sustainable Development Goals



Where do we want to be?

3.2 We welcome, attract and engage visitors

How will we get there?

3.2.1 Market Shellharbour as a tourism destination and deliver information and services to visitors

How you can help

- Spread the word about all the great things to see and do in Shellharbour
- Utilise and enjoy all Shellharbour has to offer
- Encourage friends and family to visit and stay in Shellharbour

How will we know we have arrived?

- An increase in visitors to the City and tourism output
- Increased importance and satisfaction of promoting and developing the area as a tourist destination

What strategies will support our efforts?

- Staying Ahead: State Infrastructure Strategy 2022-2042
- NSW 2040 Economic Blueprint
- NSW Disability Inclusion Action Plan

Sustainable Development Goals





Leadership

To shape Shellharbour City's future together, we will actively engage the community and demonstrate transparent, trusted decision-making. Our Council will build strong partnerships, advocate effectively for our community, and responsibly manage our finances. By prioritising a positive customer experience, building an adaptable and diverse workforce, and implementing visionary long-term planning, we will be able to deliver on the community's needs and aspirations.

Where do we want to be?

4.1 We deliver our future together

How will we get there?

4.1.1	Undertake strategic planning that reflects community needs and aspirations, ensuring active and meaningful engagement in shaping our City's future
4.1.2	Council builds and maintains strong partnerships and advocates effectively on behalf of the community
4.1.3	Build an organisation that places customers and the community at the heart of service delivery

How you can help

- Subscribe to our Shellharbour Snapshot newsletter
- Provide feedback on upcoming projects and initiatives, strategies and plans through Let's Chat
- Let us know if you have an issue - log a request online, call or come and visit us
- Participate in community engagement - we want to hear your ideas
- Advocate for local priorities

How will we know we have arrived?

- Increased satisfaction and level of community participation in public forums and community engagement opportunities
- Increased satisfaction in Council's effort to understand community needs and expectations
- Increased overall satisfaction with Shellharbour City Council
- Response to community and customer enquiries meets or exceeds our Charter.
- Council meets their target of committed internal audits
- Council meets their target of committed service reviews
- Service review recommendations implemented on time

What strategies will support our efforts?

- Future Transport Strategy 2056
- Illawarra Shoalhaven Regional Plan 2041
- NSW Smart Places Strategy
- Illawarra Shoalhaven Regional Waste and Sustainable Materials Strategy 2022-2027

Sustainable Development Goals



Where do we want to be?

4.2 We are responsible leaders

How will we get there?

4.2.1	Council is transparent and trusted to make decisions that reflect the values of the community collectively
4.2.2	Council lives responsibly within its means and strengthens its financial sustainability
4.2.3	The workforce is capable, adaptable and diverse

How you can help

- Get to know your Councillors
- Read our quarterly progress reports on how Council is tracking in implementing our Operational Plan commitments
- Apply for a role with us

How will we know we have arrived?

- Council maintains a healthy, sustainable financial position
- Improved perception of value for money
- Increased employee retention
- Increased diversity in Council's workforce

What strategies will support our efforts?

- Illawarra Shoalhaven Regional Plan 2041
- NSW 2040 Economic Blueprint
- NSW Disability Inclusion Action Plan

Sustainable Development Goals





Place

We envision a future where vibrant town centres and public spaces foster a strong sense of community and belonging. By integrating sustainable development and innovative infrastructure, we aim to create a connected and resilient city that meets the evolving needs of our residents. Our commitment to preserving the unique character and natural beauty of our towns promotes a welcoming and liveable environment for all.

Where do we want to be?

5.1 We are a vibrant and connected City

How will we get there?

5.1.1	Our planning reflects the unique character of our City and natural environment and is responsive to the evolving needs of our community
5.1.2	Provide and promote a sustainable and integrated transport network
5.1.3	Facilitate affordable and well-designed housing to meet the needs of our community
5.1.4	Our town centres are vibrant, liveable and welcoming

How you can help

- Experience our city on foot or bike along our cycleways and shared paths
- Provide feedback on development applications happening in your area
- Support diverse housing in your area

How will we know we have arrived?

- Increased importance of physical planning for Shellharbour City now and for the future
- Increased proportion of people using active transport and satisfied with associated infrastructure
- Increased proficiency and satisfaction with processing of development and building applications
- Decreased proportion of households in housing stress and households in need of affordable housing
- Increase in affordability to buy and rent in Shellharbour
- Increased importance of enhancing the appearance of urban areas

What strategies will support our efforts?

- Illawarra Shoalhaven Regional Plan 2041
- Staying Ahead: State Infrastructure Strategy 2022-2042
- Future Transport Strategy 2056
- NSW Regional Health Strategic Plan 2022-2032
- NSW Disability Inclusion Action Plan
- Housing 2041

Sustainable Development Goals



Where do we want to be?

5.2 We have infrastructure and public spaces that meet community needs

How will we get there?

5.2.1 Provide new and renewed infrastructure that meet current and future community needs

5.2.2 Maintain infrastructure and public spaces that meet community needs

How you can help

- Visit your local playgrounds and open spaces
- Let us know what facilities in your area could use a refresh
- Keep up to date on the progress of our major infrastructure project through Let's Chat and Council's website
- Help keep our City's town centres clean and tidy

How will we know we have arrived?

- Achieve infrastructure renewal ratio
- Capital Works Program expenditure on track
- Increased importance of resources to improve the condition of Council's assets
- Increase in quality and satisfaction of maintenance to Council parks, open spaces, sportsfields and recreational facilities
- Increased importance and satisfaction with appearance of public spaces and infrastructure

What strategies will support our efforts?

- Staying Ahead: State Infrastructure Strategy 2022-2042
- Future Transport Strategy 2056
- NSW Regional Health Strategic Plan 2022-2032
- NSW Smart Places Strategy
- NSW Disability Inclusion Action Plan
- Housing 2041

Sustainable Development Goals

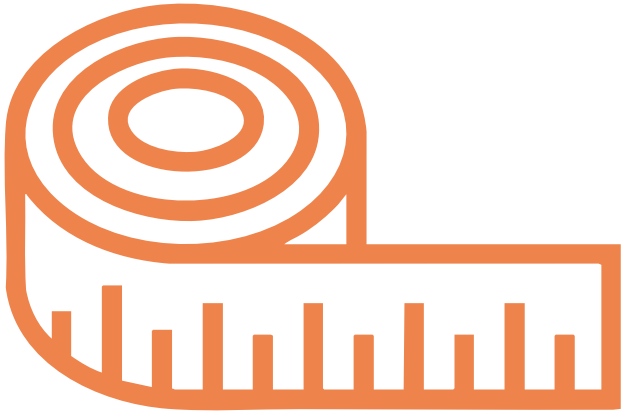


Measuring success

We will use robust measures to evaluate the performance of our plan and determine how effectively we have reached the community goals. We will create a community indicator framework that balances corporate indicators with community indicators. Together these will enable us to form a holistic picture of the effectiveness of our efforts to implement the plan.

We will remain accountable and transparent by regularly informing the community on the progress of the plan through our reports:

Document	Purpose
State of our City Report	At the end of the Council term, we will evaluate the success of delivering Shellharbour 2035 and use this information to review the plan. We will track our progress over time using existing benchmarks and engage with the community to assess the appropriateness of the goals. Together, we will review the plan for the new Council to implement.
Progress Reports	Quarterly and Annual, reports demonstrating accountability to the community on Council's progress implementing the delivery and operational plans.



State and Regional Priorities

	Illawarra Shoalhaven Regional Plan 2041	Staying Ahead: State Infrastructure Strategy 2022-2042	Future Transport Strategy 2056	NSW Regional Health Strategic Plan 2022-2032	Illawarra Shoalhaven Regional Waste and Sustainable Materials Strategy 2022-2027	Net Zero Plan Stage 1: 2020-2030	NSW 2040 Economic Blueprint	Create NSW: NSW Arts, Culture and Creative Industries Policy 2024-2033	Strategic Plan 2023-26: Science and Insights Division	NSW Smart Places Strategy	NSW Disability Inclusion Action Plan	Housing 2041	National Agreement on Closing the Gap
We have connected, creative communities embracing our rich cultural history				✓				✓			✓	✓	✓
We are a liveable community		✓		✓						✓	✓	✓	✓
We are sustainable and resilient	✓	✓	✓		✓	✓			✓	✓			
We protect and enhance natural areas	✓	✓	✓		✓	✓			✓	✓			
We support an innovative and strong local economy		✓					✓	✓		✓		✓	
We welcome, attract and engage visitors		✓					✓				✓		
We deliver our future together	✓		✓		✓					✓			
We are responsible leaders	✓						✓				✓		
We are a vibrant and connected City	✓	✓	✓	✓							✓	✓	
We have infrastructure and public spaces that meet community needs		✓	✓	✓						✓	✓	✓	

Shellharbour
CITY COUNCIL

www.shellharbour.nsw.gov.au