



GREATER SHEPPARTON ECONOMIC DEVELOPMENT, VISITOR ECONOMY AND MAJOR EVENTS STRATEGY 2024-2028

DRAFT REPORT V4

GREATER SHEPPARTON CITY COUNCIL | MAY 2024



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FILE Greater Shepparton EDVEMES_DRAFT V4

VERSION 1

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ACRONYMS

AAGR	Annual Average Growth Rate
ABS	Australian Bureau of Statistics
CALD	Culturally and Linguistically Diverse
C4GS	Committee for Greater Shepparton
DAMA	Designated Area Migration Agreements
DMP	Destination Management Plan
EDVEMES	Economic Development, Visitor Economy & Major Events Strategy
GSBN	Greater Shepparton Business Network
GSCC	Greater Shepparton City Council
IVS	International Visitor Survey
LGA	Local Government Area
MOVE	Museum of Vehicle Evolution
NVS	National Visitor Survey
PA	Per Annum
SAM	Shepparton Arts Museum
SEIFA	Socio-Economic Index for Areas
SME	Small to Medium Enterprises
TRA	Tourism Research Australia

GLOSSARY OF TERMS

Gross Regional Product	The total value of final goods and services produced in the region over the period of one year.
Economic Output	Represents the gross revenue generated by businesses/organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.
Regional Exports	Represents the value of goods and services exported outside of a defined region that have been generated by businesses / organisations in each of the industry sectors within the region.
Employment	Employment data represents the number of people employed by businesses/organisations in each of the industry sectors in a defined region. Employment data presented in this report is destination of work data. That is, no inference is made as to where people in a defined region reside.
Daytrip Visitor	Those who travel for a round trip distance of at least 50 kilometres, are away from home for at least 4 hours, and who do not spend a night away from home as part of their travel. Same day travel as part of overnight travel is excluded.
Overnight Visitor	People aged 15 years and over who undertake an overnight trip of one night or more and at least 40 kilometres away from home are referred to as overnight visitors. Only those trips where the respondent is away from home for less than 12 months are in scope of the NVS.
International Visitor	A person is defined as an international visitor to Australia if they are currently a resident overseas, have been in Australia for less than one year and are aged 15 years or over.

SEIFA	Developed by the ABS, this measures the relative level of socio-economic advantage and disadvantage for a defined area. The index score is based on a weighted combination of census variables that reflect disadvantage (e.g. income, education, employment, etc.), which is then standardised around the national average score of 1,000. A higher score on the index reflects a lower level of disadvantage. Therefore, a score above 1,000 indicates a lower level of disadvantage relative to the national average, while a score below 1,000 indicates a higher level of disadvantage relative to the national average.
Small to Medium Enterprises	The ABS defines a business entity employing less than 20 employees as Small to Medium Enterprise
Non-employing Business	A type of that does not have employees. This may include a range of entity types, such as non-employing sole traders or any other businesses without employees

NOTES ON KEY DATA SOURCES

Australian Bureau of Statistics	ABS Census data is Australia's largest statistical collection, which helps estimate Australia's population, dwellings and demographic characteristics. It is based on responses received from private dwellings and individuals. The Census, which is conducted every five years, provides information for the entire country, including small geographic areas and small population groups.
Profile ID	Profile ID analyses and converts raw ABS Census data into a demographic profile to inform council, community groups, investors, business, students and the general public. The Profile ID data provides a demographic analysis based on results from Censuses of Population and Housing. The profile is updated with population estimates when the ABS releases new figures.
Economy ID	Economy ID industry structure and industry sector profiles uses results from the ABS Census, as well as a National Accounts regional econometric model developed by National Economics (NIEIR). This model is based on replicating the outputs of the National Accounts framework for local areas such as LGAs, using a range of data sources to model the accounts to show local trends.
Tourism Research Australia (TRA)	TRA provides statistics and research on both international and domestic tourism within Australia. This is based on two major surveys – for domestic and international visitors – that measures the contribution of tourism and provides input into visitor spend for Australia's regions and smaller statistical areas.

EXECUTIVE SUMMARY

PROJECT OVERVIEW

The *Greater Shepparton Economic Development, Visitor Economy and Major Events Strategy 2024-28* (EDVEMES or Strategy) is designed to guide regional growth and development for Greater Shepparton over the next five years.

This is an important strategic document for Greater Shepparton City Council (GSCC or Council) to identify opportunities to promote economic, community and employment growth outcomes through the key pillars of Economic Development, the Visitor Economy and Major Events.

GREATER SHEPPARTON

Regional Profile

Greater Shepparton is a Regional City located in Victoria's Goulburn Region and the primary location for key services and employment for over 120,000 residents in the surrounding municipalities (inc. Strathbogie Shire, portions of Moira and Campaspe Shires as well as areas in southern NSW).

Its role as the economic hub for the region is supported by key economic attributes, land supply and infrastructure. This includes provision of productive farming land (with Shepparton referred to as the 'food bowl of Australia'), as well as industrial and commercial precincts, health and higher education organisations and connectivity via major road, rail and air infrastructure.

The municipality also boasts a range of towns, varying from the urban centre of Shepparton to smaller townships in Mooroopna, Tatura, Murchison, Merrigum and Dookie, catering to a diverse range of communities.

Population and Demographic Profile

Greater Shepparton has a diverse and growing population that will influence future economic and liveability outcomes. The population is forecast to grow from around **70,000 to 82,000 residents by 2036**, with growth concentrated in the Shepparton urban centre. **This highlights the importance of the urban centre in providing sufficient amenity, infrastructure and housing to support residents and workers.**

Critically, this will enable the attraction and retention of a skilled workforce to grow the supply of employment and facilitate sustainable population growth.

However, with the population including many culturally diverse communities, it is critical that **Council promotes liveability and wellbeing through social and economic participation.**

Business and Industry Profile

Greater Shepparton has a high-value economy and well-established industry base, supporting over \$8 billion in economic output, 33,600 local jobs and around 7,000 registered businesses. The local economy is driven by a combination of the following industry specialisations:

- **Primary Industries & Trade** – including food production and processing, construction, as well as transport and logistics.
- **Public sector and knowledge-based industries** – including health care and social assistance services as well as education.
- **Population-driven industries** – retail, food services and hospitality businesses that supports residents, workers and visitors.

Identifying opportunities to support these key industries, as well as attracting new investment in complementary and/or emerging sectors, will help drive economic and employment growth.

Visitor Economy Profile

As a Regional City, Greater Shepparton supports a large visitor economy – including around **1.1 million** visitors and almost **\$400 million** in visitor expenditure p.a. This supports the overall economy in terms of total output (2.7% of total) and jobs (5.1%).

With a large population and business base, the municipality attracts a large volume of 'non-holiday' visitors, including visiting friends and relatives, business and health visitors. However, there are quality products and experiences that drive holiday visitation, including nature-based assets (e.g. Victoria Lake, Goulburn River), and arts and culture product (e.g. SAM and MOVE attractions).

The municipality is predominantly a domestic visitor market, driven by daytrips (67% of total), which indicates the potential to convert visitors into overnight stays, through appropriate investment in products, experiences and infrastructure (i.e. accommodation). **Promoting growth in the visitor economy will support overall economic and employment outcomes and help diversify the industry base.**

Major Events Profile

Greater Shepparton is recognised as a leading regional events destination, which are an important part of its economic and social fabric. The events sector has undergone significant transition following the impacts of the pandemic, which has seen a decline in events and attendances. However, **this provides an opportunity to evolve the sector by strategically focusing on higher returns and increased community and economic benefits.**

Based on the most recent data recorded for the 2021-22 financial year, the municipality hosted a total of 109 events (a decline from the pre-COVID average of 265 events p.a.), attracting over 154,000 attendees (inc. 56,750 visitors).

This includes a range of event types, such as sporting, community, arts and culture, as well as business events, which, overall, generates significant economic impact – including **\$13.5 million** in direct visitor expenditure, which supports total additional output of **\$19.5 million** and **158 jobs** p.a. in the local economy.

STRATEGIC FRAMEWORK

The following outlines the strategic framework for Greater Shepparton to guide economic development, the visitor economy and major events sector.

Vision

“Greater Shepparton will achieve long-term and sustainable growth through a resilient and productive community, business base, tourism industry and events sector.”

Objectives

The Strategy and vision are supported by the following objectives:

 Increase local consumption	 Grow and expand the jobs base	 Improve liveability outcomes
 Increase business and infrastructure investment	 Increase the value of the visitor economy	 Enhance the economic benefits of tourism events

Key Pillars and Strategic Directions



The role of Council and other stakeholders in the delivery and implementation of this framework and identified project and actions is detailed later in this document.



PART A: **BACKGROUND AND CONTEXT**



1. INTRODUCTION

1.1. OVERVIEW

The *Greater Shepparton Economic Development, Visitor Economy and Major Events Strategy 2024-28* (EDVEMES or Strategy) has been prepared by Urban Enterprise on behalf of Greater Shepparton City Council (GSCC or Council).

The purpose of this Strategy is designed to guide regional growth and development over the next five years through the key pillars of Economic Development, the Visitor Economy and Major Events.

1.2. STRATEGY PURPOSE

This Strategy recognises and responds to the evolving economic landscape and is designed to focus on: *“Identifying opportunities to promote participation, visitation, investment and employment growth; all within a constantly changing domestic and international economic market and taking into consideration COVID-19 and the changes on how businesses can and will operate.”*

The information provided in the EDVEMES is informed by independent research and analysis, as well as consultation with key industry, community, government and Council stakeholders.

The findings and recommendations included in this report are informed by the supporting Background Report, which was prepared in November 2023.

1.3. KEY DEFINITIONS

Economic Development, the Visitor Economy and Major Events are interlinking components of the economy that support growth outcomes. The following provides a more detailed understanding of these pillars and how they contribute to economic prosperity.

Economic Development

Economic Development involves building the economic capacity of an area to improve its economic future and the quality of life for all. It is a process by which public, business and non-government sector partners work collectively to create better conditions for economic growth and employment generation.

(Victorian Government 2016)

Visitor Economy

A key element of the economy that supports economic development, the ‘visitor economy’ refers to the production of goods and services for consumption by visitors, which includes the industries that directly serve visitors (e.g. accommodation, tour operators, attractions) as well as intermediaries and those involved indirectly, such as retail and food production. This recognises that visitor activity does not occur in isolation and contributes to investment and jobs across a range of industry sectors.

(Victorian Visitor Economy Strategy, 2016)

Major Events

A key element of the visitor economy and overall economic development that involves a planned public event that caters to both residents of a local area and/or attracts visitors from elsewhere. A major event is one that typically generates significant interest, has a high profile, impacts the amenity of an area, and/or attracts a large crowd/attendance.

(Major sporting events, Australian Government, Office for Sport, 2022)

1.4. THE ROLE OF LOCAL GOVERNMENT

The following core activities and functions are typically undertaken by Local Government to support economic development, the visitor economy and major events. These activities reflect the objectives and aims, while the functions reflect Council actions to support and deliver the objectives.

F1. LOCAL GOVERNMENT ACTIVITIES AND FUNCTIONS

Activities	Functions
 Attract new business	 Strategic Planning
 Retain existing business	 Policy and Regulation
 Encourage the growth of existing business	 Supporting Local Business to Succeed
 Attract investment	 Cooperation and Partnerships
 Diversify the economy	 Promotion and Attraction
 Improve community outcomes through job creation, training and education	 Customer Service
 Enhance infrastructure	 Direct Service Delivery
 Grow the population	 Infrastructure Provision
 Attract visitors	 Advocacy
 Reduce impediments to commercial activity	

Source: Western Australia Local Government Association, Economic Development Framework, 2019.

Economic development requires a holistic, whole of government approach that can be achieved through an overarching Economic Development Strategy with clear objectives and measurable actions that align with community and industry needs.

1.5. LOCAL INSIGHTS

This Strategy was prepared in close consultation with Council, community and industry, to reflect local values and identify the unique challenges and opportunities for Greater Shepparton.

The consultation undertaken to support this Strategy is summarised in the figure below. Further information is provided in the supporting Background Report.

F2. CONSULTATION SUMMARY

Engagement Activity	Description	Participants
 Industry and Community Survey	An online survey for members of the community and local operators, distributed by Council.	113
 Targeted Interviews	18 interviews with local businesses and government agencies.	25
 Industry Workshops	2 workshops with representatives from the following businesses: <ul style="list-style-type: none"> • Visitor Economy; • Retail; • Hospitality; • Accommodation; and • Events. 	18
 Council	8 workshops with: <ul style="list-style-type: none"> • Council Project Team; • Council Coordinators and Officers; • Councillors; • Visitor Economy Team; • Major Events Team; • Business and Industry Team; • Planning Team; and • Environment Team. 	51

Results from the consultation, as well as the community and business survey, is summarised in the supporting Background Report.

1.6. STRATEGY DEVELOPMENT AND APPROACH

An evidence-based approach has been undertaken to develop the EDVEMES, which is summarised below. This includes utilising available data indicators, as well as stakeholder feedback, to inform the Background Report and this Strategy.

F3. PROJECT APPROACH



The report has been structured into discrete components to incorporate key elements into an overarching document.

Part A: Background and Context

- An overview of the key factors influencing Greater Shepparton, including its location, key attributes, policy environment and external economic trends.
- A profile of Greater Shepparton's population, business base, visitor economy and major events sector, including key data indicators and trends.
- Strategic considerations informing the key issues and opportunities for growth.

Part B: Strategic Framework

- A framework that sets the strategic directions to support economic development, the visitor economy and major events, including a vision and objectives for the Greater Shepparton economy.
- An Action Plan detailing the project opportunities and actions to guide Council and relevant stakeholders to implement the recommendations identified in the Strategy.



Source: Visit Victoria.

2. GREATER SHEPPARTON

2.1. OVERVIEW

This section provides an overview of Greater Shepparton's attributes, policy influences, emerging priorities, as well as key economic and demographic trends. Information is drawn from the supporting Background Report, providing context and an evidence-base to support the strategic framework in Part B of this Strategy.

2.2. REGIONAL CONTEXT

Greater Shepparton is strategically located around 190km north of the Melbourne CBD and is intersected by the Goulburn River and the Midland and Goulburn Valley Highways. The municipality is located within Victoria's Goulburn Region¹, known as the 'food bowl of Australia', characterised by fertile soils, mild climate and good water resources.

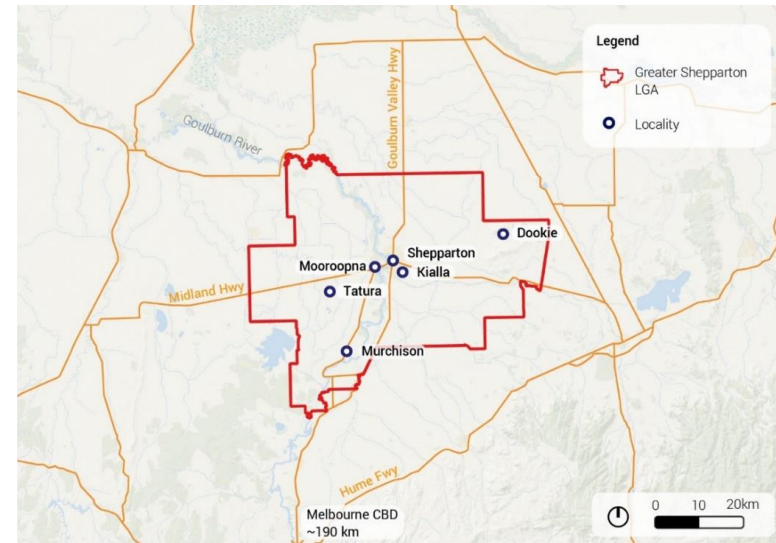
As the largest city in the region, with a population of over 32,000 residents, Shepparton is the primary location for services and amenity for the surrounding municipalities. This includes provision of key social, economic and community services such as employment, education, health, retail, recreation, etc.

The municipality caters to a broader regional catchment of over 120,000 residents, which includes surrounding municipalities such as Strathbogie Shire, portions of Moira and Campaspe Shires as well as areas in southern NSW.

As such, there are significant opportunities to leverage from its position as a regional hub in order to attract investment and sustainably develop the economy.

¹ Includes the City of Greater Shepparton, Mitchell Shire, Moira Shire, Murrindindi Shire and Strathbogie Shire.

F4. GREATER SHEPPARTON REGIONAL CONTEXT



Source: Urban Enterprise, 2023

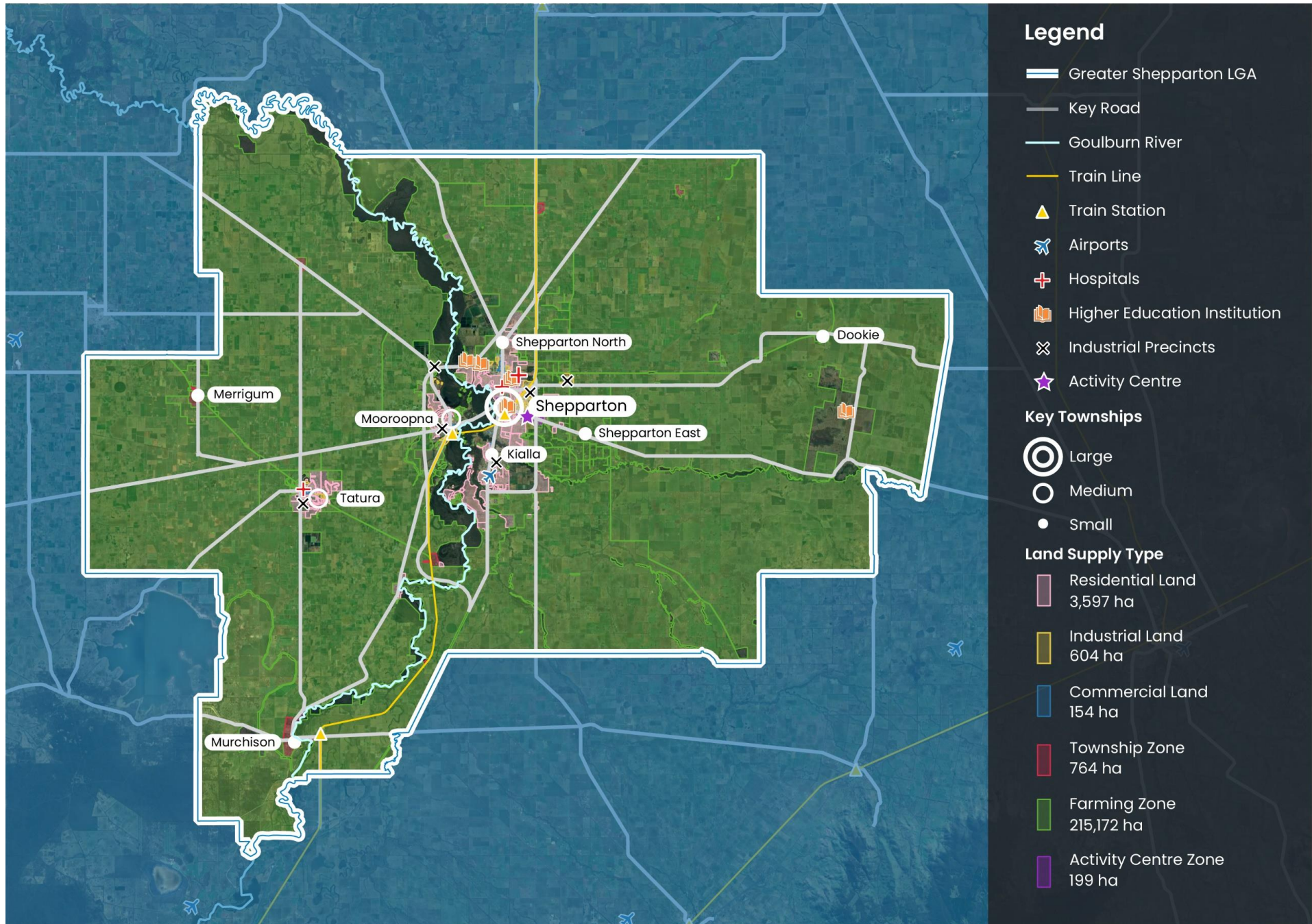
2.3. KEY ECONOMIC AND EMPLOYMENT AREAS

The following map (overleaf) illustrates the key economic and employment areas across Greater Shepparton. These areas are important to all facets of the economy, as they provide key services and amenity to residents, workers and visitors, as well as supporting business activity and local consumption in the municipality.

Key assets and precincts for Greater Shepparton include the following:

- 1 Major Activity Centre (in Shepparton Urban Centre);
- Major higher education institutions such as La Trobe University, University of Melbourne (Dookie Campus, Shepparton Campus), GOTAFE (Archer Street, Fryers Street) and Wodonga TAFE (DECA);
- Health precincts surrounding the three Hospitals, including Goulburn Valley Health (public), Shepparton Hospital (private) and Goulburn Valley Health Tatura Campus (public);
- Six industrial precincts that support business and employment across primary trade and production sectors, such as manufacturing and logistics and transport (inc. in Shepparton, Mooroopna and Tatura);
- Key public transport nodes (including V/Line passenger and freight services, as well as bus routes);
- Road transport infrastructure (Goulburn Valley Highway, Midland Highway), providing passenger and freight access to metropolitan centres and capital cities – including Melbourne, Canberra, Brisbane and Sydney;
- The Goulburn River, which supports local agriculture and provides water-based recreation for residents and visitors; and
- Productive farming land (98% of zoned land in the municipality) that supports primary production – particularly fruit – which is a key economic driver.

The municipality also boasts a variety of townships of different size, location and role. This ranges from the key township of Shepparton (representing the urban centre) to smaller townships in Mooroopna, Tatura, Murchison, Merrigum and Dookie.



2.4. POLICY CONTEXT

This Strategy has been designed to support the broader policy and strategic environment as outlined in relevant local, regional and state-wide documents. Key documents are summarised below (note: the full list of documents included in the policy review are detailed in the supporting Background Report).

T1. RELEVANT DOCUMENTS






State-Wide Documents	Regional Documents
<ul style="list-style-type: none"> Plan Melbourne 2017-2050 DJPR Strategic Plan, 2021-25 Infrastructure Victoria 30-year Strategy Creative State, 2025 Victorian Visitor Economy Recovery and Reform Plan, 2021 Victorian Visitor Economy Master Plan Directions Paper, 2022 Experience Victoria 2033 	<ul style="list-style-type: none"> Hume Regional Plan 2010-2020 (2010) Goulburn Valley Sub Regional Plan 2010-2020 (2010) Goulburn Murray Resilience Strategy (2020) Goulburn Murray Regional Prosperity Plan Goulburn Regional Economic Development Strategy
Local Documents	
<ul style="list-style-type: none"> Greater Shepparton 2030 Strategy Greater Shepparton City Council 2021-2025 Shepparton & Mooroopna 2050 – Regional City Growth Plan Creative City Strategy 2022-2027 Climate Emergency Action Plan 2021 International Engagement Strategy 2022 Shepparton CBD Strategy (2008) Commercial Activity Centres Strategy (2015) Tatura Park Master Plan 2021 Shepparton Sports City Master Plan 2022 Greater Shepparton 2030 Zero Emissions Plan 	<ul style="list-style-type: none"> Council Sport 2050 Strategic Plan Shepparton Showgrounds Draft Master Plan 2023 Shepparton Railway Precinct Master Plan 2017 Shepparton Capacity and Capability Assessment 2022 Reconciliation Action Plan 2023-2025 Public Health Strategic Plan 2018-2028 RiverConnect Strategic Plan 2023-2028 Greater Shepparton Accommodation Opportunities Study 2021 Affordable Housing Strategy 2020 Victoria Park Lake Masterplan Final

Source: Urban Enterprise, 2023.

At a local level, the key policy document informing the EDVEMES is the *Greater Shepparton City Council Plan 2021-2025*. The document is underpinned by the vision to create:

“A diverse, vibrant and connected community valuing accessible opportunities for everyone. We adapt and respond in a way that is innovative, sustainable and accountable. We acknowledge where we have been and look forward to where we are going. Together we are Greater!”

The vision will be realised by fulfilling the five key themes outlines below:

Theme	Objective
 Theme 1: Community Leadership	We will prioritise leadership in the community to celebrate our cultures, people and places that makes Greater Shepparton a unique, vibrant, diverse and liveable region.
 Theme 2: Social Responsibility and Wellbeing	We will support the mental and physical health and wellbeing of all in our community, ensuring universal access to information, services, housing, healthcare and learning opportunities.
 Theme 3: Vibrant and Diverse Economy	We will drive the visitor economy by growing visitor experiences and major events that provide employment and other opportunities to the community. Our economic development will focus on establishing a strong, adaptive, sustainable and thriving region supported by agriculture and a diverse range of industries.
 Theme 4: Infrastructure and Technology	We will focus on the planning of our region’s requirements to enable delivery of technology and infrastructure to meet the current and future needs of the community.
 Theme 5: Environment and Climate Emergency	We will prioritise our environment and take urgent action to reduce emissions and waste in order to protect public health and create a region that mitigates and adapts to climate change.

These themes have been examined to inform development of this Strategy, ensuring a holistic approach is undertaken that meets Council needs and aspirations.

2.5. KEY PARTNERS

The following table outlines the key stakeholders and partners that support economic development, the visitor economy and major events on a state, regional and local scale.

Ongoing collaboration with these organisations is essential to promote local initiatives, ensure alignment with the broader policy environment and obtain political funding and support.

T2. GOVERNANCE STRUCTURE AND KEY PARTNERS

Key Stakeholders	Overview
State & Regional	
Regional Development Australia (RDA) – Hume Committee	<ul style="list-style-type: none"> RDA Hume plays a key role in directing State and Federal investment to the right infrastructure and community projects, ensuring there are strong sources of investment into the region. RDA Hume collaborates with businesses, not-for-profits, and industry bodies to coordinate regional priorities and capture opportunities.
State & Regional	
Visit Victoria	<ul style="list-style-type: none"> The primary tourism and events organisation for the Victorian State Government and is involved in research and advocacy, as well as domestic and international marketing
Regional Development Victoria (RDV) – Goulburn Regional Partnership	
	<ul style="list-style-type: none"> RDV supports the economic development of rural and regional areas within Victoria. RDV works with regional businesses and communities and all levels of government. RDV also provides infrastructure funding for tourism and supports advocacy efforts for industry and Council.
Development Victoria	
	<ul style="list-style-type: none"> Designed to achieving social and economic outcomes for the Victorian community through property development and urban renewal – including investment in housing, and activity centres.
Agriculture Victoria	
	<ul style="list-style-type: none"> Agriculture Victoria supports the growth and protection of farms in rural and regional communities across Victoria.

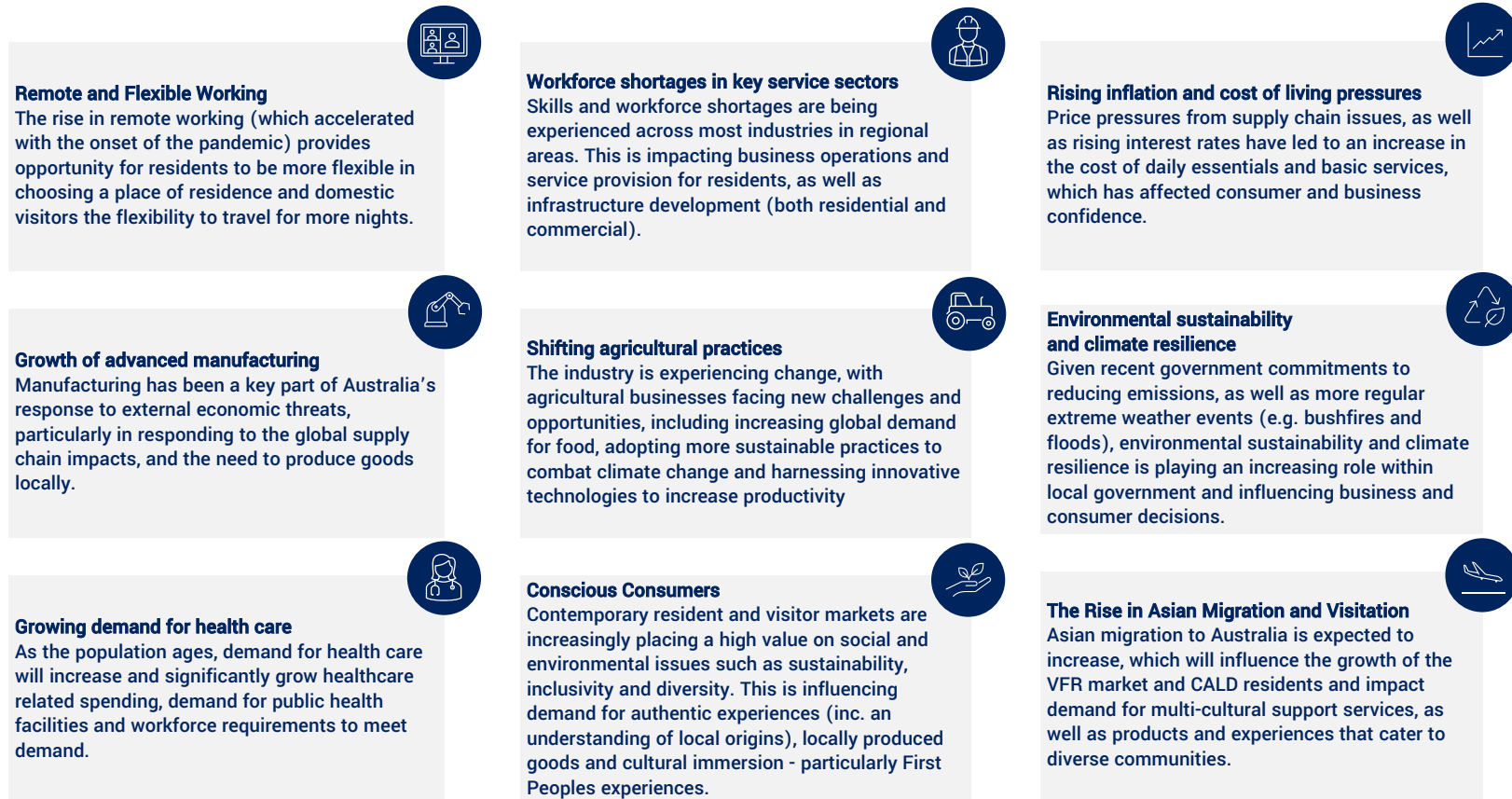
Key Stakeholders	Overview
Goulburn Region Tourism	<ul style="list-style-type: none"> The Goulburn Region Tourism Partnership – incorporating the Strathbogie, Mitchell and Shepparton municipalities – is a newly formed regional tourism organisation. It is responsible for promotion of the region and destination development through marketing and partnerships with industry, local government and Visit Victoria.
Local	
Greater Shepparton City Council	<ul style="list-style-type: none"> Council's economic development team specialises in business and industry growth, investment attraction, new business development, place activation, grants, training and business networking events. Council also acts as an enabler for the visitor economy by providing the foundations, including strategic planning, infrastructure, visitor information services, assistance in product development, investment attraction, and support to the local industry
Greater Shepparton Business Centre	<ul style="list-style-type: none"> A council-run facility that supports the development of new and emerging businesses – including through the provision of subsidised premises, advice, services and support.
Committee for Greater Shepparton (C4GS)	<ul style="list-style-type: none"> An advocacy body that is comprised of key businesses, community organisations and statutory authorities from the region. The focus of the organisation is to improve the economic development and liveability of Greater Shepparton
Greater Shepparton Business Network (GSBN)	<ul style="list-style-type: none"> A member-based organisation that provides a forum for all business to network and collaborate. GSBN advocates on behalf of local businesses to Council, as well as State and Federal Government.
Destination Goulburn Valley	<ul style="list-style-type: none"> Provides independent advocacy for the Goulburn Valley as a visitor destination, representing the interests of industry and community.

Source: Various, compiled by Urban Enterprise, 2023

In addition, Greater Shepparton engages with international partners through strategic relationships with 'sister cities' across Europe and Asia. This fosters cultural and commercial ties with the global community, including collaboration with local schools and higher education, to promote economic, investment and community outcomes.

2.6. MACROECONOMIC INFLUENCES

The following external economic influences will require Council consideration as it will have significant implications for the economy and community of Greater Shepparton.



2.7. ECONOMIC DEVELOPMENT PROFILE

2.7.1. POPULATION AND DEMOGRAPHIC PROFILE

Greater Shepparton has a vibrant and diverse community that is experiencing growth and change. Key findings and trends identified from the Background Report include the following:

- **Population growth** is forecast to be relatively moderate (+1.2% p.a.) and concentrated in the urban centre, whilst the small towns and rural areas will remain relatively stagnant. This highlights the importance of Shepparton CBD in providing sufficient amenity, infrastructure and housing to support local residents (as well as residents across the broader catchment area).
- The population is **ageing**, with strongest growth estimated for residents above 70 years, which will influence future demand for health and aged-care services. However, projected growth in young workers and families (25-49 years) will boost the supply of local workers and facilitate sustainable growth, as well as increase demand for family-friendly product and services.
- Greater Shepparton is also the most **culturally diverse** population in Regional Victoria, in terms of CALD and Indigenous residents. This is a strength in terms of providing unique cultural experiences, as well as a challenge for Council in encouraging community engagement as well as helping to 'close the gap'.
- There is also a degree of **socio-economic disadvantage** experienced by many communities, which reflects income, employment and education barriers for residents. Opportunities to address disadvantage, and grow liveability and wellbeing outcomes, will help enable economic growth.
- **Property prices** are relatively more affordable than the Regional Victoria average, despite experiencing growth in recent years. Having affordable and diverse housing is critical for resident and workforce attraction.

A snapshot of the population is illustrated in Figure F5. The data included in this section has been compiled by Urban Enterprise from a combination of sources, including, Profile ID, Forecast ID, ABS Census data and the Victorian Valuer-General.

F5. POPULATION AND DEMOGRAPHIC SNAPSHOT

Population



Socio-Economic Profile



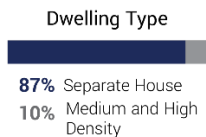
Growth by Age Group 2022 to 2036



Education Qualifications

- 1 No Qualification 37%
- 2 Certificate III & IV level 24%
- 3 Bachelor or higher degree 22%

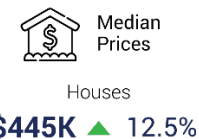
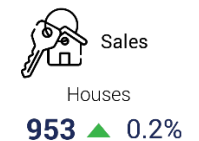
Housing & Dwelling Profile



Top Household Composition

- 1 Couple with children 27%
- 2 Lone person 26%
- 3 Couple without children 25%

Property Market Indicators 2022 (2018 to 2022 average annual growth)



2.7.2. ECONOMIC AND BUSINESS PROFILE

Greater Shepparton has a high-value economy and well-established industry base, supporting over **\$8 billion** in economic output, **33,600** local jobs and almost **7,000** registered businesses – making it the economic hub for the region.

The local economy is driven by a combination of the following industry specialisations:

- **Primary Industries & Trade** – Mainly the food production and processing sector that is supported by agricultural businesses, large food manufacturers and a highly developed transport and logistics sector.
- **Public sector and knowledge-based industries** – Businesses that support the health and wellbeing of the community and broader catchment, including health care services as well as higher education institutes.
- **Population-driven industries** – Drives local consumption and provide amenity to residents, workers and visitors (e.g. retail and hospitality).

Other key findings and trends for the economy, industry and business base includes:

- Primary industries, such as manufacturing and construction provide significant value to the economy, in terms of output and job creation. Although given its role as a service centre, health care provides the largest contribution to employment (18%).
- There is a large proportion of micro/small businesses (97%), which will require ongoing support to promote business growth and development. The overall business base is driven by a combination of agriculture, construction and property services.
- The municipality is a key employment hub, with relatively low unemployment levels (3%) and a large volume of commuters traveling into Greater Shepparton for work. The background research also demonstrated that employment has grown in recent years (+1,590 jobs), driven by health, construction, agriculture, manufacturing and hospitality.

The data included in Figure F6 has been compiled by Urban Enterprise from a combination of sources, including Economy ID, ABS Census data and the Australian Business Register.

F6. ECONOMIC AND BUSINESS SNAPSHOT

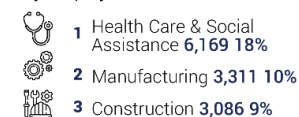


Top Industries

by Output



by Employment

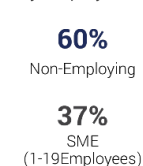


Business Profile

by Industry



by Employment

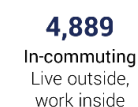
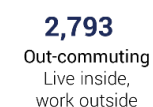


+715

Business Growth



Employment Profile



2.8. VISITOR ECONOMY PROFILE

Greater Shepparton services a large visitor base of around **1.1 million** visitors p.a., which generates almost **\$400 million** in direct annual visitor expenditure. Although this represents a decline from the pre-COVID 'peak' of 1.3 million visitors in 2019, the visitor economy continues to provide a substantial contribution to output (\$216 million or 2.7% of total) and jobs (1,724 or 5.1% of total) in the municipality.

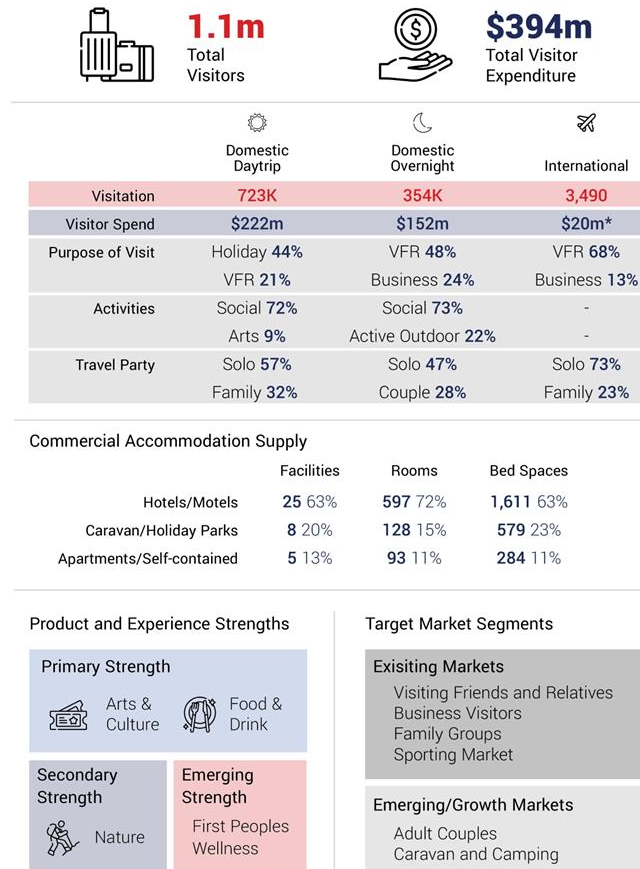
Greater Shepparton comprises notable attributes that attracts and services visitation. This includes its large population, business base and supporting amenity (e.g. food services and retail), which attracts various market segments including visiting friends and relatives (domestic and international), business visitors and health visitors.

This is complemented by nature-based assets (e.g. Victoria Lake, Goulburn River), and an emerging arts & culture scene (e.g. SAM, MOVE). This caters to holiday visitors including adult couples and family markets. Other key findings include:

- Greater Shepparton supports a **domestic visitor market**, driven by daytrips (67%) and domestic overnight visitors (33%), which reflects its location in Central Victoria. However, the previously significant international visitor base (approx. 10% in 2019) continues to recover post-COVID.
- **Average spend per visitor** has increased from pre-pandemic levels (daytrip spend grew from \$140 to \$307; domestic overnight spend grew from \$269 to \$429), increasing total expenditure and creating a higher-value visitor economy.
- The most predominant activity undertaken by visitors are **'social' activities**, including 'dining out', which reflects the level of amenity driver of visitor spend.
- The supply of commercial accommodation is driven by standard **hotels/motels**, which caters to holiday makers and business visitors, as well as caravan and holiday parks, which caters to the growing Recreational Vehicle market.
- Visitors are currently serviced by a central **Visitor Information Centre** located in SAM, supported by a range of digital servicing collateral including the Shepparton & Goulburn Valley local brand.

Figure F7 provides a snapshot of the visitor economy, which includes data provided by Tourism Research Australia and Economy ID. Unless otherwise indicated the data relates to the 2022 calendar year.

F7. VISITOR ECONOMY SNAPSHOT



* Reflects 2016-19 average annual expenditure due to lack of 2022 data

2.9. MAJOR EVENTS PROFILE

Greater Shepparton has a well-established and successful events program and is a leading events destination for Regional Victoria. Events are a vital part of the visitor economy, providing a range of economic and social benefits, including:

- **Showcasing** the region’s assets and establishing a destination brand;
- **Attracting** visitors to the area (and generating local consumption) and
- **Promoting** recreation and fostering engagement for the community.

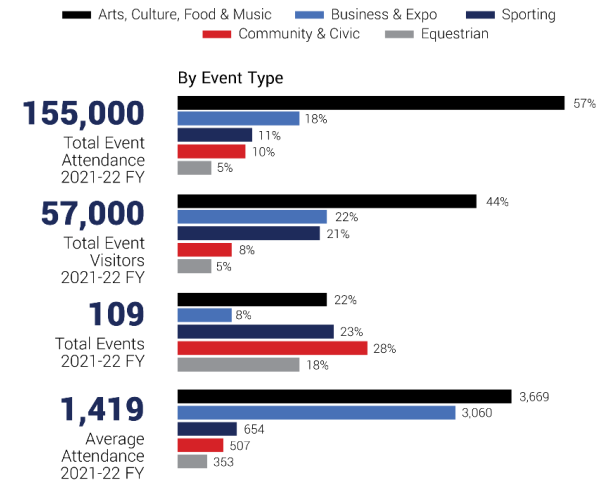
Council dedicates significant resources in procuring, developing, and supporting new and existing events in the region. Key trends and impacts are detailed below:

- The events sector hosted a total of **109 events** across the 2021-22 financial year, which attracted total attendance of over **154,000** – including 56,750 visitors (37% of total) and 97,968 residents (63%). This represents a decline from the pre-COVID average² of 265 events p.a. (and total attendance of 312,000), indicating the sector is transitioning to a lower volume of events.
- Events are concentrated in **Shepparton (50% of total)**, followed by Tatura (26%) – given the increased access to event facilities and infrastructure – with smaller towns attracting a lower volume of events.
- The most frequent types of events over the 2021-22 financial year were community/civic events (28% of total), followed by sporting (23%) and arts and culture (22%). However, the most attended events were arts and culture (57%), business (18%) and sporting (11%).
- In terms of the economic impact of events, which is determined by the level of visitation and spend, Greater Shepparton receives around **\$13.5 million** in direct visitor expenditure p.a., which subsequently additional output of **\$19.5 million** and **158 jobs** p.a. in the local economy. Based on event types, the sporting and arts and culture events generate the greatest economic impact from visitors.

A snapshot of the events sector is outlined in Figure F8, which draws on the events database prepared by Council for the 2021-22 year.

² Reflects the four-year average from 2015-16 to 2018-19.

F8. MAJOR EVENTS SNAPSHOT



Visitor Expenditure & Economic Impacts by Event Type 21-22 FY	Direct Visitor Expenditure (\$m)		Total Economic Impact	
	Total Expenditure	Ave. Expenditure Per Event	Total Output (\$m)	Jobs (FTE)
Arts, Culture, Food & Music	\$3.73	\$0.16	5.42	\$0.40
Business & Expo	\$3.62	\$0.40	5.24	\$0.17
Sporting	\$4.19	\$0.17	6.02	\$0.16
Community & Civic	\$1.06	\$0.03	1.54	\$0.03
Equestrian	\$0.88	\$0.04	1.27	\$0.04
Total	\$13.49	\$0.16	19.49	\$0.16

Events by Township 2021-22 FY



- 1 Shepparton 50%
- 2 Tatura 26%
- 3 Other 8%
- 4 Mooroopna 8%

2.10. MAJOR PROJECTS

Major infrastructure projects generate positive flow-on impacts for the regional economy, providing economic stimulus throughout planning, design and construction phases, as well as delivering economic, employment and community benefits once complete and operational.

There are a significant number of public and private sector infrastructure projects that are planned, in progress, part of the advocacy pipeline or have been recently completed in Greater Shepparton.

A review of current major projects in Greater Shepparton shows 16 current, future and potential major infrastructure projects worth over \$2 billion³. Table T33 summarises these projects by status, which are designed to positively impact the economy, business base and the community (with detailed information included in Appendix A).

T3. MAJOR INVESTMENT PROJECTS AND PRIORITIES SUMMARY

Status	Number of Projects
Completed	4
In Progress	3
Planning	6
Advocacy Pipeline ⁴	3
Total	16

Source: Greater Shepparton City Council, 2024

The priority infrastructure projects for the region, which will inform future advocacy activities undertaken by Council, include the following projects currently under 'planning' stage (and requiring additional government funding):

- Shepparton Sports and Events Centre;
- Goulburn Valley Health Redevelopment Stage 2 & Integrated Cancer Centre;
- GV Link Freight and Logistics Centre;
- Goulburn Valley Highway Shepparton Bypass; and
- Munara Centre for Regional Excellence⁵.

³ Figures are accurate as at March 2024.

⁴ Advocacy pipeline refers to projects with estimated costs or no funding figures available.

⁵ The priority projects list will be reviewed regularly and updated based on project progress and changes to regional economic development priorities.

3. STRATEGIC CONSIDERATIONS

3.1. OVERVIEW

The following examines the key strategic considerations relating to Economic Development, the Visitor Economy and Major Events. This includes a summary of the strategic challenges and opportunities for each of these core pillars, drawing on the information provided in the Background Report.

This information is used to inform the strategic framework and project opportunities included in Part B of this Strategy.

3.2. ECONOMIC DEVELOPMENT CONSIDERATIONS

In terms of economic development, the key considerations relate to improving community and liveability outcomes (as an enabler of economic growth) and supporting economic and industry development.

The considerations for the Greater Shepparton population, as well as the economy and business base, are outlined below.

3.2.1. POPULATION AND DEMOGRAPHICS



Supporting **diverse and disadvantaged** communities and promoting community wellbeing and inclusivity through the provision of high-quality services (e.g. education, health), community infrastructure and amenity



Facilitate the provision of affordable and diverse **housing** that caters to the needs of residents and workers and helps meet growing demand



An activated and vibrant **urban centre** (i.e. Shepparton CBD) will improve amenity for residents, workers and visitors, contributing to local consumption as well as flow-on economic and employment outcomes



Maintain liveability through high-quality **leisure and recreation product** that will support local residents as well as the broader regional catchment, fostering wellbeing outcomes as well as economic activity



Promote the growth and development of local communities across the municipality's **small towns**, which play a critical role in supporting rural industry, manufacturing, as well as the visitor economy.

3.2.2. BUSINESS AND INDUSTRY CONSIDERATIONS

	Support industry access to a skilled and job-ready workforce – including existing and new workers in the region – to promote industry growth and development, as well as meet the needs of the community
	Promote the productivity and growth of non-employing and small-medium enterprises , through ongoing and formalised professional development and training
	Help develop a resilient business base that has the capabilities to overcome external environmental shocks, particularly adverse weather conditions (e.g. flooding), over the long-term
	Leverage the existing service-based organisations (e.g. health, higher education) to support economic and employment outcomes and meet the needs of the community
	Sustain the food production and processing industry as a key competitive advantage for the municipality, ensuring it remains a key driver of employment, output and exports and supports complementary sectors across the supply chain
	Identify opportunities to attract business investment across a range of diverse sectors suited to Greater Shepparton. This is designed to add economic value, expand the jobs base support existing strengths across service-based and primary industries, as well as cater to the community
	Ongoing advocacy for major infrastructure priorities to maintain Greater Shepparton's role as a regional city and achieve key economic and social outcomes
	Ensure the municipality is 'investment ready' and can support business investment, as well as increased demand for services, through sufficient supply of zoned land
	Foster ongoing international relations with strategic global partners to expand Greater Shepparton's reach to export markets and promote international investment

3.3. VISITOR ECONOMY CONSIDERATIONS

	Support the recovery and growth of the visitor market beyond pre-COVID levels - including domestic and international visitor markets - to increase the value of the visitor economy.
	Facilitate investment in accommodation to ensure there is a suitable supply of diverse commercial accommodation options that caters to core and emerging visitor markets (e.g. branded, holiday park, self-contained, etc.)
	Support the local visitor economies of small towns and stimulate dispersal of visitors across Greater Shepparton, to spread the social and economic benefits of tourism
	Targeted development of arts and culture (inc. Indigenous) experiences, capitalising on recent investments (e.g. Shepparton Arts Museum), will improve Greater Shepparton's competitive positioning and attract a range of visitor markets.
	Better utilisation of the riverfront and river precinct to support nature-based tourism and improve the tourism offerings within Shepparton's urban centre.
	Ensuring appropriate amenities and infrastructure to cater to the business visitor market and maintain regional competitiveness in this area
	An effective and streamlined tourism governance structure will support the efficient allocation of resources, avoid duplication and enable consistent and targeted promotion of the region to visitor markets
	Advocating for investment in high-value and commissionable products and experiences is essential to increasing visitor yields and growing the value of the visitor economy
	Adopting contemporary visitor servicing practices that caters to the evolving preferences of visitors will help enhance the visitor experience and generate a higher return on investment through increasing yields

3.4. MAJOR EVENTS CONSIDERATIONS

- 

Support the evolving nature of the events sector (post-pandemic) through **strategic funding and decision-making** that focuses on higher returns and increased community and economic benefits
- 

Identify and target **high-value events** that generate increased returns and economic benefits across Greater Shepparton, including sporting, arts and culture, as well as business events
- 

As the strategic directions of the events sector is dependent on the quality of data, ensure that future **data collection techniques** are accurate and fit-for-purpose
- 

Maintain a competitive advantage in the events sector through strategic targeting of a **diverse range** of event types suited to Greater Shepparton (e.g. multi-cultural events, first people's events.)
- 

Support the provision of **high-quality and diverse event infrastructure**, including indoor and outdoor facilities, to maintain Greater Shepparton's role as a leading regional events destination
- 

Promoting the **dispersal** of events across smaller towns and away from Shepparton's urban centre, to alleviate congestion and spread economic benefits across the municipality
- 

Encourage the financial sustainability of events through ongoing **capacity building** and support to event organisers
- 

Adopt a targeted and contemporary approach to **event funding** to ensure it meets the needs of industry, community and visitors and aligns with Council objectives for the events sector



Source: Greater Shepparton City Council.



PART B: STRATEGIC FRAMEWORK



4. FRAMEWORK OVERVIEW

4.1. OVERVIEW

The following outlines the strategic framework for Greater Shepparton to guide the Economic Development, Visitor Economy and Major Events pillars. This includes the vision, objectives, strategic directions and actions to be pursued.

Council's role in delivery and implementation of the Strategy, as well as measures to monitor success, is also included within the framework.

4.2. VISION

The following vision for economic development, the visitor economy and major events in Greater Shepparton is informed by the project goal, Council Plan and strategic considerations:

“Greater Shepparton will achieve long-term and sustainable growth through a resilient and productive community, business base, tourism industry and events sector.”

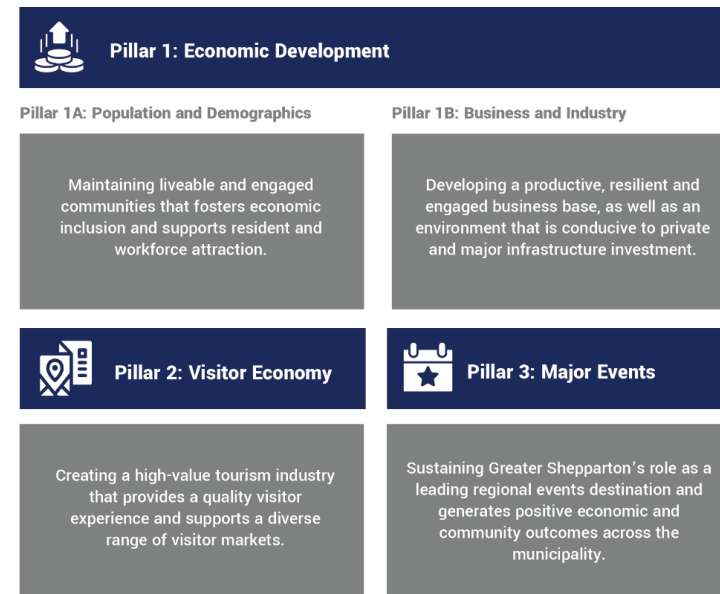
4.3. OBJECTIVES

- Increase local consumption;
- Grow and expand the jobs base;
- Improve liveability outcomes for residents;
- Increase business and infrastructure investment;
- Increase the value of the visitor economy;
- Enhance the economic benefits of tourism events.

4.4. KEY PILLARS

The strategic framework is comprised of the three key pillars that drive the economy, community and investment in Greater Shepparton – Economic Development, Visitor Economy and Major Events. These are summarised below and explored later in the report.

T4. KEY PILLARS



The following sections expands on each pillar, strategic directions, as well as potential project opportunities.

4.5. COUNCIL DELIVERY AND IMPLEMENTATION

The following details the key pillars, strategic directions and subsequent project opportunities for Council. This includes a list of key actions, responsible stakeholders, indicative resources⁶ and recommended timeframes as follows:

- Short-term (0-1 years);
- Medium-term (2-4 years);
- Long-term (4 years+); and
- Ongoing

The Strategy will be delivered by Council from 2024-28, led by the **Economic Development Department** (including support from the Business and Industry Development, Visitor Economy and Major Events Units) in partnership with relevant government, industry and community stakeholders.

Given the range of stakeholders that are required for Strategy implementation, it is intended that Council’s role may be to *lead, partner* or *support* (see Table T55). As such, projects may be delivered through either existing or additional Council resources, or funding contributions (either in full or part) may be required for certain projects.

Implementation of the Strategy should be monitored on an ongoing basis using the performance measures and monitoring tools outlined throughout the framework. The performance measures listed in this Strategy are aspirational targets for the economic development team to help achieve, which will involve a combination of organic growth, as well as Council delivery of the EDVEMES.

⁶ The resourcing requirements included in this report are indicative only and subject to further investigation,

T5. STRATEGY DELIVERY ROLES

Council Role	Description
Lead	The projects and initiatives for which Council has direct responsibility and accountability (typically involves funding/resource responsibility).
Partner	Those projects Council can support and help shape through partnerships with the community, other levels of government and industry (funding/resource typically shared).
Support	Projects and initiatives where Council advocates and/or supports other stakeholders to take action (involves minimal to no resources).

The following details the framework – including the guiding principles, strategic directions, projects and actions – for each of the project pillars. The framework has been developed to align with the identified vision and objectives for Greater Shepparton.



5. ECONOMIC DEVELOPMENT FRAMEWORK

5.1. OVERVIEW AND GUIDING PRINCIPLES

The achievement of economic development outcomes involves supporting Greater Shepparton's population (inc. workforce), as well as the economy and industry. The guiding principles, strategic directions and project opportunities are categorised accordingly.

Population and Demographics

Greater Shepparton has unique population and demographic traits to support economic development. It is key population node for central Victoria, services a broader resident catchment area, and comprises a large CALD and Indigenous community.

Maintaining a high-quality of life for its diverse communities, as well as fostering community wellbeing, is a critical outcome to support economic development and a core value for residents. This includes provision of quality amenity, services and infrastructure, that promotes community engagement and social connections. This is designed to support the economic inclusion of residents, which includes increased access to employment opportunities and participation in local economic activity.

Business and Industry

Encouraging the growth, productivity and development of the business community, as well as supporting new business investment, is a key priority for economic growth and economic development.

This includes the development of a supportive environment for existing and new businesses to collaborate, innovate, invest and contribute to economic and employment growth.

5.2. STRATEGIC DIRECTIONS

The strategic directions included in the framework have been adapted from the considerations detailed in Section 3 of this report.

Population and Demographics Directions

1. Supporting Economic Inclusion and Job Access for Diverse and Disadvantaged Communities
2. Suitable Resident and Worker Accommodation
3. A High-Amenity and Vibrant Urban Centre
4. Thriving and Activated Small Towns

Business and Industry Directions

5. Provide Access to a 'Job-Ready' Workforce
6. An Engaged and Productive Business Community
7. Supporting Environmental Sustainability
8. Economic Growth through Major Service-Based Organisations
9. Supporting the Food Production and Processing Industry
10. Promoting Industry Diversity and Business Investment Opportunities
11. Advocacy for Major Infrastructure Projects
12. Appropriate Supply of Zoned Commercial and Industrial Land
13. Accessing International Markets and Global Trade Opportunities

5.3. PERFORMANCE MEASURES AND MONITORING TOOLS

Population and Demographics

Performance Measure	Monitoring Tool
Increase in labour force participation	ABS Census Data, population databases (e.g. Profile ID, REMPLAN)
Growth in housing supply and housing diversity	ABS Census Data and Council property database
Improvements in community satisfaction	Council community surveys
Increase in the number and frequency of public transport services	Public Transport Victoria
Increase utilisation of public open space	Council community surveys
Increase in the use of active transport	Council community surveys
Decrease in vacancy rates for commercial properties in town centres	Council Property Rates Database

Business and Industry

Performance Measure	Monitoring Tool
Increases in number of local jobs and/or job containment levels	ABS Census Data, economic databases (e.g. Economy ID, REMPLAN)
Increase in the proportion of working-aged residents	ABS Census Data, economic databases (e.g. Economy ID, REMPLAN)
Number of incoming business enquiry responses	Council databases

Performance Measure	Monitoring Tool
Growth in local business base	Australian Business Register and economic databases (e.g. REMPLAN)
Increase in the level of participation and attendance at business training and networking events	Committee for Greater Shepparton and Greater Shepparton Business Network databases
Increase in Industry Peak Body Memberships	Committee for Greater Shepparton and Greater Shepparton Business Network databases
Increased uptake of renewable energy sources	Council business surveys
Increases in number of local tertiary qualifications and training apprenticeships	Population databases (e.g. Profile ID, REMPLAN), ABS census data.
Increase value of agricultural production and food manufacturing	ABS Census Data, economic databases (e.g. Economy ID, REMPLAN)
Increase in public infrastructure investment	Council databases
Increase in supply of zoned employment land	Council Property Rates Database
Increase in investment enquiries, planning and building permits relating to residential, commercial and industrial properties	Council database
Reduce the average time taken to provide a planning permit decision.	'Know Your Council' website

5.4. PROJECTS AND ACTIONS

5.4.1. POPULATION AND DEMOGRAPHICS

T6. POPULATION AND DEMOGRAPHICS PROJECTS AND ACTIONS

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
Strategic Direction 1: Supporting Economic Inclusion and Job Access for Diverse and Disadvantaged Communities						
1.1	Community Infrastructure Needs Assessment <ul style="list-style-type: none"> Implement findings from the existing Community Infrastructure Needs Assessments completed for Shepparton, Mooroopna and Kialla. Add infrastructure requirements to capital works program. Expand the needs assessment to other small towns, including Dookie and Tatura. 	Lead	Short	Council	-	Existing
1.2	Social Enterprise and Indigenous Business Support <ul style="list-style-type: none"> Encourage the growth and development of social enterprises, including multi-cultural businesses, as well as youth-led businesses, in Greater Shepparton, to support the wider community. Provide ongoing support to Indigenous businesses and start-ups, providing tools and resources to enable development and growth. Utilise the Greater Shepparton Business Centre to provide office spaces and training facilities to foster business set-up and operation. Ensure Council procurement policies continue to support local businesses and/or youth-led businesses, to foster business growth. 	Lead	Ongoing	Council	Committee for Greater Shepparton Kaiela Institute Community Groups	Existing
1.3	Greater Shepparton Integrated Transport Strategy <ul style="list-style-type: none"> Update the Movement and Place Strategy with a Greater Shepparton integrated transport strategy that considers accessibility and connectivity to and within the municipality. Include recommendations for all transport options, including road, rail, public and active transport, as well as EV charging stations. 	Lead	Long	Council		\$50,000-\$75,000

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
1.4	Youth Employment Assistance <ul style="list-style-type: none"> Partner with and support the GMLLEN regarding initiatives that support the employment and development of youth to assist them in understanding and pursuing pathways whilst also connecting with industry. 	Partner	Ongoing	Council GMLLEN		Existing
Strategic Direction 2: Suitable Resident and Worker Accommodation						
2.1	Greater Shepparton Affordable Housing Strategy <ul style="list-style-type: none"> Continue to deliver the Affordable Housing Strategy to provide homes for disadvantaged residents. Develop updates to the strategy as required, factoring in changes in housing demand and supply. Use the Strategy directions to support future advocacy efforts for government programs that support affordable housing investment (such as the <i>Big Housing Build initiative</i>). 	Lead	Short	Council	Developers Victorian Government	Existing
2.2	Update the Greater Shepparton Housing Strategy <ul style="list-style-type: none"> Prepare a new housing strategy that provides long-term directions for future housing and ensures sufficient supply of workforce and resident accommodation. Include a focus on housing diversity that caters to a range of demographic groups and housing supply across multiple locations. 	Lead	Medium	Council		\$40,000-\$50,000
2.3	Support CBD Housing Developments <ul style="list-style-type: none"> Provide planning support to promote medium-high density developments in Shepparton's CBD and increase supply of housing for workers and residents. Identify opportunities to increase land supply for infill developments, including divesting Council land, purchasing land for development, etc. 	Lead	Medium	Council	Developers	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
Strategic Direction 3: A High-Amenity and Vibrant Urban Centre						
3.1	Placemaking Framework and Program <ul style="list-style-type: none"> Develop an internal placemaking framework that clearly defines internal roles and responsibilities for placemaking initiatives and programs in commercial areas. Establish a placemaking program that identifies future investment opportunities, as well as other initiatives, to enhance and activate the public realm in the CBD, focusing on a program of activities, beautification and amenity improvements to increase utilisation, dwell time and stimulate local consumption and business investment. 	Lead	Short	Council	Committee for Greater Shepparton Greater Shepparton Business Network Local Traders	Existing
3.2	Shepparton CBD Strategy <ul style="list-style-type: none"> Prepare a new Shepparton CBD Strategy that outlines the vision for the CBD and opportunities to promote activation, consumption and investment. Identify priority investment opportunities and planning activities that will support CBD development and utilisation, which could be defined by specific precincts – including retail, hospitality, office, civic, education, etc. Incorporate activation and placemaking initiatives for the entire retail core precinct to expand the CBD Revitalisation Project (e.g. streetscaping, public art and public realm improvements). Consider how these opportunities can be leveraged to support the night time economy in the CBD, particularly through retail and hospitality businesses. Prepare planning scheme amendments to align with the findings of the strategy and support CBD development. Advocate for government funding to deliver identified actions. 	Lead	Medium	Council	Victorian Government Federal Government Committee for Greater Shepparton Greater Shepparton Business Network Local Traders	\$40,000-\$50,000

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
3.3	CBD Shopfront Improvement Grants <ul style="list-style-type: none"> Reintroduce the shopfront improvement grants for businesses within the CBD and core commercial areas of the municipality. These grants will be designed to contribute to costs associated with improvements in shopfronts and accessibility to stores. 	Lead	Short	Council	Local Traders	\$20,000-\$30,000
3.4	CBD Investment Materials <ul style="list-style-type: none"> Prepare an investment prospectus/advocacy document to attract business investment in the Shepparton CBD. Highlight the benefits of investing and promote business investment opportunities, including office, retail, hospitality, personal services, etc. Add collateral to the 'Greater Shepparton' branding and other marketing channels (including online collateral). 	Lead	Short	Council		Existing
Strategic Direction 4: Thriving and Activated Small Towns						
4.1	Small Town Activation Program <ul style="list-style-type: none"> Undertake activation and beautification works for commercial areas in small towns, such as Mooroopna, Tatura, Dookie, Murchison, to improve amenity and stimulate business investment. Include a focus on local events, public art, streetscaping, public realm improvements, etc. 	Lead	Short	Council	Greater Shepparton Business Network Local Traders	Existing
4.2	Community Plans Development <ul style="list-style-type: none"> Delivery and updates of Community Plans for small towns, to identify and prioritise actions for small towns to drive community growth and realise investment opportunities. Ongoing delivery and review of plans to be updated accordingly. Advocate for government funding to support identified actions and investment opportunities. 	Partner	Ongoing	Local Resident/ Community Groups	Council	Existing

5.4.2. BUSINESS AND INDUSTRY

T7. BUSINESS AND INDUSTRY PROJECTS AND ACTIONS

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
Strategic Direction 5: Provide Access to a 'Job-Ready' Workforce						
5.1	<p>Workforce and Skills Support Program</p> <ul style="list-style-type: none"> Promote tools and resources to support local jobseekers, which could focus on Jobs Victoria tools and resources (e.g. Jobs portal, training and development to build resumes, improve interview skills, etc.); Collaboration with education and training providers, as well as local employment providers, to: <ul style="list-style-type: none"> Identify workforce and industry needs; Connect jobseekers with workforce training programs; and, Attract new workers to meet identified industry gaps and skills shortages. Leverage the training and skills development program in the Business Centre to support school leavers and residents joining the workforce. Continue the delivery of workforce support activities for youth training and employment, including 'Careers Day Out' and the 'Food and Fibre Day', as well as other opportunities to connect students with employers and support employment pathways for youth. 	Support	Medium	GOTAFE Jobs Victoria GMLLEN Head Start	Council	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
Strategic Direction 6: An Engaged and Productive Business Community						
6.1	Business Networking and Training Program <ul style="list-style-type: none"> Collaborate with existing industry peak bodies to support the business community through an ongoing calendar of workshops, networking events, mentoring and training (focusing on development opportunities to build capacity and support business growth). Ensure there is ongoing education and support for traders (e.g. retail, hospitality) to undertake marketing and promotional activities, including use of social media, online channels and visual merchandising. Promote the program through Council communication channels (physical and online). Provide ongoing advocacy support for local businesses, including linking to grants/funding, as well as communicating available business opportunities to support business activity. 	Partner	Ongoing	Council	Committee for Greater Shepparton Greater Shepparton Business Network	Existing
6.2	Business Resilience and Recovery Assistance <ul style="list-style-type: none"> Provide disaster recovery assistance, such as promoting access to grants, financial/business planning training, and other means of support to the business base to support recovery efforts and increase resilience against future shocks. Directly support business (via workshops and training) and/or provision of relevant materials via external and internal communication channels. Leverage and maximise opportunities from flood recovery funds to build business resilience and support recovery. 	Lead	Ongoing	Council	Committee for Greater Shepparton Greater Shepparton Business Network	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
6.3	<p>Expand Greater Shepparton Business Centre</p> <ul style="list-style-type: none"> Improved promotion and marketing for the Business Centre to help expand its reach to local and non-local businesses and help consolidate its role as a thriving business hub. This could include: <ul style="list-style-type: none"> Promotional offers to attract businesses; Increase promotion on digital and social channels; Consolidate existing online presence with Council’s Economic Development Unit; Proactive outreach to industry peak bodies and representatives to reduce vacancies; and Provision of tours to showcase the facilities. The expansion of the Centre should also consider: <ul style="list-style-type: none"> Ongoing business advice and training to promote business growth and development, in collaboration with industry peak bodies; Reconfiguration of the internal spaces to suit small businesses/start-ups (e.g. provision of smaller rooms); The feasibility of building and leasing out additional spaces to increase capacity; Ongoing refresh of facilities to appeal to new businesses/start-ups/entrepreneurs; and Investigating opportunities to expand offerings to a variety of sectors, including hospitality, creative industries, digital enterprises, etc. 	Lead	Ongoing	Council	Local Businesses Committee for Greater Shepparton Greater Shepparton Business Network	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
6.4	Business Expo <ul style="list-style-type: none"> Investigate the potential to deliver an annual Business Expo for local businesses, including networking, training and education activities to support business development. The Expo could showcase successful business models in the City, as well as foster business collaboration and growth within the community. Council could conduct annual surveys to identify topics of interest to influence the delivery of workshop offerings. Identify opportunities to focus on support for multi-cultural businesses, as well as social and Indigenous enterprises. 	Lead	Ongoing	Council	Local Businesses Committee for Greater Shepparton Greater Shepparton Business Network	\$25,000-\$40,000 p.a.
Strategic Direction 7: Supporting Environmental Sustainability						
7.1	Circular Economy and Business Sustainability Strategy <ul style="list-style-type: none"> Develop a Circular Economy Strategy to promote regional and state-wide education and training programs to help develop the circular economy and create a more sustainable and environmentally conscious business community. Include a focus on holistic participation by Council, industry and the community, identifying opportunities to improve efficiency and productivity by reducing waste, re-using resources and reduce the environmental impact of the municipality. Plan for growth in Electric Vehicle charging stations to support uptake by residents. Other opportunities for Council to promote business sustainability include: <ul style="list-style-type: none"> The Advisory Stream for Process Innovation and Resource Exchange (ASPIRE) – an online marketplace for businesses to exchange their waste as a resource; Business Development Program – Council and industry build capacity to understand and implement circular economy activities; and Support and market Environmental Upgrade Agreements to enable businesses to become more sustainable. 	Lead	Short	Council	Committee for Greater Shepparton Greater Shepparton Business Network Environment Victoria Circular Economy Victoria	\$30,000-\$40,000

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
7.2	Renewable Energy Readiness and Investment Study <ul style="list-style-type: none"> Prepare a study detailing opportunities for renewable energy investment in Greater Shepparton, including identification of the preferred type of investment (e.g. solar), strategic locations, as well as the role of council and supporting stakeholders. 	Lead	Long	Council	State government (Energy, Environment and Climate Change) Renewable energy proponents	\$30,000-\$50,000
Strategic Direction 8: Economic Growth Through Major Service-Based Organisations						
8.1	Higher Education Partnership Initiatives <ul style="list-style-type: none"> Regular collaboration between Council and the higher education institutes (Latrobe, University of Melbourne, GO TAFE) to review current offering and determine gaps in course opportunities to support workers and industry. Consider opportunities to link businesses with relevant skills, via industry specific job fairs/careers days (e.g. manufacturing, farming, food production, health). Advocate for additional courses to support the attraction and retention of skilled workers and youth. Identify R&D opportunities at higher education institutes to support the attraction of future industries (inc. tech/digital startups, advanced manufacturing, health innovation, etc.). 	Support	Ongoing	LaTrobe University University of Melbourne GOTAFE Wodonga TAFE		Existing
8.2	Healthcare and Social Assistance Partnership Initiatives <ul style="list-style-type: none"> Regular collaboration between Council and Goulburn Valley Health to identify opportunities for economic and employment outcomes. Initiatives could focus on areas to target for complementary business investment (such as Allied Health providers), or demand for skilled labour to support the growth of the healthcare system. 	Support	Ongoing	Goulburn Valley Health	Council	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
Strategic Direction 9: Supporting the Food Production and Processing Industry						
9.1	Agriculture Strategic Plan	Lead	Short	Council	Agriculture Victoria	\$30,000-\$50,000
	<ul style="list-style-type: none"> Prepare an Agriculture Strategic Plan to support the sector and ensure it remains a key driver of economic and employment growth, focusing on: <ul style="list-style-type: none"> Workforce and skills requirements; Growing and diversifying production; Identifying and alleviating sectoral issues and barriers; Identifying opportunities for growth, including changing demands of consumers, global export opportunities for horticulture, as well as efficient land uses; Ensuring food security and sustainability; Water security for growers to safeguard production; and Promote succession planning to ensure all agricultural land is well-utilised and to attract and retain young farmers. The Plan should Focus on strengthening the primary commodities for the region –dairy, fruit, livestock – as well as opportunities for diversification and value-add. 				Agbiz Assist Local Producers	
9.2	Supporting Value-Adding Food Production Opportunities	Support	Long	Agriculture Victoria	Council	Existing
	<ul style="list-style-type: none"> Identify and promote existing and new opportunities, in collaboration with industry and Government, to add value to food production and maintain this sector as a key industry strength for Greater Shepparton. Key opportunities to examine include: <ul style="list-style-type: none"> Improve supply chain efficiencies through attraction of transport and logistics companies; Expand export opportunities through advocating rail freight and transport infrastructure opportunities (e.g. inland rail, bypass, etc.); Harnessing innovative techniques and utilising new technologies to improve production efficacy and meet demand for raw materials; and Identifying agritourism initiatives, including local produce stores, paddock to plate experiences, etc. 			Agbiz Assist Local Producers		

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
9.3	<p>Promoting Agricultural Resilience and Output</p> <ul style="list-style-type: none"> Develop an assistance manual (i.e. an extension to the drought resource package) that provides targeted support to rural industry and fruit growers to assist in recovery from ongoing shocks and extreme weather events (e.g. floods, bushfires), including: <ul style="list-style-type: none"> Promoting access to available grants; and Promoting online tools and resources to assist recovery efforts. The manual should be updated regularly and be a single source of assistance for producers having to safeguard/overcome weather events. Review and adopt optimal land use practices to safeguard against climate change and the threat of bushfires and floods, to ensure agricultural land remains productive and output is maintained. 	Support	Short	Agriculture Victoria Agbiz Assist Goulburn Murray Valley Regional Fruit Fly Group Local Producers	Council	Existing
9.4	<p>Biosecurity Advocacy</p> <ul style="list-style-type: none"> Advocate for funding to support biosecurity measures to safeguard agricultural output (particularly horticultural production) to help combat biohazards such as Queensland Fruit Fly. Include education and training support for the horticultural industry, ranging from producers, wholesalers and retailers, to increase capacity to identify and mitigate biosecurity threats. 	Support	Ongoing	Agriculture Victoria Victorian Government Federal Government	Council	Existing
9.5	<p>Manufacturing and Food Processing Assistance</p> <ul style="list-style-type: none"> Collaborate with the manufacturing/food processing sector to identify constraints to business investment and opportunities to grow the sector. Support opportunities that facilitate the expansion and investment of manufacturing businesses, including access to workers (through training and education), planning support, ensuring appropriate land supply, etc. 	Partner	Ongoing	Council Local Manufacturers	Committee for Greater Shepparton Greater Shepparton Business Network	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
9.6	Advanced Manufacturing Support <ul style="list-style-type: none"> Collaborate with the manufacturing/food processing sector, as well as higher education institutes, to identify research and development opportunities to support the growth of advanced manufacturing. Enable the sector to incorporate innovation and technology in food processing, through ongoing engagement and facilitation, to increase productivity, diversify manufacturing and grow the value of the sector. 	Partner	Ongoing	Council Local Manufacturers	Committee for Greater Shepparton Greater Shepparton Business Network	Existing
Strategic Direction 10: Promoting Industry Diversity and Business Investment Opportunities						
10.1	Regional Brand Review <ul style="list-style-type: none"> Build on the success of the <i>Greater Shepparton</i> marketing campaign and identify opportunities for improvements into showcasing the region. This should outline economic/investment opportunities for businesses and promote careers as well as lifestyle opportunities for residents and workers. Identify appropriate campaigns and marketing activities to promote the regional brand, including future use of the <i>Greater Shepparton</i> label (or alternative slogan), as well as optimal use of social media and online channels. 	Lead	Short	Council		Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
10.2	<p>Greater Shepparton Investment Prospectus Update</p> <ul style="list-style-type: none"> Review the investment prospectus and update to include diverse and complementary industries to create a more sustainable industry, expand the jobs base and add value to the economy. Key sectors to be considered for inclusion include (as identified in the supporting Background Report): <ul style="list-style-type: none"> Advanced manufacturing (leveraging existing manufacturing strengths and supply chain); Agri-business (building on strength of production in dairy and fruit); Green industries (renewable energy manufacturers and investors/proponents, including wind, solar and/or hydrogen); Professional services and start-ups (capitalising on migratory trends to Regional Victoria and established business infrastructure such as the Business Centre); and Creative industries (leveraging existing arts and culture programming and facilities, such as SAM and Moooving Art). Promote the prospectus through existing marketing and communication channels, including the <i>Greater Shepparton</i> campaign, as well as through trade missions/expos attended by Council. 	Lead	Short	Council		\$10,000-\$15,000
10.3	<p>Industry Attraction Incentive Program</p> <ul style="list-style-type: none"> Prepare a formal investment incentive package for target industries to support investment attraction, including: financial incentives (e.g. rent relief), planning support (e.g. fast-tracked approvals) and access to council resources (e.g. concierge). Ongoing use of the 'Better Approvals' program (and concierge) to assist in investment attraction, advocacy and support for business and infrastructure investment. 	Lead	Short	Council		Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
Strategic Direction 11: Advocacy for Major Infrastructure Projects						
11.1	Infrastructure Attraction Advocacy Updates <ul style="list-style-type: none"> Regular review and update of the infrastructure priority list for Greater Shepparton for funding advocacy purposes, including projects that require government funding and/or private contributions. Projects to be considered and included in the updated priority list should focus on (detailed in the supporting Background Report): <ul style="list-style-type: none"> Community and event infrastructure (e.g. Shepparton Sports and Events Centre); Transport infrastructure (e.g. Shepparton Bypass, GV Link, Second River Crossing); Renewable energy infrastructure; and Service-based infrastructure (e.g. GV health redevelopment, education facilities) The prioritisation of infrastructure projects should be based on a consistent methodology, including a combination of funding amounts, community need, industry requirements, project status, timing, economic/environmental benefits, potential for regional collaboration and alignment to existing/future funding grants. Review and confirm the advocacy approach to market and promote infrastructure opportunities – with regard to development of advocacy documents, as well as use of communication channels (including existing and new campaigns). 	Lead	Ongoing	Council	Community Groups Industry Groups Health and Education Organisations	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
Strategic Direction 12: Appropriate Supply of Zoned Employment Land						
12.1	Urban Development Program (UDP) Recommendations <ul style="list-style-type: none"> Based on the findings of the UDP, identify and deliver recommendations to ensure suitable provision of industrial (and residential) land, including adequately sized lots for investment. Recommendations to be considered to support investment include rezoning land, land release and facilitate subdivision to provide suitably sized lots. Incorporate outcomes of the review into local planning policy. This will help accommodate business investment to meet demand. 	Lead	Medium	Council		Existing
12.2	Review Better Approvals Program <ul style="list-style-type: none"> Ongoing review of the 'Better Approvals' program, to ensure the program achieves its objectives to help businesses overcome regulatory barriers and support business growth and investment. A focus of the review should be on ensuring a high-quality customer experience for businesses dealing with Council. 	Lead	Ongoing	Council		Existing
12.3	Land Activation Infrastructure Advocacy and Delivery <ul style="list-style-type: none"> Prioritise and advocate for development infrastructure to activate zoned industrial and residential land, to facilitate business investment and housing development (e.g. sewer, water, energy). This will include projects that require additional government and private contributions to facilitate investment. <p><i>(Linked to the UDP in project 12.1)</i></p>	Lead	Ongoing	Council		Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
Strategic Direction 13: Accessing International Markets and Global Trade Opportunities						
13.1	International Engagement Strategy <ul style="list-style-type: none"> • Continue the ongoing delivery of the International Engagement Strategy, to foster international relationships, attract international investment and support industry access to global trade markets. • Update the Strategy where required, focusing on: <ul style="list-style-type: none"> • Review and maintain sister city and friendship city relationships; • Council activities to facilitate international relations and proactive opportunities (e.g. trade missions); • International agreements to expand trade for exporting industries in Greater Shepparton, including horticulture, agriculture and food processing. 	Lead	Ongoing	Council		Existing

6. VISITOR ECONOMY FRAMEWORK

6.1. OVERVIEW AND GUIDING PRINCIPLES

The visitor economy is an important component of the broader economy and provides a significant contribution to economic and employment growth. As a regional service hub in Central Victoria, Greater Shepparton caters to a broad catchment of visitors for a variety of purposes, including holiday-makers, visiting friends and relatives, health and business visitors.

Strengthening the value of the visitor economy is important for economic growth as it stimulates business investment, promotes local consumption and supports new local jobs. The benefits from tourism, which are derived from visitor yield, flows through the economy and impacts retail, service, hospitality and transport sectors (amongst others).

6.2. STRATEGIC DIRECTIONS

14. Accommodating for Visitor Growth
15. Promoting Visitor Dispersal
16. Arts and Culture Development (inc. Indigenous Experiences)
17. Riverfront Activation and River Precinct Development
18. Consolidate Destination Branding and Tourism Governance
19. Developing High-Value Products and Experiences
20. Contemporary Visitor Servicing Practices
21. Monitoring Visitor Economy Performance and Growth

6.3. VISITOR ECONOMY TARGETS

Given the recent volatility in the visitor economy, Greater Shepparton should adopt some aspirational targets – over the next five years – including a combination of the following:

Visitation returning to above pre-COVID levels (1.5 million p.a.)

Proportion of international visitation increasing to pre-COVID levels (10% of total visitor market);

Visitor spend increasing above \$450 million p.a

6.4. PERFORMANCE MEASURES AND MONITORING TOOLS

Performance Measure	Monitoring Tool
Increases in visitation growth above historic levels	Tourism Research Australia data and economic databases (e.g, Economy ID, REMPLAN)
Increases in visitor expenditure	Tourism Research Australia data and economic databases (e.g, Economy ID, REMPLAN)
Increases in caravan and camping visitors	Tourism Research Australia data and economic databases (e.g, Economy ID, REMPLAN)
Growth in direct tourism jobs	Economic databases (e.g, Economy ID, REMPLAN)
Increase in investment enquiries, planning and building permits for accommodation and tourism products	Council property database
Increase in visitor satisfaction with tourism offerings	Visitor intercept surveys

6.5. PROJECTS AND ACTIONS

Many of the visitor economy projects and actions detailed below support the regional Destination Management Plan (DMP) prepared by Goulburn Region Tourism. Reference will be made where relevant projects align.

T8. VISITOR ECONOMY PROJECTS AND ACTIONS

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
Strategic Direction 14: Accommodating for Visitor Growth						
14.1	Accommodation Audit and Investment Plan <ul style="list-style-type: none"> Continue to undertake commercial accommodation audits for Greater Shepparton, identifying gaps in stock and opportunities for future accommodation investment. Building on the <i>2021 Accommodation Opportunities Study</i> (and supported by the Background Report), the key investment opportunities for consideration include: <ul style="list-style-type: none"> Internationally branded hotel/resort accommodation (with conference facilities); Caravan and holiday parks; Self-contained branded apartments; and Boutique/nature-based accommodation options (e.g. farm stays, glamping). Develop an evidence base that demonstrates the return on investment/yield generated by each accommodation type, which will help identify investment priorities. This work should be supported by an investment advocacy document and marketing and multi-media material to be used as collateral for private investors and accommodation operators, to attract accommodation investment. Support the delivery of accommodation priorities outlined in the Goulburn Region Tourism DMP. <p><i>(Linked to infrastructure advocacy in project 11.1 and the RV Development Plan in project 14.2)</i></p>	Lead	Medium	Council	Accommodation Providers Private Developers	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
14.2	Recreational Vehicles (RV) Development Plan <ul style="list-style-type: none"> Prepare a study and implementation plan that considers Greater Shepparton's role in attracting and supporting the growing RV market, as well as recommendations for future infrastructure and initiatives. Evaluate the Tatura RV rest stop pilot program and prioritise similar programs in other small towns, including Mooroopna and Murchison. Identify signage requirements to promote RV infrastructure and attract visitors to strategic locations (<i>linked to project 15.1</i>). Examine opportunities to establish other small towns as 'RV Friendly' (in addition to Tatura) and meet necessary infrastructure requirements. <p><i>(Supports the Accommodation Audit in project 14.1)</i></p>	Lead	Short	Council	Small Town Planning Groups	\$30,000-\$50,000
Strategic Direction 15: Promoting Visitor Dispersal						
15.1	Greater Shepparton Wayfinding and Signage Audit <ul style="list-style-type: none"> Audit the existing wayfinding, signage and interpretation across Shepparton and small towns. Identify gaps and opportunities to improve and streamline signage, help direct visitors to small towns, create a sense of arrival and connect destinations. Identify opportunities to update signage for key visitor destinations (e.g. SAM) and support wayfinding to direct visitors from transport hubs (e.g. train station) and the town centre to destinations. Subject to availability of funding, action opportunities and recommendations to improve signage and wayfinding. Signage should be consistent and adopt local (Shepparton and Goulburn Valley) and regional (Goulburn Region Tourism) branding. <p><i>(Supports the Goulburn Region DMP priority to 'undertake a review of the effectiveness of the region's wayfinding and interpretative signs with a view to being consumer centric and regionally focused.')</i></p>	Lead	Medium	Council (Shepparton and Goulburn Valley)	Goulburn Region Tourism Parks Victoria Regional Roads Victoria	\$10,000-\$15,000 (audit only) \$20,000-\$30,000 (audit and delivery of actions)

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
Strategic Direction 16: Arts and Culture Development (inc. Indigenous Experiences)						
16.1	Delivery of Creative City Strategy <ul style="list-style-type: none"> Deliver the recommendations provided in the <i>Creative City Strategy</i>, focusing on providing high-quality arts, cultural and Indigenous experiences for visitors. Opportunities include collaborating with existing cultural organisations (e.g. SAM), leveraging existing cultural product (e.g. public art) and identifying new event opportunities (e.g. First Nations music festival, multi-day world multicultural festival). <p><i>(Linked to the Major Event Attraction in project 23.1)</i></p>	Lead	Ongoing	Council		Existing
16.2	Cultural Programming and Activation <ul style="list-style-type: none"> Identify and support program and activation enhancements for existing arts and cultural product, including First Nations experiences, ensuring they remain high-quality and meet the contemporary needs of visitors. Leverage existing facilities such as SAM, MOVE, Bangerang Cultural Centre, Kaiela Institute, Riverlinks, Mooving Arts, for more arts and culture events. Updating existing art programs and public art installations to enhance visitor experiences through interpretation, storytelling, AR technology, app development, etc. Expand the public art program, including murals, silo art, Aboriginal street art and water tower art to additional locations, which will grow the art trails around the municipality. <p><i>(Linked to project 16.1 and supports the Arts and Culture priorities in the Goulburn Region DMP).</i></p>	Lead	Medium	Council	SAM MOVE Kaiela Institute Bangerang Cultural Centre Riverlinks Yorta Yorta Nation Aboriginal Corporation	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
16.3	<p>Yorta Yorta Interpretive Centre</p> <ul style="list-style-type: none"> Work with Yorta Yorta Nation to support the establishment of an Interpretive Centre in Greater Shepparton, catering to locals and attracting visitors for education and cultural programs, exhibits and events. Provide support as required to facilitate the development of the facility, including feasibility studies, identifying suitable land, planning approvals, as well as funding application assistance. <p><i>(Supports the First Peoples led experiences priorities in the Goulburn Region DMP).</i></p>	Support	Long	Yorta Yorta Nation Aboriginal Corporation	Council	Existing
Strategic Direction 17: Riverfront Activation and River Precinct Development						
17.1	<p>Deliver the RiverConnect Strategic Plan 2023-2028</p> <ul style="list-style-type: none"> Support the delivery of the actions included in the RiverConnect Strategic Plan, focusing on the <i>Showcase the River Environment</i> priorities, including: <ul style="list-style-type: none"> Improve the promotion of the riverfront and river precinct; Encourage eco-tourism activation opportunities to support utilisation of the area (e.g. tours, bike trails, canoe hire, fishing); and Enhance the interpretation of the area and provide story-telling product to support visitor understanding of the river environment. In addition, advocate for investment and development to improve access to the riverfront to enhance the visitor experience. <p><i>(Supports the nature-based priorities in the Goulburn Region DMP).</i></p>	Support	Ongoing	RiverConnect	Council Goulburn Region Tourism Goulburn Broken Catchment Management Authority Parks Victoria	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
17.2	Support the RiverConnect Paths Master Plan <ul style="list-style-type: none"> Support the delivery of the <i>RiverConnect Paths Master Plan</i> to promote river access. Includes development of various routes and paths along the river to promote utilisation and access to the riverfront. Identify pipeline of project opportunities and priorities in the Master Plan to include for future advocacy work. 	Support	Ongoing	RiverConnect	Council Goulburn Region Tourism Goulburn Broken Catchment Management Authority Parks Victoria	Existing
Strategic Direction 18: Consolidate Destination Branding and Tourism Governance						
18.1	Internal Tourism Business Planning <ul style="list-style-type: none"> Prepare an Internal Business Plan that clearly defines the roles and responsibilities of Council's tourism team (within the economic development unit), including the team leader, digital and development officers and visitor experience coordinator. The plan should identify and articulate the roles and responsibilities of the tourism team. Using benchmarking analysis from Economic Development Australia, the primary role of tourism should include (in priority order): <ul style="list-style-type: none"> Destination marketing; Visitor information services (inc. managing volunteers); Supporting visitor experiences; Tourism product investment attraction; Tourism industry support; and Infrastructure advocacy. This should also include a consistent approach for collaborating with key partners and regional organisations, including Goulburn Region Tourism. The Plan should undergo regular reviews and monitoring to ensure it aligns with Council priorities and meets staff requirements. 	Lead	Short and ongoing	Council (Shepparton and Goulburn Valley)	Goulburn Region Tourism	\$10,000

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
18.2	Tourism Industry Information and Networking Forums <ul style="list-style-type: none"> In collaboration with industry, deliver regular forums that provide relevant industry information and networking opportunities for local businesses that serve the tourism sector. This should include updates on government policies, industry trends, Council activities and local investments. The forums could also be a platform to promote and provide information on major events to foster industry support, including a public launch of the annual major events program. This will also assist in familiarising local tourism operators with other offerings across the Shire and enable them to become local advocates. The forums should include representatives from industry, Council and industry peak bodies. 	Partner	Ongoing	Council (Shepparton and Goulburn Valley)	Local Tourism Operators	Existing
				Goulburn Region Tourism	Local Accommodation Providers	
18.3	Destination Marketing Initiatives <ul style="list-style-type: none"> Undertake destination marketing initiatives that highlights opportunities to promote key experiences and provide improved interpretation. This will help improve awareness for visitors and enhance the visitor experience. Opportunities to consider could include: <ul style="list-style-type: none"> Improving the online/digital presence of the Shepparton visitor brand; Refreshing the Official Visitor Guide on a regular basis; and Specific marketing and promotion aimed at target markets, including families, VFR, nature-based tourists, international visitors, etc. Consideration should also be given to leveraging regional (e.g. Goulburn Region Tourism) and statewide (e.g. Visit Victoria) marketing channels. Marketing initiatives should be reviewed and confirmed on an annual basis (e.g. through an annual marketing plan), so that recommendations align with the contemporary needs of the visitor market. All new marketing initiatives should align with future brand development and regional tourism partnerships. <p><i>(Supports the destination marketing priorities in the Goulburn Region DMP).</i></p>	Lead	Short and ongoing	Council (Shepparton and Goulburn Valley)	Goulburn Region Tourism	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
18.4	Regional Brand Collaboration and Integration <ul style="list-style-type: none"> • Prepare an Engagement Plan that guides collaboration and integration activities between local and regional tourism bodies – Shepparton and Goulburn Valley and the Goulburn Region Tourism Partnership. • The focus should be on developing the brand hierarchy and identifying where the <i>Shepparton and Goulburn Valley</i> brand sits within the broader regional partnership (in collaboration with regional partners). • Utilising Shepparton and Goulburn Valley brand for all local visitor economy content and for partnership activities with regional and state entities. • Supporting the 'Building the Brand' priority pillar and supporting actions detailed in the Goulburn Region Tourism DMP to establish a clear, consistent branding for the local and regional destinations. Key relevant actions Council should support in the regional DMP include: <ul style="list-style-type: none"> • Developing a Brand Strategy; • Develop a Marketing Strategy; and • Build Regional marketing collateral (website and social media). 	Partner	Short	Council (Shepparton and Goulburn Valley)	Goulburn Region Tourism	Existing
18.5	Regional Tourism Partnerships <ul style="list-style-type: none"> • Support the delivery of the relevant partnership and collaborative recommendations outlined in the Goulburn Region Tourism DMP. • Focus on maximising opportunities from the regional tourism partnership, including funding advocacy, industry development, collaborative programs and regional itineraries. • Leverage the Goulburn Region Tourism Partnership and the DMP recommendation to attract state government investment for regional priorities, focusing on products that align with Visit Victoria's <i>Experience Victoria 2033</i> strategy: Wellness, Arts and Culture, First Peoples, Food and Drink, Nature. 	Support	Ongoing	Goulburn Region Tourism	Council (Shepparton and Goulburn Valley) Visit Victoria	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
Strategic Direction 19: Developing High-Value Products and Experiences						
19.1	Product Development and Investment Opportunities <ul style="list-style-type: none"> • <u>Facilitate Shire-wide opportunities:</u> <ul style="list-style-type: none"> • Agritourism initiatives aligning to local fruit production; • Food and beverage experiences (e.g. wineries, breweries); • Farmgate experiences to showcase local produce; • Multi-cultural product and experience offerings, focusing on diverse retail and food offerings from diverse communities; and • Activating natural assets such as the Goulburn River, Australian Botanic Gardens Shepparton and other local gardens. • <u>Enhance central Shepparton as a key destination driver:</u> <ul style="list-style-type: none"> • Arts and culture activation, leveraging existing experiences such as Mooving Art, SAM, MOVE and Aboriginal Street Art; • Activating nature-based assets including the Goulburn River and Victoria Park Lake precinct; • Activating and promoting the Fish Hatchery to support fishing tourism; • Supporting investment in food and beverage, as well as boutique retail, along the existing shopping strips and malls; and • Supporting family friendly recreation experiences (e.g. playgrounds, outdoor mazes, mini golf), helping develop Shepparton as a recreation destination. <p><i>(Supports the product development/investment opportunities outlined in the Goulburn Region DMP).</i></p>	Partner	Ongoing	Council (Shepparton and Goulburn Valley) Goulburn Region Tourism	Private Investors	Existing

- Strengthen the visitor offering in small towns:
 - **Mooroopna opportunities:**
 - Activating the Moooving art displays with interactive and immersive products that provides interpretation;
 - Support investment in historical and heritage assets and experiences (e.g. Mooroopna Museum and Gallery);
 - Supporting nature-based assets, including at the Flats Walk and Gemmill Swamp Reserve, with greater Indigenous interpretation for visitors; and
 - Promoting and supporting ongoing investment into KidsTown Adventure Playground to support family visitors.
 - **Tatura opportunities:**
 - Activating military history and heritage, including the Wartime Camps Museum, German War Cemetery and the Victoria Cross Memorial Garden. This could include linking experiences through a packaged military history experience; and
 - Expanding public art beyond the existing water tower mural, to include other murals/exhibits illustrating military history.
 - **Dookie opportunities:**
 - Supporting investment in outdoor experiences and nature-based assets, to increase utilisation and dwell time, focusing on the Dookie Rail Trail and Mount Major; and
 - Promoting investment into boutique food and wine experiences, leveraging Dookie Agricultural College and existing food outlets (Dookie Emporium, Rye at Tallis).
 - **Murchison opportunities:**
 - Activation of existing historic and heritage properties (e.g. Days Mill, Murchison Heritage Centre);
 - Investment in nature-based assets, (e.g. Doctor's Swamp Wetlands);
 - Supporting investment in the Murchison Rail Trail; and
 - Boutique food and wine experiences (e.g. wineries, local produce).

(Supports the product development/investment opportunities outlined in the Goulburn Region DMP).

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
19.2	<p>Packaged Product Development and Local Itineraries</p> <ul style="list-style-type: none"> Identify and promote the opportunity to package product and develop local itineraries to showcase assets, as well as increase utilisation and dwell time for visitors. Opportunities could include: <ul style="list-style-type: none"> Reviewing and updating existing local itineraries on Shepparton and Goulburn Valley channels; Expanding the promotion of local itineraries on other channels (e.g. Goulburn Region Tourism, Visit Victoria); Develop and package unique on-farm experiences, including hands-on farm experiences and farmstays; Itineraries focused on local produce – including businesses that produce food, wine and beverages in the region Provide itineraries for local Indigenous experiences (e.g. Kaiela Arts, Bangarang Cultural Centre) Packaging prices for a combination of arts and cultural destinations (e.g. SAM, MOVE); Develop and promote a ‘choose your own adventure’ itinerary option, where the visitor can create a specific itinerary for various experiences; Provide a booking platform on digital channels to allow the consumer to book various packages and itineraries online. 	Lead	Ongoing	Council (Shepparton and Goulburn Valley)	Goulburn Region Tourism	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
19.3	<p>Tracks and Trails Strategy</p> <ul style="list-style-type: none"> Undertake a consolidated Tracks and Trails Strategy with consideration of activating and improving key outdoor recreation assets and experiences for walking and cycling, including a focus on: <ul style="list-style-type: none"> Goulburn River trail; Mount Major Mountain Bike Trail; Dookie rail trail; and Murchison rail trail. Opportunities should include improved accessibility and useability, linkages to town centres (to promote spend), developing trail-friendly infrastructure (e.g. rest stops, bike storage, bike maintenance), improved amenity (e.g. retail, kiosks, etc.) and interpretation. Consideration should also be given to linking trails together, including linkages with regional trails, to support visitor dispersal. The Strategy could also consider investment opportunities for new tracks or trails to enhance Shepparton's role as a cycling and walking destination and capitalise on the growth in cycle tourism. 	Lead	Medium	Council (Shepparton and Goulburn Valley)	Goulburn Region Tourism	\$40,000-\$50,000

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
19.4	<p>Victoria Park Lake Precinct Activation Plan</p> <ul style="list-style-type: none"> Promoting the ongoing activation and development of the Victoria Park Lake Precinct as a key destination for central Shepparton. Opportunities for consideration include: <ul style="list-style-type: none"> Arts and culture development, including activating surrounding SAM precinct through public art and exhibitions; Investment in infrastructure to support major events (e.g. lighting, sound, etc.); Improved accessibility and useability; Interpretation and wayfinding; Promoting water-based activities (e.g. paddle boats, paddle boards); Playground development, including splash parks; and Supporting Holiday Park investment. Opportunities should be considered as part of a review of the Victoria Park Lake Master Plan (2016), to deliver and revise relevant recommendations. 	Lead	Long	Council (Shepparton and Goulburn Valley)	Goulburn Region Tourism	Existing
19.5	<p>Industry-Led Visitor Experiences</p> <ul style="list-style-type: none"> Build industry capacity to provide high-quality visitor experiences, through regular training and mentoring, as well as financial assistance. Review the outcomes and success of the previous <i>Visitor Experience Innovation Grant</i> to support industry in providing product, experiences and infrastructure to support visitor markets. Establish an extension of the grant that applies to businesses seeking a unique or innovative product/experience, based on criteria that includes: uniqueness or meeting product gaps, alignment with product strengths and target markets, visitation impact, financial and economic impact, environmental impact. 	Lead	Medium	Council (Shepparton and Goulburn Valley)	Goulburn Region Tourism Destination Goulburn Murray Local Traders	\$20,000-\$30,000

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
Strategic Direction 20: Contemporary Visitor Servicing Practices						
20.1	Deliver the Visitor Information Centre Business Plan	Lead	Short	Council (Shepparton and Goulburn Valley)	Goulburn Region Tourism	Existing
	<ul style="list-style-type: none"> • Deliver the three-year Business Plan for the Visitor Information Centre (VIC) to outline the requirements for the VIC and visitor servicing. • Opportunities to consider for this plan should include (as outlined in the supporting Background Report): <ul style="list-style-type: none"> • The objectives and functions of the VIC; • Management of pop-up information points/mobile VIC at events; • Identify future operational activities, including roles and responsibilities (e.g. booking services, retail functions, itinerary planning, merchandising, development of visitor guides, etc.); • Volunteer program – including training and support; • Consider development of a merchandising strategy, focusing on local goods and services that promote local traders, artists and creatives; and • Consider improvements to data collection for enquiries (including face-to-face and online), web hits and social media activity. • Review and refresh the plan following the end of the three-year cycle. 					

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
20.2	<p>Regional Visitor Servicing Strategy</p> <ul style="list-style-type: none"> Support delivery of the regional visitor servicing strategy, as outlined in the Goulburn Region Tourism DMP, to integrate the local and regional approach to visitor servicing into the future. The strategy could consider some of the following opportunities for visitor servicing: <ul style="list-style-type: none"> Increasing the prevalence of mobile/temporary services to provide face-to-face servicing on-demand during peak periods; Improve digital visitor servicing (via online and social media channels) to meet shifting visitor preferences; and Utilise existing assets and facilities in strategic to provide satellite displays of visitor servicing information (e.g. MOVE, Botanic Gardens entry). The strategy could also consider leveraging the major events program and providing support to event attendees, in order to improve the visitor experience, generate increased yield and promote repeat visitation. This should incorporate the findings and recommendations included in the local VIC Business Plan (<i>see project 21.1</i>). 	Support	Short	Goulburn Region Tourism	Council (Shepparton and Goulburn Valley)	Existing
20.3	<p>Accessible Tourism Initiatives</p> <ul style="list-style-type: none"> Promote accessible tourism opportunities to support visitors of all abilities, through sharing information on all marketing and promotion channels (inc. digital and social media, as well as the official visitor guide). Information to provide for the promotion of accessible tourism includes: <ul style="list-style-type: none"> Accessible amenities (e.g. parking, toilets, dining options, etc.); Accessible outdoor activities (e.g. parks, recreation reserves and water-based assets); Accessible experiences and destinations (e.g. museums, event venues, trails, etc.); and Accessible accommodation options. Consider investment at key attractions to support accessibility for all visitors. 	Lead	Ongoing	Council (Shepparton and Goulburn Valley)	Goulburn Region Tourism	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
Strategic Direction 21: Monitoring Visitor Economy Performance and Growth						
21.1	Data Monitoring and Evaluation <ul style="list-style-type: none"> Conduct regular monitoring of the visitor economy, including its value to the local economy, utilising existing databases. Evaluate key variables to examine the annual performance of the visitor economy, focusing on: <ul style="list-style-type: none"> Economic contribution of tourism (to local consumption, jobs and output); Levels of visitation and visitor spend; Primarily location of visit; Type of visitor (e.g. day trip vs overnight) and purpose of visit; Length of stay; Key activities undertaken; Visitor group and lifecycle; and Accommodation used. Utilise this information as an evidence base to inform local tourism strategies and policies, as well as define target markets for the region. 	Lead	Ongoing	Council (Shepparton and Goulburn Valley)	Goulburn Region Tourism	Existing
21.2	Establish Visitor Economy Performance Targets <ul style="list-style-type: none"> Utilise the findings from data collection and monitoring to establish the achievement of performance targets, as well as set ongoing (i.e. annual) targets for the visitor economy. Targets should be based on achieving growth in the value and volume of the visitor economy (i.e. visitation and spend), over and above historic growth rates. Publish the targets and monitor performance on a quarterly basis. 	Lead	Ongoing	Council (Shepparton and Goulburn Valley)	Goulburn Region Tourism	Existing

7. MAJOR EVENTS FRAMEWORK

7.1. OVERVIEW

As a key regional events destination, the events sector is a vital part of Greater Shepparton's economy, providing a range of economic, tourism and community benefits. In particular, Greater Shepparton is a leader in hosting sporting events, business events, as well as an emerging destination for arts and culture events. This provides vital amenity for residents and supports the visitor economy by attracting attendees from regional, interstate and international markets.

To ensure the events sector remains a key contributor to economic growth, it is important that Council maintains a productive, diverse, impactful and sustainable major events program. More specifically, as the sector recovers from the pandemic disruptions, it is critical that a strategic lens is applied to the future delivery of events and ensure it generates a return on investment for Council (and industry).

7.2. STRATEGIC DIRECTIONS

22. Impacts of COVID-19 and Implications for Future Directions
23. Importance of High-Value Events
24. Accurate and Effective Data Collection and Analysis
25. Supporting Event Diversification
26. Provision of Quality Event Facilities and Supporting Infrastructure
27. Supporting Event Dispersal
28. Role of Council as Capacity Builders
29. Targeted and Contemporary Event Funding Criteria

7.3. PERFORMANCE MEASURES AND MONITORING TOOLS

Performance Measure	Monitoring Tool
Increase in event enquiries from event organisers and operators	Council database
Increase in the proportion of arts and culture events	Council database
Increase in the number of large-scale/significant events (i.e. attendance greater than 10,000)	Council database
Diversity in the utilisation of event venues	Council database
Increases in the dispersal of events to smaller towns	Council database
Increase in the economic impact of events (via visitor expenditure)	Council database
Increased satisfaction with event delivery	Event attendee surveys

7.4. PROJECTS AND ACTIONS

T9. MAJOR EVENTS PROJECTS AND ACTIONS

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
Strategic Direction 22: Impacts of COVID-19 and Implications for Future Directions						
22.1	Events Policy <ul style="list-style-type: none"> Develop a contemporary events policy that outlines future directions for the sector, including: <ul style="list-style-type: none"> Council's guidelines and values for the events sector; Event focus areas (e.g. attracting events with a high return on investment, events that support community wellbeing); and Council roles and responsibilities (e.g. types of support, event promotional activities). 	Lead	Short	Council		Existing
22.2	Greater Shepparton Events Calendar Economic Impact Assessment <ul style="list-style-type: none"> Continue to profile the events calendar in Greater Shepparton to identify the areas of strength, gaps and opportunities relating to event types, location, facilities used and economic impact. Consider specific economic profiling for large regional or significant one-off events; Use the outcomes of this annual assessment to inform future directions and areas of focus for event attraction and delivery. 	Lead	Ongoing	Council		\$5,000-\$10,000 p.a.
22.3	Community Events Capacity Building Program <ul style="list-style-type: none"> Provide support for community event organisers, including capacity building and promoting resources available to support event delivery (e.g. government grants). Focus on ensuring community events are successful and cater to local community groups as well as a broader resident market to support overall community engagement and wellbeing. 	Lead	Ongoing	Council	Community Groups	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
Strategic Direction 23: Importance of High-Value Events						
23.1	<p>Major Event Attraction</p> <ul style="list-style-type: none"> Consolidate Greater Shepparton’s role as a leading regional event destination by attracting annual ‘blockbuster’ significant tourism events for high-value/priority event categories, including: <ul style="list-style-type: none"> Arts and culture events (leveraging existing assets such as SAM and MOVE to attract major temporary exhibitions); Sporting (continue to attract leading national and international scale sporting competitions and festivals); and Business events (attracting large-scale conferences and exhibitions to attract business visitors). Undertake event attraction activities, including advocacy and lobbying with government and private sector, to appeal to event operators and attract significant events. Support investment in large-scale conference and event facilities to grow the major event sector (<i>supports project 14.1</i>). Collaborate with regional and state partners, as well as event attraction brokers, to support Greater Shepparton’s lobbying efforts. <p><i>(Supports the event-related priorities in the Goulburn Region DMP).</i></p>	Partner	Ongoing	Council	Goulburn Region Tourism Visit Victoria Business Events Victoria	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
23.2	<p>Sports Events Program</p> <ul style="list-style-type: none"> Continue to deliver and grow the sports events program across Greater Shepparton, maintaining its role as a leading regional sports destination. Ongoing support advocacy and investment in sports venue facilities (e.g. Shepparton Sports and Events Centre, recreation reserves, showgrounds) to ensure high-quality facilities to deliver regional, state and national-scale events. Continue to partner with sports organisations, peak bodies and sports marketers to support event delivery and promote events to attract participants. Provide financial and other support (including grants and sponsorship assistance) to continue the delivery of sporting events. Continue to focus on participatory sports such as masters championships, national and state championships and mass participation events that go over multiple days (to meet and maximise the bedding capacity of the broader region). Continue to develop strategic partnerships with elite sporting organisations to develop national/international standard sporting facilities and create broader social and economic outcomes. 	Lead	Ongoing	Council	Goulburn Region Tourism Sports Marketing Australia Event Operators	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
Strategic Direction 24: Accurate and Effective Data Collection and Analysis						
24.1	Review Data Collection Processes	Lead	Short	Council	Event/Venue Operators	Existing
	<ul style="list-style-type: none"> Review and update Council's data collection process for events to provide an accurate and up-to-date events database. Consideration should be given to the following changes and revisions (detailed in the supporting Background Report): <ul style="list-style-type: none"> Better-defined event categories to accurately identify events by type (e.g. combine 'equestrian' with sporting or community event categories); Identifying event tier/impact based on agreed criteria (e.g. level of attendance and visitation); Excluding local community/civic events with minimal impact or attendance; Collecting data from non-Council and private events (through regular communication); and Updating the event attendance questionnaire to focus on relevant inputs only (e.g. origin, spend, nights stayed, etc.). 					
Strategic Direction 25: Supporting Event Diversification						
25.1	Event Diversification Program	Lead	Short	Council	Event/Venue Operators	Existing
	<ul style="list-style-type: none"> Using the event profile analysis, identify gaps in the events calendar (by event type) to diversify the sector and broaden the range of visitor markets attracting to Greater Shepparton. This could include arts and culture events (including food and music festivals) and business events. Diverse event types to be considered should align with the regional strengths of the municipality, including multi-cultural and Indigenous events/festivals. Advocate and engage with relevant event partners, operators and government stakeholders to support attraction of diverse event types. 					

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
25.2	Business Events Action Plan <ul style="list-style-type: none"> Implement the recommendations of the Business Events Action Plan to grow the business events sector. Include a focus on attracting larger events (e.g. conferences) attracting attendees from metropolitan areas, as well as smaller event types that appeal to local businesses across the region. 	Lead	Short	Council		Existing
Strategic Direction 26: Provision of Quality Event Facilities and Supporting Infrastructure						
26.1	Events Placement Program <ul style="list-style-type: none"> Continue to update and monitor the events placement program, including an assessment of the capacity and capabilities of existing event facilities (both Council and non-Council owned) across Greater Shepparton. Identify/prioritise infrastructure investment requirements, to be funded through a combination of private investment and/or government funding. Advocate for funding to support upgrade of existing event infrastructure, as well as development of priority event infrastructure. 	Lead	Medium	Council		Existing
26.2	Business Visitor Market Infrastructure <ul style="list-style-type: none"> Better utilise and promote existing facilities to support business visitors in the municipality, including utilisation of the Shepparton Business Centre. Investigate opportunities to invest in conference-style facilities to support business events (<i>linked to project 14.1 for branded accommodation</i>). 	Partner	Long	Shepparton Business Centre Accommodation Providers	Council	Existing
26.3	Shepparton Sports and Events Centre <ul style="list-style-type: none"> Continue to advocate for government contributions to support the development of the Shepparton Sports and Events Centre. Pursue funding through a collaborative approach via the regional DMP. To further support indoor sport stadium and event development, continue to advocate for funding to upgrade VISY Stadium to support major events (<i>Linked to project 11.1</i>) 	Lead	Short	Council	Goulburn Region Tourism Victorian Government	Existing

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
26.4	Shepparton BMX Track and Cycling Precinct <ul style="list-style-type: none"> Develop Shepparton BMX Track and Cycling Precinct (funded by the Victorian Government as part of the <i>Regional Support Package Sports Infrastructure Fund</i> for the Bike Friendly City Legacy projects)). Leverage investment and development of precinct to help establish Greater Shepparton into a bike friendly city and attract a future pipeline of state, national and international cycle events. <p><i>(Linked to project 11.1)</i></p>	Lead	Medium	Council	Victorian Government	Existing
26.5	Recreation Masterplans <ul style="list-style-type: none"> Delivery of key strategies and planning projects relating to large open space event venues, including the Tatura Park Master Plan 2021, Shepparton Sports City Master Plan 2022 and Shepparton Showgrounds Draft Master Plan 2024. Leverage masterplans to deliver key infrastructure and amenity improvements to grow existing and attract new events suited to these destinations. 	Lead	Medium	Council		Existing
Strategic Direction 27: Supporting Event Dispersal						
27.1	Small Towns Events Program <ul style="list-style-type: none"> Establish a specialised funding package for small towns across the municipality to help attract and deliver annual events outside the Shepparton urban centre. The funding should be based on ability of town to host event, alignment to existing product and potential economic impact. Events should be suited to the small town and consider capacity and infrastructure requirements. 	Lead	Ongoing	Council		\$10,000-\$30,000 p.a.

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
Strategic Direction 28: Role of Council as Capacity Builders						
28.1	Industry Toolkit	Lead	Medium	Council		\$10,000-\$20,000
	<ul style="list-style-type: none"> Establish a toolkit/resource for event operators to support the professional development of organisers, ensure events are managed safely and successfully and promote financial sustainability of operators. This resource should be developed as a 'one-stop shop' for industry to assist event planning and delivery, including the following information: <ul style="list-style-type: none"> Council funding guidelines; Event and facility directory; Procedural and regulatory requirements; Available promotional resources; and Marketing and financial management assistance. Deliver the toolkit through workshops and information sessions held by Council, to be published through a dedicated online portal. 					
28.2	Support Industry Awareness	Partner	Ongoing	Council		Existing
	<ul style="list-style-type: none"> Increase awareness of upcoming events to supporting hospitality businesses (e.g. retail, food services, accommodation) to encourage industry collaboration and increase level of industry support to service event attendees and stimulate consumption opportunities. Opportunities to increase awareness include: <ul style="list-style-type: none"> Provision of marketing collateral (physical and online) to relevant hospitality businesses via local and regional tourism brands; and Ongoing industry communication (emails and face-to-face). 			Goulburn Region Tourism Greater Shepparton Business Network		
28.3	Event Approval Processes	Lead	Medium	Council		Existing
	<ul style="list-style-type: none"> Improve the efficiency of the event permit and approvals process to benefit event organisers and support the attraction and retention of events. Streamline application and permit forms to assist organisers in delivering new events, as well as existing events on an ongoing basis. 					

No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
28.4	<p>Collaboration with Event Organisers</p> <ul style="list-style-type: none"> Maintain ongoing relationships and partnerships with key event organisers, including sporting organisations, arts and culture associations, as well as private operators. Leverage partnership with Sports Marketing Australia to sustain existing and attract new events in the municipality. Collaborate with state-wide Government organisations to support the delivery of key events. 	Partner	Ongoing	Council	Goulburn Region Tourism Victorian Government (Visit Victoria) Sports Marketing Australia Event Operators	Existing

Strategic Direction 29: Targeted and Contemporary Event Funding Criteria

29.1	<p>Review Event Funding and Categorisation Criteria</p> <ul style="list-style-type: none"> Establish updated event funding criteria that aligns with Council’s events policy and priorities for the sector and ensures funds are used more efficiently to increase the benefits of events. New and updated criteria should including consideration of the following: <ul style="list-style-type: none"> Uniqueness of event; Number of attendees, including visitation; Event duration that supports overnight stays; Location and dispersal to smaller towns; Seasonality and avoiding congestion during peak periods; Marketing reach to international, national and regional markets; Alignment to government priorities; Ability to engage local businesses and community groups; and Consideration of environment and community wellbeing. Review categorisation of events, which distinguishes between ‘community’ and ‘tourism’ events, to determine the funding range available for specific event types. Larger scale events with greater potential for economic benefits should increase funding potential. 	Lead	Short	Council		Existing
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No.	Project and Actions	Council Role	Timeframe	Stakeholder/s		Resourcing Requirements
				Primary	Secondary	
29.2	Event Funding Support <ul style="list-style-type: none"> • Using agreed and adopted event categorisation and funding criteria, ensure funding is provided (via sponsorship program assistance) to support and sustain annual hallmark and strategically critical events. • Consideration should be given to the following: <ul style="list-style-type: none"> • Major/significant annual events (e.g. music festivals, new year's eve events, food festivals, agri-festivals, large-scale arts and culture festivals); • High-participation sporting events (e.g. regional and state-wide competitions); and • Local home-grown events that have strategic development potential (e.g. multi-cultural festivals and Indigenous events). 	Lead	Ongoing	Council		Existing

APPENDICES

APPENDIX A MAJOR INFRASTRUCTURE PRIORITY PROJECTS

Project	Description	Funding Source/s	Funding Value	Status
Vibert Reserve Pavilion Stage 3 Redevelopment	The redevelopment of the pavilion will meet the needs of sporting user groups and other casual users, as more spacious social room facilities, a kitchen/kiosk, and bar with the ability to cater for functions and meetings	<ul style="list-style-type: none"> Federal Government GSCC 	<ul style="list-style-type: none"> Total: \$4.8Million Fed: \$3.9M Council: \$900K 	Completed
Watt Road Bridge Upgrade	The Watt Road Bridge is a key piece of infrastructure that allows travel from Kialla to Mooroopna. The upgrade will allow the bridge to carry up to ten tonnes and increase the life of the bridge by ten years.	<ul style="list-style-type: none"> Federal Government GSCC 	<ul style="list-style-type: none"> \$1M 	Completed
McLennan Street Mooroopna Landscaping Projects	The main street of Mooroopna has been uplifted through a series of landscaping projects that were triggered by the McLennan Street Masterplan.	<ul style="list-style-type: none"> Federal Government GSCC Community 	<ul style="list-style-type: none"> \$1.8M 	Completed
Maude Street Mall Redevelopment	The Maude Street Mall Precinct Redevelopment was part of Shepparton's CBD Revitalisation Project. The redevelopment included modern street furniture, shelters with solar panels, CCTV, audio, lighting, a new playground, and the addition of one-way low-speed traffic, with on-street parking.	<ul style="list-style-type: none"> Federal Government State Government GSCC 	<ul style="list-style-type: none"> \$13.4M 	Completed
Shepparton Foodshare	A new warehouse facility to keep up with demand as its largest risk to its operations is accommodation security.	<ul style="list-style-type: none"> Federal Government State Government 	<ul style="list-style-type: none"> \$2.9M 	In Progress
Munarra Centre for Regional Excellence (MCRE)	<p>Greater Shepparton City Council has agreed in principle to lease land for the development of the MCRE, incorporating the Academy of Sports, Health and Education (UniMelb). The MCRE will be a science, sport, art and culture centre which will foster the abilities of the young Indigenous population within the Shire. The first stage of the development is anticipated to be completed in March 2024.</p> <p>MCRE are seeking funding for Stage 2 which will provide accommodation for students and elite level athletes to enable cost effective living, a health and wellbeing centre that will support allied health and Indigenous medicines delivery. The Goulburn Murray Indigenous Business Hub to support mentoring, incubating, and accelerating Indigenous business ownership. All of these contribute to the Goulburn Murray Regional Prosperity Plan goals and ultimately a regional investment model.</p>	<ul style="list-style-type: none"> Federal Government MelbUni 	<ul style="list-style-type: none"> Total: \$130M 	In Progress
Shepparton Passenger Rail Upgrade	An upgrade of the existing passenger rail services between Seymour and Shepparton. This upgrade will deliver better rail connectivity to Melbourne for residents of Greater Shepparton. Ultimately, the project will see level crossing removals, platform extensions, train upgrades and more.	<ul style="list-style-type: none"> Federal Government State Government 	<ul style="list-style-type: none"> Total: \$686.5M Fed: \$10M State: \$676.5M 	Planning

Project	Description	Funding Source/s	Funding Value	Status
GV Link Freight and Logistics Centre	The GV Link Freight Logistics Centre, located in Mooroopna, south of the Midland Highway, aims to provide a valuable opportunity for businesses to move to or expand within the Greater Shepparton area. GV Link will offer businesses the opportunity to establish in an excellent location to take advantage of the future of Shepparton bypass and future GV Link intermodal. Both projects are part of the 'Hume Regional Growth Plan'. There is a current critical shortage of industrial and employment land in the region, especially for larger lots. Investment in the GV Link project for enabling and civil infrastructure will activate the precinct and be a catalyst for private investment in the site, creating significant economic activity and creating hundreds of jobs.	<ul style="list-style-type: none"> Federal Government State Government GSCC 		Planning
Goulburn Valley Highway Shepparton Bypass	<p>The Goulburn Valley Highway in and around Greater Shepparton can no longer safely and efficiently support existing traffic volumes and future regional economic and community growth risks being impeded if these inadequacies are not addressed.</p> <p>The solution to address the Goulburn Valley Highway's limitations is the construction of a western bypass for Shepparton that will help balance community and industry needs. The full 36km four lane Bypass has been split into five stages in order to stagger construction funding to get the project underway.</p> <p>Delivery of Stage 1 of the Goulburn Valley Highway Shepparton bypass is required and for the Australian and Victorian Government to:</p> <ul style="list-style-type: none"> Reach an agreement with State Government to jointly support this project. Allocate funding to construct Stage 1 of the Goulburn Valley Highway (Shepparton) Bypass. Continue to fund other important safety improvements around Shepparton and the Shepparton alternate route. 	<ul style="list-style-type: none"> Federal Government State Government 	<ul style="list-style-type: none"> Total: \$1.3B 	Planning
Shepparton Sports and Events Centre	The Shepparton Sports and Events Centre has been proposed to create a regionally and nationally significant sporting, entertainment and events complex that caters for a multitude of users. Demolition of the existing Shepparton Sports Stadium will allow for the construction of six basketball/netball/multi-use standard compliant courts, with a show court that has seating for up to 3,000 within the centre.	<ul style="list-style-type: none"> Federal Government State Government GSCC 	<ul style="list-style-type: none"> Total: \$60M Fed: \$15M State: \$30M Council: \$15M 	Planning
GV Health Redevelopment Stage 2 & Integrated Cancer Centre	<p>Allocation of funding to deliver the GV Health Redevelopment Stage 2, including funding for an Integrated Cancer Centre.</p> <p>Significant investment is urgently required to ensure GV Health can deliver services at the scale and standard necessary to meet the growing health needs of communities in Victoria's central north. The GV Health Masterplan sets out (in two stages) the works required to deliver necessary facilities and secure high-quality services into the future. To date the Victorian Government has funded delivery of Stage 1 of the Master Plan.</p> <p>Further investment is now required to deliver Stage 2, securing vital facilities for cancer care treatment, increased inpatient capacity, specialist's clinics, ambulatory services, car parking and air-ambulance (helipad) capacity. Partial funding for \$30 million has been secured for the Integrated Cancer Care Centre as a standalone project, however that project also cannot proceed without additional necessary funding.</p>	<ul style="list-style-type: none"> Victorian Government 	<ul style="list-style-type: none"> Integrated Cancer Centre – final funding GV Health Redevelopment Stage 2 – full funding 	Planning (Feasibility work completed. Support needed for completion of the Business Case.)

Project	Description	Funding Source/s	Funding Value	Status
Goulburn Valley Institute of Applied Health Learning	<p>Creating additional high-quality regional training opportunities is an indispensable part of the long-term solution to regional healthcare workforce shortages.</p> <p>The GV Institute of Applied Health Learning is a purpose-built centre of excellence in rural nursing, midwifery and allied health education at the main campus of GV Health in Shepparton, Victoria. A partnership between GV Health, La Trobe University and GOTAFE, the GV Institute of Applied Health Learning brings together the best in academic teaching, vocational skills training and clinical practice to deliver a state-of-the-art 6,887 m² learning, teaching and research facility in regional Victoria.</p>	<ul style="list-style-type: none"> Federal Government State Government La Trobe University GV Health 	<ul style="list-style-type: none"> Federal Government \$31M State - TBC La Trobe \$4M GV Health \$3M 	Planning
Shepparton Railway Station Pedestrian Overpass and Shared Pathway Linkages	Infrastructure upgrades to the Shepparton Station will include the construction of a pedestrian overpass connecting the existing railway station to the CBD; and the implementation of shared walking and cycling pathways – linking the station with the Maude Street Mall and the Shepparton Art Museum.	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A 	Planning
Shepparton Tech School	This will be a facility where students undertake advanced STEM education and skills required for the workforce. The plan is to fund the establishment of a Tech School on an identified parcel of land in the Shepparton CBD.	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Estimated \$15M 	Advocacy pipeline
Bike Friendly City Legacy Project Priorities	Proposed investment into the Shepparton BMX Track and Cycling Precinct, including priority projects to enhance Greater Shepparton's status as a bike friendly city and help attract a future pipeline of state, national and international cycling events.	<ul style="list-style-type: none"> State Government 	<ul style="list-style-type: none"> \$4.3M 	Advocacy pipeline
Wanganui VISY stadium	Funding is required to upgrade the stadium and provide the following works: Roof Repairs, Kitchen Entry Upgrade, Messene Floor Upgrade, Toilet/Change room Upgrade, Scoreboard/Shot clock/Backboard, Change room Construction.	<ul style="list-style-type: none"> Federal Government 	<ul style="list-style-type: none"> \$1.2M 	Advocacy pipeline

Source: Greater Shepparton City Council, 2024

*Note: Greater Shepparton major infrastructure project list to be reviewed regularly and will adapt and change as planning of relevant designs and projects progress as well as more broadly to suit regional economic development priorities



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