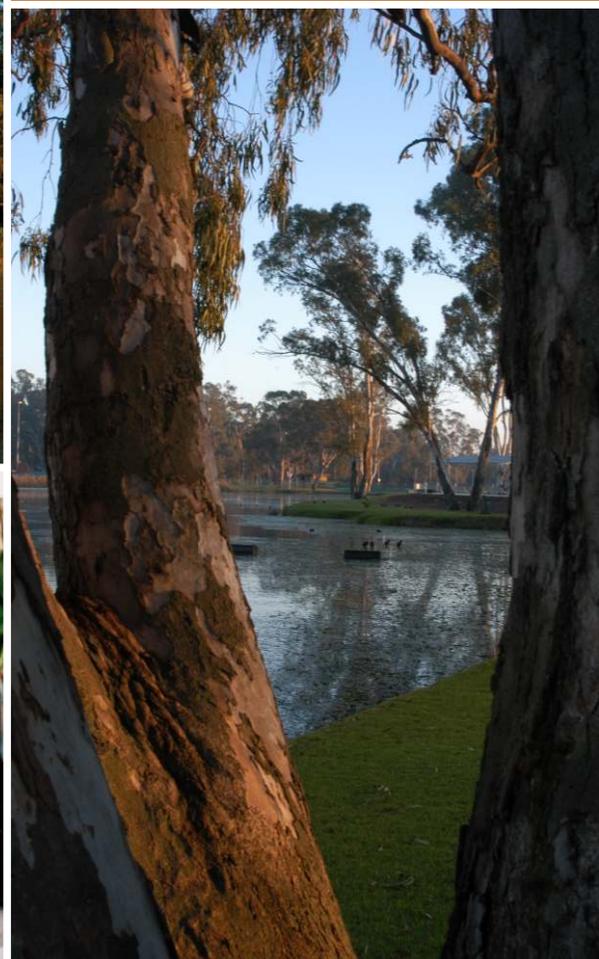




GREATER
SHEPPARTON

Greater Shepparton - Greater Future

Focusing on the future



Greater Shepparton 2030 Strategy Plan

Adopted by Council at Ordinary Council Meeting on 3 October 2006



foreword



GREATER
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Foreword by Mayor

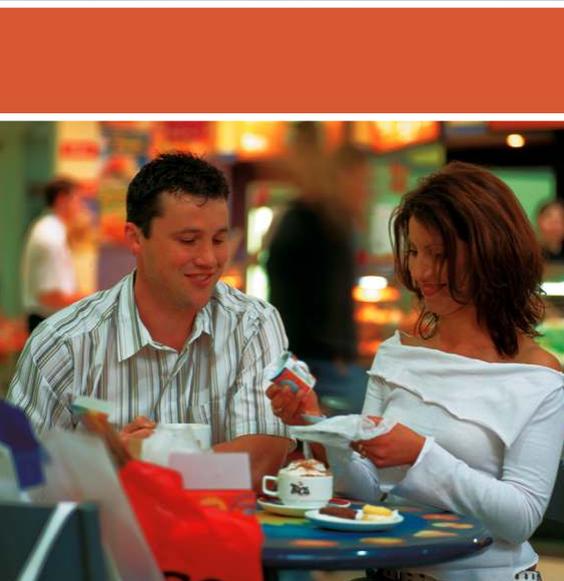
As Mayor of Greater Shepparton, it gives me great pleasure to introduce to you the Greater Shepparton 2030 Strategy Plan. This is an important document that captures the essence of the Council's vision for the future of our community.

The Strategy Plan sets out objectives and strategies for the continued growth and development of Greater Shepparton to carry the municipality forward for the next 20 to 30 years. As a Council we have spent considerable time considering the issues and challenges that are and will impact on this community.

The Greater Shepparton Strategy Plan is a living document and will be subject of review over the coming years. It is however, a reflection of how we see the vision for 2030 today.

The Strategy Plan will be used as a framework to achieve our vision and goals for the future, with the sustainability principles underpinning what we want for Greater Shepparton. Greater Shepparton is currently enjoying significant growth and development in the industrial, commercial and residential sections. It is very important that the future planning caters for this growth in a sustainable and environmentally sensitive manner.

The Strategy Plan has been prepared in partnership with the Department of Sustainability and Environment, and to go forward as a community, we must ensure that our vision for the future is shared by all stakeholders. To achieve our vision, the Council has engaged a wide range of individuals and groups to gain a deeper understanding of where we would like to go as a community. Community input and feedback throughout the range of Council's consultative processes has been the most important component of the development of the Strategy Plan, and to all who contributed in some way, I give you my sincere thanks on behalf of the Council. Together, we will continue to work to make Greater Shepparton an even better place to live and work.



contents ▶▶▶▶▶▶▶▶

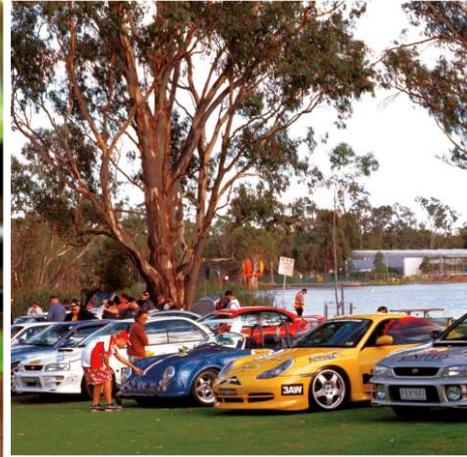
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purpose



1

What will Greater Shepparton be like in the year 2030? This booklet paints a picture of the place that the Greater Shepparton City Council intends to create 25 to 30 years from now. It is an exciting and challenging picture and will be achieved through the Council, the community and all levels of government sharing this vision and working together; believing it to offer enormous benefits to all who live and work in the municipality, visit and invest in it.



What will Greater Shepparton be like in the year 2030?

vision and direction



2

The Council's vision for Greater Shepparton, 25 to 30 years from now, is one of significant achievements, positively affecting most aspects of living and investing in the municipality.

It will not be change for change sake, but improvements that are sustainable and actions that protect and conserve these aspects of the municipality which are valued.

The topics outlined below and the strategies and objections for change and growth are directly linked to the Municipal Strategic Statement of the Greater Shepparton Planning Scheme. One of the most powerful tools for facilitating the desired directions as identified within this Summary Document will be through the implementation of the Municipal Strategic Statement and other plans such as the Municipal Health Plan.

▶▶▶ settlement and housing

▶▶▶ community life

▶▶▶ environment

▶▶▶ economic development

▶▶▶ infrastructure



►►► settlement and housing

By 2030 Greater Shepparton will be home to approximately 81,000 people, who will be housed in 36,500 dwellings. Growth will be higher than the Victorian average, and will be across all ages. For Shepparton and Mooroopna and the many towns of Greater Shepparton, this will mean consolidating growth and housing opportunities within clear boundaries and development occurring in accordance with adopted development plans. In this booklet we include framework plans so that you can see what is intended for various neighbourhoods and where new business and investment will be encouraged.

►►► community life

The quality of lifestyle and living in Shepparton is also a major theme in our planning. Our direction in this regard is focused upon enhancing the health of community both through services and facilities. Whole of life, local education and opportunities for participation are seen as important, and the establishment of a university precinct in Shepparton and the community hubs are landmark project initiatives in this respect.

Community safety and acknowledgement of the diverse needs arising from age, cultural or ethnic difference, are also on our agenda.

►►► environment

For the environment it means renewed interest and attention to the conservation and enhancement of our significant natural environments and natural resources such as water, fostering the biodiversity of our region and protecting and conserving our cultural heritage. It also means turning around our ways of the past and working towards achieving “zero waste” and greater recovery and re-use of materials.

►►► economic development

Significantly, since 2000 Greater Shepparton has achieved 19 quarters of consecutive growth. Continued investment, diversification and excellence in our business and industrial base, and a greater range of job opportunities for residents of the municipality are among our goals. We will focus particularly upon strengthening the region's agricultural sector and processing strengths, especially through our commitment to the establishment of the Goulburn Valley Freight Logistics Centre.

►►► infrastructure

Our infrastructure and how it is developed to support our growth is critical, recognised through our commitment to key infrastructure projects such as the Goulburn Valley Freight Logistics Centre. We have major plans in this regard to enhance the safety and functioning of the municipality throughout its rural and urban areas, particularly in areas of transport, accessible public open spaces, recreation and community services. These items are pursued in the following pages.

who we are today



3

Greater Shepparton is located in the heart of the Goulburn Valley and combines the best of urban and rural lifestyles.



▶▶ settlement and housing

With a population of approximately 60,000 and servicing a much wider catchment, Greater Shepparton is a thriving, attractive and expanding community. The population is expected to reach approximately 81,000 by 2030, representing one of the fastest growth rates in Victoria. Growth will be across all ages, although the largest net increases will be in the older ranges, particularly 60 years plus.

This population will live in approximately 36,500 dwellings, representing 12,500 new dwellings from the present, and taking up 900 1,200 hectares of land.

The municipality offers wonderful choice of living environments and lifestyles ranging from that of Shepparton/Mooroopna, being a major regional centre, to rural towns.

Everything is in easy reach. The busy commercial centre of Shepparton includes the Maude Street Mall with a tower accessible from the Mall offering spectacular views over the city and surrounding countryside. Mooroopna is home to the SPC Ardmona factory sales outlet, a major tourist attraction. The Goulburn River runs between these centres, through a state forest which offers a network of shared pathways and the “green lungs” of the city. KidsTown Adventure Playground is located between Shepparton and Mooroopna, offering activities for all ages and all abilities, and is widely regarded as the best community playground in Australia. Victoria Park Lake is the centre of recreation in Shepparton, offering picnic areas, walking tracks, a skate park and swimming at the Aquamoves health and fitness centre.

Greater Shepparton is approximately only two hours from Melbourne accessed via a high quality, mostly multi-laned freeway or the regional rail/bus network.



►► community life

Greater Shepparton has all of the shopping, entertainment and leisure activities you'd expect in a large city, but set in a relaxed, friendly environment.

Its people have come from many parts of the world to make Greater Shepparton their home, and this is expressed in the range of vibrant festivals, cosmopolitan dining experiences and cultural events.

Greater Shepparton City Council is committed to the implementation of the Community Building Project. This important project will see the establishment of community hubs to assist communities develop new networks, partnerships, structures and frameworks to support ongoing improvement to overall community wellbeing.

Latrobe University, and more recently Melbourne University and the Australian Catholic University have committed to the provision of tertiary education opportunities within Greater Shepparton. In addition there are outstanding primary and secondary schools, and a thriving TAFE campus. Latrobe and Melbourne University students enjoy all the benefits of a modern urban lifestyle free from the hassles of a big city. They, and the wider community, have the advantage of cinemas, cafes, restaurants, night clubs, arts precinct, golf courses and other sporting facilities.

Continued emphasis will be placed on the provision of and access to community services such as libraries, maternal and child health centres and senior citizens centres.

The community generally enjoy keeping fit and active to enhance their enjoyment and well being in life. Shepparton's state-of-the-art aquatic centre is a healthy and fun way to spend a day with several pools, waterslide, spas, sauna and more. The shared path network winds its way from the north of Shepparton, at Jordan's Bend, south along the Goulburn River to the centre of the City, and branches east to Mooroopna and south to Kialla Lakes. Located through areas of natural beauty, including forest and river environs, the pathways provide an attractive place to run, walk or cycle.

The Shepparton Art Gallery is one of regional Victoria's finest. It showcases paintings, sketches and an internationally recognised ceramics collection. It is complemented by many small galleries, art and craft shops and pottery studios.

Naturally many of the festivals held throughout the year in Greater Shepparton revolve largely around food. They include International Dairy Week, Mooroopna Fruit Salad Day, the Arts Festival, the Goulburn Valley Vintage Festival and the Agricultural Show. The Goulburn and Broken River systems around town furnish good fishing opportunities.



▶▶ environment

Greater Shepparton has a significant environmental setting, with Shepparton and Mooroopna being positioned at the confluence of the Goulburn and Broken Rivers.

Biodiversity issues are most evident in the myriad of river systems, floodplains and wetlands that influence the majority of land, both rural and urban, in the municipality. Partnerships between the Council and government organisations focus on achieving “zero waste”, stormwater management, floodplain management, revegetation, roadside

conservation and salinity works. Council is taking a lead stance in developing Greater Shepparton as a City for Climate Protection, using renewable resources wherever possible and minimising the impact on the environment by means such as reducing the level of greenhouse gas emissions.

Another major focus for the environment is for the encouragement of more efficient irrigation management for sustainable agricultural development and protection of ecosystems.



▶▶▶ economic development

Shepparton is the major centre of the Goulburn Valley and the headquarters of the Goulburn Valley irrigation system. The economic base of Greater Shepparton is one of the strongest in Victoria, with the municipality achieving 19 consecutive quarters of positive economic growth. As property values in some regional and metropolitan areas plateau, figures for Greater Shepparton continue to rise with the latest supplementary valuations indicating a \$25.7 million increase in developments.

Greater Shepparton is a region that makes a significant contribution to Victoria's agricultural productivity. It is situated within the rich dairying, fruit growing and agricultural region of the Goulburn Valley, with the area responsible for producing around 25 percent of the state's rural output. Major food companies in the area include SPC Ardmona, Tatura Milk Industries, Unifoods-Rosella, Snowbrand and Campbells Soups.

With the strong and rigorous rural economy based on irrigated and dry land agriculture, there is a corresponding, and increasing, strength in value adding manufacturing and processing of agricultural produce with a supporting service industrial base.

Greater Shepparton has one of the largest trucking and transport industries in Australia, supporting the agricultural industries with freight movements between all capital cities and ports.

Building activity remains strong in the Greater Shepparton, particularly in the commercial and industrial sectors. Of the total number of planning permit applications submitted to the Council in 2003-2004, 15% were for industry and warehousing, significantly higher than the State average of 5.6%. A further 5.8% were for retail uses, again higher than the 3.8% average for Victoria.

Greater Shepparton offers expansive urban areas, endowed with approximately 180,000m² of retail floorspace offering regional services and facilities and vibrant business areas. Shepparton and Mooroopna are major commercial and retail centres, with major chains and banks complemented by over 400 thriving local businesses specialising in accommodation, cafes, restaurants, speciality shops, and property and finance services. Significant redevelopment opportunities are available in the Shepparton CBD to build upon and enhance this thriving commercial centre.



▶▶▶ infrastructure

Shepparton is located at the junction of the Midland and Goulburn Valley Highways. Recent roadway improvements such as the Murchison by-pass and the proposed Nagambie and Shepparton by-pass, along with the Arcadia realignment, will enhance travel times and improve the efficiency of the highways.

Residents enjoy a high level of accessibility to Melbourne via the rail and bus networks, and the Shepparton Aerodrome provides valuable service in freight and passenger movements to and from Greater Shepparton.

The state of the art freight logistics centre to service Greater Shepparton and the wider region will be located south of Mooroopna, along the new alignment of the Goulburn Valley Highway as it by-passes Shepparton and Mooroopna. Rail infrastructure will also be provided to the site, enabling enhanced freight movements in and out of the region, with direct access to ports, markets and major distribution centres.

what is sustainability?



4

There is widespread agreement that solving global problems means the adoption of policies and programmes that lead to sustainable development.

Sustainable development has the following attributes and principles.

— inter - generational equity

The ability for both present and future generations to manage and protect the natural resources to meet their needs.

— intra - generational equity

The sharing of resources and opportunities amongst present generations.

— precautionary

Taking the cautionary approach if an environmental impact may result.

— conservation of biodiversity

Allowing other species to survive and thrive.

— internalisation of environmental costs

Identifying the true costs of products or services.

Sustainability is at the core of the main policies and plans that drive the Greater Shepparton City Council towards the future.

Sustainability is about the equal consideration of economic, social and environmental development perspectives and relevance.





►► settlement and housing

Shepparton, Mooroopna and Tatura will be bigger and more compact

Urban areas will bustle with an expanded population base and will take up land identified for future growth within the urban boundaries. Greater variety of employment opportunities, business and commercial investments and activity centre developments will be accommodated in the urban areas.

Attractive small towns will be retained

The essential scale and charm of the outlying settlements will be kept and enhanced, whilst still providing opportunities for additional housing choice and for a variety of lifestyles. Lower density housing opportunities will be provided at the periphery of these settlements and to the south east of Shepparton.

Framework plans for Shepparton, Mooroopna and the towns as included in this booklet set out the broad framework for the future shape of these towns, the pattern of land uses within the urban areas and significant land use directions. The philosophy underpinning these structure plans is sustainability and liveability.

A balance of urban settlements and a beautiful rural environment

Towns will develop within urban boundaries, for the protection and enhancement of the surrounding rural environments. The varied rural land will be valued for its continued primary produce, its aesthetic and recreational attributes, and its role in the enhancement of biodiversity in the wider region.

New Residential Development

New residential areas will be bustling and vibrant neighbourhoods, of which the residents and the community are proud of. They will be strongly influenced by:

- The active promotion and rewarding of design excellence
- The provision of more diverse housing opportunities to suit varying lifestyles and household types
- Better access to convenience services
- A priority on an active community with walking and cycle networks linked to major attractions as a major consideration
- Careful siting and orientation of lots and dwellings to optimise solar benefits
- Careful design and management of storm water to manage run off and water quality
- Application of increasingly stringent energy efficiency considerations to the design and construction of homes



▶▶ community life

The Municipality will be smarter and more prosperous

The next 30 years will be used to nurture the further education of the local community and innovation in the local primary and secondary industries. Local jobs are being taken up by local people.

The Municipality is Healthier

Fitness and activity continues to be promoted to facilitate the health and well being of the community. The design of the built form will be enhanced to encourage walking and cycling and less use of cars. Building on the existing premier sporting venues such as Aquamoves, the municipality will marshal its resources (community and funds) to broaden the range and quality of recreation and sporting facilities available both in Shepparton, Mooroopna and the town communities.

The range of health services, including a medical precinct at the hospital, will be comprehensive to meet the needs of most sectors with a much reduced need to travel to Melbourne for a range of specialist care.

Community Building

Greater Shepparton has established a three-year Community Building Project which is aimed at assisting communities to develop new networks, partnerships, structures and frameworks to support ongoing improvement to overall community wellbeing. The Greater Shepparton Community Building Project has three specific geographical areas of focus where "community hubs" will be established - north Shepparton, south Shepparton and Mooroopna. It is however anticipated that beneficial project outcomes will be transferable across the municipality.

Through initiatives such as the establishment of "community hubs", there will be greater equity of access to community facilities and services that are responsive to the cultural, social, recreational and demographic diversity of the community.

Public Health Plan

The Council has prepared and adopted a Public Health Plan for 2002-2004 that identifies the public health needs of the community, and strategies aimed at promoting health and wellbeing, preventing disease and prolonging life. The strategies of Public Health Plan were recognised at the 2003 Victorian Public Health Awards for Excellence and Innovation. The award for Innovation for Public Health Capacity Building recognises the Plan's ability to develop strategic partnerships for the improvement of Greater Shepparton's population health and sense of community connectedness.

The Municipality is Culturally Active

The population will support a diversified local arts and cultural program, including visual and performing arts. The Shepparton Art Gallery, Shepparton Art Festival Eastbank and Riverlinks organise events, exhibitions and festivals to recognise and celebrate the number of global cultures within the municipality, to promote learning and encourage knowledge sharing.

Mosaic of Gardens

The Council has a vision and commitment to develop high quality gardens in multiple locations throughout the municipality. The concept has the objective of providing first class public open spaces for residents and visitors right across Greater Shepparton. There are a multitude of projects that make up the Mosaic of Gardens throughout the municipality. Emphasis is placed on selection of native species where appropriate and also the participation of interest groups and the community.

In addition to the Mosaic of Gardens, Greater Shepparton has many high quality open spaces areas. A Victorian Heritage River, the Goulburn, flows through the municipality and this, along with its associated flood plains and unique vegetation, adds to the overall attractiveness of the area for residents and visitors alike.



▶▶ environment

The Municipality is Greener

The environment is of significant importance to the people, the livelihood and the well being of Greater Shepparton. The rural areas, green spaces and the river corridors provide the lungs for the municipality and will be protected, preserved and respected for all to enjoy and continue to enjoy for generations to come.

A concerted effort will be made to stop the clearance of trees and native vegetation; net gain policies will be adopted for the re-establishment of land formerly cleared that had marginal agricultural value. The network of parks and public areas will be extended into the growth corridors and along the rivers, with a priority on local native species.

Waterways and water sources are also vital to the municipality. In partnership with the community, the Council and all sectors of government, programs will be established to enhance water quality by such means as increasing awareness of the importance of water as a resource and reducing nutrients levels in our waterways.

Environmentally Friendly Buildings

Buildings and spaces throughout the municipality will work towards achieving “green building” principles in their architecture and design, with consideration to orientation, thermal mass, lifecycle cost on equipment and sustainability.

Working towards Zero Waste

Together with legislative requirements to reduce the amount of waste that can be directed to land fill, community waste education initiatives should lead to an increase in recycling and a move from land filling to a focus on materials recovery, recycling and re-using.

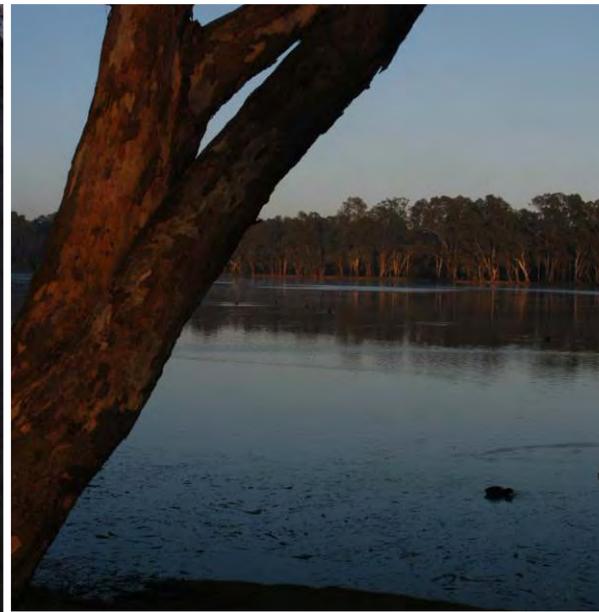
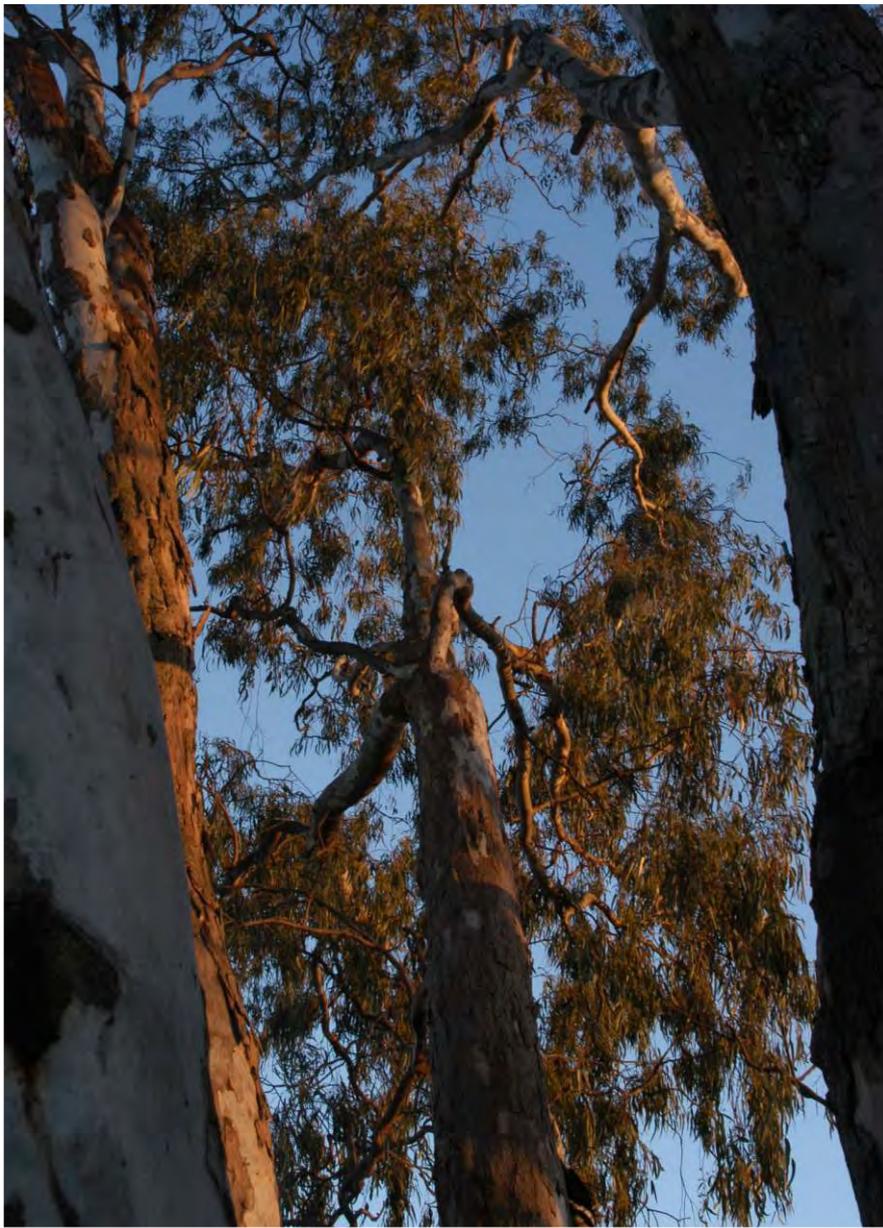
The Municipality will be More Energy Efficient

A combination of the transportation initiatives, in combination with advances in telecommunications, internet and intranet and the development of community based transport and carrier services to the outlying areas will work towards achieving an overall reduction and dependence on fossil fuels.

The Municipality will be More Aware of Climatic Change

A range of measures will be taken throughout the community and on the land to conserve water and use it more sparingly. At the same time innovation has occurred in farming practices and food production and processing that has left the region less dependent upon water and more diverse in its economic and employment base.

More sophisticated flood warning and management measures will improve the protection of life and property and ensure the well being of new communities and established areas.



▶▶ economic development

Continued Economic Growth and Diversification

Already Greater Shepparton is recognised as one of Victoria's strongest regional economies, with a multi skilled workforce and close proximity to primary production. There are prime investment and development opportunities for new and expanded retail, industrial, manufacturing and commercial enterprises within the municipality.

Producing more than 25% of Victoria's food, the agricultural sector of the municipality is vital component of the local, state and national economy. Notable commodities include fruit, milk and cropping products.

Working in Greater Shepparton

With a diverse community like Greater Shepparton comes a diverse range of job opportunities. There are many major employers in Greater Shepparton with different types of employment to suit lifestyle and need. There are also many organisations specialising in training and education that can provide extra skills and knowledge, and provide focused courses that support the Skilled Migrants Program.

Investing in Greater Shepparton

The 1.8% per annum population growth in Greater Shepparton provides a solid basis for investment in the region. Aside from a strong community, there is a growing business sector here and a number of major companies who see the region as a firm investment. Industries such as SPC Ardmona, Tatura Milk Industries, Unifoods-Rosella, Snowbrand, and Campbell's Soups are just some of the major organisations that are continuing to expand their operations in Greater Shepparton.

The Municipality will be More Attractive and Enticing

Civic pride and the desire to continue to enhance the image of the municipality has motivated investment in the distinctive urban design and appearance of the major gateways, entrances, main boulevards, central area, lake and riverside environs. This will be complemented with a visitation and tourism strategy that will integrate the emerging civic spaces with the municipality's other historical and cultural assets and attractions. Contemporary public art will be a distinguishing feature of these public spaces.

The Shepparton CBD will be Exciting, Cosmopolitan and Vibrant

The CBD is the focus for a vibrant area of specialty shops, tourist attractions and leisure facilities. This will be based on a revived pedestrian mall and the emergence of a cosmopolitan 'café/dining' precinct around Fryers Street and capitalise on the sunny weather of Shepparton.

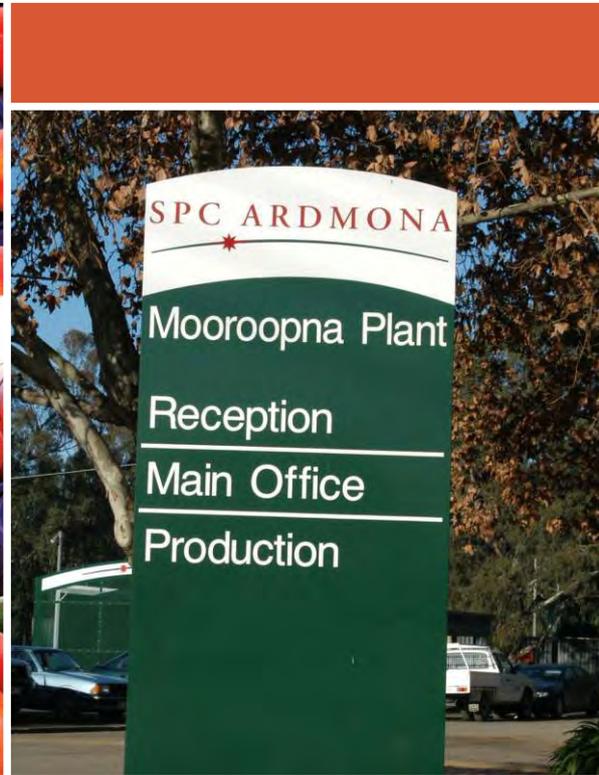
There will be more retail, commercial and entertainment activity established with the growth of Shepparton and Mooroopna, and this will be complemented by the take up of opportunities to redevelop major sites within the CBD, including the Shepparton Showgrounds and the emergence of a new tertiary educational role at university precinct.

Redevelopment of the Showgrounds

The Shepparton Showgrounds will be developed into a state of the art event venue for the annual Show, and also to provide opportunities for a variety of functions, conventions and festivals throughout the year. A Masterplan for the redevelopment has been prepared with consideration given to the site as a City gateway; the site as a new home to the Shepparton Agricultural Society; the site as a new public open space; the heritage of the site; and the site as an event space.

University City Project

Shepparton will be an expanded tertiary education centre. Building on the existing services provided at LaTrobe University and the commitment of the Australian Catholic University and the University of Melbourne to Shepparton, there will be more approximately 2,000 degree, diploma and certificate places offered locally by 2006. Shepparton will have a vibrant student atmosphere with cafes, wine bars and accommodation, contributing to the diverse and cosmopolitan atmosphere in the CBD.



► ► infrastructure

Goulburn Valley Freight Logistics Centre The Council played a major role in facilitating the Goulburn Valley Freight Logistics Centre just south of Mooroopna. Greater Shepparton continues to grow and a number of large industries are based in our region that require changes to be made for their freight and logistics processes. This development will allow these industries to flourish and will create significant growth and employment opportunities in Greater Shepparton.

As the Food Bowl of Australia, Greater Shepparton must have the infrastructure in place to cope with industry demands. The development of a freight and logistics centre in Greater Shepparton not only supports economic and regional development, but also improves safety on our roads, reduces road maintenance costs, and enhances the attractiveness of our region to larger industries.

Shepparton Mooroopna Bypass - Goulburn Valley Highway

A route for the Goulburn Valley Highway to bypass Shepparton and Mooroopna has been chosen to follow an alignment to the west of these centres. The bypass will provide a long term solution to cater for traffic growth, improve the level of service for commercial traffic in the region, improve the safety and accessibility for local and through traffic, provide relief for congested intersections in the city centres, provide certainty for future land use development and improve the amenity for the urban areas of Shepparton and Mooroopna. Council will continue to lobby government authorities to ensure the timely construction of the dual highway bypass for the benefit of the residential and commercial sectors of the community.

Expansion of the Shared Pathway Network

Continual expansion of the primary pedestrian and bicycle networks that cover the city and integrate with the open space corridors and networks.

The Municipality Uses Less Fuel Per Head Of Population

A combination of the transportation initiatives, discussed above, in combination with advances in telecommunications, internet and intranet and the development of community based transport and carrier services to the outlying areas has resulted in an overall reduction and dependence on fossil fuels.

CBD Traffic Networks Eased

From a traffic perspective, the Shepparton CBD will be quieter and safer and a more comfortable space with the establishment of the Goulburn Valley Freight Logistics Centre south of Mooroopna and the building of the by-pass by 2015.

A substantial portion of heavy vehicle movements and through traffic will be removed from the Shepparton CBD at the completion of those projects.

A New Shepparton Aerodrome

The protection of the function and operation of the Shepparton Aerodrome is required while the feasibility of relocating to a new site is identified.

Any new site should have the following attributes:

- Proximate to Shepparton and the Goulburn Valley Freight Logistics Centre.
- No or minimal impact upon the future residential areas of Shepparton and Mooroopna and the outlying towns due to the primary flight paths.
- Ability to carry volumes of freight, such as fresh produce to overseas markets.
- Capacity to accommodate passenger services for major flight routes
- Not constrained by flooding or overhead infrastructure.



priority projects

6

▶▶ To ensure the continued economic growth and development of Greater Shepparton, the Council is currently pursuing:

- a Federal Government commitment to continued funding for the duplication of the Goulburn Valley Highway to Shepparton;
- an increased presence of tertiary education facilities through the development of Greater Shepparton as 'University City';
- the establishment of a freight logistics centre;
- the implementation of the Greater Shepparton Public Health Plan, and support for the best possible healthcare facilities and services in the region;
- a very fast train link between Shepparton and Melbourne, including improved access to airports and surrounding facilities;
- redevelopment of the Shepparton Showgrounds into a first class area of public open space and site for the future growth of the Shepparton show, along with assisting the relocation of the Shepparton Greyhound Racing Club to the Kialla Paceway;
- the Mosaic of Gardens concept, under which all residents of Greater Shepparton will have ready access to areas of high quality public open space;
- the revitalisation of the North Shepparton, including support for the Parkside Estate renewal; development of a Mosaic of Gardens project adjacent to Wanganui Secondary College; and the redevelopment of Parkside Gardens as a residential subdivision in conjunction with VicUrban;
- upgrading and maintenance of the regional and local road network;
- provision of water, sewerage, gas and electricity services sufficient to satisfy the increased demands particularly associated with the growing industrial sector;
- innovative social capacity building programs with government support, such as the Community Building Project;
- awareness and increased use of the recently established Electronic Trade Facilitation Centre, to help local exporters become more efficient;
- high speed telecommunications infrastructure to ensure local businesses can compete both nationally and internationally;
- floodplain management strategies for Tatura and Merrigum;
- support and facilitation of a range of initiatives to address the impact of drought on the local community and to assist with community recovery from drought;
- a range of environmental initiatives, such as roadside management plans, water sensitive urban designs, and waste services;
- an ongoing programme of urban and town enhancements, through streetscape projects, 'small town renewals' and a series of urban design frameworks.



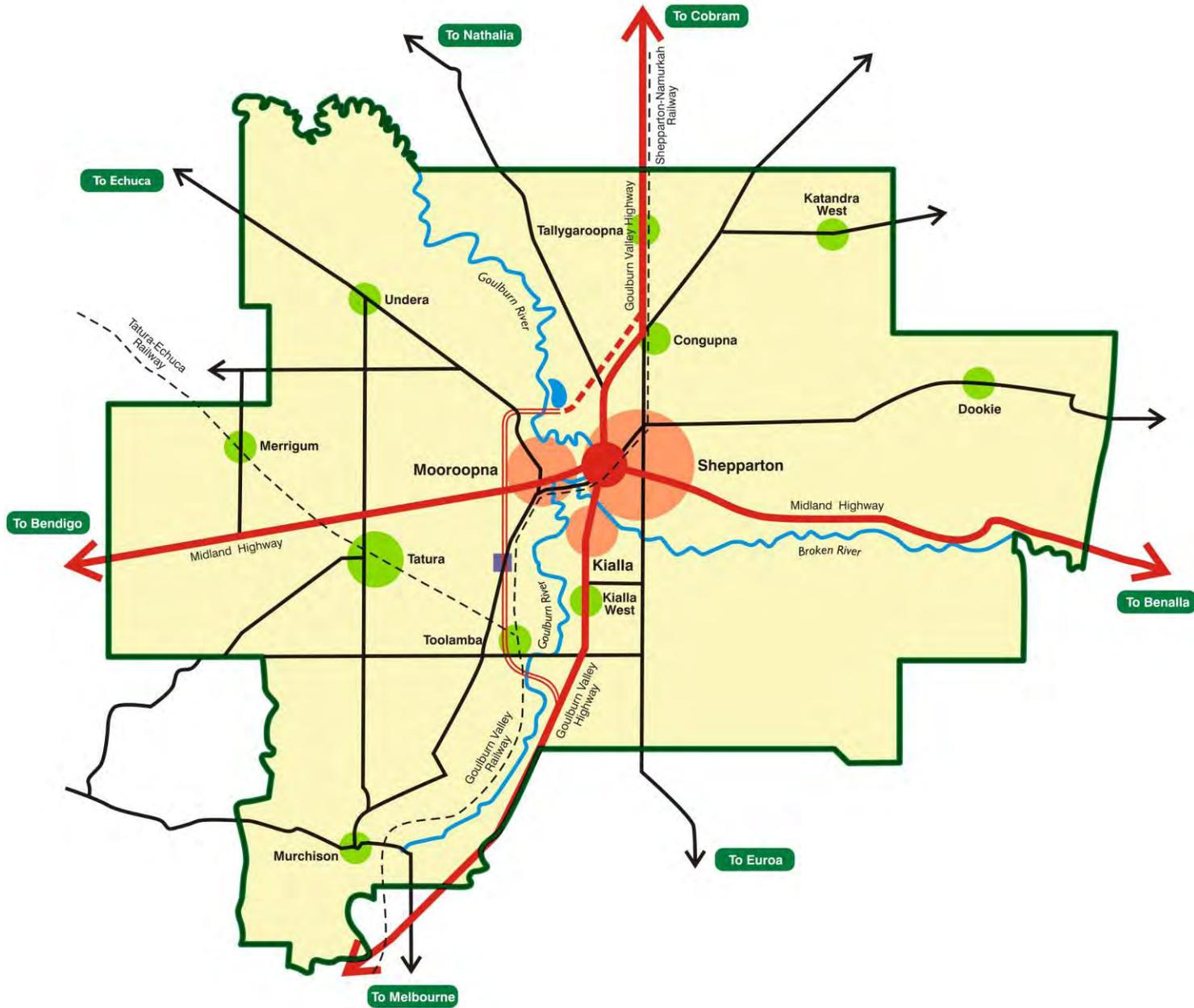
township structure plans

7

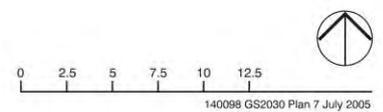


DRAWING KEY

 Main highways	 Railway line	 City centre	 Freight logistics centre
 Main arterials	 Rivers / creeks	 CBD	 City of Greater Shepparton Municipal Boundary
 Bypass Stage 1 and Stage 2	 Swamp reedy	 Towns	



GREATER SHEPPARTON 2030 FRAMEWORK PLAN



DRAWING KEY

-  Area for urban development
-  Major project sites
-  Rivers / Creeks
-  Arterial road network
-  River corridor environs
-  Limit of urban development



Notes:
 - This plan shows extent of urban development limits for Shepparton Mooroopna and Kialla 2030.
 - Where relevant the urban growth boundary follows the Urban Floodway Zone as determined by the Floodplain Management Plan 2003.

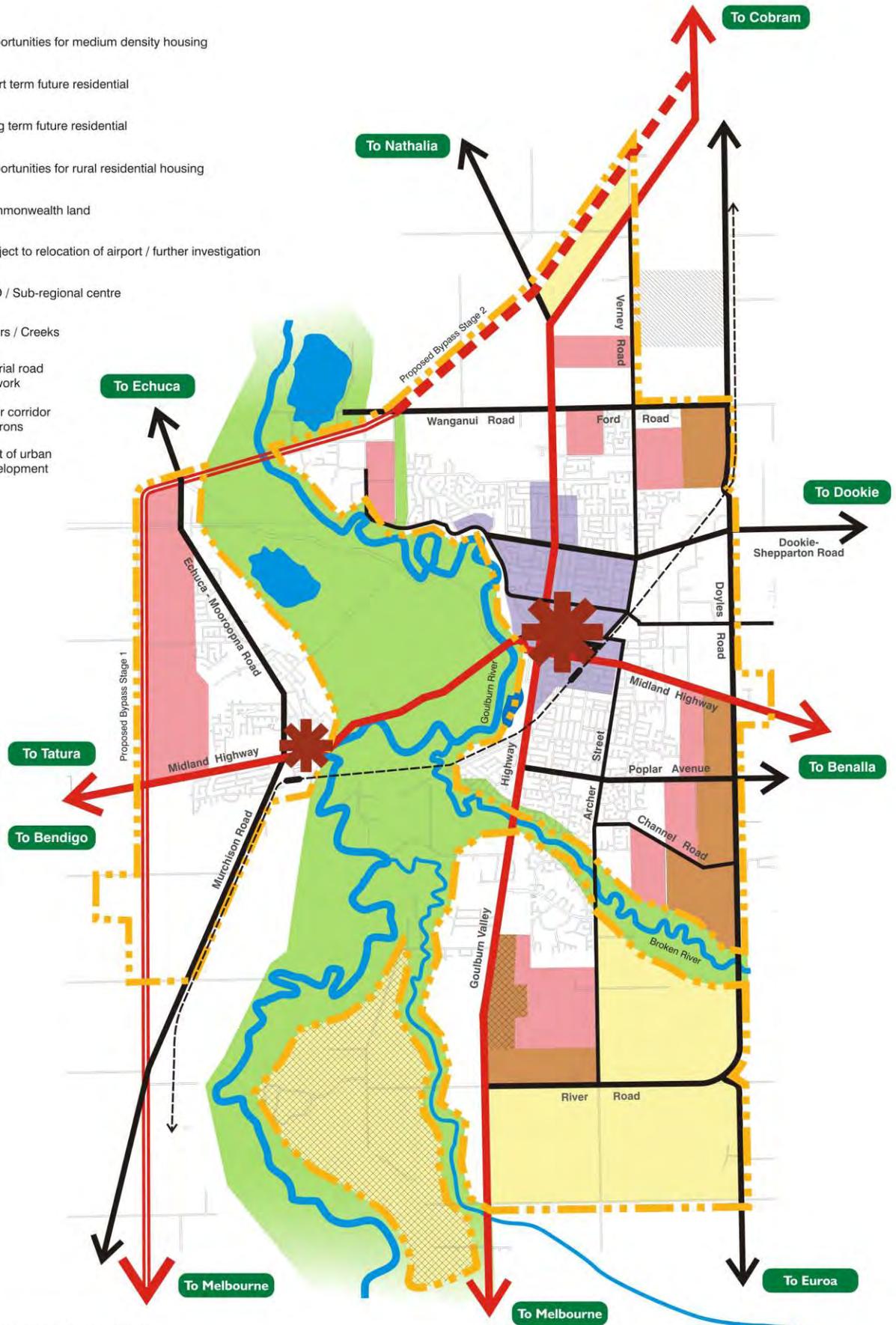
GREATER SHEPPARTON 2030 FRAMEWORK PLAN
 Shepparton, Mooroopna & Kialla
 Urban Boundaries & Major Project Sites

0 0.5 1 1.5 2 3km



DRAWING KEY

-  Opportunities for medium density housing
-  Short term future residential
-  Long term future residential
-  Opportunities for rural residential housing
-  Commonwealth land
-  Subject to relocation of airport / further investigation
-  CBD / Sub-regional centre
-  Rivers / Creeks
-  Arterial road network
-  River corridor environs
-  Limit of urban development



- Notes:**
- Existing residential neighbourhoods to be consolidated.
 - Medium density housing to be encouraged with proximity to:
 - transport routes
 - neighbourhood centres / activity centres
 - open space
 - Some areas of future residential may be affected by flooding.

GREATER SHEPPARTON 2030 RESIDENTIAL FRAMEWORK PLAN
 Shepparton, Mooropna & Kialla



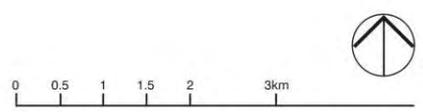
DRAWING KEY

-  CBD
-  Highway business - consolidate and redevelopment
-  Major activity centre
-  Future / expanded neighbourhood centres
-  Potential local centre (subject to relocation of airport)
-  Hospital / medical precinct
-  Rivers / Creeks
-  Arterial road network
-  Limit of urban development
-  River corridor environs



Notes:
- Shepparton CBD to encourage university precinct

GREATER SHEPPARTON 2030 BUSINESS FRAMEWORK PLAN
Shepparton, Mooroopna & Kialla



DRAWING KEY

-  CBD
-  Infill area
-  Special investigation area
-  Freight logistics centre
-  Rivers / Creeks
-  Arterial road network
-  Limit of urban development
-  River corridor environs



GREATER SHEPPARTON **2030** INDUSTRIAL FRAMEWORK PLAN
Shepparton, Mooroopna & Kialla

0 0.5 1 1.5 2 3km



DRAWING KEY

-  CBD / Sub-regional centre
-  Open space reserves / corridors / flood plains
-  On road line marked bicycle lane
-  Shared pedestrian/bicycle path
-  Potential links (subject to investigation)
-  Rivers / Creeks
-  Arterial road network
-  Limit of urban development
-  River corridor environs



GREATER SHEPPARTON 2030 OPEN SPACE / SHARED PATH FRAMEWORK PLAN
 Shepparton, Mooroopna & Kialla

0 0.5 1 1.5 2 3km



DRAWING KEY

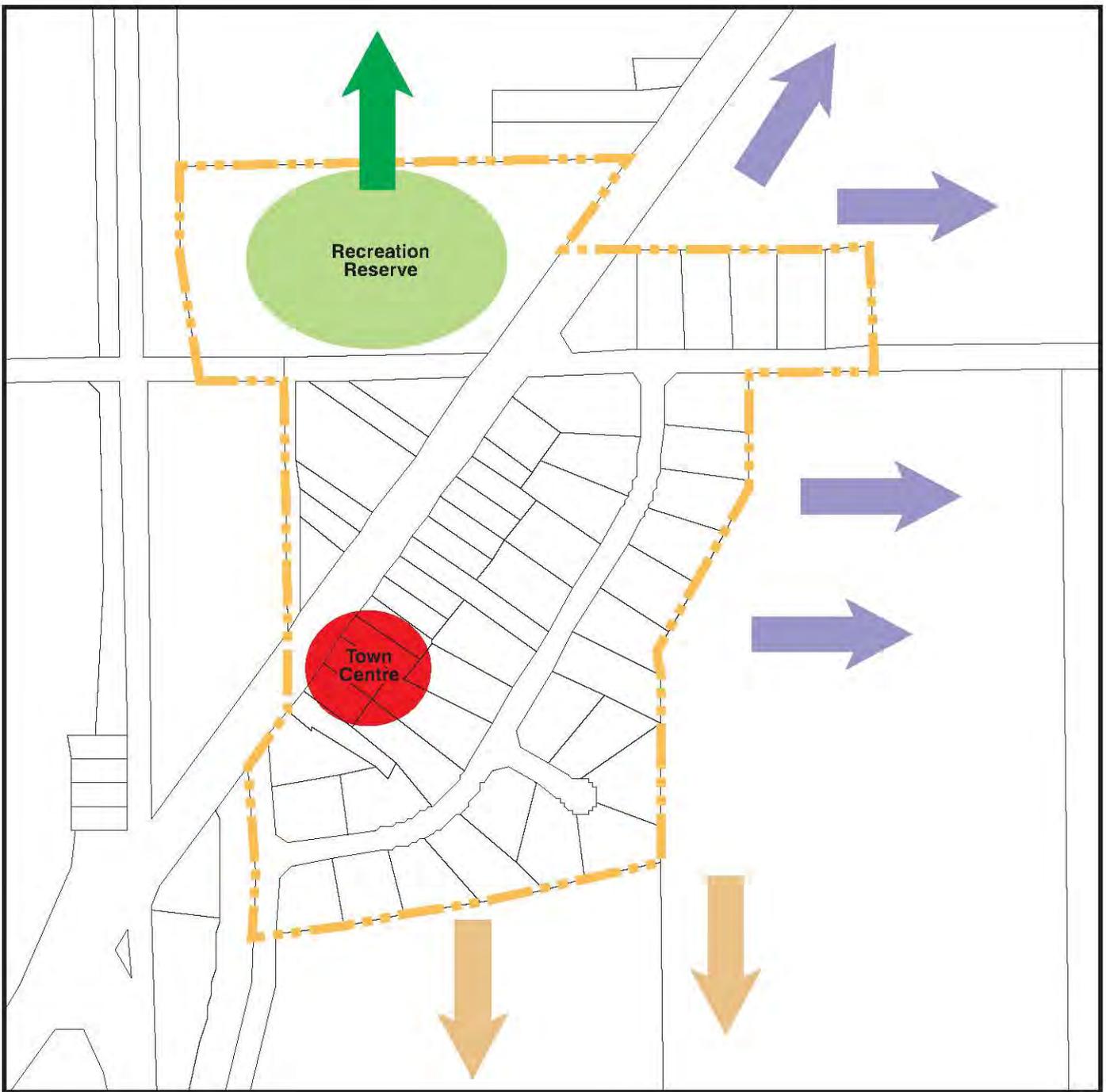
-  Arterial road network
-  Bypass route
-  Main roads
-  Secondary roads
-  Proposed Arterial Road
-  Railway line and station
-  CBD
-  Rivers / Creeks
-  Limit of urban development
-  River corridor environs

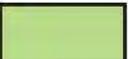


GREATER SHEPPARTON **2030** ROAD HIERARCHY FRAMEWORK PLAN
Shepparton, Mooroopna & Kialla

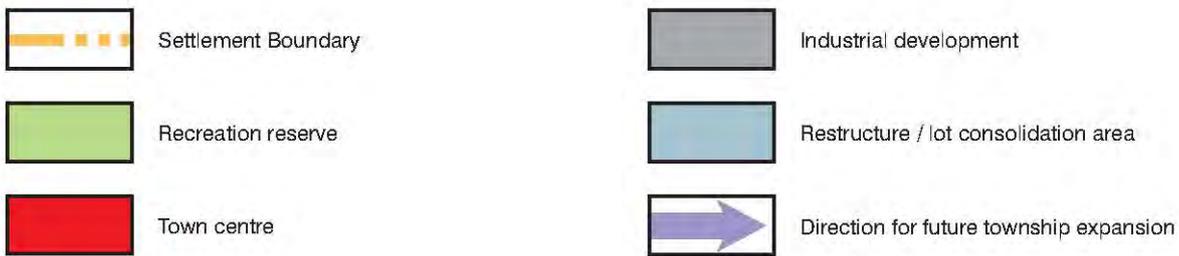
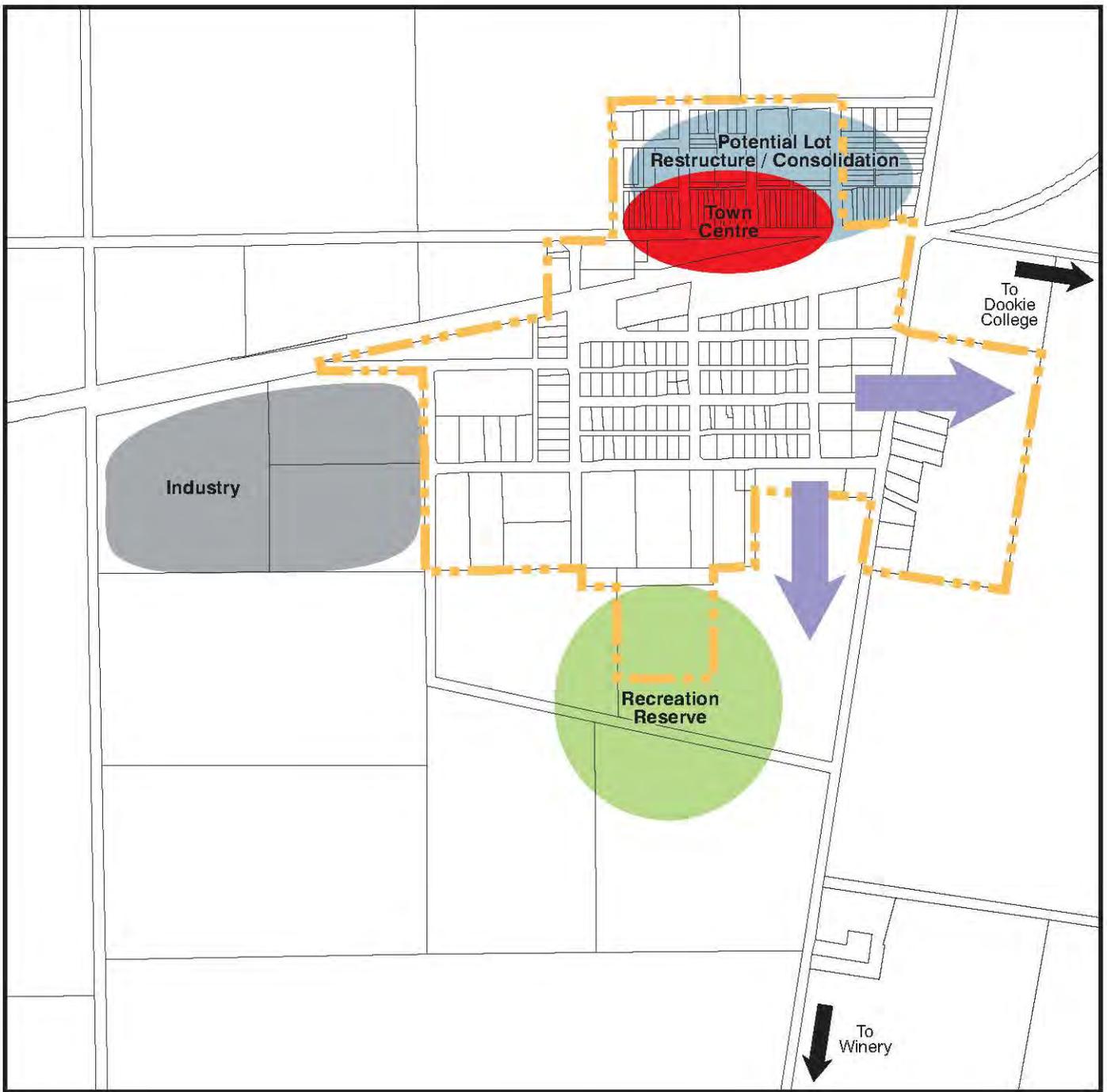
0 0.5 1 1.5 2 3km

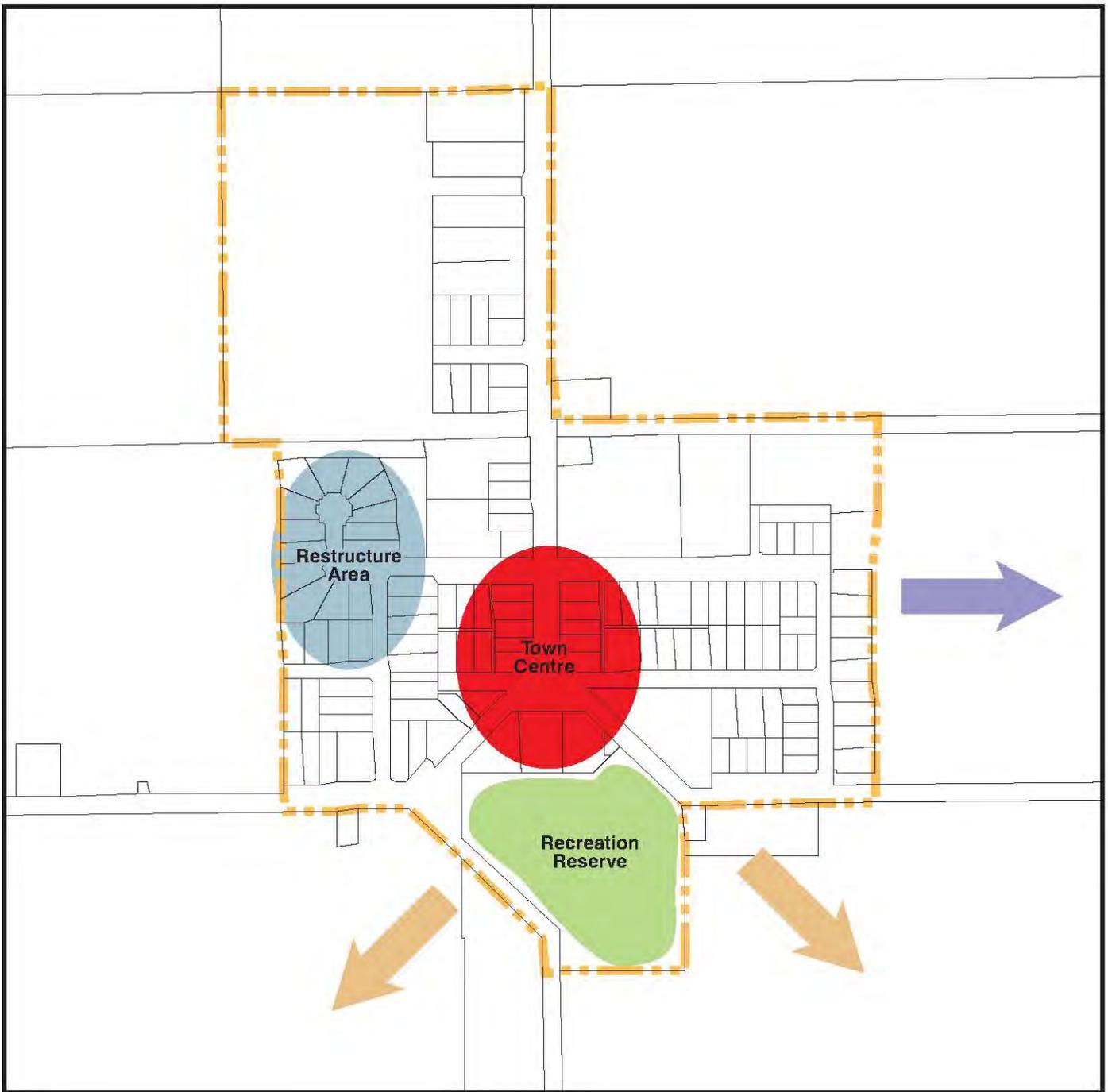


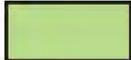


- | | | | |
|---|---------------------|---|---|
|  | Settlement Boundary |  | Direction for future township expansion |
|  | Recreation reserve |  | Direction for long term township expansion |
|  | Town centre |  | Special investigation for expansion of recreation reserve |

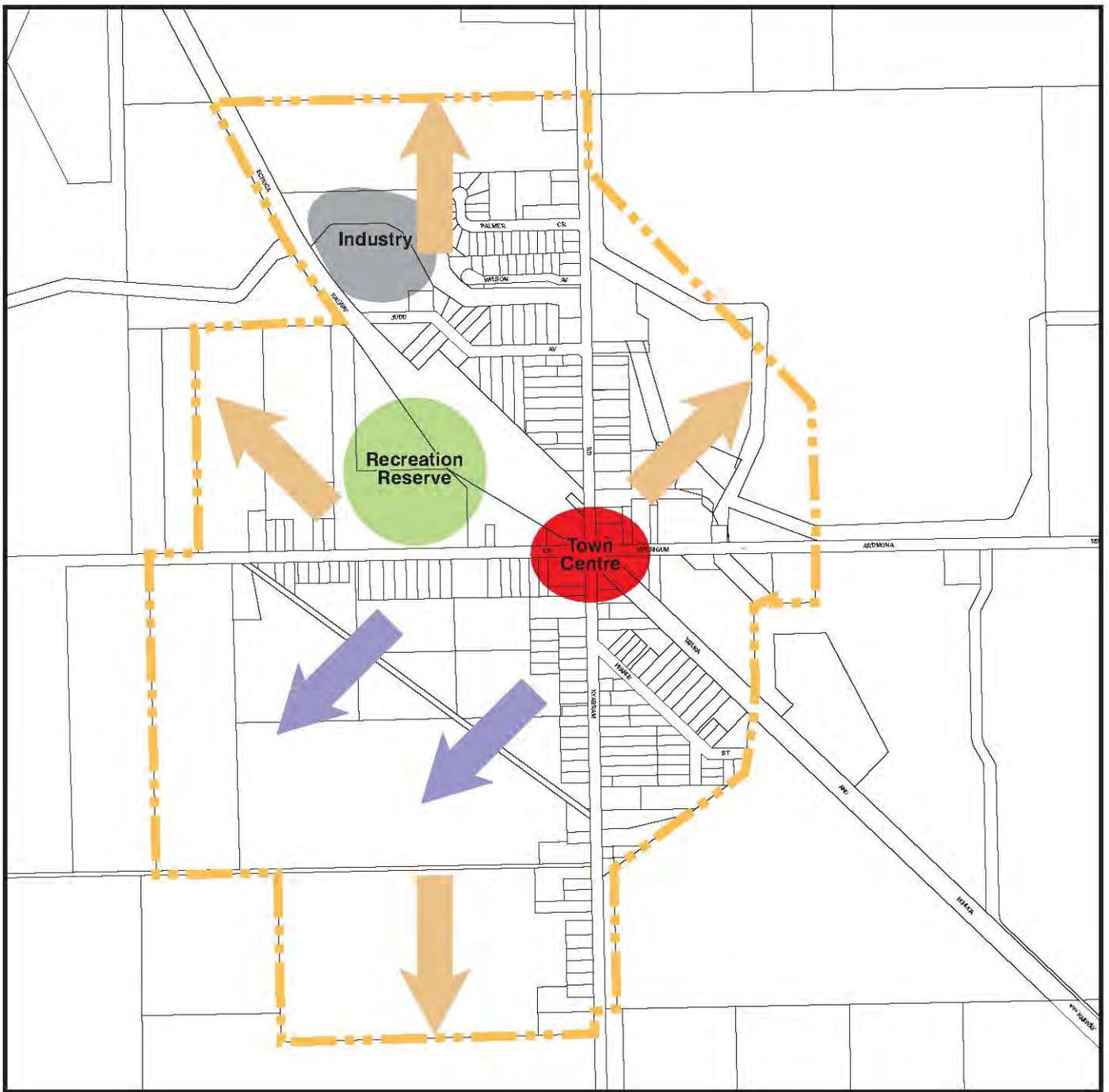


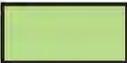
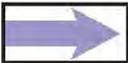




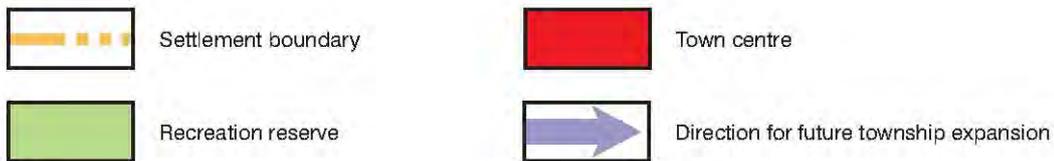
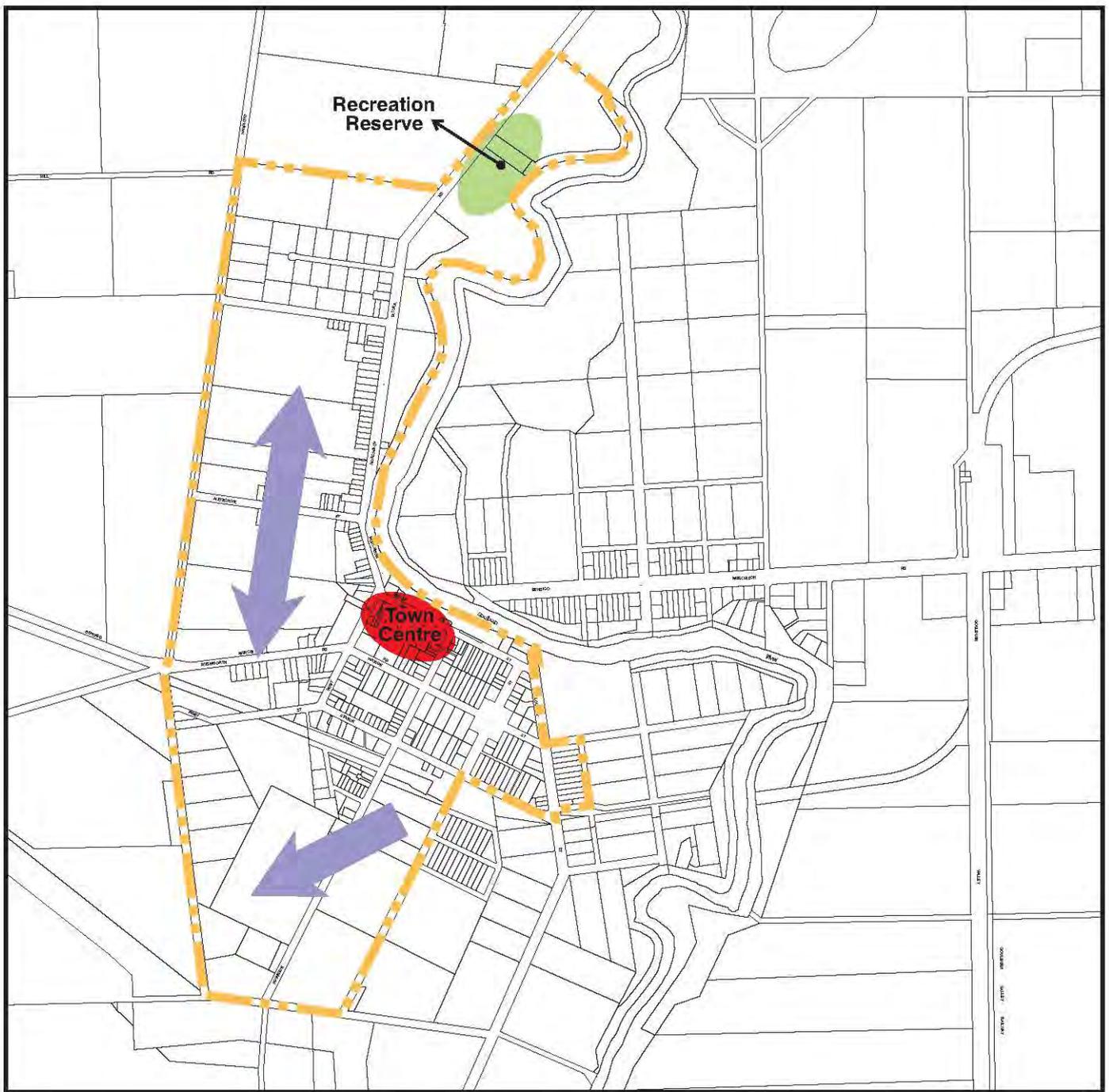
- | | | | |
|---|---------------------|---|--|
|  | Settlement boundary |  | Restructure area |
|  | Recreation reserve |  | Direction for future township expansion |
|  | Town centre |  | Direction for long term township expansion |

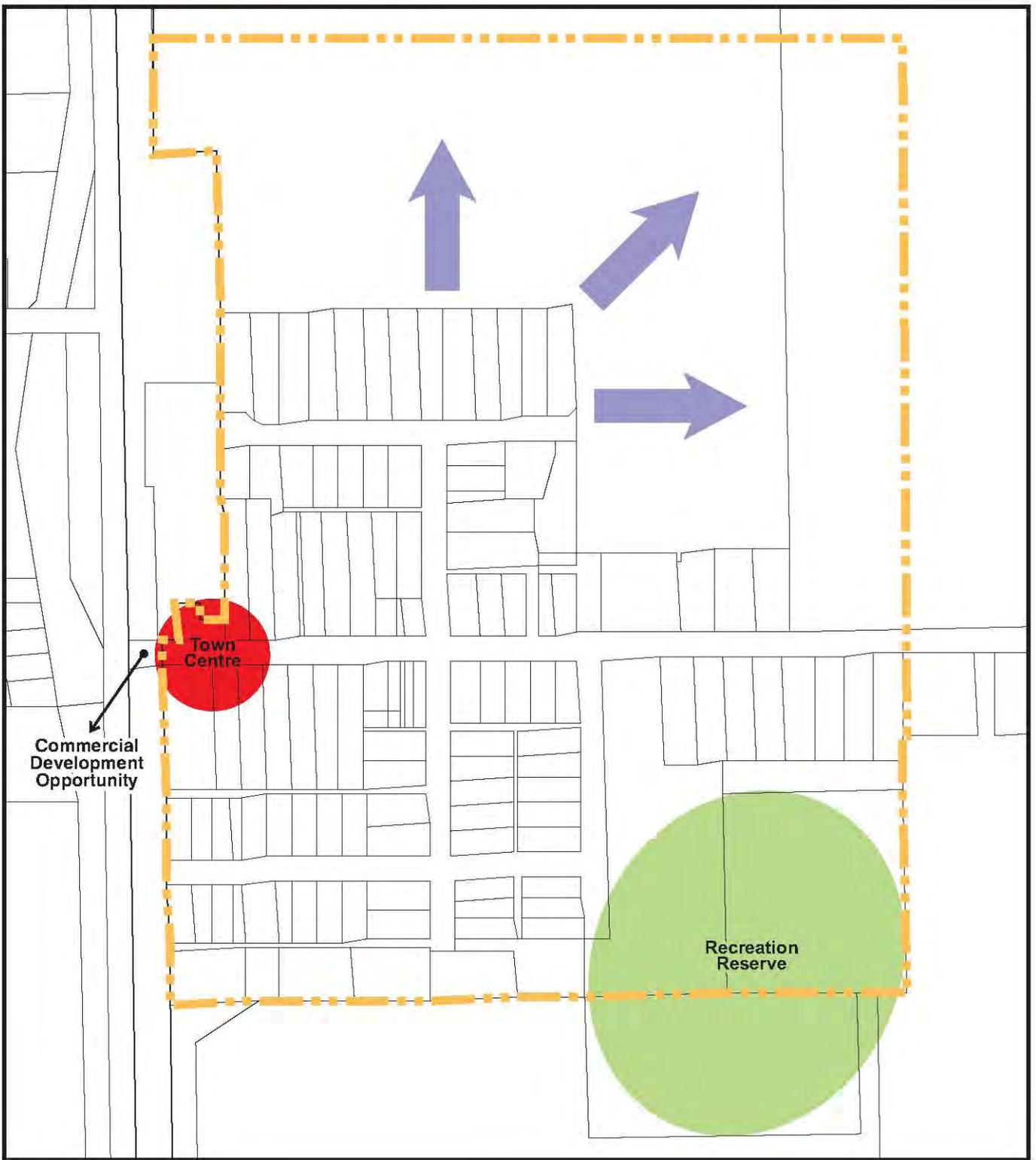




- | | | | |
|---|---------------------|---|--|
|  | Settlement boundary |  | Industrial development |
|  | Recreation reserve |  | Direction for future township expansion |
|  | Town centre |  | Direction for long term township expansion |







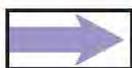
Settlement boundary



Town centre

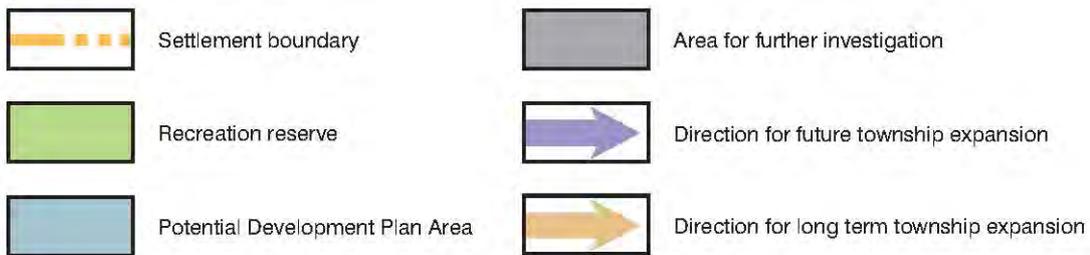
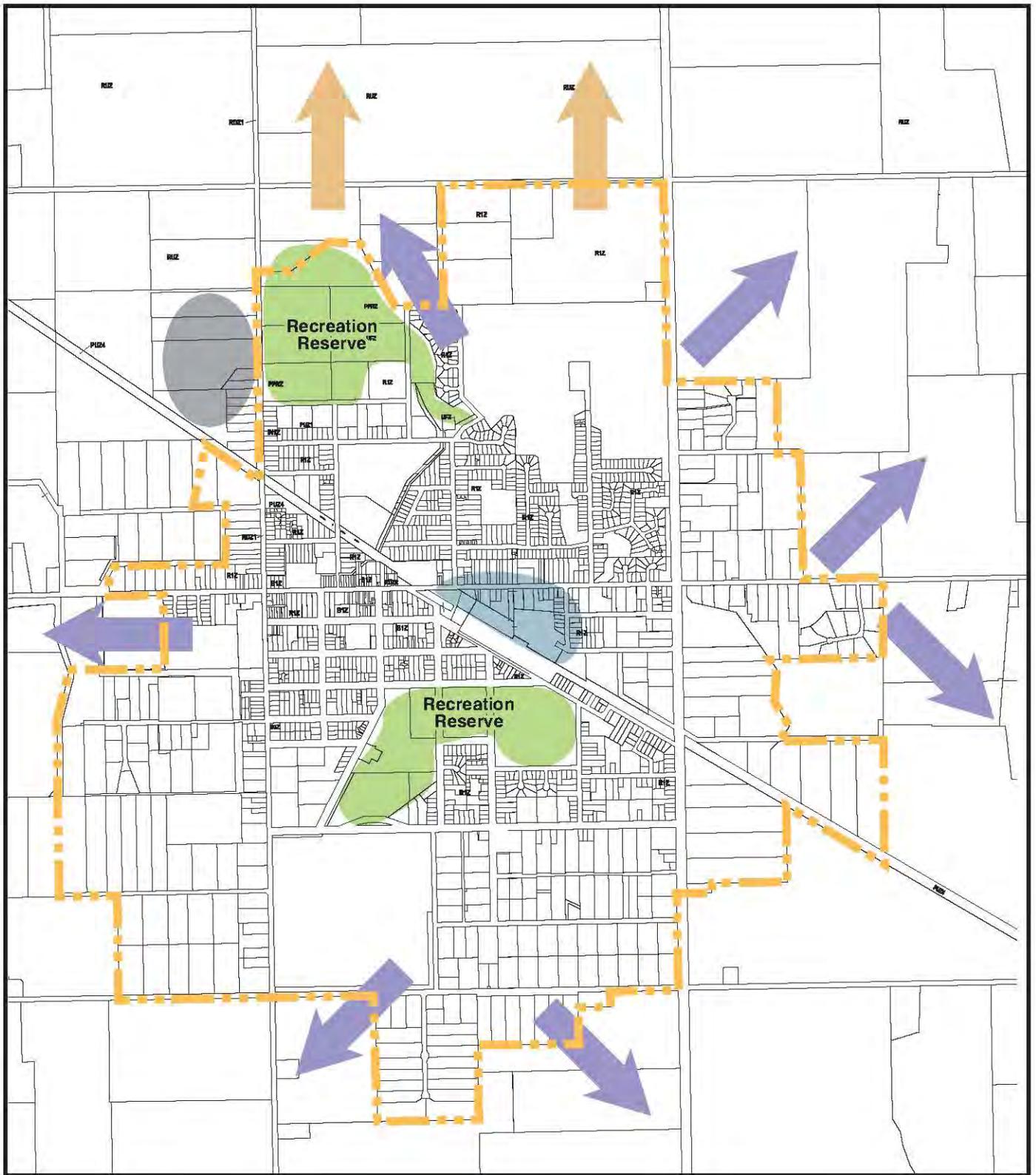


Recreation reserve



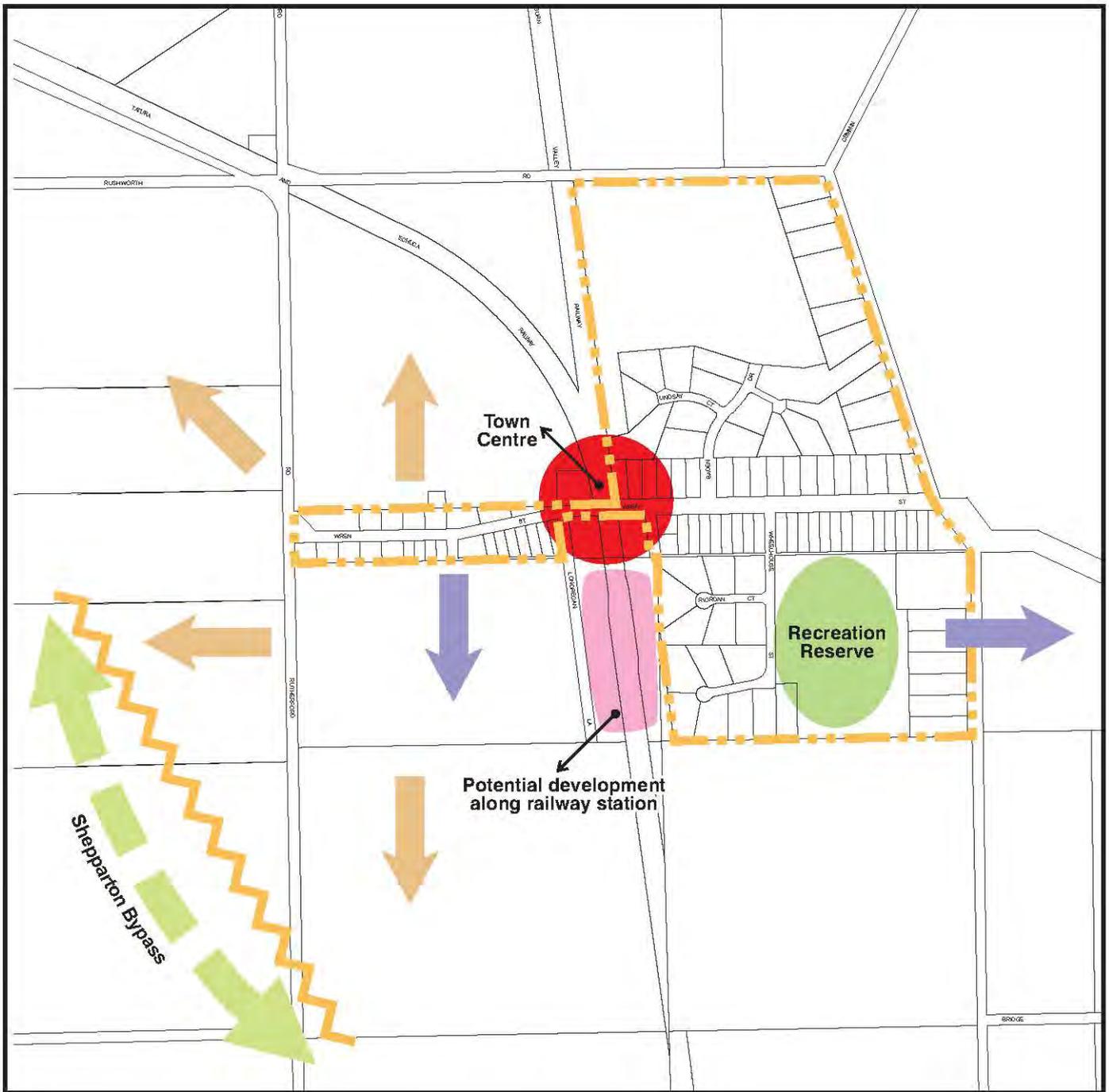
Direction for future township expansion





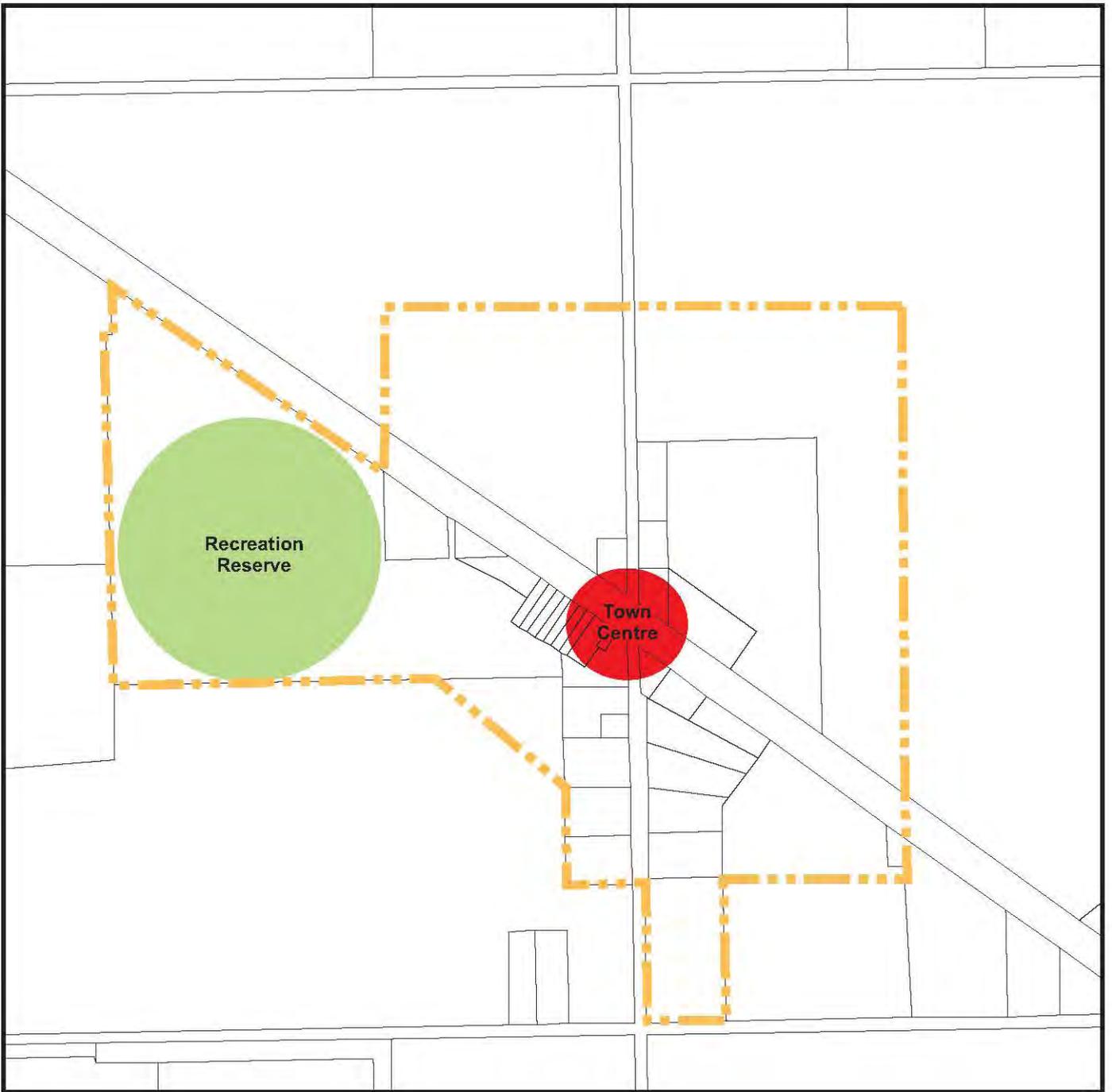
GREATER SHEPPARTON **2030** TATURA TOWNSHIP

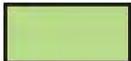




-  Settlement boundary
-  Recreation reserve
-  Town centre
-  Potential for re-development along railway station
-  Direction for future township expansion
-  Direction for long term township expansion
-  Buffer to Bypass Route



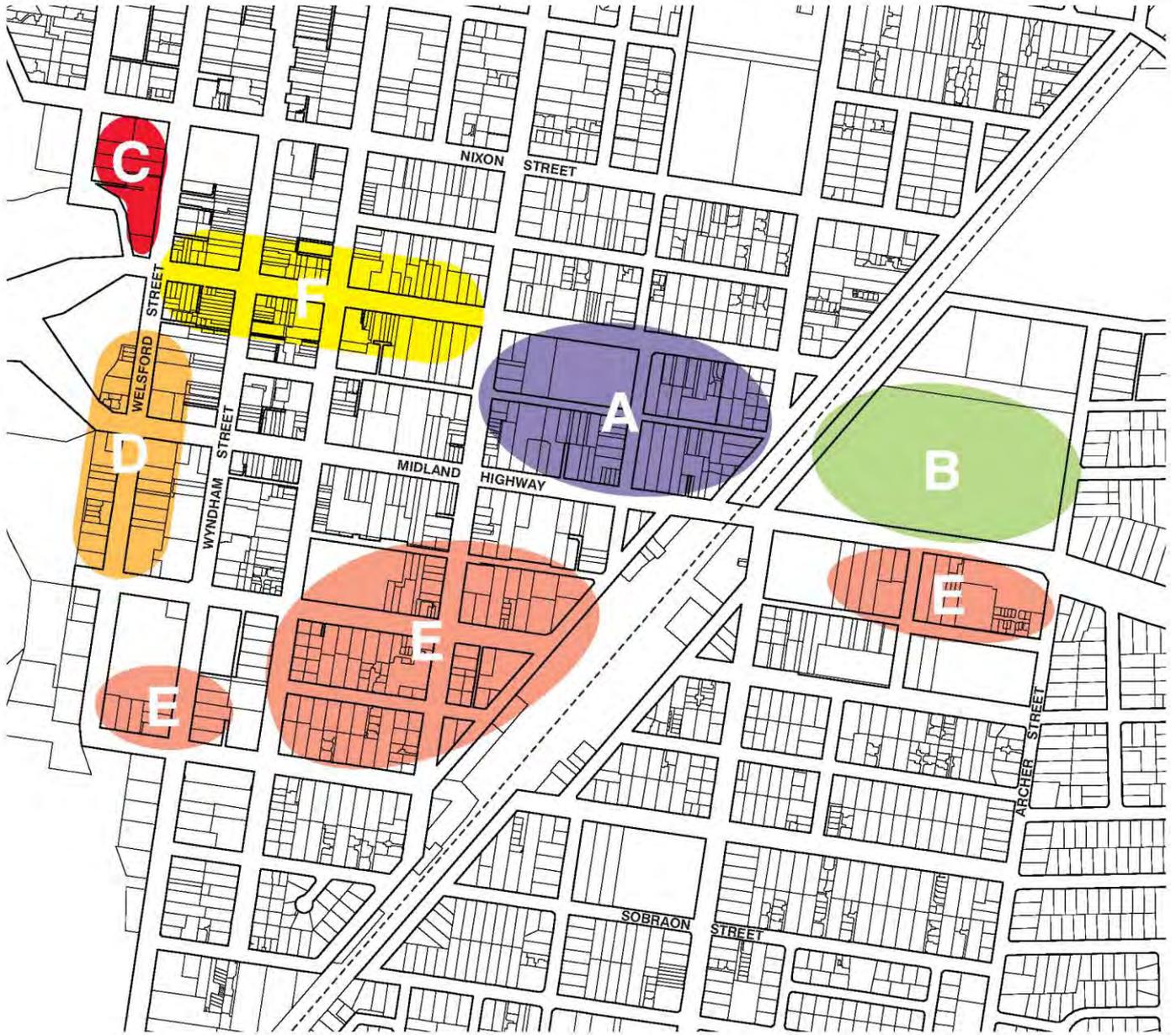


-  Settlement boundary
-  Recreation reserve
-  Town centre

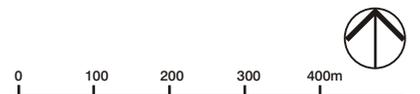


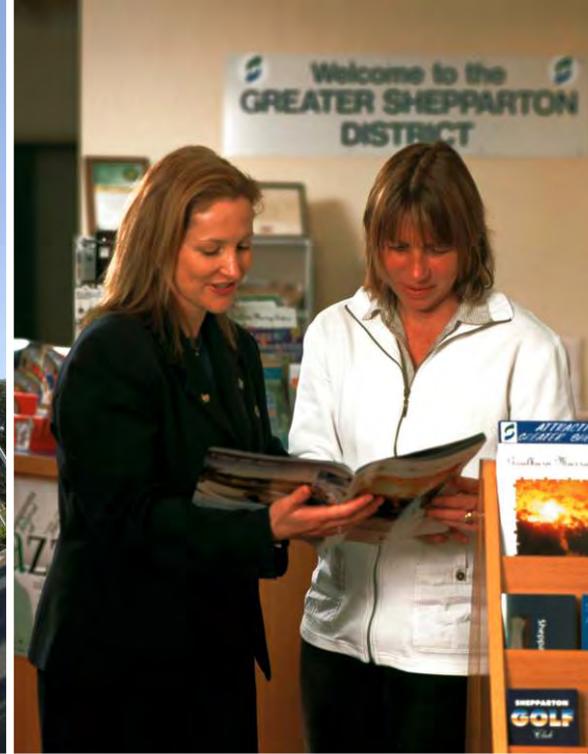
DRAWING KEY

- A** University city precinct
- B** Shepparton showgrounds
- C** Civic precinct
- D** Office / business precinct
- E** Re-development / upgrade opportunity
- F** Café / dining precinct



GREATER SHEPPARTON **2030** SHEPPARTON CBD





For further information,
please contact:

City of Greater Shepparton
Locked Bag 1000
Shepparton Vic 3632
Australia

Telephone:
(03) 5831 9700

Facsimile:
(03) 5831 1987

Email:
council@shepparton.vic.gov.au



GREATER
SHEPPARTON



GREATER SHEPPARTON 2030

BACKGROUND and ANALYSIS REPORT: INTRODUCTION

Adopted by Council at Ordinary Council Meeting on 3 October 2006



1 Introduction

1.1 Greater Shepparton 2030 – Process and Outcomes

The City of Greater Shepparton and the Department of Sustainability and Environment have prepared *Greater Shepparton 2030*, a blueprint for building sustainable economic activity and maximising the quality of life in the municipality over the next 30 years.

This plan will update the previous City of Greater Shepparton Strategy Plan 1996 which formed the basis for the current Municipal Strategic Statement (MSS). The MSS is the local strategy component of the Greater Shepparton Planning Scheme.

A key element of the preparation of this plan was the integrated planning approach, and the process and extent of community engagement involving all stakeholders. This engagement was achieved from a number of initiatives to obtain a depth of understanding of issues from both technical and personal perspectives. The feedback from the community consultation assisted in the development of visions for the municipality.

The methods of community engagement included an open invitation for community representatives to attend a number of advisory groups. These workshops covered the specialist topics of:

- Environment
- Heritage and culture
- Community services
- Infrastructure
- Transport
- Business and tourism
- Agriculture
- Recreation and open space
- Youth

In addition, specific workshops were held to discuss the townships of:

- Congupna
- Dookie
- Katandra West
- Merrigum
- Mooroopna
- Murchison
- Shepparton
- Tallygaroopna
- Tatura
- Toolamba
- Undera

Specialist input was also received from single purpose workshops with Councillors, Council officers and Regional Development agencies.

A number of individual interviews were held with representatives of key statutory agencies. In addition to community engagement, the preparation of the strategy involved detailed research and investigation of the main issues.

Current and emerging issues are considered, ranging from global issues such as world economics, global warming, energy sources and population migration. Domestic issues are considered, including changes to the horticultural and dairy industries, potential for new rural enterprises, water distribution, the highway bypass, changes to road and rail freight patterns, and community development and settlement patterns.

This report also provides a profile of the city and the forecast population projections.

The key land use and development principles that together form the basis of a functioning city are:

- People (Demographic Profile)
- Settlement and Housing
- Community Life
- Environment
- Economic development
- Infrastructure

This grouping generally reflects the land use and development principles embodied in State and local documents including the Victorian Planning Provisions (VPPs), the Greater Shepparton City Council Plan and Melbourne 2030.

Attachment 1 contains a complete list of topics, a key direction for each topic, and a list of themes within each topic, that together comprise the policy coverage of *Greater Shepparton 2030*.

There is a background and analysis report for each of the above topics. This grouping is for ease of description of related sub-topics and for implementation by various public and private agencies. It is recognised that, in practice, these principles are intrinsically interrelated in a holistic view of the municipality.

Greater Shepparton 2030 contains objectives, strategies, and implementation suggestions for each of these topics. These were derived from a set of overarching sustainability principles, which have also driven Greater Shepparton's Council Plan.

In addition, some of the topics will contain framework plans. A framework plan will spatially map the preferred form of future use and development.

In line with the sustainability outcomes sought for the long term, the plan will contain triple bottom line assessments of opportunities and challenges for land use planning, social planning and economic analysis. This analysis will identify priority projects which will be included in *Greater Shepparton 2030: In Summary*, a summary document for the Greater Shepparton City Council.

The outputs of this Strategy will consist of a number of corporate and strategic planning documents for the municipality, including the Municipal Strategic Statement. The implementation of the Actions listed in the Strategy Plan will be undertaken in the

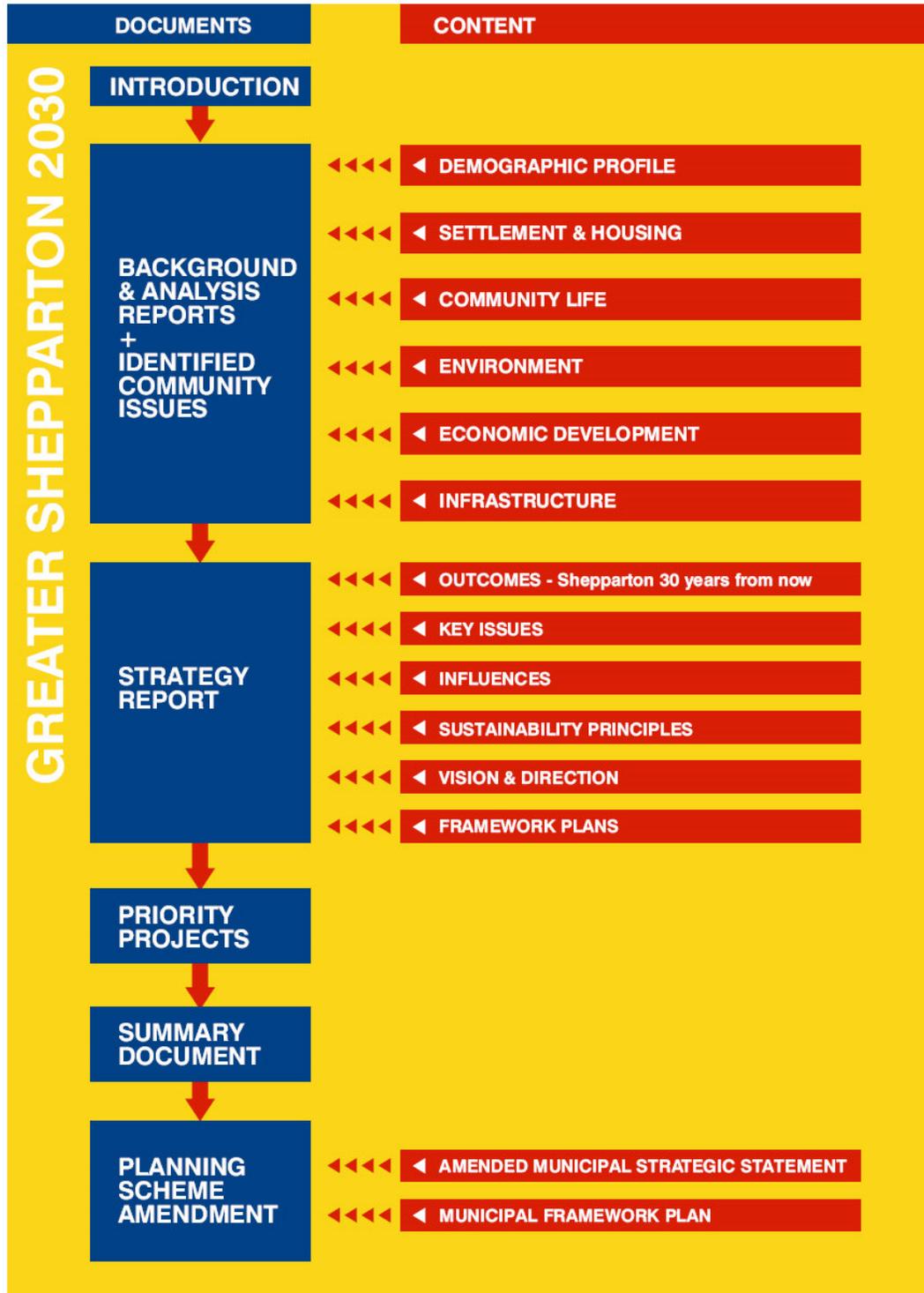
context of the constraints of the Strategic Resources Plan as contained in the Council Plan 2004-2008.

The total package of documents comprising the *Greater Shepparton 2030* is shown in Figure 1.

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GREATER SHEPPARTON 2030

THE COMPONENTS OF GREATER SHEPPARTON 2030



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Figure 1: The Components of Greater Shepparton 2003

1.2 Structure of the Background & Analysis Reports

Due to the breadth of topics covered in this project, the reports vary in content, but generally contain the following sections:

An introduction to the strategy plan, an outline of subtopics addressed and a list of sustainability principles.

An overview of the topic, with the major issues identified in the 1996 Strategy Plan and comments about where the future focus should be in this current strategy plan. This section concludes with a **key direction** for the topic, derived from the background analysis and the comments from the consultation process

A summary of comments from the community consultation process, firstly the comments regarding the major current issues and secondly, ideas and visions for the potential achievements in 20 years time. These comments are displayed graphically to show linkages and common themes.

Discussion on sub-topics may include all or a number of these items:

- Key Issues, including major structural changes and key initiatives undertaken.
- Any reports or studies relevant to the study area, published since the 1996 plan.
- A broader strategy framework, indicating where local strategies fit into regional, state, national and international strategy frameworks.
- A list of objectives, derived from the community engagement feedback and vision setting plus the above situational analysis. These objectives have been tested against the sustainability principles.
- For each of the objectives, a list of strategies to achieve the objectives.
- For each of these strategies a list of actions to implement the strategies.
- In addition, the role taken by the Council, the priority of the project and an indicative cost are included as part of the implementation process. Council has the following roles:
 - Provider – Council's role is to provide the service
 - Facilitator – Council's role is to provide the service with other providers
 - Advocate – Council's role is to lobby the provider to provide the service
- Where relevant, a framework plan that spatially maps the preferred form of future use and development. This may be an amended version of an existing framework plan from the 1996 strategy plan, or a new plan.

A SWOT summary of strengths, weaknesses, opportunities and threats for the topic (provided in most reports).

1.3 Structure of the Strategy Plan Report

This document contains the visions and strategies for the long term development of the municipality, and integrates all the interacting topic areas detailed in the Background and Analysis reports.

Specifically the Strategy Plan report contains:

A description of the major influences, both local and regional, and their effects on the development of the municipality over the next few decades.

Major issues identified by the community consultation process.

A statement of the principles guiding sustainable growth (detailed in Section 1.4 below).

A succinct vision statement

A key strategic direction for each of the following:

- Settlement and housing
- Community life
- Economic development
- Environment
- Infrastructure

A list of expected outcomes for the municipality in 2030.

Framework plans for the development of land use sectors and individual towns.

A list of all the objectives and strategies for all topic areas, to be translated into the Municipal Strategic Statement.

1.4 Sustainability principles

There is widespread agreement that solving global problems means the adoption of policies and programmes that lead to sustainable development.

Sustainable development is development that meets the needs of the present generation without compromising the ability of future generation to meet their needs. Sustainability is not just an environmental consideration it has economic, social and environmental development perspectives and relevance.

The recently released statement of metropolitan planning policy – Melbourne 2030, has advanced a suite of principles as fundamental platforms to the attainment of sustainable development.

These principles, which start with sustainable practice, are equally applicable and relevant to the development of Greater Shepparton and are adopted as principles underpinning the strategy plan.

Principle	Outcome
Sustainability:	Sustainable economic, social and environmental development
Innovation:	Commitment to finding new solutions.
Partnership and Inclusiveness:	Collaboration with others and considerations of their needs and aspirations
Leadership:	Leadership and encouragement of / in others

Equity:	Fairer access to benefits of growth and change
Adaptability:	Planning to change and being adaptable when faced with it
Integrated Planning:	Planning and implementation of actions undertaken through an integrated planning process

1.5 Associated Documents

From the 2030 Strategy Plan the following documents will be prepared, which will form the complete package for the Greater Shepparton 2030:

An evaluation of recommended projects listed in the implementation plans in the previous sections, and comprising a priority ranking and indicative costs.

Summary Document which will include the priority projects, and will market opportunities for investing, living and participating in Greater Shepparton.

Municipal Strategic Statement (MSS), including the Local Planning Policy Framework (LPPF), will be derived from the directions, strategies and actions as identified in the 2030 Strategy Plan. The MSS and LPPF will sit within the Greater Shepparton Planning Scheme.

Attachment 1 – Greater Shepparton 2030- topics, directions and themes

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Greater Shepparton 2030 Strategy Framework

Topic: SETTLEMENT	
<p>Direction: Commitment to growth within a consolidated and sustainable development framework</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Growth ▪ Housing ▪ Sustainable Design
Topic: COMMUNITY LIFE	
<p>Direction: Enhance social connectedness, physical and mental health and well being, education and participatory opportunities in order to improve liveability and a greater range of community services</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Health and social services ▪ Education and learning ▪ Recreation and open space ▪ Safe and accessible environments
Topic: ENVIRONMENT	
<p>Direction: Conservation and enhancement of significant natural environments and cultural heritage</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ The natural environment ▪ Floodplain management ▪ Sustainable / Best practice land management ▪ Cultural heritage ▪ Built heritage
Topic: ECONOMIC DEVELOPMENT	
<p>Direction: Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Agriculture and rural land ▪ Commercial activity centres ▪ Industry ▪ Tourism
Topic: INFRASTRUCTURE	
<p>Direction: The provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Traffic and transport systems ▪ Urban services

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GREATER SHEPPARTON

2030 STRATEGY PLAN

Adopted by Council at Ordinary Council Meeting on 3 October 2006



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1 Introduction

1.1 Purpose

This document outlines a preferred future for the Greater Shepparton, which the community should strive to achieve as an outcome over the next 20 – 30 years.

It serves as a vision and strategy to guide planning, leadership, decisions and expectations about the municipality in the future. It is a holistic statement about the Greater Shepparton community and area, addressing a broad range of topics and issues that will shape the quality of life, character and well being of the environment and those who live, work or visit it.

It seeks to convey a sense of the aspirations and hopes of the community about the place they and their children would like to experience over the coming decades. In so doing it also identifies strategies that will provide a framework and platform for this preferred future to be realised.

Greater Shepparton 2030 explores outcomes for the municipality and how it should preferably develop.

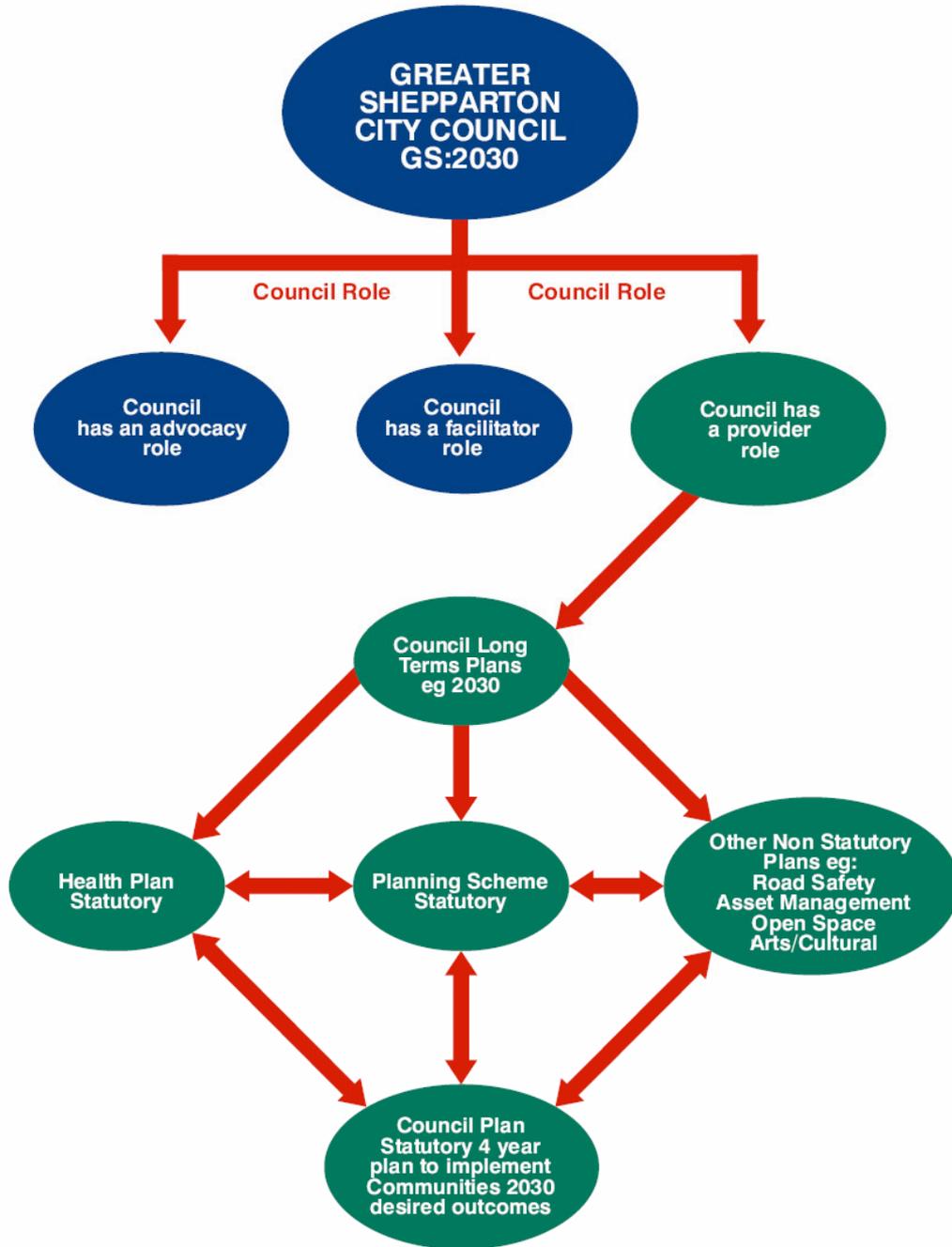
1.2 The Strategy

The strategy comprises a series of documents which integrate with other plans and strategies for the municipality (Diagram 1). Collectively these plans are the current governance tools used by Council to guide development and decision making.

The Council's Plan charts the objectives and strategies of the Council and how it will contribute to the attainment of this Strategy Plan. The effective realisation of *Greater Shepparton 2030* will be dependant upon the input and contribution of all levels of government, the private sector and the breadth of the community.

Greater Shepparton 2030 also serves as the rationale for the policies and provisions of the Greater Shepparton Planning Scheme. The Planning Scheme will give statutory weight and implement the vision, objectives and strategies as outlined in this document.

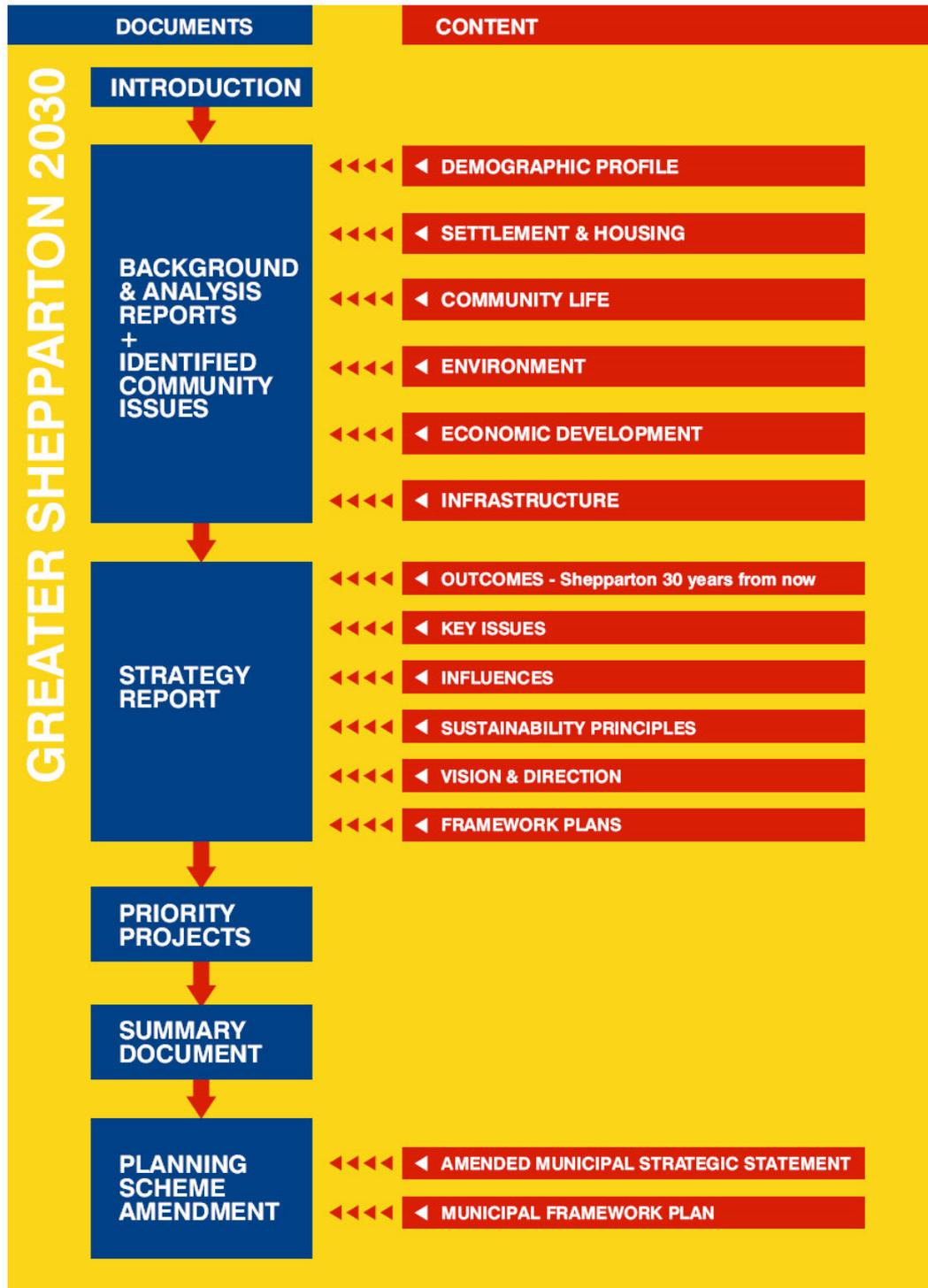
The documents that comprise *Greater Shepparton 2030* are shown on Diagram 2.



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1.3 The Strategy Report

This document (*Greater Shepparton 2030 - Strategy Report*) provides an overview of:

- The key issues currently facing the municipality.
- The major factors that are seen as likely to influence the next two to three decades.
- A vision statement of a preferred direction and development for the municipality.
- An exploration of appropriate objectives and strategies.
- A statement of outcomes that might be expected by the year 2030.
- Strategic framework plans for the municipality and its major urban areas.

1.4 Background and Analysis

Greater Shepparton 2030 is derived from a series of "Background and Analysis" reports, which provide a rigorous, and robust body of facts, analysis and commentary on matters associated with:

- The population of Greater Shepparton
- Settlement
- Environment
- Economic Development
- Infrastructure
- Community Life

1.5 Planning Scheme Provisions

Greater Shepparton 2030 and its supporting background and analysis reports, are also incorporated by reference in:

- a revised Municipal Strategic Statement.
- a revised and extended Local Planning Policy Framework.
- other amendments to the provisions of the Greater Shepparton Planning Scheme.

1.6 Summary Document

The effectiveness and value of *Greater Shepparton 2030* is summarised in *GS 2030: A Summary*. This document summarises the key objectives and directions outlined in the Strategy Plan and its background and analysis reports. It can also be used as support for the implementation of the strategy and source initiatives, funding and grant assistance.

Collectively the above suite of documents will direct the development of Greater Shepparton over the next decades.

1.7 The Basis of Greater Shepparton 2030

This strategy is the product of a process that has included:

- Review of earlier strategy plans.
- Review of recent studies examining issues and settlements within the municipality.
- Consultation with a broad range of agencies at all levels of government.
- Meetings and consultation with a broad cross section of the community on key themes, location and township based issues, and matters specific to age groups and sections of the community.
- Field investigations.
- Other relevant research.

2 Greater Shepparton 2030 – The Main Issues and Influences

2.1 Background

The 1996 City of Greater Shepparton Strategy Plan painted an introductory picture of the municipality:

- A fast growing centre.
- A region that makes a significant contribution to Victoria's agricultural productivity.
- An expansive urban area endowed with facilities offering regional services and a vibrant business area.
- A strong sense of community and diverse ethnicity.
- Choice of living environments and lifestyles ranging from that of regional city, medium towns to smaller townships.
- A strong and rigorous rural economy based on irrigated and dry land agriculture.
- A corresponding strength in value adding manufacturing and processing of agricultural produce with a supporting service industrial base.
- A transport hub with a high level of freight movements and volume.
- A significant environmental setting with the city positioned at the confluence of the Goulburn and Broken Rivers.
- Significant loss of nature vegetation and habitats through farming and urban expansion.
- Drainage, flooding and water quality issues.
- Loss of agricultural production.

Over the last nine years the underlying sentiments of these observations remain essentially valid. The city has continued to grow and prosper within the framework of policies, objectives and strategies outlined in the 1996 strategy report and statutorily expressed in the Greater Shepparton Planning Scheme.

In more recent times, within the context of a Council Plan a series of major initiatives have focused strategic thinking and opportunities including:

- A commitment to a western bypass
- Feasibility Studies to establish a freight logistics centre
- A university city and the establishment of greater post secondary education opportunities
- A municipal public health plan and establishment of 'community hubs.'

2.2 Major Influences and Issues

Diagram 3 identifies some major influences that will contribute to shaping the size, physical form, character and well being of Greater Shepparton towards 2030.

The influences span from long term and global to local and immediate and distinctively municipal considerations.

Their impact over the next three decades cannot be definitively stated because of the scope and scale of the variables and the impact of new variables during the intervening period.

In addition to the major influences, the analysis underpinning this strategy and the consultation has also identified a broad range of issues that challenge Greater Shepparton as it looks forward to a preferred future. These are illustrated in Diagram 4 and reviewed below.



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Diagram 3: Major Influences and Issues, Greater Shepparton



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(Source: Community meetings, GSCC)

Diagram 4: Community Views and Issues, Greater Shepparton

2.3 The Effect of Major Influences

The following might be reasonably anticipated arising from the major influences (Diagram 3).

2.3.1 Settlement and Housing

- The municipality's population will continue to grow from its current level of 59,660 persons towards 71,000 persons in 2021 and on to 75,700 persons by 2030. The multicultural and ethnic base will broaden and expand and the aboriginal community will remain a significant group in the local area.
- The growth rate will steady as the “baby boomers” generation passes on and relatively low birth rates influence population replacement.
- The size of households will decrease towards 2.7 persons per household; household structures will become more diverse and complex leading to a need for greater diversity in house types for a broad range of socio-economic characteristics.
- The overall population will “age” with the “baby boomers” moving into the latter part of their life cycle with a consequential greater demand upon health and support services and housing specifically suited to the needs of this sector.
- The environment and climatic benefits of the region, linked to an exodus to regional centres and coastal areas (within convenient access to the metropolitan areas) will see higher rates of persons attracted to the region for retirement and lifestyle reasons.
- The demand for rural residential environments will be tempered by greater concern to protect the productive capacity of soils and areas of native vegetation, provide services efficiently and cut dependence on fossil fuels to access facilities.
- Sustainability principles will strongly influence the design siting and servicing of dwellings and the layout of the city and will be evident in the adaptation and reuse of existing buildings and materials, retention and reuse of storm water, solar and energy efficient materials.
- The layout of the municipality will place a greater priority on healthy outcomes, walking, and the use of bicycles and less dependence and use of fossil fuels.
- Living at higher densities, close to the CBD, will be more widely accepted as offering individual, lifestyle and community benefits.
- The need to identify and commit to long-term defensible boundaries to the extent of urban expansion will be accepted as necessary to ensure the sustainability of the urban community and the well being of productive agricultural land.

2.3.2 Community Life

- The quality, scope and availability of sophisticated health and education services in regional areas will be markedly improved particularly with the emergence of the university city role.
- The effective engagement of the community in securing their participation will remain a priority.

- Racial harmony and cultural integration will remain a local challenge in the face of global tension and security fears based on ethnic and religious differences.
- There will be greater interest and commitment to the pursuit of the arts and the provision for sports and recreation facilities.
- Working with the indigenous community to assist their needs and expectations.

2.3.3 Environment

- Greater respect and protection of native vegetation will be expected and occur.
- Significant advances in restoring the extent of vegetation will be achieved.
- Widespread application of biodiversity policies will be evident in the actions of governments and the community.
- Greater sophistication in flood management will be required.
- Less dependence on the fossil fuels will occur with advances and innovation in the automotive industries and the use of alternative sustainable sources of energy.
- Significant improvements in the quality of water entering the drainage systems will be required.
- Across the board reductions in waste to work towards achieving ‘zero waste’ and the application of recycling to all aspects of land and development will be expected.
- Application of sustainability principles will influence all facets of urban and rural, living and work.
- Greater awareness and protection of both pre and post settlement culture will be required.
- Repair of damaged landscapes and contamination will be required as a matter of new and reuse of land.
- Greater focus upon sustainable catchment management.
- Residential sustainable measures – dwellings achieving 5 star rating as standard.

2.3.4 Economic Development

- Innovation and technology will be applied to all aspects of farm management, food production and developments with advances in the range, sophistication and value added to produce and the use of natural resources.
- Farm holdings will become larger and the role of companies will progressively replace the role of the family in ownership and management.
- Farming will become more sustainable and there may be an increase in small scale organic farming.
- Revegetation of marginal land will see an increase and net gain in the area of vegetated land.
- Governments will invest in key regional infrastructure in order to provide for the economic potential of regional cities to be realised. This infrastructure must be “won” by marketing, tendering and leadership.
- New industries will emerge in the face of technological developments.

- Industries with a focus upon maintaining and repairing the environment will be on the ascendency.

2.3.5 Infrastructure

- Telecommunications, computer systems and other information technologies will continue to significantly influence how we interact and communicate both in the home and workplace, reducing the need to travel and use fossil fuels.
- The need to compete and trade in global markets will place a priority on the efficient management and distribution of produce and freight and require world-class logistics practices to remain competitive. The Goulburn Valley Freight Logistics Centre and Shepparton Bypass will be significant milestones in Greater Shepparton's infrastructure base and subsequent economic growth.
- The municipality will be serviced by a new modern aerodrome located in an appropriate location allowing accessibility to Shepparton and Mooroopna and providing for greater services in freight transport.
- Communities will continue to urge for improvements in the safety of the City.
- The bicycle, public transport and walking will be prioritised as preferred modes of travel in the local area.
- The existing infrastructure will continue to be effectively managed to enhance its performance and longevity.

2.4 Major Local Issues

A broad range of local issues have been identified or raised, all of which are important to various individuals or sectors of the community. Without detracting from the importance of all these issues, some warrant particular comment for their gravity, or priority in the foreseeable future.

2.4.1 Water Quality and Quantity

The availability and management of water is among the highest priorities and challenges facing the Greater Shepparton community. River systems in the municipality support agricultural industries, provide safe drinking water and support recreational activity and regional tourism. The river systems and waterways are highly significant ecosystems and provide a sense of place for the community.

The recent drought has demonstrated and reminded the community about a fundamental vulnerability in terms of water availability that threatens the long-term well being of Greater Shepparton. The consequences of a drought are directly and indirectly evident, impacting upon individuals and the community.

The problem and its solutions have both national and local dimensions. All spheres of government have recognised responsibility in addressing the issues associated with the effective management and availability of water. The ownership, trading, transfer and distribution of water throughout the Murray/Darling basin will provide a national and strategic framework within which local councils and communities will operate.

The challenge is to establish a whole of government approach and an active engagement of the community at the local level in identifying and implementing a range of measures that will enhance sustainability, reduce the dependence upon water and the efficient and effective use of the water that is available. These initiatives should embrace science and technology through to environmental initiatives and will have application on the farm, orchard and in the home and industry.

2.4.2 Access to Life Long Education

The long-term strength and well being of Greater Shepparton will be based upon the capacity of individuals and the community to learn, apply principles and drive innovation and change. Development is first and foremost about developing the local community so that it can position itself to the full advantage of a rapidly changing environment in which globalisation and a range of technologies are the primary drivers.

For Greater Shepparton the establishment and maintenance of a learning community has many dimensions.

- The number of local tertiary and post secondary education places, not only draws young adults out of the community to Melbourne and other regional cities for education, but also makes it harder to subsequently attract them back.
- The need to build upon the of local academic based research and development, with an alignment to local agriculture and food industries, distances local business from the leadership and learning that is needed to stay ahead.
- The characteristics of a broad ethnic community and a relatively high level of international migration creates a special educational challenge in enabling these individuals and groups to be integrated and effective participants within the local community.
- As the population ages, the need to provide learning and challenges that are relevant to the older age groups poses a new dimension.

The response to the education and learning challenge in Shepparton will be a hallmark of the municipality's success.

Already, the Council and others have moved forward with significant initiatives to establish Greater Shepparton as a university city. If effectively established, the community will be able to adapt to the changing environment and maintain skills relevant to the advancement of the region. Locally based knowledge and skills can sustain a stable local labour force that drives innovation to the benefit of local based industries. As a consequence of the educational issues being addressed Greater Shepparton would be a more equitable community.

2.4.3 Dependence upon the Agriculture Sector

There is a high local dependence and reliance upon the agricultural sector as a source of local employment and wealth. This regional strength can also be the region's vulnerability, particular in the face of climate change and local environmental constraints.

While strategies might be followed to “attract” new and different industries into the municipality, their success and sustainability is not assured. There are numerous examples of business attracted to a region that find that for the same or similar reason they are subsequently attracted elsewhere.

The challenge in Greater Shepparton is to sustainably diversify and broaden its economic base in a manner that builds onto the inherent strength in primary production and processing, in a way that reduces wide spread vulnerability.

This is where learning and knowledge-based development initiatives should be of greatest value. The application of technologies in the fields of cyber technology, biotechnology, and advanced materials to the local economy should be pursued as the vehicle to build the municipality’s changing industrial future.

Areas of opportunity potentially include the use of information technology to help assess the use and conservation of land. Biotechnology can be used to clean up pollution and protect plants.

As the municipality grows, a range of local based service industries will follow and establish.

Building on the assets and strengths of the region, the opportunity exists to significantly improve the performance of the local tourism industry by effectively marketing the heritage, culture and environment of the region.

2.4.4 The Need to Grow

There is a sense in the community that Greater Shepparton has not yet reached its potential as a premier Australian regional centre.

Additional investment and attention is seen as desirable in:

- the range and quality of health services
- the range of tertiary and post secondary education
- the quality of transport services
- the range and diversity of industries
- visitation and tourism
- community safety

The municipality has a capacity to be a national leader and internationally recognised in matters of food science and production, but that potential is not yet realised.

This leads to a view that proactive sustainable growth in employment opportunities and economic activity, health and education services, and in the size of the population, is the desired direction into the next 30 years so that Greater Shepparton is elevated in its regional standing and importance and is able to sustain a comprehensive range of services for the local and wider regional community.

The costs of such growth need to be managed and shared between parties so as to ensure equitable and efficient distribution of infrastructure and community services.

2.4.5 Other Major Issues

Other major issues of note include:

- Public transport and access to outlying communities
- A need to restructure and invest in infrastructure to support Greater Shepparton's primary role as a transport and freight logistics centre.
- Shortcomings with the range of health services, particularly those focused on the needs of an aging population.
- Land use strategies that provide for growth while protecting the quality of agricultural land and land liable to flooding.
- Biodiversity protection and salinity mitigation.
- The need to continue to develop community infrastructure such as sports, recreation and social facilities and to resource adequate maintenance, upgrade and continuity of these.
- Ensuring that newly developed and re-developed areas adequately address community safety.

3 Principles Guiding Growth

3.1 Sustainability

There is widespread agreement that solving global problems means the adoption of policies and programmes that lead to sustainable development.

Sustainable development has the following attributes and principles.

Inter-generational equity

- The ability for both present and future generations to manage and protect the natural resources to meet their needs.

Intra-generational equity

- The sharing of resources and opportunities amongst present generations.

Precautionary

- Taking the cautionary approach if an environmental impact may result.

Conservation of biodiversity

- Allowing other species to survive and thrive.

Internalisation of environmental costs

- Identifying the true costs of products or services.

Sustainability is at the core of the main existing policies and plans that constitute the context within which Greater Shepparton 2030 will fit and function including:

- The Planning and Environment Act (1987)
- The Victorian Planning Provisions
- The existing Greater Shepparton Planning Scheme
- The Greater Shepparton Council Plan
- Melbourne 2030 – Planning for sustainable growth

Sustainability is about the equal consideration of economic, social and environmental development perspectives and relevance.

The inherent implication of adopting and applying the above principles of sustainability to Greater Shepparton is that all objectives, strategies, actions and other implementation measures should make a positive contribution to attainment of the principles.

3.2 Supporting Principles

The recently released statement of metropolitan planning policy – Melbourne 2030, has advanced a suite of principles as fundamental platforms upon which to secure sustainable outcomes (Diagram 5).

These principles, which start with sustainable practice, are equally applicable and relevant to the development of Greater Shepparton and are adopted as principles underpinning *Greater Shepparton 2030*.

Principle	Outcome
Sustainability:	Sustainable economic, social and environmental development
Innovation:	Commitment to finding new solutions
Partnership and Inclusiveness:	Collaboration with others and consideration of their needs and aspirations
Leadership:	Leadership and encouragement of/in others
Equity:	Fairer access to benefits of growth and change
Adaptability:	Planning to change and being adaptable when faced with it
Integrated Planning:	Planning and implementation of actions undertaken through an integrated planning process



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Diagram 5: Principles of Sustainability for Greater Shepparton 2030

4 Vision, Directions and Outcomes

4.1 Vision

The adopted Council's strategic planning vision for Greater Shepparton 2030 is conveyed in the following statement.

“Greater Shepparton 2030 – the regional centre distinguished by the range of its sustainable achievements.”

It is anticipated that by 2030, Greater Shepparton will have grown in population terms by approximately 20%.

It will have an enhanced stature, recognised nationally as a premier regional centre of Victoria distinguished for its achievements and leadership in settlement, environment, economic development, infrastructure provisions and community life.

Existing and new partnerships between the Council, the community and government agencies will be fostered and promoted as a method to collectively work towards achieving the vision for Greater Shepparton and the desired outcomes for settlement, environment, economic development, infrastructure provisions and community life.

4.2 Directions

The following strategic directions will be pursued to achieve the above vision (Diagram 6).

Direction 1: SETTLEMENT

Commitment to growth within a consolidated and sustainable development framework.

Direction 2: COMMUNITY LIFE

Enhance social connectedness, physical and mental health and well being, education and participatory opportunities in order to improve liveability with a greater range of public open spaces, and recreation and community services.

Direction 3: ENVIRONMENT

Conservation and enhancement of significant natural environments and cultural heritage.

Direction 4: ECONOMIC DEVELOPMENT

Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry.

Direction 5: INFRASTRUCTURE

The provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth.



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Diagram 6: Greater Shepparton 2030 Strategic Directions

4.3 Outcomes

The expected outcomes arising from the implementation of Greater Shepparton 2030 are illustrated in Diagram 7 and reviewed below from the perspective of the year 2030.

4.3.1 Shepparton, Mooroopna and Tatura are Bigger and More Compact

Urban areas have taken up land within the urban growth boundary.

4.3.2 Attractive Small Towns Retained

The essential scale and charm of the outlying settlements has been conserved, whilst still providing opportunities for additional housing choice and lifestyle, with lower density housing provided at the periphery of these settlements and to the south east of Shepparton.

4.3.3 A Balance of Urban Settlements and a Beautiful Rural Environment

Towns will develop within settlement boundaries, for the protection and enhancement of the surrounding rural environments. The varied rural land will be valued for its continued primary produce, its aesthetic and recreational attributes, and its role in the enhancement of biodiversity in the wider region.

4.3.4 The Municipality is More Attractive

Civic pride and a wish to enhance the image of the municipality has motivated investment in the distinctive urban design and appearance of the city gateways, entrances, main boulevards, central area, lake and riverside environs. This has complemented a visitation and tourism strategy that has integrated the emerging civic spaces with the city's other historical and cultural assets and attractions. Contemporary public art is a distinguishing feature of these public spaces.

4.3.5 Different New Residential Development

The siting and layout of new residential areas has been strongly influenced by a number of complementary considerations:

- Better access to convenience services.
- Incorporation and access to public transport in the suburbs and to the outlying communities.
- A priority on an active community with walking and cycle networks linked to major attractions as a major consideration.
- Careful siting and orientation of lots and dwellings to optimise solar benefits.
- Careful design and management of storm water to manage run off and water quality.
- Application of increasingly stringent energy efficiency considerations to the design and construction of homes.
- The active promotion and rewarding of design excellence.
- The provision of more diverse housing opportunities.

4.3.6 The Built Form and Character of the Shepparton CDB Has Gone Through Further Substantial Change

There is more retail, commercial and entertainment activity established with the growth of Shepparton and this has been complemented by the redevelopment of the Shepparton Showgrounds and the emergence of a new tertiary educational role for the central area.

Buildings and spaces adopt “green building” principles in the architecture and design.

From a traffic perspective, Shepparton/Mooroopna is quieter and safer and a more comfortable space with the establishment of the Goulburn Valley Freight Logistics Centre south of Mooroopna and the building of the Shepparton By-pass by 2015.

A substantial portion of heavy vehicle movements and through traffic has been removed from Shepparton/Mooroopna since the completion of those projects.

The built forms of Mooroopna and Tatura have also undergone improvement, creating attractive spaces and streetscapes.

4.3.7 The Municipality is Greener

A concerted effort has essentially stopped the clearance of trees and native vegetation; net gain policies have seen the re-establishment of land formerly cleared that had marginal agricultural value. The network of parks and public areas has been extended into the growth corridors and along the rivers, with a priority on local native species.

Concerted programs of tree planting on the road networks have also endowed the municipality with a changed character in its major public areas and entranceways.

4.3.8 The Municipality is Smarter and More Prosperous

It has used the last 30 years to nurture the further education of the local community and innovation in the local primary and secondary industries. Local jobs are being taken up by local people.

4.3.9 The Municipality is Culturally Active

The population has supported a diversified local arts and cultural program, including visual and performing arts. The municipality has established a festival to celebrate the number of global cultures within the municipality, to promote learning and encourage tolerance.

4.3.10 The Municipality is Healthier

The design of the built form has been further enhanced to encourage walking and cycling and less use of cars. The municipality has marshalled its resources (community and funds) to broaden the range and quality of recreation and sporting facilities available both in Shepparton and the outlying communities. The range of health services, including a medical precinct at the hospital, is comprehensive and

meets the needs of most sectors with a much reduced need to travel to Melbourne for a range of specialist care.

Through initiatives such as the establishment of “Community Hubs”, there will be greater equity of access to community facilities and services that are responsive to the cultural, social, recreational and demographic diversity of the community.

4.3.11 The Municipality is Not as Vulnerable to Climatic Change

A range of measures have been taken throughout the community and on the land to conserve water and use it more sparingly. At the same time innovation has occurred in farming practices and food production and processing that has left the region less dependent upon water and more diverse in its economic and employment base.

The vulnerability of the city to the vagaries of the climate has seen the introduction of more sophisticated flood warning and management measures that have improved the protection of life and property and ensured the well being of new communities and established areas.

4.3.12 The Municipality Uses Less Fuel Per Head Of Population

A combination of the transportation initiatives, discussed above, in combination with advances in telecommunications, internet and intranet and the development of community based transport and carrier services to the outlying areas has result in an overall reduction and dependence on fossil fuels.

4.3.13 The Municipality is More Active

More people will be participating in sporting and recreation activities for social and health benefit. Community facilities are of high quality and designed to maximise multipurpose use.



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Diagram 7: Greater Shepparton 2030 Strategic Outcomes

5 Strategic Directions and Objectives

To achieve the vision and outcomes outlined it is proposed that a series of major directions be followed (Diagram 6) that are complimented by objectives and strategies.

Attachment 1 contains a detailed list of the objectives and strategies for each of the strategic directions.

5.1 Strategic Framework plans

Diagrams 8 –23 outline a strategic development framework for the Greater Shepparton City Council, which gives effect to the Directions, Objectives and Strategies included in Attachment 1.

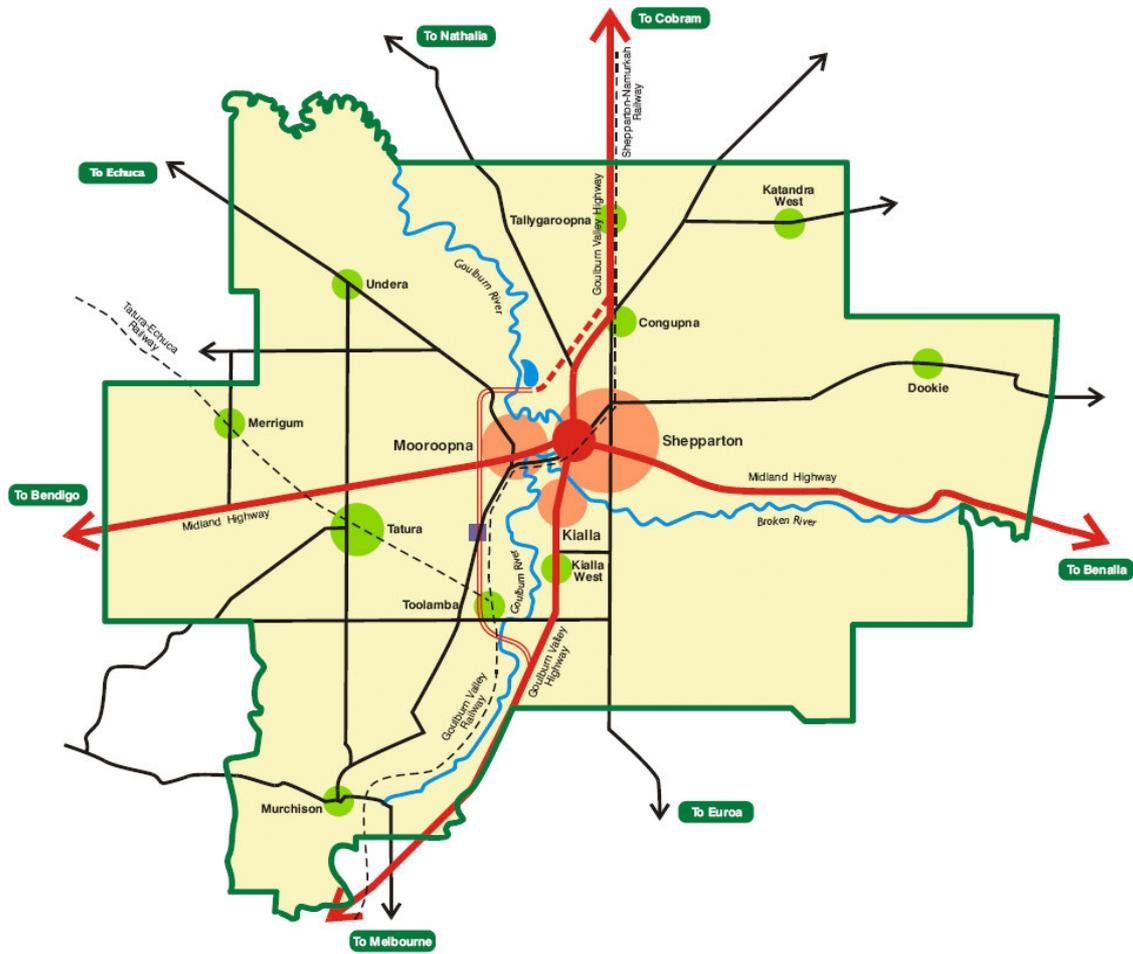
The key features of those framework plans can be summarised as follows:

- A clear definition of role and function for each of the primary centre and towns Greater Shepparton, identifying residential, business, industrial and open space land use directions. Framework plans for each township support the strategic framework plan.
- A strategic framework plan for the Shepparton/Mooroopna/Kialla area with the following primary features
 - Long term defensible boundaries for urban use and growth, defined principally by main roads bounding the city, the flood plain and environmental features of the Goulburn and Broken Rivers.
 - Reinforcement of the Shepparton CBD as the primary focus of higher order retail, business, entertainment and administrative functions.
 - The identification of lower order neighbourhood retail and community centres to serve convenience needs of north Shepparton, Mooroopna and Kialla.
 - Land available for residential expansion and growth, particularly to the north and south of Shepparton, which will serve the needs of the city for approximately 30 years.
 - Opportunities for more compact medium density housing throughout Shepparton but particular emphasis upon the area within 400-600m of the Shepparton CBD and new/expanded neighbourhood centres, north of the Broken River and adjacent to the primary roads and creek corridors.
 - Opportunities for rural residential living at the periphery of the outlying townships and south east of Shepparton.
 - Provision for peripheral sales and highway related retailing in a number of precincts with frontage to arterial roads.
 - The establishment of a preferred precinct for the development of post secondary and tertiary educational facilities in or in close proximity to the Shepparton CBD.
 - The identification of a medical service precinct around the existing hospital.

- The Goulburn Valley Freight Logistics Centre to be located to the south of Mooroopna at the confluence of the proposed alignment of the Shepparton Bypass and the Shepparton to Melbourne railway line.
- The protection of the flood plains and environs of the Goulburn and Broken Rivers and Sevens Creeks.
- A commitment to move the Shepparton Aerodrome (subject to economic viability) and use the land for residential purposes. The identification of a new site, proximate to Shepparton, should have the following attributes:
 - No or minimal impact upon the future residential areas of Shepparton – Mooroopna and the outlying townships due to the primary flight paths.
 - Good access to the city and the by-pass.
 - Not subject to flooding.
 - Preferably located on land with poorer soils.
 - Not constrained by overhead infrastructure.
- The long term protection of the agricultural areas outside the urban growth boundary, considered in conjunction with the Regional Catchment Strategy.
- Continual expansion of the primary pedestrian and bicycle networks that cover Shepparton/Mooroopna, Tatura and townships and integrate with the open space corridors and networks.

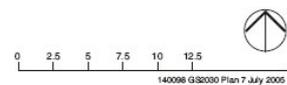
DRAWING KEY

 Main highways	 Railway line	 City centre	 Freight logistics centre
 Main arterials	 Rivers / creeks	 CBD	 City of Greater Shepparton Municipal Boundary
 Bypass Stage 1 and Stage 2	 Swamp reedy	 Towns	



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GREATER SHEPPARTON 2030 FRAMEWORK PLAN



DRAWING KEY

-  Area for urban development
-  Major project sites
-  Rivers / Creeks
-  Arterial road network
-  River corridor environs
-  Limit of urban development



Notes:
 - This plan shows extent of urban development limits for Shepparton Mooroopna and Kialla 2030.
 - Where relevant the urban growth boundary follows the Urban Floodway Zone as determined by the Floodplain Management Plan 2003.

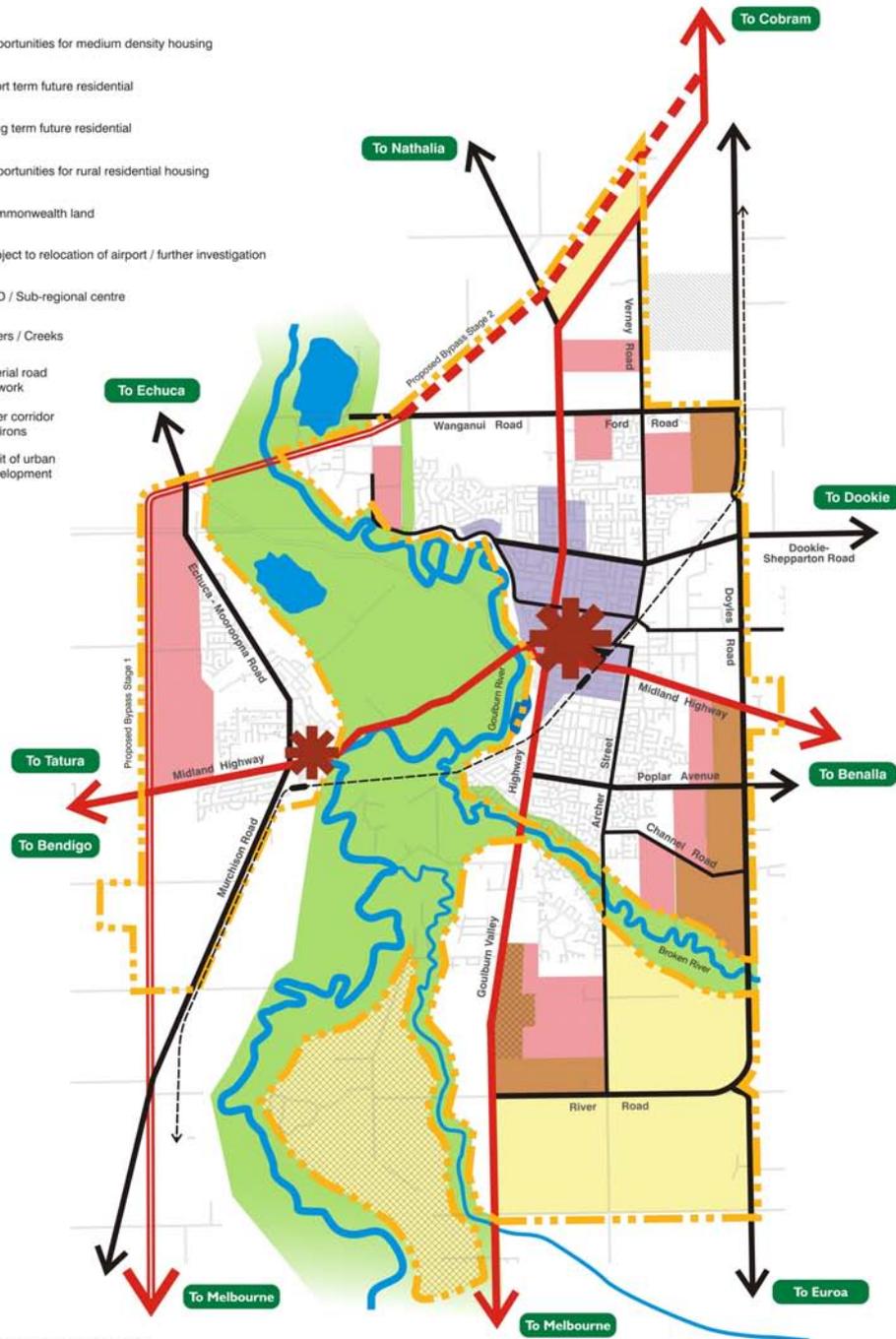
GREATER SHEPPARTON **2030** FRAMEWORK PLAN
 Shepparton, Mooroopna & Kialla
 Urban Boundaries & Major Project Sites



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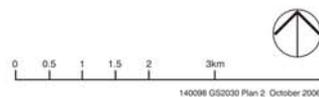
DRAWING KEY

-  Opportunities for medium density housing
-  Short term future residential
-  Long term future residential
-  Opportunities for rural residential housing
-  Commonwealth land
-  Subject to relocation of airport / further investigation
-  CBD / Sub-regional centre
-  Rivers / Creeks
-  Arterial road network
-  River corridor environs
-  Limit of urban development



- Notes:**
- Existing residential neighbourhoods to be consolidated.
 - Medium density housing to be encouraged with proximity to:
 - transport routes
 - neighbourhood centres / activity centres
 - open space
 - Some areas of future residential may be affected by flooding.

GREATER SHEPPARTON **2030** RESIDENTIAL FRAMEWORK PLAN
Shepparton, Mooroopna & Kialla



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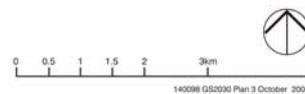
DRAWING KEY

-  CBD
-  Highway business - consolidate and redevelopment
-  Major activity centre
-  Future / expanded neighbourhood centres
-  Potential local centre (subject to relocation of airport)
-  Hospital / medical precinct
-  Rivers / Creeks
-  Arterial road network
-  Limit of urban development
-  River corridor environs



Notes:
- Shepparton CBD to encourage university precinct

GREATER SHEPPARTON **2030** BUSINESS FRAMEWORK PLAN
Shepparton, Mooroopna & Kialla



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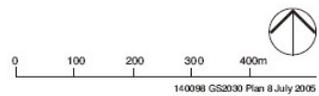
DRAWING KEY

- A University city precinct
- B Shepparton showgrounds
- C Civic precinct
- D Office / business precinct
- E Re-development / upgrade opportunity
- F Café / dining precinct



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GREATER SHEPPARTON **2030** SHEPPARTON CBD



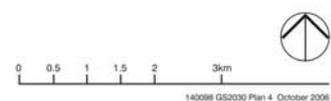
DRAWING KEY

-  CBD
-  Infill area
-  Special investigation area
-  Freight logistics centre
-  Rivers / Creeks
-  Arterial road network
-  Limit of urban development
-  River corridor environs



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GREATER SHEPPARTON **2030** INDUSTRIAL FRAMEWORK PLAN
Shepparton, Mooroopna & Kialla



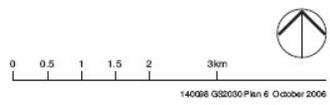
DRAWING KEY

-  Arterial road network
-  Bypass route
-  Main roads
-  Secondary roads
-  Proposed Arterial Road
-  Railway line and station
-  CBD
-  Rivers / Creeks
-  Limit of urban development
-  River corridor environs



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GREATER SHEPPARTON **2030** ROAD HIERARCHY FRAMEWORK PLAN
Shepparton, Mooroopna & Kialla



DRAWING KEY

-  CBD / Sub-regional centre
-  Open space reserves / corridors / flood plains
-  On road line marked bicycle lane
-  Shared pedestrian/bicycle path
-  Potential links (subject to investigation)
-  Rivers / Creeks
-  Arterial road network
-  Limit of urban development
-  River corridor environs

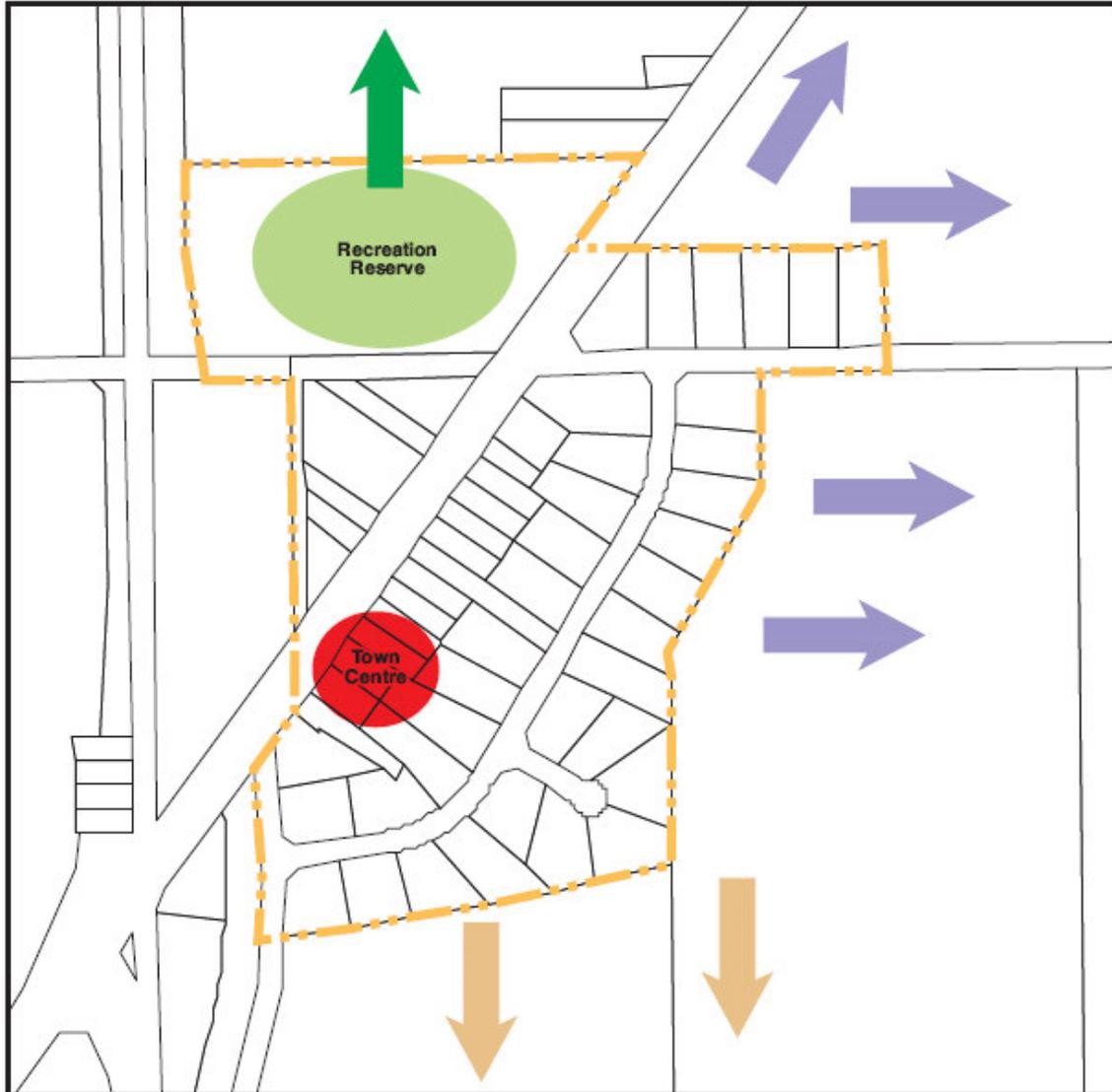


GREATER SHEPPARTON **2030** OPEN SPACE / SHARED PATH FRAMEWORK PLAN
Shepparton, Mooroopna & Kialla



140098 GS2030 Plan 5 February 2006

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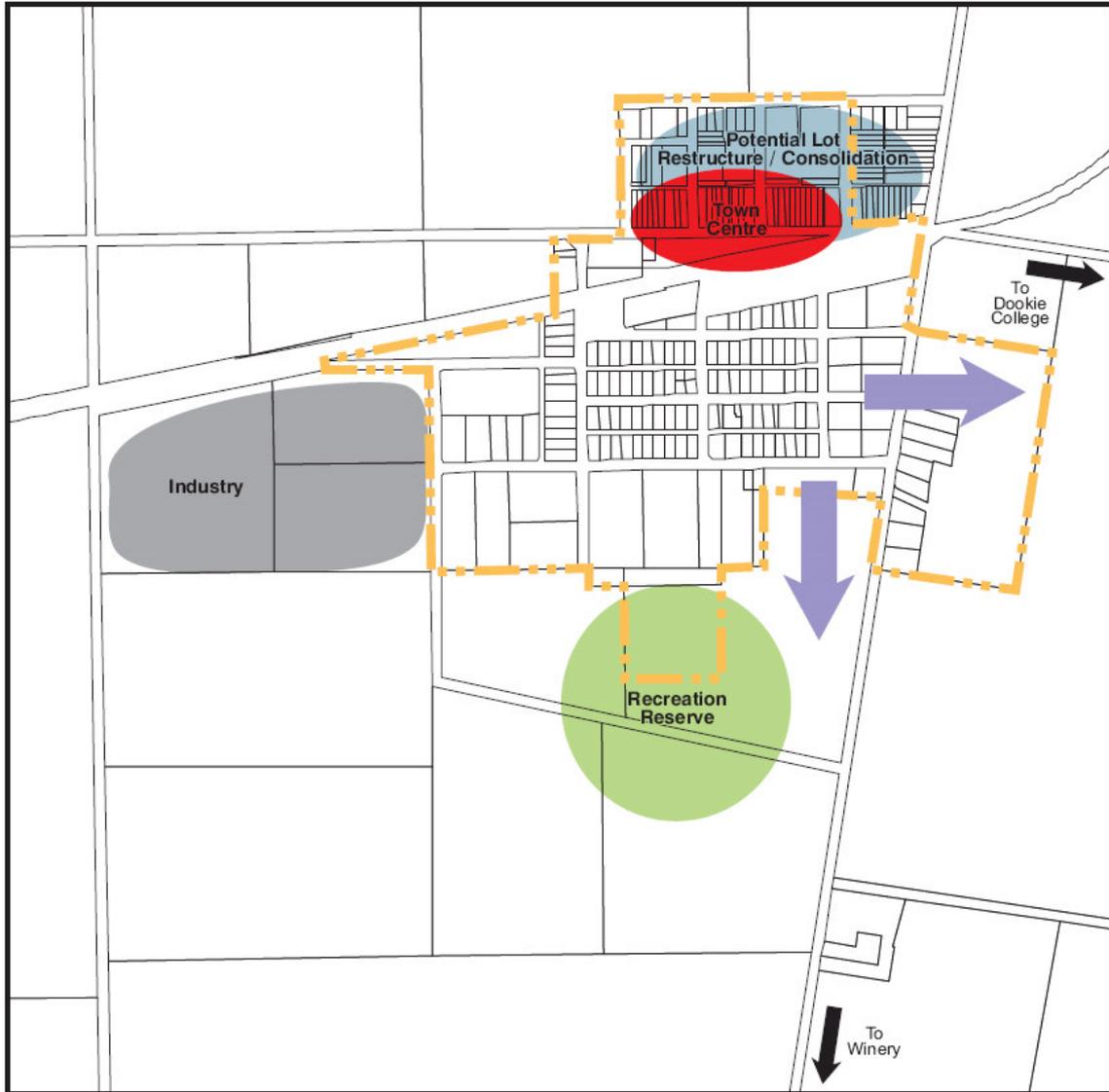


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- | | | | |
|---|---------------------|---|---|
|  | Settlement Boundary |  | Direction for future township expansion |
|  | Recreation reserve |  | Direction for long term township expansion |
|  | Town centre |  | Special investigation for expansion of recreation reserve |

GREATER SHEPPARTON **2030** CONGUPNA TOWNSHIP



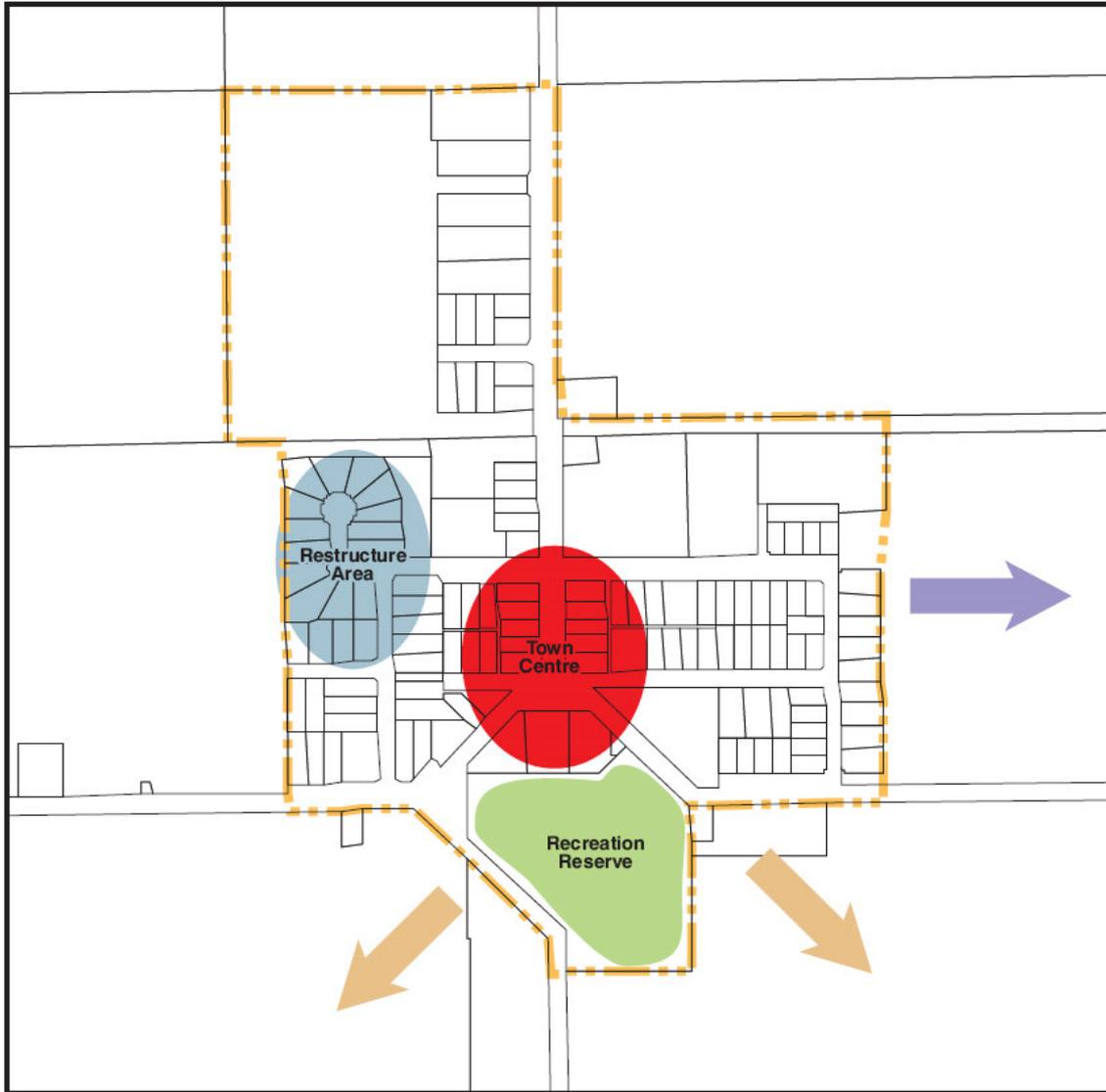


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GREATER SHEPPARTON **2030** DOOKIE TOWNSHIP





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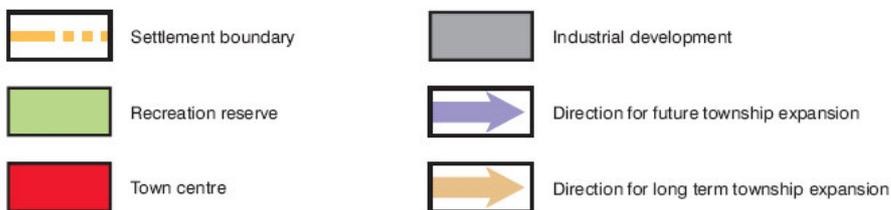
- | | | | |
|---|---------------------|---|--|
|  | Settlement boundary |  | Restructure area |
|  | Recreation reserve |  | Direction for future township expansion |
|  | Town centre |  | Direction for long term township expansion |

GREATER SHEPPARTON **2030** KATANDRA WEST



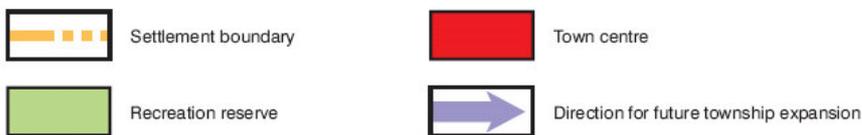
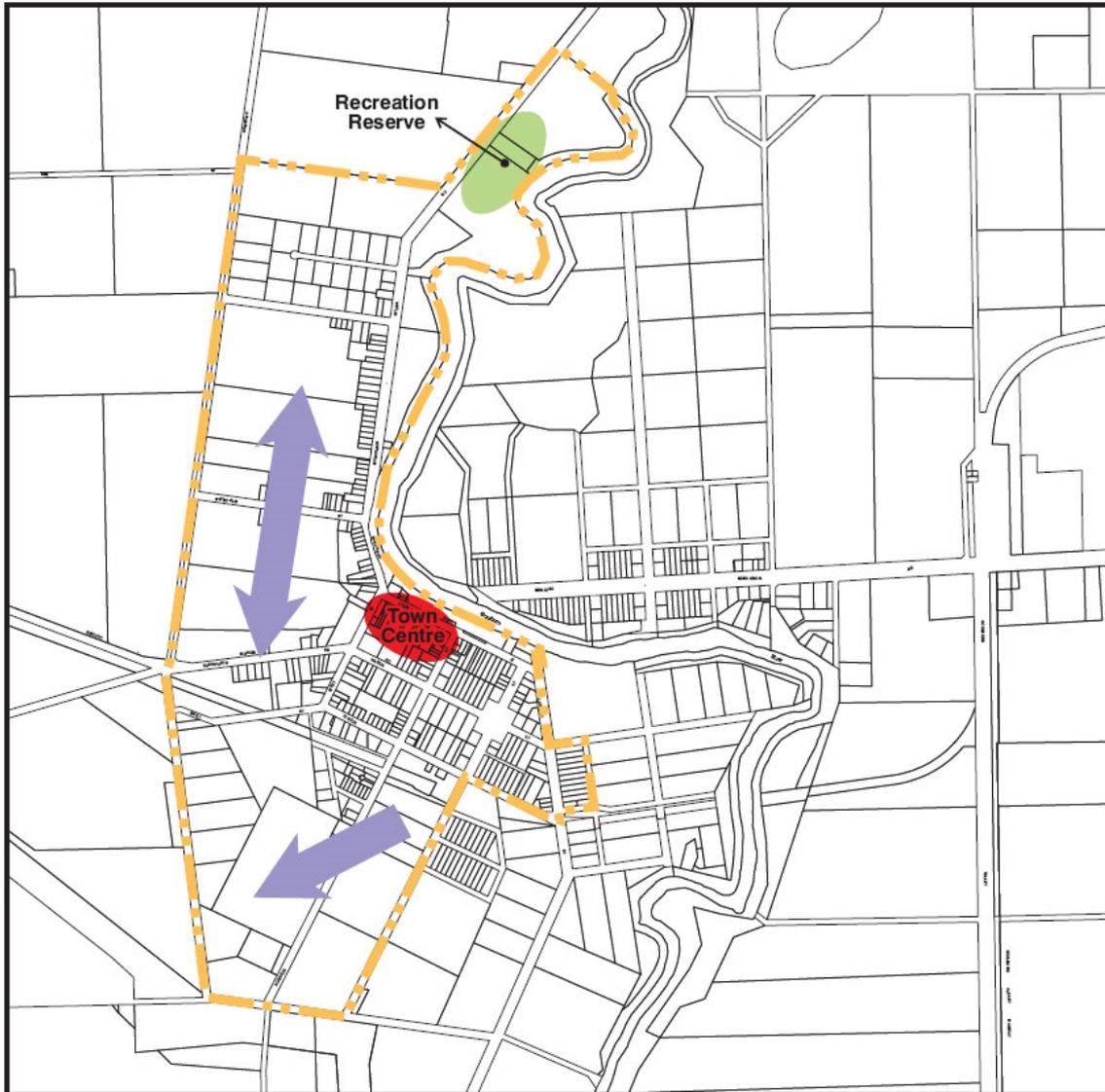


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GREATER SHEPPARTON **2030** MERRIGUM TOWNSHIP

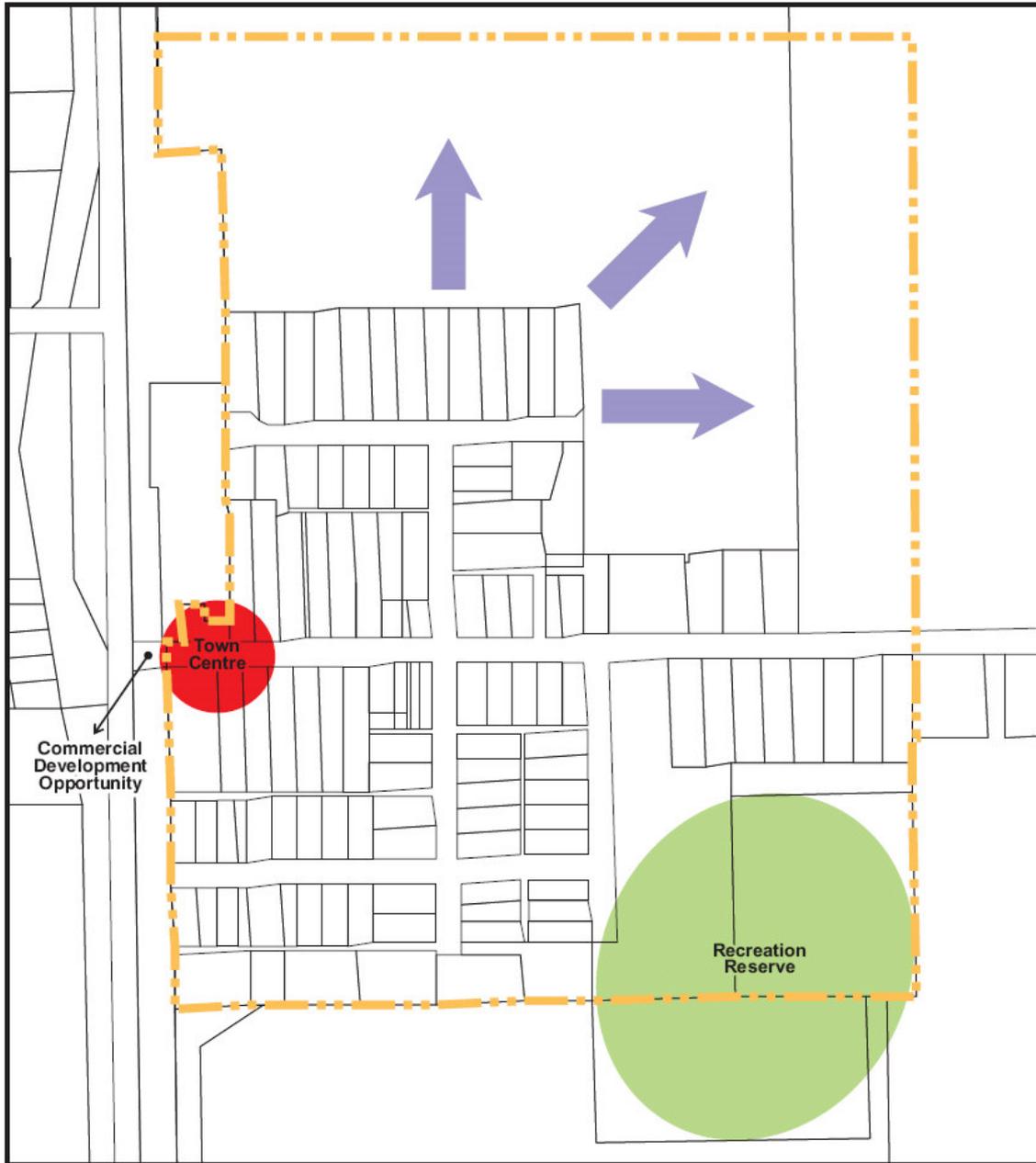




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GREATER SHEPPARTON **2030** MURCHISON TOWNSHIP

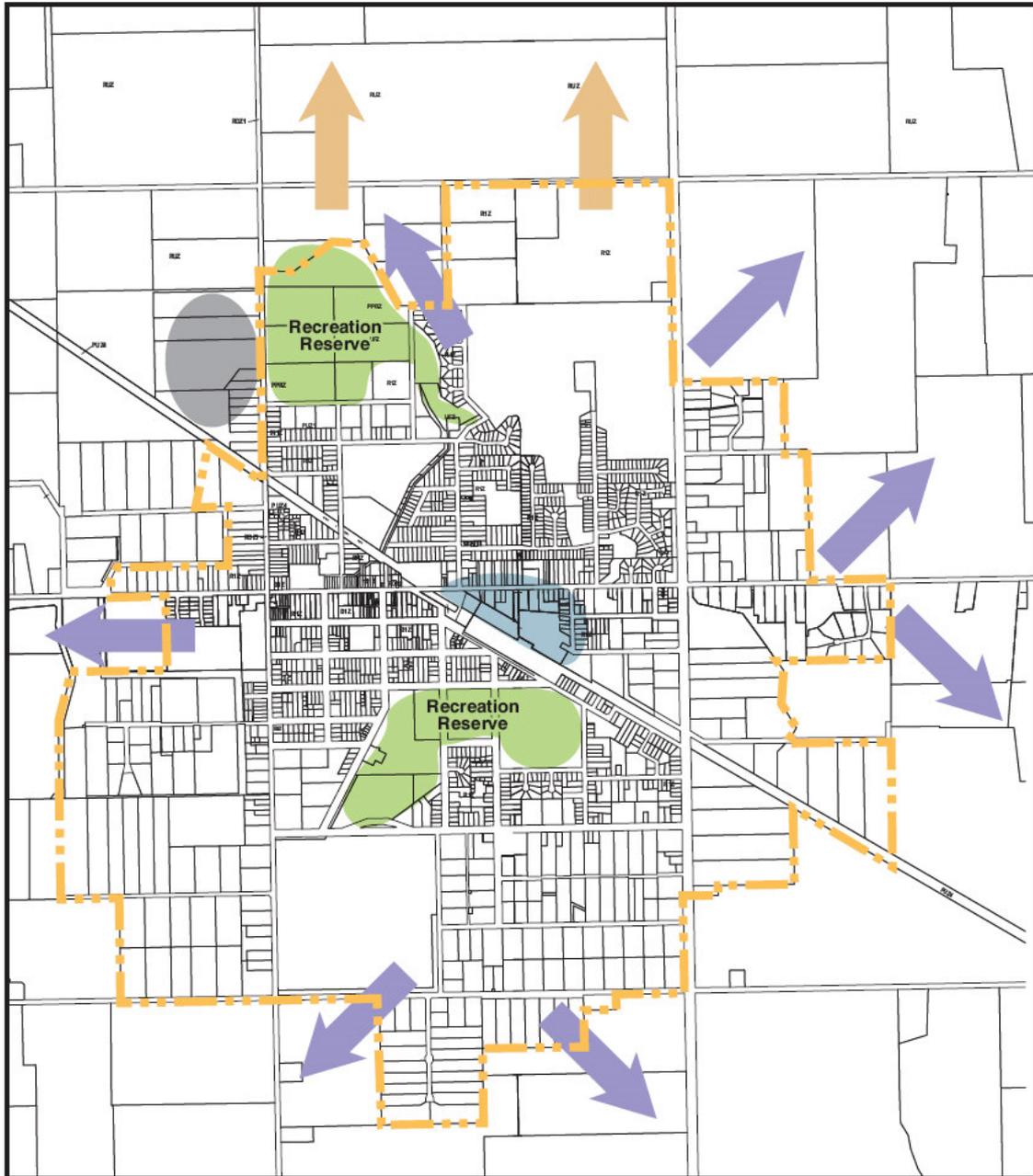




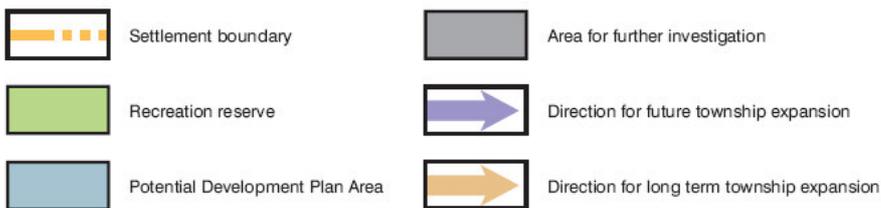
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Sustainability and Environment Agribusiness Project Management

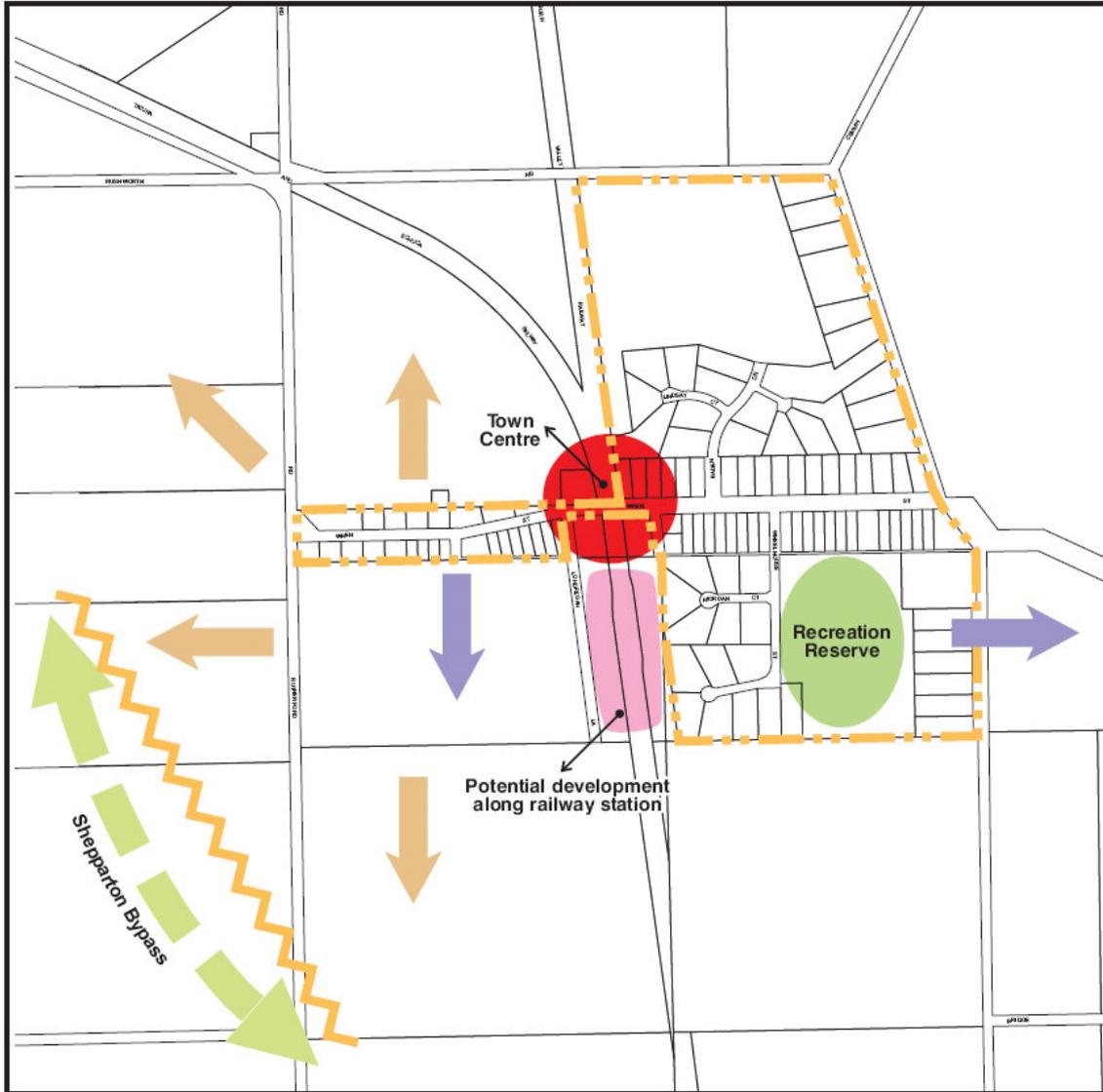
GREATER SHEPPARTON **2030** TALLYGAROOPNA TOWNSHIP



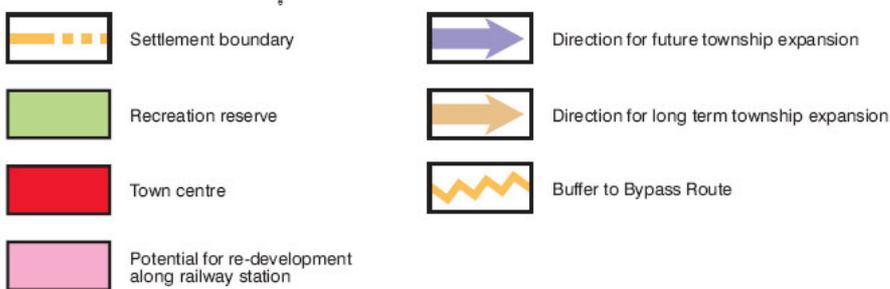


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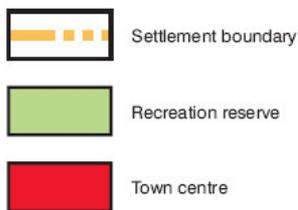
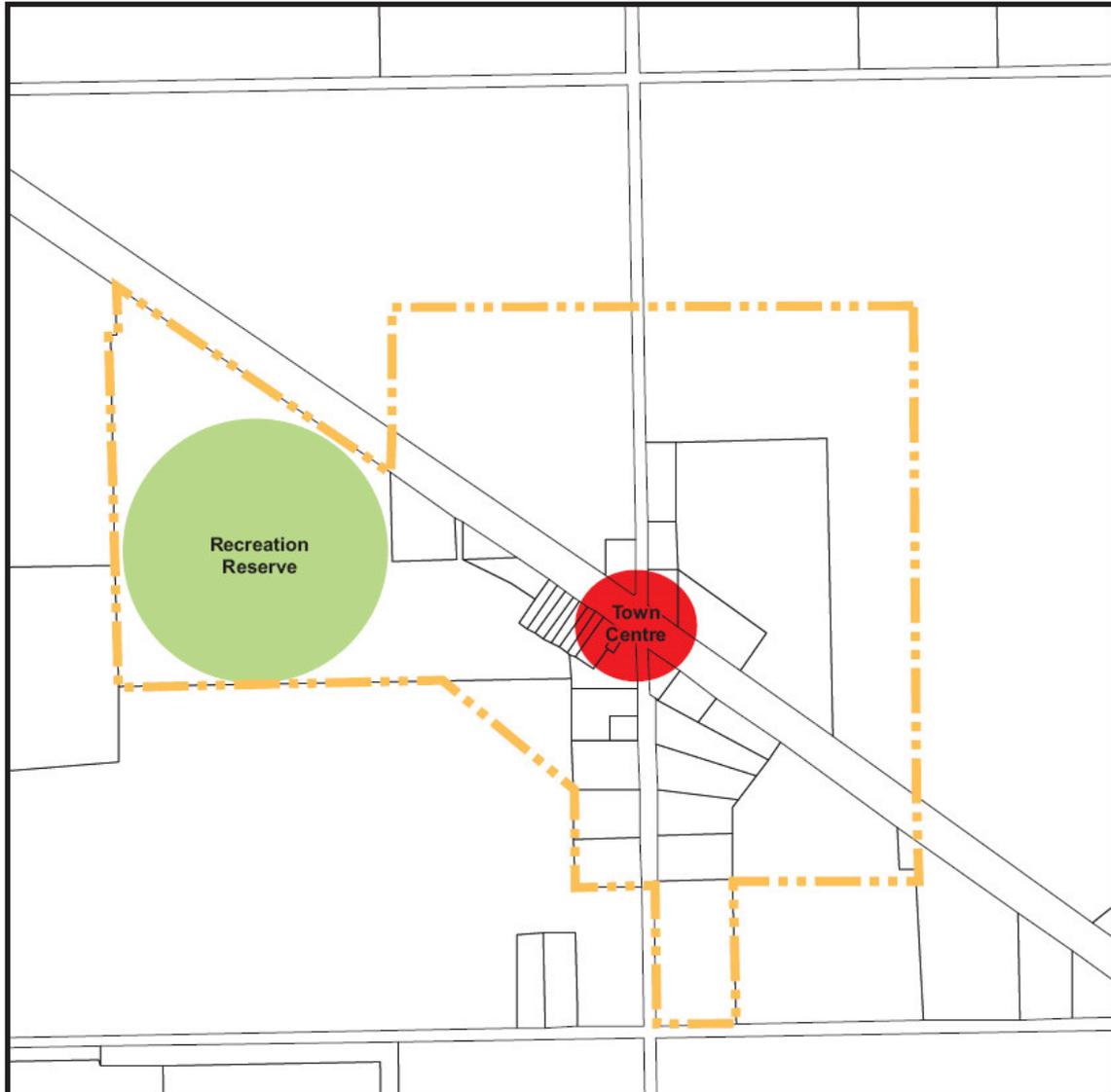


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GREATER SHEPPARTON **2030** TOOLAMBA TOWNSHIP





Knowledge Creativity Performance
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GREATER SHEPPARTON **2030** UNDERA TOWNSHIP



Attachment 1 – Existing and proposed strategies for Greater Shepparton City Council

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STRATEGY FRAMEWORK: OBJECTIVES AND STRATEGIES

Topic: SETTLEMENT	
Direction: Commitment to growth within a consolidated and sustainable development framework	Themes: <ul style="list-style-type: none"> ▪ Growth ▪ Housing ▪ Sustainable Design
Topic: COMMUNITY LIFE	
Direction: Enhance social connectedness, physical and mental health and well being, education and participatory opportunities in order to improve liveability and provide a greater range of community services	Themes: <ul style="list-style-type: none"> ▪ Health and social services ▪ Education and learning ▪ Recreation, sports and open space ▪ Safe and accessible environments
Topic: ENVIRONMENT	
Direction: Conservation and enhancement of significant natural environments and cultural heritage	Themes: <ul style="list-style-type: none"> ▪ The natural environment ▪ Floodplain management ▪ Sustainable / Best practice land management ▪ Cultural heritage ▪ Built heritage
Topic: ECONOMIC DEVELOPMENT	
Direction: Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry.	Themes: <ul style="list-style-type: none"> ▪ Agriculture and rural land ▪ Commercial activity centres ▪ Industry ▪ Tourism
Topic: INFRASTRUCTURE	
Direction: The provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth	Themes: <ul style="list-style-type: none"> ▪ Traffic and transport systems ▪ Urban services

Topic: SETTLEMENT & HOUSING – Commitment to growth within a consolidated and sustainable development framework				
Theme: Growth				
Objectives	Strategies	Actions	Council Role	Priority
2 To release land efficiently in terms of location, supply of services and infrastructure	<p>2.1 Ensure land is released through sequential rezoning, commensurate with the availability of utility services, access to convenience services and public transport, and the choice, supply and availability of other developable land</p> <p>2.2 Ensure the rezoning and/or development of land is linked to the approval of a legal agreement for the funding of necessary physical infrastructure and community services as identified in Development Plans</p>	<p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the GS 2030 Framework Plans. Require the preparation of a legal agreement for development contributions prior to the exhibition of a rezoning or approval of a development plan. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Development Plan Overlay to the identified growth areas. Apply the Development Contributions Plan Overlay to identified growth areas. 	<p>Provider</p> <p>Provider</p> <p>Provider</p>	
3 To contain urban growth to identified growth areas in order to protect higher quality and intact agricultural areas and achieve a more compact built up area.	<p>3.1 Provide a Settlement Boundary beyond which additional urban growth and rezoning should not be supported except in the context of comprehensive review of this strategy.</p> <p>3.2 Discourage the establishment of non farming related activities in rural zoned land</p> <p>3.3 Investigate the future of the Shepparton Aerodrome.</p>	<p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the GS 2030 Framework Plan, Shepparton, Mooroopna & Kialla Urban Growth Boundaries Apply the GS 2030 Town Framework Plans <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Development Plan Overlay to the identified growth areas. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare a Residential Land Supply and Housing Strategy. Prepare a Rural Land Strategy. Undertake a feasibility study into the potential relocation of the Aerodrome. 	<p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider/ Facilitator</p> <p>Provider</p>	<p>H \$80,000</p> <p>H \$80,000</p> <p>M-H \$40,000</p>
4 To provide convenient access to a range of activity centres and employment opportunities that can serve the expanded municipality.	4.1 Identify, promote and manage a range of activity centres that are conveniently located and easily accessible to all residents	<p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the GS 2030 Framework Plans Apply the GS 2030 Framework Plan, Shepparton, 	<p>Provider</p>	

Topic: SETTLEMENT & HOUSING – Commitment to growth within a consolidated and sustainable development framework				
Theme: Growth				
Objectives	Strategies	Actions	Council Role	Priority
	<p>4.2 Protect and develop the role of the Shepparton CBD as the primary activity centre for retail, entertainment, education and community facilities.</p> <p>4.3 Promote the expansion of the neighbourhood retail centre in the north growth corridor at the site of Fairleys Supermarket, and promote the establishment of a new neighbourhood retail centre in the south corridor at the former drive-in site.</p> <p>4.4 Reinforce the role of established lower order and convenience centres within the municipality.</p>	<p>Mooroopna & Kialla Urban Growth Boundaries.</p> <ul style="list-style-type: none"> ▪ Apply the GS 2030 Business Framework Plan ▪ Provide for the establishment of tertiary education and the “University City” role in/near to the CBD. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Business 1 Zone to the CBD of Shepparton. ▪ Apply the appropriate zone/overlays to the Tertiary Education Precinct <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Prepare a Retail/Commercial Floorspace Review 	<p>Provider</p> <p>Provider</p>	<p>H \$50,000</p>

Topic: SETTLEMENT & HOUSING – Commitment to growth within a consolidated and sustainable development framework				
Theme: Housing				
Objectives	Strategies	Actions	Council Role	Priority
1. To provide for a broader range of dwelling densities and types of housing to meet current and future community needs and differing lifestyles	1.1. Encourage the consolidation of existing residential areas in the municipality.	<p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the GS 2030 Framework Plan. Apply the GS 2030 Residential Framework Plan, Shepparton, Mooroopna & Kialla. Apply the GS 2030 Town Framework Plans <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Residential 1 Zone to established residential areas and land in growth areas. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare a Residential Land Supply and Housing Strategy to identify future housing needs, supply and demand, having regard to population growth and profile, the need for support accommodation, household formation, dwelling densities and size, and preferred locations. As part of the Residential Land Supply and Housing Strategy investigate the application of the Residential 2 Zone over large redevelopment sites within and around Shepparton. Prepare a Residential Land Supply and Housing Strategy to identify the demand and potentially suitable areas for rural residential. 	Provider	
	1.2. Ensure the density and types of new residential developments are consistent with the role and function of each centre.		Provider	
	1.3. Promote medium density residential development in appropriate locations.		Provider	H \$80,000
	1.4. Provide for limited rural residential opportunities in appropriate locations.		Provider	H \$80,000
2. To increase the supply of medium density housing in appropriate locations.	2.1. Support increased densities, such as 15 dwellings per hectares, where reticulated sewer and urban services are provided in the existing residential areas	<p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the GS 2030 Framework Plan. Apply the GS 2030 Residential Framework Plan, Shepparton, Mooroopna & Kialla. 	Provider	
	2.2. Encourage medium density housing in preferred locations with			

Topic: SETTLEMENT & HOUSING – Commitment to growth within a consolidated and sustainable development framework				
Theme: Housing				
Objectives	Strategies	Actions	Council Role	Priority
	<p>the following attributes:</p> <ul style="list-style-type: none"> – Existing Residential areas – Within 400-500m of public transport routes – Adjacent to river corridors and public open spaces – Around the Shepparton CBD and neighbourhood centres. <p>2.3. Encourage supported accommodation (nursing homes, hostels) in proximity to community and commercial services and activities.</p> <p>2.4. Seek to encourage the inclusion of medium density, apartment style and shop-top housing as part of the redevelopment of Shepparton CBD commercial sites so as to provide housing opportunities near activity centres, educational campuses and areas of employment, and with access to public transport.</p>	<p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Prepare a Residential Land Supply and Housing Strategy to identify future housing needs, supply and demand, having regard to population growth and profile, the need for support accommodation, household formation, dwelling densities and size, and preferred locations. ▪ As part of the Residential Land Supply and Housing Strategy investigate the application of the Residential 2 Zone over large redevelopment sites within and around Shepparton. <p>Other actions</p> <ul style="list-style-type: none"> ▪ Prepare a Community Services Mapping Report to identify gaps in the provision of housing for various groups within the community, such as the young, elderly and disadvantaged. 	<p>Provider</p> <p>Provider</p> <p>Provider/ Facilitator</p>	<p>H \$80,000</p> <p>H \$80,000</p> <p>M \$20,000</p>
<p>3. To provide a restricted amount of land for rural residential purposes, without impacting on the long-term growth potential of urban centres and productive agricultural land.</p>	<p>3.1. Protect productive agricultural land from encroachment of urban growth</p> <p>3.2. Provide for rural residential opportunities where environmental constraints prevent smaller lots, and on land that is not considered to be high quality agricultural land, in accordance with Ministerial Direction No 6</p>	<p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Apply the local policy – Housing in Rural Areas. ▪ Apply the GS 2030 Framework Plan, Shepparton, Mooroopna & Kialla Settlement Boundaries. ▪ Apply the GS 2030 Residential Framework Plan, Shepparton, Mooroopna & Kialla. ▪ Apply the GS 2030 Town Framework Plans. 	<p>Provider</p>	

Topic: SETTLEMENT & HOUSING – Commitment to growth within a consolidated and sustainable development framework				
Theme: Housing				
Objectives	Strategies	Actions	Council Role	Priority
	3.3. Protect the amenity of rural residential land by discouraging uses with the potential to create a nuisance. 3.4. Maintain non-urban breaks between the Shepparton and Mooroopna and the towns.	Applying Zones and Overlays <ul style="list-style-type: none"> Apply the Rural Living Zone to rural residential developments Undertaking further strategic work <ul style="list-style-type: none"> Prepare a Residential Land Supply and Housing Strategy to identify areas suitable for rural residential. 	Provider Provider	 H \$80,000

Topic: SETTLEMENT & HOUSING – Commitment to growth within a consolidated and sustainable development framework				
Theme: Sustainable Design				
Objectives	Strategies	Action	Council Role	Priority
1. To develop and enhance a distinctive character for Greater Shepparton	1.1 Promote design excellence and architectural style in the appeal and function of different development	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Update the local policy on rural roads environs to emphasize urban design outcomes for rural areas, gateways and rural road environs. Apply the local policies on advertising signs, building lines, heritage and the Goulburn Valley Highway environs. <p>Applying zones and overlays</p> <ul style="list-style-type: none"> Apply the Heritage Overlay to identified sites. Apply the Development Plan Overlay to seek quality urban design outcomes for subdivisions. Apply the Design and Development Overlay to main roads and key precincts to improve urban design, landscaping and to control advertising. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare a Residential Land Supply and Housing Strategy incorporating an urban character analysis. Implement the provisions of the Heritage Study in order to retain and protect the existing heritage and cultural assets of the city. Review the urban design framework and structure plan for the CBD. Complete and implement the urban design frameworks for the towns. <p>Other actions</p> <ul style="list-style-type: none"> Require landscape master plans for the public domain of new subdivision areas, and ensure consistency with the Street Tree Strategy and Urban Character Study. 	Provider	
	1.2 Promote landscaping themes throughout the municipality to create a unified identity yet retaining individual town character		Provider	
	1.3 Support the use of urban design frameworks to identify where and how built form can be used to enhance the impact and perception of the municipality		Provider	
	1.4 Enhance the gateways, boulevards and focal points in the municipality with urban design and landscape master plans.		Provider	H \$80,000
	1.5 Maintain a distinctive urban-rural interface, and a green belt between Shepparton and Mooroopna.		Provider	H \$10,000
	1.6 Promote the heritage features of the municipality as contributors to its character.		Provider	M \$20,000
	1.7 Control the location, size and scale of advertising signage, especially in key precincts of the CBD and town centres.		Provider	M-H \$20,000each
		Advocate	H	
		Provider/ Facilitator/		

Topic: SETTLEMENT & HOUSING – Commitment to growth within a consolidated and sustainable development framework				
Theme: Sustainable Design				
Objectives	Strategies	Action	Council Role	Priority
		<ul style="list-style-type: none"> Commission public art in prominent or important public and civil spaces. Prepare an Urban Furniture Design Manual for replacement and installation of street furniture in line with the urban design framework for each town. 	Advocate Provider	M L \$10,000
2. To achieve a high standard of sustainability in the design and development of new buildings and subdivision	<ul style="list-style-type: none"> Promote energy efficient and sustainable designs for subdivision, new development and redevelopment of existing buildings and spaces. 	These strategies will be implemented by: Using Policy and the exercise of discretion <ul style="list-style-type: none"> Update the local policy on rural roads environs to include energy efficiency and sustainability. Other actions <ul style="list-style-type: none"> Apply the ResCode 5 star ratings to new developments for energy efficient urban design. Prepare a Sustainable Design and Development Kit with guidelines, suppliers, and links to further information. Hold annual awards for design excellence in building and subdivision design sustainability 	Provider Provider/ Advocate Provider/ Advocate Provider	H H L L

Topic: COMMUNITY LIFE - Enhance social connectedness, physical and mental health and well being, education and participatory opportunities to improve liveability and provide a greater range of community services Theme: Health and Social Services				
Objectives	Strategies	Action	Council Role	Priority
1 To provide an equitable and efficient distribution of community facilities and services.	1.1 Promote clustering of facilities to enable multi use and sharing of community facilities, such as the Community Hubs.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the GS 2030 Framework Plans. Develop an integrated planning policy. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Development Plan Overlay to new growth areas. Apply the Development Contributions Plan Overlay to new growth areas. <p>Other actions</p> <ul style="list-style-type: none"> Prepare a community services map to identify the distribution and adequacy of facilities within existing and new communities located within townships, including sport and recreation facilities and child care. Continue the implementation and facilitation of the Community Hubs project. 	Provider	
	1.2 Locate facilities and service centres where they can be accessed by public transport and/or walking/cycle paths.		Provider	
	1.3 Encourage flexible design to meet user group needs over the lifecycle and changing demographic structures.		Provider	
	1.4 Link the provision of facilities with the release of new subdivisions, through the approval of Development Plans and a Development Contributions Plan.		Provider	M \$20,000
			Provider	H \$80,000

Topic: COMMUNITY LIFE - Enhance social connectedness, physical and mental health and well being, education and participatory opportunities to improve liveability and provide a greater range of community services Theme: Health and Social Services				
Objectives	Strategies	Action	Council Role	Priority
2 To encourage and implement activities that will strengthen community spirit.	2.1 Encourage new development and redevelopments of existing areas to include community gathering spaces, such as village greens, local public open spaces and sporting facilities. 2.2 Ensure that special interest groups are included in community activities and the provision of services. 2.3 Optimise accessibility to services and facilities for people with a disability, the elderly, youth, diverse ethnic/cultural groups	These strategies will be implemented by: Using Policy and the exercise of discretion <ul style="list-style-type: none"> ▪ Apply the provisions of the Public Health Plan ▪ Apply the provisions of the Disability Action Plan Other actions <ul style="list-style-type: none"> ▪ Demonstrate a commitment to participate in programs to improve the health and well being of the community, through initiatives identified in the Public Health Plan and Disability Action Plan ▪ Continue to strengthen relationships with the Aboriginal community ▪ Pursue a genuine “Joined Up Government” approach to the provision and delivery of essential personal and family support services. 	Provider Provider Provider/ Facilitator/ Advocate Provider/ Facilitator/ Advocate Facilitator/ Advocate	H H H H M

Topic: COMMUNITY LIFE - Enhance social connectedness, physical and mental health and well being, education and participatory opportunities to improve liveability and provide a greater range of community services Theme: Lifelong learning				
Objectives	Strategies	Action	Council Role	Priority
1 To make Greater Shepparton a regional centre of education facilities for a variety of education requirements, including ongoing facilitation and support of the University City concept.	1.1 Encourage the establishment of educational facilities to retain and attract young people to the municipality.	These strategies will be implemented by: Applying Zones and Overlays <ul style="list-style-type: none"> Apply appropriate zone/overlays to the site of the University Precinct Undertaking further strategic work <ul style="list-style-type: none"> Prepare a master plan for the University City concept to be integrated with educational facilities in the Shepparton CBD Prepare a Residential Land Supply and Housing Strategy including the a report on student housing and affordable housing issues report on student housing Other actions <ul style="list-style-type: none"> Prepare a Community Services Map to link age cohorts and distribution of schools at all levels. Work with key groups to facilitate and promote ancillary facilities to support the University City Strategy. Prepare a marketing plan for the University City concept to inform the broader community about the integrated concept rather than a separate singular campus. Pursue the establishment of a joint university/community/TAFE library facility. 	Provider	
	1.2 Support the expansion of educational facilities for future populations.		Provider	H \$70,000
	1.3 Provide for student accommodation in the redevelopment areas within the Shepparton CBD, including shop top housing.		Provider	H \$80,000
	1.4 Promote Greater Shepparton, including Dookie, as a unique university city with links to businesses in the agricultural production sector and allied services.		Provider	M \$20,000
	1.5 Encourage plans for new university and educational campuses to display contemporary and innovative architecture styles.		Facilitator	H
	1.6 Encourage the location of business to integrate with existing and planned campus facilities.		Provider/ Facilitator	H
			Advocate	M

Topic: COMMUNITY LIFE - Enhance social connectedness, physical and mental health and well being, education and participatory opportunities to improve liveability and provide a greater range of community services

Theme: Lifelong learning

<i>Objectives</i>	<i>Strategies</i>	<i>Action</i>	<i>Council Role</i>	<i>Priority</i>
2 To promote learning through arts and culture programs.	2.1 Encourage new cultural development which provide a diverse visual and performing arts program for the community. 2.2 Promote Westbank and Eastbank as the centres of arts in Greater Shepparton.	These strategies will be implemented by: Other actions <ul style="list-style-type: none"> ▪ Continuing to promote and refine the Encouraging Arts in the Community Policy. 	Provider	M

Topic: COMMUNITY LIFE - Enhance social connectedness, physical and mental health and well being, education and participatory opportunities to improve liveability and provide a greater range of community services Theme: Recreation and open space				
Objectives	Strategies	Action	Council Role	Priority
	1.6 Apply benchmarks to identify the number and location of parks to be provided within each category of open space in the hierarchy. 1.7 Encourage recreational opportunities on land managed by other agencies. 1.8 Promote a healthy lifestyle and the use of recreation and sporting facilities. 1.9 Encourage the upgrade the signage at open space and sports facilities to provide information about the location of parks and the range of facilities provided.	<p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Review the Open Space and Recreation Strategy and investigate the potential for increased contributions for open space in nominated areas and to identify future land for linkages in the open space network. Review the Playgrounds Study. <p>Other actions</p> <ul style="list-style-type: none"> Prepare masterplans to guide the development of key open space and sporting areas in the municipality Prepare a network of resource users and their locational requirements for potential joint use and development of facilities. Prepare development contributions plans to include sports facilities, public open spaces and community facilities 	Provider Provider Provider/ Advocate Provider/ Facilitator Provider/ Facilitator	M \$50,000 M M-H \$50,000 each L M-H

Topic: COMMUNITY LIFE - Enhance social connectedness, physical and mental health and well being, education and participatory opportunities to improve liveability and provide a greater range of community services

Theme: Recreation and open space

Objectives	Strategies	Action	Council Role	Priority
<p>2 To protect and enhance the network of public open space that contributes to the amenity of the municipality and advances the image of the community.</p>	<p>2.1 Encourage the provisions of linear links between existing and proposed open space areas and between urban areas.</p> <p>2.2 Ensure the provisions of quality areas of open space when new housing subdivisions are planned.</p> <p>2.3 Improve the image and appearance of public parks and spaces.</p> <p>2.4 Encourage development on only one side of the road where land is adjacent to public open space (and where appropriate), to provide for passive surveillance and limit the 'privatisation' of public open space.</p> <p>2.5 Protect open space areas from pest plants and animals.</p> <p>2.6 Integrate open space planning / landscape treatments with environmental improvements of the stormwater drainage system.</p> <p>2.7 Enhance the image of sporting facilities and recreational reserves</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Apply the local policy Stormwater Management. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Prepare masterplans of major parks and open space areas, recreation reserves and sports facilities, including the potential expansion of Aquamoves to enable its all year round use. <p>Other actions</p> <ul style="list-style-type: none"> ▪ Apply the provisions of the Shepparton Stormwater Management Plan 2003 ▪ Examine options for developing existing linear tracts of land, including floodway and river frontage, to provide additional opportunities for walking, cycling, and children's play ▪ Prepare a works program for acquisition and construction of public open spaces and facilities. ▪ Negotiate with developers for additional open space to retain environmental features 	<p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Advocate</p>	<p></p> <p>M-H</p> <p>H</p> <p>M</p> <p>M \$20,000</p> <p>H</p>

Topic: COMMUNITY LIFE - Enhance social connectedness, physical and mental health and well being, education and participatory opportunities to improve liveability and provide a greater range of community services
Theme: Safe and accessible environments

<i>Objectives</i>	<i>Strategies</i>	<i>Action</i>	<i>Council Role</i>	<i>Priority</i>
1. To address community safety in the planning and management of the urban environment.	1.1 Encourage the creation of safe streets, public parks and spaces, and integration with Victoria Police' community safety programs.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply community safety criteria in the development of development guidelines for sustainable communities. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Development Plan Overlay to future growth areas to ensure adequate linkages between shops, schools and residential areas, and provisions of passive surveillance opportunities. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Review the Recreation and Open Space Strategy. 	Provider	H
	1.2 Ensure recreation areas and sporting facilities are designed with safety considerations.		Provider	H
	1.3 The Recreation and Open Space Strategy to provide future links between shops, schools and residential areas to create interactions and casual surveillance.		Provider	M \$50,000
	1.4 Encourage development on only one side of the road where land is adjacent to public open space (and where appropriate), to provide for passive surveillance.			
	1.5 Ensure proposed public car parks are designed to maximise safety of the users.			

Topic: COMMUNITY LIFE - Enhance social connectedness, physical and mental health and well being, education and participatory opportunities to improve liveability and provide a greater range of community services

Theme: Safe and accessible environments

Objectives	Strategies	Action	Council Role	Priority
2. To provide accessibility in public spaces and new developments.	<p>2.1 Ensure reasonable access to community services with a program of transport integration to service these facilities.</p> <p>2.2 Encourage public facilities to be located on or near to a public transport route or bicycle/walking path.</p> <p>2.3 Promote and educate the general community on accessibility issues and publish a Mobility Map.</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> For all new development proposals require compliance with disability guidelines. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare a Disability access study to ensure facilities and open space areas are physically accessible for all users. 	<p>Provider/ Advocate</p> <p>Advocate/ Facilitator</p>	<p>H</p> <p>H</p>

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: The natural environment				
Objectives	Strategies	Actions	Council Role	Priority
1. To maintain and enhance biodiversity of native flora and fauna communities	1.1. Protect and enhance significant remnant native vegetation on both public and private land.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Use the guidelines contained in the Roadside Management Plan. ▪ Utilise the Roadside Conservation Values Assessment Map. ▪ Use the provisions under Clause 65 of the planning scheme to refer application to referral authorities. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Wildfire Management Overlay after consultation with the CFA ▪ Apply the Environmental Rural Zone to identified areas of environmental significance. ▪ Apply the Public Use Zone, PPRZ and PCRZ to public land and open space areas containing significant flora and fauna habitats. ▪ Apply the SLO to areas with significant landscapes. ▪ Apply the VPO over areas, including roadsides and lineal reserves containing significant vegetation. ▪ Apply the ESO over waterways, wetlands and other areas of identified significance. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Prepare a Rural Land Strategy ▪ Prepare an Environmental Strategy, incorporating Local Bio-diversity Action Plans. <p>Other actions</p>	Provider	H
	1.2. Ensure appropriate identification of native vegetation on land to be developed or subdivided.		Provider	H
	1.3. Protect and enhance the biodiversity assets of the municipality, with the preparation of detailed Local Biodiversity Action Plans		Provider	H
	1.4. Promote sensitive design responses and recognition be given to the identification of native vegetation.		Provider	H
			Provider	H \$80,000
			Advocate/ Facilitator	H \$60,000

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: The natural environment				
Objectives	Strategies	Actions	Council Role	Priority
		<ul style="list-style-type: none"> ▪ Continue to work in partnership with the GBCMA ▪ Work with authorities to prepare guidelines for the use and development adjacent to public reserves to ensure that public reserves are not affected by the off site effects of adjacent rural operations. ▪ Engage with the Goulburn-Broken Catchment Management Authority and develop stronger linkages between the Regional Catchment Strategy and the Greater Shepparton Planning Scheme. ▪ Work with the authorities to develop a works program with priorities for re-vegetation of degraded areas. ▪ Work with the authorities to prepare a promotions kit about the value of conservation. ▪ Investigate rate rebates for covenants for vegetation protection. ▪ Review and publicise progress on 1 million tree plan 	<p>Facilitator</p> <p>Advocate/ Facilitator</p> <p>Advocate/ Facilitator</p> <p>Advocate</p> <p>Advocate</p> <p>Provider</p> <p>Provider</p>	<p>H</p> <p>M-H</p> <p>H</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p>
2. To protect and manage the natural resources of water, air and land.	<p>2.1. Promote energy efficient and sustainable built forms and development proposals.</p> <p>2.2. Continue to ensure new developments are connected to reticulated services or have provision for adequate on-site disposal with no advised impacts on nearby watercourses.</p> <p>2.3. Protect productive agricultural land from soil pollution.</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Use the provisions under Clause 65 of the planning scheme to refer application to referral authorities. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Environmental Rural Zone to identified areas of environmental significance. ▪ Apply the Public Use Zone, PPRZ and PCRZ to public land and open space areas containing significant flora and fauna habitats. ▪ Apply the ESO over waterways, wetlands and other areas of identified significance. <p>Undertaking further strategic work</p>	<p>Provider</p> <p>Provider</p>	<p>H</p> <p>H</p>

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: The natural environment				
Objectives	Strategies	Actions	Council Role	Priority
		<ul style="list-style-type: none"> Prepare a Rural Land Strategy to include an assessment of land quality and the preferred sustainable uses and productive capacity of land. <p>Other actions</p> <ul style="list-style-type: none"> Continue to work in partnership with the GBCMA Continue to implement programs such as the Storm Water Management Plan, Water Sensitive Urban Design, Water Initiative, Cities for Climate Protection, Waste Water Management Plan and the RMS. 	<p>Provider</p> <p>Facilitator</p> <p>Provider</p>	<p>H \$80,000</p> <p>H</p> <p>H</p>

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage Theme: Floodplain management				
Objectives	Strategies	Action	Council Role	Priority
1. To recognise the constraints of the floodplain on the use and development of land and minimise the future economic impacts of flooding.	1.1 Minimise the impacts of flooding to people and property by controlling development in flood prone areas and encouraging development and subdivision on land not subject to flooding.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the Shepparton Mooroopna Floodplain Management Plan. Finalise and implement the Floodplain Management Plans of Tatura and Merrigum Use the provisions under Clause 65 of the planning scheme to refer application to referral authorities. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the PCRZ to publicly owned land in the catchment and to significant waterways. Apply the ESO to Ramsar wetlands. Apply the UFZ to active floodplain areas with high hazards and strictly control use. Apply the FO to land that has significant risk of flooding in active floodplain areas with high hazards. Apply the LSIO to both urban and rural land subject to 1 in 100 year flooding. Apply the SBO to land in urban areas that are subject to flows from drainage systems. Apply the VPO to areas of significant riparian vegetation. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare an Environmental Strategy, incorporating local Bio-diversity Action Plans. Undertake floodplain management studies for the smaller rural towns (where necessary). Prepare a Rural Land Strategy <p>Other actions</p> <ul style="list-style-type: none"> Implement the CMA Floodplain Management Strategy 	Provider	H
	1.2 Protect wetlands of significance.			
	1.3 Ensure that planning decisions and approval of development plans have regard to the goals and priorities of the Catchment Management RCS.			
	1.4 Ensure that all new developments maintain the free passage and temporary storage of floodwater, minimises flood damage, is compatible with flood hazard and local drainage conditions, and minimises soil erosion, sedimentation and silting and has a neutral impact up and down stream.		Provider	H
	1.5 Promote increased community awareness of floodplain management with the advance community flood warning system.			
	1.6 Prevent removal of native vegetation and grasses to minimise loss of riparian vegetation as a result of development on the floodplain			
	Facilitator/ Provider	H \$80,000		
	Facilitator/ Provider	M \$40,000 each		
	Provider	H \$80,000		
	Facilitator/	H		

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: Floodplain management				
Objectives	Strategies	Action	Council Role	Priority
	1.7 Encourage landholders to carry out works that are compatible with existing and proposed drainage schemes, preferably as part of the Whole Farm Plan certification process.	<p>for surface water management.</p> <ul style="list-style-type: none"> Continue to provide a Whole Farm Plan (WFP) program with associated incentives. Pursue an integrated approach to floodplain management between GSCC, Goulburn-Broken Catchment Management Authority and Department of Primary Industry to maximise the regional benefits to agricultural productivity, reduce road maintenance, and ensure optimum resource management. GSCC and the Goulburn-Broken Catchment Management Authority to produce joint information about flooding facts. Include emergency recommendations of the floodplain plan. 	<p>Provider</p> <p>Facilitator/ Provider</p> <p>Facilitator/ Provider/ Advocate</p> <p>Facilitator/ Provider/ Advocate</p>	<p>H</p> <p>H</p> <p>H</p>
2. To provide a supply of high quality water for urban and agricultural use.	<p>2.1 Ensure all new developments have adequate reticulated services or effluent disposal systems to protect watercourses and water quality, and to maintain and enhance water quality for both urban and rural use.</p> <p>2.2 Support and promote approved innovative methods of effluent disposal eg composting.</p> <p>2.3 Promote regular water-wise messages to the community and encourage community wide use of drought resistant plantings.</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Require all developments near waterways to be connected to reticulated sewer or septic systems complying with the Code of Practice for Septic tanks. This should be strengthened through the implementation of the Waste Water Management Plan. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Support the integrated effluent disposal strategy with EPA and CMA. <p>Other actions</p> <ul style="list-style-type: none"> Commence a regular septic tank assessment program, to ensure compliance with the Code of Practice for septic tanks. Publish standards for Council's use of water for community purposes. Encourage the appropriate authority to prepare a Community Response Plan, to reduce and manage incidences of toxic blooms in watercourses in the event 	<p>Provider/ Advocate</p> <p>Provider/ Advocate</p> <p>Facilitator/ Advocate</p> <p>Provider</p> <p>Advocate</p>	<p>H</p> <p>H</p> <p>H</p> <p>L-M</p> <p>L-M</p>

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: Floodplain management				
Objectives	Strategies	Action	Council Role	Priority
		of blue-green algal outbreak.		
3. To minimise the degree of salinity through an integrated regional surface water management program.	3.1 Prevent the detrimental impacts of saline water drainage by encouraging best practice water use. 3.2 Assist in the rehabilitation of areas affected by salinity, as identified in the Rural Land Strategy. 3.3 Encourage the development of surface water management systems with run-off into natural systems or into reuse storage for irrigation at a later date 3.4 Promote community awareness of groundwater control, salinity management and water usage	These strategies will be implemented by: Applying Zones and Overlays <ul style="list-style-type: none"> Apply the SMO to recharge areas. Undertaking further strategic work <ul style="list-style-type: none"> Prepare a salinity management strategy as part of the Rural Land Strategy Other actions <ul style="list-style-type: none"> Continue to support programs initiated by DPI, DSE, CMA and the like in regard to management of salinity. Advocate for a land degradation map identifying actions to rehabilitate land degraded through erosion and salinity. Encourage best practice with reference to the Rural Land Strategy, which will identify relative land quality, preferred sustainable uses, the productive capacity of land, and the risk of salinity if vegetation is removed. Support a co-ordinated education campaign in conjunction with the Goulburn-Broken Catchment Management Authority and Department of Primary Industry. 	Provider Facilitator/ Provider Advocate/ Facilitator Advocate Provider/ Advocate Advocate/ Facilitator	H H \$80,000 H H H

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage					
Theme: Best practice land management					
Objectives	Strategies	Action	Council's Role	Priority	
1. To identify natural landscape features to be protected and managed	1.1 Provide for the identification of the municipality's assets of environmental significance.	<p>These strategies will be implemented by:</p> <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Prepare a Rural Land Strategy incorporating a land capability study ▪ Prepare environmental development guidelines to encourage sustainable land use and development that is sensitive to the natural landform and microenvironment. 	Provider	H \$80,000	
	1.2 Promote the protection of significant areas of the natural landscape.		Provider/ Facilitator	M \$50,000	
2. To manage irrigated and non irrigated land for long-term sustainable production purposes	2.1 Encourage the adoption of ecologically sustainable development principles and technologies in the future development of both urban and rural areas.	<p>These strategies will be implemented by:</p> <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Use the Schedule to Farming Zone to allow the preparation of WFP. ▪ Apply the Environmental Rural Zone to sensitive rural areas. 	Provider	H	
			2.2 Encourage sustainable farming practices.	Provider	H \$80,000
			<p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Prepare a Rural Land Strategy. <p>Other actions</p> <ul style="list-style-type: none"> ▪ Support the certification of Whole Farm Plans to minimise off site impacts and increase the rate of water re-use. ▪ Publish a Sustainability Indicator Checklist for planning applications, and include in the assessment criteria. ▪ Promote the design guidelines/fact sheets for: <ul style="list-style-type: none"> - passive solar design - smart lot design - star rating - water conservation resources ▪ Support the undertaking of a study on the assessment of different irrigated industries in the region and the long-term impacts on land base. 	Advocate/ Facilitator	H
				Advocate/ Facilitator	H
				Provider/ Facilitator	M \$10,000
			Facilitator/ Advocate	M	

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: Best practice land management				
Objectives	Strategies	Action	Council's Role	Priority
3. To prepare an integrated strategy to address all aspects of the environment and to cooperate in the development of regional environmental plans.	3.1 Foster regional cooperation and resource sharing regarding best practice land management.	<p>These strategies will be implemented by:</p> <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Work with the authorities in the preparation of an umbrella Environment Strategy for the municipality to address: <ul style="list-style-type: none"> - Air quality - Water quality and waterways - Native vegetation - Energy efficiency natural resources - Waste management - Rural land and urban environments - Community awareness and education - Water conservation. <p>Other actions</p> <ul style="list-style-type: none"> ▪ Investigate the expansion of rural rebate scheme as incentive for positive land management practice. 	Provider/ Facilitator/ Advocate	H
	3.2 Investigate the value of applying a performance based rate as an "Environmental Rate" at the local or state level or a rate rebate to encourage sustainable environmental practices		Provider	M-H
4. To reduce greenhouse gas emissions by local actions, in the interests of current and future generations	4.1 Endorse an urban design approach that includes an assessment of climate and energy costs.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Use the Roadside Management Plan. ▪ Apply the Bicycle Strategy <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Update the Economic Development strategy for use as a tool for targeting the clean green food industry. <p>Other actions</p> <ul style="list-style-type: none"> ▪ Prepare a plan for Greenhouse Gas Reduction. ▪ Publish an information sheet for developers to promote the use of energy efficient water and devices in new developments. ▪ Initiate and co-ordinate a program of community education include initiatives such as: <ul style="list-style-type: none"> - Energy efficient lighting rebates - Solar Energy Initiatives - Revolving Energy Fund ▪ Continue to participate in Cities for Climate Protection and Water Conservation programs. 	Provider	H
	4.2 Support non-renewable energy use by fuel switching and the use of green energy.		Provider	H \$60,000
	4.3 Support the goal of reducing Community greenhouse gas emissions from 1999 levels by 20% by 2010.		Provider/ Facilitator/ Advocate	M
	4.4 Assist carbon reduction by encouraging development plans to include increased indigenous plantings on private and public land and reduced reliance on motorised transport.		Provider/ Facilitator/ Advocate	M
			Provider	H

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: Cultural heritage – pre settlement				
Objectives	Strategies	Action	Council Role	Priority
1 To conserve and protect identified sites of cultural heritage significance	1.1 Promote the protection of places of heritage significance as these contribute to the character of the municipality.	<p>These strategies will be implemented by:</p> <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Heritage Overlay to identified sites and areas of cultural significance. Apply the Development Plan Overlay to require that development plans must be accompanied by an archaeological report from a suitably qualified expert <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Initiate a cultural heritage landscape assessment to identify the significance of important landscapes. <p>Other actions</p> <ul style="list-style-type: none"> GSCC to continue appointment of heritage advisor. 	Provider	H
	1.2 Ensure measures are taken to identify places of Aboriginal significance prior to approving a development plan or exhibiting a rezoning.			
	1.3 Promote community awareness of cultural heritage assets.			
2 To involve local indigenous communities in the collection, identification and promotion of places and items of cultural heritage significance.	2.1 Promote and provide for recognition of the Aboriginal community and their occupation of the land.	<p>These strategies will be implemented by:</p> <p>Other actions</p> <ul style="list-style-type: none"> GSCC to use a cultural coordination officer where appropriate. Work with the local historical societies, local Aboriginal groups and the owners of potentially significant buildings and areas in conducting investigations into historical & cultural heritage. 	Provider	H
			Provider/ Facilitator	H

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: Cultural heritage – post settlement				
Objectives	Strategies	Actions	Council Role	Priority
1. To identify, protect and enhance sites and areas of recognised historic significance	1.1 Promote the protection of heritage buildings and sites so that heritage significance is not diminished or irreversibly damaged through proposed use or development.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Consider the Heritage Study when assessing proposals for redevelopment of identified heritage sites or infill development in areas of identified heritage significance. 	Provider	H
	1.2 Encourage the retention, adaptation and appropriate renovation of significant historic buildings and works, gardens and other areas as a viable alternative to demolition.	<p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Heritage Overlay to identified sites and areas of cultural significance. 	Provider	H
	1.3 Ensure that any alteration or addition to identified heritage buildings and areas, or redevelopment on adjacent land, is in keeping with identified streetscape or neighbourhood character and appearance (as appropriate).	<p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare heritage design guidelines for the assessment of development applications of significant buildings and sites. 	Provider	M \$20,000
	1.4 Protect the heritage status of the Goulburn River through liaison with the Goulburn-Broken Catchment Management Authority and Department of Primary Industries.	<p>Other actions</p> <ul style="list-style-type: none"> GSCC to continue the appointment of a Heritage advisor to assist in development proposals for heritage places. Continue further investigation of places identified in Heritage Study Work within the framework of Commonwealth and State legislation to ensure those heritage items identified as significant can be conserved and managed appropriately with a Heritage Management Plan. Increase community awareness of heritage assets by promoting the heritage aspects of tourism, including: <ul style="list-style-type: none"> Informational signage A heritage drive / walk The acknowledgement of the historical contributions of various cultures in a multicultural festival 	Provider Provider Facilitator/ Advocate Provider/ Facilitator/ Advocate	H M-H \$40,000 M M-H

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: Cultural heritage – post settlement				
Objectives	Strategies	Actions	Council Role	Priority
2. To recognize efforts at restoration and re use of sites of identified heritage significance.	2.2 Encourage sensitive restoration of heritage sites to retain their significance.	<p>These strategies will be implemented by:</p> <p>Other actions</p> <ul style="list-style-type: none"> ▪ Prepare a Heritage reward program, including access to a Heritage advisor and reduced application fees. ▪ Create an incentive / reward program for owners who protect and enhance items / buildings of identified heritage significance. ▪ Investigate the funding avenues available through the Australian Heritage Commission, Heritage Council Victoria and the National Trust for conservation and enhancement of significant historic and cultural buildings and areas. ▪ In conjunction with local historical societies, develop a detailed action plan for the promotion of the heritage attributes of Greater Shepparton through the avenues of tourism, retail and entertainment. 	<p>Provider/ Facilitator/ Advocate</p> <p>Provider/ Facilitator/ Advocate</p> <p>Provider</p> <p>Provider/ Facilitator</p>	<p>L-M</p> <p>L-M</p> <p>L-M</p> <p>L-M</p>

Topic: ECONOMIC DEVELOPMENT - Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry Theme: Agriculture and Rural Land				
Objectives	Strategies	Action	Council Role	Priority
1 To protect the productive agricultural land base and the valuable regional resource of irrigated land.	1.1 Support the growth and expansion of primary industries in irrigated and dry land farming in appropriate areas.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Apply the policies for housing and subdivision in rural areas. ▪ Apply the GS 2030 Framework Plan, Shepparton, Mooroopna & Kialla Urban Growth Boundaries. ▪ Apply the GS 2030 Residential Framework Plan, Shepparton, Mooroopna & Kialla. ▪ Apply the GS 2030 Township Framework Plans ▪ Refer to the Regional Catchment Strategy. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Farming Zone. ▪ Apply the Environmental Rural Zone to rural land with identified environmental significance. ▪ Investigate the application of the Rural Activity Zone. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Prepare a Rural Land Strategy. 	Provider	H
	1.2 Support an efficient water supply and distribution system throughout the rural areas in accordance with the Regional Catchment Strategy.			
	1.3 Discourage subdivision, including subdivision for house excisions, and fragmentation of productive agricultural land to retain viable farm.			
	1.4 Discourage housing on old and inappropriate lots and where amenity may be negatively impacted by farming and related activities, or where housing may inhibit rural activities.		Provider	H
	1.5 Prevent the inappropriate use and development of rural land for the establishment of industrial activities		Provider	H \$80,000

Topic: ECONOMIC DEVELOPMENT - Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry				
Theme: Agriculture and Rural Land				
Objectives	Strategies	Action	Council Role	Priority
2 To support developing and emerging agribusinesses and their increasing requirement for high technical infrastructure.	2.1 Support food related industries and value adding opportunities 2.2 Encourage new value adding industries to locate in existing serviced industrial areas.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the GS 2030 Industrial Framework Plan. Prepare a local policy on commercial and industrial developments in rural areas. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Develop an Economic Development Strategy that Incorporates trends in the agribusiness sector. <p>Other actions</p> <ul style="list-style-type: none"> Develop an information kit for new agri- businesses, with information and links to referral agencies and approval processes. Explore the potential for a tourism / sales component of the food production and processing sector, and providing guidelines to ensure that these uses do not conflict with agricultural operations or the rural landscape amenity. 	<p>Provider</p> <p>Provider</p> <p>Provider/ Facilitator</p> <p>Provider/ Facilitator</p>	<p>H</p> <p>H \$80,000</p> <p>M \$40,000</p> <p>L-M</p>

Topic: ECONOMIC DEVELOPMENT - Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry					
Theme: Agriculture and Rural Land					
Objectives	Strategies	Action	Council Role	Priority	
3	To develop and promote the municipality as a regional centre for food and primary industry research and development.	<p>3.1 Provide for new opportunities for emerging farming practices.</p> <p>3.2 Protect the existing agricultural areas</p> <p>3.3 Encourage value adding and new enterprises for agricultural production.</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Prepare a local policy on commercial and industrial developments in rural areas <p>Applying zones and overlays</p> <ul style="list-style-type: none"> Apply the Farming Zone to rural areas, and following Rural land Strategy investigation application of Rural Activity Zone; <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Develop an Economic Development Strategy and consider a marketing strategy for agribusiness. Prepare Rural Land Strategy <p>Other actions</p> <ul style="list-style-type: none"> GSCC to publish local economic indicators. Develop a promotions program that includes local economic indicators, for existing landowners and potential industry entrants, to create an awareness of the industrial markets and the economic climate. 	<p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider/ Facilitator</p> <p>Provider</p>	<p>H</p> <p>H</p> <p>H \$80,000</p> <p>H \$80,000</p> <p>L-M</p> <p>L-M</p>

Topic: ECONOMIC DEVELOPMENT - Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry						
Theme: Agriculture and Rural Land						
Objectives	Strategies	Action	Council Role	Priority		
4 To ensure the sustainable development of business in strategic locations and to minimise conflicts at the urban fringe/agricultural land interface.	4.1 Protect productive agricultural land from inappropriate agricultural practices.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Prepare a local policy on commercial and industrial developments in rural areas <p>Applying zones and overlays</p> <ul style="list-style-type: none"> Apply the GS 2030 Framework Plan, Shepparton, Mooroopna & Kialla Settlement Boundaries. Apply the GS 2030 Township Framework Plans Apply the Farming Zone to rural areas, and following Rural land Strategy investigation application of Rural Activity Zone <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare a Rural Land Strategy <p>Other actions</p> <ul style="list-style-type: none"> Provide a list of initiatives for the development of WFP. 	Provider	H		
	4.2 Encourage the preparation and certification of Whole Farm Plans to show sites for ancillary agricultural buildings and works, such as sheds and freight areas.					
	4.3 Protect rural industries from encroaching non-agricultural uses.		Provider	H		
	4.4 Encourage sustainable farming methods for increased production.					
	4.5 Reduce the impacts of farm practices, including spray drift, on adjoining land particularly when the adjoining land contains a sensitive land use.				Provider	H \$80,000
	4.6 Cluster preferred uses in the rural zone with similar access requirements and off site impacts.				Provider/ Facilitator	L-M

Topic: ECONOMIC DEVELOPMENT - Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry				
Theme: Retail/Commercial Centres				
Objectives	Strategies	Actions	Council Role	Priority
3 To revitalise the CBD of Shepparton and improve the urban design and architectural standards of retail/commercial areas.	3.1 Encourage the renewal of the mall and the main commercial heart of the Shepparton CBD.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the GS 2030 Shepparton CBD Framework Plan. Apply the Advertising Signs and Streetscape, Landscape and Urban Design local policies. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Design and Development Overlay to main roads and key precincts to improve urban design, landscaping and to control advertising. <p>Other actions</p> <ul style="list-style-type: none"> Apply for state government funding under the Pride of Place urban design program. Implement the urban design framework for the CBD of Shepparton. Pursue innovative and interesting urban design and architecture in the CBD by applying the urban design framework for Shepparton. Prepare an overall plan for the renewal of the mall, and support for a management body with representatives from owners, traders, Council and the community. Coordinate an application for state funding for urban design and renewal of the Shepparton city centre. 	Provider	H
	3.2 Facilitate the creation of a dynamic entertainment centre that is attractive to a mix of patrons.		Provider	H
	3.3 Ensure personal safety is addressed in the urban design of the public areas and linkages, to attract a range of users including families, youth, elderly, people with a disability, tourists and staff.		Provider	H
	3.4 Encourage examples of landmark architecture for the Shepparton CBD.		Provider	H
	3.5 Oppose adult entertainment venues in the central mixed-use activities area of the Shepparton CBD.		Provider	H
	3.6 Encourage the redevelopment of peripheral areas of the Shepparton CBD (including expansion to Sobroan Street).		Provider	M \$40,000
	3.7 Encourage cafes, restaurants and the like in a dining and entertainment precinct in Fryers Street.		Provider/ Facilitator	H

Topic: ECONOMIC DEVELOPMENT - Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry Theme: Retail/Commercial Centres				
Objectives	Strategies	Actions	Council Role	Priority
4 To have a hierarchy of viable commercial/retail centres by retaining local and visitor spending within the municipality.	4.1 Support a hierarchy of retail centres that promotes the primacy of the Shepparton CBD as a multi-functional centre, complemented by a range of local centres for convenience shopping and activities.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the GS 2030 Framework Plan. Use the retail hierarchy in the MSS to guide the location and expansion of retail development. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Use the schedule to the Business 1 Zone to identify floor space limits for the expansion of the Shepparton Marketplace shopping centre. Use the schedule to the Business 1 Zone to identify floor space limits for existing and future neighbourhood centres. <p>Other actions</p> <ul style="list-style-type: none"> Undertake a Retail/Commercial Floorspace Strategy to investigate the potential additional floor space with an economic impact assessment on the expansion of the centres relative to population projections. Any application for new or expanded neighbourhood shopping centres must demonstrate net community benefit in an economic impact assessment, and including justification for additional floorspace. 	Provider	H
	4.2 Carefully consider any proposed expansion of the Shepparton Marketplace if such expansion would adversely impact on the relative role of this centre and the CBD.		Provider	H
	4.3 Provide for planned local centres in growth areas, and facilitate the expansion of the neighbourhood centre in the north at the Fairely's supermarket site, and establish a new neighbourhood centre at the former drive –in site to service the southern growth corridor.		Provider	H \$80,000
	4.4 Encourage a suitable mix of businesses within each centre to ensure viability.		Provider/ Facilitator	H
	4.5 Provide neighbourhood commercial/retail centres that are accessible to the local community, especially by public transport and bicycle, and that also have adequate car parking provisions.			

Topic: ECONOMIC DEVELOPMENT - Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry				
Theme: Industry				
Objectives	Strategies	Action	Council Role	Priority
2 To locate industrial developments effectively, by utilising existing and planned infrastructure, and consolidating the existing main industrial areas.	<p>2.1 Support new industries in established industrial zones, with access to infrastructure and constructed roads.</p> <p>2.2 Support complementary new industries at the Goulburn Valley Freight Logistics Centre, when developed.</p> <p>2.3 Protect the supply of future industrial land from encroachment of non industrial uses.</p> <p>2.4 Allow limited light industry in the township zone subject to amenity, servicing and environmental constraints.</p> <p>2.5 Prevent the inappropriate use and development of rural land for industry, other than rural based industry.</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Apply the GS 2030 Industrial Framework Plan. ▪ Apply the GS 2030 Township Framework Plans. ▪ Apply the GS 2030 Urban Growth Boundary Plan for Shepparton/Mooroopna/Kialla. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Development Plan Overlay to large areas of vacant industrial land to ensure co-ordinated development and timely provisions of infrastructure. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Develop an Economic Development Strategy, incorporating an Industrial Land and supply analysis, especially for Tatura. 	<p>Provider</p> <p>Provider</p> <p>Provider</p>	<p>H</p> <p>H</p> <p>H \$80,000</p>
3 To improve the urban design and architectural standards of industrial areas.	<p>3.1 Encourage industrial developments that incorporate high quality architectural design elements, create visual interest and incorporate landscaping and/or urban art.</p> <p>3.2 Support the location of buildings in industrial areas that provide convenient and safe access for staff.</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Apply the local policies on Streetscape, Landscaping and Urban Design, Advertising Signs, Building Lines and Industrial and Commercial Uses in Rural Areas. 	<p>Provider</p>	<p>H</p>

Topic: ECONOMIC DEVELOPMENT - Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry

Theme: Industry

<i>Objectives</i>	<i>Strategies</i>	<i>Action</i>	<i>Council Role</i>	<i>Priority</i>
<p>4 To realise an integrated freight logistics centre to link the major freight corridors through the municipality and beyond.</p>	<p>4.1 Encourage and facilitate the development of the freight logistics centre south of Mooroopna.</p> <p>4.2 Support an agglomeration of freight companies, food processing companies and associated service businesses in the freight logistics centre.</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Apply the GS 2030 Industrial Framework Plan. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Industrial 1 Zone and Design and Development Overlay to the site of the Goulburn Valley Freight Logistics Centre. <p>Other actions</p> <ul style="list-style-type: none"> ▪ Continue to facilitate the establishment of the Goulburn Valley Freight Logistics Centre. 	<p>Provider</p> <p>Provider</p> <p>Provider/ Facilitator</p>	<p>H</p> <p>H</p> <p>H</p>

Topic: ECONOMIC DEVELOPMENT - Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry				
Theme: Tourism				
Objectives	Strategies	Action	Council Role	Priority
1 To encourage tourism growth and in particular promote the tourism opportunities of the irrigated rural landscape and the food growing and processing industries.	1.1 Support new tourist based enterprises to achieve an increase in bed stays and visits to the municipality.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the local policy on commercial and industrial development in rural areas. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Update the Tourism Strategy Assist in tourism marketing by circulating an information brochure to residents and businesses to distribute to visitors. Create a reputation for hosting major events for both community and industrial purposes, by initiatives included in the Tourism Strategy Review. 	Provider	H
	1.2 Promote the natural features of Greater Shepparton.		Provider	M \$40,000
	1.3 Encourage the integration of tourism with heritage, recreation and activity centres.		Provider/ Advocate	L
	1.4 Encourage the integration of tourist and agricultural activities where there are no adverse impacts on the operation of rural industries.		Provider/ Advocate/ Facilitator	H
	1.5 Support public art displays which showcase the area's strengths and reputation, such as the Moo-ving Cows display.			
2 To provide adequate tourist services which suitably meet the needs of visitors to the municipality.	2.1 Encourage tourist developments to adequately cater for the differing needs of tourists.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the local policies on advertising signs, streetscape, landscaping and urban design and industrial and commercial development in rural areas. <p>Other actions</p> <ul style="list-style-type: none"> Provide effective signage in appropriate locations for tourism purposes. Provide effective highway visitor services in appropriate locations. 	Provider	H
	2.2 Provide for tourist developments that are visually interesting and reflect the character of the municipality.		Provider	H

Topic: INFRASTRUCTURE – the provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth

Theme: Traffic and Transport Systems

Objectives	Strategies	Action	Council Role	Priority
<p>1 To promote linkages with other regional cities to cater for traffic movements which include various users:</p> <ul style="list-style-type: none"> ▪ Workers to and from Shepparton; ▪ Educational trips comprising school attendees; ▪ Shoppers travelling to and from Shepparton from other regional towns; ▪ Tourists travelling to and from Shepparton; and ▪ Freight movements that distribute products, particularly farm products to depots and warehouses for further distribution to markets and regional logistics centres 	<p>1.1 Encourage and promote the early development of the Shepparton Bypass in particular the northern river crossing as a first stage</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Apply the local policies on Goulburn Valley Highway Environs and Industrial and Commercial Uses in Rural Areas. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Road Zone Category 1 to the declared Main road network. ▪ Apply the Road Zone Category 2 to other locally significant arterial roads. ▪ Apply the Public Use Zone (number 4) to the railway lines. ▪ Apply the Public Acquisition Overlay to land to be acquired for the Shepparton bypass. <p>Other actions</p> <ul style="list-style-type: none"> ▪ Undertake a study to upgrade arterial roads to cope with future traffic volumes, and to promote linkages with other regional cities, prior to the completion of the Shepparton Bypass, without creating intrusion to the local areas. ▪ Investigate the merits of converting other regional rail lines to standard gauge which connect with Shepparton ▪ Undertake a continual review of accident history and implement measures to promote safe travel 	Provider	H
	<p>1.2 Promote integrated road network connections with the Shepparton Bypass to reduce intrusion of traffic to the central Shepparton and Mooroopna areas.</p>		Provider	H
	<p>1.3 Support the safety of road linkages with other regional cities</p>		Provider	M \$40,000
			Facilitator/ Advocate	M
		Provider/ Facilitator/ Advocate	H	

Topic: INFRASTRUCTURE – the provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth

Theme: Traffic and Transport Systems

Objectives	Strategies	Action	Council Role	Priority		
<p>2 To improve the efficiency and safety of regional based freight handling and traffic</p>	<p>2.1 Promote the development of the freight logistics centre to provide for the efficient handling and distribution of local produce via the main rail and arterial road network.</p>	<p>These strategies will be implemented by:</p> <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Industrial 1 Zone to the freight logistics centre. ▪ Apply the Road Zone Category 1 to the declared Main road network. ▪ Apply the Road Zone Category 2 to other locally significant arterial roads. 	<p>Provider</p>	<p>H</p>		
	<p>2.2 Encourage the development of freight networks that reduce the intrusion of freight transport on the local traffic network</p>	<p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Develop a statutory plan for the Shepparton Alternative Route that includes: <ul style="list-style-type: none"> – Designated freight routes encouraging the bypass of the local urban areas – Measures to direct traffic to the Shepparton Bypass and Midland Highway – Designated cross section – A plan for access to this road – A plan to upgrade this road to provide for future traffic growth, particularly prior to the completion of the Shepparton Bypass; and – A plan to address safety concerns along this road ▪ Investigate options/potential for applying the Public Acquisitions Overlay to the areas that may be required for road widening 			<p>Provider</p>	<p>H \$60,000</p>
					<p>Provider</p>	<p>M</p>

Topic: INFRASTRUCTURE – the provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth

Theme: Traffic and Transport Systems

Objectives	Strategies	Action	Council Role	Priority
<p>3 To maintain air services to and from Shepparton, which meet with the needs of the Greater Shepparton community, whilst identifying a new long-term site for the airport.</p>	<p>3.1 Support the existing services provided by the Shepparton Aerodrome in its current location and provide for the continued operation of this facility while the feasibility of relocating to a new site is identified.</p> <p>3.2 Recognise that residential growth toward the current airfield may be constrained by the current location of the Aerodrome,</p> <p>3.3 Support the preferred uses of residential/commercial at the Aerodrome site, in the event of its relocation.</p> <p>3.4 Promote the efficiencies that may be gained from the relocation of the airfield to be in close proximity of a consolidated road and rail freight logistics centre.</p>	<p>These strategies will be implemented by:</p> <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Public Use Zone to the current site of the Shepparton Aerodrome. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Undertake a feasibility study into the relocation of the Shepparton Aerodrome. ▪ Undertake a detailed study to establish the need and demand for air services to and from the City of Greater Shepparton for: <ul style="list-style-type: none"> – Passenger transport; – Freight transport; and – Allied Business / Commercial Opportunities (aviation school, maintenance, freight forwarders, air ambulances etc). 	<p>Provider</p> <p>Provider</p> <p>Provider</p>	<p>H</p> <p>M-H \$40,000</p> <p>M-H \$40,000</p>

Topic: INFRASTRUCTURE – the provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth

Theme: Traffic and Transport Systems

Objectives	Strategies	Action	Council Role	Priority
<p>4 To provide effective and efficient rail services for freight and passengers.</p>	<p>4.1 Promote the use and development of the rail links through the municipality.</p> <p>4.2 Support and encourage the investigation of a fast train link.</p> <p>4.3 Promote the upgrading of the rail line to Shepparton to a standard gauge line to allow domestic linkages across Australia.</p> <p>4.4 Promote the development of a rail link to the freight logistics centre to combine with road freight movements.</p> <p>4.5 Establish the changing demand for rail freight services to and from Shepparton.</p> <p>4.6 Prevent traffic congestions that may be caused by rail movements across roads</p>	<p>These strategies will be implemented by:</p> <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Undertake a feasibility analysis of a rail link to the proposed freight / logistics centre. ▪ Investigation of a rail bypass around the Shepparton town centre, along a similar route to the Shepparton bypass. <p>Other actions</p> <ul style="list-style-type: none"> ▪ Lobby for improvements to regional passenger and freight rail systems. ▪ GSCC to contribute to regional lobbying for a standardised gauge. 	<p>Provider</p> <p>Facilitator/ Advocate</p> <p>Advocate</p> <p>Advocate</p>	<p>H</p> <p>M</p> <p>M</p> <p>M</p>

Topic: INFRASTRUCTURE – the provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth
Theme: Traffic and Transport Systems

Objectives	Strategies	Action	Council Role	Priority
<p>5 To develop Walking/Bicycle and Public Transport networks that provides transport and accessibility options to segments of the community who have not or prefer not to use a motor car.</p>	<p>5.1 Encourage appropriate developments that are accessible by public transport and bicycle.</p> <p>5.2 Encourage medium density and smaller residential allotments to be located within walking distance to public transport routes</p> <p>5.3 Encourage new subdivision and developments to promote walking and cycling between facilities, such as between homes and schools, open spaces and shops.</p> <p>5.4 Provide road reservation widths to accommodate bicycle lanes on appropriate routes.</p> <p>5.5 Support new facilities such as community hubs, neighbourhood centres, sporting facilities, entertainment and health services to be located on and very near a public transport route and/or bicycle paths.</p> <p>5.6 Ensure that Disability Discrimination Act (DDA) compliance is achieved.</p> <p>5.7 Promote accessibility throughout the municipality by public transport.</p>	<p>These strategies will be implemented by:</p> <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Continue developing the shared path network through Shepparton and Mooroopna. ▪ Prepare a Public Transport Strategy which addresses the provision of a comfortable, convenient and efficient public transport facility to best cater for various user groups including: <ul style="list-style-type: none"> – General Public; – People with a disability; – Aged; and – School students. <p>Other actions</p> <ul style="list-style-type: none"> ▪ Provide expanding public transport services to new growth areas in Shepparton to encourage additional public usage. ▪ Provide one or more public transport hubs within the Municipality to consolidate various public transport groups to allow integration of public transport modes. ▪ Provide linkages between smaller towns within the Greater Shepparton to Shepparton and Mooroopna. ▪ Provide greater circumferential Public Transport services which link key services within the municipality. ▪ Provide greater publicity and marketing of public transport services information. ▪ Develop the use of community bus services to become more demand responsive and variable in route to pick up and drop off upon demand. ▪ Promote the use of discount taxi fares for elderly citizens. ▪ Continually improve the safety of the cycle networks through a review of accident history and implement measures to promote safe travel. ▪ Clearly distinguish the appropriateness of cycle routes for the various user groups. 	<p>Provider</p> <p>Provider</p> <p>Provider/ Facilitator</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p>	<p>H</p> <p>M \$25,000</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>H</p>

Topic: INFRASTRUCTURE – the provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth

Theme: Traffic and Transport Systems

Objectives	Strategies	Action	Council Role	Priority
6 To ensure the safety and efficient functioning of the roads for a variety of users.	6.1 Provide a hierarchy of roads to encourage the use of suitable roads and to reduce intrusion of through and freight traffic from entering local urban areas.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the local policies on Goulburn Valley Highway and Industrial and Commercial Uses in Rural Areas. Use VicRoads as a referral authority where appropriate. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply Development Plan Overlays for areas of new growth within Greater Shepparton to guide road design and access. Apply the Development Contributions Plan Overlay to new growth areas to ensure infrastructure is adequately funded in a timely manner. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Develop a Transport Strategy for the Shepparton CBD to allow safe and efficient movement for all users, including pedestrians. Undertake a traffic study investigating the options for the development of a north-south arterial road network to comprise Archer and Hawdon Sts, Lockwood and Verney Roads and Andrew Fairly Avenue Develop a strategy for the upgrading of arterial roads to cope with future traffic volumes prior to the completion of the Shepparton Bypass without creating intrusion to the local areas and to provide integrated connections with the Shepparton Bypass Route. Regularly review the Parking Precinct Plan. 	Provider	H
	6.2 Provide for efficient and safe pedestrian and cycle movements within existing and new developments.			
	6.3 Encourage the accessibility and safety for pedestrian movements to be made within the Shepparton CBD area.		Provider	H
	6.4 Ensure areas of new growth within the municipality are appropriately guided in terms of road design and access.			
	6.5 Encourage the development of a ring road around the Shepparton-Mooroopna area to reduce traffic intrusion linking the Shepparton Alternate Route, the Midland Highway and the Goulburn Valley Highway - Shepparton Bypass.		Provider	M \$25,000
	6.6 Encourage the development of a second river crossing incorporated as part of the Shepparton Bypass as early as possible.		Provider	M \$25,000
	6.7 Ensure the efficient management of roads for traffic, public transport, bicycles, pedestrians, parking, scooters and motorized wheelchairs, and for loading and unloading of goods.		Provider	M \$25,000
			Provider	M \$5,000

Topic: INFRASTRUCTURE – the provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth
Theme: Urban & rural services

Objectives	Strategies	Action	Council Role	Priority
<p>1 To provide sustainable infrastructure to support the growth and development of the municipality.</p>	<p>1.1 Provide appropriate and cost efficient physical and social infrastructure to support the growth of the municipality, by preparing developer contributions plans for the municipality's urban growth areas.</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the provisions of the MSS to guide the preparation and assessment of developer contribution plans. Apply the local policy Stormwater Management 	<p>Provider</p>	<p>H</p>
	<p>1.2 Protect and maintain wastewater facilities in an environmentally sensitive way, through the application of a Waste Management Strategy.</p>	<p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Development Contributions Plan Overlay to areas of future development. 	<p>Provider</p>	<p>H</p>
	<p>1.3 Encourage an increased rate of recycling and re-use by establishing a materials recovery facility.</p>	<ul style="list-style-type: none"> Apply the Development Plan Overlay future growth areas. <p>Undertaking further strategic work</p>		
	<p>1.4 Improve the appearance of waste facilities through urban design controls and the Development manual guidelines.</p>	<ul style="list-style-type: none"> Prepare developer contributions plans for the proposed growth corridors. 	<p>Provider/Facilitator</p>	<p>H \$30,000</p>
	<p>1.5 Facilitate the extension of natural gas to remote townships, through continued liaison with power servicing authorities.</p>	<ul style="list-style-type: none"> Provide for legal agreements to be reached for the provisions of infrastructure funding for new growth areas. 	<p>Advocate</p>	<p>H</p>

Topic: INFRASTRUCTURE – the provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth

Theme: Urban & rural services

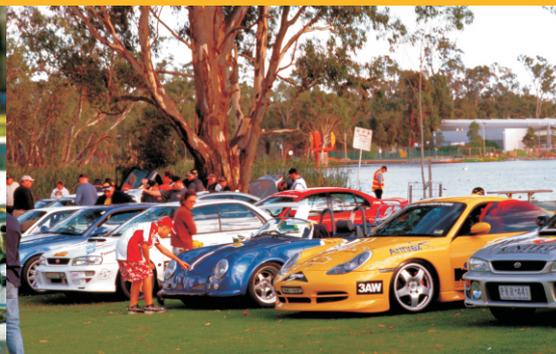
Objectives	Strategies	Action	Council Role	Priority
<p>2 To ensure a continued supply of high quality water for urban and rural use.</p>	<p>2.1 Promote the efficient use and re-use of water</p> <p>2.2 Ensure compliance with the recommendations and requirements of the strategies such as the Stormwater Management Plan, the Floodplain Management Plan, the Regional Catchment Strategy and Council's local water initiatives.</p> <p>2.3 Encourage best practice in engineering design work for new development in terms of water supply and use.</p> <p>2.4 Protect the water supply catchment within the municipality.</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Use Goulburn Valley Water and Goulburn Murray Water as referral authorities where appropriate. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Environmental Significant Overlay to catchment area as necessary. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Prepare educational and promotion packages on efficient use and re-use of water for developers, land owners and the generally community. 	<p>Provider</p> <p>Provider</p> <p>Provider</p>	<p>H</p> <p>H</p> <p>H \$20,000</p>

Topic: INFRASTRUCTURE – the provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth Theme: Urban & rural services				
Objectives	Strategies	Action	Council Role	Priority
3 To maintain an efficient and environmentally sensitive stormwater management system.	<p>3.1 Ensure that planning decisions are made in the context of the goals and priorities of the Shepparton Stormwater Management Plan and the CSIRO Urban Stormwater Best Practice Environmental Management Guidelines.</p> <p>3.2 Ensure compliance with the recommendations and requirements of the strategies such as the Council's Development Manual, the Stormwater Management Plan, the Floodplain Management Plan and the Regional Catchment Strategy.</p> <p>3.3 Encourage best practice in engineering design work for new development in terms of stormwater management.</p> <p>3.4 Encourage appropriate use of Water Sensitive Urban Design.</p> <p>3.5 Ensure the hydraulic capacity of the urban drainage system deliver the level of service defined in the Stormwater Management Policy</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the local policy Stormwater Management <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the development Plan Overlay to new growth areas to guide preparation of Stormwater Management Plan. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Develop and implement stormwater management plans in conjunction with relevant agencies. <p>Other actions</p> <ul style="list-style-type: none"> Support the working relationship between the Goulburn-Broken Catchment Management Authority, EPA Victoria and the local community to monitor the implementation of the Shepparton Stormwater Management Plan. 	<p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Facilitator/ Advocate</p>	<p>H</p> <p>H</p> <p>H \$20,000</p> <p>H</p>

Topic: INFRASTRUCTURE – the provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth

Theme: Urban & rural services

Objectives	Strategies	Action	Council Role	Priority
<p>4 To provide telecommunications facilities and services available to all areas of the municipality.</p>	<p>4.1 Proactively support the development of and access to competitive leading-edge telecommunication facilities and services.</p> <p>4.2 Ensure new developments cater for telecommunications infrastructure.</p>	<p>These strategies will be implemented by:</p> <p>Other actions</p> <ul style="list-style-type: none"> ▪ Continue to encourage telecommunications providers to provide infrastructure to deliver broadband technology to service the region. 	<p>Facilitator/ Advocate</p>	<p>H</p>



GREATER SHEPPARTON 2030

BACKGROUND and ANALYSIS REPORT NO. 1: DEMOGRAPHIC PROFILE

Adopted by Council at Ordinary Council Meeting on 3 October 2006

coomes consulting



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Knowledge Creativity Performance
 Engineering Surveying Planning Urban Design Landscape Architecture
 Sustainability and Environment Agribusiness Project Management

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Abbreviations / Acronyms

ABS	Australian Bureau of Statistics
CBD	Central Business District – Shepparton city centre
GSCC	Greater Shepparton City Council
CMA	Catchment Management Authority
DEWR	Department of Employment and Workplace Relations
DPI	Department of Primary Industries
DSE	Department of Sustainability and Environment
GB-CMA	Goulburn-Broken Catchment Management Authority
G-MW	Goulburn-Murray Water
Greater Shepparton	Refers to the whole municipality of Greater Shepparton
MSS	Municipal Strategic Statement
SIR	Shepparton Irrigation Region
Shepparton	Refers to the urban area of Shepparton only
VPPs	Victorian Planning Provisions
WFP	Whole Farm Plan

1 Introduction

1.1 Greater Shepparton 2030 – Process and Outcomes

The Greater Shepparton City Council and the Department of Sustainability and Environment have prepared *Greater Shepparton 2030*, a blueprint for building sustainable economic activity and maximising the quality of life in the municipality over the next 30 years.

This plan will update the previous City of Greater Shepparton Strategy Plan 1996 which formed the basis for the current Municipal Strategic Statement (MSS). The MSS is the local strategy component of the Greater Shepparton Planning Scheme.

A key element of the preparation of this plan was the integrated planning approach, and the process and extent of community engagement involving all stakeholders. This engagement was achieved from a number of initiatives to obtain a depth of understanding of issues from both technical and personal perspectives. The feedback from the community consultation assisted in the development of visions for the municipality.

The methods of community engagement included an open invitation for community representatives to attend a number of advisory groups. These workshops covered the specialist topics of:

- Environment
- Heritage and culture
- Community services
- Infrastructure
- Transport
- Business and tourism
- Agriculture
- Recreation and open space
- Youth

In addition, specific workshops were held to discuss the townships of:

- Congupna
- Dookie
- Katandra West
- Merrigum
- Mooroopna
- Murchison
- Shepparton
- Tallygaroopna
- Tatura
- Toolamba
- Undera

Specialist input was also received from single purpose workshops with Councillors, Council officers and Regional Development agencies.

A number of individual interviews were held with representatives of key statutory agencies. In addition to community engagement, the preparation of the strategy involved detailed research and investigation of the main issues.

Current and emerging issues are considered, ranging from global issues such as world economics, global warming, energy sources and population migration.

Domestic issues are considered, including changes to the horticultural and dairy industries, potential for new rural enterprises, water distribution, the highway bypass, changes to road and rail freight patterns, and community development and settlement patterns.

This report also provides a profile of the city and the forecast population projections.

The key land use and development principles that together form the basis of a functioning city are:

- People (Demographic Profile)
- Settlement and Housing
- Community Life
- Environment
- Economic development
- Infrastructure

This grouping generally reflects the land use and development principles embodied in State and local documents including the Victorian Planning Provisions (VPPs), the Greater Shepparton City Council Plan and Melbourne 2030.

Attachment 1 contains a complete list of topics, a key direction for each topic, and a list of themes within each topic, that together comprise the policy coverage of *Greater Shepparton 2030*.

There is a background and analysis report for each of the above topics. This grouping is for ease of description of related sub-topics and for implementation by various public and private agencies. It is recognised that, in practice, these principles are intrinsically interrelated in a holistic view of the municipality.

Greater Shepparton 2030 contains objectives, strategies, and implementation suggestions for each of these topics. These were derived from a set of overarching sustainability principles, which have also driven Greater Shepparton's Council Plan.

In addition, some of the topics will contain framework plans. A framework plan will spatially map the preferred form of future use and development.

In line with the sustainability outcomes sought for the long term, the plan will contain triple bottom line assessments of opportunities and challenges for land use planning, social planning and economic analysis. This analysis will identify priority projects which will be included in *Greater Shepparton 2030: In Summary*, a summary document for the Greater Shepparton City Council.

The outputs of this Strategy will consist of a number of corporate and strategic planning documents for the municipality, including the Municipal Strategic Statement. The implementation of the Actions listed in the Strategy Plan will be undertaken in the context of the constraints of the Strategic Resources Plan as contained in the Council Plan 2004-2008.

The total package of documents comprising the *Greater Shepparton 2030* is shown in Figure 1.

GREATER SHEPPARTON 2030

THE COMPONENTS OF GREATER SHEPPARTON 2030

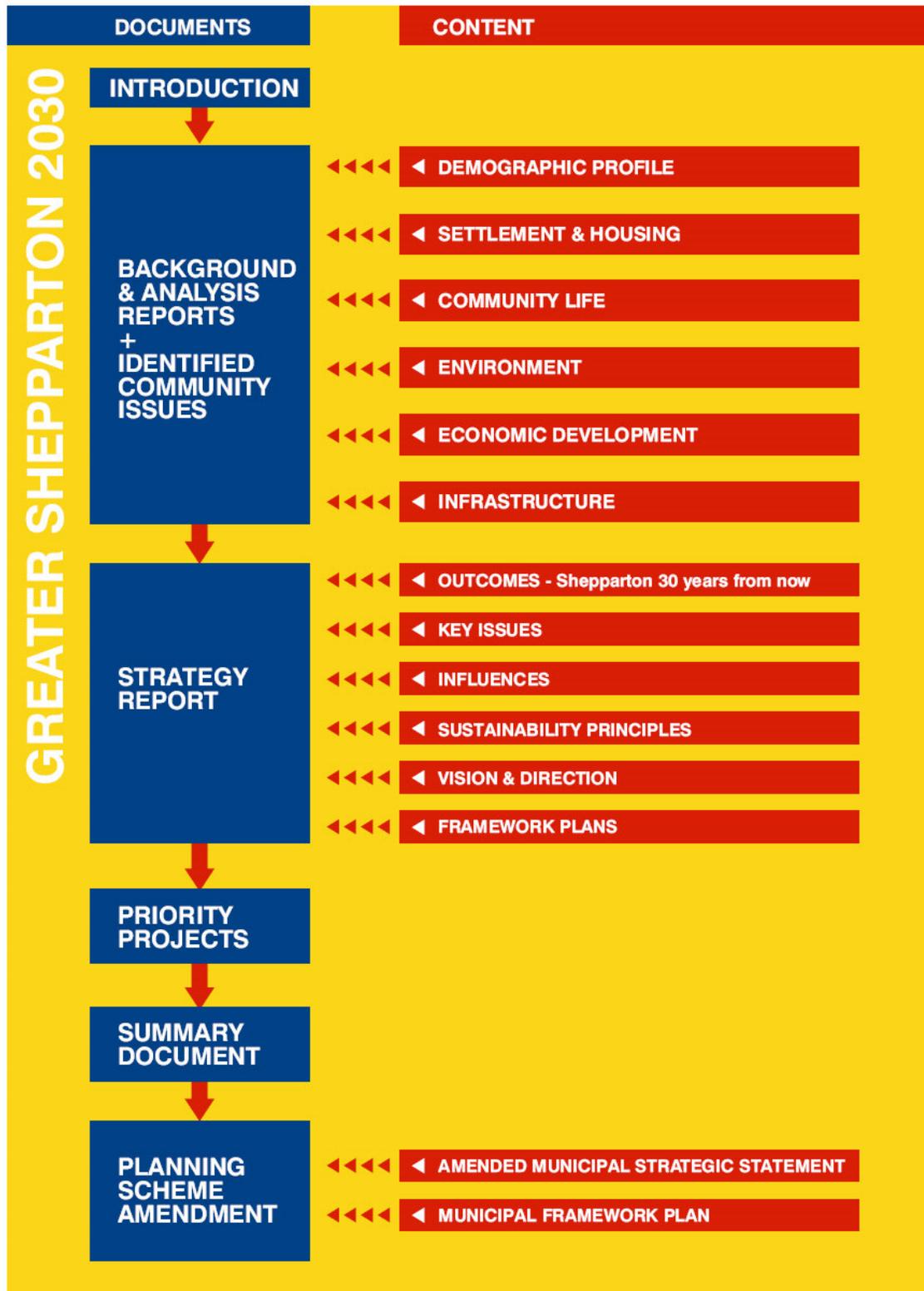


Figure 1: The Components of Greater Shepparton 2030

1.2 This Report – Demographic Profile

Greater Shepparton is situated in the heart of the Goulburn Valley in north central Victoria. The municipality covers around 2,422 square kilometres, and in 2004 had an estimated resident population of 60,403 people according to *Victoria in Future 2004* published by the Department of Sustainability and Environment.

Regarded as 'The Food Bowl of Australia', the wider Goulburn Valley region generates approximately 25% of Victoria's agricultural production. Greater Shepparton is characterised by a mix of urban and rural environments. The main population centres are Shepparton, Mooroopna, Tatura and Murchison.

Greater Shepparton has a significant indigenous community, reflective of the original settlement of the area. It also has an increasingly multi-cultural resident population with many eastern and southern Europeans settling in the region after World War II. Attracted by the temperate climate and fertile soils, these migrant communities established fruit and vegetable orchards. Over the last two decades, the majority of migrants to the region have come from the United Kingdom, New Zealand and the Netherlands. More recent migrants include people from the Middle Eastern countries who have settled within the municipality and Goulburn Valley region.

1.3 Structure of This Report

This report is divided into 8 sections:

Section 1 contains an introduction to the strategy plan, and a list of sustainability principles.

Section 2 contains population profiles of Greater Shepparton including age distribution, household sizes and income levels.

Section 3 contains labour force profiles including unemployment rates, industries of employment and journey to work patterns.

Section 4 contains a housing profile.

Section 5 contains detailed demographic profiles of the major townships, covering population, age distribution, income, place of birth and dwelling types.

Section 6 provides a commentary on the influences on the future composition of the population.

Section 7 contains ABS population and age distribution forecasts for the municipality to 2031.

Section 8 provides two growth rate scenarios and the implications for the areas of land designated for growth.

1.4 Sustainability Principles

There is widespread agreement that solving global problems means the adoption of policies and programmes that lead to sustainable development. Sustainable development is development that meets the needs of the present generation without compromising the ability of future generation to meet their needs.

Sustainability is not just an environmental consideration it has economic, social and environmental development perspectives and relevance.

The recently released statement of metropolitan planning policy – Melbourne 2030, has advanced a suite of principles as fundamental platforms to the attainment of sustainable development.

These principles, which start with sustainable practice, are equally applicable and relevant to the development of Greater Shepparton and are adopted as principles underpinning the strategy plan.

Principle	Outcome
Sustainability:	Sustainable economic, social and environmental development
Innovation:	Commitment to finding new solutions
Partnership and Inclusiveness:	Collaboration with others and considerations of their needs and aspirations
Leadership:	Leadership and encouragement of/in others
Equity:	Fairer access to benefits of growth and change
Adaptability:	Planning to change and being adaptable when faced with it
Integrated Planning:	Planning and implementation of actions undertaken through an integrated planning process

2 Population Profiles

Population growth is often used as an indicator of the economic well being of a region. A healthy economy is able to retain and sustain existing residents whilst also attracting new residents to the region. For regional areas, this is particularly important because of the trend of rural to urban migration which has led to declining populations in many rural areas. Conversely, population growth stimulates the economy through increased demand for goods and services.

As at 30 June 2004, Greater Shepparton had an estimated resident population of 60,403 people. Along with most major regional Victoria cities, Greater Shepparton is predicted to grow strongly in both population and households over the 30 year projection period from 2001 to 2031. Growth is predicted to be above the Victorian average in all age groups, although the largest net increases will be in the older age ranges (*Victoria in Future 2004*, DSE 2004).

This chapter presents an examination of population trends in Greater Shepparton based on the 2001 Census of Population and Housing by the Australian Bureau of Statistics (ABS) and according to the three component statistical local areas (SLAs):

- Greater Shepparton Part A – Shepparton & Mooroopna urban centres
- Greater Shepparton Part B – East
- Greater Shepparton Part B – West

These SLA areas are shown in Attachment 2.

The chapter also provides information on the age profile of the population, average household sizes, population forecasts and income levels. Gaining an overall understanding of Greater Shepparton's population, both now and in the future, forms a basis for planning of housing developments, infrastructure, education and health services for the community.

2.1 Population Levels

Whilst the overall estimated resident population of the municipality has been updated since the previous Census, data based on the estimates by the ABS, as presented in the Regional Population Growth series (ref: 3218.0, 2001 – 2002) have been analysed for trends. The key observations from Table 1 are:

- In 2002 the majority of the population (77%) is concentrated in the Greater Shepparton C - Part A district; this includes the urban centres of Shepparton and Mooroopna. The eastern part of the municipality Greater Shepparton C – Part B comprises 7% of the population, whilst the western part is home to 16% of the population
- From 1996 to 2002, population levels of Greater Shepparton have been growing at a higher rate than regional Victoria and Victoria. Over this period, the average annual growth rate (aagr) for the municipality was 1.4%, compared to 0.9% for Regional Victoria, and 1.1% for Victoria as a whole
- Greater Shepparton C – Part A has experienced the strongest growth in population with an average annual growth rate of 1.8% over the 1996 – 2002 period, which is equivalent to an additional 4,570 residents. This was considerably higher than average annual growth rates for the western and eastern parts of the municipality

Table 1: Population Level and Growth, 1996-2002

	Gr Shepp C -Part A	Gr Shepp C -Part B East	Gr Shepp C -Part B West	Gr Shepp Total	Regional Victoria	Victoria	
Population Levels							
1996	41,140	4,190	8,850	54,180	1,276,880	4,560,160	
2001	44,880	4,090	9,190	58,160	1,333,100	4,804,730	
2002	45,710	4,090	9,220	59,020	1,348,440	4,872,540	
Population Growth							
1996 - 2002	persons pa	760	-20	60	810	11,930	52,060
	aagr	1.8%	-0.4%	0.7%	1.4%	0.9%	1.1%
2001-2002	persons pa	830	0	30	860	15,340	67,810
	aagr	1.8%	0.0%	0.3%	1.5%	1.2%	1.4%

Source: ABS, Regional Population Growth

Table 2 shows the population levels of the main urban centres in Greater Shepparton and the rate of population growth that the townships have experienced from 1996 to 2001. As expected, the Shepparton urban area (which does not equate to Greater Shepparton C – Part A) has had very high population growth (2.2% pa), and the townships of Dookie and Tatura have also experienced relatively high population growth compared to averages of Regional Victoria.

Table 2: Population Levels and Growth Rates for Towns in Greater Shepparton 1996/2001

	Census Population 1996	Census Population 2001	Average Annual Growth Rate 1996 - 2001
Shepparton	26,260	30,890	2.2%
Mooroopna	6,710	7,347	1.2%
Dookie	240	272	1.8%
Merrigum	470	493	0.7%
Murchison	700	707	0.1%
Tatura	2,880	3,162	1.3%

source: ABS census of Population and Housing, 1996 and 2001

In conclusion, although based on slightly different data and geographical areas, Table 1 and Table 2 illustrate that:

- population growth for Greater Shepparton since 1996 has been stronger than average for regional Victoria
- strongest population growth has occurred in urban centres, particularly in Shepparton
- population levels in some rural areas have declined; the trend of declining rural populations is in line with state and nation-wide trends.

2.2 Age Distribution

According to the 2001 *ABS Census for Population and Housing*, the age profile of Greater Shepparton is similar to the age profile of Regional Victoria and Victoria overall.

Table 3: Age Distribution 1991-2001

	Greater Shepparton		Regional Victoria		Victoria	
	1991	2001	1991	2001	1991	2001
0-14	25.2%	23.6%	24.2%	22.3%	22.1%	20.5%
15-24	15.6%	12.4%	15.4%	12.6%	16.2%	13.7%
25-39	23.2%	20.8%	22.5%	19.4%	24.1%	22.7%
40-59	21.7%	27.4%	21.5%	27.0%	22.4%	26.3%
60+	14.4%	15.7%	16.4%	18.8%	15.2%	16.8%
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: *ABS Census of Population and Housing, 1991 and 2001*

The key observations from Table 3 are:

- In 2001 Greater Shepparton has relatively high proportion of young people (23.6% in the 0-14 age group), compared to Regional Victoria and Victoria
- In 2001 Greater Shepparton has a relatively smaller elderly population (15.7% in the 60+ age group) than Regional Victoria (18.8%) and Victoria (16.8%)

In comparing figures between the 1991 and 2001 Census for Greater Shepparton, the most significant change has been the increasing proportion of people aged between 40 and 59 years. In 1991, 21.7% of the population was aged between 40 and 59 years. In 2001, this age bracket comprised 27.4% of the population. This trend is mirrored across Regional Victoria and Victoria, and can be attributed to the ageing of the “baby boomers”. Over the next 20 years, Greater Shepparton is expected to experience an ageing population, which is likely to have significant implications for the delivery of health and community services. In response to the changing age demographics of the population, Greater Shepparton will have to continue to promote itself as an attractive location for first and second home buyers.

2.3 Household Size

Household size data often complements information about the age demographics of a population. In 2001, the average household size for Greater Shepparton was 2.7 people, similar to that for Regional Victoria (2.6 persons per household) and Victoria (2.7 pph). These figures are presented in Table 4.

Table 4: Mean Household Size 1991-2001

	1991	2001
Gr. Shepparton (C) - Pt A	2.8	2.6
Gr. Shepparton (C) - Pt B East	3.1	2.9
Gr. Shepparton (C) - Pt B West	3.0	2.7
Greater Shepparton Total	2.9	2.7
Regional Victoria	2.5	2.6
Victoria	2.3	2.7

Source: 1991 and 2001 ABS Census for Population and Housing

In 1991 the average household size in Greater Shepparton was 2.9 people. These figures show that there has been a decline in average household size, and this reflects wider societal and household formation trends. Declining household size will drive increases in households at a faster rate than the increase in total population and the implication of the trend is that there is a need to provide for new housing developments at a rate greater than shown population trends.

2.4 Income Levels

Data from the ABS Census for 2001 shows that households in Greater Shepparton have a higher median weekly income than Regional Victoria. In 2001, the median weekly household income for Greater Shepparton was \$700 - \$799, compared to \$600 - \$699 for Regional Victoria. This data is presented in Table 5.

Table 5: Household Income Indicator 2001

	Gr. Shepparton Part A	Gr. Shepparton Part B - East	Gr. Shepparton Part B - West	Gr Shepparton Total	Regional Victoria	Victoria
Median weekly Household income	\$600 - \$699	\$800 - \$999	\$700 - \$799	\$700 - \$799	\$600 - \$699	\$800 - \$999
Average per capita income Income	\$23,500	\$24,500	\$25,300	\$23,900	\$22,900	\$26,300

Source: ABS Census for Population and Housing, 2001

Differences in incomes across the study area are likely to be a reflection of a number of factors, namely; the economic activities in each local area, the returns to agriculture, locations of major employers, and other trends such as land and housing values.

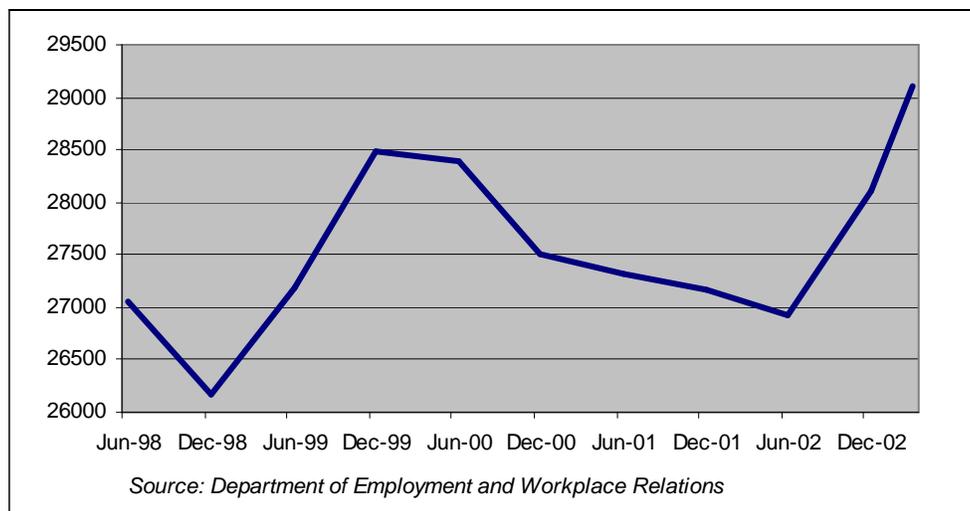
3 Labour Force and Employment

This chapter presents a summary of trends in the size of the labour force in Greater Shepparton and trends in the unemployment rate. The chapter also includes a description of the industry structure of employed residents, and details journey to work patterns.

3.1 Size of the Labour Force

Similar to population trends, the labour force provides a good indicator of the economic health of a region. When the economy is strong and the unemployment rate is low, the labour force tends to increase. This can be attributed to non labour force residents joining the labour force because of increased confidence in finding employment, or people migrating to the region in search of employment.

Figure 2: Labour Force for Greater Shepparton, June 1998 – December 2002



The Department of Employment and Workplace Relations (DEWR) publishes quarterly reports of labour force size and unemployment levels at a Statistical Local Area level. According to the March 2003 report, Greater Shepparton had a resident labour force of 29,100 people. The key observations from the report are:

- Over the five years between 1998 to 2003 the size of the labour force fluctuated, but overall, the size of the labour force increased
- Over the 12 month period from March 2002 to March 2003, Greater Shepparton experienced considerable growth in its labour force with an additional 1,820 people either employed or seeking employment.
- From March 2002 to March 2003 the average growth rate across the municipality was 6.5% per annum. This growth rate is considerably higher than averages for Regional Victoria (1.4%) and Victoria (2.0%)
- From March 2002 to March 2003 growth of the labour force was highest in Greater Shepparton C - Part A, with an additional 1,660 people joining the labour force (or 7.9% pa). It is assumed that the majority of this growth was concentrated in Shepparton and Mooroopna
- From March 2002 to March 2003 labour force growth rates for Greater Shepparton East and West were 0.7% and 3.3% respectively.

3.2 Unemployment Rates

Greater Shepparton had 1,879 people actively seeking employment which represents an unemployment rate of 6.5% (DEWR, March 2003). This is higher than the unemployment averages for Regional Victoria and Victoria at 5.9% and 5.7% respectively. Figure 3 shows that the unemployment rate fluctuated from June 1998 to June 2000 and since then has been steadily declining and converging to similar rates as Regional Victoria and Victoria.

Figure 3: Unemployment Rate

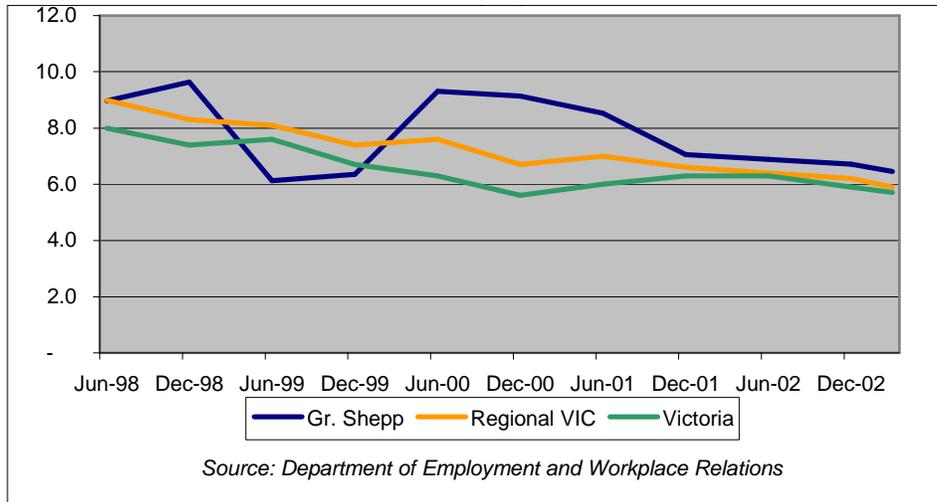


Table 6 shows the unemployment levels and rates across the three SLAs, for the period from June 1998 to March 2003. Over this period, Greater Shepparton Part A has a consistently higher rate of unemployment than the other two SLAs. This is normal, as large urban centres (eg Shepparton and Mooroopna) are more likely to experience higher unemployment levels than smaller townships. This is due to people, who are looking for work, migrating to the area because of increased employment opportunities associated with larger economies and also a higher provision of community job search facilities such as Centrelink.

Table 6: Unemployment Levels and Rates within Greater Shepparton 1998-2003

	Gr. Shepp - Part A		Gr. Shepp - Part B East		Gr. Shepp - Part B West		Gr. Shepparton	
	No.	%	No.	%	No.	%	No.	%
Jun-98	2,063	10	77	3.5	288	6.8	2,428	9.0
Dec-98	2,115	10.6	79	3.7	328	8	2,521	9.6
Jun-99	1,430	6.9	49	2.2	187	4.4	1,666	6.1
Dec-99	1,541	7.1	62	2.7	205	4.6	1,809	6.4
Jun-00	2,272	10.5	74	3.2	298	6.7	2,644	9.3
Dec-00	2,160	10.3	69	3.1	284	6.6	2,514	9.1
Jun-01	1,999	9.6	71	3.2	261	6.1	2,331	8.5
Dec-01	1,636	7.9	64	2.9	217	5.1	1,917	7.1
Jun-02	1,580	7.7	59	2.7	215	5.1	1,854	6.9
Dec-02	1,609	7.6	65	2.7	213	4.7	1,887	6.7
Mar-03	1,615	7.3	63	2.6	201	4.4	1,879	6.5

Source: Department of Employment, Workplace Relations and Small Business, Small Area Labour Markets Quarterly Reports

In comparing unemployment trends within the municipality the key difference include:

- Greater Shepparton Part A has a considerably higher unemployment rate than Greater Shepparton Part B East and Part B West. In March 2003, there were 1,615 people unemployed who lived in Greater Shepparton Part A, or 7.3% of the resident labour force.
- From June 1998 to March 2003, the average unemployment rate for Greater Shepparton Part A was 8.7%, whilst for Greater Shepparton Part B East and Part B West it was 3.3% and 5.7% respectively
- From June 2000 to June 2001, unemployment rates within each of the three SLAs increased. This corresponds with an overall uneasiness in the State and National economies because of September 11, collapse of Ansett and increasing world oil prices. The increase in unemployment also corresponds with a decrease in the labour force, indicating that either people moved out of the municipality to find employment elsewhere, or became discouraged and stopped looking for work.

Table 6 provides an examination of the geographical location of unemployment within Greater Shepparton, and although useful, in order to implement effective and targeted employment strategies a more comprehensive examination of unemployment is required. This could include an analysis of youth unemployment, hidden unemployment, underemployment and unemployment amongst minority and indigenous populations.

3.3 Industries of Employment for Resident Labour Force

Greater Shepparton's resident labour force is predominantly employed in the agricultural and manufacturing sectors, retail trade, and health and community services. Compared to averages for Regional Victoria, Greater Shepparton has a proportionately higher share of workers in agriculture, manufacturing, transport and storage, and retail trade.

Table 7: Residential Labour Force by Industry: 2001

	Gr. Shepp Part A (%)	Gr. Shepp Part B - East (%)	Gr. Shepp Part B - West (%)	Gr. Shepp (%)	Regional Vic (%)	Victoria (%)
Agric, Forestry and Fishing	6.6%	32.5%	30.5%	12.5%	11.2%	3.5%
Mining	0.1%	0.2%	0.1%	0.1%	0.4%	0.2%
Manufacturing	16.5%	10.3%	14.9%	15.7%	13.4%	15.3%
Elect, Gas and Water	1.3%	0.8%	2.6%	1.4%	1.1%	0.6%
Construction	6.3%	5.4%	4.3%	5.9%	6.7%	6.6%
Wholesale Trade	5.9%	5.4%	5.0%	5.7%	4.4%	5.6%
Retail Trade	18.7%	11.3%	10.5%	16.8%	15.3%	14.8%
Accomm, Cafes and Rest.	3.5%	1.9%	2.6%	3.3%	4.9%	4.3%
Transport and Storage	4.1%	3.5%	2.7%	3.8%	3.5%	3.8%
Communication Services	1.2%	1.1%	0.7%	1.1%	1.3%	2.0%
Finance and Insurance	2.5%	1.1%	1.0%	2.1%	2.0%	3.9%
Property and Bus. Services	6.8%	5.2%	5.4%	6.4%	6.6%	11.4%
Govt Admin and Defence	2.1%	1.7%	1.1%	1.9%	3.3%	3.0%
Education	6.8%	7.0%	4.6%	6.5%	7.5%	7.1%
Health and Comm. Services	11.0%	9.4%	7.7%	10.4%	10.8%	9.7%
Cultural and Rec. Services	1.4%	0.4%	1.2%	1.3%	2.0%	2.6%
Personal and Other Services	3.1%	1.7%	2.9%	3.0%	3.4%	3.3%
Not Classified	0.6%	0.0%	0.3%	0.5%	0.5%	0.6%
Not Stated	1.6%	1.5%	2.0%	1.6%	1.8%	1.8%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

source: ABS Census of Population and Housing, 2001

Table 7 shows the distribution of Greater Shepparton's resident workforce by industry type. However, these figures do not imply that the labour force is necessarily employed in jobs that are located in the municipality.

In comparing districts within the municipality key observations are:

- In Greater Shepparton Part B East and Part B West over 30% of the labour force is employed in the agriculture sector, whereas in Greater Shepparton Part A only 6.6% of the population is employed in this sector
- Detailed data from townships shows that in Shepparton and Mooroopna, Tatura and Merrigum a significant proportion of the labour force is employed in the manufacturing industry (21.4%, 17.3%, 24.5% respectively)
- In Shepparton and Mooroopna over 11% of the labour force works in health and community services. This confirms the importance of Shepparton as a leading provider of health services in the municipality and in the region
- In Greater Shepparton Part A the higher proportion of the labour force employed in the retailing (18.7%) shows the concentration of retail facilities in Shepparton and Mooroopna.

3.4 Journey to Work Patterns

Journey to work figures can be used to show the locations of jobs held by residents in Greater Shepparton. Table 8 provides an indication of commuting patterns, both within the municipality and to neighbouring regions. The data indicates that Greater Shepparton is able to provide employment for the majority (95%) of its resident labour force. This is partly due to its strong and diverse economy and the importance of Shepparton City as a source of employment for the region.

The majority of people (93.5%) who live in Greater Shepparton Part A also work there, whilst in Greater Shepparton Part B East and Part B West, over 30% of workers commute to Greater Shepparton Part A for work. This shows the important economic role of the Shepparton and Mooroopna urban centres. It also shows that people are choosing to live in smaller towns as an attractive and affordable lifestyle choice, and commute into Shepparton and Mooroopna for work.

Table 8: Journey to Work 2001

Destination :	origin:			
	Gr Shepp Part A	Gr Shepp Part B - East	Gr Shepp Part B - West	Greater Shepparton
Total Loddon	20	10	0	30
Campaspe (S) - Kyabram	170	10	270	450
Gr. Shepparton (C) - Pt A	15,350	1,050	970	17,370
Gr. Shepparton (C) - Pt B East	190	680	0	870
Gr. Shepparton (C) - Pt B West	880	40	2,170	3,090
Moirā (S) - West	210	60	0	270
other	210	60	120	390
Total Goulburn	17,010	1,900	3,540	22,450
Wangaratta Central	20	0	0	20
Other	10	0	0	10
Total Ovens-Murray	30	0	0	30
Total Mallee	10	3	3	16
% labour force employed w ithin district of residence	93.5%	38.5%	69.1%	94.8%
% of labour force employed w ithin Gr Shepparton	96.3%	93.0%	88.7%	94.8%

Source: ABS Census for Population and Housing, 2001

4 Housing Profile

The typical house type in the municipality is a detached house (90%) on a large lot. Only 4.3% of the stock comprises flats or units.

House prices in the Greater Shepparton area are amongst the highest in regional Victoria outside of the Bellarine Peninsula and the Surf Coast.

Table 9: Review of Median Prices for Residential Land, Greater Shepparton

Accommodation type	Median price in \$
House	\$192,000
Unit/ apartment	\$169,000
Vacant block	\$ 87,000
Number of house sales	765

Source: "Know Your Town" DSE, 2004

The municipality also has relatively high proportions of publicly rented housing (5.2%) and privately rented housing (20.4%) compared to the regional Victoria average (3.9% and 16.6% respectively).

The largest concentration of public housing is at Parkside Estate, Shepparton and the neighbouring areas.

5 Town Profiles

This chapter provides summary demographic profiles for each of the main towns in Greater Shepparton. These towns include: Shepparton (city/urban area), Mooroopna, Tatura, Murchison, Merrigum and Dookie. Comparison statistics for Regional Victoria and Victoria are also provided. The information contained in these profiles was obtained from the 2001 ABS Census of Population and Housing.

5.1 Shepparton

Table 10: Demographic Features: Shepparton city/urban area

	Shepparton City	Regional Victoria	Victoria
<u>Population Indicators</u>			
Census Population Count in 2001	30,890	1,358,650	4,872,540
Average population growth rate pa 1996 - 2001	2.2%	1.0%	1.3%
<u>Income Indicators</u>			
Average Per Capita Income (\$)	23,700	22,900	26,300
Individual Income - % of persons earning \$800+ a week	13.8%	13.6%	18.8%
Average household size	2.7	2.6	2.7
<u>Age Distribution</u>			
0-14	23.5%	22.3%	20.5%
15-24	13.2%	12.6%	13.7%
25-39	21.7%	19.4%	22.7%
40-59	25.7%	27.0%	26.3%
60+	15.9%	18.8%	16.8%
<u>Place of Birth</u>			
Australia	84.2%	84.6%	70.6%
Major English Speaking Countries Born	3.1%	4.9%	6.6%
Other OS Born	12.7%	10.4%	22.9%
<u>Dwellings</u>			
% of Occupied Dwellings	93.0%	85.7%	90.4%
% of Unoccupied Dwellings	7.0%	14.3%	9.6%
<u>Dwelling Type</u>			
% of detached dwellings	85.5%	88.9%	78.6%
% of semi detached dwellings	4.8%	3.3%	8.4%
% of units/apartments	6.9%	5.9%	12.0%
% of other dwellings	2.8%	1.9%	1.1%

Source: ABS Census of Population and Housing, 2001

The key features to note about the population of Shepparton:

- From 1996 to 2003 Shepparton has experienced higher population growth rates than other urban centres in the municipality, and higher than averages for Regional Victoria and Victoria.
- Shepparton has a relatively young population and high proportion of people of working age
- Shepparton is a multicultural city. It has a higher proportion of residents who were born overseas when compared to Regional Victoria
- The average household size in Shepparton is higher than the average for Regional Victoria and Victoria
- Per capita income levels are higher than the average for Regional Victoria
- The proportion of unoccupied dwellings is considerably less in Shepparton than averages for Regional Victoria. This indicates a strong housing market, and also could reflect the location of holiday homes in other parts of Victoria
- The proportion of semi detached dwellings and units/apartments are higher than for Regional Victoria, which reflects Shepparton's status as a regional centre offering a range of housing types

5.2 Mooroopna

Table 11: Demographic Features: Mooroopna

	Mooroopna	Regional Victoria	Victoria
<u>Population Indicators</u>			
Census Population Count in 2001	7,347	1,358,650	4,872,540
Average population growth rate pa 1996 - 2001	1.2%	0.96%	1.25%
<u>Income Indicators</u>			
Average Per Capita Income (\$)	22,200	22,900	26,300
Individual Income - % of persons earning \$800+ a week	11.5%	13.6%	18.8%
Average household size	2.59	2.62	2.68
<u>Age Distribution</u>			
0-14	23.8%	22.3%	20.5%
15-24	13.7%	12.6%	13.7%
25-39	22.9%	19.4%	22.7%
40-59	24.4%	27.0%	26.3%
60+	15.2%	18.8%	16.8%
<u>Place of Birth</u>			
Australia	88.0%	84.6%	70.6%
Major English Speaking Countries Born	3.1%	4.9%	6.6%
Other OS Born	8.9%	10.4%	22.9%
<u>Dwellings</u>			
% of Occupied Dwellings	95.1%	85.7%	90.4%
% of Unoccupied Dwellings	4.9%	14.3%	9.6%
<u>Dwelling Type</u>			
% of detached dwellings	81.6%	88.9%	78.6%
% of semi detached dwellings	14.6%	3.3%	8.4%
% of units/apartments	1.3%	5.9%	12.0%
% of other dwellings	2.5%	1.9%	1.1%

Source: ABS Census of Population and Housing, 2001

The key features to note about the population of Mooroopna:

- Average population growth in Mooroopna over the 1996-2001 period has been 1.2%pa which is higher than the average for Regional Victoria (0.96%), but lower than the average for Shepparton (2.2%)
- Mooroopna has a relatively young population and relatively high proportion of people of working age
- Mooroopna has lower income levels than in Shepparton and when compared with Regional Victoria and Victorian averages. Only 11.5% of the population earn more than \$800 per week
- Mooroopna has a smaller average household size than in Shepparton
- The proportion of unoccupied dwellings is considerably lower than in Shepparton and Regional Victoria.

5.3 Tatura

Table 12: Demographic Features: Tatura

	Tatura	Regional Victoria	Victoria
Population Indicators			
Census Population Count in 2001	3,162	1,358,650	4,872,540
Average population growth rate pa 1996 - 2001	1.3%	0.96%	1.25%
Income Indicators			
Average Per Capita Income (\$)	23,100	22,900	26,300
Individual Income - % of persons earning \$800+ a week	13.9%	13.6%	18.8%
Average household size	2.58	2.62	2.68
Age Distribution			
0-14	21.8%	22.3%	20.5%
15-24	12.0%	12.6%	13.7%
25-39	20.8%	19.4%	22.7%
40-59	23.6%	27.0%	26.3%
60+	21.7%	18.8%	16.8%
Place of Birth			
Australia	82.2%	84.6%	70.6%
Major English Speaking Countries Born	3.3%	4.9%	6.6%
Other OS Born	14.6%	10.4%	22.9%
Dwellings			
% of Occupied Dwellings	89.6%	85.7%	90.4%
% of Unoccupied Dwellings	10.4%	14.3%	9.6%
Dwelling Type			
% of detached dwellings	85.8%	88.9%	78.6%
% of semi detached dwellings	3.1%	3.3%	8.4%
% of units/apartments	9.6%	5.9%	12.0%
% of other dwellings	1.5%	1.9%	1.1%

Source: ABS Census of Population and Housing, 2001

The key features to note about the population of Tatura:

- Population growth rates in Tatura from 1996 – 2001 have been higher than the average for Regional Victoria
- Tatura residents have similar per capita incomes to residents from Shepparton
- In Tatura there is a higher proportion of elderly people (21.7%) than in Shepparton (15.9%) and Mooroopna (15.2%)
- The resident population is multi-cultural with approximately 17% of the population being born overseas
- Tatura's average household size (2.58 persons) is smaller than average household sizes for Regional Victoria (2.62 persons) and Victoria (2.68 persons). This could be attributed to the higher proportion of elderly residents who live in the town who are more likely to live alone or in couples
- Proportion of unoccupied dwellings is considerably higher than Shepparton City and Mooroopna, but lower than average for Regional Victoria

5.4 Murchison

Table 13: Demographic Features: Murchison

	Murchison	Regional Victoria	Victoria
<u>Population Indicators</u>			
Census Population Count in 2001	707	1,358,650	4,872,540
Average population growth rate pa 1996 - 2001	0.1%	0.96%	1.25%
<u>Income Indicators</u>			
Average Per Capita Income (\$)	19,600	22,900	26,300
Individual Income - % of persons earning \$800+ a week	6.7%	13.6%	18.8%
Average household size	2.36	2.62	2.68
<u>Age Distribution</u>			
0-14	19.5%	22.3%	20.5%
15-24	9.4%	12.6%	13.7%
25-39	15.2%	19.4%	22.7%
40-59	25.3%	27.0%	26.3%
60+	30.6%	18.8%	16.8%
<u>Place of Birth</u>			
Australia	84.4%	84.6%	70.6%
Major English Speaking Countries Born	5.0%	4.9%	6.6%
Other OS Born	10.6%	10.4%	22.9%
<u>Dwellings</u>			
% of Occupied Dwellings	90.9%	85.7%	90.4%
% of Unoccupied Dwellings	9.1%	14.3%	9.6%
<u>Dwelling Type</u>			
% of detached dwellings	87.5%	88.9%	78.6%
% of semi detached dwellings	0.0%	3.3%	8.4%
% of units/apartments	6.4%	5.9%	12.0%
% of other dwellings	6.1%	1.9%	1.1%

Source: ABS Census of Population and Housing, 2001

The key features to note about the population of Murchison:

- From 1996 to 2001, Murchison had considerably lower population growth rate (0.1%) than other urban centres in Greater Shepparton, for example Tatura (1.3%) and Merrigum (0.7%)
- Murchison has a lower average per capita income rate (\$19,600 per annum), compared with all other towns in Greater Shepparton and averages for Regional Victoria
- Murchison's average household size is smaller than other urban centres in Greater Shepparton
- There is a significantly large proportion of elderly people in the town
- The proportion of unoccupied dwellings is high

5.5 Merrigum

Table 14: Demographic Features: Merrigum

	Merrigum	Regional Victoria	Victoria
Population Indicators			
Census Population Count in 2001	493	1,358,650	4,872,540
Average population growth rate pa 1996 - 2001	0.7%	0.96%	1.25%
Income Indicators			
Average Per Capita Income (\$)	20,300	22,900	26,300
Individual Income - % of persons earning \$800+ a week	6.9%	13.6%	18.8%
Average household size	2.67	2.62	2.68
Age Distribution			
0-14	24.4%	22.3%	20.5%
15-24	13.2%	12.6%	13.7%
25-39	18.9%	19.4%	22.7%
40-59	27.3%	27.0%	26.3%
60+	16.1%	18.8%	16.8%
Place of Birth			
Australia	83.1%	84.6%	70.6%
Major English Speaking Countries Born	3.2%	4.9%	6.6%
Other OS Born	13.6%	10.4%	22.9%
Dwellings			
% of Occupied Dwellings	97.2%	85.7%	90.4%
% of Unoccupied Dwellings	2.8%	14.3%	9.6%
Dwelling Type			
% of detached dwellings	97.7%	88.9%	78.6%
% of semi detached dwellings	0.0%	3.3%	8.4%
% of units/apartments	0.0%	5.9%	12.0%
% of other dwellings	2.3%	1.9%	1.1%

Source: ABS Census of Population and Housing, 2001

The key features to note about the population of Merrigum:

- Over the 1996 – 2001 period, population growth has been relatively small compared with the average for Regional Victoria
- Low income levels
- A relatively young population with a high proportion of people aged under 15
- Proportion of unoccupied dwellings is very low

5.6 Dookie

Table 15: Demographic Features: Dookie

	Dookie	Regional Victoria	Victoria
<u>Population Indicators</u>			
Census Population Count in 2001	272	1,358,650	4,872,540
Average population growth rate pa 1996 - 2001	1.8%	0.96%	1.25%
<u>Income Indicators</u>			
Average Per Capita Income (\$)	24,000	22,900	26,300
Individual Income - % of persons earning \$800+ a week	16.3%	13.6%	18.8%
Average household size	2.56	2.62	2.68
<u>Age Distribution</u>			
0-14	23.2%	22.3%	20.5%
15-24	18.9%	12.6%	13.7%
25-39	14.2%	19.4%	22.7%
40-59	25.3%	27.0%	26.3%
60+	18.5%	18.8%	16.8%
<u>Place of Birth</u>			
Australia	90.0%	84.6%	70.6%
Major English Speaking Countries Born	2.4%	4.9%	6.6%
Other OS Born	7.6%	10.4%	22.9%
<u>Dwellings</u>			
% of Occupied Dwellings	91.6%	85.7%	90.4%
% of Unoccupied Dwellings	8.4%	14.3%	9.6%
<u>Dwelling Type</u>			
% of detached dwellings	96.9%	88.9%	78.6%
% of semi detached dwellings	0.0%	3.3%	8.4%
% of units/apartments	0.0%	5.9%	12.0%
% of other dwellings	3.1%	1.9%	1.1%

Source: ABS Census of Population and Housing, 2001

The key features to note about the population of Dookie:

- Higher per capita income than other urban centres within the municipality
- Population growth rate was stronger than the averages for Regional Victoria and Victoria
- High proportion of residents are of a working age

6 Influences on the Future Composition of Greater Shepparton

Section 7.0 of this report provides population projections for the municipality. However it is acknowledged that projections can be quickly outdated depending on a number of influences on population growth and composition. These issues may be global or national factors such as:

- The national immigration policy and the potential for immigration laws to become more restrictive, or expansive. Australia currently has a policy for accepting skilled migrants in a number of employment sectors. Australia is viewed as a politically stable country with growth prospects, relative to many countries that have developing or fluctuating economies and/or political uncertainty or persecution. Migrants will also be attracted to Australia if their ethnic community is already represented in the migrant population.
- International and regional trade agreements that will impact on the ability of Australia to grow food exports, which will influence the type and process of food production and distribution and the human skills required to provide this.
- A return to smaller communities and the perceptions of danger in larger cities. The global threats of terrorism and the perceived degeneration of living in highly populated large cities may create a shift to smaller more integrated communities, outside the State capitals. Towns may provide such a feeling of community empowerment and involvement.
- The cost of housing and education in major Australian cities may be a contributing factor to falling birth rates. Given that these costs are major components of a family's budget, the regional centres with their other lifestyle attraction may look competitive.
- The knowledge based global economy makes borders irrelevant in many instances. Together with access to reliable communication infrastructure, skilled people are more flexible and not linked to a fixed office/workplace.
- Innovations in high speed transport to remote regional areas will allow populations to live in small regional communities but retain access to the larger facilities and services in the capital cities.
- A longer healthier retirement will see many 'lifestyle' retirees making a "sea change" to areas with good local facilities, pleasant weather and opportunities for leisure and part time employment.

The publication "Regional Matters: An Atlas of Regional Victoria" (2003) has identified a number of themes that are likely to impact on rural and regional Victoria in the future.

These trends provide a benchmark against which to assess the City of Greater Shepparton. The issues identified are:

- Regional growth and population change in parts of Victoria
- Ageing
- The changing face of agriculture
- Declining household size
- Skills in the workforce

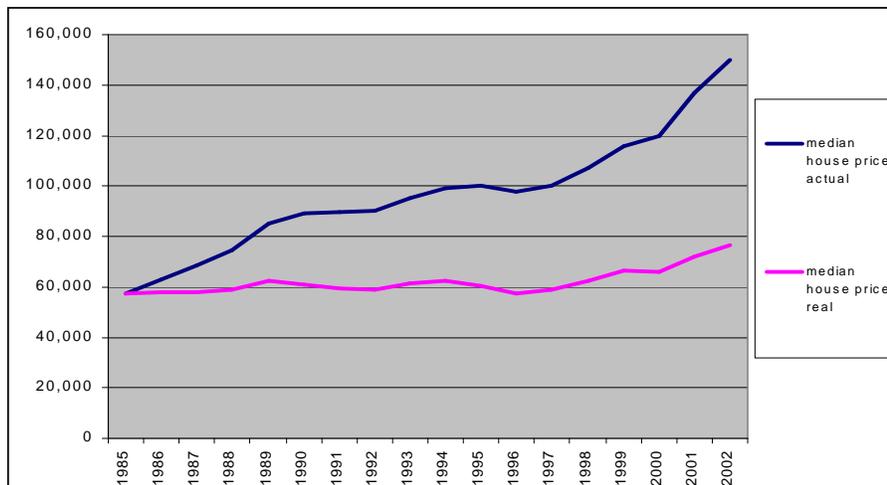
6.1 Regional Growth and Population Change

Greater Shepparton has not experienced the stagnation or population decline as much of rural and regional Victoria has over the last fifty years. Its population has consistently grown in the post war period, and its unemployment rate is lower than other major cities in Victoria outside of Melbourne.

This indicates that the municipality's economic base has been able to withstand events such as the restructuring of agriculture that started in the 1960s and changing mobility patterns, although there is no guarantee that this will continue.

This relative success is also reflected in median house prices for Greater Shepparton area which are in the first quartile of house prices in regional Victoria, and which have risen faster than inflation especially over the last four years.

Figure 4: Comparison of median house prices, Greater Shepparton, 1985 - 2002



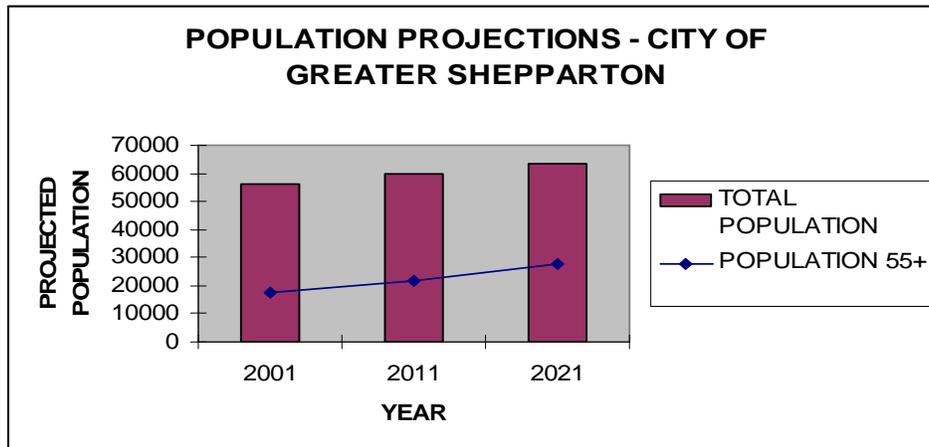
Whilst house prices are lower than other parts of Victoria, especially metropolitan Melbourne, this is an important potential advantage in terms of attracting new residents into the municipality when allied to the range of local services already provided.

6.2 Ageing

As with the majority of Victoria, it is clear that the Greater Shepparton population will continue to age. Based on DSE projections, it is indicated that the proportion of the population over the age of 55 years old will rise to close to 40% of the total population, more than twice the number of people of school age. Figure 5 over the page provides an indication of the projected proportion of the population aged over 55 years to 2021.

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Figure 5: Percentage of Greater Shepparton' population over the age of 55



An ageing population will result in increases in the level of demand for services, particularly in the fields of health care but also in education and recreational facilities.

It is reasonable to assume that there will also be increased levels of demand for more appropriate forms of housing, including independent living and lower maintenance housing, typically unit housing or smaller homes.

Currently 92.3% of households own cars. With an ageing population, a larger proportion of the population will rely on public transport provision or will wish to be located close to public services. When this cannot be provided, there are obvious social and physical problems associated with isolation.

An ageing population also brings a number of opportunities. These include an increase in employment in areas such as recreational and community services as well as opportunities for volunteering and employment for those who are seeking to work reduced hours or on a flexible basis.

6.3 Declining Household Size

Household sizes across Victoria have fallen since the 1960s and are expected to fall from their current rate of 2.8 persons per household to 2.7 per household by the year 2021. Household size for Greater Shepparton is also estimated to be 2.7 persons per household which is slightly higher than the projection for Regional Victoria of 2.6 persons per household (refer Section 2.3 of this report).

In combination with an ageing population, it is reasonable to assume there will be increased demand for forms of housing that are more appropriate for smaller and older households including more unit development and smaller dwellings.

However, this needs to be balanced against a perceived preference for the traditional detached lot as reflected in current housing preferences.

6.4 The Changing Face of Agriculture

Greater Shepparton along with other municipalities along the Goulburn and Murray Rivers has seen an increase in agriculture related employment over the last twenty years¹ supported by irrigation and a growth in export markets. This has seen an increase in participation in agriculture, particularly in dairy farming. Nonetheless, the average age of farmers has increased.

6.5 Skills in the Workforce

Traditionally the strengths of the local economy of Greater Shepparton have been in the “brawn” sectors such as agriculture and manufacturing.

Figure 6: Proportion of population in agriculture or manufacturing related jobs

Employment by industry	Greater Shepparton (%)	Regional Victoria (%)
Agriculture, forestry & fishing	12.5	11.2
Manufacturing	15.7	13.4

It is reasonable to assume that numbers employed in both areas will decline for a number of reasons.

It is also reasonable to assume that there will be a substantial amount of restructuring in the workforce linked to an ageing population.

Current evidence of a shortage of key professionals in areas across a range of industries is likely to be exacerbated. The review of the age structure previously in this report gives testimony to a “brain drain” of young people who leave the municipality to be educated and not return.

If it is to avoid a mismatch in jobs sought and skills available, Council and other stakeholders will need to implement a range of strategies to help move from a “brawn” economy to a “brain” economy, and address the brain drain of young people from the municipality.

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¹ Regional Mattes: An Atlas of Regional Victoria” , DSE p23

7 Projections

7.1 Population Forecasts 2002-2030

Population forecasts are produced by the Department of Sustainability and Environment (DSE). In 2004 population forecasts were released based on the 2001 ABS Census for Population and Housing with assumptions and trends as determined by DSE.

Table 16: Population Forecasts, 2002-2030

		Greater Shepparton Part A	Greater Shepparton Part B East	Greater Shepparton Part B West	Greater Shepparton Total	Regional Victoria	Victoria
Population Levels							
2002		45,591	4,079	9,199	58,869	1,345,070	4,857,228
2003		46,306	4,080	9,214	59,600	1,357,986	4,917,394
2006		48,534	4,057	9,435	62,026	1,395,947	5,077,209
2011		52,253	3,992	9,777	66,022	1,456,657	5,331,614
2016		55,954	3,902	10,097	69,953	1,515,073	5,574,755
2021		59,721	3,805	10,421	73,947	1,574,404	5,810,560
2030		66,039	3,648	11,031	80,718	1,677,037	6,189,345
Population Growth							
2002-2003	persons pa	715	1	15	731	12,916	60,166
	aagr	1.5%	0%	0.2%	1.3%	1.0%	1.2%
2003-2006	persons pa	2228	-23	221	2426	37,961	159,815
	aagr	1.5%	-0.2%	0.8%	1.3%	0.9%	1.0%
2006-2011	persons pa	3719	-65	342	3996	60,710	254,405
	aagr	1.4%	-0.3%	0.7%	1.2%	0.8%	1.0%
2011-2016	persons pa	3701	-20	320	3931	58,416	243,141
	aagr	1.3%	-0.1%	0.6%	1.1%	0.8%	0.9%
2016-2021	persons pa	3767	-97	324	3994	59,331	235,805
	aagr	1.3%	-0.5%	0.6%	1.1%	0.8%	0.8%
2021-2030	persons pa	6318	-157	610	6771	102,633	378,785
	aagr	1.1%	-0.5%	0.6%	0.9%	0.7%	0.7%

persons pa = population growth by persons per annum

aagr = average annual growth rate shown as a proportion of total

(Source: Victoria in Future 2004, DSE)

The population forecasts for Greater Shepparton are based on application of the DSE growth rate to the 2002 estimated resident population. The DSE forecasts indicate that:

- From 2003 to 2030 Greater Shepparton’s population is expected to grow at a higher rate than the average for Regional Victoria and at a similar rate to the average for Victoria.
- In the short term (2003 – 2006), the municipality’s growth rate is forecast at 1.3% per annum, and is forecasted to then stabilise at around 0.9% until 2030. This trend is the same for Victoria and Regional Victoria.
- From 2003 to 2030 the municipality population is forecast to increase by an additional 21,849 persons
- Greater Shepparton – Part A is forecasted to continue to experience the highest population growth within the municipality. In 2003 the population was 46,306 people and in 2030 the population is forecasted at 66,039 people which represents an additional 19,733 people.
- The resident population in Greater Shepparton – Part B East will remain relatively stable, and Greater Shepparton - Part B West will experience marginally slower population growth than the average for Regional Victoria

7.2 Age Distribution Forecasts

As with overall population projections, age distribution forecasts are produced by the Department of Sustainability and Environment (DSE). In 2004 forecasts were released in Victoria in Future 2004, based on the 2001 ABS Census of Population and Housing with assumptions and trends as determined by DSE.

Table 17: Age Distribution Forecasts, 2001-2031

Age	Greater Shepparton				Victoria			
	2001	2011	2021	2031	2001	2011	2021	2031
0-14	23.1%	20.4%	18.1%	17.5%	20.8%	18.0%	16.2%	15.5%
15-24	13.4%	13.5%	12.3%	11.2%	13.8%	13.5%	12.9%	10.9%
25-39	21.8%	19.8%	19.3%	18.7%	22.9%	21.5%	21.0%	19.6%
40-59	25.1%	26.5%	25.6%	24.6%	26.4%	27.5%	26.8%	26.3%
60+	16.7%	19.8%	24.1%	27.9%	15.8%	19.5%	23.1%	27.7%
Total	100.0%	100%	100.0%	100%	100.0%	100.0%	100.0%	100.0%

(Source: Victoria in Future 2004, DSE)

Table 17 compares the changing age composition of Greater Shepparton with Victoria over the period from 2001 to 2031.

The main observations are as follows;

- In line with State and Nation-wide trends, Greater Shepparton is forecasted to experience a substantial increase in the proportion of people aged over 60 years. The proportion of people aged over 60 is forecasted to increase from around 17% in 2001 to 28% in 2030. This is similar to the average for Victoria, whereby in 2030

people in the age bracket over 60 are expected to account for around 27.7% of the population

- The increase in the proportion of elderly people coincides with a decrease in the proportion of people aged 0 to 14 and 15 to 24 years. In 2001 the proportion of people aged under 15 was around 23%, and in 2030 the proportion of people in this age group is forecasted to decrease to 17.5%. However, this is still higher than the average for Victoria
- The proportion of people of working age (15 to 60 years old) is expected to marginally decline in Greater Shepparton, which is similar to the average for Victoria.

8 Implications for the future

The population projections for Greater Shepparton estimate an additional 21,849 persons in the municipality in 2030. At over 93% the majority of the increased population, representing 20,448 persons, will reside in Greater Shepparton – Part A which includes the urban areas of Shepparton and Mooroopna.

The challenge is to develop a strategic framework to provide suitable land in appropriate locations for these additional households and increased employment opportunities. The designation of such land for urban development must be consistent with other land use policies, particularly the protection of productive agricultural land, and the protection and enhancement of environmental assets.

Background & Analysis Report No.2: Settlement and Housing, uses the demographic data and predictions contained in this report to forecast the demand for land for urban settlement until 2031, and then translates this demand into physical strategic framework plans.

This growth prediction is divided into two scenarios by estimating the make up of future housing stock by category, being low, medium and conventional density housing types. The scenarios for housing stock composition are for conservative change and major change in the composition of housing stock from now to 2031. This approach delivers four scenarios for future land estimates.

These scenarios can be reasonably incorporated into the strategic planning process for the townships by designating short term and long term residential development areas.

Attachment 1 – Greater Shepparton 2030- topics, directions and themes

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GREATER SHEPPARTON 2030 STRATEGY FRAMEWORK

Topic: SETTLEMENT	
<p>Direction: Commitment to growth within a consolidated and sustainable development framework</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Growth ▪ Housing ▪ Sustainable Design
Topic: COMMUNITY LIFE	
<p>Direction: Enhance social connectedness, physical and mental health and well being, education and participatory opportunities in order to improve liveability and a greater range of community services</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Health and social services ▪ Education and learning ▪ Recreation and open space ▪ Safe and accessible environments
Topic: ENVIRONMENT	
<p>Direction: Conservation and enhancement of significant natural environments and cultural heritage</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ The natural environment ▪ Floodplain management ▪ Sustainable/Best practice land management ▪ Cultural heritage ▪ Built heritage
Topic: ECONOMIC DEVELOPMENT	
<p>Direction: Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Agriculture and rural land ▪ Commercial activity centres ▪ Industry ▪ Tourism
Topic: INFRASTRUCTURE	
<p>Direction: The provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Traffic and transport systems ▪ Urban services

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Attachment 2 – ABS SLA areas

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GREATER SHEPPARTON 2030

BACKGROUND and ANALYSIS REPORT NO. 2: SETTLEMENT & HOUSING

Adopted by Council at Ordinary Council Meeting on 3 October 2006

coomes consulting



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Abbreviations / Acronyms

ABS	Australian Bureau of Statistics
CBD	Central Business District - Shepparton city centre
GSCC	Greater Shepparton City Council
CMA	Catchment Management Authority
DEWTR	Department of Employment and Workplace Relations
DPI	Department of Primary Industries
DSE	Department of Sustainability and Environment
GB-CMA	Goulburn-Broken Catchment Management Authority
G-MW	Goulburn-Murray Water
Greater Shepparton	Refers to the whole municipality of Greater Shepparton
MSS	Municipal Strategic Statement
SIR	Shepparton Irrigation Region
Shepparton	Refers to the Shepparton urban area only
VPPs	Victorian Planning Provisions
WFP	Whole Farm Plan

1 Introduction

1.1 Greater Shepparton 2030 – Process and Outcomes

The Greater Shepparton City Council and the Department of Sustainability and Environment have prepared *Greater Shepparton 2030*, a blueprint for building sustainable economic activity and maximising the quality of life in the municipality over the next 30 years.

This plan will update the previous City of Greater Shepparton Strategy Plan 1996 which formed the basis for the current Municipal Strategic Statement (MSS). The MSS is the local strategy component of the Greater Shepparton Planning Scheme.

A key element of the preparation of this plan was the integrated planning approach, and the process and extent of community engagement involving all stakeholders. This engagement was achieved from a number of initiatives to obtain a depth of understanding of issues from both technical and personal perspectives. The feedback from the community consultation assisted in the development of visions for the municipality.

The methods of community engagement included an open invitation for community representatives to attend a number of advisory groups. These workshops covered the specialist topics of:

- Environment
- Heritage and culture
- Community services
- Infrastructure
- Transport
- Business and tourism
- Agriculture
- Recreation and open space
- Youth

In addition, specific workshops were held to discuss the towns of:

- Congupna
- Dookie
- Katandra West
- Merrigum
- Mooroopna
- Murchison
- Shepparton
- Tallygaroopna
- Tatura
- Toolamba
- Undera

Specialist input was also received from single purpose workshops with Councillors, Council officers and Regional Development agencies.

A number of individual interviews were held with representatives of key statutory agencies. In addition to community engagement, the preparation of the strategy involved detailed research and investigation of the main issues.

Current and emerging issues are considered, ranging from global issues such as world economics, global warming, energy sources and population migration.

Domestic issues are considered, including changes to the horticultural and dairy industries, potential for new rural enterprises, water distribution, the highway bypass, changes to road and rail freight patterns, and community development and settlement patterns.

This report also provides a profile of the city and the forecast population projections.

The key land use and development principles that together form the basis of a functioning city are:

- People (Demographic Profile)
- Settlement and Housing
- Community Life
- Environment
- Economic development
- Infrastructure

This grouping generally reflects the land use and development principles embodied in State and local documents including the Victorian Planning Provisions (VPPs), the Greater Shepparton City Council Plan and Melbourne 2030.

Attachment 1 contains a complete list of topics, a key direction for each topic, and a list of themes within each topic, that together comprise the policy coverage of *Greater Shepparton 2030*.

There is a background and analysis report for each of the above topics. This grouping is for ease of description of related sub-topics and for implementation by various public and private agencies. It is recognised that, in practice, these principles are intrinsically interrelated in a holistic view of the municipality.

Greater Shepparton 2030 contains objectives, strategies, and implementation suggestions for each of these topics. These were derived from a set of overarching sustainability principles, which have also driven Greater Shepparton's Council Plan.

In addition, some of the topics will contain framework plans. A framework plan will spatially map the preferred form of future use and development.

In line with the sustainability outcomes sought for the long term, the plan will contain triple bottom line assessments of opportunities and challenges for land use planning, social planning and economic analysis. This analysis will identify priority projects which will be included in Greater Shepparton 2030: In Summary, a summary document for the Greater Shepparton City Council.

The outputs of this Strategy will consist of a number of corporate and strategic planning documents for the municipality, including the Municipal Strategic Statement. The implementation of the Actions listed in the Strategy Plan will be undertaken in the context of the constraints of the Strategic Resources Plan as contained in the Council Plan 2004-2008.

The total package of documents comprising the *Greater Shepparton 2030* is shown in Figure 1.

GREATER SHEPPARTON 2030

THE COMPONENTS OF GREATER SHEPPARTON 2030

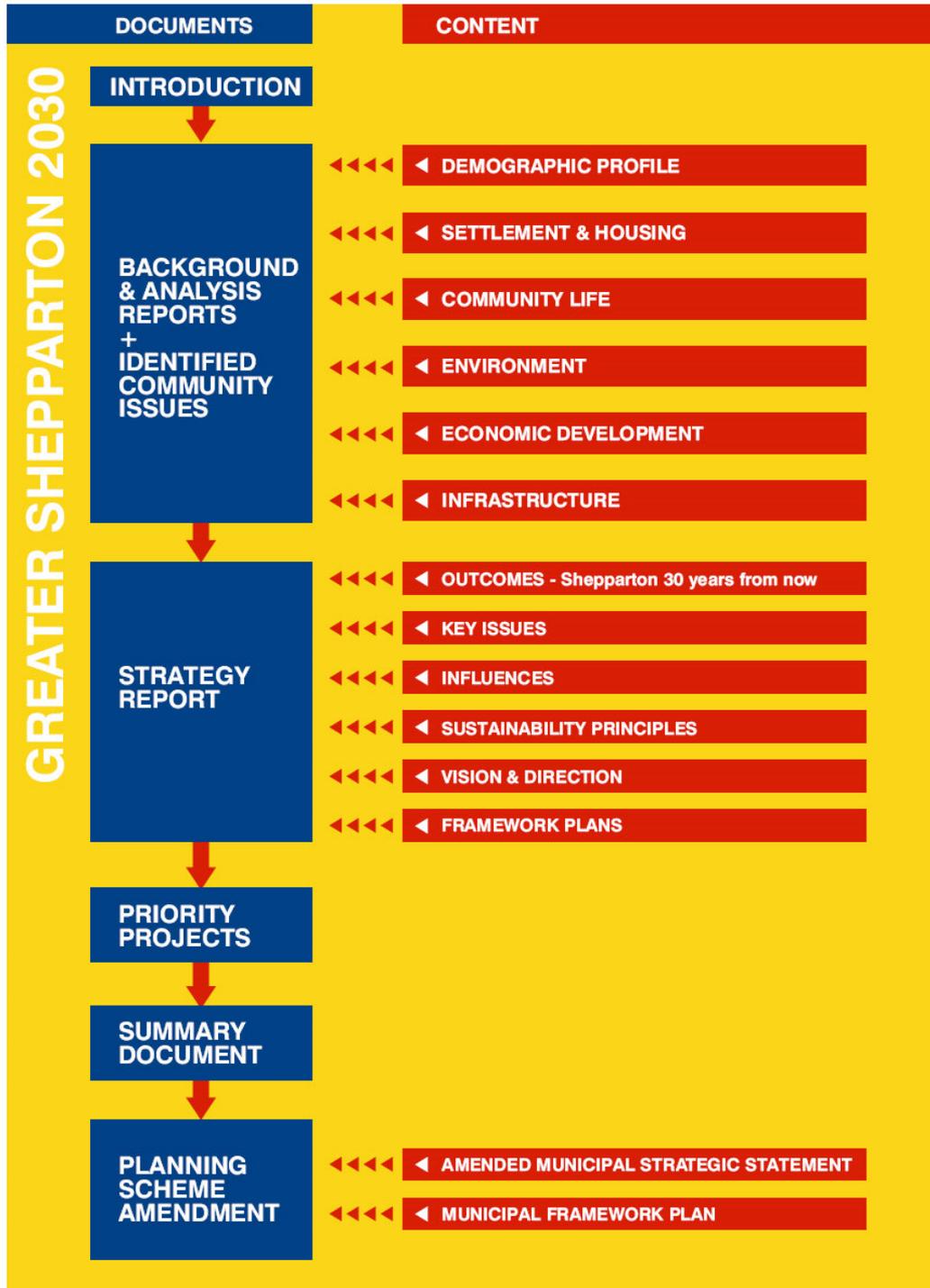


Figure 1: The Components of Greater Shepparton 2030

1.2 This Report - Settlement and Housing

The settlement and housing component of this strategy plan is inclusive of a wide range of sub-topics, or themes, that are interrelated and often interdependent.

The sub-topics that are discussed in this strategy plan are:

- Urban Growth (Section 4)
- Housing (Section 5)
- Sustainable Design (Section 6)

The state policy objective for planning for future growth is contained in Clause 14 of the Victorian Planning Provisions (VPPs), and applies to the Greater Shepparton Planning Scheme. A plan for future growth must allocate a land supply for residential, commercial, industrial, recreational, institutional and public uses for the forecast population in 10 to 15 years.

The *Greater Shepparton 2030* strategy plan extends this time frame forecast to 2030. It is acknowledged that such a distant forecast has limitations due to the various influences on growth rates over time, some of which are unknown at this stage. However it is important for Greater Shepparton City Council, as the responsible planning authority, to set out a framework for land supply for all the above functions, and to anticipate likely growth based on prevailing growth rates and also to accommodate periods of higher growth, given the longer timeframe of the project.

One of the major components of the framework plan is housing for future populations. Land supply for housing will depend on a number of factors including: the total forecast population; housing preferences of an ageing population; the likely household size and composition; and the gradual rates of change in the proportions of conventional, medium density and low density residential development. The latter is particularly relevant as State policy promotes the shift to more compact settlements.

The strategic framework plan for future growth is equally critical for the land that is not suitable for urban development, and/or land that that should be protected from encroachment of urban development. In the case of Greater Shepparton, such land includes land for agricultural industries, wastewater management facilities and areas of ecological significance and vulnerability.

In providing the frameworks for land supply for future growth, the social and economic consequences must be assessed. These include social and cultural networks, access to social services and facilities by different users, and the cost of providing infrastructure. The consequences will be markedly different for a pattern of dispersed settlements, rather than a network of consolidated settlements.

The above comments encompass the social, economic and environmental dimensions that underpin the framework plan for future growth. It is evident that the concept of sustainability is a common theme running through the strategic processes that will result in the framework plans. For this reason the revised Municipal Strategic Statement (MMS) should contain specific strategies for sustainable development.

1.3 Structure of This Report

This report is divided into seven sections:

Section 1 contains an introduction to the strategy plan, an outline of subtopics addressed in this report, and a list of sustainability principles.

Section 2 provides an overview of the topic, with the major issues identified in the 1996 strategy plan and comments about where the future focus should be in this current strategy plan. This section concludes with a singular direction for the topic of settlement and housing, which will drive the detailed strategies and actions.

Section 3 contains a summary of comments from the community engagement process: firstly the comments regarding the major issues of development and growth, and secondly, ideas and visions for the potential achievements in 30 years time. These comments are displayed graphically to show linkages and common themes.

Sections 4 to 6 address each of the subtopics in detail and may include all or a number of these items:

- Key issues, including major structural changes and key initiatives undertaken.
- An update on any reports or studies relevant to the study area, published since the 1996 strategy plan.
- A list of objectives, derived from the community engagement feedback and vision setting plus the above situational analysis. These objectives have been tested against the sustainability principles.
- For each of the objectives, a list of strategies to achieve the objectives.
- For each of these strategies a list of actions to implement the strategies.
- In addition, the role taken by the Council, the priority of the project and an indicative cost are included as part of the implementation process. Council has the following roles:
 - Provider – Council's role is to provide the service
 - Facilitator – Council's role is to provide the service with other providers
 - Advocate – Council's role is to lobby the provider to provide the service
- Where relevant, a framework plan that spatially maps the preferred form of future use and development. This may be an amended version of an existing framework plan from the 1996 strategy plan, or a new plan.

1.4 Sustainability Principles

There is widespread agreement that solving global problems requires the adoption of local policies and programmes that lead to sustainable development.

Sustainable development is development that meets the needs of the present generation without compromising the ability of future generations to meet their needs.

Sustainability is not just an environmental consideration; it has economic and social and environmental perspectives and relevance too.

The recently released statement of metropolitan planning policy – *Melbourne 2030* – has advanced a suite of principles as fundamental platforms to the attainment of sustainable development.

These principles, which start with sustainable practice, are equally applicable and relevant to the development of Greater Shepparton and are adopted as principles underpinning the strategy plan.

Principle	Outcome
Sustainability:	Sustainable economic, social and environmental development
Innovation:	Commitment to finding new solutions
Partnership and Inclusiveness:	Collaboration with others and considerations of their needs and aspirations
Leadership:	Leadership and encouragement of/in others
Equity:	Fairer access to benefits of growth and change
Adaptability:	Planning to change and being adaptable when faced with it
Integrated Planning:	Planning and implementation of actions undertaken through an integrated planning process

2 An Overview – Settlement and Housing

2.1 Strategic Context – From the Current MSS to a Future Focus

The current Municipal Strategic Statement (MSS) in the Greater Shepparton Planning Scheme is based on the findings and recommendations contained in the 1996 Strategy Plan.

This section firstly summarises the key strategic focus of the current MSS as it relates to settlement and housing. Secondly, this section provides an overview of the preferred future focus, which ultimately will be incorporated as the strategic directions in the revised MSS.

2.1.1 Current Framework Plans in the MSS

The existing MSS identifies the need for an additional 4,800 dwellings required by 2010, at a rate of 300 dwellings per year. These dwellings will be located in four identified growth corridors in Shepparton and Mooroopna:

- the southern corridor to the south of the Broken River, Kialla
- the south-eastern corridor along Poplar Ave, Shepparton
- the northern corridor between Verney Road and the Goulburn Valley Highway, Shepparton
- the western corridor to the west of Mooroopna

The existing MSS describes a number of key issues relating to growth:

- There is an urgent requirement to prepare outline development plans (ODPs) for the growth corridors to guide for the efficient release of land.
- The designation of the growth corridors acknowledges the need to protect high quality agricultural land, and to consolidate and intensify development in established areas.
- There is unmet demand for rural residential land, however the location of land for this purpose is problematic in the southern growth corridor due to the extent of the floodplain.
- Good design principles must be incorporated into residential development.
- Medium density housing development should be encouraged.
- The ongoing development of towns is encouraged, subject to agricultural and environmental constraints.

The existing MSS contains specific framework plans for future residential and industrial development. These are described below and included in Attachment 2. The MSS also contains a business plan and an irrigation infrastructure map, however these are existing conditions plans, and cannot be considered as strategic framework plans.

Residential framework plan for Shepparton and Mooroopna

This plan is based on a cadastral map and delineates future residential areas in the above-mentioned corridors. These areas are categorised into long term residential, future residential special investigation areas, and rural residential special investigation areas in the southern growth corridor, that are subject to an ODP.

Residential framework plan for Tatura

This plan identifies areas with long term residential potential, future residential zones and future rural residential zones.

Industrial framework plan for Shepparton and Mooroopna

This plan shows existing and potential industrial zoning, including an area restructure plan in north Shepparton. The plan also shows mixed use areas for small and medium scale development. The site of the showgrounds is ear-marked for highway commercial and industrial uses.

Industrial framework plan for Tatura

This plan shows existing and potential industrial zoning, including the rezoning of the saleyards to the east of Tatura. The plan also shows mixed use areas for small and medium scale development

2.1.2 Future Focus

Since the 1996 MSS was released, Greater Shepparton City Council (GSCC) has commissioned a number of technical and strategic reports that impact on the designation of land for housing.

The following issues are not necessarily directly linked, but together they dictate the need for a more comprehensive growth strategy in the revised MSS:

- The strategic plan for the north and south growth corridors in Shepparton indicates a demand for 375 dwellings per year.
- Growth rates have increased since the 1996 Strategy, and therefore there is a need to review the residential framework plans.
- Areas for rural residential development are appropriately located in the southern corridor, as this land is constrained by floodway boundaries.
- Floodway mapping has provided a more rigorous base to overlay urban growth boundaries. Over time, this mapping will clarify exact development boundaries in the preparation of detailed outline development plans.
- The notion of 'high quality agricultural' land has been expanded to 'productive' land. Such land surrounds most urban settlements in Greater Shepparton, and needs to be protected with a settlement boundary, in the absence of a detailed rural land capability analysis.
- Future settlement patterns should encourage design principles which embrace sustainability and good design for all developments, for example, consolidation of urban areas, re-use of buildings and land, connectivity by both public and private transport. This is applicable to all types of development and is not limited to residential development.
- Sustainability principles extend to the development of town structure plans, which should acknowledge the limits to expansion whilst preserving a niche lifestyle choice of housing.

Greater Shepparton 2030 contains broad strategic plans covering the whole municipality and the main city centre of Shepparton / Mooroopna / Kialla. Town structure plans are intended to follow in a similar format.

The revised MSS should contain an overall growth strategy for urban areas, including towns. This enables the broader concept of urban growth to be articulated and not limited to residential development. It will address future housing, plus other complementary infrastructure such as institutions, recreation areas and linkages.

The two broad framework plans provide an umbrella framework over the numerous structure plans and detailed strategies that have been identified in the implementation plan for each theme.

It is emphasized that these framework plans reflect the broad intent of policy. They are not the result of detailed strategies for each type of land use. Such strategies are listed in the implementation plan and should be undertaken to provide the basis for more rigorous structure planning of particular areas.

2.2 The Direction – Settlement and Housing

To achieve the overall vision and outcomes of *Greater Shepparton 2030* (as outlined in the Strategy Plan report) a major direction has been developed for each topic. This key direction is derived from the background analysis and the comments from the consultation process for each of the sub-topics or themes.

The direction for the topic of Settlement and Housing is:

**Commitment to growth within a consolidated
and sustainable development framework**

3 Community Engagement

The figures on the following pages provide a summary of the feedback from the community consultation sessions.

The discussion was focussed on two stages:

- Current issues in the topic area land and development; and
- Visions for the achievements in 20 years time in Greater Shepparton.

The responses are shown diagrammatically to indicate the common themes from the discussion and also to show the inter-linkages between the themes.

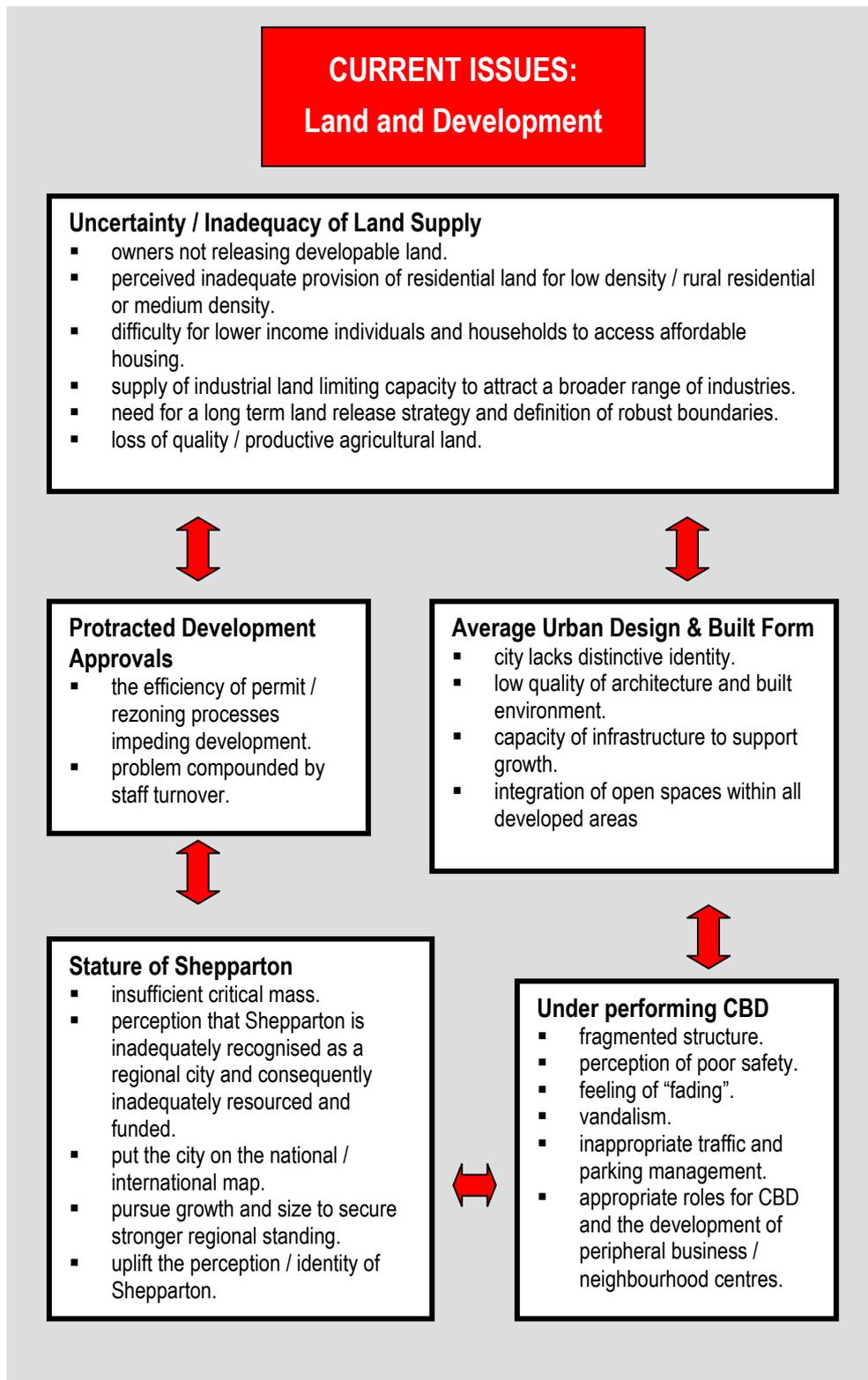


Figure 2: Community consultation on growth and development - current issues

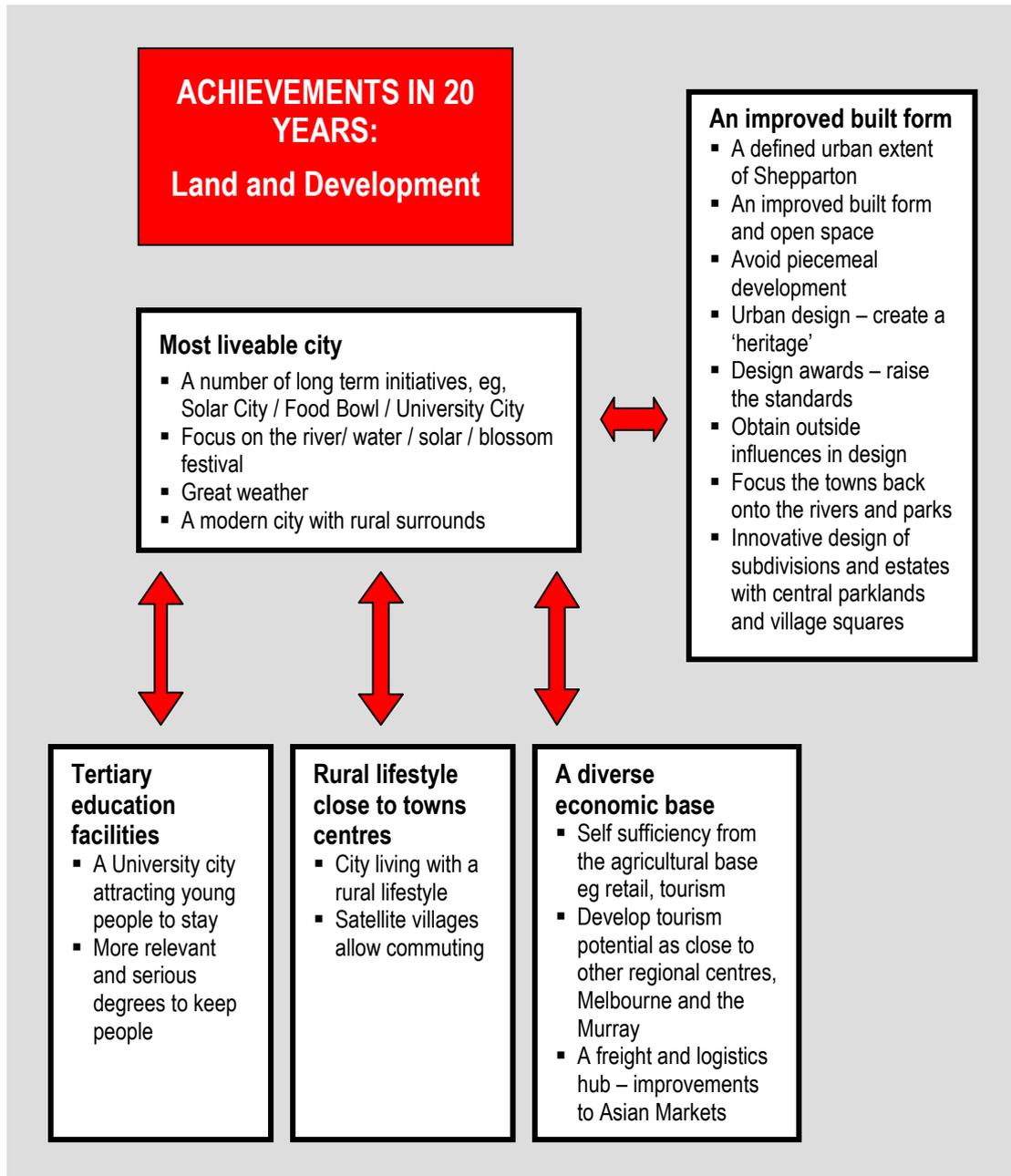


Figure 3: Community consultation on achievement in 20 years - land & development

4 Urban Growth

4.1 Key Issues

Population increases

- The municipality's population is forecast to grow from its current level of 60,403 persons towards 74,000 persons in 2021 and on to 81,000 persons by 2030.
- The multicultural and ethnic base is likely to broaden and expand and the aboriginal community will remain a significant group in the local area.
- The growth rate will slow as the "baby boomers" generation passes on and relatively low birth rates influence population replacement. The overall population will "age" with the "baby boomers" moving into the latter part of their life cycle with a consequential greater demand upon health and support services and housing specifically suited to the needs of this sector.
- The size of households will decrease towards 2.6 persons per household by 2021; household structures will become more diverse and complex leading to a need for greater diversity in house types for a broad range of socio-economic characteristics.
- The environment and climatic benefits of the region, linked to an exodus to regional centres and coastal areas (within convenient access to the metropolitan areas) will see higher rates of persons attracted to the region for retirement and lifestyle reasons.

Growth and development

- The Shepparton/Mooroopna urban area has the status of a regional city. This is evident in such indices as:
 - the range and quality of health services
 - the range of tertiary and post secondary education
 - the quality of transport services
 - the range and diversity of industries
 - visitation and tourism
- The municipality has a capacity to be a national leader and internationally recognised in matters of food science and production, but that potential is not yet fully realised. This leads to a view that proactive growth in employment opportunities and economic activity, health and education services, and in the size of the population is the desired direction into the next 30 years, so that it is elevated in its regional standing and importance and is able to sustain a comprehensive range of services for the regional community.
- The growth of the towns in Greater Shepparton also necessitates effective and efficient planning for:
 - public transport and access to a range of health services, particularly those focused on the needs of an ageing population
 - a need to restructure and invest in infrastructure to support one of Greater Shepparton's roles as a transport and freight hub.
 - land use strategies that provide for growth while protecting the quality agricultural land.
 - land supply to account for current growth rates and growth rates in periods of boom, to be managed with structure plans for short, medium and long term development.
 - the sensitive design and development for areas of identified neighbourhood character, natural or heritage significance.

- The need to identify and commit to long-term defensible boundaries to the extent of urban expansion will be accepted as necessary to ensure the sustainability of the urban community and the well being of productive agricultural land.
- The growth of the agricultural economic base of the municipality will depend on the application of innovation and technology to all aspects of farm management, food production and developments to advance the range, sophistication and value adding to produce.
- Farm holdings will become larger and the role of companies will progressively replace the role of the family in ownership and management.
- Increased sophistication in flood mapping allows Greater Shepparton City Council to accurately identify specific areas that are not suitable for urban expansion.

Access to life long education

- The long-term strength and well being of Greater Shepparton will be based upon the capacity of individuals and the community to learn, apply principles and drive innovation and change. Development is first and foremost about developing the local community so that it can position itself to the full advantage of a rapidly changing environment in which globalisation and a range of technologies are the primary drivers.
- For Greater Shepparton, the establishment and maintenance of a learning community has many dimensions.
 - The relative absence of local tertiary and post secondary education facilities, not only draws young adults out of the community to Melbourne and other regional cities for education, but also makes it harder to subsequently attract their return.
 - The absence of local academic based research and development, with an alignment to local agriculture and food industries, distances local business from the leadership and learning that is needed to stay ahead.
 - The characteristics of a broad ethnic community and a relatively high level of international migration creates a special educational challenge in enabling these individuals and groups to be integrated and effective participants within the local community.
 - As the population ages, the need to provide learning and challenges that are relevant to the older age groups poses a new dimension.
- The response to the education and learning challenge in Greater Shepparton will be a hallmark of the City's success.
- Already, the Council and others have moved forward with significant initiatives to establish a Tertiary Education Precinct in Shepparton. If effectively established, the community will be able to adapt to the changing environment and maintain skills relevant to the advancement of the region. Locally based knowledge and skills can sustain a stable local labour force that drives innovation to the benefit of locally based industries. As a consequence of the educational issues being addressed Greater Shepparton would be a more equitable community.

Availability and management of water

- The availability and management of water is among the highest priorities and challenges facing the Greater Shepparton community. The recent drought has severely escalated an underlying issue that cyclically will revisit this and other rural communities with a high dependence upon agricultural production. The drought has demonstrated and reminded the community about a fundamental

- vulnerability that threatens the long-term well being of Greater Shepparton.
- The consequences of the recent drought are directly and indirectly evident, impacting upon individuals and the community in the following ways:
 - the cost of feed
 - the cost and trading of water
 - the abandonment of land and land degradation
 - the slaughter of stock
 - the personal financial crisis
 - family stress and break up
 - the amount of money and spending in the local economy
 - product quality and quantity available for market
 - the viability of business
 - attempts to subdivide and sell land in order to subsidise short term existence.
 - The problem and its solutions have both national and local dimensions. All spheres of government have recognised responsibility in addressing the issues associated with the effective management and availability of water. The ownership, trading, transfer and distribution of water throughout the Murray/Darling basin will provide a national and strategic framework within which local councils and communities will operate.
 - The challenge is to establish a whole of government approach and an active engagement of the community at the local level in identifying and implementing a range of measures that will enhance sustainability, reduce the dependence upon water and the efficient and effective use of the water that is available. These initiatives should embrace science and technology through to environmental initiatives and will have application on the farm, orchard and in the home and industry.

Dependence upon the agriculture sector

- There is a high local dependence and reliance upon the agricultural sector as a source of local employment and wealth. This regional strength can also be the region's vulnerability, particular in the face of salinity and drought.
- While strategies might be followed to "attract" new and different industries into the municipality, success and sustainability is not assured. There are numerous examples of business attracted to a region that find that for the same or similar reason they are subsequently attracted elsewhere.
- The challenge in the municipality is to diversify and broaden its economic base in a manner that builds onto the inherent strength in primary production and processing, in a way that reduces wide spread vulnerability.
- This is where learning and knowledge-based development initiatives should be of greatest value. The application of technologies in the fields of cyber technology, biotechnology and advanced materials to the local economy should be pursued as the vehicle to build the City's changing industrial future.
- Areas of opportunity potentially include the use of information technology to help assess the use and conservation of land. Biotechnology can be used to clean up pollution and protect plants.
- As the municipality develops, a range of local based service industries will follow and establish.
- Building on the assets and strengths of the region, the opportunity exists to significantly improve the performance of the local tourism industry by effectively marketing the heritage, culture and environment of the region.

4.2 An Update on Relevant Strategies/Reports

4.2.1 1996 Strategy Plan

Section 2 of this Report summarises the housing and settlement position contained within the current MSS.

4.2.2 Shepparton North and South Growth Corridors – Outline Development Plans, Coomes Consulting Group (December 2002)

Two growth corridors for future residential development are identified in the MSS, and the panel for the new format planning scheme urged Council to prepare these ODPs for the growth corridors as a matter of urgency. The corridors are:

- Northern Corridor:
This corridor covers the area bounded by Ford Road, Goulburn Valley Highway, Verney Road, and the No. 14 G-MW irrigation channel, and has a total area of approximately 200.6 hectares.
- Southern Corridor:
This corridor covers the area south of the Broken River to Bennetts Road between the west side of the Goulburn Valley Highway and Goulburn River, and its western and southern boundaries shaped by Seven Creeks, and has a total area of approximately 490 hectares. This corridor contains the former drive-in site (corner Riverview Drive and Goulburn Valley Highway), which is a major redevelopment site, and is also located close to Shepparton Airport and the Shepparton Harness Racing Track to the east.

The demand for residential land was calculated at 3,673 lots, using population projections, and an annual growth rate of 1.4%. This equates to a land area requirement of 853 ha. In terms of supply, figures supplied by the Greater Shepparton City Council indicate there is approximately 151 ha (based on 9.4 lots per hectare) of undeveloped Residential 1 Zone land in both Shepparton and Mooroopna. Based on take up rates of 263 dwellings per year there is approximately 2.3 years supply.

Of this area of unzoned land the northern and southern growth corridors comprise a gross land area of approximately 690 hectares, with a developable area of 355 hectares.

Table 1- Land Budgets for the Shepparton North and South Growth Corridors

Corridor	Hectares	Developable Area	Lot yield	Persons/ household	Population
Northern	200.68	173.90	1,047	2.6	2,722
Southern	488.30	181.43	1,412	2.6	3,671
Total	688.98	355.33	2,459	2.6	6,393

(Source: Growth Corridor Outline Development Plan Report, Coomes Consulting Group 2003)

The supply and demand analysis indicates that by 2015 there will be a deficit in the amount of land either zoned or identified for residential development.

Some of the land in the southern growth corridor is affected by the flight paths of both the north-south and east-west runways of the Shepparton Aerodrome. These areas are subject to the provisions of the Airport Environs Overlay (AEO), which requires that permit applications for sensitive uses of land (as listed in the schedule) be referred to the airport owner. For use and/or development applications on land located within the 20 Aerodrome Noise Emission Frequency (ANEF) and within the transition slopes for both runways, it is also recommended that under the provisions of the Planning and Environment Act 1987, a Section 173 Agreement be entered into with landowners so as to acknowledge the presence and the potential impact of the airport.

There are some issues on the urban-rural interface for the northern corridor regarding spray drift from chemicals used in primary production, noise from machinery and farm operations, dust, and odours from farm waste.

4.2.3 Urban Design Frameworks

A number of urban design projects have been undertaken with funding from the State government's *Pride of Place* program. The main goal of each project was to provide a long term vision for the development of each town. At this stage design frameworks have been prepared for those towns described below, and this is an ongoing program to cover all urban settlements in the municipality.

Shepparton Urban Design Framework, Collie (January 1999)

The study area is the Shepparton CBD area bounded by Welsford Street, Nixon Street and Sobroan Street. The framework provides guidelines for the standard of design of new non residential buildings, and the role of public art in the urban context. Specific recommendations are made for the city entries, significant sites, the river corridor, open spaces, car parks, pedestrian links, interfaces, and the railway.

The themes for the centre are:

- cultural backgrounds, especially the large indigenous population;
- fruit technology; and
- the Goulburn River.

The framework created different precincts for urban design purposes:

- Central business and entertainment core, mall
- TAFE
- Northern and railway fringe
- North and southern residential areas
- Civic area – Municipal, art gallery and Queens Gardens
- Wyndham Street environs
- River corridor and open spaces

Major applications are tested against these design guidelines, for example the imminent redevelopment of the Bonlac site at the entrance to the CBD.

Toolamba Urban Design Framework, Urban Initiatives (June 2002)

This role of Toolamba is considered to be a satellite residential area to the larger Shepparton-Mooroopna urban area. The character of the town is based on its setting in natural woodland adjacent to the Goulburn River.

Future development is constrained, as Toolamba is unlikely to be connected to reticulated sewerage, and therefore lot size is determined by the requirements of septic systems. There is a limited supply of about 20 residential lots in future.

The authors of the Urban Design Framework consulted with residents about the degree of change that they would accept for Toolamba. The majority of respondents were open minded about the degree of change, but did not favour rapid expansion or no change.

The framework plan for Toolamba shows:

- the existing settlement boundary
- the direction for future township expansion
- the direction for long term township expansion
- Town Centre
- Recreation Reserve
- potential re-development area along railway station

Strategic action plans are also developed for: the town centre; the sports and primary school precinct; town entrances; Wren Street improvement; improvement of new residential areas; and laneway upgrades.

Katandra West Urban Design Framework, Urban Initiatives (January 2003)

Katandra West is considered to be a desirable commuter town near the larger Shepparton-Mooroopna urban area. It also contains a higher than average socio-economic group of residents. The function of the town is to provide local services only, and it is not a through route along the Katamatite- Shepparton Main Road.

The town is uniquely planned, with a central octagonal subdivision creating a public facilities precinct. In terms of expansion there has been a 13 lot subdivision at the end of Burgman Street. There are limited rural residential lots as another character of the town is considered to be the residential areas adjacent to large working farming properties.

The authors of the Urban Design Framework consulted with residents about the degree of change that they would accept for Katandra West. The majority of respondents supported gradual development and evolution.

The framework plan for Katandra West shows:

- the existing settlement boundary
- the direction for future township expansion
- the direction for long term township expansion
- Restructure Area
- Town Centre
- Recreation Reserve

Strategic action plans are also developed for: town entrances; recreation reserve; town centre; and residential areas.

Tallygaroopna Urban Design Framework, Urban Initiatives (Jan 2003)

Like Katandra West, the function of Tallygaroopna is to provide local services only, and it is not a through route along the Highway. It also contains a higher than average socio-economic group of residents. The town has an older section at the west end of Victoria Street, characterised by the elm trees. The concrete grain silo

is a landmark.

The authors of the Urban Design Framework consulted with residents about the degree of change that they would accept for Tallygaroopna. The majority of respondents supported gradual development and evolution.

The framework plan for Tallygaroopna shows:

- Existing settlement boundary
- Direction for future Township expansion
- Town Centre
- Recreation Reserve

Strategic action plans are also developed for: the town entrances; Victoria Street; recreation reserve; new and future residential areas; and a low density mixed use area.

4.3 Achieving the Strategic Objectives

4.3.1 Objectives

The key objectives for this subtopic are:

Objective 1: To provide for sufficient suitable additional land for urban growth until 2030.

Objective 2: To release land efficiently in terms of location, supply of services and infrastructure.

Objective 3: To contain urban growth to identified growth areas in order to protect higher quality and intact agricultural areas and achieve a more compact built up area.

Objective 4: To provide convenient access to a range of activity centres and employment opportunities that can serve the expanded municipality.

The following table provides the detailed strategies and an action plan.

Following the strategy tables are the framework/structure plans to guide future growth and development across the municipality.

Topic: SETTLEMENT & HOUSING – Commitment to growth within a consolidated and sustainable development framework				
Theme: Growth				
Objectives	Strategies	Actions	Council Role	Priority
		<ul style="list-style-type: none"> ▪ Review the supply of undeveloped residentially zoned land every 5 years to ensure that there is at least 10 - 15 years supply within the urban growth boundary ▪ Prepare a Housing Strategy. ▪ Prepare an Industrial Land Review ▪ Prepare a Retail/Commercial Floorspace Review 	<p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p>	<p>M - H</p> <p>H \$80,000</p> <p>M \$40,000</p> <p>H \$50,000</p>
2. To release land efficiently in terms of location, supply of services and infrastructure	<p>2.1. Ensure land is released through sequential rezoning, commensurate with the availability of utility services, access to convenience services and public transport, and the choice, supply and availability of other developable land</p> <p>2.2. Ensure the rezoning and/or development of land is linked to the approval of a legal agreement for the funding of necessary physical infrastructure and community services as identified in Development Plans</p>	<p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Apply the GS 2030 Framework Plans. ▪ Require the preparation of a legal agreement for development contributions prior to the exhibition of a rezoning or approval of a development plan. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Development Plan Overlay to the identified growth areas. ▪ Apply the Development Contributions Plan Overlay to identified growth areas. 	<p>Provider</p> <p>Provider</p> <p>Provider</p>	
3. To contain urban growth to identified growth areas in order to protect higher quality and intact agricultural areas and achieve a more compact built up area.	3.1. Provide an Urban Growth Boundary beyond which additional urban growth and rezoning should not be supported except in the context of comprehensive review of this strategy.	<p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Apply the GS 2030 Framework Plan, Shepparton, Mooroopna & Kialla Urban Growth Boundaries ▪ Apply the GS 2030 Town Framework Plans <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Development Plan Overlay to the identified growth areas. 	<p>Provider</p> <p>Provider</p>	

Topic: SETTLEMENT & HOUSING – Commitment to growth within a consolidated and sustainable development framework				
Theme: Growth				
Objectives	Strategies	Actions	Council Role	Priority
	<p>3.2. Discourage the establishment of non farming related activities in rural zoned land</p> <p>3.3. Identify a possible new site outside the urban growth boundary for the Shepparton Aerodrome.</p>	<p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare a Housing Strategy Prepare a Rural Land Strategy Undertake a feasibility study into the relocation of the Aerodrome 	<p>Provider</p> <p>Provider/ Facilitator</p> <p>Provider</p>	<p>H \$80,000</p> <p>H \$80,000</p> <p>M-H \$40,000</p>
<p>4. To provide convenient access to a range of activity centres and employment opportunities that can serve the expanded municipality.</p>	<p>4.1. Identify, promote and manage a range of activity centres that are conveniently located and easily accessible to all residents</p> <p>4.2. Protect and develop the role of the Shepparton CBD as the primary activity centre for retail, entertainment, education and community facilities.</p> <p>4.3. Promote the expansion of the neighbourhood retail centre in the north growth corridor at the site of Fairleys Supermarket, and promote the establishment of a new neighbourhood retail centre in the south corridor at the former drive-in site.</p> <p>4.4. Reinforce the role of established lower order and convenience centres within the municipality.</p>	<p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the GS 2030 Framework Plans Apply the GS 2030 Framework Plan, Shepparton, Mooroopna & Kialla Urban Growth Boundaries. Apply the GS 2030 Business Framework Plan Provide for the establishment of tertiary education and the “University City” role in/near to the CBD. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Business 1 Zone to the CBD of Shepparton. Apply the Development Plan Overlay to the Tertiary Education Precinct <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare a Retail/Commercial Floorspace Review 	<p>Provider</p> <p>Provider</p> <p>Provider</p>	<p>H \$50,000</p>

4.3.2 Framework Plans

The Framework Plans prepared to support the abovementioned objectives are described below:

Greater Shepparton 2030

This framework plan encapsulates the definitions of roles and functions for each of the towns and city centre, identifying residential, business, industrial or other land use directions. At a later stage, the preparation of local structure plans for each town will further support the strategic framework plan.

The municipal framework plan can be described as a network of connected urban areas of varying sizes and functions. These urban centres are connected by a road network of main and secondary arterial roads. The role of each centre depends on its growth potential and the logical limits to urban expansion. It is not sustainable to expand all centres in an ad hoc fashion, due to the implications for service and support infrastructure at a later date.

More specifically the framework for the municipality is characterised by:

- different levels of urban settlement based on size, role, and their future growth potential, as listed in Table 3. The highest order centre is the Central Business District, which forms the heart of the wider city area of Shepparton / Mooroopna / Kialla. The middle level of town is applied to Tatura and Murchison. The third level of settlement applies to the small towns in the municipality.
- two major highways (the Midland Highway and the Goulburn Valley Highway) traverse the municipality and provide major north-south and east-west linkages;
- a series of secondary roads providing linkages between towns in the municipality and to other regional areas;
- the site of the freight logistics centre, south of Mooroopna. This site is adjacent to the railway line, and an access point for the proposed Shepparton bypass.

Table 3: Functions and Roles of Urban Settlements, Greater Shepparton

Settlement type	Location	Function	Future
Central Business District	Central Shepparton	Primary business & entertainment focus	<ul style="list-style-type: none"> ▪ Reinforce role as the centre for services and facilities ▪ Specialist precincts for entertainment and tourism
City	Shepparton Mooroopna Kialla	Major regional centre	<ul style="list-style-type: none"> ▪ Consolidation and growth within designated boundaries ▪ Diversity of functions: retail, business, civic, industrial, and higher density living. ▪ Future expansions to match demand.
Town (Medium)	Tatura Murchison	Self sustaining towns	<ul style="list-style-type: none"> ▪ Some growth potential when matched by demand.
Town (small)	Congupna Dookie Katandra West Kialla West Merrigum Tallygaroopna Toolamba Undera	A local service provider	<ul style="list-style-type: none"> ▪ Retain size and role as towns ▪ Limited growth potential ▪ Consolidation ▪ Lacking such as sewerage, services and unlikely to be developed

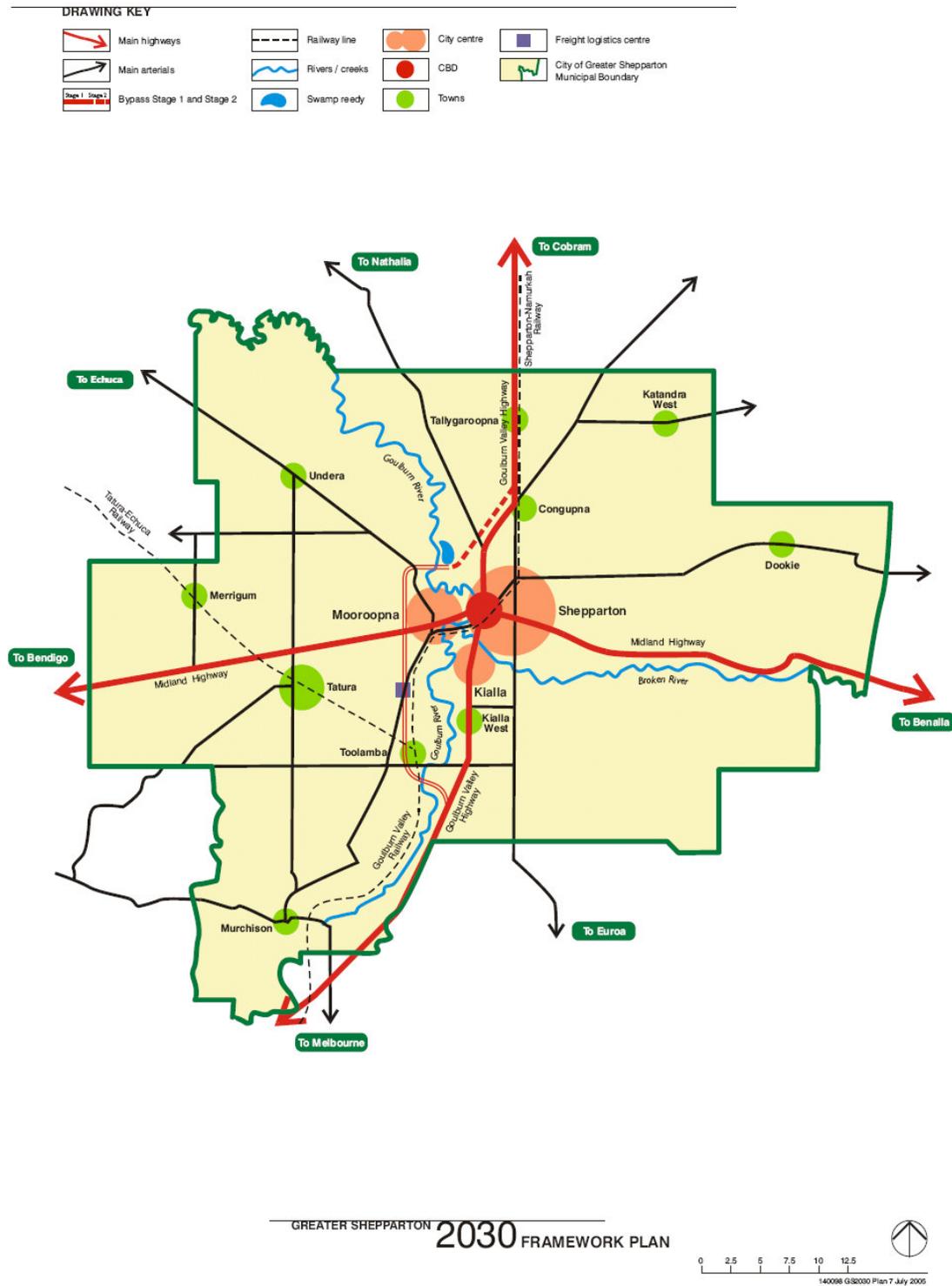


Figure 4: Greater Shepparton 2030

Shepparton, Mooroopna & Kialla – Settlement Boundaries

This framework plan for the Shepparton, Mooroopna & Kialla urban areas is characterised by:

- Long term settlement boundaries for urban use and growth, defined principally by main roads bounding the city, the flood plain and environmental features of the Goulburn and Broken Rivers.
- Reinforcement of the Shepparton CBD as the primary focus of higher order retail, business, entertainment and administrative functions.
- The identification of lower order neighbourhood retail and community centres to serve convenience needs of north Shepparton, Mooroopna and Kialla.
- Land available for residential expansion and growth, particularly to the north and south of Shepparton, which will serve the needs of the city for approximately 30 years.
- Opportunities for lower density residential living at the periphery of the towns and south east of Shepparton.
- Provision for peripheral sales and highway related retailing in a number of precincts with frontage to arterial roads.
- The location of the community hubs north and south Shepparton.
- The identification of the freight logistics centre located to the south of Mooroopna at the confluence of the proposed alignment of the Shepparton Bypass and the Shepparton - Melbourne railway line.
- Identification of potential major project sites, including the Shepparton Aerodrome, KidsTown and the surrounding green belt, the Tertiary Education Precinct, and the Shepparton Showgrounds.
- The protection of the flood plains and environs of the Goulburn and Broken Rivers and Sevens Creeks.
- The long term protection of the agricultural areas outside the settlement boundary.

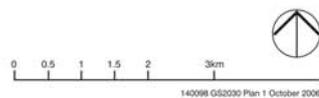
DRAWING KEY

-  Area for urban development
-  Major project sites
-  Rivers / Creeks
-  Arterial road network
-  River corridor environs
-  Limit of urban development



Notes:
 - This plan shows extent of urban development limits for Shepparton Mooroopna and Kialla 2030.
 - Where relevant the urban growth boundary follows the Urban Floodway Zone as determined by the Floodplain Management Plan 2003.

GREATER SHEPPARTON **2030** FRAMEWORK PLAN
 Shepparton, Mooroopna & Kialla
 Urban Boundaries & Major Project Sites



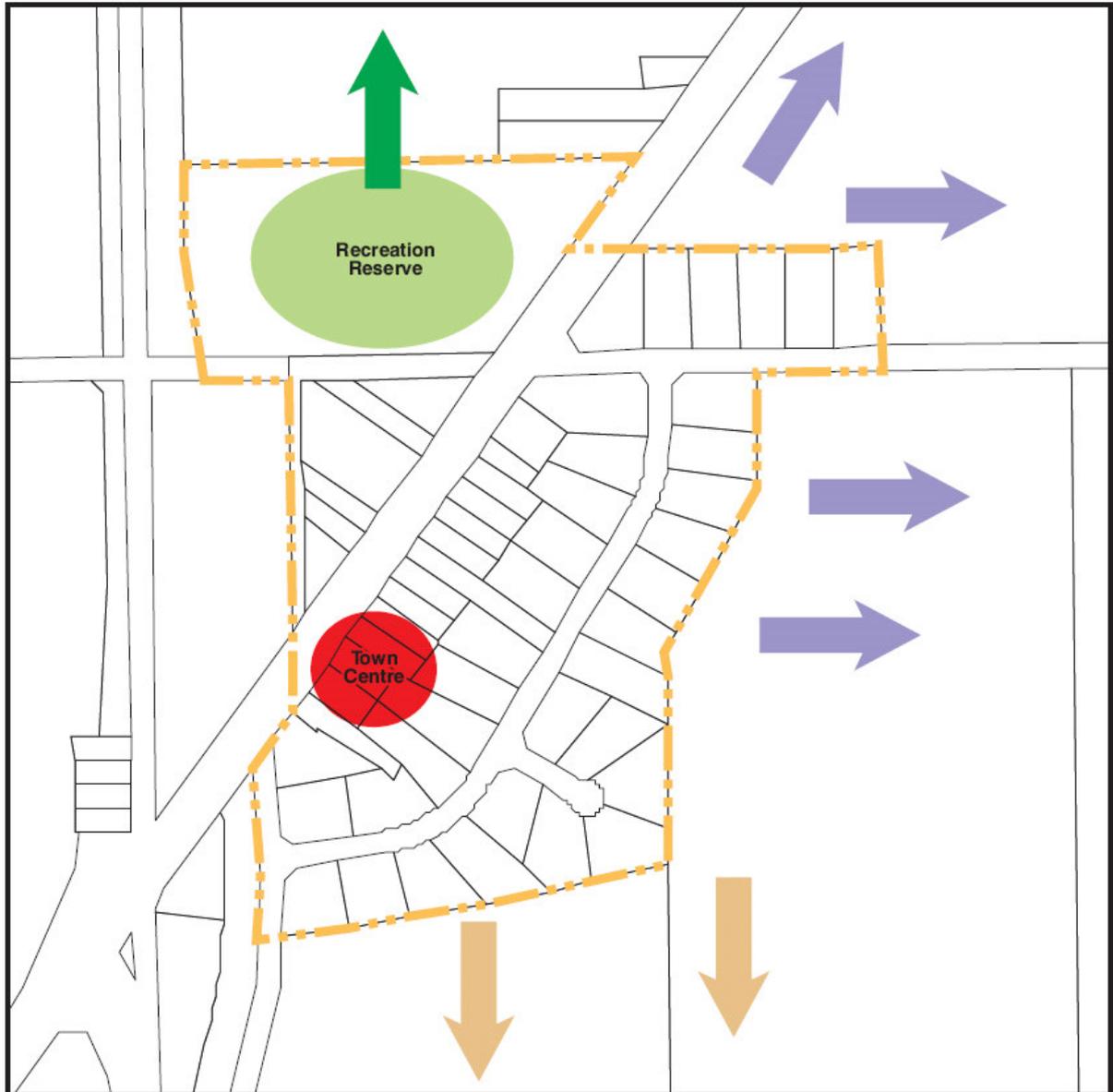
Knowledge Creativity Performance
 Engineering Surveying Planning Urban Design Landscape Architecture
 Sustainability and Environment Agribusiness Project Management

Figure 5: Shepparton, Mooroopna & Kialla Urban Growth Boundary, and Major Project Sites

Towns Plans

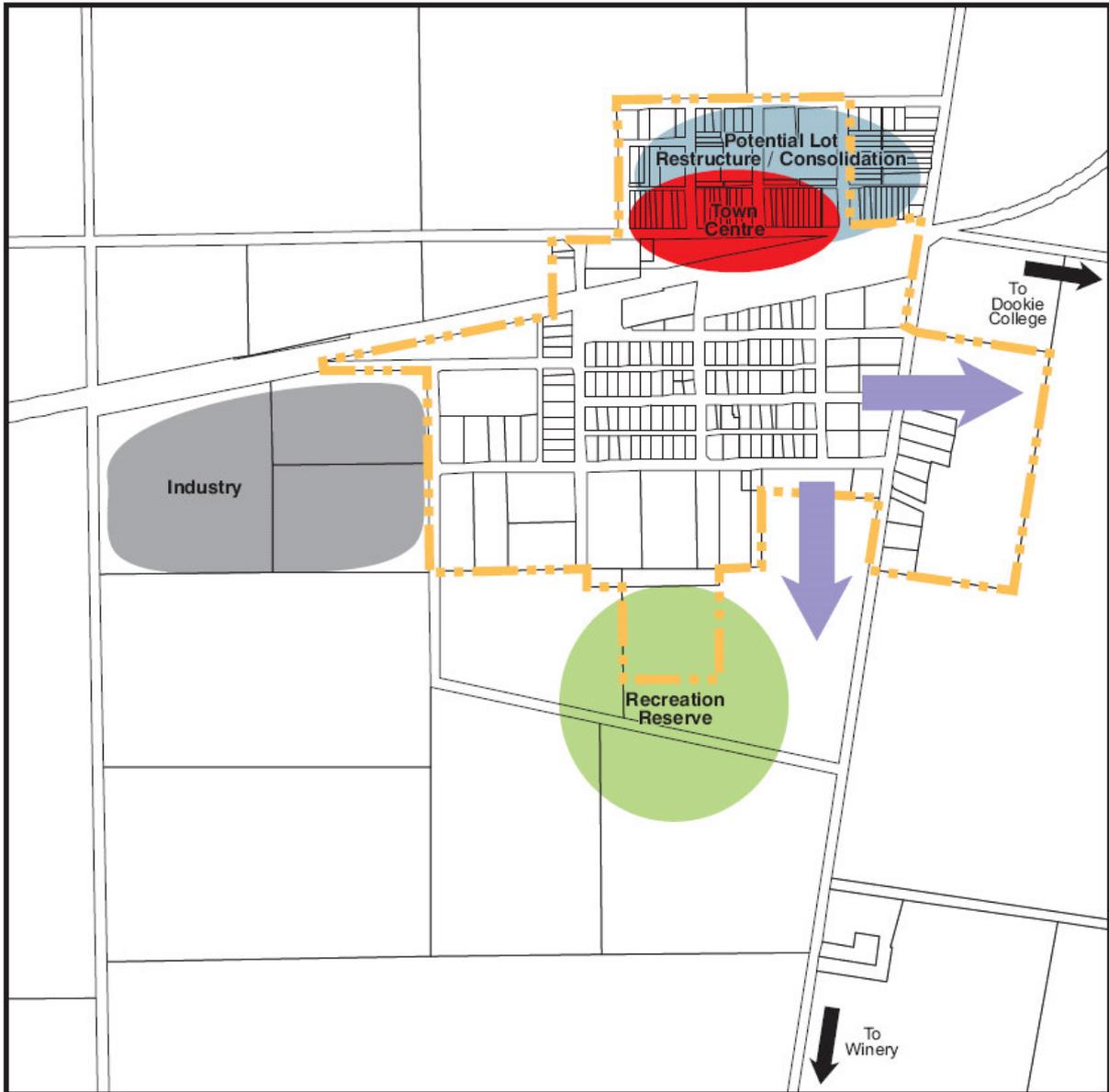
The framework plans for the towns are characterised by:

- The designation of the main town centre, which is likely to remain a key focus of the town.
- The existing settlement boundary (based on current urban development) is included. In the majority of towns, most predicted short to medium terms growth can be accommodated within the existing town boundary.
- An indication of growth rates for the towns is included as a guide to the area of land which may be required for residential growth on a per annum basis.
- Areas for future residential development, which maybe indicated in stages depending on the demand for residential land in each town, take-up rates and provision of infrastructure to service the land.
- Identification of potential long term residential areas, subject to the development of the aforementioned future residential land, and subject to demand and supply and the provision of necessary urban infrastructure. These areas are provided to accommodate any boom in settlement over the long time frame of this project.
- Recreation reserves are indicated, and future recreational facilities should be consolidated in or near these locations, when demanded by an increase in local population.
- Industrial areas are designated for some of the towns, in logical areas adjacent to major transport routes, and separated from areas of environmental significance or high residential amenity.
- All new development must be based upon land capability studies, and it is preference that new development not leap-frog existing non-residential development.



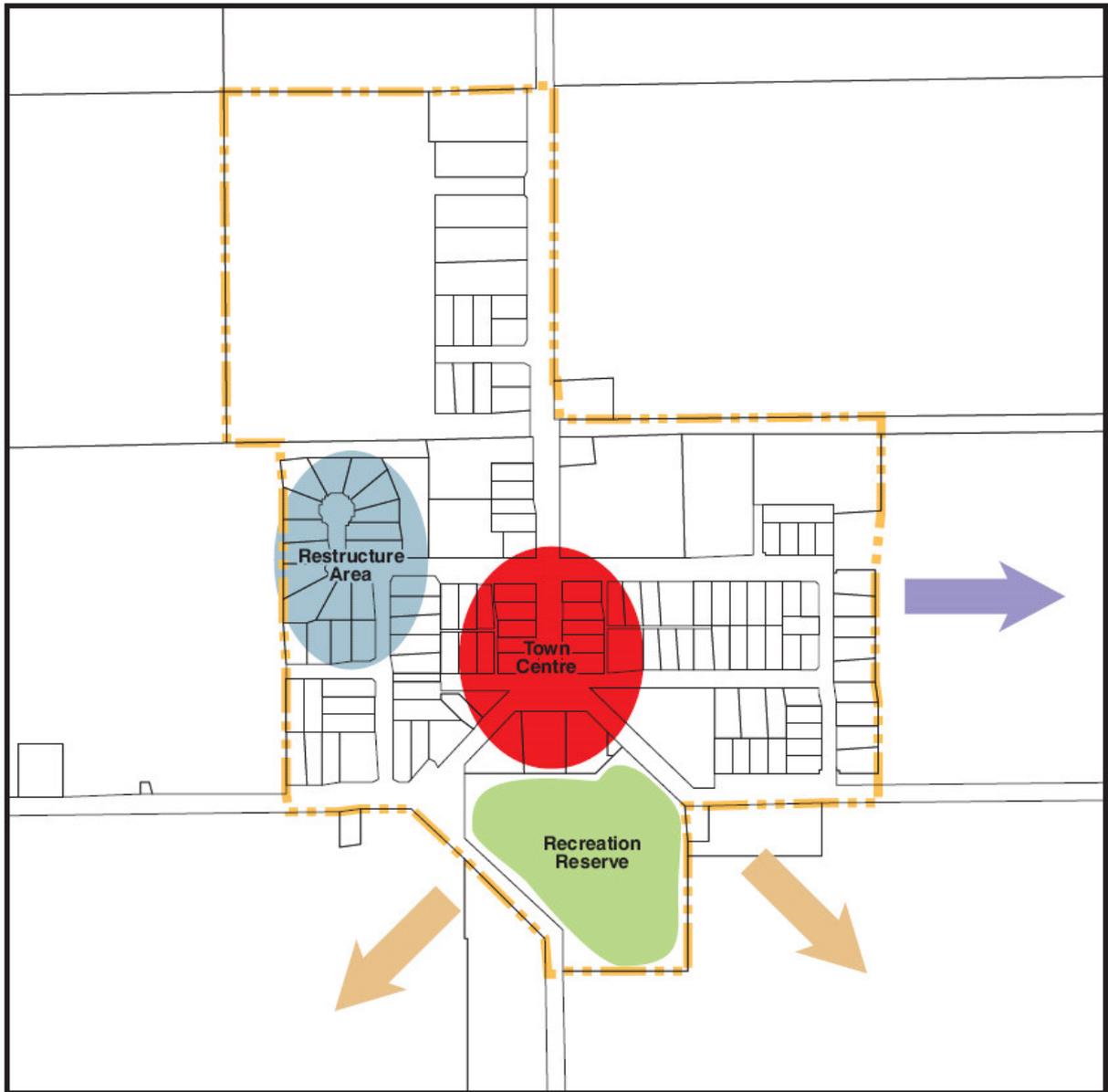
- | | | | |
|---|---------------------|---|---|
|  | Settlement Boundary |  | Direction for future township expansion |
|  | Recreation reserve |  | Direction for long term township expansion |
|  | Town centre |  | Special investigation for expansion of recreation reserve |





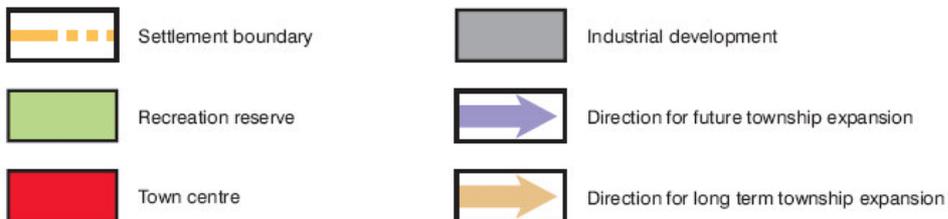
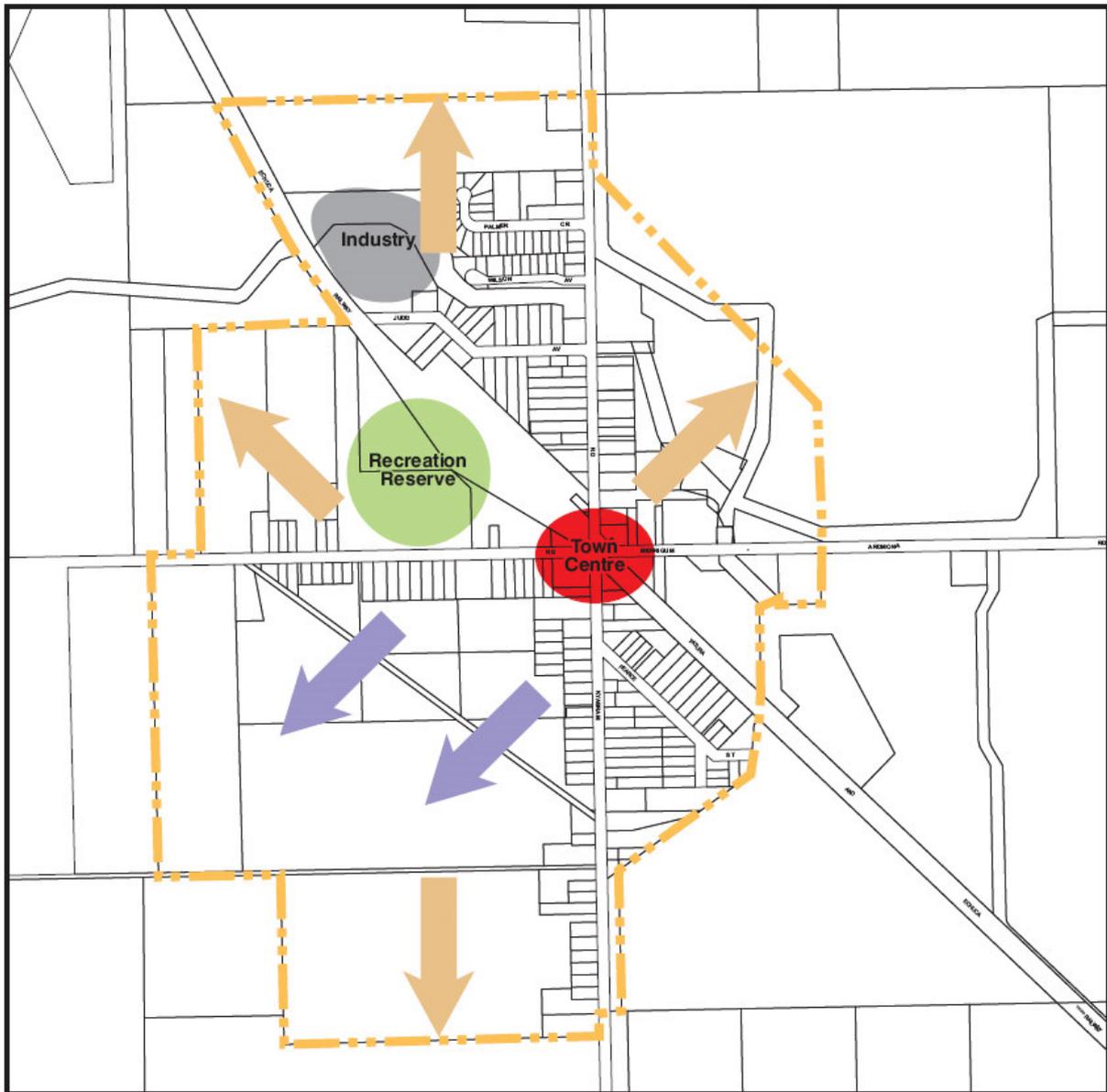
GREATER SHEPPARTON **2030** DOOKIE TOWNSHIP





- | | | | |
|---|---------------------|---|--|
|  | Settlement boundary |  | Restructure area |
|  | Recreation reserve |  | Direction for future township expansion |
|  | Town centre |  | Direction for long term township expansion |

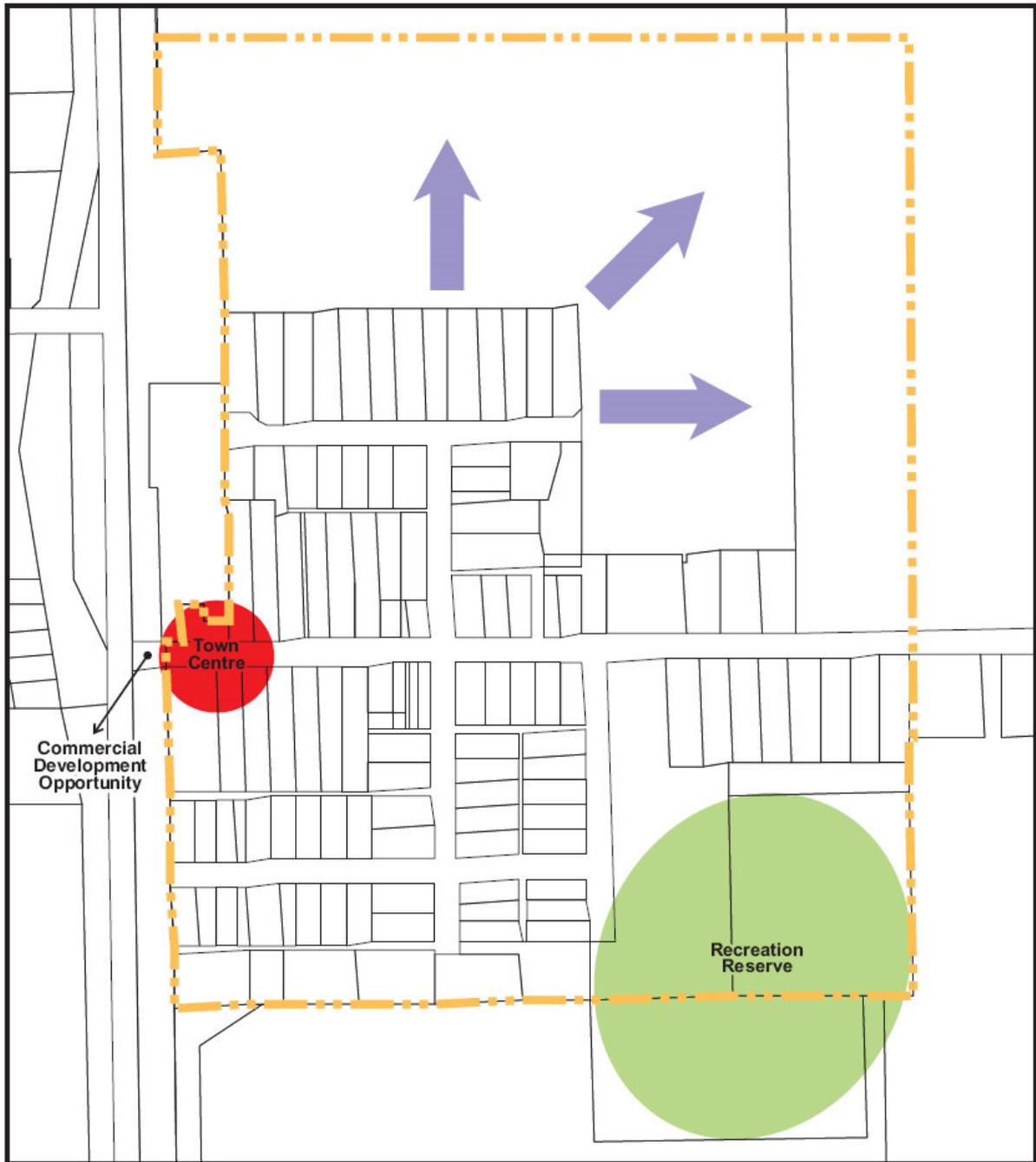


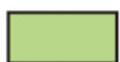


GREATER SHEPPARTON 2030 MERRIGUM TOWNSHIP

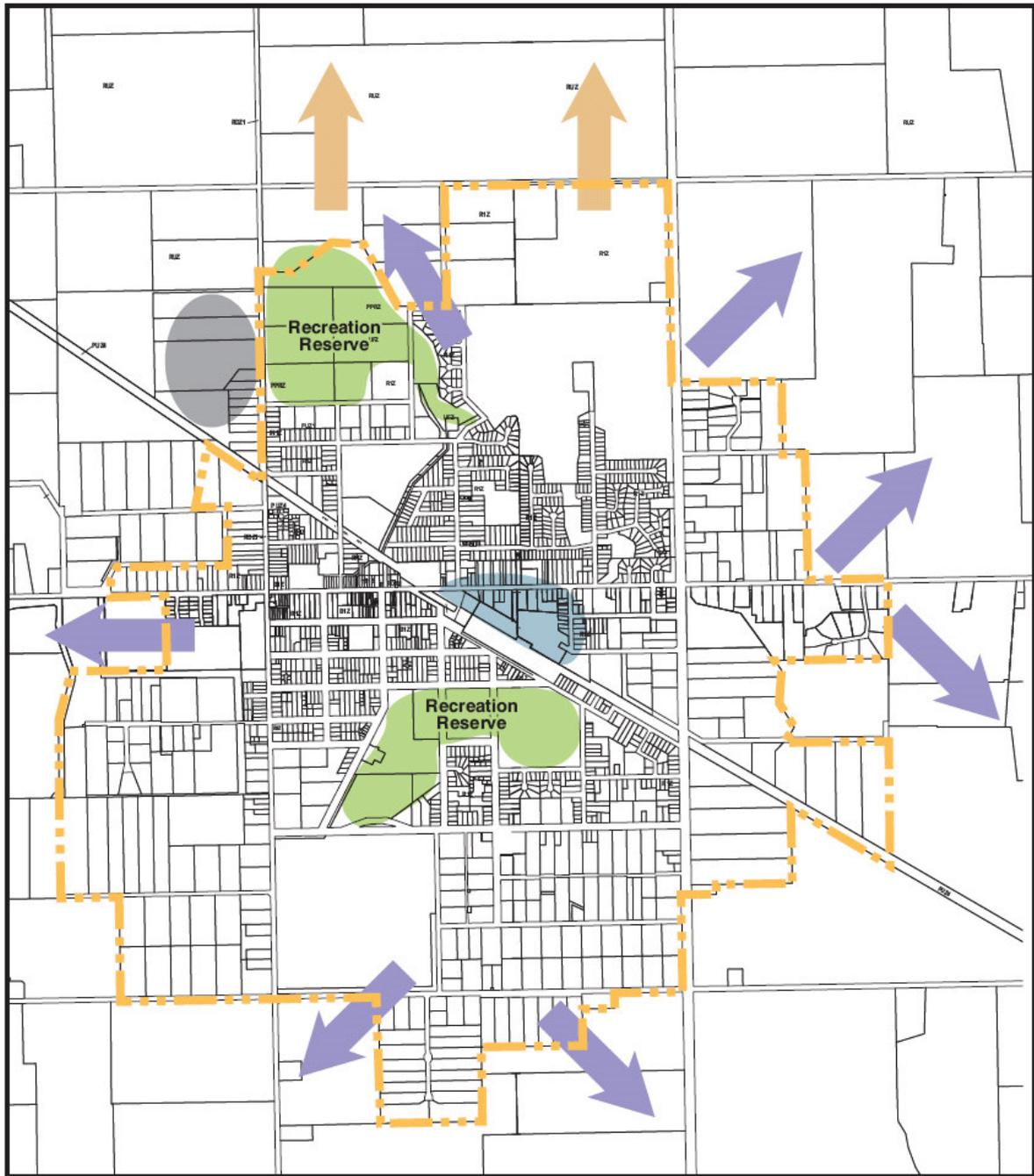


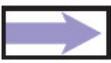




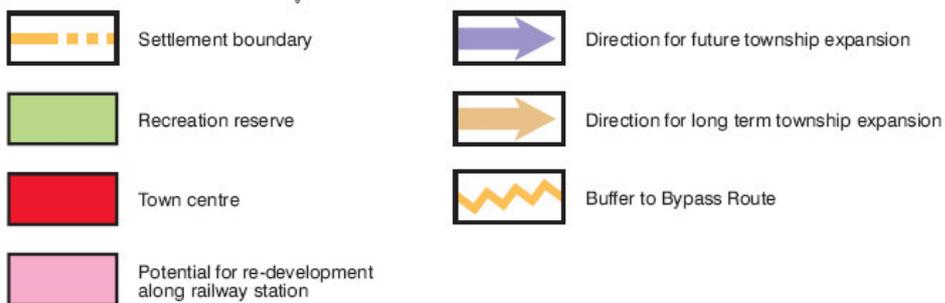
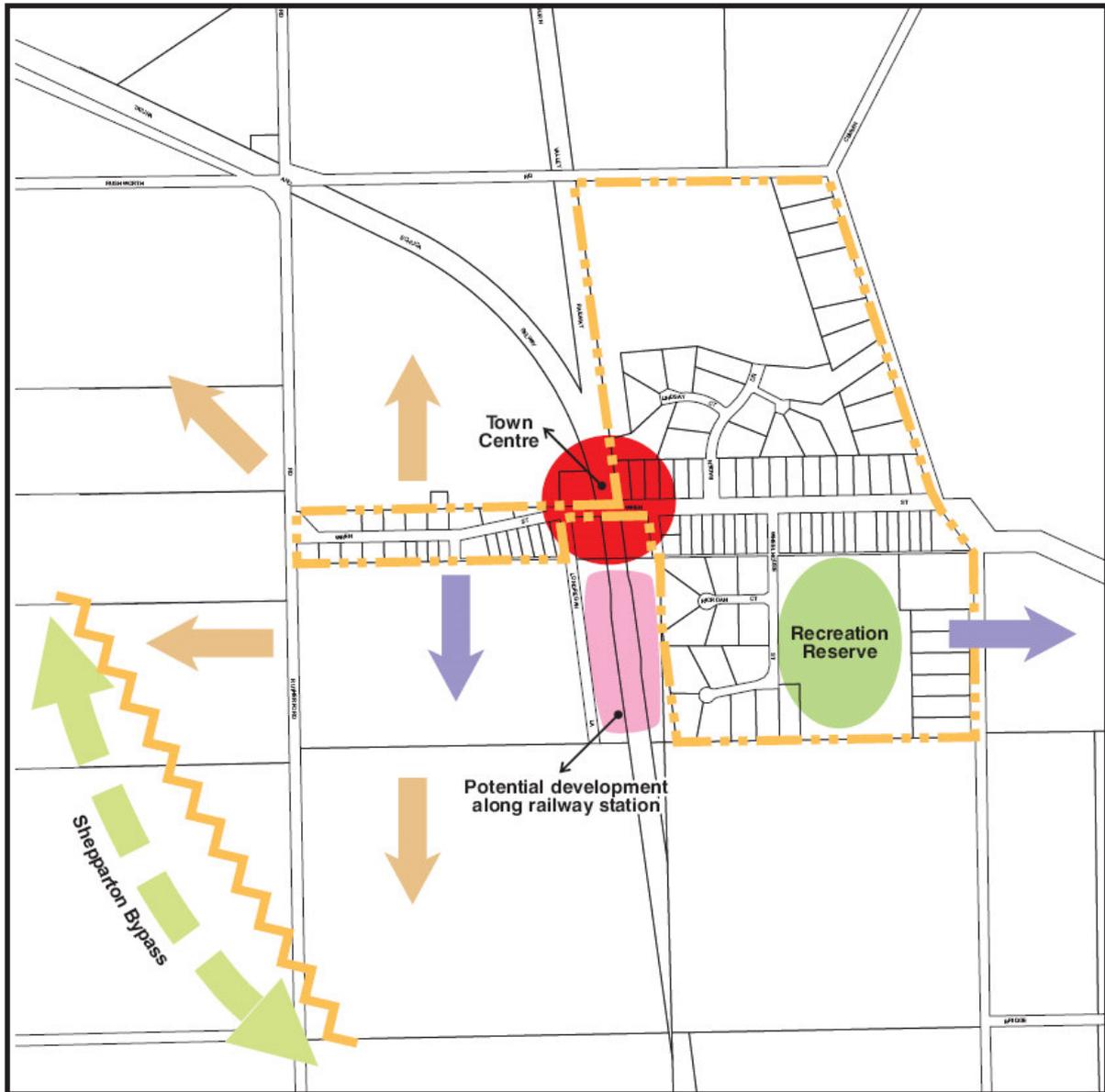
- | | |
|---|---|
|  Settlement boundary |  Town centre |
|  Recreation reserve |  Direction for future township expansion |





- | | | | |
|---|---------------------------------|---|--|
|  | Settlement boundary |  | Area for further investigation |
|  | Recreation reserve |  | Direction for future township expansion |
|  | Potential Development Plan Area |  | Direction for long term township expansion |







5 Housing

5.1 Key Issues

This section contains specific housing issues for Greater Shepparton, based on the population composition as forecast in Background & Analysis Report No. 1: Demographic Profile.

These issues should be considered against the overall housing goals for the municipality:

- managing residential growth and urban expansion
- maintaining an appropriate supply of residentially zoned land;
- providing an appropriate residential mix for the forecast population;
- managing change in established areas;
- applying sustainable development principles to planning and development for both individual buildings and towns.

There are known economic and demographic trends with long term implications for the planning and development of housing stock, including:

- a general long term decline in the proportion of people purchasing on a mortgage
- young housing age groups are deferring purchases or are less able to enter the market, due in part to increase in house prices, a mobile and flexible workforce, casualisation of jobs, and expenses relating to tertiary education.
- in many cases, single income households are priced beyond the housing market.
- government incentives, such as the first home buyers grant, assist in housing affordability
- the rate of unemployment, rate of family breakdowns, and the number of aged persons with inadequate superannuation entitlements, will result in a surge in demand for affordable dwellings.
- whether Greater Shepparton is perceived to have attractive rates of return for investment in rental housing stock.

5.1.1 Providing for Smaller Households

There has been an ongoing gradual reduction in household occupancy rates which is forecast to decrease to 2.2 persons per household by 2031 (Victoria in Future 2004, DSE). This will create a high demand for a different form of housing from the typical detached family home that predominates in Greater Shepparton. Many of the households will in fact be sole person households, as a consequence of an ageing population, break-up of families, and young people moving to larger towns to work or study. Home ownership for a sole person is more difficult in terms of affordability.

A housing strategy should include surveys of this group to assess their typical housing profile. Housing strategies for residential areas should identify areas suitable for the development of medium density housing, student housing; potential for subdivision or conversions of older housing and industrial buildings; and shop top dwelling conversions.

5.1.2 An Ageing Population

There is a large projected increase in the proportion of persons aged 60 and over in the municipality to 2031. The proportion of the municipality in this age group was 16.7% in 2001 and is forecast to increase to 28% in 2030, which is slightly higher than the forecast for Victoria of 27.7% (Victoria in Future 2004, DSE).

A major issue for planning for the housing of this group is the desire for many people to stay at home for as long as possible, with the benefit of Home and Community Care programs. This is particularly applicable to those people from remote areas and retired farmers, who wish to remain in familiar areas.

There will be a range of people in this age group, from early retirees that are fully independent and may combine part time work with leisure activities, to elderly people who are fully supported. Subsequently the housing and community facility demands of these sub groups will differ and may include:

- independent living units
- retirement villages, which may be co-located with supported living dwellings
- serviced apartments
- supported residential units
- residential aged care

There will be demand for medium density of 1-2 bedroom stock, smaller lots with manageable gardens, in both the private and public housing markets. Such housing should be provided in proximity to services and other residents, to encourage social interaction and easy access in the event of emergencies. Physically these dwellings should be flexible in terms of occupant use, contain ramps and have minimum changes in levels.

5.1.3 Housing Type

The predominant housing stock in Greater Shepparton is a detached house on a large lot, representing 90% of the housing stock. Only 4.3% of the stock comprises flats or units.

Council policy can redirect these proportions over time in the form of approval of structure plans for specific areas.

5.1.4 Affordability

House prices in the Greater Shepparton area are amongst the highest in regional Victoria outside of the Bellarine Peninsula and the Surf Coast.

Table 4: Review of Median Prices for Residential Land, Greater Shepparton

Accommodation type	Median price in \$
House	\$192,000
Unit/ apartment	\$169,000
Vacant block	\$ 87,000
Number of house sales	765

Source: "Know Your Town" DSE, 2004

The municipality also has relatively high proportions of publicly rented housing (5.2%) and privately rented housing (20.4%) compared to the regional Victoria average (3.9% and 16.6% respectively).

Some current issues regarding to public housing are:

- Access to public housing stock is becoming more difficult.
- Length of tenure for occupants is not secure, depending on whether they meet the 'need' criteria – this has implications for the development of family and community networks.
- A decrease in the total public housing stock places pressure on the low rent private rental sector.
- The increase in rent for older people, which is greater than pension increases.
- Demand for low cost housing for young people with short term work contracts, or itinerant labourers.
- The provision, or lack thereof, for community services to address homelessness and demand for transitional housing.

The federal government is responsible for policies relating to employment, housing, and affordability of housing. Policies for public housing are implemented under the joint Commonwealth–State housing agreements. Recently, changes to the operation of these agreements have seen a trend to provide for the critically needy. This results in a group of people who may fall outside this definition but who cannot access other low rent housing.

Government can be proactive in this respect by preparing a development contributions policy requiring a proportion of lots in new developments to be earmarked for affordable housing.

In conjunction with the State government land development authority, VicUrban, the Greater Shepparton City Council is undertaking a major restructure and urban renewal program on the public housing area known as Parkside Estate, located in north Shepparton. This program will significantly change the physical layout of the neighbourhoods and in doing so aims to promote greater sense of community and pride in the area.

5.1.5 Preparation of a Housing Strategy

The development of this 2030 Strategy Plan and associated framework plans gives a broad indication of growth corridors. The next level of strategic planning involves detailed supply and demand analysis in order to prepare meaningful structure plans at a precinct level. Such structure plans must be underpinned by a body of research specific to the housing needs of the forecast populations, the identification of gaps in the market, and strategies of how to address the discrepancy.

The Housing Strategy will become a key driver of more detailed local policies, and at the least should contain an analysis and recommended strategies for the following areas of concern to housing:

- Assessments of residential growth trends and implication for infrastructure requirements.
- Residential supply and demand analysis and identification of gaps.
- Land capability and suitability to support housing.
- Surveys of the housing providers and developers.
- Identification of cultural communities and their needs, for both established and newly arrived communities.
- Programs and initiatives for increased independent living.

- An assessment of the diversity of housing stock, with analysis of oversupply and undersupply of specific types.
- Private and public rental, including an acquisitions program for public housing
- Aged persons and supported housing.
- Student housing.
- Affordable housing.
- Urban character analysis, and preferred locations for medium density housing.
- Review of developer contributions in the achievement in overall housing goals.
- Assessment of census data to ascertain the rate of unoccupied dwellings in different settlements of Greater Shepparton.

5.1.6 Residential Land Supply and Demand

The following housing demand calculations are intended to provide an overall picture of land requirements to house future population. This report is not a detailed housing supply and demand analysis. A comprehensive Housing Strategy, as a recommended action, will provide further definition to the demand side of housing.

Table 5 contains forecast population to 2031 and forecast number of occupied private dwellings based the population predictions of Victoria in Future 2004, DSE. These are outlined in the Background & Analysis Report No. 1: Demographic Profile.

For the purposes of this Report the population and household projections used are for the Greater Shepparton Part A. This is considered appropriate as Part A covers the main areas of Shepparton / Mooroopna / Kialla (refer the boundaries in the statistical map in Attachment 2). This area contains over 75% of the residents in the municipality, and receives the majority of new housing developments. It is expected that the proportion of the population living within Greater Shepparton Part A will increase to approximately 90% in 2030.

Table 5: Population Projections Greater Shepparton (Part A) 2003 – 2030

Year	Population Projections	Household Projections
2001	44,876	17,193
2006	48,534	19,186
2011	52,253	21,443
2016	55,954	23,828
2021	59,721	26,264
2031	66,656	30,347

(Source: Victoria in Future 2004, DSE)

The following sub-sections contain calculations for estimating future housing land supply requirements under 2 different scenarios. These scenarios combine predicted growth rates and housing breakdown by type (low, medium and conventional densities).

The two scenarios are:

1. DSE projected growth rate and gradual changes in housing type proportions
2. DSE projected growth rate and major shifts in housing type proportions

The current proportions for the 2003 calculations are:

- Medium density dwellings (400m² per lot) – 5% of dwelling stock
- Conventional dwellings (800m² per lot) – 70% of dwelling stock
- Low density dwellings (2000m² per lot) – 25% of dwelling stock

The conservative approach of applying the current proportions to an extended time period is not considered useful in this analysis, as general housing trends indicate that these proportions are unlikely to remain static in the long term.

The calculations for changes over time in the proportions of housing in each category are shown in Tables 6 and 7.

Table 6: Housing Stock Proportions - Gradual Change Scenario

Housing stock	Proportion of total 2003	Proportion of total 2031
Medium density	5%	20%
Conventional	70%	60%
Low density	25%	20%

Table 7: Housing Stock Proportions - Major Change Scenario

Housing stock	Proportion of total 2003	Proportion of total 2031
Medium density	5%	30%
Conventional	70%	50%
Low density	25%	20%

In 2003, in terms of the supply of residentially zoned land, Greater Shepparton City Council advised that there was approximately 151 hectares (based on 9.4 lots per hectare) of undeveloped Residential 1 Zone land in Shepparton and Mooroopna. Based on the then take up rates of 263 dwellings per year, this resulted in 2.3 years of residentially zoned land in supply.

Scenario 1:

Table 8 following shows that at the predicted population and household growth rates, with trends for a gradual increase in medium density housing and gradual decreases in conventional and low density housing:

- The total additional land required over the period 2001–2031 will be 1,057 hectares, to accommodate an additional 13,154 dwellings.
- As the land supply in 2003 is 151 hectares, the shortfall in residentially zoned land for the period to 2031, under this scenario is approximately 900 hectares.

Table 8: Land requirements in Greater Shepparton (Part A) - Predicted Growth Rate and Gradual Change in Housing Proportions

	2001	2006	2011	2016	2021	2031
Population						
Forecast	44,876	48,534	52,253	55,954	59,721	66,656
<i>Dwellings</i>						
Number	17,193	19,186	21,443	23,828	26,264	30,347
<i>Med density</i>						
% of dwellings	5%	9%	12.5%	16%	20%	20%
No. dwellings	860	1,727	2,680	3,812	5,252	6,070
Area (Ha)	34ha	69ha	107ha	152ha	210ha	242ha
<i>Conventional</i>						
% of dwellings	70%	68%	65%	62%	60%	60%
No. dwellings	12,035	13,046	13,938	14,773	15,758	18,208
Area (Ha)	962ha	1,044ha	1,115ha	1,182ha	1,261ha	1,457ha
<i>Low density</i>						
% of dwellings	25%	24%	22.5%	21%	20%	20%
No. dwellings	4,298	4,604	4,825	5,004	5,252	6,070
Area (Ha)	860ha	920ha	965ha	1,000ha	1,050ha	1,214ha
TOTAL						
Area (Ha)	1,856ha	2,033ha	2,187ha	2,334ha	2,521ha	2,913ha

Scenario 2:

Table 9 following shows that at the predicted population and household growth rates, with trends for a large increase in medium density housing and large decreases in conventional and low density housing:

- The total additional land required over the period 2001–2030 will be 632 hectares, to accommodate an additional 13,154 dwellings.
- As the land supply in 2003 is 151 hectares, the shortfall in residentially zoned land for the period to 2031, under this scenario is approximately 480 hectares.

Table 9: Land Requirements in Greater Shepparton (Part A) - Predicted Growth Rate and Major Change in Housing Proportions

	2001	2006	2011	2016	2021	2030
<i>Population</i>						
Forecast	44,876	48,534	52,253	55,954	59,721	66,656
<i>Dwellings</i>						
Number	17,193	19,186	21,443	23,828	26,264	30,347
<i>Med density</i>						
% of dwellings	5%	10%	16%	23%	30%	30%
No. dwellings	860	1,919	3,431	5,480	7,880	9,104
Area (Ha)	34ha	77ha	137ha	219ha	315ha	364ha
<i>Conventional</i>						
% of dwellings	70%	65%	60%	55%	50%	50%
No. dwellings	12,035	12,470	12,865	13,105	13,132	15,174
Area (Ha)	962ha	998ha	1,029ha	1,048ha	1,050	1,214ha
<i>Low density</i>						
% of dwellings	25%	22%	20%	18%	15%	15%
No. dwellings	4,298	4,221	4,289	4,289	3,940	4,552
Area (Ha)	860ha	844ha	858ha	857ha	788ha	910
<i>TOTAL</i>						
Area (Ha)	1,856ha	1,919ha	2,024ha	2,124ha	2,153ha	2,488ha

Summary:

Table 10: Comparison of Total Future Land Requirements in Greater Shepparton (Part A) - under Predicted and Accelerated Growth Rate Scenarios

Scenario	Change in proportion of housing stock to 2030	Land area required	Estimate of available residential land at 2003	Approximate additional land required
1	Gradual (20/60/20)	1,057	151	900
2	Major (30/50/20)	632	151	480

Assumptions:

- the land area requirements incorporate an approximate area of 25% of land that is not developable, for example for roads, services and open space.
- the majority of new conventional dwelling stock will be provided in new greenfield estate development.
- the majority of new medium density development, especially in the early years, will be located in established residential zones as infill development.
- the average lot sizes are larger than metropolitan averages, and are based on current trends, as observed in current building stock.

5.2 Achieving the Strategic Objectives

The key objectives for this subtopic are:

- Objective 1:** To provide for a broader range of dwelling densities and types of housing to meet current and future community needs and differing lifestyles.
- Objective 2:** To increase the supply of medium density housing in appropriate locations.
- Objective 3:** To provide a restricted amount of land for rural residential purposes, without impacting on the long-term growth potential of urban centres and productive agricultural land.

The following table provides the detailed strategies and an implementation plan.

Table 11: Housing – Achieving the Strategic Objectives

Topic: SETTLEMENT & HOUSING – Commitment to growth within a consolidated and sustainable development framework			
Theme: Housing			
Objectives	Strategies	Actions	Council Role
<p>1. To provide for a broader range of dwelling densities and types of housing to meet current and future community needs and differing lifestyles</p>	<p>1.1. Encourage the consolidation of existing residential areas in the municipality.</p> <p>1.2. Ensure the density and types of new residential developments are consistent with the role and function of each centre.</p> <p>1.3. Promote medium density residential development in appropriate locations.</p> <p>1.4. Provide for limited rural residential opportunities in appropriate locations.</p>	<p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Apply the GS 2030 Framework Plan. ▪ Apply the GS 2030 Residential Framework Plan, Shepparton, Mooroopna & Kialla. ▪ Apply the GS 2030 Town Framework Plans <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Residential 1 Zone to established residential areas and land in growth areas. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Prepare a Housing Strategy to identify future housing needs, supply and demand, having regard to population growth and profile, the need for support accommodation, household formation, dwelling densities and size, and preferred locations. ▪ As part of the Housing Strategy investigate the application of the Residential 2 Zone over large redevelopment sites within and around Shepparton. ▪ Prepare a Rural Land Strategy to identify areas suitable for rural residential. 	<p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>H \$80,000</p> <p>H \$80,000</p> <p>H \$80,000</p>

Topic: SETTLEMENT & HOUSING – Commitment to growth within a consolidated and sustainable development framework			
Theme: Housing			
Objectives	Strategies	Actions	Council Role
<p>2. To increase the supply of medium density housing in appropriate locations.</p>	<p>2.1. Support increased densities, such as 15 dwellings per hectares, where reticulated sewer and urban services are provided in the existing residential areas</p> <p>2.2. Encourage medium density housing in preferred locations with the following attributes:</p> <ul style="list-style-type: none"> - Existing Residential areas - Within 400-500m of public transport routes - Adjacent to river corridors and public open spaces - Around the Shepparton CBD and neighbourhood centres. <p>2.3. Encourage supported accommodation (nursing homes, hostels) in proximity to community and commercial services and activities.</p> <p>2.4. Seek to encourage the inclusion of medium density, apartment style and shop-top housing as part of the redevelopment of Shepparton CBD commercial sites so as to provide housing opportunities near activity centres, educational campuses and areas of employment, and with access to public transport.</p>	<p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Apply the GS 2030 Framework Plan. ▪ Apply the GS 2030 Residential Framework Plan, Shepparton, Mooroopna & Kialla. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Prepare a Housing Strategy to identify future housing needs, supply and demand, having regard to population growth and profile, the need for support accommodation, household formation, dwelling densities and size, and preferred locations. ▪ As part of the Housing Strategy investigate the application of the Residential 2 Zone over large redevelopment sites within and around Shepparton. <p>Other actions</p> <ul style="list-style-type: none"> ▪ Prepare a Community Services Mapping Report to identify gaps in the provision of housing for various groups within the community, such as the young, elderly and disadvantaged. 	<p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider/ Facilitator</p> <p>H \$80,000</p> <p>H \$80,000</p> <p>M \$20,000</p>

Topic: SETTLEMENT & HOUSING – Commitment to growth within a consolidated and sustainable development framework			
Theme: Housing			
Objectives	Strategies	Actions	Council Role
<p>3. To provide a restricted amount of land for rural residential purposes, without impacting on the long-term growth potential of urban centres and productive agricultural land.</p>	<p>3.1. Protect productive agricultural land from encroachment of urban growth</p> <p>3.2. Provide for rural residential opportunities where environmental constraints prevent smaller lots, and on land that is not considered to be high quality agricultural land, in accordance with Ministerial Direction No 6</p> <p>3.3. Protect the amenity of rural residential land by discouraging uses with the potential to create a nuisance.</p> <p>3.4. Maintain non-urban breaks between the Shepparton and Mooroopna and the towns.</p>	<p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Apply the local policy – Housing in Rural Areas. ▪ Apply the GS 2030 Framework Plan, Shepparton, Mooroopna & Kialla Urban Growth Boundaries. ▪ Apply the GS 2030 Residential Framework Plan, Shepparton, Mooroopna & Kialla ▪ Apply the GS 2030 Town Framework Plans <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Rural Living Zone to rural residential developments <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Prepare a Rural Land Strategy to identify areas suitable for rural residential. 	<p>Provider</p> <p>Provider</p> <p>Provider</p> <p>H \$80,000</p>

5.3 Residential Framework Plan- Shepparton, Mooroopna & Kialla

This framework plan for the Shepparton, Mooroopna & Kialla residential areas is characterised by:

- The designation of the urban growth boundary is heavily reliant on the boundaries of the Urban Floodway Zone as determined by the Floodplain Management Plan 2003. Consequently the refinement of floodway mapping over time will necessitate the designation of land suitable for residential development. This can be incorporated into the requirements for outline development plans.
- There are many opportunities for more compact medium density housing throughout the city but particular emphasis upon the area within 400-600m of the CBD and neighbourhood centres adjacent to the Goulbourn Valley Highway, north of the Broken River and adjacent to the primary roads and creek corridors.
- There are three urban growth boundaries around the settlements of Shepparton, Mooroopna and Kialla. These are separated by a large swathe of land comprising the rivers and creek paths and associated floodplains.
- The productive agricultural land outside these boundaries will be protected from long term urban expansion.
- Areas for short term residential development are located in areas that can be serviced. Areas marked for long term residential are currently zoned rural and may have current productive capacity, however they are included in the overall growth boundary due to the long time frame for the project.
- Future residential areas subject to further investigation are also shown, including the Shepparton Aerodrome, the relocation of which will depend on outcomes of a feasibility study.

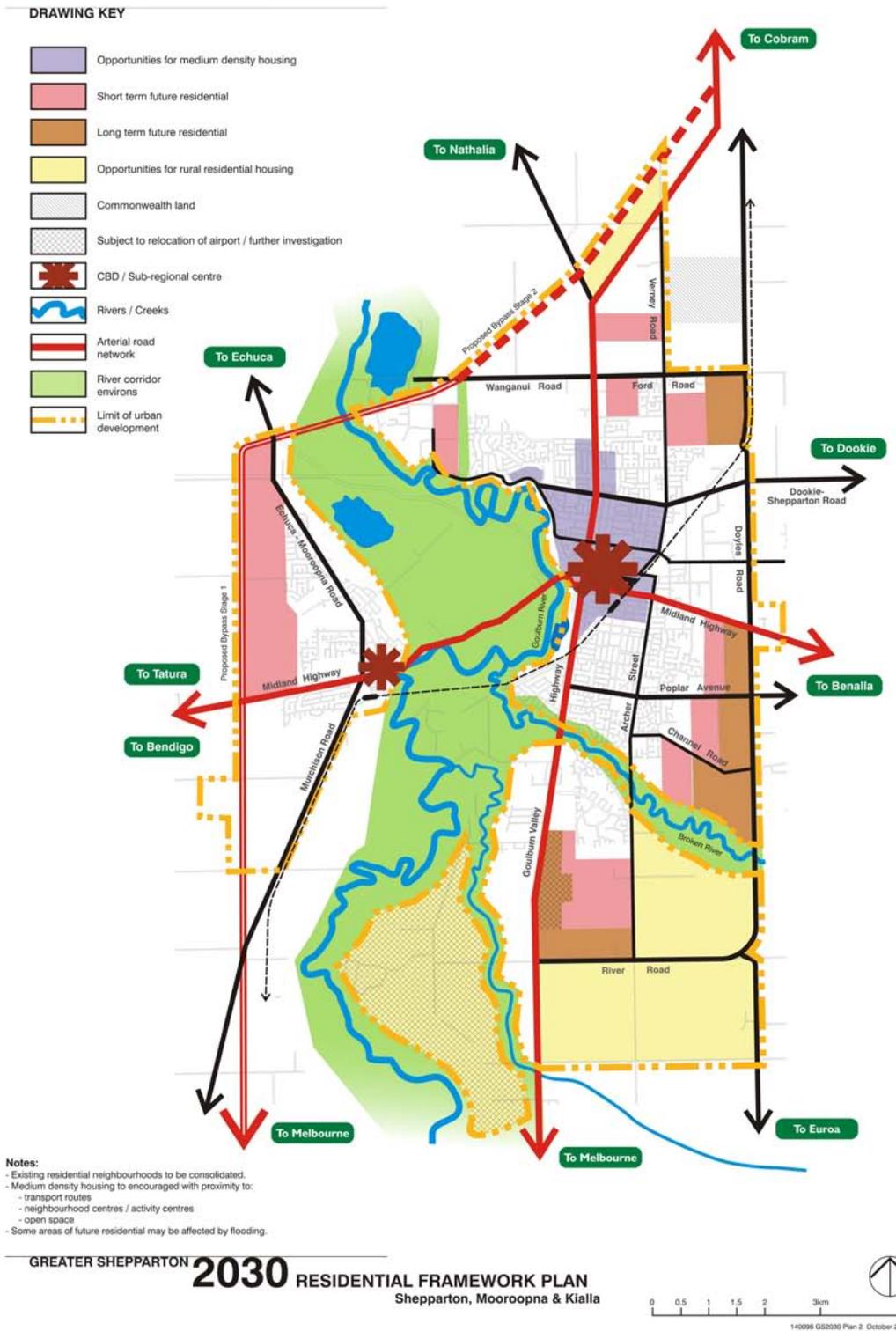


Figure 6: Residential Framework Plan- Shepparton, Mooroopna & Kialla

6 Sustainable Design

6.1 Key Issues

- The demand for land for rural residential environments in Greater Shepparton has traditionally been met from the subdivision of rural land holdings at the periphery of towns. As the main growth areas expanded additional rural land was converted to smaller holdings. This process is no longer acceptable given the need to protect the productive capacity of soils and areas of native vegetation, provide services efficiently and cut dependence on fossil fuels to access facilities.
- There is a need to ensure good urban design outcomes are achieved for residential, commercial and industrial subdivisions, new developments and upgrades/redevelopment of existing buildings and public spaces. Quality design and architectural styles should be promoted throughout the municipality.
- The image of the Shepparton, Mooroopna and the centres of the towns can be improved through controlled and co-ordinated approach to outdoor advertising signs. Complex, cluttered and an excessive number of signs can lead to poor sense of image and lack of amenity within streetscapes.
- It is equally important to consolidate development and infrastructure in established urban areas. In doing so, it is recognised that issues of neighbourhood character and urban amenity must be considered in the design of infill development.
- Sustainability principles will strongly influence the design siting and servicing of dwellings and the layout of the municipality and will be evident in the adaptation and reuse of existing buildings and materials, retention and reuse of storm water, water sensitive urban design, solar and energy efficient materials. These principles should apply to all developments for different uses, and not be limited to high profile institutional buildings or expensive developments.
- Land use planning has implications for all dimensions of settlement, including health and social activity, and therefore the layout of the municipality should place a greater priority on healthy outcomes, walking, and the use of bicycles and less dependence and use of fossil fuels.

6.2 Update on Relevant Strategies/Reports

6.2.1 Shepparton Urban Design Framework, Collie (January 1999)

As stated in Section 4.2.3 of this Report, the study area is the Shepparton CBD area bounded by Welsford Street, Nixon Street and Sobroan Street. The framework provides guidelines for the standard of design of new non residential buildings, and the role of public art in the urban context. Specific recommendations are made for the city entries, significant sites, the river corridor, open spaces, car parks, pedestrian links, interfaces, and the railway.

The framework created different precincts for urban design purposes:

- Central business and entertainment core, mall
- TAFE
- Northern and railway fringe
- North and southern residential areas

- Civic area – Municipal, art gallery and Queens Gardens
- Wyndham Street environs
- River corridor and open spaces

Major applications are tested against these design guidelines, for example the imminent redevelopment of the Bonlac site at the entrance to Shepparton.

6.2.2 Shepparton Urban Character and Street Tree Study, Urban Initiatives (1999)

This study divided the urban/town areas of Greater Shepparton into precincts based on zoning boundaries, subdivision pattern, building style, period of development, and streetscape characteristics.

Each precinct area has been allocated a limited range of tree planting options, in order to move towards creation of individual precinct identities and neighbourhood consistency.

Precinct tree species selection was influenced by factors such as existing successful plantings, precinct character, relationship to open space, the natural environment and long term streetscape vision.

6.3 Achieving the Strategic Objectives

The key objectives for this subtopic are:

- Objective 1:** To develop and enhance a distinctive character for Greater Shepparton
- Objective 2:** To achieve a high standard of sustainability in the design and development of new buildings and subdivision

The following table provides the detailed strategies and an action plan.

Table 12: Sustainable Design – Achieving the Strategic Objectives

Topic: SETTLEMENT & HOUSING – Commitment to growth within a consolidated and sustainable development framework			
Theme: Sustainable Design			
Objectives	Strategies	Implementation	Council Role
<p>1. To develop and enhance a distinctive character for Greater Shepparton</p>	<p>1.1 Promote design excellence and architectural style in the appeal and function of different development</p> <p>1.2 Promote landscaping themes throughout the municipality to create a unified identity yet retaining individual town character</p> <p>1.3 Support the use of urban design frameworks to identify where and how built form can be used to enhance the impact and perception of the municipality</p> <p>1.4 Enhance the gateways, boulevards and focal points in the municipality with urban design and landscape master plans.</p> <p>1.5 Maintain a distinctive urban-rural interface, and a green belt between Shepparton and Mooroopna.</p> <p>1.6 Promote the heritage features of the municipality as contributors to its character.</p> <p>1.7 Control the location, size and scale of advertising signage, especially in key precincts of the CBD and town centres.</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Update the local policy on rural roads environs to emphasize urban design outcomes for rural areas, gateways and rural road environs. Apply the local policies on advertising signs, building lines, heritage and the Goulburn Valley Highway environs. <p>Applying zones and overlays</p> <ul style="list-style-type: none"> Apply the Heritage Overlay to identified sites. Apply the Development Plan Overlay to seek quality urban design outcomes for subdivisions. Apply the Design and Development Overlay to main roads and key precincts to improve urban design, landscaping and to control advertising. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare a Housing Strategy incorporating an urban character analysis. Implement the provisions of the Heritage Study in order to retain and protect the existing heritage and cultural assets of the city. Review the urban design framework and structure plan for the CBD. 	<p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Priority</p> <p>H \$80,000</p> <p>H \$10,000</p> <p>M \$20,000</p>

Topic: SETTLEMENT & HOUSING – Commitment to growth within a consolidated and sustainable development framework
Theme: Sustainable Design

Objectives	Strategies	Implementation	Council Role	Priority
		<ul style="list-style-type: none"> ▪ Complete and implement the urban design frameworks for the towns. <p>Other actions</p> <ul style="list-style-type: none"> ▪ Require landscape master plans for the public domain of new subdivision areas, and ensure consistency with the Street Tree Strategy and Urban Character Study. ▪ Commission public art in prominent or important public and civil spaces. ▪ Prepare an Urban Furniture Design Manual for replacement and installation of street furniture in line with the urban design framework for each town. 	<p>Provider</p> <p>Advocate</p> <p>Provider/ Facilitator/ Advocate</p> <p>Provider</p>	<p>M-H \$20,000each</p> <p>H</p> <p>M</p> <p>L \$10,000</p>
<p>2. To achieve a high standard of sustainability in the design and development of new buildings and subdivision</p>	<p>2.1 Promote energy efficient and sustainable designs for subdivision, new development and redevelopment of existing buildings and spaces.</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Update the local policy on rural roads environs to include energy efficient and sustainability. <p>Other actions</p> <ul style="list-style-type: none"> ▪ Apply the ResCode 5 star ratings to new developments for energy efficient urban design. ▪ Prepare a Sustainable Design and Development Kit with guidelines, suppliers, and links to further information. ▪ Hold annual awards for design excellence in building and subdivision design sustainability 	<p>Provider</p> <p>Provider/ Advocate</p> <p>Provider/ Advocate</p> <p>Provider</p>	<p>H</p> <p>H</p> <p>L</p> <p>L</p>

Attachment 1 – Greater Shepparton 2030- topics, direction and themes

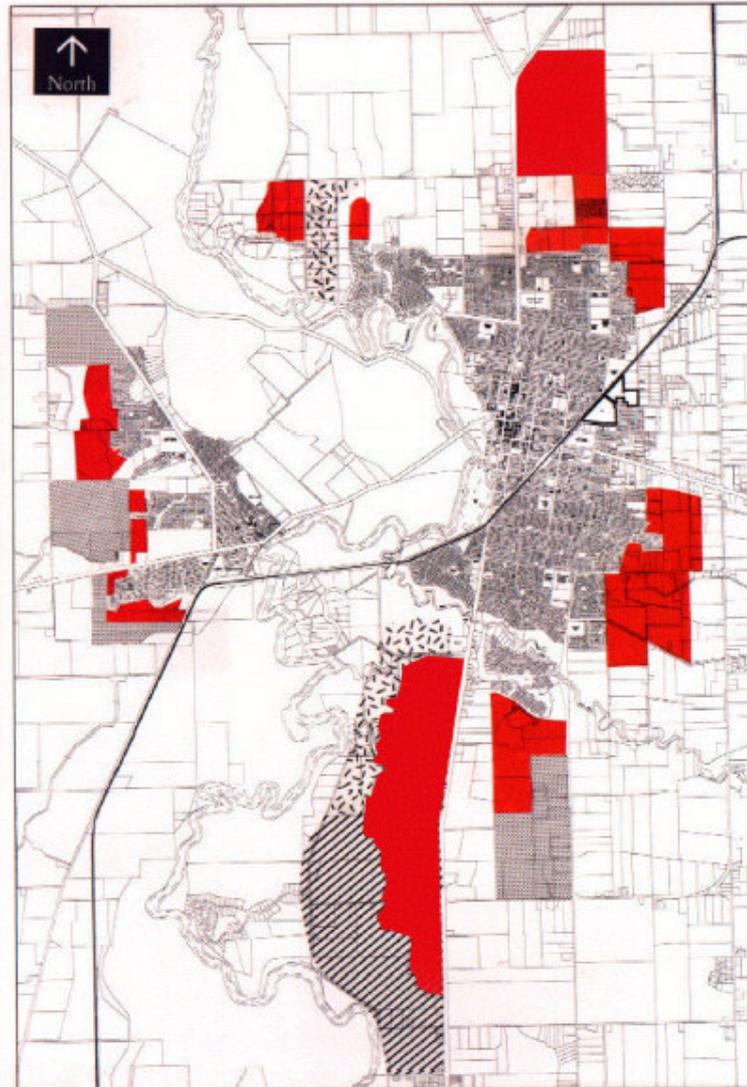
GREATER SHEPPARTON 2030 STRATEGY FRAMEWORK

Topic: SETTLEMENT	
<p>Direction: Commitment to growth within a consolidated and sustainable development framework</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Growth ▪ Housing ▪ Sustainable design
Topic: COMMUNITY LIFE	
<p>Direction: Enhance social connectedness and physical and mental health, education and participatory opportunities in order to improve liveability and a greater range of community services</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Health and social services ▪ Education and learning ▪ Recreation and open space ▪ Safe and accessible environments
Topic: ENVIRONMENT	
<p>Direction: Conservation and enhancement of significant natural environments and cultural heritage</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ The natural environment ▪ Floodplain management ▪ Sustainable / Best practice land management ▪ Cultural heritage ▪ Built heritage
Topic: ECONOMIC DEVELOPMENT	
<p>Direction: Promote economic growth, business development and diversification, with a focus on strengthen the agricultural industry</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Agriculture and rural land ▪ Commercial activity centres ▪ Industry ▪ Tourism
Topic: INFRASTRUCTURE	
<p>Direction: The provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Traffic and transport systems ▪ Urban services

Attachment 2 – Framework plans in the existing Municipal Strategic Statement

Residential Framework Plan for Shepparton & Mooroopna

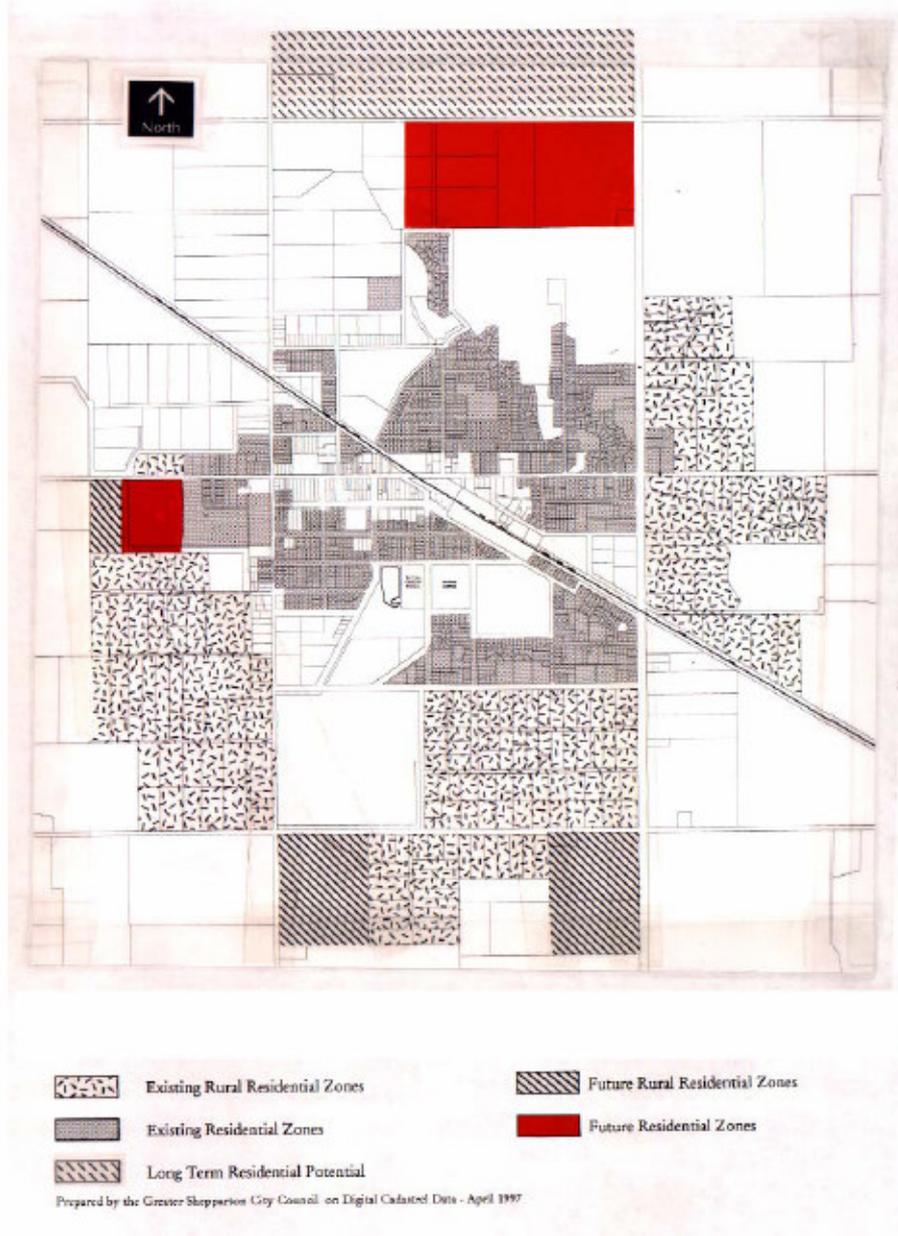
LOCAL
PROVISION



- | | | | |
|---|---|---|---|
|  | Existing or Future Residential |  | Long Term Residential Potential |
|  | Future Residential - Special Investigation Area |  | Rural Residential (special investigation area subject to ODP) |

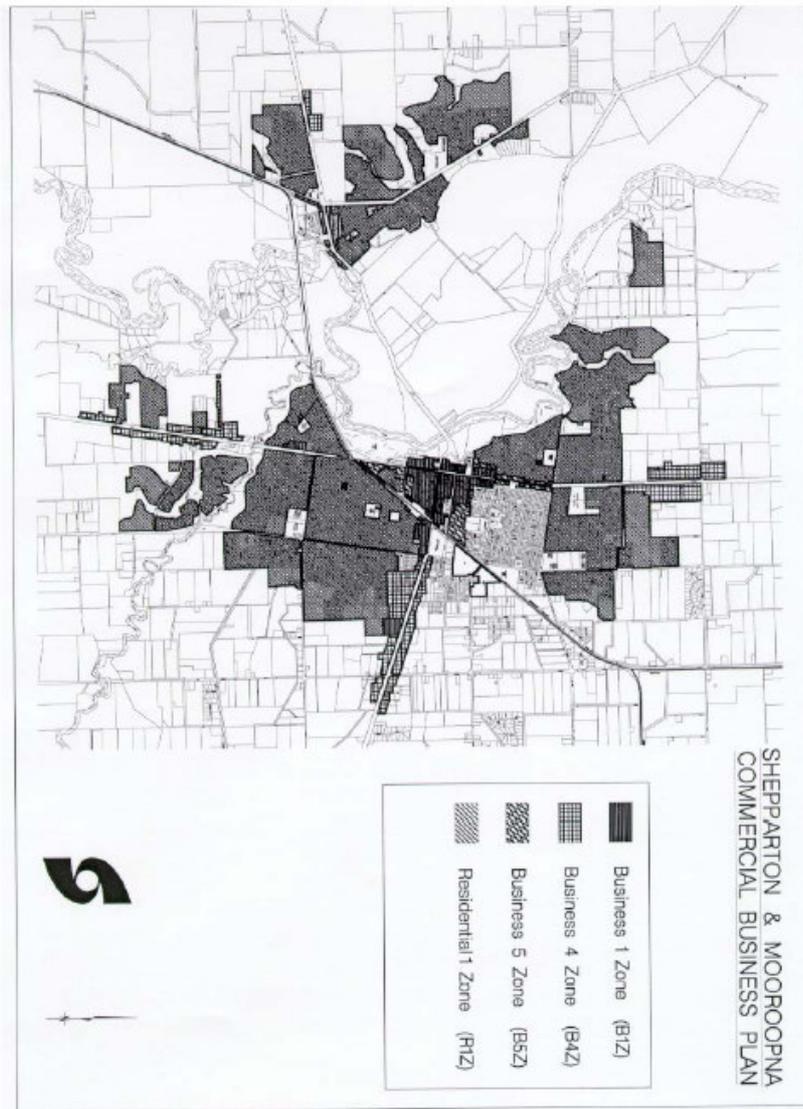
Prepared by the Greater Shepparton City Council on Digital Cadastre Data - April 1997

GREATER SHEPPARTON PLANNING SCHEME



GREATER SHEPPARTON PLANNING SCHEME

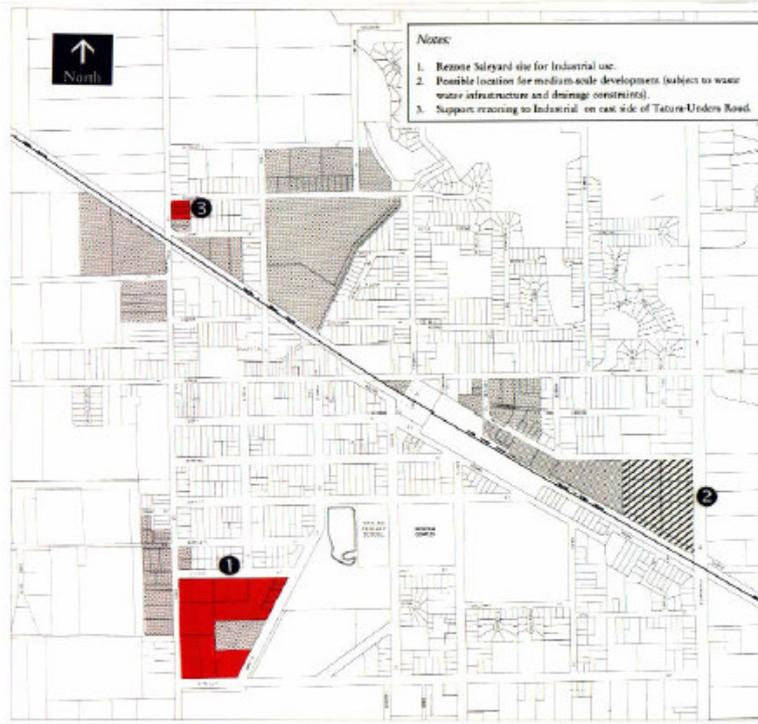
LOCAL
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GREATER SHEPPARTON PLANNING SCHEME

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 PROVISION

Industrial Framework Plan for Tatura

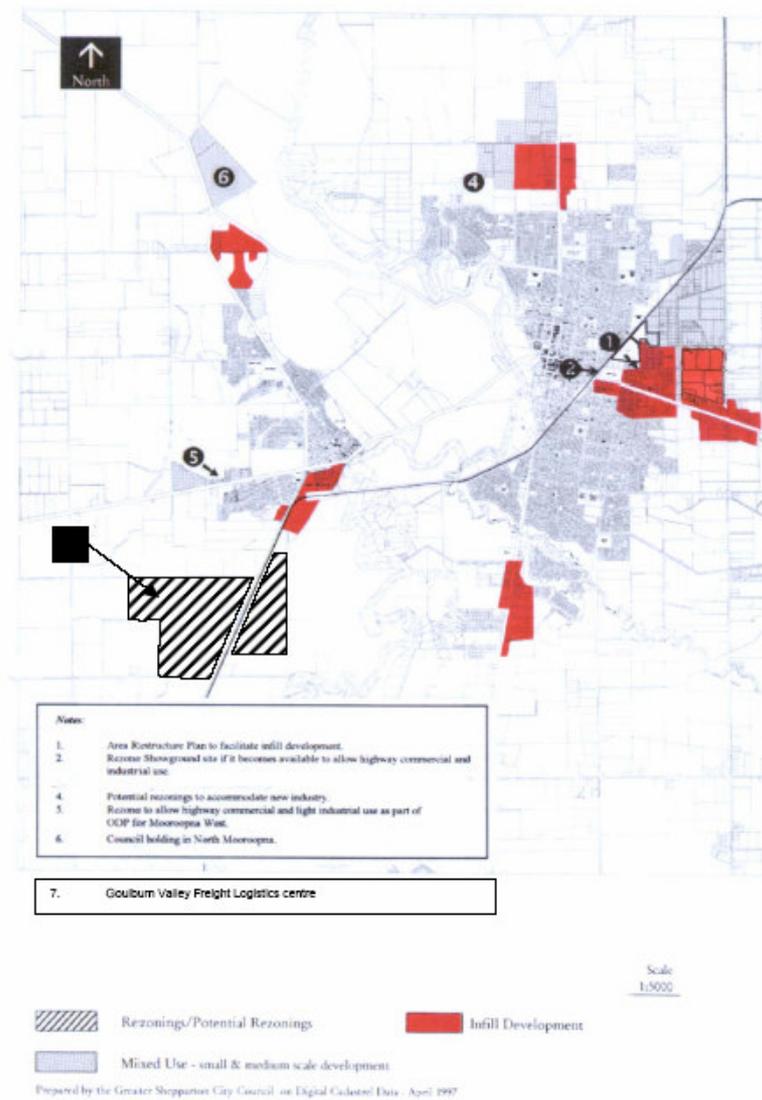


Prepared by the Greater Shepparton City Council on Digital Geospatial Data - April 1997

GREATER SHEPPARTON PLANNING SCHEME

LOCAL
PROVISION

Industrial Framework Plan for Shepparton & Mooroopna



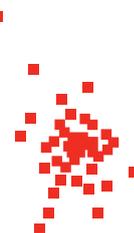


GREATER SHEPPARTON 2030

BACKGROUND and ANALYSIS REPORT NO. 3: COMMUNITY LIFE

Adopted by Council at Ordinary Council Meeting on 3 October 2006

coomes consulting



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Abbreviations / Acronyms

ABS	Australian Bureau of Statistics
CBD	Central Business District - Shepparton city centre
GSCC	Greater Shepparton City Council
CMA	Catchment Management Authority
DPI	Department of Primary Industries
DSE	Department of Sustainability and Environment
GB-CMA	Goulburn-Broken Catchment Management Authority
G-MW	Goulburn-Murray Water
Greater Shepparton	Refers to the whole municipality of Greater Shepparton
MSS	Municipal Strategic Statement
Shepparton	Refers to the urban areas of Shepparton
SIR	Shepparton Irrigation Region
VPPs	Victorian Planning Provisions
WFP	Whole Farm Plan

1 Introduction

1.1 Greater Shepparton 2030 – Process and Outcomes

The Greater Shepparton City Council and the Department of Sustainability and Environment have prepared *Greater Shepparton 2030*, a blueprint for building sustainable economic activity and maximising the quality of life in the municipality over the next 30 years.

This plan will update the previous City of Greater Shepparton Strategy Plan 1996 which formed the basis for the current Municipal Strategic Statement (MSS). The MSS is the local strategy component of the Greater Shepparton Planning Scheme.

A key element of the preparation of this plan was the integrated planning approach, and the process and extent of community engagement involving all stakeholders. This engagement was achieved from a number of initiatives to obtain a depth of understanding of issues from both technical and personal perspectives. The feedback from the community consultation assisted in the development of visions for the municipality.

The methods of community engagement included an open invitation for community representatives to attend a number of advisory groups. These workshops covered the specialist topics of:

- Environment
- Heritage and culture
- Community services
- Infrastructure
- Transport
- Business and tourism
- Agriculture
- Recreation and open space
- Youth

In addition, specific workshops were held to discuss the towns of:

- Congupna
- Dookie
- Katandra West
- Merrigum
- Mooroopna
- Murchison
- Shepparton
- Tallygaroopna
- Tatura
- Toolamba
- Undera

Specialist input was also received from single purpose workshops with Councillors, Council officers and Regional Development agencies.

A number of individual interviews were held with representatives of key statutory agencies. In addition to community engagement, the preparation of the strategy involved detailed research and investigation of the main issues.

Current and emerging issues are considered, ranging from global issues such as world economics, global warming, energy sources and population migration.

Domestic issues are considered, including changes to the horticultural and dairy industries, potential for new rural enterprises, water distribution, the highway bypass, changes to road and rail freight patterns, and community development and settlement patterns.

This report also provides a profile of the city and the forecast population projections.

The key land use and development principles that together form the basis of a functioning city are:

- People (Demographic Profile)
- Settlement and Housing
- Community Life
- Environment
- Economic development
- Infrastructure

This grouping generally reflects the land use and development principles embodied in State and local documents including the Victorian Planning Provisions (VPPs), the Greater Shepparton City Council Plan and Melbourne 2030.

Attachment 1 contains a complete list of topics, a key direction for each topic, and a list of themes within each topic, that together comprise the policy coverage of *Greater Shepparton 2030*.

There is a background and analysis report for each of the above topics. This grouping is for ease of description of related sub-topics and for implementation by various public and private agencies. It is recognised that, in practice, these principles are intrinsically interrelated in a holistic view of the municipality.

Greater Shepparton 2030 contains objectives, strategies, and implementation suggestions for each of these topics. These were derived from a set of overarching sustainability principles, which have also driven Greater Shepparton's Council Plan.

In addition, some of the topics will contain framework plans. A framework plan will spatially map the preferred form of future use and development.

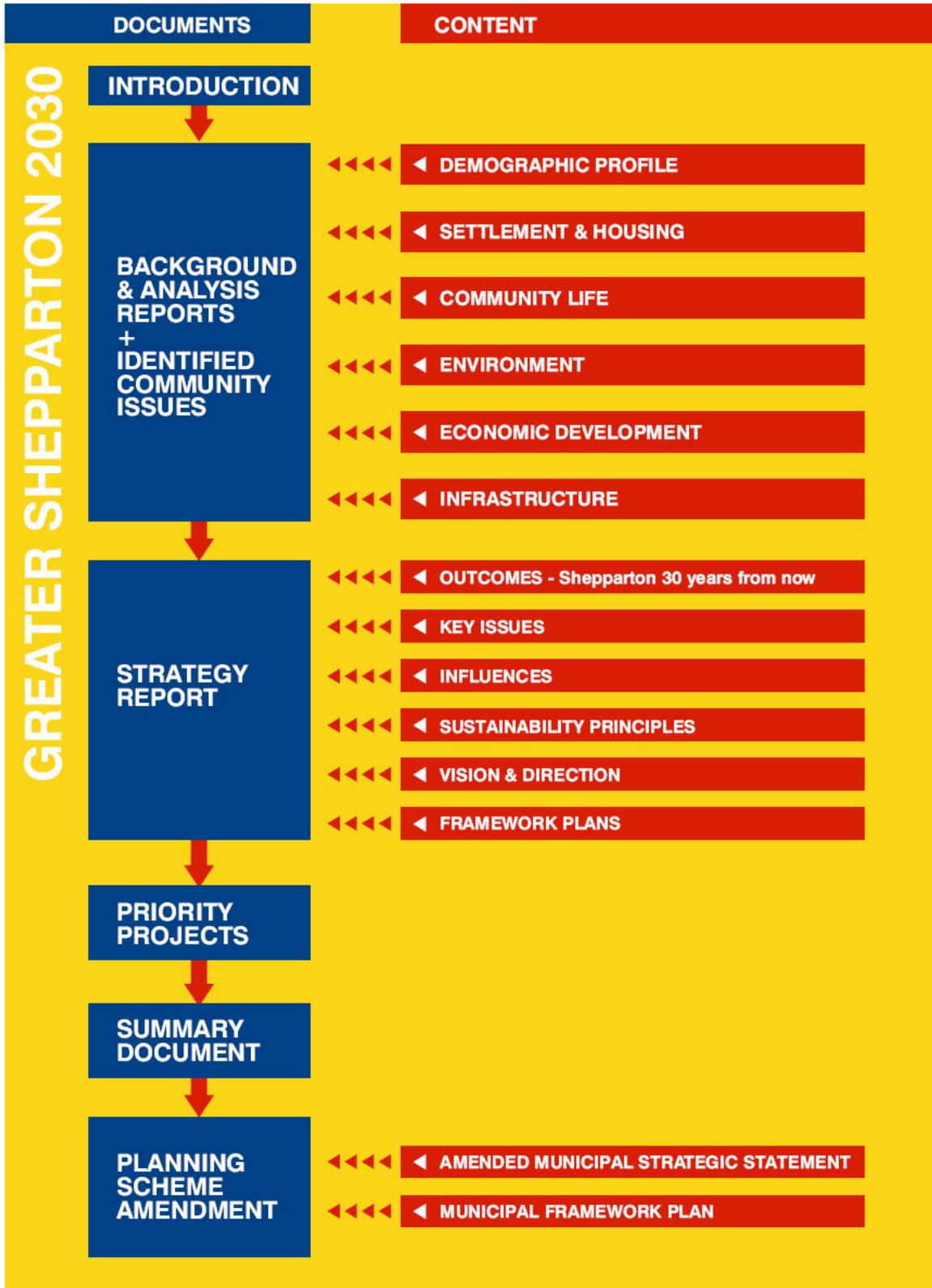
In line with the sustainability outcomes sought for the long term, the plan will contain triple bottom line assessments of opportunities and challenges for land use planning, social planning and economic analysis. This analysis will identify priority projects which will be included in *Greater Shepparton 2030: In Summary*, a summary document for the Greater Shepparton City Council.

The outputs of this Strategy will consist of a number of corporate and strategic planning documents for the municipality, including the Municipal Strategic Statement. The implementation of the Actions listed in the Strategy Plan will be undertaken in the context of the constraints of the Strategic Resources Plan as contained in the Council Plan 2004-2008.

The total package of documents comprising the *Greater Shepparton 2030* is shown in Figure 1.

GREATER SHEPPARTON 2030

THE COMPONENTS OF GREATER SHEPPARTON 2030



Knowledge Creativity Performance
Engineering Surveying Planning Urban Design Landscape Architecture
Sustainability and Environment Architecture Project Management

Figure 1: The Components of Greater Shepparton 2030

1.2 This Report – Community Life

The ‘community life’ component of this strategy plan is inclusive of a wide range of sub-topics that are interrelated and often interdependent.

The sub-topics that are discussed in this strategy plan are:

- Health and Social Services (Section 5)
- Education (Section 6)
- Recreation and Open Space (Section 7)
- Safe and Accessible Environments (Section 8)

The concept of ‘community life’ embodies a number of intangible attributes, which may include feelings of connection, security, belonging, and a shared future. Of course the meaning of community will be unique for each individual. However, for the purposes of this strategic plan, the sense of community may be manifested in a number of ways, for example, in the form of social connectedness and networks, social support structures, leadership, in the strength of local volunteerism, in the scope of social networks and social support structures, and in the degree of self-autonomy and self directed action.

The scope of services and facilities that form the foundations of community life cannot be practically covered in this strategic plan. Both the Council’s annual corporate plan and the Public Health Plan 2002-2005 contain many strategic directions for social planning.

The municipality is home to a diverse number of ethnic groups, including indigenous Aborigines, second and third generations of European migrants, and newer first generation migrants from Europe, Asia and the Middle East, some of who initially arrived in Australia as refugees.

The number and diversity of ethnicities presents challenges for GSCC in terms of social inclusion, tolerance of other cultures, and access and integration into essential support services, community facilities, employment, education, community facilities and the like. Yet this unique indigenous and multi-cultural population mix also presents opportunities for celebrating the unique characteristics of national and other cultures, a new labour force for existing and planned businesses, and an understanding of the broader world.

A functioning community requires the provision of basic health and social services. These services are usually state subsidised, and many are also directly supported through Council funding. Their distribution and form of provision to regional and rural locations has changed over time. The financial constraints on these services are unlikely to be revealed in the future. Therefore the challenge for service providers is to fulfil their user needs within budgetary constraints, by pursuing creative delivery methods. Greater Shepparton City Council supports this approach and is actively pursuing this objective through a number of community strengthening initiatives which focus on responding to the actual needs of communities, rather than the provision of standard services for those residents who have the ability and capacity to access them.

A “liveable” community is one where residents feel they live in a secure environment with access to facilities. Such security and accessibility enables social interactions, and creates opportunities for mixing of varying age groups and cultures.

A resounding theme throughout the consultation is the skills base and lifelong education of the community. The retention of a proportion of the local youth for post-secondary study and a career in the region can only be attained if relevant training opportunities and careers are available. In addition, there must be a corollary investment in lifestyle attractors for this age group, for example housing, transport, entertainment and sports facilities. The improvement of education facilities cannot be narrowly viewed as a competition for institutions from other regional cities.

Health and fitness are important indicators of a well-balanced community. The moderate climate and short commuting distances create opportunities for a range of passive and active recreational facilities, and this must be promoted to all residents.

This report provides a snapshot of the demographic profile of the Greater Shepparton City Council and a review of a number of social issues covering social connectedness education, health, housing, crime and community infrastructure.

The report has relied on a mix of quantitative and qualitative research including:

- ABS Census 2001 data, 2002 projections and comparisons are made between the municipality and the Regional Victorian average as well as between the 2001 and 1996 Census figures.
- Additional quantitative data from DETWR, Crime Prevention Victoria, the Reserve Bank of Australia and the Department of Sustainability and Environment, including “Know Your Town”.
- A series of reports on thematic issues including the provision of services for older people, health promotion, youth affairs, the renewal of the Parkside Estate and employment training initiatives.
- Interviews with State and local government officials and health care providers including Goulburn Valley Family Care, Office of Housing and Department of Human Services.

1.3 Structure of This Report

This report is divided into 10 sections:

Section 1 contains an introduction to the strategy plan, an outline of subtopics addressed in this report, and a list of sustainability principles.

Section 2 provides an overview of the topic, with the major issues identified in the 1996 plan and comments about where the future focus should be in this current strategy plan. This section concludes with a singular direction for the topic of community life, which will drive the detailed strategies.

Section 3 contains a summary of comments from the community engagement process: firstly the comments regarding the major issues of social services education and recreation, and secondly, ideas and visions for the potential achievements in 20 years time. These comments are displayed graphically to show linkages and common themes.

Section 4 contains a statistical overview of Greater Shepparton and the distribution of community services.

Sections 5 to 8 address each of the subtopics in detail and may include all or a number of these items:

- Key issues, including major structural changes and key initiatives undertaken.
- Any reports or studies relevant to the study area, published since the 1996 plan.
- A broader strategy framework, indicating where local strategies fit into regional, state, national and international strategy frameworks.
- A list of objectives, derived from the community engagement feedback and vision setting plus the above situational analysis. These objectives have been tested against the sustainability principles.
- For each of the objectives, a list of strategies to achieve the objectives.
- For each of these strategies a list of actions to implement the strategies.
- In addition, the role taken by the Council, the priority of the project and an indicative cost are included as part of the implementation process. Council has the following roles:
 - Provider – Council's role is to provide the service
 - Facilitator – Council's role is to provide the service with other providers
 - Advocate – Council's role is to lobby the provider to provide the service
- Where relevant, a framework plan that spatially maps the preferred form of future use and development. This may be an amended version of an existing framework plan from the 1996 strategy plan, or a new plan.

Section 9 This section contains a summary of strengths, weaknesses, opportunities and threats for this topic.

1.4 Sustainability principles

There is widespread agreement that solving global problems requires the adoption of local policies and programmes that lead to sustainable development.

Sustainable development is development that meets the needs of the present generation without compromising the ability of future generation to meet their needs. Sustainability is not just an environmental consideration it has economic and social and environmental perspectives and relevance too.

The recently released statement of metropolitan planning policy – Melbourne 2030– has advanced a suite of principles as fundamental platforms to the attainment of sustainable development.

These principles, which start with sustainable practice, are equally applicable and relevant to the development of Greater Shepparton and are adopted as principles underpinning the strategy plan.

Principle	Outcome
Sustainability:	Sustainable economic, social and environmental development
Innovation:	Commitment to finding new solutions
Partnership and Inclusiveness:	Collaboration with others and considerations of their needs and aspirations
Leadership:	Leadership and encouragement of/in others
Equity:	Fairer access to benefits of growth and change
Adaptability:	Planning to change and being adaptable when faced with it
Integrated Planning:	Planning and implementation of actions undertaken through an integrated planning process

Knowledge Creativity Performance
 Engineering Surveying Planning Urban Design Landscape Architecture
 Sustainability and Environment Agribusiness Project Management

2 An Overview – Community Life

2.1 Strategic Context – From the MSS to a Future Focus

The current Municipal Strategic Statement (MSS) in the Greater Shepparton Planning Scheme is based on the findings and recommendations contained in the 1996 Strategy Plan.

This section firstly summarises the key strategic focus of the current MSS as it relates to community life.

Secondly, this section provides an overview of the preferred future focus, which ultimately will be incorporated as the strategic directions in the amended MSS.

2.1.1 Current Municipal Strategic Statement

The MSS highlights the major regional community and social infrastructure in Shepparton, in the form of the Goulburn Valley Base Hospital and the university campuses of La Trobe University, Melbourne University and Goulburn Ovens TAFE (GOTAFE).

The plan acknowledges that the spatial distribution of services is biased to the Shepparton centre, rather than dispersed throughout all the townships.

The strategic direction derived from the 1996 plan is to provide services and facilities appropriate to the needs of residents and visitors, and to extend these services to the growth areas.

In terms of implementation, the MSS foreshadows a need to prepare a Development Contributions Plan (DCP) for the equitably funded provision of community services and physical infrastructure for future populations.

2.1.2 Future Focus

The provision of appropriate community services and facilities remains a primary objective in this strategy.

This plan acknowledges the challenges facing an ageing population, with their extended retirement years and variable accommodation needs ranging from independent to fully supported. The future focus for this plan will be the smart delivery of services and facilities, in recognition of the competition for funding and the shrinking of direct services dispersed throughout local townships. It is no longer practical to maintain facilities and services because 'they have always been here.' Nor is it appropriate to provide all services in all urban and township areas, and particularly if these same services are duplicated in nearby regional centres and municipalities.

The future focus will be on how a service is provided. For example, in terms of community and social services the method of delivery must be flexible with changing demographic profiles. In terms of recreational services the facilities and hours of operation can be targeted to different user groups, including specific ethnic groups. In the pursuing of a model university city, GSCC is not seeking to attract a single tertiary institution to locate in or near the centre, and then wait for the positive multiplier effects on the local economy. Greater Shepparton 2030 encourages a unique model of a university city whereby courses are provided across a number of coordinated service providers. The potential flow-on effects include the retention of youth in the

region, skills development, increased business and a stimulus to social interactions and community life.

In terms of public open spaces and recreation reserves, the goal for an integrated network is still applicable; however this must be underpinned by the recognition of two key influences - water scarcity, with respect to their design, maintenance and upkeep, and the protection of flora and fauna. Planning for the provision and the design of these facilities must bear in mind these considerations.

2.2 The Direction – Community Life

To achieve the overall vision and outcomes of Greater Shepparton 2030 (as outlined in the Strategy Plan report) a major direction has been developed for each topic. These directions are complimented by a series of objectives and strategies and an implementation plan for each topic.

The direction for the topic of community life is:

Enhance social connectedness, physical and mental health and well being, education and participatory opportunities in order to improve liveability and provide a greater range of community services

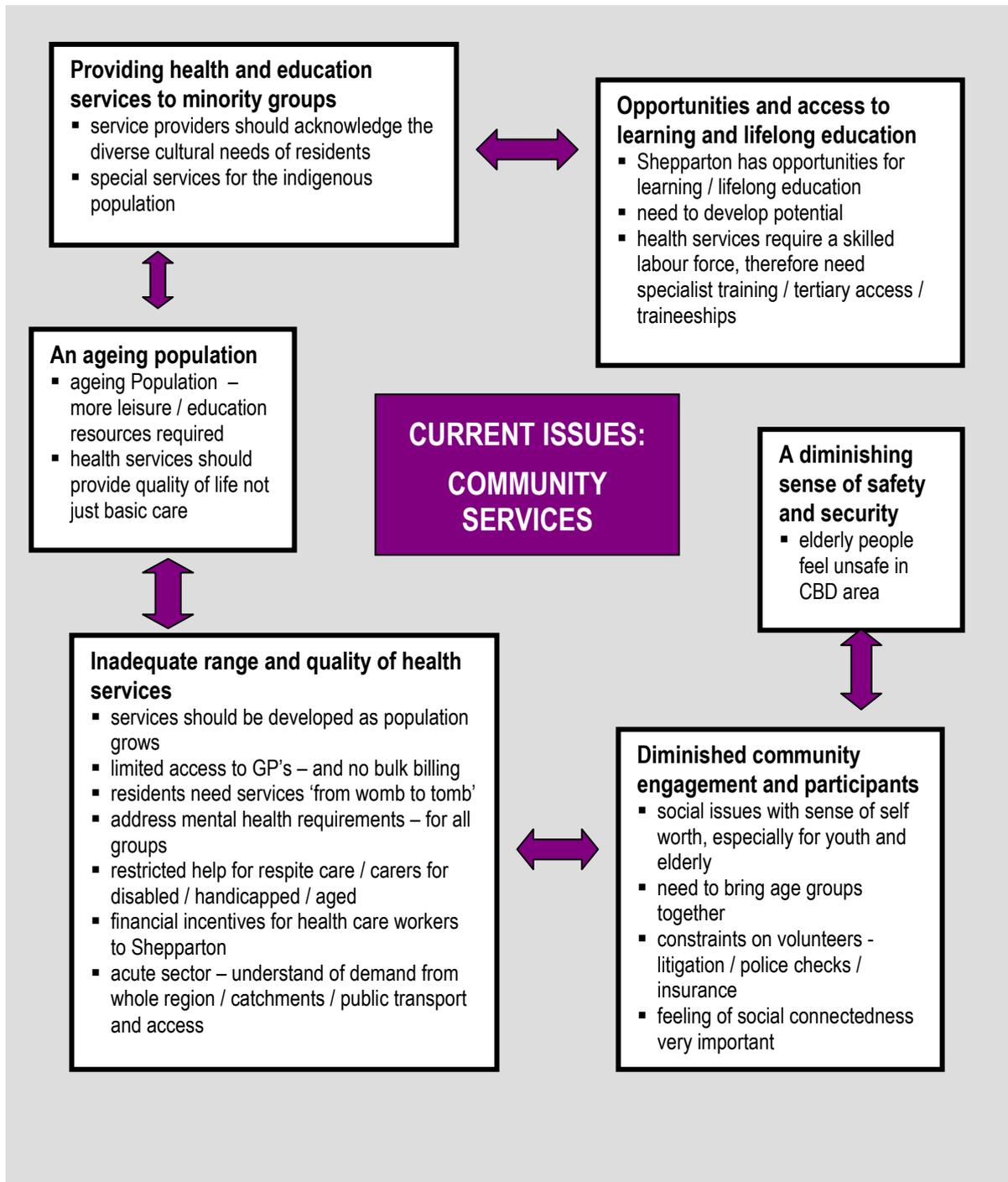
3 Community Engagement

The figures on the following pages provide a summary of the feedback from the community consultation sessions.

The discussion was focussed on two stages:

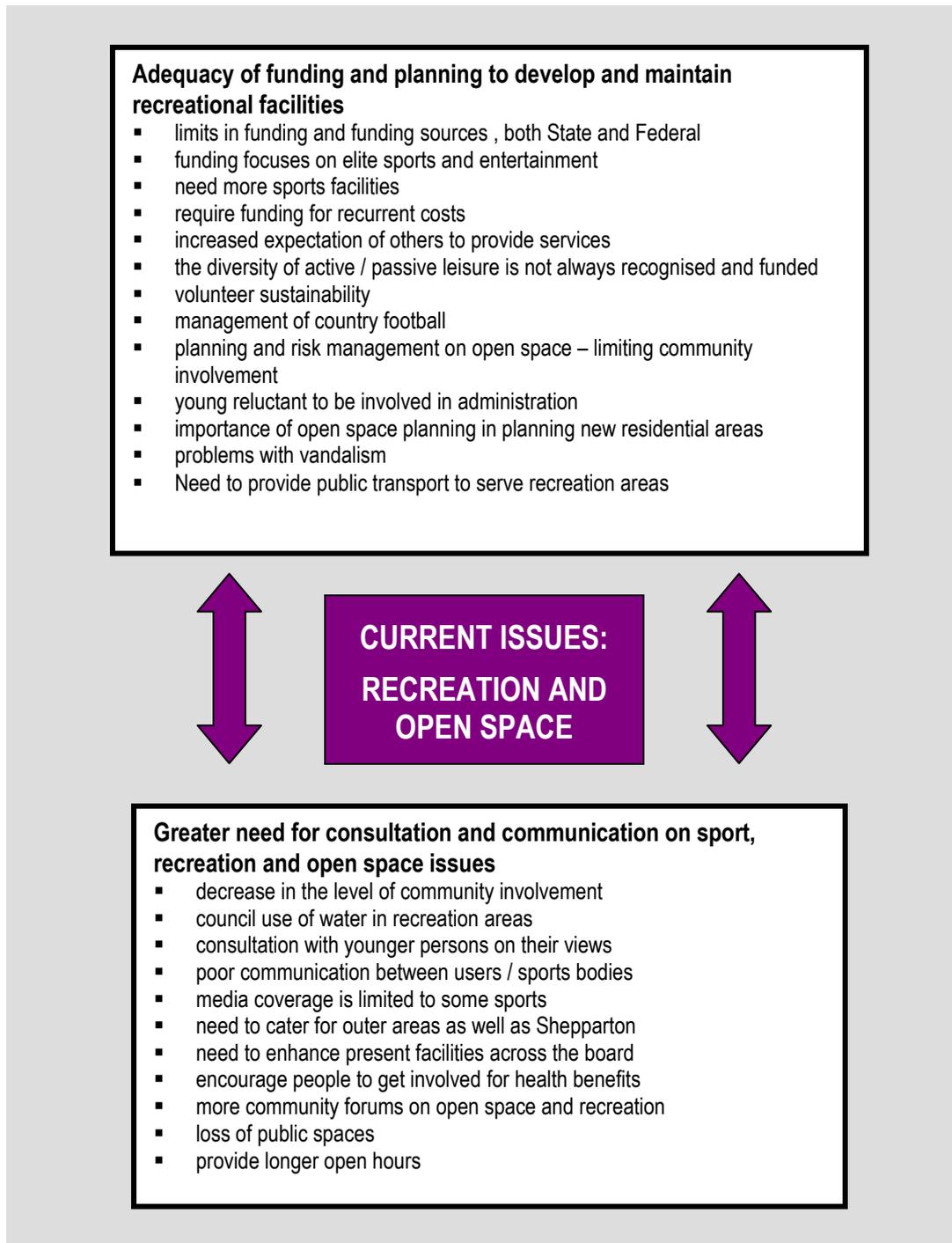
- Current issues in the topic areas of community services and recreation and;
- Visions for the community services and recreational achievements in 20 years time in Greater Shepparton.

The responses are shown diagrammatically to indicate the common themes from the discussion and also to show the inter-linkages between the themes.



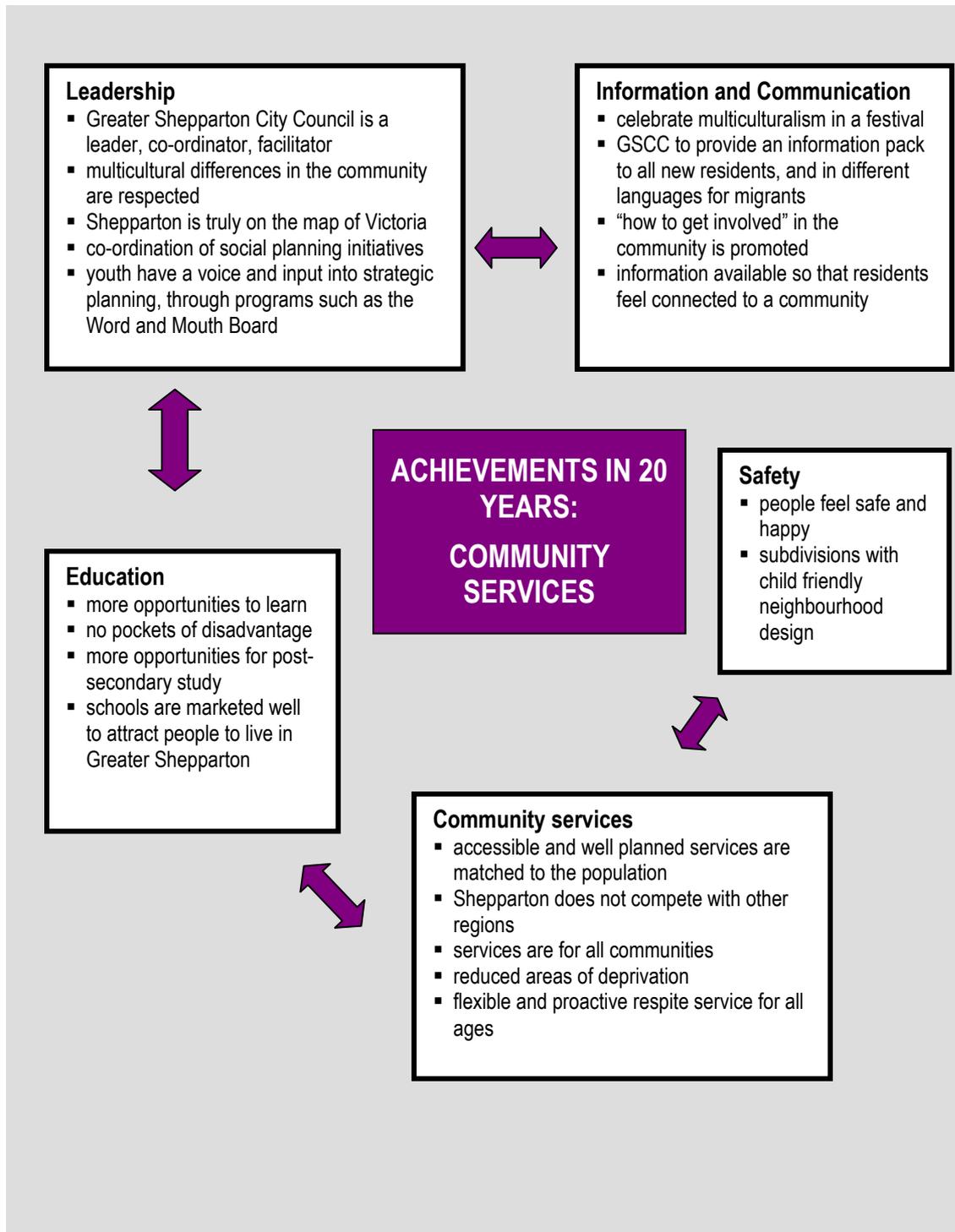
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Engineering Surveying Planning Urban Design Landscape Architecture
Sustainability and Environment Agribusiness Project Management

Figure 2: Community Consultation on Community Service - Current Issues



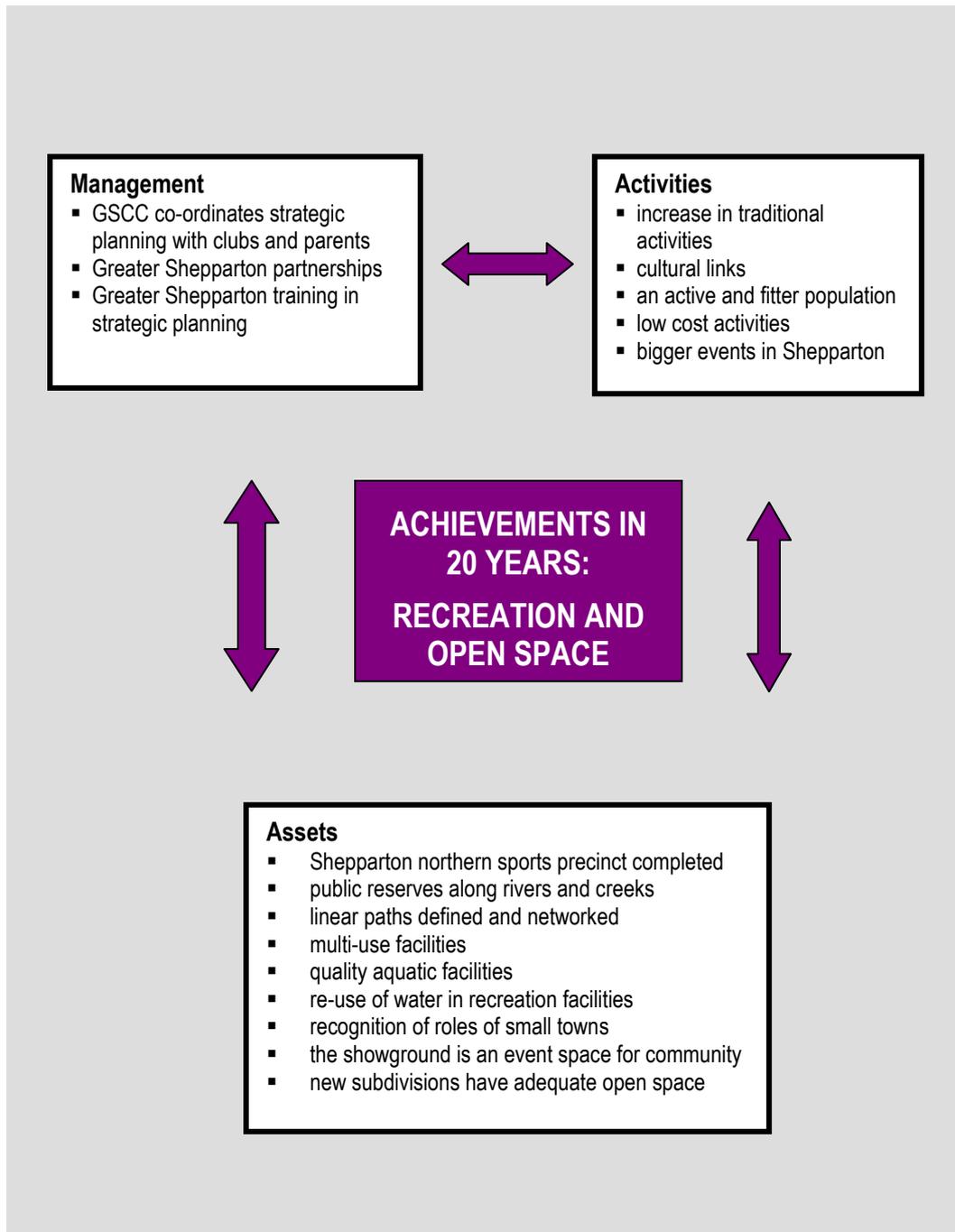
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Sustainability and Environment Agribusiness Project Management

Figure 3: Community Consultation on Recreation and Open Space - Current Issues



Knowledge Creativity Performance
Engineering Surveying Planning Urban Design Landscape Architecture
Sustainability and Environment Agribusiness Project Management

Figure 4: Community Consultation on Community Service - Achievements in 20 Years



Knowledge Creativity Performance
Engineering Surveying Planning Urban Design Landscape Architecture
Sustainability and Environment Agribusiness Project Management

Figure 5: Community Consultation on Recreation/Open Space - Achievements in 20 Years

4 Profile – Overview of Community Services

4.1 Population

Data for Greater Shepparton is shown in Attachment 2. This provides a snapshot of local socio economic conditions.

In many ways, the profile of Greater Shepparton is typical of much of regional Victoria, however several unique variances are also apparent, for example the high number of indigenous residents. Refer to Background and Analysis Report No. 1: Demographic Profile.

The following key findings are evident from this snapshot:

- The population of the municipality was approximately 60,000 in 2004¹. Population growth in the municipality is concentrated in the areas of Shepparton and Mooroopna.
- The median age of people in the municipality was 34 years, marginally below the State average.
- 2.6% of the population identified themselves as being of indigenous origin, over five times the Victoria average.
- The municipality has also seen a recent influx of immigrants and refugees from non-English speaking backgrounds, with an estimated 2,000 Arabic speaking residents². This does not appear to have been recorded in the Census data, most likely as much of the migration has occurred since 2001. This is also evidenced in the take up of ESL places.
- Educational performance in the municipality is marginally lower than the average for regional Victoria with only 8.2% of the population with a bachelor degree or higher compared to the rural Victoria average of 9% (or 17% for the whole of Victoria). By contrast, nearly 62% of the population have no recognised academic qualification compared to a regional Victoria average of 58%.
- Agriculture, manufacturing and the retail sectors are the biggest employers of local people.
- 92.3% of households own a car, on par with the average for regional Victoria.
- 26% of residents rent their homes compared to the regional Victoria average of 20%.
- Life expectancy rates are close to the State average.
- The DSE forecasts the municipality's population at 80,720 by the year 2030 representing an annual growth of approximately 1.3%. However, within this forecast, it is clear that there will be a substantial increase in the number of elderly people and a fall in numbers of the preschool and school age children³.
- The preschool population of the municipality has risen marginally since 1996 (from 4,129 to 4,182) but there are a number of indications that this will fall to about 3,500 by 2021⁴.
- The municipality's population is ageing. The population over the age of 60 rose from 7,883 to 8,748 in the period 1996 to 2001.

¹ Source: Know your Area, DSE, 2004

² Source: City of Greater Shepparton Public Health Plan, 2002-2004;

³ Source: Hames Sharley Victoria report "School Provision Plan" covering 19 of the City's 36 primary schools

⁴ Source: DSE

4.2 Housing

The typical house type in the municipality, which represents 90% of the housing stock, is a detached house on a large lot. Only 4.3% of the stock comprises flats or units.

House prices in the Greater Shepparton area are amongst the highest in regional Victoria outside of the Bellarine Peninsula and the Surf Coast.

Table 1: Review of median prices for residential land, Greater Shepparton 2004⁵

Accommodation Type	Median price in \$
House	\$192,000
Unit/ apartment	\$169,000
Vacant block	\$ 87,500
Number of house sales	765

(Source: "Know Your Town" DSE, 2004)

The municipality also has relatively high proportions of publicly rented housing (5.2%) and privately rented housing (20.4%) compared to the regional Victoria average (3.9% and 16.6% respectively).

The largest concentration of public housing is at the Parkside Estate and the neighbouring estates (600 homes).

4.3 Employment Statistics

The strengths of the local economy have been in "brawn" sectors such as agriculture and manufacturing. This is reflected in the predominance of primary industries and manufacturing in the local economy relative to the rest of regional Victoria.

Table 2: Proportion of Population in Agriculture or Manufacturing Related Jobs⁶

Employment by industry	Greater Shepparton (%)	Regional Victoria (%)
Agriculture, forestry & fishing	12.5	11.2
Manufacturing	15.7	13.4

Unemployment at March 2003 was marginally higher than the average for regional Victoria (6.5% against the regional Victoria average of 5.9%). By contrast the unemployment rate in the municipality is lower than in Greater Bendigo (7%) or Ballarat (9.1%).

Clearly there is substantial variation in unemployment within the municipality with Greater Shepparton Part A (broadly defined as the urban areas of Shepparton and Mooroopna) experiencing substantially higher unemployment than the surrounding rural areas (refer Table 3 over page).

⁵ Source: "Know Your Town" DSE

⁶ ABS Census, 2001

Table 3: Unemployment Statistics - Greater Shepparton City Council

	Greater Shepparton (%) ⁷	Regional Victoria (%)
Greater Shepparton average	6.5	5.9%
Greater Shepparton Pt A	7.3	
Greater Shepparton Pt B (East)	2.6	
Greater Shepparton Pt B (West)	4.4	

Source: Department of Employment, Workplace Relations and Small Business, Quarterly Report, March 2003

The average unemployment rate has decreased from 7.1% to 6.5% over the period from December 2001 to March 2003, consistent with the downward trend in regional Victoria.

Census data for 2001 indicates that youth unemployment was higher than the average for regional Victoria. There are indications that this difference relates to a skills mismatch between skills sought by employers and those offered by school leavers⁸.

4.4 Crime Statistics

Crime Prevention Victoria has collated statistics on recorded crime and fear of crime⁹. In summary, the findings indicate:

- Reported crime rates were marginally higher than the average for Victoria (9,528 crimes per 100,000).¹⁰
- The majority of crimes reported were crimes against the property (74%), followed by crimes against the person (10.5%).
- Rates of “behaviour in public”, assault and drug possession crimes considerably exceed the Victorian average.

Residents’ responses to questionnaires on perceived crime hotspots identified the Shepparton Mall and the Parkside Estate as the two areas where residents consistently felt to be unsafe.

Residents’ fears at each of these locations included:

- Shepparton mall and surrounding area especially Maude Street - youth crime/ gangs, anti social behaviour, theft from ATMs, drunk and disorderly behaviour.
- The Parkside Estate and surrounding area – gangs, burglary, theft of and from cars.

Other hotspots identified in this survey include Victoria Lake and Mooroopna Primary School.

Research carried out by Root Projects Australia¹¹ indicates that 45% of residents do not believe the Shepparton CBD/central area is a safe place for older people.

⁷ DETWR Small Area Labour Markets Review – December 2002

⁸ GMLLEN (2001) Regional Audit and Gap Analysis – the report identifies skills gaps and a poor level of achievement from school leavers

⁹ Crime Prevention Victoria (October 2002) “Local Crime and Safety Profile” and questionnaire sent to 100 residents identifying locations where crime is perceived to be a problem.

¹⁰ Crime figures should be treated with caution as they only reflect reported or detected crime. These figures are influenced by police priorities and people’s willingness to report crime.

¹¹ Root Projects Australia (2002) “Aged Care Strategy- Greater Shepparton City Council”

While the Parkside Estate will shortly benefit from Neighbourhood Renewal expenditure to promote its physical and economic renewal, it may be pertinent that Council and other stakeholders consider reviewing policies around the Central Business District of Shepparton including policing, licensing policy and the management of existing licensed premises.

4.5 Provision and Geographic Distribution of Community Services

This section provides a brief review of the range of community facilities and services offered. While it is not a formal needs assessment as such, this review examines the geographical distribution of services relative to population distribution.

4.5.1 Urban Shepparton

Most facilities are located in the heart of urban Shepparton. Moreover, Shepparton has a strong regional focus not just for shopping but for other higher order services - health, education, sports and recreation facilities and a range of social support services.

Key regional/sub regional facilities include:

- Government offices, civic centre and municipal offices
- Goulburn Valley Base Hospital
- Private hospitals (2)
- Nursing homes
- TAFE College
- State Secondary Schools (5)
- Goulburn Valley Grammar School
- Church Schools (5)
- Special Developmental Schools (2)
- Shepparton Sports Precinct
- Raymond West Swimming Complex
- Aquamoves and
- other indoor-outdoor sporting facilities and recreation reserves.

However within the urban area of Shepparton, there are residential areas (for example, Parkside Estate) where there is limited access to services¹² by reason of geographic isolation and the concentration of low-income families without access to cars (SEIFA index 637.068)¹³. This issue is being addressed through the combined efforts of the Neighbourhood Renewal Project, the Greater Shepparton Community Building Project and Greater Shepparton Public Health Plan.

As the population of the municipality ages, it is reasonable to assume that more sectors of the population will have difficulties accessing services.

¹² Parkside NR Estate - Briefing Paper, 2002

¹³ ABS, Seifa Index of Deprivation, Dec 1998

4.5.2 Growth Corridors in the Urban Area

Over the next fifteen years two major growth corridors are proposed along the Goulburn Valley Highway to the north and south of Shepparton, releasing up to 690ha of land for a mix of residential based development providing up to 2,600 homes.

This level of development will clearly have implications for the delivery of a range of services in the municipality although it is not likely to result in the need for a new secondary school¹⁴. However it is anticipated that additional primary school(s) may be required to meet the needs of the growing population.

A third growth area in Mooroopna has been identified for development but is constrained by flood controls and the route of the Shepparton bypass. A fourth area has been identified in the south east of Shepparton.

4.5.3 Rural Areas of the Municipality

With respect to the rest of the municipality, the population residing to the west of Shepparton (Greater Shepparton Part B West SLA) is greater than that of the east. However there are no service centres of any significance serving the population to the east of Shepparton.

To the west of Shepparton are the service centres of Mooroopna and Tatura, 4km and 20km from urban Shepparton respectively, as well as smaller centres such as Murchison and Merrigum.

In the east, Dookie, Katandra West and Tallygaroopna are the main centres. However these towns generally have a population of under 350 people, with Dookie's population being boosted by staff of the Dookie College (University of Melbourne) their families and student population.

In other words, residents living to the east of Shepparton do not have the same ready access to a range of local shopping and community facilities and services at the location as those residents in the west. Issues relating to travel time, cost and distance are therefore more likely to be greater for residents living in these parts of the municipality.

¹⁴ Source: Hames Sharley Victoria report "School Provision Plan" covering 19 of the City's 36 primary schools

5 Health and Social Services

5.1 Key Issues

By way of providing background and context to the key issues relevant to health and community services within the municipality, an employment profile of this sector is provided.

Greater Shepparton is currently provided with a range of health facilities, including public hospitals, general practitioners and specialists. In addition, there are other related health services including aged care, family day care, early childhood services and senior citizen's centres.

According to the 2001 ABS Census of Population and Housing, over 10% of the resident labour force (or 2,525 persons) is employed in Health and Community Services.

This sector is also an important source of employment for Greater Shepparton, and according to Table 4 there are around 2,680 jobs in this industry. This implies that the industry is a net importer of jobs.

**Table 4:
Journey to Work by Destination and Health and Community Services Sub-industry, 2001**

Health and Community Services	Greater Shepparton		Greater Shepparton		Greater Shepparton		Greater Shepparton	
	Part A	Part B - East	Part B - West	Part B - West	Part B - West	Part B - West	Part B - West	
Health Services	1760	69.8%	7	70.0%	95	62.1%	1862	69.3%
Community Services	647	25.7%	3	30.0%	45	29.4%	695	25.9%
Health and Community Services, undefined	115	4.6%	0	0.0%	13	8.5%	128	4.8%
Total	2522	100.0%	10	100.0%	153	100.0%	2685	100.0%

Source: ABC Census of Population and Housing, 2001

Note that due to random rounding process by the ABS to protect privacy, any single digit figure must be interpreted with caution.

The majority of specialist health care facilities are concentrated in Shepparton, and it is an important health care centre for residents of central and northern Victoria. It is often considered more convenient than travelling to Melbourne for high order medical needs.

In Shepparton there are two hospitals; Shepparton Private Hospital and Goulburn Valley Health. Goulburn Valley Health is the largest referral hospital in north-eastern Victoria.

The health and community services sector is also an important sector for Tatura and Murchison, accounting for over 8.4% and 12.8% of employed persons and there are small hospitals in both towns.

Issues associated with the provision of community services in part relate to the residential growth that is occurring within the municipality. Population forecasts and the ageing of the population indicate that there is likely to be a significant increase in demand for health and community services over the coming twenty years. There is a need to ensure that the infrastructure and systems are in place to support the additional demand.

5.1.1 Levels of Service Provision

Children's Services

There is a range of maternal and child health services within Greater Shepparton, with twenty-seven pre-school centres and childcare centres in the municipality run by a range of service providers, of which twelve are located in Shepparton and Shepparton East.

Sessions with regard to maternal and child health services outside Shepparton are provided at nine other venues, being three in Mooroopna and one in Tatura, Merrigum, Murchison, Toolamba, Dookie and Katandra West.

It is significant that there are only two services (one and two sessions three times monthly respectively) offered in the east of Shepparton.

There are five kindergartens and pre-schools in Mooroopna, two in Tatura, and one each in Dookie, Katandra West, Kialla, Murchison, Merrigum, Tallygaroopna, Toolamba and Undera.

The Best Start Program is currently being administered by the Council to improve access to essential health services for families and children aged 0-8 years)

Services for Older People

There is a demand for Health and Community Care (HACC) services across the municipality. Information supplied by the Council for the period April to June 2003 revealed that the number of clients using each of the services is as follows:

Table 5: HACC Services Usage

HACC service	Number of Clients
Homecare	614
Personal care	81
Respite care (home and overnight)	111
Assessment and care management	730
Meals (at home and at centre)	241

While information on the number of clients on a geographic basis is not available, it is important to point out that social isolation is one of the key issues facing older people in rural areas.

In fact, while government policy maybe to keep older people in their homes via HACC services, other forms of housing such as retirement village living, or hostel accommodation in a familiar setting with easy access to support services- senior citizens, or day centres, may be more appropriate to overcome some of these problems.

The municipality has a range of residential aged care beds and independent living care accommodation¹⁵. Table 6 over the page provides a breakdown of these facilities.

¹⁵ Root Projects Australia, op cit . p17

Table 6: Aged Care Accommodation, 2002

Aged Care Accommodation	Existing	Planned
Low care (hostel) beds	260	62
High care (nursing home) beds	165	30
Independent living unit	427	518

Retirement villages in the municipality include:

- Rodney Park, Mooroopna: 47 Independent living units, 30 hostel beds;
- Kialla Garden, Kialla Lakes: 20 independent living units; and
- Wybalena Retirement Village, Murchison: 11 independent living units.

With respect to hostel accommodation, Tarcoola provides some 120 hostel units as well as an 18 bed dementia unit and 30 bed nursing home which is generally used by Tarcoola residents. Moyola Lodge in Tatura provides 21 hostel units.

Other nursing home beds are found in Shepparton (30), Murchison (30), Tatura (11) and Mooroopna (60).

Root Projects Australia¹⁶ was commissioned to carry out an Aged Care strategy for the municipality in August 2002. Their research comprised interviews with key service providers, public forums and qualitative research with elderly people over the age of 55.

In summary, the research indicates a good level of services for older people, and this is one of the attractions of Shepparton.

However, the review also identified that access to services especially for isolated rural residents is a problem. Other comments raised by stakeholders in this research included:

- A lack of affordable health services for residents, especially GPs offering bulk billing services.
- Insufficient post acute care/ rehabilitation care for older people.
- A need for new services to cater for older people including education and community outreach for isolated older people.

5.1.2 Health Services

In some areas, the municipality is well served by primary, secondary and tertiary health care establishments. However there is a recognised shortage of GP's, with new residents finding it difficult to make medical appointments. Also there is limited bulk billing which presents "access to doctor" issues for many people.

Within the municipality, there are 53 GPs and 18 dentists.

In addition, there is a wide range of support facilities for community health initiatives provided by the government, private and voluntary sectors (for example, AA, AI-Anon, therapists, mental health support, sexual health, Goulburn Valley Community Health Service, Kyabram & District Community Health Service, Rumbalara Aboriginal Cooperation and other associated health services, podiatrists).

¹⁶ Root Projects Australia, op cit

While the municipality is well served with medical facilities for all sectors of the population, the same issues of access identified among older people affect other sectors of the population. For example, much of the workload of the emergency department of the Goulburn Valley Hospital is attributed to residents of North Shepparton who are unable to access medical services located primarily in central Shepparton.

The Greater Shepparton Public Health Plan 2002-2004 identifies four priorities for public health. These are:

- sense of belonging
- safe and healthy childhood
- promotion of physical activity
- drug and alcohol abuse

As with much of regional Victoria, the Public Health Plan identifies that Greater Shepparton issues with regard to physical and mental health services access and faces a shortage of GPs and skilled health professionals.

5.1.3 Youth Services

Youth services are delivered by a range of agencies. The main youth centres in the City are:

- The Bridge Youth Services, at Orr Street (run by the Salvation Army).
- Brayton Youth and Family Services.
- Cutting Edge Youth Services (run by the Uniting Church).
- The Ardmona KidsTown at Peter Ross-Edwards Causeway is run by a local community organisation.

The municipality has five community houses with funding from the DHS and the Council who help a range of residents including young people.

In addition, the Greater Shepparton City Council is responsible for the following services:

- Play areas.
- Two outdoor swimming pools at Merrigum and Tatura.
- S-Cape Regional Skate Park.
- Shepparton Sports Precinct at Brauman Street.
- Local schools provision – Wanganui School has recently extended its stadium which includes a drop-in centre for young people.

There are three bodies which oversee the co-ordination and provision of youth services across the municipality:

- The Goulburn Youth Affairs Group (GYAG) meets bi-monthly and comprises 36 members representing various local youth focused organisations.
- The Youth Council comprises residents from Years 9 and 10 from each of the six secondary schools within Greater Shepparton and serves as a consultative committee on youth issues.
- A Youth Task Force was established in June 2002 comprising young people, Councillors and Council staff. Its aim is to provide feedback on youth issues in the municipality. It meets on a monthly basis.

A number of studies have been produced focusing on the needs of young people. In 2000, Council commissioned a paper 'Living Life – Maybe Making it Better' to look at issues facing young people.

More detailed research has been commissioned in and around South Shepparton, North Shepparton and Mooroopna. The Fairley Foundation initially commissioned the research paper 'Young People Building Our Community' in 2002 which seeks to establish strategies to improve the situation for young people up until the year 2020. This position has now been advanced with the establishment of the Word and Mouth Board comprised of 12 appointed young people from a wide range of professional, academic and cultural backgrounds. The Board has responsibility for advocating on behalf of Greater Shepparton youth, providing leadership training opportunities for young people and having input into strategic planning and decision making process which will shape the future of Greater Shepparton. Financial support for the Board for the next 3-5 years has been provided through a partnership between Council and the Fairley Foundation as well as the State Government.

The Greater Shepparton City Community Building Demonstration Project, with support from the University of Melbourne School of Rural Health, commissioned an additional piece of research 'Improving and Enhancing Education and Employment Opportunities for Young People'. Funding for this initiative was secured through Council and the Community Support Fund of Victoria. This research forms part of a broader project auspiced by the GSCC and partners including secondary schools, youth service providers, neighbourhood houses, ethnic and Aborigine organisations, the police, business and industry, Goulburn Murray Local Learning and Employment Network and the Fairley Foundation.

The Fairley report in particular identified the following strengths and weaknesses in the provision of services for young people¹⁷:

- the City has made its youth policy central to its future actions and has set up a Junior Council.
- over the last decade, a range of community services have set up in Greater Shepparton to respond to young people who have fallen out of school and sometimes, family. Some services are the result of local concerns, others come from head offices of larger state or federal bodies; non government and government.
- the diversity of Greater Shepparton young people has increased through an increasing internal migration from Aborigine people and also an influx of newcomers including those from the Middle East, especially Iraq and Kuwait.
- the schools are becoming aware that more must be done to retain young people. The Goulburn Murray LLEN (Local Learning and Employment Network) is aware of the difficult issues in reconnecting young people to school and community, and is about to pilot a number of programs (including the new Victorian Certificate of Applied Learning (VCAL) for Victorian young people.
- new initiatives which offer opportunities for young people to remain at school (Families and Schools Together – FAST program), or reengage with school (Young Mum's program), have also been advanced through the Greater Shepparton Community Building Demonstration project with the assistance of partners including the Fairley Foundation and Wanganui Park Secondary College

¹⁷ Fairley Foundation report (2002) "Young People Building Our Community"

The Fairley report also identified the following disadvantages to young people/early school leaving: Greater Shepparton school completion rates are poor.

- extended periods of youth unemployment for some reflected in Centrelink's data on benefit recipients.
- increased evidence of alcohol, drug abuse and homelessness with estimates of 200 homeless young people in Greater Shepparton.
- some public disorder, especially in the Mall, and relatively new community safety issues.
- disconnection of most Aborigine young people from the community, including school.
- the silence and isolation of many young newcomers, especially those from the Middle East.
- the discomfort of young gay and lesbian people.
- the 'brain drain' of Greater Shepparton bright young people".

5.1.4 Demand for Services for an Increasing Ageing Population

The group of ageing residents will increase in the next three decades. A proportion of this group are the current middle-aged working farmers. A number of issues for social services become apparent:

- Ageing farmers who have lived on the land their entire lives may not wish to move to the urban areas of Shepparton/Mooroopna, but they may not have children or relatives who will continue farming the land and provide a source of support. At some stage these farmers will require supported living and preferably in their familiar local area.
- The funding of the retirement of these farmers may also be jeopardised by the early use of superannuation funds for drought relief income in recent years.
- Early retirees may face an extended period of retirement due to an increase in life expectancy. Retirement benefits, whether public or private, will be spread across a larger number of years. For these retirees, an active lifestyle may include sport, part time employment, travel and entertainment.
- In terms of giving, these early retirees will also be a source of community support for volunteer services.

5.1.5 A Mismatch between Location of Services and Their Users

With the increasing population, many new young families are moving in, especially to the new subdivisions in the growth areas. These families need local services, childcare, medical clinics and local public transport. Families will also be attracted to Greater Shepparton if the local schools have a good reputation.

Greater Shepparton contains a proportion of highly educated people working at universities, institutes and major production companies. These potential employees and their families may want access to urban services whilst living in a rural setting, and community services are important to the choice of locating in Greater Shepparton. This could be used as a competitive advantage in terms of offering an attractive lifestyle package to these skilled employees who are often highly mobile between regions and states.

5.1.6 Potential for Restructuring of Service Provision

A model has been developed through the Greater Shepparton Community Building Project which focuses on working with communities to identify the actual services they need and responding to those needs. This model implores a genuine "Joined Up

Government” approach to service provision and in many cases, has an emphasis on using existing resources more effectively and more efficiently. The approach taken through this model complements the recently released state government social policy “A Fairer Victoria”. Much of the success of this approach will be dependent on being able to change the existing state government department’s “silos” culture with its concentration on the provision and measurement of standard services for all residents, regardless of actual need and/or ability to access such services.

When designing new facilities for community services consideration should be given to multi use facilities, or adaptable room layouts, and the potential to share land and buildings for differing uses depending on the prevailing demographic profile. The north and south Community Hubs in Shepparton reflect this design and provide such a facility.

A major issue is young people moving away and not returning. A proportion of youth leaving is inevitable. However a number of youth may prefer to stay in the region and pursue educational activities, and educational services can be structured to provide such an opportunity. For many families the question of tertiary study in Melbourne or other regional centres necessitates funds for student fees plus city accommodation and expenses. Given the precarious financial situation of many families such an investment cannot even be considered. These children are potentially denied the opportunity to realise their academic potential.

For many indigenous and ethnic groups, the concept of the youth leaving for tertiary study is inconsistent with family values and cultural norms such as in the Aborigine and Muslim communities.

5.1.7 Attracting Skilled Health Professionals

Greater Shepparton faces a shortage of GPs and skilled health professionals. The Melbourne University School of Rural Health brings a high profile to rural medicine however it does not create long-term professionals in local medical services.

The state government’s initiative to provide incentives to doctors locating to country areas may also have a positive effect in the long term.

5.1.8 Relevant Assistance to Aboriginal and Other Ethnic Populations

There is a large indigenous Aboriginal population within the municipality, estimated to be approximately 6,000 in Greater Shepparton, and also large groups of people from ethnic backgrounds that are new to Australia. These groups need assistance with information about health and community services, in their own language and preferably in a format which is culturally familiar.

5.2 Update on Relevant Strategies/Reports

5.2.1 Public Health Plan, Greater Shepparton City Council

The Greater Shepparton Public Health Plan 2002-2004 identifies four priorities for public health. These are:

- sense of belonging and social connectedness
- safe and healthy childhood
- promotion of physical activity
- minimisation of drug and alcohol abuse

Access to available physical and mental health and medical services is also noted as a fundamental issue by the Health Plan Advisory Panel.

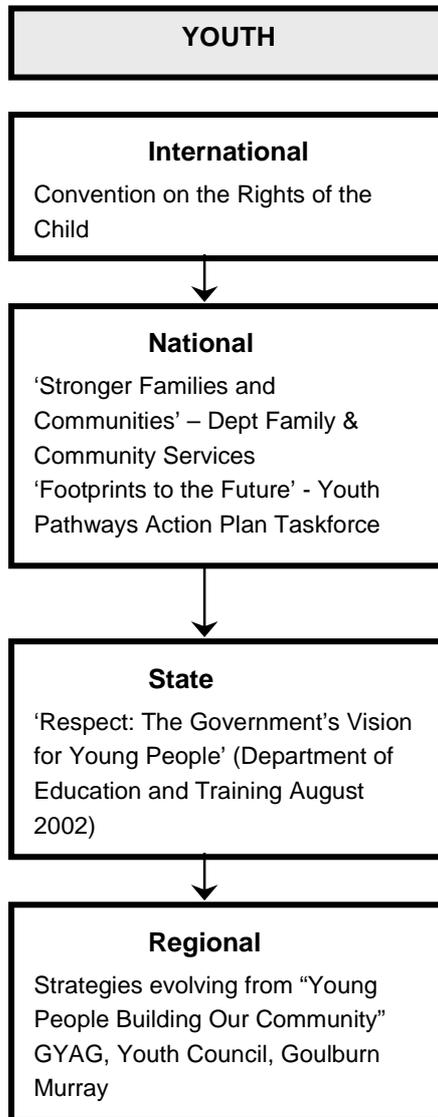
5.2.2 Community Hubs, Greater Shepparton City Council

Greater Shepparton was successful in obtaining funding from the State Government for a three-year Community Building Demonstration Project. This project is aimed at revitalising the involvement of residents in their community and assisting communities to develop new networks, partnerships, structures and frameworks to support ongoing improvement to overall community wellbeing. Greater Shepparton has chosen to focus on providing greater opportunities for young people to have input into matters which directly affect them, while at the same time, making a positive contribution to their communities i.e. strengthening our future community capacity through an investment in our young people. Community Hubs are considered to be an ideal physical and social focal point for communities. A Hub has been established in Mooroopna and this facility is now attracting a range of new support services for residents e.g. Centrelink, Rural Housing and Medicare. Plans have been also developed for future Community Hubs in both North Shepparton and South Shepparton.

5.2.3 Youth Policy, Greater Shepparton City Council, 2002

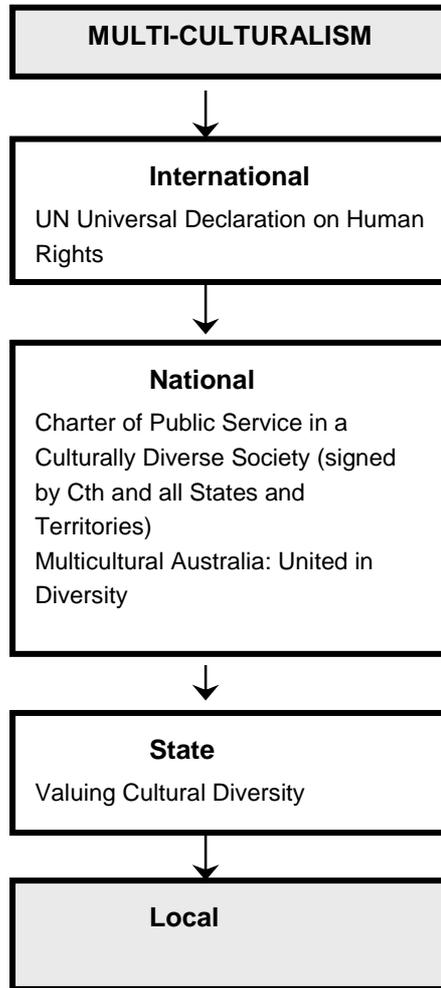
Council's Youth Policy was adopted by the Council in June 2002. It was determined that the policy document would act as a framework to guide the Council's actions in addressing youth issues and outline the Council's roles and responsibilities in relation to young people.

5.3 The Broader Strategy Framework



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Figure 6: Strategy Framework – Youth



 Strategy not commenced

Source: Victorian Office of Multicultural Affairs

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Figure 7: Strategy Framework – Multiculturalism

5.4 Achieving the Strategic Objective

The key objectives for this subtopic are:

- Objective 1:** To provide an equitable and efficient distribution of community facilities and services.
- Objective 2:** To encourage and implement activities that will strengthen community spirit.

The following table provides the detailed strategies and an implementation plan.

Table 7: Health and Community Service - Achieving the Strategic Objective

Topic: Community Life Theme: Health and Social Services				
Objectives	Strategies	Action	Council Role	Priority
1 To provide an equitable and efficient distribution of community facilities and services.	1.1 Promote clustering of facilities to enable multi use and sharing of community facilities, such as the Community Hubs.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the GS 2030 Framework Plans. Develop an integrated planning policy. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Development Plan Overlay to new growth areas. Apply the Development Contributions Plan Overlay to new growth areas. <p>Other actions</p> <ul style="list-style-type: none"> Prepare a community services map to identify the distribution and adequacy of facilities within existing and new communities located within townships, including sport and recreation facilities and child care. Continue the implementation and facilitation of the Community Hubs project. 	Provider	
	1.2 Locate facilities and service centres where they can be accessed by public transport and/or walking/cycle paths.		Provider	
	1.3 Encourage flexible design to meet user group needs over the lifecycle and changing demographic structures.		Provider	
	1.4 Link the provision of facilities with the release of new subdivisions, through the approval of Development Plans and a Development Contributions Plan.		Provider	M \$20,000
			Provider	H \$80,000

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Topic: Community Life Theme: Health and Social Services					
Objectives	Strategies	Action	Council Role	Priority	
2	<p>To encourage and implement activities that will strengthen community spirit.</p> <p>2.1 Encourage new development and redevelopments of existing areas to include community gathering spaces, such as village greens, local public open spaces and sporting facilities.</p> <p>2.2 Ensure that special interest groups are included in community activities and the provision of services.</p> <p>2.3 Optimise accessibility to services and facilities for people with a disability, the elderly, youth, diverse ethnic/cultural groups</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Apply the provisions of the Public Health Plan ▪ Apply the provisions of the Disability Action Plan <p>Other actions</p> <ul style="list-style-type: none"> ▪ Demonstrate a commitment to participate in programs to improve the health and well being of the community, through initiatives identified in the Public Health Plan and Disability Action Plan ▪ Continue to strengthen relationships with the Aboriginal community ▪ Pursue a genuine “Joined Up Government” approach to the provision and delivery of essential personal and family support services. 	<p>Provider</p> <p>Provider</p> <p>Provider/ Facilitator/ Advocate</p> <p>Provider/ Facilitator/ Advocate</p> <p>Facilitator/ Advocate</p>	<p>H</p> <p>H</p> <p>H</p> <p>H</p> <p>M</p>	

6 Educational Services

6.1 Key Issues

There are 36 primary and secondary schools within the municipality. It is understood that a review of educational provision in the municipality is to be undertaken. The Department of Education and Training (DET) is yet to confirm a timeframe.....¹⁸

There is a range of tertiary opportunities in GSCC including certificates, diplomas, bachelor and postgraduate degrees. These are offered by conventional face-to-face teaching and also by distance education and on line education.

Tertiary qualifications are offered in the traditional courses of arts, business, commerce, teaching and nursing. Specialist courses that are more locally relevant are agriculture, horticulture, food technology, food production, rural health and health promotion.

The tertiary institutions currently located in Greater Shepparton are:

- Goulburn Ovens TAFE - two campuses in Shepparton, at Fryers Street and Wanganui Road providing a range of courses. The Wanganui Road campus specialises in agricultural courses.
- LaTrobe University – the campus at Shepparton provides undergraduate and postgraduate courses on a full and part time basis for over 300 students.
- Melbourne University – the Institute of Land and Food resources at Dookie College provides a range of agricultural related courses in a 2,400 ha farm setting.
- Melbourne University – The School of Rural Health in Gordon Street. The Rural Health unit has also contributed to local public health initiatives including the Shepparton Public Health Plan and community health initiatives.
- Australian Catholic University – originates from the Notre Dame college and provides courses in teaching and theology.
- Open Learning Australia – is located at the Shepparton Learning Centre and offers distance education courses through other Australian Universities.

Shepparton is the fourth largest provincial centre in Victoria and contains Shepparton campus of La Trobe co-located with Goulburn Ovens TAFE, Melbourne University's School of Rural Health and Dookie campus.

However, Shepparton has low tertiary participation rates of 14.9% in 1999, which is less than half the state average. The secondary school drop out rate is also high by regional standards at 37.6%. Of the potential tertiary students, one third go to Universities or to work at other regional centres eg Ballarat and Bendigo. This represents a brain drain for the municipality.

Structural and cultural change is required to boost these low participation rates.

¹⁸ undated paper from Kathleen McBain, GSCC.

The issue is to retain the young people in meaningful long-term courses with the potential for a career in the region. This is particularly important for Aboriginal and other ethnic groups who do not move away from home and their cultural base, and for low-income earners who cannot afford rental to support a child in other regional centres or Melbourne.

GSCC has embarked on a strategy to develop a unique regional University City based on flexible degrees across existing campuses and links to other external campuses, rather than investing all efforts in retaining one major provider. This concept extends to education of all sectors, including skills and agricultural business training to local farmers. The strategy is outlined in the following section.

The importance of this ‘lifetime learning’ concept was reiterated on numerous occasions in the public consultation forums. It became apparent that the acquisition of skills is closely linked to the potential for economic and social development of the region.

There is also the issue of silo mentality within DET i.e. funds available for students under the VCAL program not available for the same students under another program based around personal support in employment. Outcome – these students drop out of school and draw on social support.

6.2 An Update on Relevant Strategies/Reports

6.2.1 GSCC (2004) Shepparton Tertiary Education Precinct (STEP)

GSCC prepared a strategy plan as background to a submission to a Ministerial discussion paper into regional universities. The aim of the strategy plan is to be a net importer of university students, with a target of 2000 students in Shepparton by 2006, and to retain local students by providing a real university alternative.

The plan for the ‘university city’/tertiary education precinct will be based on a specialist model. It does not foresee the traditional ‘university town’ model which is dominated by one institution.

The specialist model will have the following characteristics:

- A number of universities / institutions with complementary degrees and double degrees.
- A university precinct in the city, not necessarily for tuition functions, but for services, libraries, entertainment and gathering places.
- Some studies based on the regions’ competitive advantage – food studies and rural health, with links to local businesses.
- Supported on-line degrees.
- At least one exclusive high demand degree program.
- Interaction between staff, students and the local community.
- A municipal library linked to TAFE.

To date, the Commonwealth funding has supported the University City Strategy Plan to provide placements for delivery of courses in Shepparton, commencing in 2005 as follows:

- 55 places at Australian Catholic University – majority for Grad Dip Education,
- 54 places at the University of Melbourne.

6.2.2 Encouraging Arts in the Community Policy, Greater Shepparton City Council

The Greater Shepparton City Council adopted the “Encouraging Arts in the Community” policy which outlines its role in facilitating and developing community involvement in arts. The policy was prepared with the assistance of an Arts Co-ordinating Group and is based on the premise that the Council's role is to support arts in the community, and to encourage and facilitate participation in and support for arts by as many people as possible. The construction of the Eastbank Centre, and the implementation of the Riverlinks management system for Eastbank and the WestSide Performing Arts Centre, provide new opportunities for the development of arts in Greater Shepparton.

6.3 Achieving the Strategic Objective

The key objectives for this subtopic are:

Objective 1: To make Greater Shepparton a regional centre of education facilities for a variety of education requirements, including ongoing facilitation and support of the University City concept.

Objective 2: To promote learning through arts and culture programs.

The following table provides the detailed strategies and an implementation plan.

Table 8: Education - Achieving the Strategic Objective

Topic: COMMUNITY LIFE Theme: Lifelong learning				
Objectives	Strategies	Action	Council Role	Priority
1 To make Greater Shepparton a regional centre of education facilities for a variety of education requirements, including ongoing facilitation and support of the University City concept.	1.1 Encourage the establishment of educational facilities to retain and attract young people to the municipality. 1.2 Support the expansion of educational facilities for future populations. 1.3 Provide for student accommodation in the redevelopment areas within the Shepparton CBD, including shop top housing. 1.4 Promote Greater Shepparton, including Dookie, as a unique university city with links to businesses in the agricultural production sector and allied services. 1.5 Encourage plans for new university and educational campuses to display contemporary and innovative architecture styles. 1.6 Encourage the location of business to integrate with existing and planned campus facilities.	These strategies will be implemented by: Applying Zones and Overlays <ul style="list-style-type: none"> Apply the Development Plan Overlay to the site of the University Precinct Undertaking further strategic work <ul style="list-style-type: none"> Prepare a master plan for the University City concept to be integrated with educational facilities in the Shepparton CBD Prepare a Housing Strategy including the a report on student housing and affordable housing issues report on student housing 	Provider Provider Provider	H \$70,000 H \$80,000

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Topic: COMMUNITY LIFE				
Theme: Lifelong learning				
Objectives	Strategies	Action	Council Role	Priority
		<p>Other actions</p> <ul style="list-style-type: none"> Prepare a Community Services Map to link age cohorts and distribution of schools at all levels. Work with key groups to facilitate and promote ancillary facilities to support the University City Strategy Prepare a marketing plan for the University City concept to inform the broader community about the integrated concept rather than a separate singular campus <p>Pursue the establishment of a joint university/community/TAFE library facility</p>	<p>Provider</p> <p>Facilitator</p> <p>Provider/ Facilitator</p> <p>Advocate</p>	<p>M \$20,000</p> <p>H</p> <p>H</p> <p>M</p>
2 To promote learning through arts and culture programs.	<p>2.1 Encourage new cultural development which provide a diverse visual and performing arts program for the community.</p> <p>2.2 Promote Westbank and Eastbank as the centres of arts in Greater Shepparton.</p>	<p>These strategies will be implemented by:</p> <p>Other actions</p> <ul style="list-style-type: none"> Continuing to promote and refine the Encouraging Arts in the Community Policy 	<p>Provider</p>	<p>M</p>

7 Recreation and Open Space

7.1 Key Issues

Greater Shepparton contains a number of major sporting facilities and clubs, and the re-development of the showgrounds will create a major site for public recreational use and staging of formal community, sporting and business events.

Shepparton's principal recreational centre is its Sports Precinct (including McEwan Reserve) and the Stadium.

The Aquamoves Aquatic and Leisure Centre provides a range of swimming and gym facilities in a lakeside environment by Victoria Park Lake.

Deakin Reserve provides a comprehensive range of sporting facilities.

The municipality has a number of outlets for the promotion of the arts. Its major arts centres are the Eastbank Centre on Welsford Street, Shepparton and Westside Centre in Mooroopna. The Eastbank Centre houses the Shepparton Art Gallery, Eastbank Concert Hall and the Riverlinks Box Office. It has a function room capable of accommodating 1,000 people.

Greater Shepparton is also host to a number of cultural events including the Shepparton Arts Festival, the International Ceramics Award, Moo-ving Cows, Taste of Tatura, Fruit Salad Day in Mooroopna and many more.¹⁹

There is evidence of tourist related expenditure arising from the municipality's role as a local business and conference centre with road, rail and flight connections. This is reflected in increases in visitors to the Greater Shepparton Visitors Information Centre (VIC) and tourist expenditure²⁰.

7.1.1 Management, Funding and Promotion of Facilities and Clubs

The community consultation revealed a number of other issues regarding sports facilities. A key theme centred on the perceived deficiencies in the management and funding of sport and recreation across the municipality such as:

- An emphasis on elite sports in terms of funding and media coverage at the expense of other sports.
- The distribution and locations of playgrounds.
- The future of the Parkside Gardens site.
- Management of country football.
- Involving the community, particularly youth, in management positions.

These concerns indicate the role of GSCC in the coordination of the management of sporting bodies, assistance with business matters, and as a facilitator of promotions throughout the community.

¹⁹ City of Greater Shepparton "Encouraging Arts in the Community"

²⁰ Greater Shepparton Economic Monitor May 2001

7.1.2 A Network of Open Space and Environmental Protection

The ageing population and their preferred leisure activities were defined in the Recreation and Open Space Strategy (see section 7.2 below). In particular the network of passive open space areas will be more heavily used as this demographic group increases.

The creation of an integrated park network, with linear parks along floodways and river frontage, is essential to provide additional opportunities for walking, cycling, and children's play. This issue is interlinked with the protection and enhancement of the river environs and native vegetation. The proposed Open Space Framework plan for the municipality and for the Shepparton-Mooroopna centre indicates the dominance of these river environs.

7.2 An update on relevant strategies/ reports

7.2.1 Recreation and Open Space Strategy, Melvin Recreation Management Consultants (Adopted June 1998)

This report contains the results of a household survey for local participation rates. In the findings, Shepparton has higher rates of participation than the Victorian average, especially in the 65+ group.

The top ten summer and winter sports are listed as:

Summer

- Tennis
- Golf
- Lawn Bowls
- Cricket
- Swimming
- Basketball
- Netball
- Water skiing
- Softball
- Fishing

Winter

- Golf
- Tennis
- Football (Australian Rules)
- Netball
- Basketball
- Indoor Bowls
- Squash
- Badminton
- Lawn Bowls
- Soccer

Interestingly for open space planners, recreational walking was the highest in the top ten recreational activities.

- Walking
- Shopping
- BBQ/Picnic
- Camping
- Theatre/Music
- Visiting Parks
- Spectator Sports
- Fishing
- Cycling
- Swimming

The consultants developed a four tiered hierarchy for sports facilities responsive to competition requirements, and used this hierarchy as the basis for recommendations about the priorities for investment in particular sports and activities. For example, the report recommends investment in indoor lawn bowls and indoor tennis.

7.2.2 Draft Playground Provision Strategy 2003 GSCC (2003)

This plan reviews all playgrounds in the municipality, and recommends action with respect to existing and proposed playground equipment. It is recommended to remove old and dangerous equipment, with little or no play value, for safety reasons.

The report contains a rationalisation of equipment with the following three outcomes:

- The provision of new equipment to new residential areas.
- In some parks playground equipment will be removed without replacement
- In other parks an accelerated replacement program.

The consultation program has recently commenced. At this stage the plan is recommending removal and replacement of equipment only. This report does not propose to close any parks.

7.2.3 Bicycle Strategy, Greater Shepparton City Council, 2001

The Bicycle Strategy provides for improvements and extensions to on-road bike lanes and shared paths in the urban areas of Shepparton, Tatura and Mooroopna as well as touring routes and trails throughout the municipality.

Included in the draft strategy is provision for a 10-year works program including 120 projects.

7.2.4 Mosaic of Gardens, Greater Shepparton City Council, 2001

The Mosaic of Gardens is being developed in stages, with garden projects completed in various locations throughout the municipality. The Council is committed to providing all residents with ready access to an area of high quality, public open space.

7.3 Achieving the Strategic Objective

The key objectives for this subtopic are:

- Objective 1:** To ensure that facilities, services and policies are appropriate to the sporting and recreation needs of the community
- Objective 2:** To protect and enhance the network of public open space that contributes to the amenity of the municipality and advances the image of the community

The following table provides the detailed strategies and an implementation plan.

Topic: COMMUNITY LIFE				
Theme: Recreation and open space				
Objectives	Strategies	Action	Council Role	Priority
	1.6 Apply benchmarks to identify the number and location of parks to be provided within each category of open space in the hierarchy.	<p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Review the Open Space and Recreation Strategy and investigate the potential for increased contributions for open space in nominated areas and to identify future land for linkages in the open space network. Review the Playgrounds Study. <p>Other actions</p> <ul style="list-style-type: none"> Prepare masterplans to guide the development of key open space and sporting areas in the municipality Prepare a network of resource users and their locational requirements for potential joint use and development of facilities. Prepare development contributions plans to include sports facilities, public open spaces and community facilities 	Provider	M \$50,000
	1.7 Encourage recreational opportunities on land managed by other agencies.		Provider	M
	1.8 Promote a healthy lifestyle and the use of recreation and sporting facilities.		Provider/ Advocate	M-H \$50,000 each
	1.9 Encourage the upgrade the signage at open space and sports facilities to provide information about the location of parks and the range of facilities provided.		Provider/ Facilitator	L
			Provider/ Facilitator	M-H

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Topic: COMMUNITY LIFE				
Theme: Recreation and open space				
Objectives	Strategies	Action	Council Role	Priority
2 To protect and enhance the network of public open space that contributes to the amenity of the municipality and advances the image of the community.	2.1 Encourage the provisions of linear links between existing and proposed open space areas and between urban areas.	These strategies will be implemented by: Using Policy and the exercise of discretion <ul style="list-style-type: none"> Apply the local policy Stormwater Management. Undertaking further strategic work <ul style="list-style-type: none"> Prepare masterplans of major parks and open space areas, recreation reserves and sports facilities, including the potential expansion of Aquamoves to enable its all year round use. Other actions <ul style="list-style-type: none"> Apply the provisions of the Shepparton Stormwater Management Plan 2003 Examine options for developing existing linear tracts of land, including floodway and river frontage, to provide additional opportunities for walking, cycling, and children’s play Prepare a works program for acquisition and construction of public open spaces and facilities. Negotiate with developers for additional open space to retain environmental features 	Provider	M-H
	2.2 Ensure the provisions of quality areas of open space when new housing subdivisions are planned.		Provider	
	2.3 Improve the image and appearance of public parks and spaces.		Provider	
	2.4 Encourage development on only one side of the road where land is adjacent to public open space (and where appropriate), to provide for passive surveillance and limit the ‘privatisation’ of public open space.		Provider	
	2.5 Protect open space areas from pest plants and animals.		Provider	
	2.6 Integrate open space planning / landscape treatments with environmental improvements of the stormwater drainage system.		Provider	
	2.7 Enhance the image of sporting facilities and recreational reserves		Provider	
		Advocate	H	

7.4 Framework Plan

The Open Space Framework Plan for the Shepparton, Mooroopna & Kialla area is characterised by:

- Major open space areas located a within and along the floodplains of the Goulburn River, Broken River and Sevens Creek.
- A number of other major sporting facilities:
- The Plan shows on road and off road bicycle paths.
- The intention is to link many of the parks, open spaces and bicycle paths to create connectivity between the three urban areas of Shepparton, Mooroopna and Kialla, with the floodplain becoming a recreation asset linking the three urban areas.



Figure 8: Greater Shepparton 2030 Open Space Framework Plan - Shepparton, Mooroopna & Kialla

8 Safe and Accessible Environments

8.1 Key Issues

8.1.1 Safety

The public consultation forums revealed a number of perceptions about the degree of social and domestic problems in Greater Shepparton, including drugs, youth crime and behaviour, some elements of a criminal underworld, and domestic violence.

In reality, police advise that the majority of crime is against property (74%), which could in part be drug related.

However there is a strong perception crime, especially in the hotspots of Shepparton Mall and Parkside Estate. (There has been a recorded reduction in crime in Parkside Estate of recent times) This perception leads to avoidance of the areas and a lack of enjoyment of facilities and social interactions by certain groups especially the elderly. In a self-fulfilling prophecy such avoidance may ultimately result in some areas becoming degraded and therefore attract criminal activity and antisocial behaviour.

The future of the mall is critical to the Shepparton centre. Within the centre the provision of a mix of shops, entertainment venues and public spaces must be attractive and accessible across a number of age groups. In this regard, mall management of licensed premises can improve the perception of safety.

8.1.2 Accessibility

There are large numbers of people in the community who have physical access problems. They may have wheelchairs, walking frames and sticks, prams, pushers, or be visually impaired.

Modern building design codes, street and park planning, and subdivision planning incorporate disability access measures to a limited extent only.

GSCC can assist in the public domain by reviewing its own services, including its street furniture, and by preparing Mobility Maps of the main centres. Such maps are useful for residents, carers, and visitors to the municipality and can contain information relating to:

- Accessible paths and linkages within the centre and any restrictions on opening hours
- Public transport stops
- Taxi ranks
- Drop – off points
- Disabled motorist parking bays
- Toilets for disabled
- Public telephones
- Gradients and major obstacles
- Public seating

8.1.3 Social Isolation

There are a number of groups within the Greater Shepparton community who may not have adequate access to facilities and services or basic information about availability of services.

This issue can be addressed by GSCC taking a coordinating role in providing information in culturally relevant formats to different groups, for example the large Aboriginal community, and for the non-English speaking migrants with different cultural backgrounds.

Access to public transport for the elderly and youth in remote townships and to migrant groups was also raised as a concern. This links to the provision of public transport suitable for the needs of the population (refer background and Analysis Report No. 5 Infrastructure).

It is proposed that all these aspects will be responded to in any future “community strengthening” initiative within Greater Shepparton. Council has provided substantial funding in the 2005-06 budget to support such a proposal, subject to complementary state government financial backing.

8.2 Achieving the Strategic Objective

The key objectives for this subtopic are:

- | | |
|---------------------|---|
| Objective 1: | To ensure community safety in the planning and management of the urban environment. |
| Objective 2: | To provide accessible environments in public spaces and new developments. |

The following table provides the detailed strategies and an implementation plan.

Table 10: Safe and Accessible Environments – Achieving the Strategic Objectives

Topic: COMMUNITY LIFE Theme: Safe and accessible environments				
<i>Objectives</i>	<i>Strategies</i>	<i>Action</i>	<i>Council Role</i>	<i>Priority</i>
1. To address community safety in the planning and management of the urban environment.	1.1 Encourage the creation of safe streets, public parks and spaces, and integration with Victoria Police' community safety programs.	These strategies will be implemented by: Using Policy and the exercise of discretion <ul style="list-style-type: none"> Apply community safety criteria in the development of development guidelines for sustainable communities. Applying Zones and Overlays <ul style="list-style-type: none"> Apply the Development Plan Overlay to future growth areas to ensure adequate linkages between shops, schools and residential areas, and provisions of passive surveillance opportunities. Undertaking further strategic work <ul style="list-style-type: none"> Review the Recreation and Open Space Strategy. 	Provider	H
	1.2 Ensure recreation areas and sporting facilities are designed with safety considerations.		Provider	H
	1.3 The Recreation and Open Space Strategy to provide future links between shops, schools and residential areas to create interactions and casual surveillance.		Provider	H
	1.4 Encourage development on only one side of the road where land is adjacent to public open space (and where appropriate), to provide for passive surveillance.		Provider	M \$50,000
	1.5 Ensure proposed public car parks are designed to maximise safety of the users.			

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Topic: COMMUNITY LIFE Theme: Safe and accessible environments				
<i>Objectives</i>	<i>Strategies</i>	<i>Action</i>	<i>Council Role</i>	<i>Priority</i>
2. To provide accessibility in public spaces and new developments.	2.1 Ensure reasonable access to community services with a program of transport integration to service these facilities.	These strategies will be implemented by: Using Policy and the exercise of discretion <ul style="list-style-type: none"> For all new development proposals require compliance with disability guidelines. Undertaking further strategic work <ul style="list-style-type: none"> Prepare a Disability access study to ensure facilities and open space areas are physically accessible for all users. 	Provider/ Advocate	H
	2.2 Encourage public facilities to be located on or near to a public transport route or bicycle/walking path.		Advocate/ Facilitator	H
	2.3 Promote and educate the general community on accessibility issues and publish a Mobility Map.			

9 A SWOT Summary

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ A strong economic base but an inequitable income distribution within the City. ▪ Good levels of service provision relative to other parts of regional Victoria (for example in the areas of health care and the arts). ▪ Multicultural context - Aboriginal and other cultural heritages. ▪ The proximity of the airport and good road / rail connections. ▪ Direct access to Melbourne. 	<ul style="list-style-type: none"> ▪ Skills mismatch / perceived shortage in essential services (eg childcare, education). ▪ Low completion rates at school (37.6% do not complete Year 12). ▪ Lack of access to affordable health care (lower levels of bulk billing), compounded by isolation and lack of access to services. ▪ The Shepparton town centre is unappealing, with a limited range of cuisines, perceptions of crime, and limited heritage assets in the town centre. ▪ Shepparton dominates surrounding rural townships, especially Mooroopna resulting in limited provision of services outside of Shepparton. ▪ Brain drain of skilled and professional employees to Melbourne and, more importantly, other regional centres. ▪ The predominant housing stock is inappropriate for the forecast demographic profile. ▪ Recreation facilities are not appropriately marketed to user groups.

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Background and Analysis Report No. 3 – Community Life

OPPORTUNITIES	THREATS
<ul style="list-style-type: none">▪ Neighbourhood renewal funding (Parkside) and funding to engage young people (Community Building Initiative) but limited in its extent.▪ University City concept has potential to make town centre more vibrant, retain more skilled young people, and create a 'Café Quarter'.▪ Opportunity to exploit and celebrate the multicultural aspects of the City.▪ Ageing population and high levels of volunteerism in the town, potential solution to delivering some social services (for example localised transport).▪ Aboriginal Rumbalara Football Club pursuing elders centre to mix age and youth.▪ Provision of mobile clinics to townships and other services (eg libraries).▪ Source of active independent retirees.▪ Creative mentoring of youth.	<ul style="list-style-type: none">▪ Increased centralisation of public services will divert investment away from Shepparton to Melbourne or other regional centres (for example, Bendigo).▪ Real increase in petrol prices has potential to isolate rural populations.▪ Ageing population will generate increased demand for social services.▪ Reduction in water rights to Council will impact on management of recreational facilities.

Greater Shepparton 2030

Background and Analysis Report No. 3 – Community Life

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DETR (2003)	Small Area Labour Markets Review – December 2002
Goulburn Murray Local Learning and Employment Network (2002)	Regional Audit and Gap Analysis
Goulburn Murray Local Learning and Employment Network (2001)	Strategic Plan (2001-2003)
Henshall Hansen & Associates and Team (July 1996)	Greater Shepparton Strategy Plan
Office of Housing (2002)	Shepparton North Parkside Estate - Draft Project Brief
Root Projects Australia (Aug 2002)	Aged Care Strategy. City of Greater Shepparton
The Fairley Foundation (2002?)	Young People: Building Our Community
Vinson, T. Jesuit Social Services (Aug 1999)	Unequal in Life - the Distribution of Social Disadvantage in Victoria and New South Wales
Vinson, T. Jesuit Social Services (Oct 2001)	Unequal in Health
Hames Sharley Victoria (2001) for Department of Education, Employment and Training	School Provision Plan

Attachment 1 – Greater Shepparton 2030- topics, directions and themes

Greater Shepparton 2030 Strategy Framework

Topic: SETTLEMENT	
<p>Direction: Commitment to growth within a consolidated and sustainable development framework</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Growth ▪ Housing ▪ Sustainable Design
Topic: COMMUNITY LIFE	
<p>Direction: Enhance social connectedness, physical and mental health and well being, education and participatory opportunities in order to improve liveability and a greater range of community services</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Health and social services ▪ Education and learning ▪ Recreation and open space ▪ Safe and accessible environments
Topic: ENVIRONMENT	
<p>Direction: Conservation and enhancement of significant natural environments and cultural heritage</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ The natural environment ▪ Floodplain management ▪ Sustainable / Best practice land management ▪ Cultural heritage ▪ Built heritage
Topic: ECONOMIC DEVELOPMENT	
<p>Direction: Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Agriculture and rural land ▪ Commercial activity centres ▪ Industry ▪ Tourism
Topic: INFRASTRUCTURE	
<p>Direction: The provision and re-structure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Traffic and transport systems ▪ Urban services



GREATER SHEPPARTON 2030

BACKGROUND and ANALYSIS REPORT NO. 4: ENVIRONMENT

Adopted by Council at Ordinary Council Meeting on 3 October 2006

coomes consulting



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Abbreviations / Acronyms

ABS	Australian Bureau of Statistics
CBD	Central Business District - Shepparton city centre
GSCC	Greater Shepparton City Council
CMA	Catchment Management Authority
DPI	Department of Primary Industries
DSE	Department of Sustainability and Environment
GB-CMA	Goulburn-Broken Catchment Management Authority
G-MW	Goulburn-Murray Water
Greater Shepparton	Refers to the whole municipality of Greater Shepparton
Shepparton	Refers to the urban areas of Shepparton only
MSS	Municipal Strategic Statement
SIR	Shepparton Irrigation Region
VPPs	Victorian Planning Provisions
WFP	Whole Farm Plan

1 Introduction

1.1 Greater Shepparton 2030 – Process and Outcomes

The Greater Shepparton City Council and the Department of Sustainability and Environment have prepared *Greater Shepparton 2030*, a blueprint for building sustainable economic activity and maximising the quality of life in the municipality over the next 30 years.

This plan will update the previous City of Greater Shepparton Strategy Plan 1996 which formed the basis for the current Municipal Strategic Statement (MSS). The MSS is the local strategy component of the Greater Shepparton Planning Scheme.

A key element of the preparation of this plan was the integrated planning approach, and the process and extent of community engagement involving all stakeholders. This engagement was achieved from a number of initiatives to obtain a depth of understanding of issues from both technical and personal perspectives. The feedback from the community consultation assisted in the development of visions for the municipality.

The methods of community engagement included an open invitation for community representatives to attend a number of advisory groups. These workshops covered the specialist topics of:

- Environment
- Heritage and culture
- Community services
- Infrastructure
- Transport
- Business and tourism
- Agriculture
- Recreation and open space
- Youth

In addition, specific workshops were held to discuss the townships of:

- Congupna
- Dookie
- Katandra West
- Merrigum
- Mooroopna
- Murchison
- Shepparton
- Tallygaroopna
- Tatura
- Toolamba
- Undera

Specialist input was also received from single purpose workshops with Councillors, Council officers and Regional Development agencies.

A number of individual interviews were held with representatives of key statutory agencies. In addition to community engagement, the preparation of the strategy involved detailed research and investigation of the main issues.

Current and emerging issues are considered, ranging from global issues such as world economics, global warming, energy sources and population migration. Domestic issues are considered, including changes to the horticultural and dairy industries, potential for new rural enterprises, water distribution, the highway bypass, changes to road and rail freight patterns, and community development and settlement patterns.

This report also provides a profile of the city and the forecast population projections.

The key land use and development principles that together form the basis of a functioning city are:

- People (Demographic Profile)
- Settlement and Housing
- Community Life
- Environment
- Economic development
- Infrastructure

This grouping generally reflects the land use and development principles embodied in State and local documents including the Victorian Planning Provisions (VPPs), the Greater Shepparton City Council Plan and Melbourne 2030.

Attachment 1 contains a complete list of topics, a key direction for each topic, and a list of themes within each topic, that together comprise the policy coverage of *Greater Shepparton 2030*.

There is a background and analysis report for each of the above topics. This grouping is for ease of description of related sub-topics and for implementation by various public and private agencies. It is recognised that, in practice, these principles are intrinsically interrelated in a holistic view of the municipality.

Greater Shepparton 2030 contains objectives, strategies, and implementation suggestions for each of these topics. These were derived from a set of overarching sustainability principles, which have also driven the Greater Shepparton Council Plan.

In addition, some of the topics will contain framework plans. A framework plan will spatially map the preferred form of future use and development.

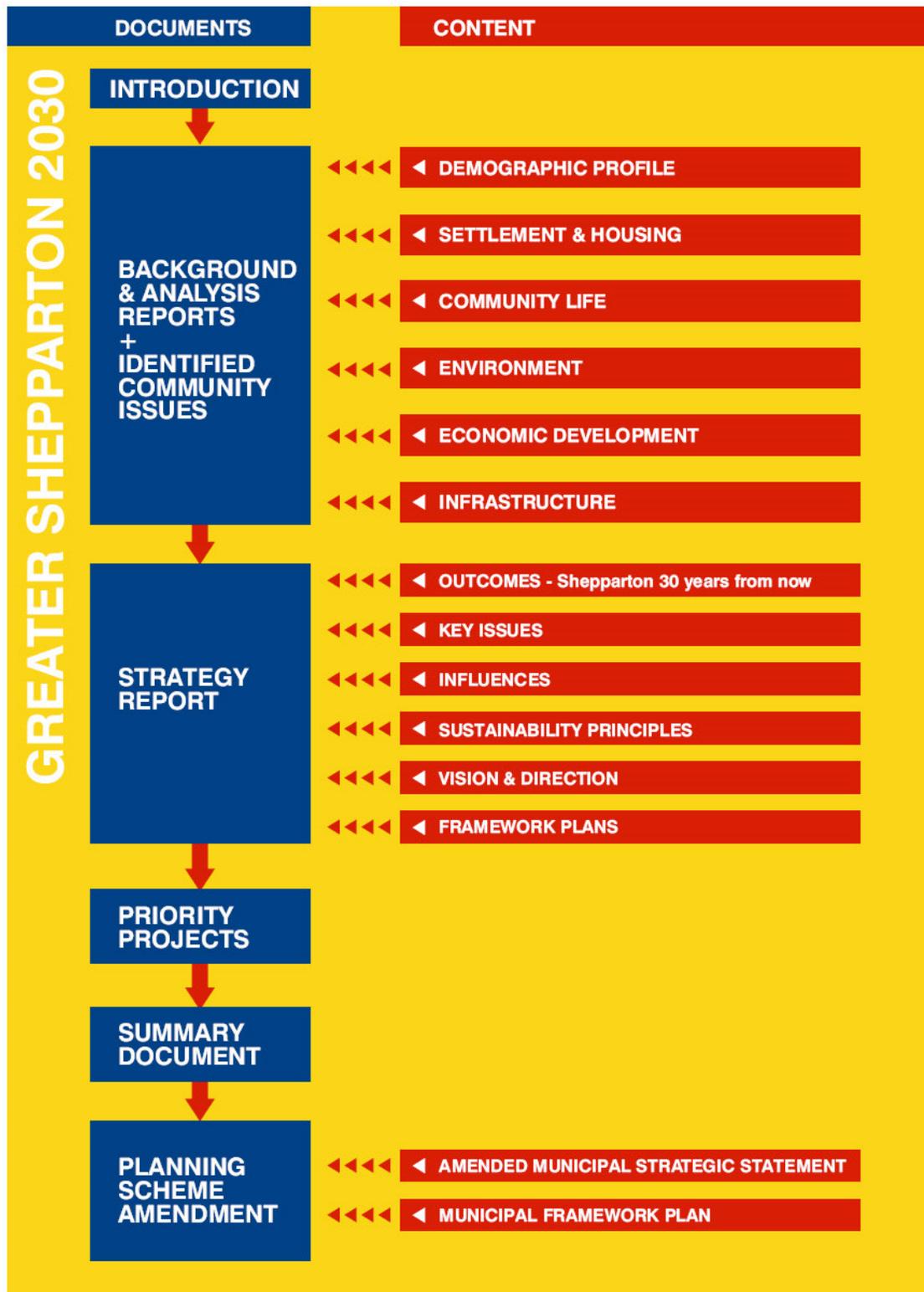
In line with the sustainability outcomes sought for the long term, the plan will contain triple bottom line assessments of opportunities and challenges for land use planning, social planning and economic analysis. This analysis will identify priority projects which will be included in *Greater Shepparton 2030: In Summary*, a summary document for the Greater Shepparton City Council.

The outputs of this Strategy will consist of a number of corporate and strategic planning documents for the municipality, including the Municipal Strategic Statement. The implementation of the Actions listed in the Strategy Plan will be undertaken in the context of the constraints of the Strategic Resources Plan as contained in the Council Plan 2004-2008.

The total package of documents comprising the *Greater Shepparton 2030* is shown in Figure 1.

GREATER SHEPPARTON 2030

THE COMPONENTS OF GREATER SHEPPARTON 2030



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Figure 1: The Components of Greater Shepparton 2030

1.2 This Report – Environment

The environment component of this strategy plan is inclusive of a wide range of sub-topics, or themes, that are interrelated and often interdependent.

The sub-topics that are discussed in this report are:

- The natural environment (Section 4)
- Floodplain management (Section 5)
- Best practice land management (Section 6)
- Aboriginal heritage (Section 7)
- European heritage (Section 8)

The overarching environmental issue is biodiversity - and the protection and enhancement of the earth's basic elements of air, water, soil and nutrients, and the protection of its intricate web of flora and fauna ecosystems.

In the case of Greater Shepparton, biodiversity issues are most evident in the myriad river systems, floodplains, wetlands and areas of remnant vegetation that influence the majority of land, both rural and urban, in the municipality. A major focus of this strategy is to recognise, protect and enhance the remaining natural environment and biodiversity assets within the municipality. Notably, Greater Shepparton has only 2.5% of its original native remnant vegetation remaining.

The environment also encompasses the cultural elements of the Aboriginal tribes in this region, and the built heritage of the original European settlers. These histories are important for the present and future communities to understand the development of the region and its communities, and of what gives the municipality its sense of place.

1.3 Structure of this report

This report is divided into 10 sections:

Section 1 contains an introduction to the strategy plan, an outline of subtopics addressed in this report, and a list of sustainability principles.

Section 2 provides an overview of the topic, with the major issues identified in the 1996 plan and comments about where the future focus should be in this current strategy plan. This section concludes with a singular direction for the topic of environment, which will drive the detailed strategies.

Section 3 contains a summary of comments from the community engagement process: firstly the comments regarding the major issues of environment, culture and heritage; and secondly, ideas and visions for the potential achievements in 20 years time. These comments are displayed graphically to show linkages and common themes.

Sections 4 to 8 address each of the subtopics in detail and may include all or a number of these items:

- Key Issues, including major structural changes and key initiatives undertaken.
- Any reports or studies relevant to the study area, published since the 1996 plan.
- A broader strategy framework, indicating where local strategies fit into regional, state, national and international strategy frameworks.

- A list of objectives, derived from the community engagement feedback and vision setting plus the above situational analysis. These objectives have been tested against the sustainability principles.
- For each of the objectives, a list of strategies to achieve the objectives.
- For each of these strategies a list of actions to implement the strategies.
- In addition, the role taken by the Council, the priority of the project and an indicative cost are included as part of the implementation process. Council has the following roles:
 - Provider – Council’s role is to provide the service
 - Facilitator – Council’s role is to provide the service with other providers
 - Advocate – Council’s role is to lobby the provider to provide the service
- Where relevant, a framework plan that spatially maps the preferred form of future use and development. This may be an amended version of an existing framework plan from the 1996 strategy plan, or a new plan.

Section 9 contains a summary of strengths, weaknesses, opportunities and threats for this topic.

1.4 Sustainability Principles

There is widespread agreement that solving global problems means the adoption of policies and programmes that lead to sustainable development. Sustainable development is development that meets the needs of the present generation without compromising the ability of future generation to meet their needs.

Sustainability is the equal consideration of economic, social and environmental perspectives and relevance.

The recently released statement of metropolitan planning policy – Melbourne 2030, has advanced a suite of principles as fundamental platforms to the attainment of sustainable development.

These principles, which start with sustainable practice, are equally applicable and relevant to the development of Greater Shepparton and are adopted as principles underpinning the strategy plan.

Principle	Outcome
Sustainability:	Sustainable economic, social and environmental development
Innovation:	Commitment to finding new solutions
Partnership and Inclusiveness:	Collaboration with others and considerations of their needs and aspirations
Leadership:	Leadership and encouragement of/in others
Equity:	Fairer access to benefits of growth and change
Adaptability:	Planning to change and being adaptable when faced with it
Integrated Planning:	Planning and implementation of actions undertaken through an integrated planning process

2 An Overview – Environment

2.1 Strategic Context – From the Current MSS to a Future Focus

The current Municipal Strategic Statement (MSS) in the Greater Shepparton Planning Scheme is based on the findings and recommendations contained in the 1996 Strategy Plan.

This section firstly summarises the key strategic focus of the current MSS as it relates to the environment.

Secondly, this section provides an overview of the preferred future focus, which ultimately will be incorporated as strategic directions in the amended MSS.

2.1.1 Natural Resources

Current Municipal Strategic Statement

The central focus of the current MSS is to preserve and manage areas of remnant native vegetation and natural floodplains.

The significant natural features in Greater Shepparton comprise the floodplains and river systems that support the agricultural base of the region.

It is noted that planning measures are the most cost effective flooding mitigation measures, particularly in the built up urban areas within the municipality. Planning measures can control the negative impacts of water released into the wetlands, and the removal of native deep-rooted vegetation which changes the natural hydrological balance.

The MSS suggests the need for more detailed flood mapping and identification of land suitable for urban development and agricultural purposes.

Future Focus

The critical role of the resource of water is emphasised and its future management will determine the agricultural environmental and economic stability of the municipality.

Therefore the management of the floodplain and watercourses together with native vegetation is paramount for the sustainable growth of the municipality. The different areas of responsibility need to be recognised in that the Council is responsible for urban stormwater flooding in the urban areas and the Goulburn Broken CMA is responsible for the balance of the municipality.

The Floodplain Management Plans for Shepparton-Mooroopna, Tatura, Merrigum and Lower Goulburn region have identified areas of flooding, to input into a review of zones and overlays controls

This strategy plan will focus not only on preservation and protection of natural resources, but on the regeneration of native vegetation on private and public property, in acknowledgement of the damage caused by decades of vegetation removal and ecological degradation of natural landscapes.

This report raises a new focus of the broader environment and biodiversity, for the long-term benefits of future generations. This includes new strategies for sustainable land management practices, regeneration to improve biodiversity of flora and fauna,

water conservation and improved quality, and carbon sequestration to combat the global greenhouse effect.

To this end, the Greater Shepparton City Council will need to continue to implement and monitor a number of policies and programs it currently has in place, such as water sensitive urban design, regional management plans, stormwater management policy, cities for climate protection and the like, and to also continue to work in partnership with authorities such as the Goulburn-Broken Catchment Management Authority in the implementation of the Regional Catchment Strategy and its sub-strategies.

2.1.2 Culture and Heritage

Current Municipal Strategic Statement

The MSS contains a strategy for the identification and protection of buildings and sites of heritage significance, which implicitly related to post-European heritage. It is noted that many buildings of heritage significance have already been demolished.

There are 10 buildings listed in the schedule to the Heritage Overlay and 30 buildings identified for further investigation.

In terms of pre-contact history, the MSS refers to anthropological, physical, cultural and genealogical evidence however there are no specific strategies to undertake a cultural heritage assessment of the municipality.

Future Focus

A heritage study has been completed and a Heritage Overlay applied to sites of post settlement significance. This plan should address links between heritage and tourism, particularly the unique aspects of the irrigated farming areas and the establishment of the food production and processing industries.

The cultural heritage study of pre-settlement sites of significance within Greater Shepparton should be undertaken in the near future. Such a study requires a dedicated commitment to identification, documentation and awareness.

The acknowledgement of the myriad of cultural influences will enrich community acceptance, local history, education and tourism.

2.2 The Direction – Environment

To achieve the overall vision and outcomes of Greater Shepparton 2030 (as outlined in the Strategy Plan report) a major direction has been developed for each topic. This key direction is derived from the background analysis and the comments from the consultation process for each of the subtopics or themes

The direction for the topic of environment is:

Conservation and enhancement of significant natural environments and cultural heritage

3 Community Engagement

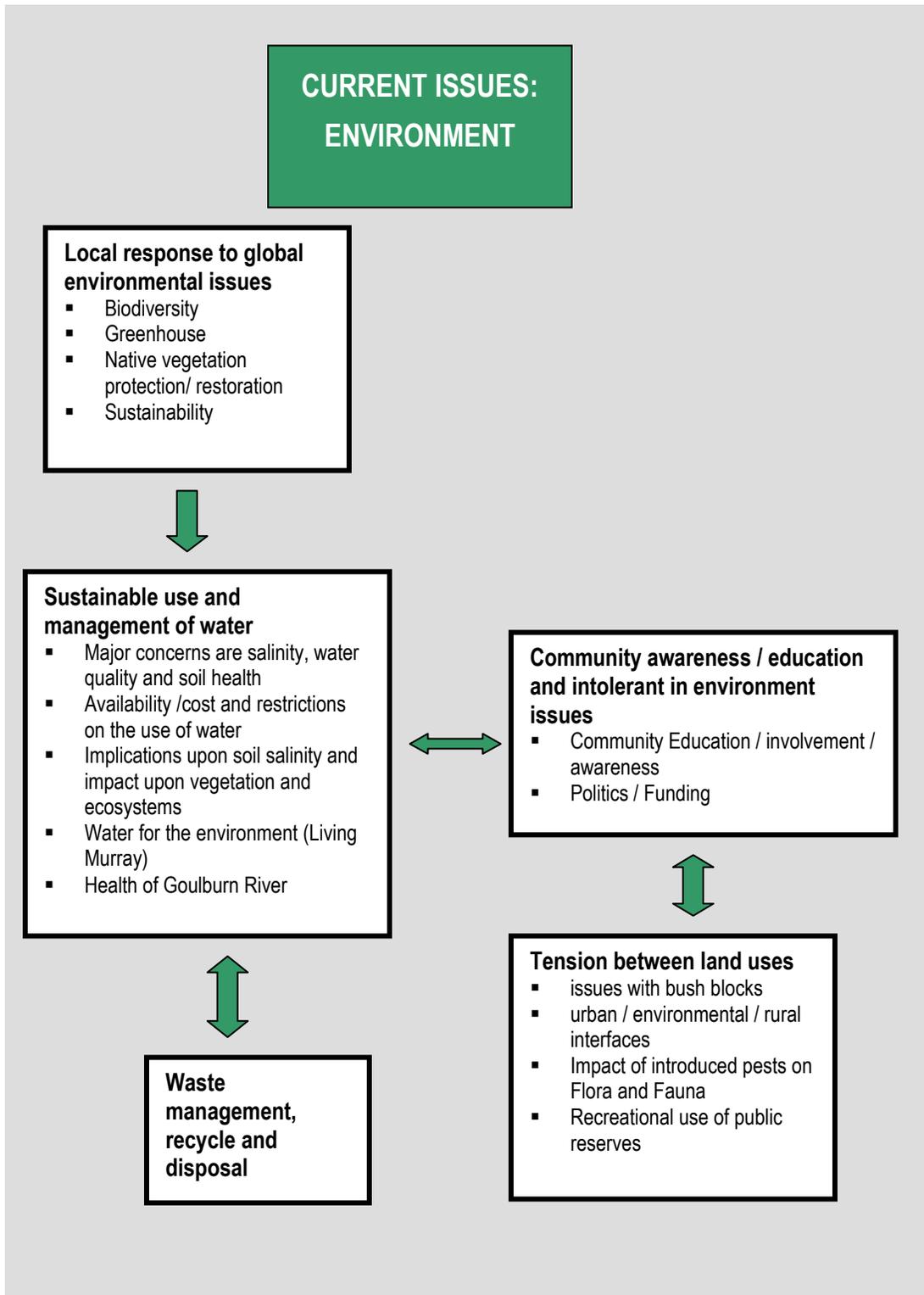
The figures on the following pages provide a summary of the feedback from the community consultation sessions.

The discussion was focussed on two stages:

- Current issues in the topic areas of environment, heritage and culture; and
- Visions for the environmental, heritage and cultural achievements in 20 years time in Greater Shepparton.

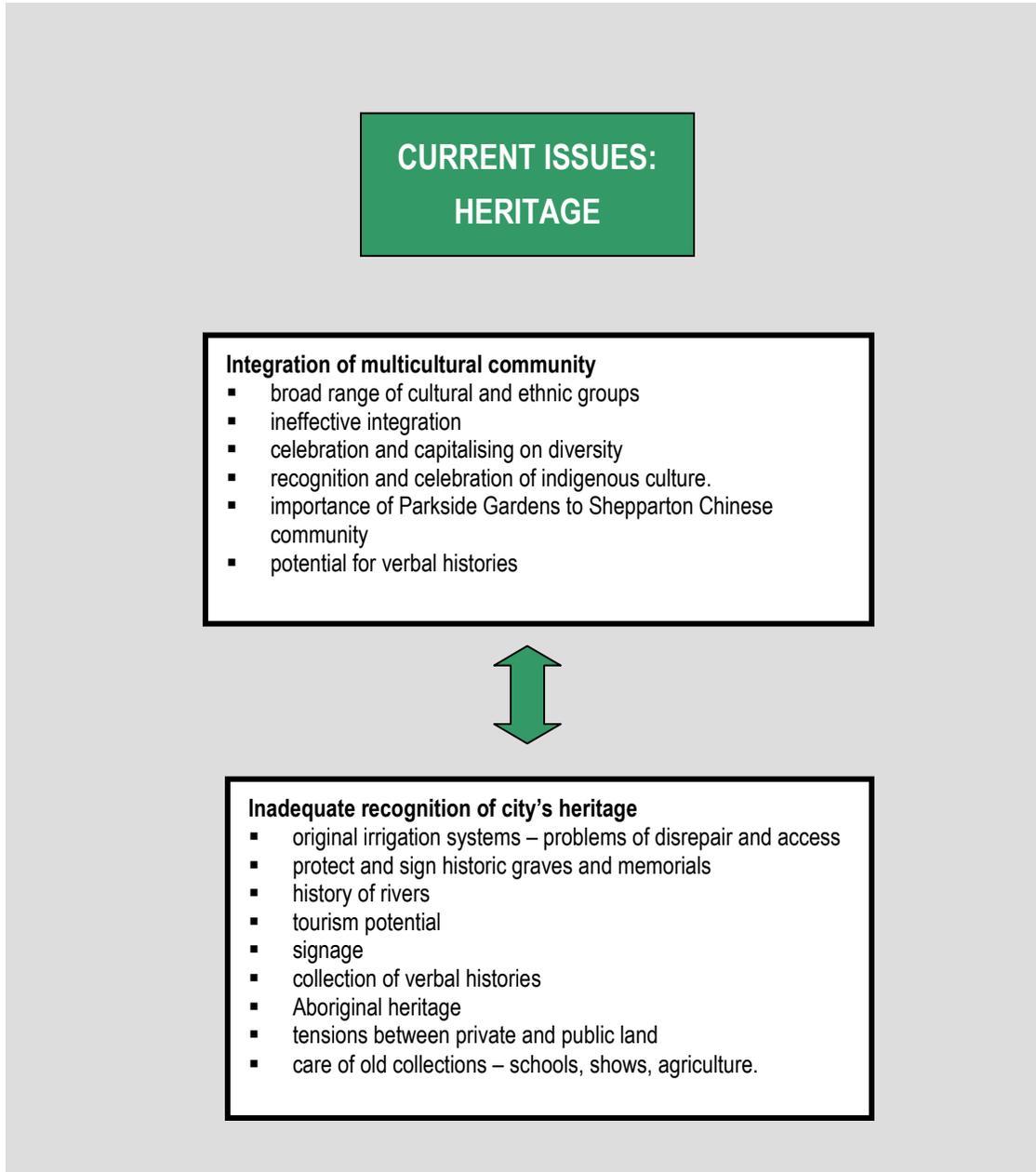
In regard to community engagement the Goulburn Broken Catchment Management Authority has a responsibility to engage with the Council in Community Capacity Building activities, and undertakes this in a partnership approach.

The responses are shown diagrammatically to indicate the common themes from the discussion and also to show the inter-linkages between the themes.



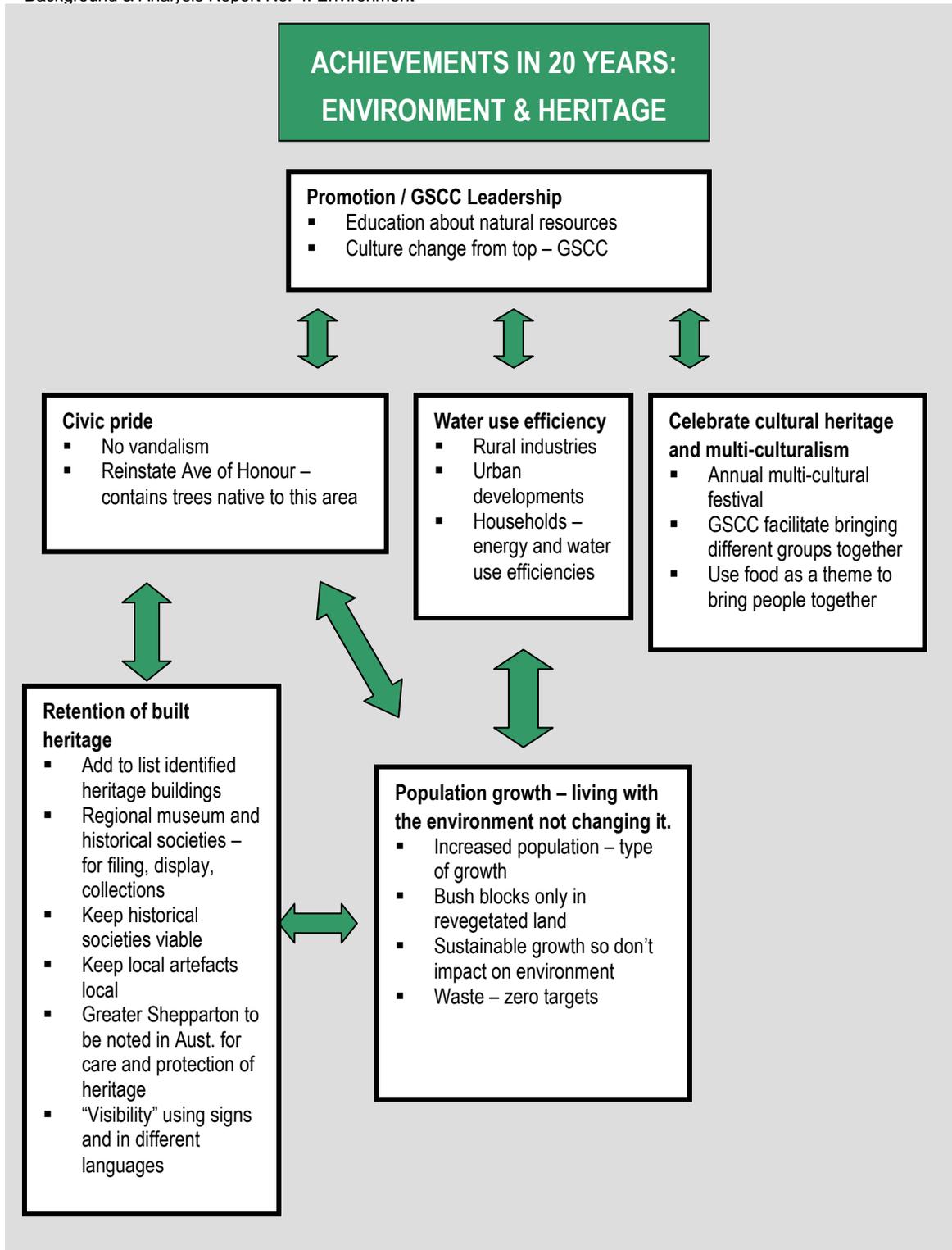
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Figure 2: Community Consultation on Environment- Current Issues



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Figure 3: Community Consultation on Heritage -Current Issues



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Figure 4: Community Consultation on Environment, Culture and Heritage Achievements in 20 years

4 The Natural Environment

4.1 Key Issues

The natural landscape of the Greater Shepparton region is predominantly degraded due to numerous modifications over the history of settlements, from early pastoralists to the irrigated farmlands. Therefore areas of remnant native vegetation are generally confined to creek reserves and road reserves, although there are existing pockets of remnant vegetation on private land.

The protection and enhancement of these corridors is important to provide habitat links for flora and faunas, links to larger areas of native vegetation, wildlife habitat, and biological diversity.

Some areas of significant native vegetation on private land may be vulnerable to clearing, it is therefore important for GSCC in conjunction with the GBCMA to identify these areas in the planning scheme and provide a policy basis for the consideration of proposals to remove native vegetation. This consideration must include an assessment of net gain.

In the previous MSS, the large scale of biodiversity mapping undertaken by the then Department of Natural Resources and Environment (DNRE) was considered to have limited applicability to Greater Shepparton in terms of zones and overlays.

The then DNRE published detailed landscape plans at a regional level (see section 4.2 following). These studies provide a valuable source of information about threatened flora and fauna species. It is this information that can be overlaid in a Rural Strategy and/or a local Environmental Strategy to determine areas that are unsuitable for urban or agricultural development for the protection of local biodiversity values.

4.2 An update on relevant strategies/ reports

Goulburn Broken Catchment Management Authority (November 2003) *Regional Catchment Strategy*

A Regional Catchment Strategy (RCS) is a blueprint for integrated natural resource management across a geographic area.

The Goulburn Broken RCS will have a major influence over the investment decisions made by the Commonwealth and State governments, the Greater Shepparton City Council and the community in natural resource management and sustainable regional development.

The RCS provides the context in which the Goulburn Broken Catchment community will work with Commonwealth and State agencies, rural and urban water authorities, landholders, the broader community and local government to achieve its vision.

**Department of Sustainability and Environment, and Goulburn-Broken
Catchment Management Authority (2003) *Biodiversity Action Planning
Landscape Plans***

These plans are undertaken by the Goulburn-Broken Catchment Management Authority and form the regional component of the state Biodiversity Strategy. These regional plans can then inform action at the local level, and also complement other environmental programs for salinity control and greenhouse amelioration.

The plans contain information about land systems and remaining biodiversity assets in the region together with a list of threatened species flora and fauna. The municipality of Greater Shepparton is largely located in the Victorian Riverina and Northern Inland Slopes bioregions.

The goal of the regional plan is for the conservation and restoration of biodiversity. Conservation is achieved by management of key threats.

The regional landscape plan was subject to consultation process and includes a survey on the most important issues to farmers. They were, in order: weeds, salinity, rising groundwater, native vegetation and water quality. The full range of issues for landowners included weeds, soil compaction, pest animals, native vegetation decline, soil acidity, soil fertility, water quality/salinity and viability – commodity prices, water security, high water tables.

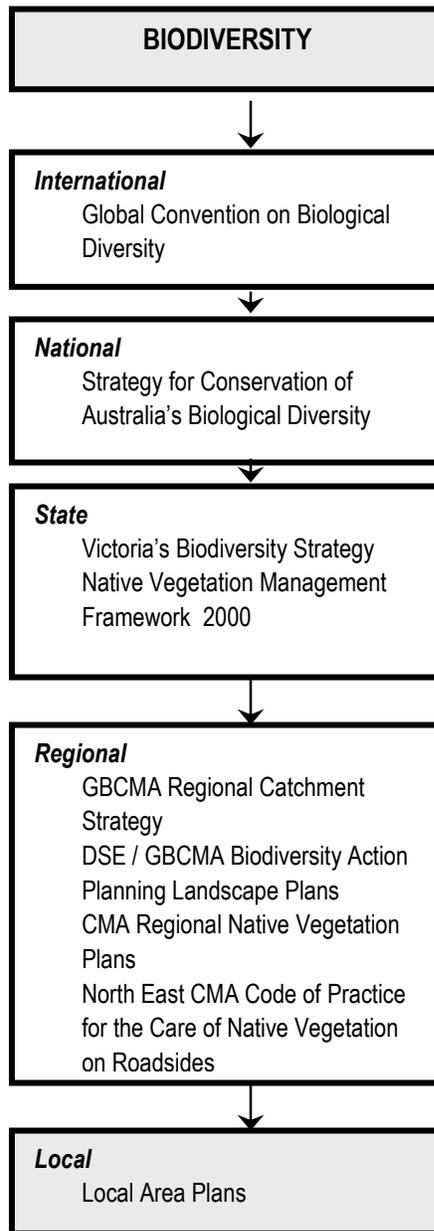
Greater Shepparton City Council (2001) *Roadside Management Plan*

The Greater Shepparton City Council adopted the Roadside Management Plan in June 2001. The Management Plan was developed by consultants Dianne McPherson and Associates in conjunction with the then Department of Natural Resources and Environment, the Roadsides Conservation Advisory Committee and other Councils.

The Roadside Management Plan further develops Council Policies in relation to environmental sustainability and responsible management of natural resources encapsulated in the Municipal Strategic Statement and in Council's Corporate Plan. The Plan falls within a complex legal context and complies with Victoria's Draft Native Vegetation Management Framework 2000.

The Plan covers all rural roads within the City of Greater Shepparton that are not under the direct control of VicRoads. Roads inside town boundaries have not been included and unused roads are still to be classified and will be incorporated within the first review period. It is based on the *Strategy to Develop and Implement a Roadside Management Plan for the Greater Shepparton City Council, 1998*. The Plan focuses on the management of remnant vegetation located on roadsides and recognises the opportunities to protect and enhance our indigenous vegetation.

4.3 The Broader Strategy Framework



 Strategy not commenced

Source: DSE / Goulburn Broken CMA
(April 2003) Biodiversity Action
Planning Landscape Plans for
the Goulburn Broken CMA

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Figure 5: Strategy Framework – Biodiversity

4.4 Achieving the Strategic Objectives

The key objectives for this subtopic are:

Objective 1: To maintain and enhance biodiversity of native flora and fauna communities.

Objective 2: To protect and manage the natural resources of water, air and land.

The following table provides the detailed strategies and an action plan.

Table 1: The Natural Environment – Achieving the Strategic Objectives

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: The natural environment				
Objectives	Strategies	Actions	Council Role	Priority
1. To maintain and enhance biodiversity of native flora and fauna communities	1.1. Protect and enhance significant remnant native vegetation on both public and private land.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Use the guidelines contained in the Roadside Management Plan. ▪ Utilise the Roadside Conservation Values Assessment Map. ▪ Use the provisions under Clause 65 of the planning scheme to refer application to referral authorities. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Wildfire Management Overlay after consultation with the CFA ▪ Apply the Environmental Rural Zone to identified areas of environmental significance. ▪ Apply the Public Use Zone, PPRZ and PCRZ to public land and open space areas containing significant flora and fauna habitats. ▪ Apply the SLO to areas with significant landscapes. ▪ Apply the VPO over areas, including roadsides and lineal reserves containing significant vegetation. 	Provider	H
	1.2. Ensure appropriate identification of native vegetation on land to be developed or subdivided.			
1.3. Protect and enhance the biodiversity assets of the municipality, with the preparation of detailed Local Biodiversity Action Plans	1.4. Promote sensitive design responses and recognition be given to the identification of native vegetation.		Provider	H

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: The natural environment				
Objectives	Strategies	Actions	Council Role	Priority
		<ul style="list-style-type: none"> ▪ Apply the ESO over waterways, wetlands and other areas of identified significance. 	Provider	H
		Undertaking further strategic work		
		<ul style="list-style-type: none"> ▪ Prepare a Rural Land Strategy 	Provider	H \$80,000
		<ul style="list-style-type: none"> ▪ Prepare an Environmental Strategy, incorporating Local Bio-diversity Action Plans. 	Advocate/ Facilitator	H \$60,000
		Other actions		
		<ul style="list-style-type: none"> ▪ Continue to work in partnership with the GBCMA 	Facilitator	H
		<ul style="list-style-type: none"> ▪ Work with authorities to prepare guidelines for the use and development adjacent to public reserves to ensure that public reserves are not affected by the off site effects of adjacent rural operations. 	Advocate/ Facilitator	M-H
		<ul style="list-style-type: none"> ▪ Engage with the Goulburn-Broken Catchment Management Authority and develop stronger linkages between the Regional Catchment Strategy and the Greater Shepparton Planning Scheme. 	Advocate/ Facilitator	H
		<ul style="list-style-type: none"> ▪ Work with the authorities to develop a works program with priorities for re-vegetation of degraded areas. 	Advocate	M
		<ul style="list-style-type: none"> ▪ Work with the authorities to prepare a promotions kit about the value of conservation. 	Advocate	M
		<ul style="list-style-type: none"> ▪ Investigate rate rebates for covenants for vegetation protection. 	Provider	M
		<ul style="list-style-type: none"> ▪ Review and publicise progress on 1 million tree plan 	Provider	M

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: The natural environment				
Objectives	Strategies	Actions	Council Role	Priority
2. To protect and manage the natural resources of water, air and land.	<p>2.1. Promote energy efficient and sustainable built forms and development proposals.</p> <p>2.2. Continue to ensure new developments are connected to reticulated services or have provision for adequate on-site disposal with no advised impacts on nearby watercourses.</p> <p>2.3. Protect productive agricultural land from soil pollution.</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Use the provisions under Clause 65 of the planning scheme to refer application to referral authorities. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Environmental Rural Zone to identified areas of environmental significance. Apply the Public Use Zone, PPRZ and PCRZ to public land and open space areas containing significant flora and fauna habitats. Apply the ESO over waterways, wetlands and other areas of identified significance. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare a Rural Land Strategy to include an assessment of land quality and the preferred sustainable uses and productive capacity of land. <p>Other actions</p> <ul style="list-style-type: none"> Continue to work in partnership with the GBCMA Continue to implement programs such as the Storm Water Management Plan, Water Sensitive Urban Design, Water Initiative, Cities for Climate Protection, Waste Water Management Plan and the RMS. 	<p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Facilitator</p> <p>Provider</p>	<p>H</p> <p>H</p> <p>H \$80,000</p> <p>H</p> <p>H</p>

5 Floodplain Management

5.1 Key Issues

Floodplain management is one of the main land use and development issues for the municipality. The municipality is located on a major floodplain at the confluence of two major rivers, and is characterised by a flat topography. Flooding in the Shepparton-Mooroopna area is a result of the interaction of floods in the Goulburn River, Broken River and Seven Creeks.

Decades of open pasture farming and irrigated agriculture has changed the natural hydrological balance. Consequently the soils in the Shepparton Irrigation Region have higher than average moisture content and higher rainfall run-off. In turn this run-off floods farms and conservation areas. Pondered rainfall can then cause soil salinisation.

Flooding is a natural phenomenon in this region. Floodplain management attempts to reduce the direct costs in terms of loss of stock and damage to property, and the indirect costs of reduced productivity, road rebuilding, and inconvenience.

Therefore the key issue is for the effective drainage of land without causing other environmental impacts.

The Goulburn River supplies water for the irrigated farmlands and for urban water supply and therefore it is critical that this supply be protected.

Planning controls are used to designate areas prone to flooding and limiting developments that will impede natural surface water flows. It is equally important that controls do not move or create a surface water management problem to another area, either within or outside the municipality.

For these reasons the continuation of the co-operative and productive relationship with the Goulburn-Broken Catchment Management Authority is essential.

Water Quality

The State Environment Protection Policy (Waters of Victoria) requires that water bodies reduce the annual nutrient load leaving the Goulburn Valley via Goulburn-Murray Water surface drainage schemes that outfall into major rivers and streams.

Dairy and mixed farming enterprises contribute to the nutrient load by the way of irrigation run-off carrying fertiliser that has been applied to the pasture paddocks. Another issue is the dairy wash down waste that overflows from effluent ponds or from below ground sumps that fill and spill to the surface drainage system or to streams that outfall into major rivers.

The problems associated with low flow streams and high nutrient levels result in the blue green algae blooms that develop and restrict the use of water for human and animal consumption.

Efforts toward managing the nutrient run-off will be high on the agenda for future farming practices, where landholders will be required to employ an Environmental Management System that requires regular monitoring and audits to ensure nutrients are substantially reduced and managed, to prevent waterway degradation.

The State and Federal Government along with the Murray Darling Basin Authority have recently released a report on the Living Murray. Scientists have identified changes to the river systems' natural environment through damming and regulating stream flows. Native fish and other aquatic animals have difficulty surviving in streams that are regulated, as depth of water is important for breeding and migration. Regulated stream flows also affect aquatic plant species by constant changes in stream flows.

River Management and Restoration

River systems within the municipality support agricultural industries, provide safe drinking water and support recreational activity and regional tourism. These systems are also highly significant ecosystems and these riparian zones often contain the only remaining native vegetation. The river systems also provide a sense of place and belonging for the community.

The Victorian River Health Strategy provides a framework in which government, in partnership with the community will make decisions on the management and restoration of river systems. This River Health Strategy recognises local government as a crucial player in the management of river health and provides a list of specific functions identifying local government as having the lead responsibility.

Catchment Management Authorities are caretakers for river health and as a consequence the Goulburn Broken Catchment Management Authority is already engaged with the Greater Shepparton City Council in a variety of activities relating to the restoration of river health. This important partnership will continue to grow and develop as it is recognised that river health contributes to shaping the size, physical form, character and well being of Greater Shepparton.

Salinity

High levels of salinity impacts on the agricultural productivity of both irrigated and dryland farming in the municipality.

The Goulburn Broken Catchment Management Authority has produced a Salinity Management Plan for the Shepparton Irrigation Region. This plan formed the framework for works that formally commenced in 1990. Recommendations and actions of this Plan will continue to be implemented by the CMA in partnership with the Council, however DSE and DPI (incorporating the CMA) carry the majority of the responsibility for the ongoing implementation of the plan.

In Greater Shepparton, the lighter soils and streams can fill rapidly following continuous rainfall throughout winter and spring. The Shepparton area represents the most complex district in determining possible salinity consequences.

The Department of Primary Industry and Goulburn-Murray Water have jointly produced research to assist the management of the water table levels throughout the region. The Shepparton Irrigation Region Management Plan addresses the high water table that introduces salinity to the topsoil profile.

Salinity is still a threat to the farming community particularly following extremely wet periods followed by inefficient irrigation practices.

Ground water pumps have been installed throughout the Shepparton East and Ardmora Orchard areas to protect sensitive fruit trees from rising groundwater. These trees are susceptible to wet feet.

Adopting micro-irrigation to irrigate pome and stone fruit is the best method for applying water to orchards, vines and vegetables and has very little impact to groundwater levels.

5.2 An update on relevant strategies/ reports

At a regional level the Goulburn-Broken Catchment Management Authority has produced detailed floodplain maps for the Shepparton Irrigation Region (SIR). The maps provide details of natural drainage lines, community drains, Goulburn-Murray Water channels, and proposed drainage lines. This information can then provide the basis for local planning scheme zones and overlays and the preparation of local farm management plans.

Goulburn Broken Catchment Management Authority (June 2002) Surface Water Management Strategy Review – Strategic Plan, Shepparton Irrigation Region

At the time of the previous 1990 Surface Water Management Strategy, 60% of the Shepparton Irrigation Region did not have surface drainage. The area without drainage was 241,510 hectares in 2000.

The report contains a program for infrastructure to remove excess runoff, provide outfall for ground water pumps and preserve wetlands and areas of native vegetation. Such infrastructure includes: CSD (community surface drains); Goulburn-Murray Water primary drains, drainage course declaration and drain upgrading. The proposed capital works program will be completed by 2020, subject to funding.

The principles of the strategic plan are:

- Community driven
- Provide every property with appropriate drainage service
- Construct drains within natural environment
- Maximum envired benefits (state areas of wetland protected and no of trees planted)
- Identify and protect aboriginal heritage sites
- Maximise social benefits; reduce risk for invest higher value crops drained reduces mosquitos; improve road standards
- Minimise downstream impacts; do not create transfer flooding to another area

The report identifies numerous environmental benefits of the program including the conservation of 22 wetlands listed in the Shepparton Irrigation Region, protection of native fish habitat in the Lower Goulburn River, Broken River and Broken Creek, and protection of habitat for a number of threatened species.

The management of surface water will improve land use and management by reduced waterlogging, reduced salinity, less road deterioration, and reduced groundwater 'recharge'.

Sinclair Knight Merz (October 2002) Shepparton Mooroopna Floodplain Management Study

This study provides the rationale for the Floodplain Management Plan in the urban areas of Shepparton/Mooroopna. The main objective of the floodplain management plan is *"to minimise the economic and social impacts of flooding on the community, whilst protecting environmental values of the study area"*

The methodology of the study includes qualitative and quantitative assessment of:

- Historical flooding data;
- Community consultation;
- Hydrologic analysis of stream flow to estimate probability of occurrence (flood peaks and volume);
- Computer modelling of flood behaviour to estimate flood extents and levels;
- Flood damage assessment; and
- Flood mapping for emergency response.
- The study recommended measures to reduce the economic and social consequences of flooding.

The Goulburn–Broken Catchment Management Authority has declared flood levels in accordance with the Water Act 1989. The flooding delineation maps are based on these flood levels and will assist GSCC in the application of the relevant planning scheme provisions:

- Land Subject to Inundation Overlay – this overlay applies to land in flood fringe or flood storage areas that is subject to inundation in a 100 year (ARI) flood.
- Floodway Overlay – these areas are largely discretionary with developments assessed on performance based criteria.
- Urban Floodway Zone - contains restrictions on the use and development of land.

The Land Subject to Inundation Overlay requires planning and building regulations for floor levels of 300mm above the nominated flood level.

Key criteria used in this study are:

- the 10 year ARI flood extent (representing high frequency flood risk).
- an extent based on depth and velocity in a 100 year ARI flood event (representing high hazard flood risk).
- an absolute flood depth of 0.5 m.

The recommended list of mitigation measures includes structural works (floodways, waterway capacity works, levees or flood walls, flood proofing or raising and land acquisition) and non-structural measures (land use planning controls, improved flood warning and community education).

A preliminary assessment of the feasibility of mitigation measures was made considering the cost, practicality and effectiveness of the various measures.

The study assessed structural measures including a number of levee options, construction of East Mooroopna Floodway, realignment of Channel No. 12, and increasing bridge causeway and railway openings. It concluded that none of these measures were supported due to the low benefit to cost ratio.

The study did support non-structural measures, as a means of reducing flood damages in the longer term. These included planning scheme amendments (especially for the effective assessment of applications – these amendments have been incorporated into the Planning Scheme), flood warning arrangements, flood response and recovery, flood monitoring and community awareness (which are currently being implemented).

Victorian Government White Paper – *Securing our Water Future Together*

The Government White Paper is about achieving a secure water future for Victoria. The key challenges within the Paper include securing reliable water supplies for our homes, farms and industry while meeting the needs of the environment. A further challenge is to maintain sustainable water management regimes. One of the fundamental principles relating to water management is based on an understanding that a health reliable economy and society is dependent on a healthy environment. The White paper provides an action plan to secure Victoria's water future over the next 50 years.

Particular aspects relating to the implementation of the White Paper will impact on the work of local government. These issues include:

- A direct impact on rate income as a result of unbundling water title for irrigation areas
- The management of stormwater outfalls
- Water sensitive urban design and water saving on new urban development
- Examining opportunities to recycle and re-use stormwater
- Residential water use
- Irrigation of sports ovals and public parks
- A review of the VPP's to ensure local policy supports government policy
- Participation in the development of Regional Water Plans

Greater Shepparton City Council (2003) *Water Conservation Discussion Paper*

Council is evaluating and planning for appropriate water saving measures relating to its own water use of approximately 500 mega litres per year for sporting grounds, public open space areas, playgrounds, median strips, and other landscape features.

Conservation measures have been mooted in a public discussion paper and include:

- Planting of indigenous, drought-resistant varieties;
- Reduced number of waterings;
- All watering takes place during early morning and evening;
- No planting of flowering annuals;
- Use of couch and kikuyu only for public open spaces and recreation reserves;
- Conversion of watering systems from manual to automatic; and
- Increase knowledge of water requirements of various grasses.

The aim of the discussion paper is to stimulate debate about community accepted standards regarding the state of the public landscaped areas.

North East Planning Referrals Committee (April 2000) *Guidelines for the Protection of Water Quality.*

The aim of these guidelines is to streamline the referrals process for developments that may impact on water quality. Such developments include: clearing native vegetation, dam constructions, development in floodplains and natural drainage lines, industrial development, intensive animal industries, land forming and laser grading in irrigation areas, septic tanks and package treatment plants, waste water treatment plants.

There is a need for waste water management plans to be prepared in 2005/2006.

5.3 The Broader Strategy Framework



Knowledge Creativity Performance
Engineering Surveying Planning Urban Design Landscape Architecture
Sustainability and Environment Agribusiness Project Management

Figure 6: Strategy Framework - Floodplain Management

5.4 Achieving the Strategic Objective

The key objectives for this subtopic are:

- Objective 1:** To recognise the constraints of the floodplain on the use and development of land and minimise the future economic impacts of flooding.
- Objective 2:** To provide a supply of high quality water for urban and agricultural use.
- Objective 3:** To minimise the degree of salinity through an integrated regional surface water management program.

The following table provides the detailed strategies and an implementation plan

Table 2: Floodplain Management - Achieving the Strategic Objective

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: Floodplain management				
Objectives	Strategies	Action	Council Role	Priority
1. To recognise the constraints of the floodplain on the use and development of land and minimise the future economic impacts of flooding.	1.1 Minimise the impacts of flooding to people and property by controlling development in flood prone areas and encouraging development and subdivision on land not subject to flooding.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Apply the Shepparton Mooroopna Floodplain Management Plan. ▪ Finalise and implement the Floodplain Management Plans of Tatura and Merrigum ▪ Use the provisions under Clause 65 of the planning scheme to refer application to referral authorities. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the PCRZ to publicly owned land in the catchment and to significant waterways. ▪ Apply the ESO to Ramsar wetlands. ▪ Apply the UFZ to active floodplain areas with high hazards and strictly control use. ▪ Apply the FO to land that has significant risk of flooding in active floodplain areas with high hazards. ▪ Apply the LSIO to both urban and rural land subject to 1 in 100 year flooding. ▪ Apply the SBO to land in urban areas that are subject to flows from drainage systems. 	Provider	H
	1.2 Protect wetlands of significance.			
	1.3 Ensure that planning decisions and approval of development plans have regard to the goals and priorities of the Goulburn-Broken Catchment Management RCS.			
	1.4 Ensure that all new developments maintain the free passage and temporary storage of floodwater, minimises flood damage, is compatible with flood hazard and local drainage conditions, and minimises soil erosion, sedimentation and silting and has a neutral impact up and down stream.		Provider	H
	1.5 Promote increased community awareness of floodplain management with the advance community flood warning system.			

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: Floodplain management				
Objectives	Strategies	Action	Council Role	Priority
	1.6 Prevent removal of native vegetation and grasses to minimise loss of riparian vegetation as a result of development on the floodplain	<ul style="list-style-type: none"> Apply the VPO to areas of significant riparian vegetation. 	Provider	H
	1.7 Encourage landholders to carry out works that are compatible with existing and proposed drainage schemes, preferably as part of the Whole Farm Plan certification process.	<p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare an Environmental Strategy, incorporating local Bio-diversity Action Plans. Undertake floodplain management studies for the smaller rural towns (where necessary). Prepare a Rural Land Strategy <p>Other actions</p> <ul style="list-style-type: none"> Implement the CMA Floodplain Management Strategy for surface water management. Continue to provide a Whole Farm Plan (WFP) program with associated incentives. Pursue an integrated approach to floodplain management between GSCC, Goulburn-Broken Catchment Management Authority and Department of Primary Industry to maximise the regional benefits to agricultural productivity, reduce road maintenance, and ensure optimum resource management. GSCC and the Goulburn-Broken Catchment Management Authority to produce joint information about flooding facts. Include emergency recommendations of the floodplain plan. 	Facilitator/ Provider Facilitator/ Provider Provider Facilitator/ Provider Facilitator/ Provider/ Advocate Facilitator/ Provider/ Advocate	H \$80,000 M \$40,000 each H \$80,000 H H H H

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage
Theme: Floodplain management

Objectives	Strategies	Action	Council Role	Priority
2. To provide a supply of high quality water for urban and agricultural use.	2.1 Ensure all new developments have adequate reticulated services or effluent disposal systems to protect watercourses and water quality, and to maintain and enhance water quality for both urban and rural use.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Require all developments near waterways to be connected to reticulated sewer or septic systems complying with the Code of Practice for Septic tanks. This should be strengthened through the implementation of the Waste Water Management Plan. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Support the integrated effluent disposal strategy with EPA and CMA. <p>Other actions</p> <ul style="list-style-type: none"> Commence a regular septic tank assessment program, to ensure compliance with the Code of Practice for septic tanks. Publish standards for Council's use of water for community purposes. Encourage the appropriate authority to prepare a Community Response Plan, to reduce and manage incidences of toxic blooms in watercourses in the event of blue-green algal outbreak. 	Provider/ Advocate	H
	2.2 Support and promote approved innovative methods of effluent disposal eg composting.		Provider/ Advocate	H
	2.3 Promote regular water-wise messages to the community and encourage community wide use of drought resistant plantings.		Facilitator/ Advocate	H
			Provider	L-M
			Advocate	L-M

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage
Theme: Floodplain management

Objectives	Strategies	Action	Council Role	Priority
3. To minimise the degree of salinity through an integrated regional surface water management program.	3.1 Prevent the detrimental impacts of saline water drainage by encouraging best practice water use.	<p>These strategies will be implemented by:</p> <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the SMO to recharge areas. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare a salinity management strategy as part of the Rural Land Strategy <p>Other actions</p> <ul style="list-style-type: none"> Continue to support programs initiated by DPI, DSE, CMA and the like in regard to management of salinity. Advocate for a land degradation map identifying actions to rehabilitate land degraded through erosion and salinity. Encourage best practice with reference to the Rural Land Strategy, which will identify relative land quality, preferred sustainable uses, the productive capacity of land, and the risk of salinity if vegetation is removed. Support a co-ordinated education campaign in conjunction with the Goulburn-Broken Catchment Management Authority and Department of Primary Industry. 	Provider	H
	3.2 Assist in the rehabilitation of areas affected by salinity, as identified in the Rural Land Strategy.		Facilitator/ Provider	H \$80,000
	3.3 Encourage the development of surface water management systems with run-off into natural systems or into reuse storage for irrigation at a later date		Advocate/ Facilitator	H
	3.4 Promote community awareness of groundwater control, salinity management and water usage		Advocate	H
			Provider/ Advocate	H
			Advocate/ Facilitator	H

6 Best Practice Land Management

6.1 Key Issues

Land use and development controls and assessment must be compatible with the goals of the protection and enhancement of the natural environment. Therefore it is considered that land use and development management should be based on sustainability principles. As previously described in this report the concept of sustainability must be viewed from all perspectives: environmental, economic and social.

This approach to land management will require GSCC and individual landowners to undertake a rigorous planning approvals process whereby the total future impacts of a development and/or use is assessed, including long term impacts on neighbouring properties and water and soil resources.

The Whole Farm Plan (WFP) is increasingly used as a tool for planning by the farmer and for assessment and decision making by the authorities. The WFP provides information on management of surface water flows and storage, and farming developments and operations that may impact on the natural floodplain. This process should be expanded to include sustainability principles and longer term viability. The benefits of a WFP include:

- Reduced downstream impacts of nutrients on water quality;
- Protection of natural ecosystems;
- Reduced waterlogging and salinity; and
- Viable farming operations.

The first step to managing the land resource of Greater Shepparton in a sustainable way is to identify significant land resources and potential threats to their longevity. The development of a Rural Strategy will provide a data source for assessment of land capability.

6.2 An update on relevant strategies/ reports

Greater Shepparton City Council (2002) *Cities for Climate Protection Program*

The Greater Shepparton City Council joined the program in 2000. The aims of the program are to evaluate and set targets for greenhouse gas emissions for council and community activities, promote energy efficient subdivision and house design and to provide incentives and education.

Australia's target is to reduce its greenhouse gas emissions in the target period to 108% of 1990 levels. In achieving their targets, countries can take account of emission reductions; carbon sink enhancements and changes in land clearing.

GSCC has completed 5 milestones including:

- Establish a base year emissions inventory and forecast, both for the community and corporate sector;
- Set an emissions reduction goal;

- Develop and adopt a greenhouse reduction strategy – the Greenhouse Local Action Plan;
- Implement the Greenhouse Local Action Plan; and
- Monitor and report on emissions and implementation of actions and policies.

The corporate energy inventory evaluates the energy consumption and costs in Council's buildings and fleet, streetlights, water and sewage operations and waste produced. The dominant source of greenhouse gas emissions relating to Council operations is electricity consumption, and Council has now targeted Council buildings as a key to reducing emissions.

The community inventory evaluates energy consumption in the residential, commercial and industrial sectors, as well as looking at greenhouse gases emitted from transportation and waste to landfill. The industrial sector is the most significant contributor to Shepparton's greenhouse emissions. The operations of large-scale food processing industries involve high-energy inputs and organic waste outputs that contribute to significant greenhouse gas emissions.

The remaining half of greenhouse emissions are shared relatively equally between the residential, commercial and transportation sectors. Overall, emissions from the community are expected to grow by about 2%, even though the residential population is forecast to grow by 6.5% between 1999 and 2010.

The following land use planning measures can assist in reducing the impacts of climate change:

- Reducing the areas of dark roofs and pavement in urban areas, which cause temperatures up to 10 degrees hotter than the surrounding countryside.
- Protecting bushlands and wetlands, for carbon sequestration.
- Minimising vegetation loss when developing land.
- Increasing greenhouse sinks by a store of carbon in trees, shrubs and soil.
- A program for community environmental action can pursue a number of options, for example; environmental trust funds; management plans; voluntary conservation agreements; vegetation protection ordinances; rate rebates; and land for wildlife agreements.

Goulburn-Broken Catchment Management Authority (Sept 2002) *Farm Program Review, Shepparton Irrigation Region*

This report is a review of the Whole Farm Plan (WFP) incentive scheme in the Shepparton Irrigation Region (SIR). The goals of the WFP program are to:

- Improve water management on land;
- Decrease water accessions;
- Decrease soil salinisation;
- Decrease waterlogging;
- Increase productivity of farms; and
- Protect environmental features.

The plan has a target that all properties in the SIR will have a WFP by 2020. A farm plan covers aspects of farm management including ownership, agronomy, engineering, environment and finance.

The Review Plan was subject to a consultation process and includes a survey on the most important issues to farmers. They were, in order of importance: weeds, salinity, rising groundwater, native vegetation, and water quality.

Goulburn-Broken Catchment Management Authority (Jan 2003) Floodplain Management Guidelines for Whole Farm Plans

The Goulburn Broken CMA has prepared guidelines for the design of earthworks and structures that will not aggravate flooding or cause flooding downstream. Farms require flood storage for flood attenuation. There are financial incentives via a simplified, and cheaper, planning process for farmers with an approved Whole Farm Plan.

The guidelines apply to: raised earthworks or structures (for example levees, contour banks, access tracks, roads, channels, drains and embankments), land forming, and water storages.

Land in the Rural Zone is divided into two categories. Category 1 is for land where there is insufficient information to identify floodway areas. The WFP can show areas at risk of flood at some future stage. Category 2 is for all other land subject to flooding.

For properties in the Rural Zone, a planning permit for earthworks is not required if the WFP is certified under *Planning controls for earthworks in Goulburn Broken Catchment November 1992*. The WFP is jointly approved by the Council, Goulburn-Murray Water, Department of Primary Industry and the Goulburn-Broken Catchment Management Authority.

The guidelines contain the following design considerations:

- No obstruction or restrictions on flows;
- Minimise risk to life, health, and property;
- Utilise flood storage areas;
- Preserve wetland areas;
- No buildings on floodplains;
- Avoid farm storage on floodway; and
- Provide adequate culverts for water flows.

6.3 The Broader Strategy Framework

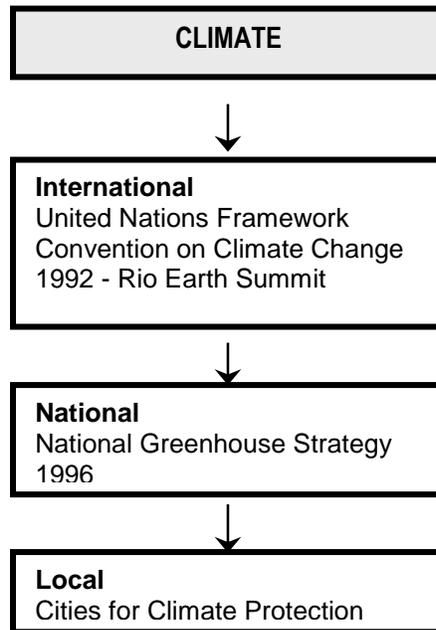


Figure 7: Strategy Framework – Climate

6.4 Achieving the Strategic Objective

The key objectives for this subtopic are:

- Objective 1:** To identify natural landscape features to be protected and managed.
- Objective 2:** To manage irrigated and non irrigated land for long-term sustainable production purposes.
- Objective 3:** To prepare an integrated strategy to address all aspects of the environment and to cooperate in the development of regional environmental plans.
- Objective 4:** To reduce greenhouse gas emissions by local actions, in the interests of current and future generations

The following table provides the detailed strategies and an implementation plan.

Table 3: Best Practice Land Management - Achieving the Strategic Objective

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: Best practice land management				
Objectives	Strategies	Action	Council's Role	Priority
1. To identify natural landscape features to be protected and managed	1.1 Provide for the identification of the municipality's assets of environmental significance.	<p>These strategies will be implemented by:</p> <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare a Rural Land Strategy incorporating a land capability study Prepare environmental development guidelines to encourage sustainable land use and development that is sensitive to the natural landform and microenvironment. 	Provider	H \$80,000
	1.2 Promote the protection of significant areas of the natural landscape.		Provider/ Facilitator	M \$50,000
2. To manage irrigated and non irrigated land for long-term sustainable production purposes	2.1 Encourage the adoption of ecologically sustainable development principles and technologies in the future development of both urban and rural areas.	<p>These strategies will be implemented by:</p> <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Use the Schedule to Farming Zone to allow the preparation of WFP. Apply the Environmental Rural Zone to sensitive rural areas. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare a Rural Land Strategy. <p>Other actions</p> <ul style="list-style-type: none"> Support the certification of Whole Farm Plans to minimise off site impacts and increase the rate of water re-use. Publish a Sustainability Indicator Checklist for planning applications, and include in the assessment criteria. 	Provider	H
	2.2 Encourage sustainable farming practices.		Provider	H \$80,000
			Advocate/ Facilitator	H
			Advocate/ Facilitator	H

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: Best practice land management				
Objectives	Strategies	Action	Council's Role	Priority
4. To reduce greenhouse gas emissions by local actions, in the interests of current and future generations	4.1 Endorse an urban design approach that includes an assessment of climate and energy costs.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Use the Roadside Management Plan. ▪ Apply the Bicycle Strategy <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Update the Economic Development strategy for use as a tool for targeting the clean green food industry. <p>Other actions</p> <ul style="list-style-type: none"> ▪ Prepare a plan for Greenhouse Gas Reduction. ▪ Publish an information sheet for developers to promote the use of energy efficient water and devices in new developments. ▪ Initiate and co-ordinate a program of community education include initiatives such as: <ul style="list-style-type: none"> - Energy efficient lighting rebates - Solar Energy Initiatives - Revolving Energy Fund ▪ Continue to participate in Cities for Climate Protection and Water Conservation programs. 	Provider	H
	4.2 Support non-renewable energy use by fuel switching and the use of green energy.		Provider	H \$60,000
	4.3 Support the goal of reducing Community greenhouse gas emissions from 1999 levels by 20% by 2010.		Provider/ Facilitator/ Advocate	M
	4.4 Assist carbon reduction by encouraging development plans to include increased indigenous plantings on private and public land and reduced reliance on motorised transport.		Provider/ Facilitator/ Advocate	M
			Facilitator/ Advocate	M
		Provider	H	

7 Cultural Heritage – Pre settlement

7.1 Key Issues

Greater Shepparton is located in the traditional territory of the Pangerang tribe, whose descendants have a long ancestral history in the area. The land at the junction of rivers and creeks surrounded by open grassland was suitable for settlement by the original Aboriginal tribes.

A number of potential sites of cultural significance have been recognised throughout the municipality. However GSCC has not undertaken a municipal wide archaeological and cultural heritage study to date. Some information has been obtained from a Biosis report (see below), which was commissioned by VicRoads when assessing the impacts of the Shepparton bypass.

There is no integrated assessment of the cultural heritage assets of the municipality, or a grading system to identify the level of significance and the type of protection to be afforded to the sites or areas.

More detailed investigation is needed to ascertain the importance of the sites and the potential for inclusion into the planning scheme.

7.2 Reports/ strategies published since 1996 Plan

Allom Lovell & Associates (2002) *Greater Shepparton Heritage Study*

This study focuses on post contact historical themes and the assessment of buildings and structures of heritage significance. The study provides only a brief introduction to the cultural heritage of the original landowners.

The traditional owners of the land are the descendants of the Pangerang tribe. Subgroups of this tribe settled near rivers, which were a source of food and water.

Following European contact, Aboriginal tribes occupied shanty-towns on the banks of the Goulburn River between Shepparton and Mooroopna.

One of four Aboriginal Protectorates was located in Murchison. The protectorate system was abolished in 1851, and the remains of the site have not been established. The Rumbalara (meaning 'rainbow') settlement was created in 1958.

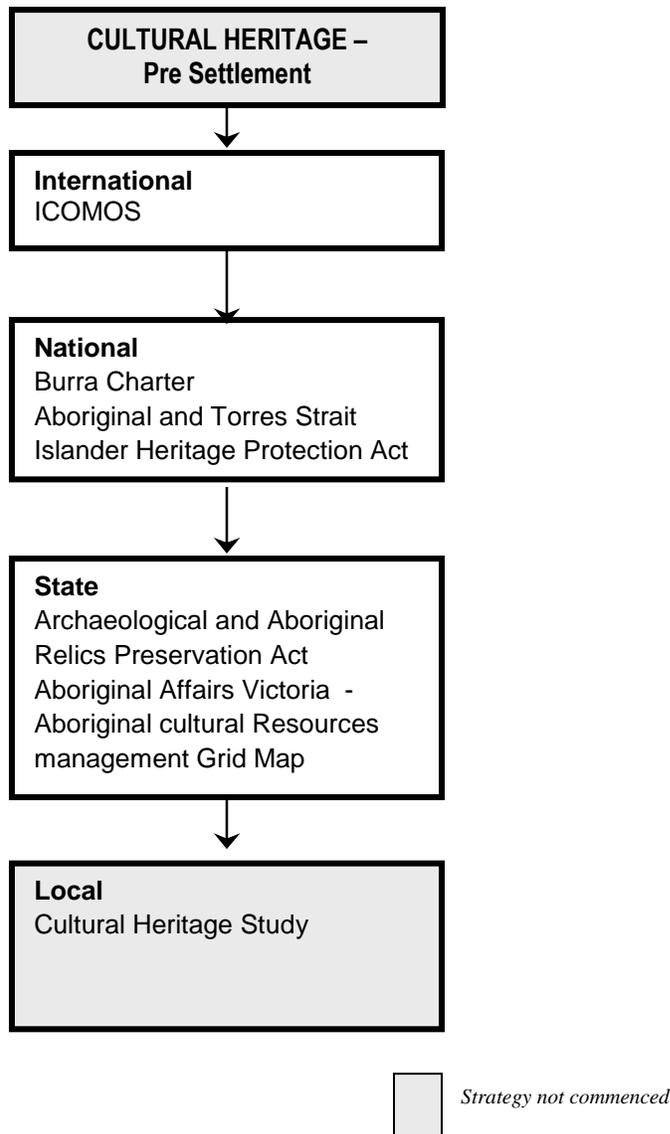
Biosis Research (November 2000) *Goulburn Valley Highway – Shepparton Bypass Review of Western Route Planning Study: Archaeology and Cultural Heritage*

This study identified 8 recorded sites of significance - 6 scar trees, an isolated artefact site and one edge ground axe. (The sites are not specifically mapped at the request of Yorta Yorta Nation Aboriginal Corporation).

Areas of potential sensitivity for Aboriginal archaeological significance include:

- Riparian corridors of the Goulburn River valley and Castle Creek;
- Sand dunes adjacent to flood plains;
- Areas of native vegetation;
- Raised edges of billabongs and creeks; and
- Raised ridges on flat land adjacent to the flood plain.

7.3 The Broader Strategic Framework



Knowledge Creativity Performance
 Engineering Surveying Planning Urban Design Landscape Architecture
 Sustainability and Environment Agribusiness Project Management

Figure 8: Strategy Framework - Cultural Heritage

7.4 Achieving the Strategic Objective

The key objectives for this sub-topic are:

- Objective 1:** To conserve and protect identified sites of cultural heritage significance
- Objective 2:** To involve local indigenous communities in the collection, identification and promotion of places and items of cultural heritage significance.

The following table provides the detailed strategies and an implementation plan.

Table 4: Cultural Heritage - Achieving the Strategic Objectives

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage					
Theme: Cultural heritage – pre settlement					
Objectives	Strategies		Action	Council Role	Priority
1 To conserve and protect identified sites of cultural heritage significance	1.1	Promote the protection of places of heritage significance as these contribute to the character of the municipality.	<p>These strategies will be implemented by:</p> <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Heritage Overlay to identified sites and areas of cultural significance. ▪ Apply the Development Plan Overlay to require that development plans must be accompanied by an archaeological report from a suitably qualified expert <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Initiate a cultural heritage landscape assessment to identify the significance of important landscapes. <p>Other actions</p> <ul style="list-style-type: none"> ▪ GSCC to continue appointment of heritage advisor. 	Provider	H
	1.2	Ensure measures are taken to identify places of Aboriginal significance prior to approving a development plan or exhibiting a rezoning.		Provider	L \$50,000
	1.3	Promote community awareness of cultural heritage assets.		Provider	H
2 To involve local indigenous communities in the collection, identification and promotion of places and items of cultural heritage significance.	2.1	Promote and provide for recognition of the Aboriginal community and their occupation of the land.	<p>These strategies will be implemented by:</p> <p>Other actions</p> <ul style="list-style-type: none"> ▪ GSCC to use a cultural coordination officer where appropriate. ▪ Work with the local historical societies, local Aboriginal groups and the owners of potentially significant buildings and areas in conducting investigations into historical & cultural heritage. 	Provider	H
				Provider/ Facilitator	H

8 Cultural Heritage – Post Settlement

8.1 Key Issues

Greater Shepparton City Council has commissioned a Heritage Study and recommended sites have been included in a Heritage Overlay to afford planning scheme protection.

Although Greater Shepparton does not contain large numbers of sites or buildings or heritage significance, GSCC can promote the re-use and restoration of the identified items.

There are also opportunities to link some of the identified buildings and sites to economic development and tourism initiatives. For example the unique irrigation system has a high degree of historic value.

8.2 Statement of Significance – City of Greater Shepparton

“The City of Greater Shepparton has a richly layered history which dates back to some of the very earliest European activity in Northern Victoria. The environment of the region has much evidence of this history, located in the towns and settlements, and in the agricultural landscapes. It is also notable for the great diversity and variety of local heritage places, and the sometimes subtle remains of past uses and activities.

The principal historical themes of the Shire are equally varied, and the overwhelming themes – of settlement and migration, utilisation of natural resources and developing primary and secondary industries – are integral to the municipality as it exists today. Immigrants to the region, the squatters, closer and soldier settlers, and those from other colonies, were vigorous in their development of agricultural and pastoral industries. The post-World War Two settlement by European migrants greatly enhanced these industries.

The oldest irrigation and agricultural pursuits in the State were attempted in the Ardmona district. The subsequent history of farming, including dairying, fruit and vine production, is also strongly evident, with the latter a particularly distinctive feature of the Mooroopna, Murchison, Tatura and Dookie landscapes.

However, unlike any other locality, the City of Greater Shepparton is the site of unusual diversity of memorials to the dead. These include the graves of the last Aboriginal tribe; the early pioneers; and the war dead. As the districts of Tatura and Murchison were the site of World War Two internment and prisoner of war camps, memorials to the foreign war dead are also especially significant to the area.

Less unique to the area, but still distinctively local, is the heritage associated with religious practice, transport and communication, and the establishment of education.

All of these themes and places combine to give the City of Greater Shepparton its individual character and unique place in the Victorian environment.”

Source: Allom Lovell & Associates (Dec 2002) *City of Greater Shepparton Heritage Study, Stage II, Volume 2, p 49.*

8.3 An Update on Relevant Strategies / Reports

Allom Lovell & Associates (Dec 2002) Greater Shepparton Heritage Study

This study covers a history of European settlement, and only briefly refers to pre-contact history. Further volumes of the study contain individual data sheets. The history of the municipality can be summarised into the following key themes:

- *Settlement and migration.* The first European explorers were Hume and Hovell, who named the river Goulburn after Major Frederick Goulburn, the Colonial Secretary of the time. Settlers immigrated from NSW and Van Diemens Land in 1834-5 for the excellent grazing land.
- *Squatters.* In 1847 squatters were granted standing in law for their acreages. In 1855 the Victorian constitution created the electoral districts of Shepparton, Kyabram and Rodney. In 1841 a squatter run named Tallygaroopna was set up on the banks of the Goulburn River, and in 1843 it was taken up by Sherbourne Sheppard, who gave the town its present name.
- *Selectors.* The selection era of the 1860s followed separation from NSW in 1851 and the discovery of gold in 1853, as gold seekers passed through and settled. In 1869 the Grant Act enabled selectors to peg out claims of unsurveyed land, fence the land and live on the claim. In 1884 the Land Act permitted leasing of land, which achieved settlement of marginal lands. Closer settlement resulted when large holdings were subdivided for more intensive development. Land previously use for sheep grazing in the lower Goulburn region then became available wheat, fruit and vine crops.
- *Soldier settlers.* Resettlement of returned solders and British soldiers after the Great War. This period witnesses the extension of irrigation and new plantings under the soldier settlement scheme. The canned fruit sector increased dramatically.
- *Involuntary German and Italian prisoners of war.* There were 4000 German and Italian prisoners-of-war housed at Murchison, with 12-13,000 living in the internment camps at Tatura, representing 23 nationalities.
- *European immigrants.* Relocation of migrants – Italian, Turkish, Albanian, Dutch, Vietnamese, Chinese and Filipino. In 1999 the City agreed to take large numbers of refugees from Bosnia, Iraq, Kosovar and East Timor.
- *Natural resources.* After the drought of 1877-81 the government expanded irrigation schemes. The Victorian Water Conservation Act, 1881 formed irrigation trusts. Alfred Deakin wanted state ownership of the water supply, and the Irrigation Act 1886 created the Goulburn Weir.
- *River transport.* Paddy McGuire rowed a punt across the river in 1853 and owned an inn on the other side. The township was originally called McGuire's Punt, and was changed to Shepparton in 1855. Paddle steamers from the Murray to Shepparton were common in the 1860s and 1870s.
- *Developing primary and secondary industries.* In the 1920s improved irrigation meant more productive land for fruit, vines, dairying and market gardens. Mills were replaced with butter factories and canneries. Before 1870 the export of

dairy products was not feasible. With refrigeration and after WW1, there was an influx of dairy farmers. In the 1890s, Council financed the construction of Shepparton municipal saleyards and abattoirs to supply Campbell soups. The Shepparton Fruit Preserving (SPC) Co formed in 1918 and the Ardmona cannery in Mooroopna in the 1920s. In January 2002 they merged to become SPC-Ardmona. In 1875 land was reserved for an experimental farm, and Dookie Agricultural College opened in 1886.

The heritage study includes criteria for grading places and buildings of heritage significance. This grading system is used to justify the type of heritage planning controls over a site or building:

- Grade A places are places which are of state and national importance, and are irreplaceable parts of Australia's cultural heritage. The loss of these places, for example by demolition, removal or redevelopment, would have a fundamental adverse impact on the cultural heritage of the City of Greater Shepparton and the state of Victoria. Likewise their loss as a consequence of a disaster and catastrophe would have a similar impact. Grade A places are recommended for inclusion on the Victorian Heritage Register, the Register of the National Estate, and the Heritage Overlay schedule of the Greater Shepparton Planning Scheme.
- Grade B places provide evidence of the historical, agricultural and social development of the municipality, often on a regional level (the Goulburn Valley), because of geography and distance, rather than a local level, as defined by current municipal boundaries. Such places may make a considerable scientific (technological) or aesthetic contribution. The loss of these places would adversely impact on the cultural heritage of the region and the municipality. Grade B places are recommended for inclusion on the Register of the National Estate and individual Heritage Overlay controls in the Planning Scheme.
- Grade C places are of local significance, and are representative of the historical, scientific, aesthetic or social development of the City of Greater Shepparton. The loss of these places would have an undesirable impact upon the cultural heritage of the municipality.

The heritage study identified 135 places of significance, including log huts, and 2 residential precincts in Shepparton.

A number of additional places were nominated for further study.

8.4 Achieving the Strategic Objectives

The key objectives for this subtopic are:

- Objective 1:** To identify, protect and enhance sites and areas of recognised historic significance.
- Objective 2:** To recognize efforts at restoration and re use of sites of identified heritage significance.

The following table provides the detailed strategies and an action plan

Table 5: Built Heritage - Achieving the Strategic Objectives

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: Cultural heritage – post settlement				
Objectives	Strategies	Actions	Council Role	Priority
1. To identify, protect and enhance sites and areas of recognised historic significance	1.1 Promote the protection of heritage buildings and sites so that heritage significance is not diminished or irreversibly damaged through proposed use or development.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Consider the Heritage Study when assessing proposals for redevelopment of identified heritage sites or infill development in areas of identified heritage significance. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Heritage Overlay to identified sites and areas of cultural significance. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare heritage design guidelines for the assessment of development applications of significant buildings and sites. <p>Other actions</p> <ul style="list-style-type: none"> GSCC to continue the appointment of a Heritage advisor to assist in development proposals for heritage places. Continue further investigation of places identified in Heritage Study Work within the framework of Commonwealth and State legislation to ensure those heritage items identified as 	Provider	H
	1.2 Encourage the retention, adaptation and appropriate renovation of significant historic buildings and works, gardens and other areas as a viable alternative to demolition.			
	1.3 Ensure that any alteration or addition to identified heritage buildings and areas, or redevelopment on adjacent land, is in keeping with identified streetscape or neighbourhood character and appearance (as appropriate).			
	1.4 Protect the heritage status of the Goulburn River through liaison with the Goulburn-Broken Catchment Management Authority and Department of Primary Industries.			
			Provider	H
			Provider	M \$20,000
			Provider	H
			Provider	M-H \$40,000
			Facilitator/ Advocate	M

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: Cultural heritage – post settlement				
Objectives	Strategies	Actions	Council Role	Priority
		<p>significant can be conserved and managed appropriately with a Heritage Management Plan.</p> <ul style="list-style-type: none"> ▪ Increase community awareness of heritage assets by promoting the heritage aspects of tourism, including: <ul style="list-style-type: none"> – Informational signage – A heritage drive / walk – The acknowledgement of the historical contributions of various cultures in a multicultural festival 	<p>Provider/ Facilitator/ Advocate</p>	<p>M-H</p>

Topic: ENVIRONMENT: Conservation and enhancement of significant natural environments and cultural heritage				
Theme: Cultural heritage – post settlement				
Objectives	Strategies	Actions	Council Role	Priority
2. To recognize efforts at restoration and re use of sites of identified heritage significance.	2.2 Encourage sensitive restoration of heritage sites to retain their significance.	<p>These strategies will be implemented by:</p> <p>Other actions</p> <ul style="list-style-type: none"> ▪ Prepare a Heritage reward program, including access to a Heritage advisor and reduced application fees. ▪ Create an incentive / reward program for owners who protect and enhance items / buildings of identified heritage significance. ▪ Investigate the funding avenues available through the Australian Heritage Commission, Heritage Council Victoria and the National Trust for conservation and enhancement of significant historic and cultural buildings and areas. ▪ In conjunction with local historical societies, develop a detailed action plan for the promotion of the heritage attributes of Greater Shepparton through the avenues of tourism, retail and entertainment. 	<p>Provider/ Facilitator/ Advocate</p> <p>Provider/ Facilitator/ Advocate</p> <p>Provider</p> <p>Provider/ Facilitator</p>	<p>L-M</p> <p>L-M</p> <p>L-M</p> <p>L-M</p>

9 A SWOT Summary

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ The river systems and the riparian environs. ▪ GSCC adopting and implementing the Roadside Management Plan to protect native vegetation. ▪ The Goulburn–Broken Catchment Management Authority has completed a Shepparton Irrigation Region Salinity Management Plan to address salinity. ▪ Properties and places of historical significance have been identified in the Heritage Study. ▪ Existing programs and projects including: <ul style="list-style-type: none"> – Cities for Climate Protection – Water Sensitive Urban Design – Water Conservation – 1 Million Trees 	<ul style="list-style-type: none"> ▪ A lack of regional surface drainage infrastructure. ▪ The degraded and modified natural landscape has resulted in reduced areas of natural vegetation. ▪ The large areas of river plains and the flat topography results in flooding and waterlogging. ▪ The current capacity of Eildon Reservoir is not delivering water requirements, and requires upgrading. ▪ Public and private landowners were not prepared for large reduction in water rights from 120% to 57% in 2003. ▪ The long time frame of 50–100 years to reverse damage by salinity. ▪ A detailed assessment of archaeological and cultural heritage assets has not been undertaken.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Programs for the regeneration and linking of riparian corridors. ▪ Regional biodiversity mapping can form the basis for a detailed local environmental strategy. ▪ Strict implementation of the Roadside Management Plan. ▪ Identify and recognise sites and areas of archaeological and cultural significance for the indigenous population. ▪ Increase awareness and education about Aboriginal culture. ▪ Allow innovative uses and development of identified heritage buildings to ensure ongoing viability and protection. ▪ Celebrate cultural diversity by recognising attributes of other cultures represented in the municipality. 	<ul style="list-style-type: none"> ▪ The uncertainty surrounding continued reduction in water rights in the immediate future. ▪ The State and national governments' commitment to the upgrading of Eildon Reservoir. ▪ Prolonged waterlogging of farmland, in the absence of appropriate drainage schemes will result in increased salinity and production problems. ▪ Inconsistency with private landowners' approach to revegetation and removal of remnant native vegetation. ▪ The possibility of introduced pests and toxins that may deplete native species of flora and fauna.

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Attachment 1 – Greater Shepparton 2030- topics, directions and themes

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Sustainability and Environment Agribusiness Project Management

GREATER SHEPPARTON 2030 STRATEGY FRAMEWORK

Topic: SETTLEMENT	
<p>Direction: Commitment to growth within a consolidated and sustainable development framework</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Growth ▪ Housing ▪ Sustainable Design
Topic: COMMUNITY LIFE	
<p>Direction: Enhance social connectedness, physical and mental health and well being, education and participatory opportunities in order to improve liveability and provide a greater range of community services</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Health and social services ▪ Education and learning ▪ Recreation and open space ▪ Safe and accessible environments
Topic: ENVIRONMENT	
<p>Direction: Conservation and enhancement of significant natural environments and cultural heritage</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ The natural environment ▪ Floodplain management ▪ Sustainable / Best practice land management ▪ Cultural heritage ▪ Built heritage
Topic: ECONOMIC DEVELOPMENT	
<p>Direction: Further economic growth, business development and diversification, with a focus on strengthening the agricultural industry</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Agriculture and rural land ▪ Commercial activity centres ▪ Industry ▪ Tourism
Topic: INFRASTRUCTURE	
<p>Direction: The provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Traffic and transport systems ▪ Urban services

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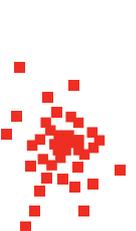


GREATER SHEPPARTON 2030

BACKGROUND and ANALYSIS REPORT NO. 5: ECONOMIC DEVELOPMENT

Adopted by Council at Ordinary Council Meeting on 3 October 2006

coomes consulting



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Abbreviations / Acronyms

ABS	Australian Bureau of Statistics
CBD	Central Business District - Shepparton city centre
GSCC	Greater Shepparton City Council
CMA	Catchment Management Authority
DPI	Department of Primary Industries
DSE	Department of Sustainability and Environment
GB-CMA	Goulburn-Broken Catchment Management Authority
G-MW	Goulburn-Murray Water
Greater Shepparton	Refers to the whole municipality of Greater Shepparton
MSS	Municipal Strategic Statement
Shepparton	Refers to the urban areas of Shepparton
SIR	Shepparton Irrigation Region
VPPs	Victorian Planning Provisions
WFP	Whole Farm Plan

1 Introduction

1.1 Greater Shepparton 2030 – Process and Outcomes

The Greater Shepparton City Council and the Department of Sustainability and Environment have prepared *Greater Shepparton 2030*, a blueprint for building sustainable economic activity and maximising the quality of life in the municipality over the next 30 years.

This plan will update the previous City of Greater Shepparton Strategy Plan 1996 which formed the basis for the current Municipal Strategic Statement (MSS). The MSS is the local strategy component of the Greater Shepparton Planning Scheme.

A key element of the preparation of this plan was the integrated planning approach, and the process and extent of community engagement involving all stakeholders. This engagement was achieved from a number of initiatives to obtain a depth of understanding of issues from both technical and personal perspectives. The feedback from the community consultation assisted in the development of visions for the municipality.

The methods of community engagement included an open invitation for community representatives to attend a number of advisory groups. These workshops covered the specialist topics of:

- Environment
- Heritage and culture
- Community services
- Infrastructure
- Transport
- Business and tourism
- Agriculture
- Recreation and open space
- Youth

In addition, specific workshops were held to discuss the towns of:

- Congupna
- Dookie
- Katandra West
- Merrigum
- Mooroopna
- Murchison
- Shepparton
- Tallygaroopna
- Tatura
- Toolamba
- Undera

Specialist input was also received from single purpose workshops with Councillors, Council officers and Regional Development agencies.

A number of individual interviews were held with representatives of key statutory agencies. In addition to community engagement, the preparation of the strategy involved detailed research and investigation of the main issues.

Current and emerging issues are considered, ranging from global issues such as world economics, global warming, energy sources and population migration.

Domestic issues are considered, including changes to the horticultural and dairy industries, potential for new rural enterprises, water distribution, the highway bypass, changes to road and rail freight patterns, and community development and settlement patterns.

This report also provides a profile of the city and the forecast population projections.

The key land use and development principles that together form the basis of a functioning city are:

- People (Demographic Profile)
- Settlement and Housing
- Community Life
- Environment
- Economic development
- Infrastructure

This grouping generally reflects the land use and development principles embodied in State and local documents including the Victorian Planning Provisions (VPPs), the Greater Shepparton City Council Plan and Melbourne 2030.

Attachment 1 contains a complete list of topics, a key direction for each topic, and a list of themes within each topic, that together comprise the policy coverage of *Greater Shepparton 2030*.

There is a background and analysis report for each of the above topics. This grouping is for ease of description of related sub-topics and for implementation by various public and private agencies. It is recognised that, in practice, these principles are intrinsically interrelated in a holistic view of the municipality.

Greater Shepparton 2030 contains objectives, strategies, and implementation suggestions for each of these topics. These were derived from a set of overarching sustainability principles, which have also driven Greater Shepparton's Council Plan.

In addition, some of the topics will contain framework plans. A framework plan will spatially map the preferred form of future use and development.

In line with the sustainability outcomes sought for the long term, the plan will contain triple bottom line assessments of opportunities and challenges for land use planning, social planning and economic analysis. This analysis will identify priority projects which will be included in Greater Shepparton 2030: In Summary, a summary document for the Greater Shepparton City Council.

The outputs of this Strategy will consist of a number of corporate and strategic planning documents for the municipality, including the Municipal Strategic Statement. The implementation of the Actions listed in the Strategy Plan will be undertaken in the context of the constraints of the Strategic Resources Plan as contained in the Council Plan 2004-2008.

The total package of documents comprising the *Greater Shepparton 2030* is shown in Figure 1.

GREATER SHEPPARTON 2030

THE COMPONENTS OF GREATER SHEPPARTON 2030

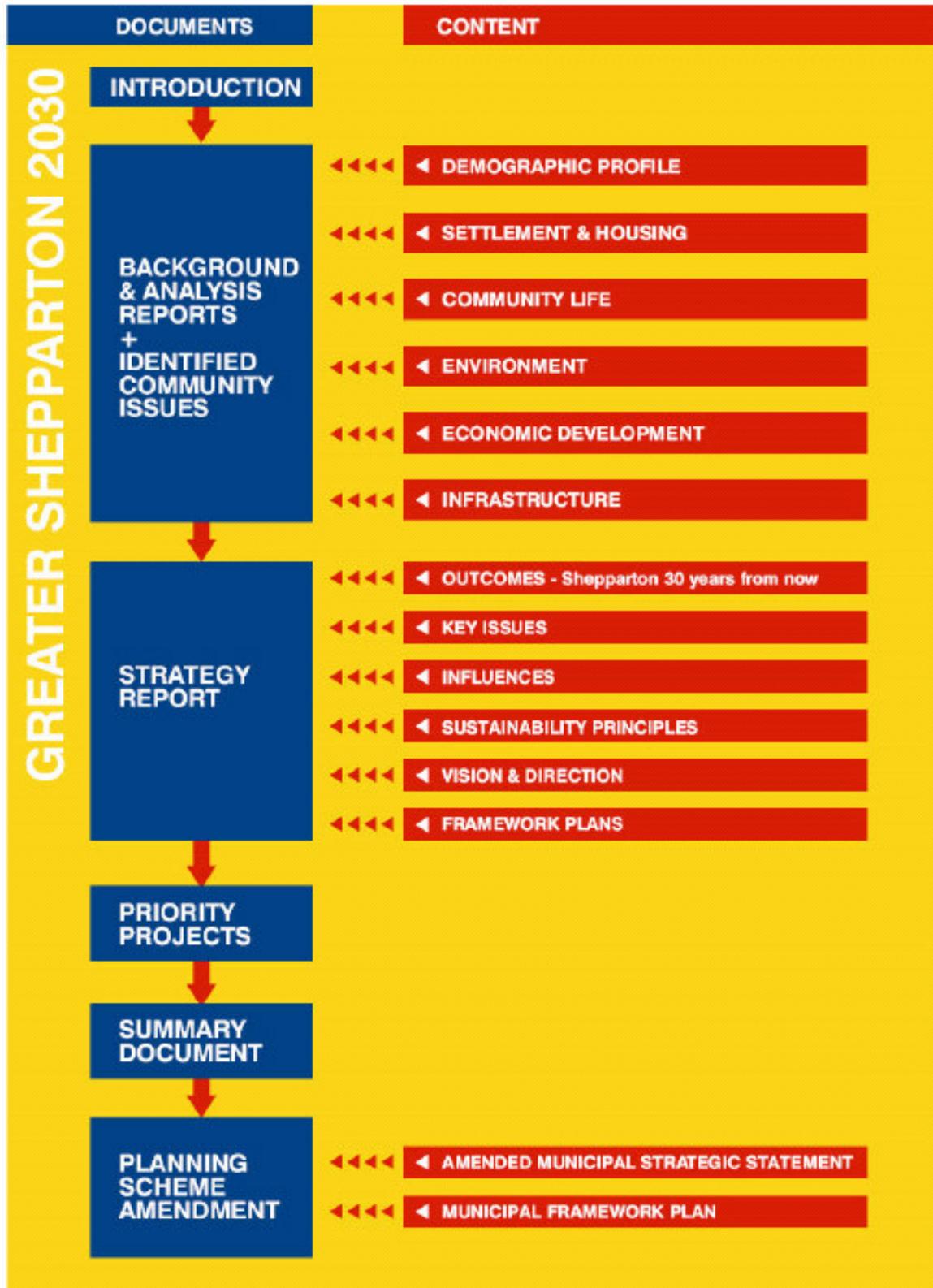


Figure 1: The components of Greater Shepparton 2003

1.2 This Report – Economic Development

This report provides commentary on the economic development aspect of the strategy plan for Greater Shepparton City Council (GSCC).

The economic development component of the strategy plan is inclusive of a wide range of sub-topics regarding land-use and economic activity that are interrelated and often interdependent. Sub-topics related to economic development that are discussed in this report are:

- Agriculture and Rural Land (Section 5)
- Commercial Activity Centres (Section 6)
- Industry Sectors (Section 7)
- Tourism (Section 8)

In summary, this report demonstrates that the economic performance of Greater Shepparton is largely dependent on the strong rural sector and the associated value adding industries, represented predominantly by the food processors. It is the size and scope of this agricultural sector that makes the municipality a major contributor to the economic wealth of Victoria and Australia.

The farming sector is vigorous and strong, based on irrigated and dry land farming. Of special note are the following statistics (at 2003):

- there are approximately 7,300 irrigated farms in the municipality comprising dairy, horticultural and mixed farming
- there are approximately 22 food processing factories
- annual farm gate production value reached \$1 billion in 2000
- processing value reached \$1.7 billion in 2000

Changes in climate and water resources, from the broadest global level to the individual farm level, are likely to have an impact on this economic base. In turn, the strength of this economic base directly impacts the stability of the social frameworks in the region.

An important part of the economic base of municipality is the manufacturing industry, which is closely linked to the agricultural sector through many international and national food processing and packaging companies which are located in the municipality. It is through this diverse range of integrated industries that Greater Shepparton is known as the “Food Bowl of Australia”.

The strategic location of Shepparton and Mooroopna on the junction of the Midland and Goulburn Valley Highways makes it an important freight collection and distribution centre, which contributes to the competitiveness of the agricultural and manufacturing industries.

Moreover, Shepparton is the fourth largest regional urban centre in Victoria and serves as a key commercial, service and support centre for the surrounding region. Shepparton/Mooroopna is also an important shopping destination and provider of higher order services to residents in the region, including health, education, professional services and the like. The City’s commercial/retailing centres of varying sizes fulfil both local shopping and discretionary shopping needs, and provide services at a regional level.

Another important industry is tourism, which is mainly focused on shopping for locally manufactured products (particularly canned foodstuffs), the meetings and business events market, and people visiting friends and relatives. Tourism is making an increasingly important contribution to regional wealth.

1.3 Structure of this Report

This report is divided into 10 sections:

Section 1 contains an introduction to the strategy plan, an outline of subtopics addressed in this report, and a list of sustainability principles.

Section 2 provides an overview of the topic, with the major issues identified in the 1996 plan and comments about where the future focus should be in this current strategy plan. This section concludes with a singular direction for the topic of economic development, which will drive the detailed strategies.

Section 3 contains a summary of comments from the community engagement process: firstly the comments regarding the major issues of employment and economic development; and secondly, ideas and visions for the potential achievements in 20 years time. These comments are displayed graphically to show linkages and common themes.

Section 4 provides an overview of the local employment profile.

Sections 5 to 8 address each of the subtopics in detail and may include all or a number of these items:

- Key Issues, including major structural changes and key initiatives undertaken.
- Any reports or studies relevant to the study area, published since the 1996 plan.
- A broader strategy framework, indicating where local strategies fit into regional, state, national and international strategy frameworks.
- A list of objectives, derived from the community engagement feedback and vision setting plus the above situational analysis. These objectives have been tested against the sustainability principles.
- For each of the objectives, a list of strategies to achieve the objectives.
- For each of these strategies a list of actions to implement the strategies.
- In addition, the role taken by the Council, the priority of the project and an indicative cost are included as part of the implementation process. Council has the following roles:
 - Provider – Council's role is to provide the service
 - Facilitator – Council's role is to provide the service with other providers
 - Advocate – Council's role is to lobby the provider to provide the service
- Where relevant, a framework plan that spatially maps the preferred form of future use and development. This may be an amended version of an existing framework plan from the 1996 strategy plan, or a new plan.

Section 9 contains a summary of strengths, weaknesses, opportunities and threats for this topic.

1.4 Sustainability Principles

There is widespread agreement that solving global problems means the adoption of policies and programmes that lead to sustainable development.

Sustainable development is development that meets the needs of the present generation without compromising the ability of future generations to meet their needs.

Sustainability is not just an environmental consideration it has economic, social and environmental development perspectives and relevance.

The recently released statement of metropolitan planning policy – Melbourne 2030, has advanced a suite of principles as fundamental platforms to the attainment of sustainable development.

These principles, which start with sustainable practice, are equally applicable and relevant to the development of Greater Shepparton and are adopted as principles underpinning the strategy plan.

Principle	Outcome
Sustainability:	Sustainable economic, social and environmental development
Innovation:	Commitment to finding new solutions
Partnership and Inclusiveness:	Collaboration with others and considerations of their needs and aspirations
Leadership:	Leadership and encouragement of/in others
Equity:	Fairer access to benefits of growth and change
Adaptability:	Planning to change and being adaptable when faced with it
Integrated Planning:	Planning and implementation of actions undertaken through an integrated planning process

2 An Overview – Economic Development

2.1 Strategic Context – from the Current MSS to a Future Focus

The current Municipal Strategic Statement (MSS) in the Greater Shepparton Planning Scheme is based on the findings and recommendations contained in the 1996 Strategy Plan.

This section firstly summarises the key strategic focus of the current MSS as it relates to the economic development of the municipality. Secondly, this section provides an overview of the preferred future focus, which ultimately will be incorporated as the strategic directions in the revised MSS.

2.1.1 Development of the Agricultural Economy

Current Municipal Strategic Statement

The primary strategic thrust of the 1996 Strategy Plan was to preserve high quality agricultural land through the promotion of sustainable land use, the management of inappropriate rural subdivision and by recognition of the importance of floodplain management.

The emphasis was to build on the existing traditional economic base of irrigated agriculture, in particular horticulture and dairying, with the goal of becoming internationally competitive in the agricultural and food products sectors.

Land was classified based on the suitability for crop and pasture production, which, combined with salinity data, formed a suitable basis for identifying areas of high quality land.

Future Focus

The central goal of protecting and growing the regional agricultural economy is restated in this report, with greater emphasis on the need to protect the scarce resource – the productive land. Equally significant is the need to address long term agricultural viability and value adding/diversification of agricultural activity.

In this report, the term ‘productive’ agricultural land has been used in preference to the previous term of ‘high quality’ agricultural land. This recognises that some land may not have a high quality rating in a comparative sense, but may nevertheless be capable of substantial contribution to production outputs. This has become more evident with the application of new technologies and farm management systems to improve and increase capacities and productivity.

This report also acknowledges that a major difficulty in designating rural land for long term agricultural use, or rural land with marginal long term agricultural potential, is the lack of detailed land capability mapping at a local level. Such mapping data will be essential to justify future rezoning or new growth boundaries to the towns in the future, or minimum lot sizes for subdivision.

It is clear that reliance on a relatively narrow (agricultural) industrial base makes the region vulnerable to external influences, as has occurred with the prolonged drought. The future strategy will be to diversify within the agricultural sectors, increase the number of larger operations with high technology infrastructure, and increase vertical integration in rural industries.

Such a structural change is more likely to deliver the desired competitive advantage in the international food production and processing industry. In addition the Greater Shepparton region is strategically placed to take advantage of the demand for uncontaminated land for food products, including organic produce.

A major issue that persists in rural areas is fragmentation of rural land holdings by rural house lot excisions. This is a critical and emotive issue as farmers have found it necessary to raise revenue to continue operations during the drought.

2.1.2 Development of Manufacturing and the Freight Industry

Current Municipal Strategic Statement

The current MSS refers to a strong industrial base centred on food processing and transport. The main industrial areas are located east of Shepparton (north of Midland Highway), north of Shepparton, Mooroopna, Mooroopna North and Tatura.

Land designated for future industrial purposes has been identified in Shepparton and in Mooroopna.

Future Focus

Development of the manufacturing industry will depend on a number of important factors including the type and extent of farm resources which can be developed and produce that can be processed locally, the availability of a suitably skilled and experienced workforce, the availability of industrial land, the ability to transport produce efficiently to markets, the extent and quality of supporting professional and commercial services, and encouragement/incentives for manufacturing diversification and innovation.

Coomes Consulting Group has undertaken a preliminary analysis of existing stock and future demand for industrial land (as at 2004). Based on this analysis, sites designated to cater for future industrial growth are considered to be sufficient in the short to medium term. However, a more detailed analysis will be required to review existing industrial zonings and consider the effects of the proposed location of the bypass and the characteristics of land demand for future emerging industries.

The Goulburn Valley Freight Logistics Centre will also impact on the demand for industrial land (apart from the site itself). However, it is not definite whether freight consolidation will result in industrial land being made available for other uses, or whether the increase in activity will expand the overall demand for industrial land. It is likely that both outcomes will prevail.

The availability of skilled labour is emerging as a recurring issue across all components of the Greater Shepparton 2030 project. There is a local demand for skilled labour for emerging enterprises, many of which are based on high technology infrastructure.

2.1.3 Development of Commercial Activity Centres

Current Municipal Strategic Statement

The importance of the Shepparton Central Business District (CBD) for retailing purposes and commercial activity is emphasised in the current MSS which identifies Shepparton CBD as the principal shopping centre in the region.

The MSS recognises there is a need for a more active and vibrant CBD, integrating shopping, leisure and entertainment, and a improvement in the appearance and urban design of the core retail area.

There is increasing demand for big box retailing, and this is typically provided at the periphery of the centres along the major highways.

An important issue of free standing shopping centres potentially undermining the viability of a dominant CBD is discussed in the current MSS. New centres are encouraged where they meet the needs of growing communities to the south in Shepparton and to the west in Mooroopna, and in small townships where growth occurs. Tatura and Mooroopna have capacity to accommodate further development in existing commercial centres. The Marketplace in Shepparton has approval for approximately 1,000m² additional retail floorspace.

Future Focus

The major strategic direction of this report is to reassess the hierarchy of roles and function of the commercial centres across the municipality.

The CBD must continue to evolve and update to provide a unique experience with a welcoming and safe ambiance for both residents and visitors, and across all age groups. As part of the process, a new emphasis in the mix of uses will be paramount to the CBD's success as a vibrant centre serving the surrounding region.

The CBD should be the focus for a vibrant area of speciality shops, tourist attractions and leisure facilities. This should be based around a restaurant precinct, which capitalises on the sunny weather of Shepparton.

In terms of development and urban design, GSCC should promote innovative modern architecture to create a sense of place and to overcome the fact that the CBD does not contain icon buildings or a historic precinct. These initiatives to enhance the CBD should help Shepparton capture a greater share of regional spending.

Emphasis on the CBD will require rigorous centre place management, and the co-operation of landowners and businesses to attract key anchor tenants to drive the process.

A number of redevelopment sites in the CBD have already been identified in the current MSS. However, there is now an increased potential for old and disused commercial sites to be re-developed for mixed use development including contemporary housing which may appeal to students and other niche market segments.

Free-standing centres should be limited to the urban growth corridors and in locations which also meet the requirements of the dynamic retail sector (as discussed later in relation to bulky goods retailing).

A further additional convenience local shopping centre or mixed use precinct may be developed on the airfield site, when the airport is relocated and this location is re-developed for residential purposes.

Peripheral sales (or bulky goods) uses are directed to existing highway locations. When the future population reaches a critical mass, these peripheral sales outlets are likely to form thematic clusters, for example a homemakers centre, or trades supplies centre.

2.1.4 Development of Tourism

Current Municipal Strategic Statement

In the current MSS, tourism is identified as an expanding industry with a major retail component, although from a small visitor base. Tourism is identified as having the potential to be a significant employer in smaller settlements.

The MSS identifies the importance of visitor spending in Shepparton in order to support visitor services, and identifies the need for visitor services for travellers north and south of the city bypass so that the spending of bypassing visitors can be captured locally.

Future Focus

Aggressive and effective marketing of tourist destinations and activities can be achieved with the co-operation of tourism operators, local businesses and the GSCC, leading to an increase in visitation and visitor spending in Greater Shepparton.

The focus on the convention market and special events should be continued and strengthened. These segments are year-round and are able to capitalise on the region's attractive weather conditions. Major events can be accommodated at the showgrounds site on the Midland Highway.

There are a number of key assets and experiences linked to the agricultural sector and the food industry that can be further developed as attractive components in Greater Shepparton's tourism sector.

The future bypass will require the allocation of land for visitor services such as petrol filling station, toilets, take away food and truck-stop facilities. However the total concept of tourism must not be limited to meeting the needs of those travellers who are merely 'travelling through' the city.

2.2 The Direction for Economic Development

To achieve the overall vision and outcomes of Greater Shepparton 2030 (as outlined in the Strategy Plan report) a major direction has been developed for each topic. These directions are complimented by a series of objectives and strategies and an implementation plan for each topic.

The direction for the topic of economic development is:

Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry.

3 Community Engagement

The figures on the following pages provide a summary of the feedback from the community consultation sessions.

The discussion was focussed on two main topics:

- Current issues in the topic areas of economic development; and
- Visions for the economic achievements in 20 years time in Greater Shepparton.

The responses are shown diagrammatically to indicate the common themes from the discussion and also to show the inter-linkages between the themes.

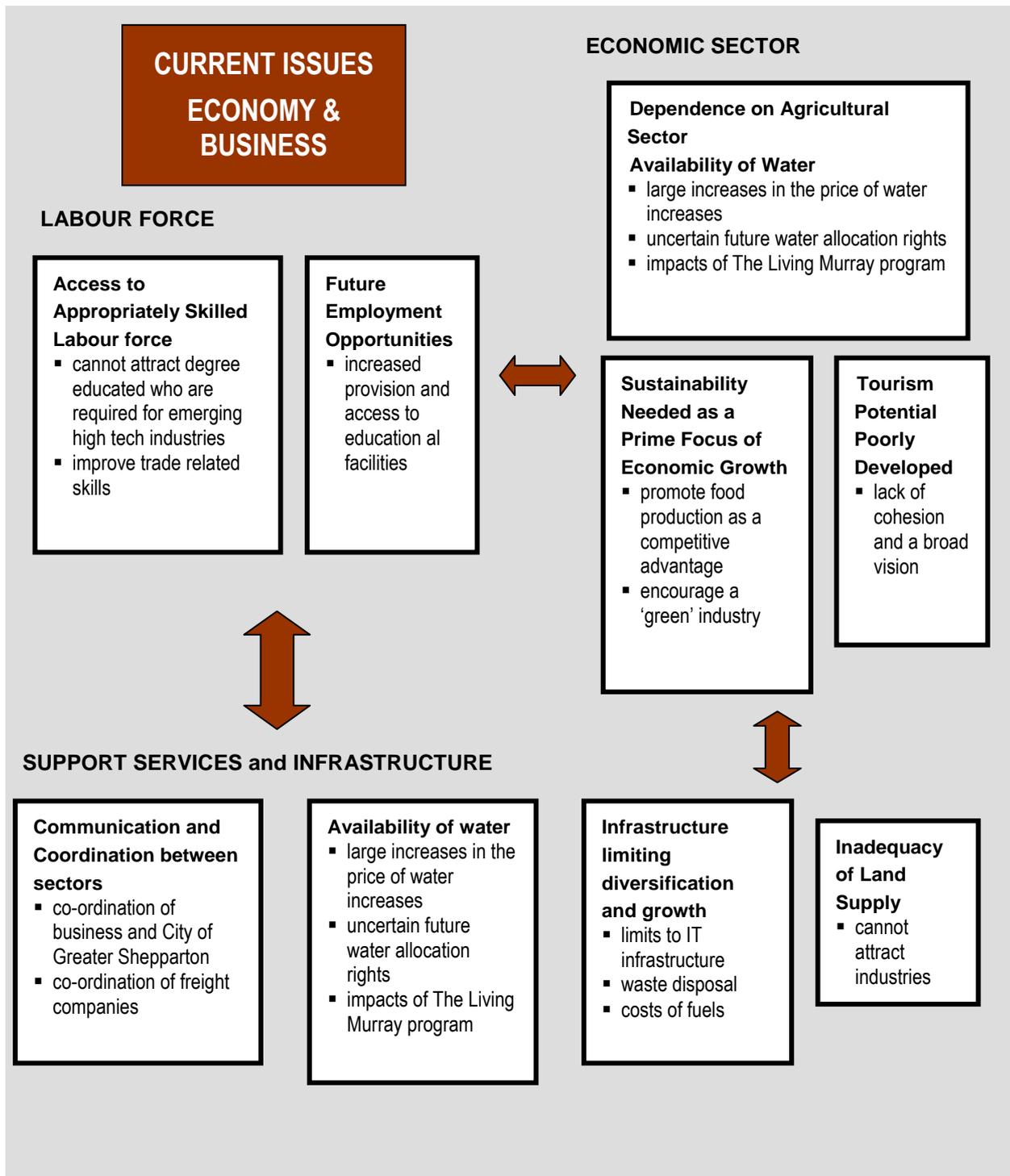


Figure 2: Community Consultation on the Economy, Employment and Business - Current Issues

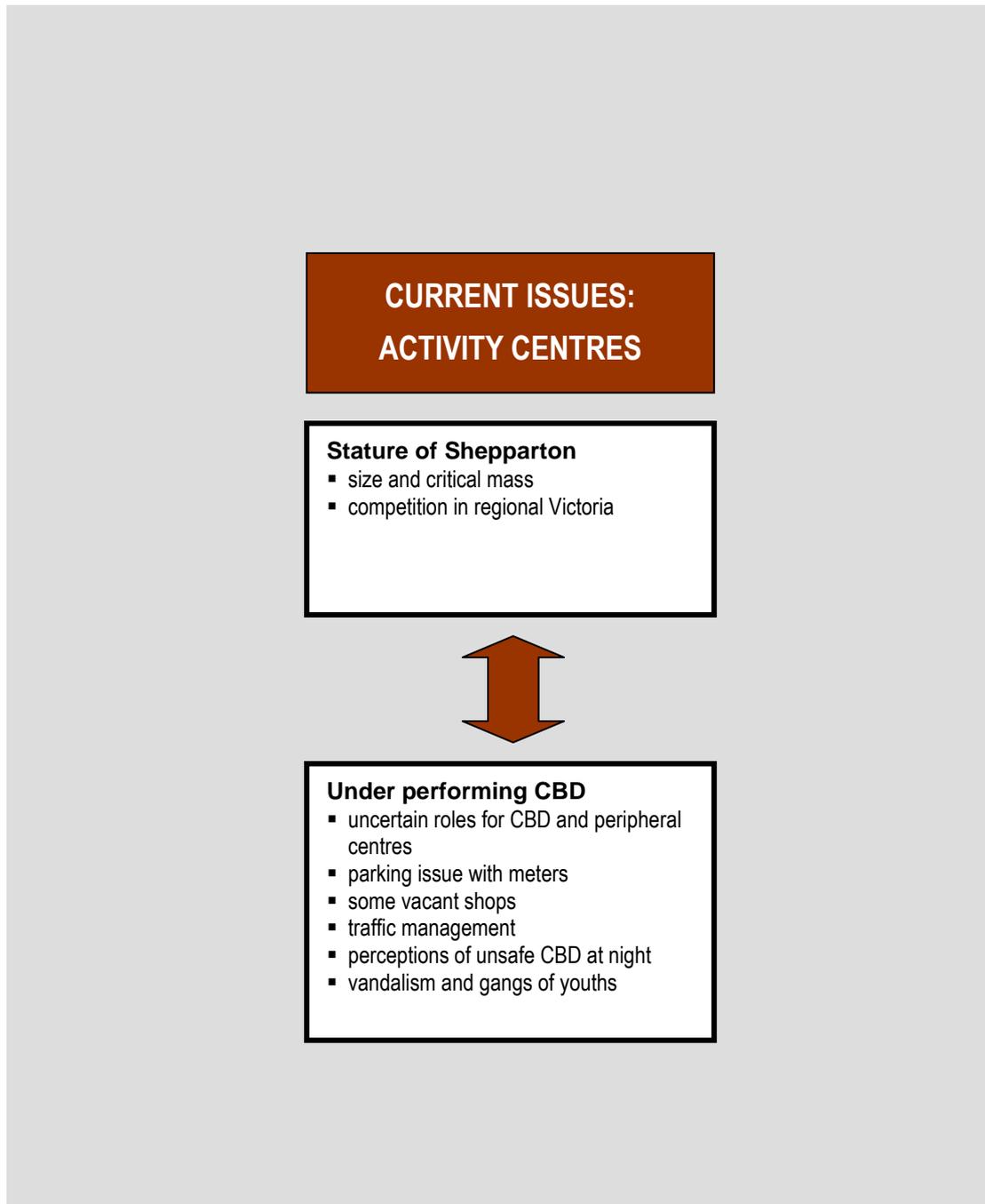


Figure 3: Community Consultation on Activity Centres- Current Issues

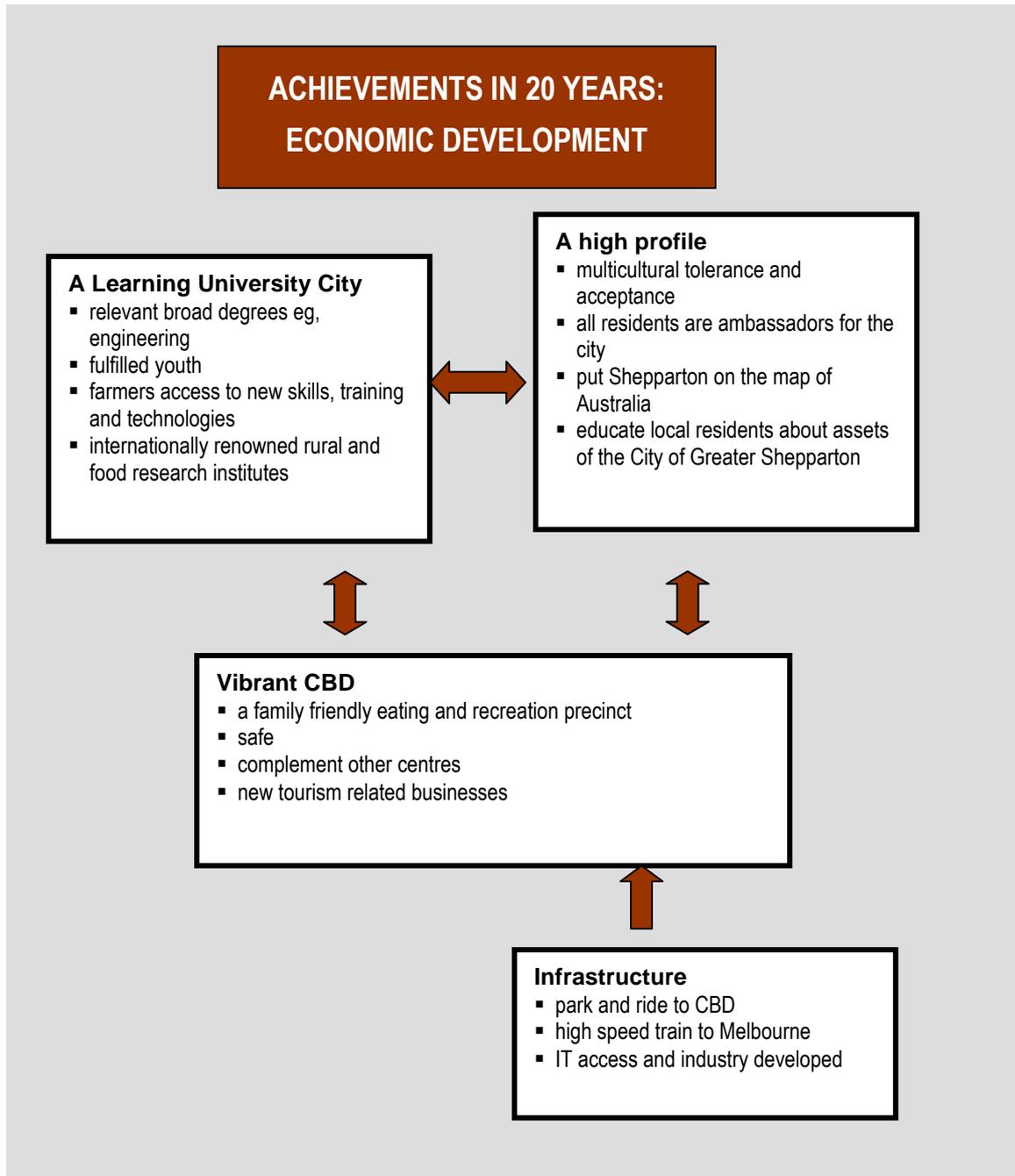


Figure 4: Community Consultation on Economy and Commerce - Achievements in 20 years

4 Profile - Local Employment by Industry

Information on the overall population statistics and labour-force profiles, including the industries of employment of the resident labour-force, has been provided in Commentary No. 1: Demographic Profile (refer Sections 2 and 3).

This section provides a more detailed breakdown of the number of people who are employed in each industry for each Statistical Local Area (SLA) and for Greater Shepparton. This data is presented in Table 1 and is drawn from the ABS Population Census 2001.

As indicated in the Table, Greater Shepparton has a diverse range of industries. While historically the economy has been based on the agricultural and manufacturing industries, as Greater Shepparton has expanded as a regional centre its role as a retail focus and provider of higher-order services in health care, education, professional services and community facilities has become increasingly important.

The four main economic sectors in Greater Shepparton are agriculture, manufacturing, retailing, and health and community services, as shown in Table 1. Details for the first three sectors are contained in the following sections of this report, while a description of the Health and Community Service sector is contained in Background and Analysis Report No. 3: Community Life.

In addition to the above four main industries, two other important industries have been identified and these are Transport and Storage, and Tourism. The Business and Property services Sector is also important in terms of employment, particularly for Shepparton.

Table 1 provides a detailed breakdown of employment in each industry for each SLA and for Greater Shepparton. A map of the municipality, showing the boundaries of the three relevant SLAs, is provided in Attachment 1.

- Greater Shepparton Part A generally contains the centres of Shepparton and Mooroopna and the immediate rural surrounds.
- Greater Shepparton Part B (East) generally contains the rural eastern half of the municipality, including the townships of Dookie, Tallygaroopna and Katandra West.
- Greater Shepparton Part B (West) generally contains the rural western half of the municipality, including the townships of Tatura, Murchison, and Merrigum.

The data has been obtained from ABS Journey to Work data and it covers the destination and type of industry of the employed person. For example, 1,026 people travel to Greater Shepparton Part A (destination) to work in the Agriculture, Forestry and Fishing industry (type of industry).

Table 1: Journey to Work by Destination and Industry, 2001

	Gr. Shepp	Gr. Shepp	Gr. Shepp	Gr. Shepparton	
	Part A	Part B - East	Part B - West	No.	%
Agriculture, Forestry and Fishing	1,026	715	1,205	2,946	12.2%
Mining	8	7	3	18	0.1%
Manufacturing	3,087	42	677	3,806	15.8%
Electricity, Gas and Water Supply	194	3	254	451	1.9%
Construction	996	36	120	1,152	4.8%
Wholesale Trade	1,204	45	150	1,399	5.8%
Retail Trade	3,909	36	254	4,199	17.4%
Accommodation, Cafes and Restaurants	728	5	59	792	3.3%
Transport and Storage	831	23	80	934	3.9%
Communication Services	255	5	16	276	1.1%
Finance and Insurance	517	6	26	549	2.3%
Property and Business Services	1,263	19	267	1,549	6.4%
Government Admin and Defence	422	3	38	463	1.9%
Education	1,449	120	116	1,685	7.0%
Health and Community Services	2,522	10	153	2,685	11.1%
Cultural and Recreational Services	278	5	38	321	1.3%
Personal and Other Services	621	6	88	715	3.0%
Non-Classifiable Economic Units	76	5	13	94	0.4%
Not stated	46	11	11	68	0.3%
All Industries	19,432	1,102	3,568	24,102	100.0%

Source: ABS Census of Population and Housing, 2001

Note that due to random rounding process by the ABS to protect privacy, any single digit figure must be interpreted with caution.

Comparing districts within Greater Shepparton, the key observations are as follows:

- Greater Shepparton Part A covers the main urban area of Shepparton and provides an extensive and diverse range of employment opportunities. The main sources of employment are Retail trade (20% of jobs in the SLA), Manufacturing (16%), Health and community services (13%), Education (7%) and Finance, insurance, property and business services (9.2%).
- There are 2,522 jobs in the health and community services sector in Shepparton Part A, reflecting the location of the hospital and a number of specialised medical practices in the regional centre.
- Employment in Greater Shepparton Part B East is concentrated in the agriculture, forestry and fishing industry which provides employment for 715 persons and accounts for 65% of all jobs in the district. There are also 120 jobs in the education sector, which are likely to be associated with the Dookie Agricultural College.
- Greater Shepparton Part B West has a more diverse range of employment opportunities than in Greater Shepparton Part B East. The major source of local employment is the agricultural industry (34%) and the manufacturing industry (19%); however the electricity, gas and water supply, retail trade, and property and business services industries are also an important source of employment in the district.
- Clearly, Greater Shepparton Part A is the principal location for non-rural economic activity, and this is to be expected as this SLA represents the main area of urban Shepparton. This SLA accounts for 81% of all jobs in the GSCC.

5 Agriculture and Rural Land

5.1 Key Issues

By way of providing background and context to the key issues relevant to agricultural and rural land within the municipality, a profile of this sector is provided.

Regarded as the “Food Bowl of Australia”, the agricultural sector in Greater Shepparton, and the Goulburn Valley region in general, is a vital component of the regional, State and national economies.

Agricultural development patterns in Greater Shepparton are largely determined by climate, available groundwater and soil characteristics of the area. Groundwater availability has been supplemented by extensive irrigation schemes, and areas subject to flooding rendered productive through rural drainage schemes. Irrigated farm land is located mainly in Greater Shepparton West, supporting pastures for dairy cows and horticulture. Dryland farming systems occur in the eastern part of the municipality and include broadacre cropping, wool and prime lamb production.

According to the 2001 Census, around 3,030 people or 12.5% of the resident labour force in Greater Shepparton work in the agriculture, forestry and fishing sector. This is marginally higher than the average for Regional Victoria which is 11.2%.

The agricultural production in Greater Shepparton is dominated by four farm land systems: crop production, horticulture, livestock and dairy, as shown in Table 2. The gross value of production of these four commodities was approximately \$612 million per annum, according to the 2001 ABS Agricultural Census. In terms of value per hectare, the dairy and fruit industries are the most lucrative. Although gross value of production of livestock is significant, their earning capacity per hectare is low, being approximately one third of dairying.

Table 2: Gross Value of Production of Main Commodities, Greater Shepparton 2001

Main Commodities	Gross Production Value of Output (\$)	Proportion of Value (%)
Crops (w heat, oats, triticale, canola, lucerne and other pastures)	206,964,100	33.8%
Fruits	114,819,430	18.8%
Milk	142,751,250	23.3%
Livestock Products	147,664,720	24.1%
Total gross value of selected commodities	612,199,500	100.0%

Source: ABS Agricultural Census 2001

As shown in Table 2, milk production is a significant industry for Greater Shepparton. According to the Australian Bureau of Agricultural and Resource Economics (ABARE, 2000) the Victorian dairy industry accounts for over 60% of national milk production, with the majority of the State’s dairy farmers located in the Northern Irrigation District, Western District and Gippsland. The Northern Irrigation District, which includes Greater Shepparton, accounts for 40% of total Victorian milk production. Most of the State’s milk production is exported as milk powders, cheese and butter.

The Victorian dairy industry is very competitive on a national level, with lower production costs arising from pasture based production systems that reduce the need for supplementary feeding. In Victoria it costs around 23c to produce a litre of

milk compared to 33 cents in NSW, 34 cents in QLD and 26 cents in SA (ABARE, 2000).

In July 2001, the deregulation process of the dairy industry was completed, and the price of milk is now set by the market. The two most significant changes were the removal of the Domestic Marketing Support scheme, and the removal of the dual price system for fresh milk and manufactured milk. Deregulation, through the removal of quotas, has facilitated interstate transactions between co-operatives and suppliers. According to forecasts by ABARE, in the medium to long term, Victoria will tend to drive pricing and supply in the fresh milk area, benefiting dairy farmers in Greater Shepparton through improved market share.

Australian dairy exports account for half of raw milk production and are dominated by cheese, powdered milk and butter. According to the 2002 Australian Commodity Statistics, Japan is Australia's largest importer of dairy products. Furthermore, the majority of Australia's dairy exports are mainly to countries in South East Asia and East Asia, namely Malaysia, Philippines, Singapore, Thailand and China. With the demand for dairy products in Asia expected to increase, this will place companies such as Murray Goulburn Co-operative in a strong position to take advantage of the growing market.

The fruit industry is another significant sector, in terms of economic value. Although the fruit industry is relatively small in area, the farm-gate production value is approximately \$118 million (refer Table 3). The product mix is heavily weighted to apples (90% of fruit value output), then pears, cherries, nectarines and grapes. Grapes for wine production represent a small but increasing component of the sector. Exposure to the global market has provided opportunities for the fruit industry to develop high quality, price competitive fruit for the South East Asian market.

5.1.1 Security of Irrigation Water Supply

The Shepparton Irrigation Area (SIA) is an intensively irrigated farming area, with approximately 186,000 ha (60%) of the farmland under irrigation. The principal rural industries based on irrigation farming are dairying, horticulture (stone and pome fruit and tomatoes) with some mixed grazing (sheep and beef) on irrigated and rainfall pastures as well as some irrigated and rain fed cropping. The Shepparton Irrigation Area also contains a concentration of dairy and horticulture food processing plants.

The supply of water is critical to the ongoing successful development of the agricultural economy in the municipality. The variables affecting security of water supply include reliability of rainfall and stream flow, capacity of head works and level of distribution of demand in relation to available supplies.

Water resources, where most of the major systems are located, have been developed to the stage where a high proportion of usable flows is now committed and utilised each year. In general, the potential water demand exceeds the available supply and therefore careful management of resources is critical. The Goulburn System was designed and operated to provide security of supplies during a prolonged series of drought years. For this reason, the main water storages are managed on a "carryover" basis, with water stored in years of high river flows held for use in drier years.

The degree of security of supply that should be built into an irrigation system of this type is not simple to assess. If large volumes of water are made available to

irrigators in the early years of a drought, the average annual supply will be maximised, although the available water supply, when a prolonged drought does eventuate, will be decreased. If a more conservative policy is adopted and restrictions are applied early in every drought sequence, the water supply in the worst year of the drought will be greater, but the total volume delivered over the period will be less.

The Victorian Rural Water Commission have consulted with representatives from the irrigation community, and developed a policy for the irrigation area. The policy allowed for 100% of water right to be supplied in any repeat of the worst drought recorded in some ninety years of records, and that 130% or more of water right, to be supplied in all normal or near-normal years. In many years, much higher allocations (up to 200% of water right) can be made available.

Following the extremely dry conditions that prevailed in Victoria during the past three years of the 1999 / 2003 season, and the consequent heavy demand for irrigation water, the major water storages have been reduced to the lowest recorded levels.

Historically, the Goulburn system has been a reliable source with 100% to 130% of water rights allocated in each irrigation season. However, the allocations of the past two seasons were reduced to only 57% due to the drought and depleted water storages.

Impacts on the dairy sector

The effects of this drought period have forced dairy farmers to consider strategies for coping with reduced water supply. To retain herds and continue production, dairy farmers have hand fed cows and also fed in-the-bale to compensate for pasture shortfalls. During extreme periods of the drought, farmers relocated stock to dairy farms in Western Victoria or South Australia where feed was plentiful.

Dairy farmers are still experiencing the effects of the drought, including reduced water allocations, higher cost of hay and grain, resulting in less profitable milk production.

Most dairy farmers either broke-even or experienced substantial losses as a result of the drought and approximately 10% to 15% of dairy farmers in the area have now decided to leave the industry. An emerging trend is to separate the water rights from the property's land and sell one or both separately, as this increases the overall revenue to the owner from the sale. If the farmer is not planning to exit the industry permanently, the water rights can be sold on a temporary basis, with re-entry to the industry at a later stage.

The future of the dairy industry depends on seasons returning to normal with good winter and spring rains, and good snow falls to replenish water storages. This return to what has been previously experienced as normal seasons will ensure the major water storages are in a position to supply 100% of the water allocation, possibly even supply additional water where farmers have developed their properties to receive at least 130% water allocation.

As a result of the drought, dairy farmers are adopting Whole Farm Plans (WFP) and are developing their properties to use water more efficiently and to harvest drainage run-off and recycle the water within their properties.

Many farmers are investigating and assessing low volume application of water using centre pivot or lateral move irrigators which require very little labour input and can be driven by either electricity or diesel powered motors. This type of equipment would benefit farms located on light soils where considerable water savings could be achieved.

Impacts on the horticulture sector

Horticulturists considered their options particularly early in the season, following low water allocation announcements and a very dry spring.

The demand for water is extremely high at budburst and with fruit set. Horticulturists had to be selective, and only irrigate the fruit varieties that provide better returns, and not irrigate older fruit trees that were earmarked for future removal.

Fruit growers paid high prices for temporary water allocations to keep the trees alive as any tree loss represents 3 to 5 years of financial setback.

Orchardists are now re-examining their irrigation application. While at least 70% of the Shepparton area is under micro irrigation, the remaining 30% still apply water using flood irrigation techniques. This remaining 30% must be encouraged to change to a more efficient irrigation method. Flood irrigation is a particularly inefficient practice on the lighter, more freely draining, soil types where fruit trees are generally located, as at least 50% of the water drains into the groundwater.

Goulburn Murray Water Infrastructure

Goulburn Murray Water (G-MW) revenue comprises charges for irrigation water, which earns the majority of revenue, and sales charges. Sales charges are dependent on the volume of water used in excess of the water right volume.

In the Goulburn Valley, the sales volume normally represents 20% to 30% of total water delivered, with some irrigators' sales volume being as high as 50%.

G-MW relies on revenue to maintain the supply system and associated structures. The supply system requires high maintenance because of the age of the infrastructure and the losses through seepage, water leaks and surplus water outfall into drains or rivers and streams.

The long term operational challenge for G-MW is to continue to deliver water as efficiently as possible with the minimum amount of loss. Continued rationalisation of G-MW assets may slow the ongoing increases in water charges, which are required to cover the maintenance costs of the assets.

Shepparton Irrigation Region Infrastructure

The Shepparton Irrigation Region (SIR) was developed for irrigation in the 1930's and has operated with the same supply channel system to this date. These structures now require rehabilitation, rationalisation or replacement. The cost is high for the maintenance of the channel and drainage schemes and the associated structures.

Salinity

A more detailed description of the impacts of salinity in rural land is contained in Background & Analysis Report No. 4: Environment.

The Shepparton Irrigation Region Management Plan addresses the high water table that introduces salinity into the topsoil profile.

Salinity is still a threat to the farming community particularly following extremely wet periods followed up by inefficient irrigation practices.

Joint efforts by Department of Primary Industry and G-MW have seen research and assistance to the farming community to help manage the water table levels throughout the region.

5.1.2 Structural Change and Innovation in Farming Methods

The farming community has experienced rapid change in the last 20 years with major improvements made to on-farm irrigation and drainage layouts. Farmers have continually re-invested in their enterprises to ensure maximum gains are made in irrigation efficiency, drainage water re-use, improved pasture and environmental benefits incorporating tree belts.

Landholders who operate dairy farms and beef and sheep enterprises continually need to monitor their farming operations and implement changes to improve the rate of return. More efficient animal husbandry and dairy operations have been adopted to ensure maximum returns.

Horticulturists have traditionally harvested apples, pears, peaches and apricots in the Shepparton area for the food processing industry. Orchardists have now made changes to the varieties and the growing configuration; trellising has been adopted to yield more fruit of better quality.

Orchardists are moving into larger holdings and are growing a fruit salad variety for fresh fruit export to Asia. Significant inroads have been made for export to the UK and Asia. However, entry into these markets is complicated by the high standards set for fruit to be received, in terms of consistency of size, colour, freshness and flavour.

There are many options for orchardists to add value to their fruit. For example, the fruit that is not normally accepted in the market due to slight marking or indentation, but is quite sound to eat. This fruit can be used either for juice or sold as downgraded fruit or pressure packed and sold in a niche market, and receive good returns for the end product.

Horticulturists are continually exploring new varieties that have proven popular in America and other countries.

Farming practices have continued to improve with automation and improved transportation both by road and sea with controlled environment for fresh fruit and vegetables.

The ability to adopt automation in many areas of the farming practice is relatively new and with further modifications to the automated mechanical approach will provide benefits to the farming community.

Communications and access to information has been simplified by the internet facility that allows farmers to purchase, order items or equipment, seek information, pay accounts and staff labour by direct debit. This system of communication saves time and money.

5.1.3 Employment in Primary Production and Value-Adding Industries

Employment in the municipality totals approximately 24,100 jobs. Growth is forecast over the next ten years or so to 2010. Over this period, employment on farms is expected to remain fairly constant at around 3,000 jobs.

Some rural industry rationalization of resources may continue to follow historic trends but this will be tempered by the introduction of some intensive new industries, including new horticultural developments (examples are wine grapes, olives, vegetables and green house production grown hydroponically).

Direct employment in the value-adding industries (dairy horticulture, meat, stock feed, and fibre) represented some 5,200 jobs in 1996 and this is expected to expand to 5,515 jobs by 2005. New processing plants are usually very labour efficient and, once constructed, require limited additional labour. Large increases in employment will mostly occur when new industries emerge in the region.

Services to farming and value-adding provide the greatest potential for employment growth in the area, in response to the increased farm and value-adding output. This will tend to focus on regional centres like Shepparton. The other townships will be dependent on employment growth from more closer-settlement and the emergence of new value-adding industries settlement.

5.1.4 Identification of Productive Agricultural Land

GSCC will be required to implement a Rural Strategy, comprising a traditional assessment of landforms depending on soil type, contours and climate, a classification into land systems, an indication of the types of use preferred, and minimum land sizes for viable sustainable farming in the future.

5.1.5 A More Efficient Dairy Industry

Dairy processors will continue to invest in new infrastructure to increase processing capacity and enable them to respond to future economic growth in Asia (and elsewhere). The export markets for cheese, powdered milk and butter in Asia and Japan are predicted to grow. Another potential growth market is China, as cheese and western food is being introduced prior to the Olympics.

Dairy deregulation resulted in the removal of quotas to allow interstate movement, and the price of milk is now set by the market. This compels producers to contain the costs of production, although Victoria already has a competitive advantage with the lowest cost per litre.

There is likely to be a continuation of rationalisation of the dairy industry with the numbers of farms/operations decreasing, however the size of the farms/operations, and even production, increasing.

5.1.6 Research and Development in Food Processing

The food processing industry, and in particular the fruit and vegetable processors, are investing in the development of new lines and packaging to meet changing consumer preferences in both domestic and export markets. The meat processing sector is also developing new value added products.

Continued research and development will also be required in the businesses supporting the food processing industries. Innovation in canning practices,

packaging, refrigeration systems and manufacture of agricultural machinery will support product development and competitiveness.

Value-adding opportunities emerge through innovative segregation of traditional bulk commodities and processing to meet specific needs of emerging boutique markets - new processes, product differentiation, special packaging and targeted marketing. Hence, product development and marketing skills are in high demand.

5.1.7 Investment in Large-Scale Orchards

Major changes are occurring in the horticultural sector. The ownership profile is changing as the major producers / investors buy up small farms. The smaller holdings contain inefficiencies in terms of duplication of equipment, tractors, cool stores and the like. These inefficiencies provide the rationale for amalgamation.

There is significant new investment in new, large-scale orchard developments and associated cool stores, and in export packing sheds with strong marketing links to premium export markets worldwide.

Productivity in the fruit industry is increasing with the replacement of freestanding trees with trellised trees, which produce higher yields. In addition, high technology scanning enables improved distribution.

5.1.8 Dry Land Farming

The dry-land region contains land comprising dry-land riverine plains and hill country. The principal activities in the dry-land area are grazing for beef, sheep, meat and wool production on native and improved pastures, and rain fed cropping on arable land. The dry-land areas have traditionally large wool and beef enterprises but many of the individual properties are relatively small, creating a potential interest in higher value farm enterprises to make them more viable.

The economy of the dry land areas is being insured against the effects of variable seasonal conditions and commodity prices for bulk commodities (meat, wool, timber) by the investment in new industries and by implementing best management practices in the traditional industries to keep them competitive.

The Prime Development Zones within the irrigation area are likely to be developed for viticulture, olive groves and other forms of horticulture.

The capacity to develop high value alternatives (especially intensive horticulture such as wine grapes) to the bulk commodities of cereal cropping, wool and beef, will depend on the capacity of individuals to access reliable water resources.

Many of the future profitable developments in the dry land areas differ markedly from the traditional agriculture/ horticulture commodity enterprises. Access to irrigation water will enhance opportunities for enterprises such as specialist horticulture, herbs, hydroponics, mushrooms, pigs, poultry and thoroughbred horses.

Strong competition exists between the existing irrigation areas and the dry land areas for the investment dollars for high value horticulture development, whether for fruit, wine grapes, olives, nuts or any other enterprise. In this regard, the irrigation area is already well serviced. It has the water, the irrigation infrastructure and many of the supporting services to enable new development to occur.

There is potential to create intensive niche sectors, provided their location is appropriately distanced from urban areas. A number of operators have relocated to Shepparton from areas that have been blighted by population and urban development constraints, for example the Mornington Peninsula.

5.1.9 Goulburn Valley Logistics and Freight Centre

The agricultural and processing industries rely on direct and integrated road and rail transport services, and would prefer a bulk handling facility to be operated from a freight logistics centre.

5.1.10 Vocational Education and Training

The increased profile of Shepparton as a regional service and business centre will require continued investments in vocational education and training facilities that support food production and processing, related services, rural health and a broad range of community services.

5.1.11 Re-Use of Waste Products

Environmental and sustainability goals can be achieved through new opportunities to value-add to waste products by converting them to an input for another industry. Examples of waste products are milk by-products, horticultural processing waste, piggery waste and timber by-products.

5.1.12 Strategic Alliances

Opportunities exist to form or enhance strategic alliances and provide the volume, scale and competition of vertical integration between industries and sectors. The nature of the main agribusiness participants has changed, for example, the food processing industry is now represented by a system of linked businesses that include transport, food processing and packaging.

5.1.13 Business Savvy of Farmers

Investors in agricultural enterprises need to be fully aware of all production, marketing and institutional rules that affect their potential investments.

Farmers should avail themselves of support services to create Whole Farm Plans, with the likelihood that Whole Farm Plans as a management, regulatory and environment protection tool will increase in use.

5.1.14 Fragmentation of Rural Land

Rural landowners wish to excise small house lots. These excisions have a cumulative negative impact on the viability of remaining farmland. GSCC must control this phenomenon through assessment criteria for genuine restructuring purposes.

The replacement of smaller orchards with rural residential development creates potential rural/residential interface issues of spray drift, heavy traffic, noise etc.

5.2 An Update on Relevant Strategies/Reports

5.2.1 Rural Zones Review, Department Sustainability and Environment 2003

The new format planning schemes applied a singular rural zone to a wide range of land in regional Victoria. This approach has resulted in criticisms of the one-size-fits-all zone in terms of lot sizes and permitted uses and development for different land types, capability and uses.

It is suggested that the existing rural zone be replaced with the following zones:

- Farming Zone – a dwelling will be a section 2 use, to protect the business side of farming. This zone replaces the Rural Zone.
- Rural Activity Zone – a new zone to provide flexibility for agriculture and other land uses to co-exist
- Rural Living Zone – Updates the existing zone. The main zone for rural residential areas.
- Rural Conservation Zone – replaces the Environmental Rural Zone. This is the main zone for areas with significant environmental considerations.

Prior to implementing any new rural zones Councils should be required to prepare a rural strategy for their municipality. This rural strategy should contain a land capability and productivity analysis, and designate areas for:

- land that should be earmarked for farming as a business;
- land for environmental protection; and
- land for mixed uses

The rural zones review also raises the issue of Whole Farm Plans to achieve environmental and agricultural goals, and questions the zoning basis for decisions. This raises another key issue regarding the most appropriate decision maker with respect to Whole Farms Plan – either Council, the local CMA, or the DPI.

5.2.2 Identification of Likely Prime Development Zones in the SIR, Goulburn Broken Catchment Management Authority, 2000

The CMA prepared a report “Identification of Likely Prime Development Zones in the SIR,” November 2000, to provide certainty to large scale investors in the region. The report assessed a number of criteria for agricultural productivity: soil type, water supply, drainage, flooding and hydrogeology. This was analysed with respect to known constraints of water supply, capacity constraints of the East Shepparton main channel

The report concludes that there are eight likely prime development zones having a total area of 10,700 ha. Of this, approximately 4,250 ha are suitable for development.

This information can be incorporated into a more rigorous land capability analysis to determine location for future productive agricultural land, land for conservation, and marginally productive land that could be earmarked for future urban growth.

5.3 Achieving the Strategic Objective

The key objectives for Agriculture are as follows:

- Objective 1:** To protect the productive agricultural land base and the valuable regional resource of irrigated land.
- Objective 2:** To support developing and emerging agribusinesses and their increasing requirement for high technical infrastructure.
- Objective 3:** To develop and promote the municipality as a regional centre for food and primary industry research and development.
- Objective 4:** To ensure the sustainable development of business in strategic locations and to minimise conflicts at the urban fringe/agricultural land interface.

The following table provides the detailed strategies and an implementation plan

Table 3: Agriculture and Rural Industries – Achieving the Strategic Objectives

Topic: ECONOMIC DEVELOPMENT				
Theme: Agriculture and Rural Land				
Objectives	Strategies	Action	Council Role	Priority
1 To protect the productive agricultural land base and the valuable regional resource of irrigated land.	1.1 Support the growth and expansion of primary industries in irrigated and dry land farming in appropriate areas.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the policies for housing and subdivision in rural areas. Apply the GS 2030 Framework Plan, Shepparton, Mooroopna & Kialla Urban Growth Boundaries. Apply the GS 2030 Residential Framework Plan, Shepparton, Mooroopna & Kialla. Apply the GS 2030 Township Framework Plans Refer to the Regional Catchment Strategy. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Farming Zone. Apply the Environmental Rural Zone to rural land with identified environmental significance. Investigate the application of the Rural Activity Zone. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare a Rural Land Strategy. 	Provider	H
	1.2 Support an efficient water supply and distribution system throughout the rural areas in accordance with the Regional Catchment Strategy.			
	1.3 Discourage subdivision, including subdivision for house excisions, and fragmentation of productive agricultural land to retain viable farm.			
	1.4 Discourage housing on old and inappropriate lots and where amenity may be negatively impacted by farming and related activities, or where housing may inhibit rural activities.			
	1.5 Prevent the inappropriate use and development of rural land for the establishment of industrial activities		Provider	H \$80,000

Topic: ECONOMIC DEVELOPMENT					
Theme: Agriculture and Rural Land					
Objectives	Strategies	Action	Council Role	Priority	
2	To support developing and emerging agribusinesses and their increasing requirement for high technical infrastructure.	<p>2.1 Support food related industries and value adding opportunities</p> <p>2.2 Encourage new value adding industries to locate in existing serviced industrial areas.</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the GS 2030 Industrial Framework Plan. Prepare a local policy on commercial and industrial developments in rural areas. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Develop an Economic Development Strategy that Incorporates trends in the agribusiness sector. <p>Other actions</p> <ul style="list-style-type: none"> Develop an information kit for new agri-businesses, with information and links to referral agencies and approval processes. Explore the potential for a tourism / sales component of the food production and processing sector, and providing guidelines to ensure that these uses do not conflict with agricultural operations or the rural landscape amenity. 	<p>Provider</p> <p>Provider</p> <p>Provider/ Facilitator</p> <p>Provider/ Facilitator</p>	<p>H</p> <p>H \$80,000</p> <p>M \$40,000</p> <p>L-M</p>

Topic: ECONOMIC DEVELOPMENT					
Theme: Agriculture and Rural Land					
Objectives	Strategies	Action	Council Role	Priority	
3	To develop and promote the municipality as a regional centre for food and primary industry research and development.	<p>3.1 Provide for new opportunities for emerging farming practices.</p> <p>3.2 Protect the existing agricultural areas</p> <p>3.3 Encourage value adding and new enterprises for agricultural production.</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Prepare a local policy on commercial and industrial developments in rural areas <p>Applying zones and overlays</p> <ul style="list-style-type: none"> Apply the Farming Zone to rural areas, and following Rural land Strategy investigation application of Rural Activity Zone; <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Develop an Economic Development Strategy and consider a marketing strategy for agribusiness. Prepare Rural Land Strategy <p>Other actions</p> <ul style="list-style-type: none"> GSCC to publish local economic indicators. Develop a promotions program that includes local economic indicators, for existing landowners and potential industry entrants, to create an awareness of the industrial markets and the economic climate. 	<p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider/ Facilitator</p> <p>Provider</p>	<p>H</p> <p>H</p> <p>H \$80,000</p> <p>H \$80,000</p> <p>L-M</p> <p>L-M</p>

Topic: ECONOMIC DEVELOPMENT				
Theme: Agriculture and Rural Land				
Objectives	Strategies	Action	Council Role	Priority
4 To ensure the sustainable development of business in strategic locations and to minimise conflicts at the urban fringe/agricultural land interface.	4.1 Protect productive agricultural land from inappropriate agricultural practices.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Prepare a local policy on commercial and industrial developments in rural areas <p>Applying zones and overlays</p> <ul style="list-style-type: none"> Apply the GS 2030 Framework Plan, Shepparton, Mooroopna & Kialla Urban Growth Boundaries Apply the GS 2030 Township Framework Plans Apply the Farming Zone to rural areas, and following Rural land Strategy investigation application of Rural Activity Zone <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare a Rural Land Strategy <p>Other actions</p> <ul style="list-style-type: none"> Provide a list of initiatives for the development of WFP. 	Provider	H
	4.2 Encourage the preparation and certification of Whole Farm Plans to show sites for ancillary agricultural buildings and works, such as sheds and freight areas.			
	4.3 Protect rural industries from encroaching non-agricultural uses.		Provider	H
	4.4 Encourage sustainable farming methods for increased production.			
	4.5 Reduce the impacts of farm practices, including spray drift, on adjoining land particularly when the adjoining land contains a sensitive land use.			
	4.6 Cluster preferred uses in the rural zone with similar access requirements and off site impacts.			
			Provider	H \$80,000
			Provider/ Facilitator	L-M

6 Commercial/Retail Centres

6.1 Key Issues

By way of providing background and context to the key issues relevant to commercial/retail centres within the municipality, a profile of this sector is provided.

The retail industry is an important component of the local economy, with approximately 4,000 residents or approximately 17% of the resident labour force employed in the industry in 2001 (ABS Census for Population and Housing). This industry is also important for its role in delivering goods and services to households and businesses.

Shepparton CBD is the principal retail centre in the municipality and plays an important regional role. The main trade area served by Shepparton CBD comprises Greater Shepparton, plus the surrounding municipalities of Moira and Strathbogie and the southern and eastern parts of Campaspe Shire. Shoppers are also drawn from the wider Goulburn Valley, Benalla, Seymour and Wangaratta, and as far north as Deniliquin in NSW.

There has been considerable expansion in Shepparton's retail role over recent years. For example, in 1996 total retail floorspace in the municipality was estimated at 143,500 m², with approximately 80,000 m² or 56% located in the Shepparton CBD. Since then, approximately 35,600 m² retail floorspace has been added.

New retail development trends in Shepparton include redevelopment of existing sites and significant expansion at the 'Shepparton Marketplace' in Benalla Road in east Shepparton (designated as a community centre in the current MSS). This expansion has provided additional retail floorspace in the order of 14,000 m², with another 1,000m² still to be constructed.

Shepparton/Mooroopna's retail role is anchored by Target, Kmart and Big W discount department stores, plus supermarkets including two Safeway stores, Coles, Aldi (to open late 2005) and two IGAs, and a wide variety of specialty higher-order shops and retail services.

6.1.1 The Hierarchy and Capacity of Shopping Centres in the Current MSS

Table 4 provides a description of the shopping centres in the municipality according to a hierarchy of centres; this hierarchy comprises regional retailing, community centres, township and neighbourhood centres.

This table was developed in the 1996 Strategy Plan and appears in the MSS.

Table 4: Shopping Centre Hierarchy in the Current MSS

Level in retail hierarchy	Centre (in descending size)	Features	Catchment	Competing Centres
Regional Centre	Shepparton CBD	Regional centre with a mall; two discount department stores; many speciality shops, especially fashion; bulky goods sales on the periphery; cinema and other entertainment; regional offices and large commercial sector.	Goulburn Valley and part of the Riverina.	Bendigo Albury-Wodonga Melbourne
Community Centres	Mooroopna CBD	Strip shopping centre on the north side of the Midland Highway with supermarket; concentrates on food retailing but has some comparison goods and services.	Mooroopna, western part of municipality.	Shepparton CBD Bi-Lo (Mooroopna) Tatura
	Shepparton Marketplace (Benalla Road)	Freestanding supermarket and discount department store on the outskirts of Shepparton with large parking area.	East Shepparton and eastern part of the municipality	Shepparton CBD Shepparton Plaza (High St)
	Shepparton Plaza (High Street)	Freestanding supermarket and speciality shops on the eastern side of Shepparton.	East Shepparton	Shepparton CBD Marketplace
Neighbourhood Centres	Tatura	Town centre strip shopping, with a wide range of shops but limited choice; two small supermarkets; variety of commercial and public offices.	Tatura, south western part of the municipality.	Mooroopna CBD Shepparton CBD
	Fairleys (Goulburn Valley Highway)	Supermarket centre on the northern edge of Shepparton.	North Shepparton	Shepparton CBD Shepparton Plaza
	Bi Lo (Mooroopna)	Supermarket centre on the northern edge of Mooroopna.	Mooroopna	Mooroopna CBD

Level in retail hierarchy	Centre (in descending size)	Features	Catchment	Competing Centres
Town Centres	Murchison	Town centre with tourism role (bakery, river frontage, gift shops, take-away food etc)	Murchison and travellers	Tatura Stanhope
	Merrigum	Town centre with general stores; streetscape improvements completed.	Merrigum and surrounds	Kyabram Tatura
	Dookie	Town centre with general store.	Dookie and dry land areas to the east	Shepparton

Reference: Henshall Hansen Associates and team (1996)

There are a number of issues associated with the retail hierarchy classification used in the current MSS.

- The Shepparton Marketplace (on Benalla Road), containing Big W and Safeway serves a greater role than that envisaged in the 1996 strategy and the centre serves a wider catchment than the eastern parts of the municipality due to its discount store, range of speciality shops, and climate controlled building.
- The difference between the designation of community centres and township / neighbourhood centres is not apparent.
- The hierarchy provides no recognition of the emerging role of bulky goods convenience precincts in the retail hierarchy.

There have been no new approvals for major free standing shopping centres since the approval of the Shepparton Marketplace.

6.1.2 Maintaining and Enhancing Shepparton CBD's Role as a Regional Centre

The Shepparton CBD has a well-established role as the major regional centre for retailing and other activities, but there is increasing competition from the Shepparton Marketplace, particularly in convenience-type retailing.

If the Shepparton CBD is to maintain its primary regional role, there is a need to emphasise the CBD's opportunities as a location for entertainment, tourism and specialty retailing, and as the location for higher-order professional and community services, etc. The provision of an appropriate range of retail and entertainment facilities, as well as other higher-order services (such as health, legal, accounting, etc) has the potential to generate increased spending by residents and visitors.

6.1.3 Future Demand

There is a need to plan for new retail provision, especially in locations where such retailing will serve expanding residential areas.

In this regard, the existing drive-in site is well located to serve the retail needs of the southern growth corridor as this locality develops with residential activity.

The possible re-location of the aerodrome (in the long term) would provide an opportunity to redevelop the site for residential purposes, particularly as the site is located along the Goulburn Valley Highway in the southern growth corridor of Shepparton. Such a development may require a small retail component (possibly local or neighbourhood centre).

6.1.4 Future Roles and Function of Centres

A re-assessment of the existing shopping centre hierarchy is required in order to highlight the preferred future role and hierarchy of all the centres.

- The Shepparton CBD will continue to be the primary regional centre and provide a range of high order shops, speciality retail, tourist shops and higher-order services. A vibrant centre would also include a range of entertainment venues such as cinemas, clubs, cafes and restaurants.
- Self-sustaining townships in terms of weekly convenience shops.
- Highway commercial area(s) for bulky goods retailing.

- Neighbourhood centres for weekly goods in the suburban areas of Shepparton and Mooroopna.
- Smaller townships for everyday convenience goods.
- A new neighbourhood centre to cater for the southern residential growth corridor. A preferred site is the drive-in site on the Goulburn Valley Highway.
- An expanded neighbourhood centre to cater for the northern residential growth areas. A potential site is the Fairly's IGA site on the Goulburn Valley Highway
- The location of convenience shops in the Kialla Lakes residential area south of Shepparton.

6.1.5 Bulky Goods and Highway Businesses

Bulky goods is a growing retail market, and there is a need to plan for the provision and location of bulky goods retail in Shepparton. This form of retailing typically serves a large regional catchment.

Bulky goods tenants typically seek high profile sites with highway frontages; these sites are often located outside the established centres as large areas for display purposes and extensive on-site parking are required. The issue for the strategy plan is to identify suitable locations for this expanding form of retailing.

6.1.6 Visitor Services

The construction of the Shepparton Bypass will create opportunities for highway retailing and visitor services to be located in high profile sites.

6.1.7 A Network of Activity Centres

This report has reviewed the existing hierarchy of commercial/retail centres and presents a new network of activity centres.

Importantly, the focus has shifted from shopping to activity centres, in recognition of the diverse roles the centres play in the shopping, employment, commercial and recreational lives of the people who visit these centres.

Table 5 below estimates the likely retail floor area demand to 2030, in the absence of an updated inventory of actual additional floor space provided, both occupied and vacant.

The estimate is based on the premise that the current floorspace supply and demand is in balance and that future demand from floorspace will flow from population growth in the main trade area and from tourist and visitors in the area.

Table 5: Estimate of likely demand for retail floor space in Shepparton Main Trade Area by 2030

	2002	2011	2030
Population of main trade area	112,200	120,400	136,500
Population growth in main trade area		2002-2011 +8,200	2011-2030 +16,100
Existing floorspace in 2002	257,700 m ²	257,700 m ²	257,700 m ²
Floorspace growth @ 2.1 m ² per capita plus 20% from visitors etc outside of trade area		+20,660 m ²	+40,570 m ²
Total forecast retail floorspace in main trade area – Cumulative	257,700 m ²	278,360 m ²	318,930 m ²

Source: Consultant team

Additional retail floorspace of 42,700 m² (and this includes permits for 7,100 m²) has been added from 1996 to 2002.

Key observations from Table 5 are as follows:

- Based on the requirement for the average provision of 2.1m² per capita, there will be demand for 20,660 m² additional retail floorspace by 2011, with another 40,570 m² supported by the forecast population growth from 2011 to 2030. In total, by 2030 the main catchment is expected to have to accommodate an additional 61,000 m² in new retail floorspace. The majority of this new retail floorspace would be required in the municipality in view of the CBD's dominant role as the regional centre and in view of forecast population growth in the municipality over the next 30 years or so.
- This forecast demand for retail floorspace may not accurately account for future changes in household spending or in retail industry requirements. Changes in the age distribution in the population (especially the trend for an ageing population) is also likely to change the spending habits of residents, for example towards holidays rather than furniture.
- There is no foreseeable demand in the long term for new major freestanding centres, other than in the north and south growth corridors, and for suitably accommodating bulky goods retail activities.

There is a need to define an appropriate hierarchy of retail centres in order to assist in the good planning for retail development. An updated hierarchy, including proposed developments, is set out in Table 6.

Table 6: Proposed hierarchy of activity centres

Level in retail hierarchy	Centre (in descending size order)	Role
Regional Centre	Shepparton CBD	Regional centre with a mall. The focus of specialty retail, tourist shops and venues, entertainment (cinemas, clubs, cafés and restaurants). Serves the Goulburn Valley and part of Riverina. In competition with regional centres at Bendigo, Albury-Wodonga, Benalla, Wangaratta, Melbourne
Sub-regional Centres	Shepparton Marketplace Mooroopna CBD Shepparton Plaza	Important commercial areas, particularly for a range of convenience shopping and for non food and specialty retailing
Townships / Neighbourhood Centres	Shepparton east (proposed) Shepparton south (proposed) Fairleys IGA (Numurkah Road) Bi Lo (Mooroopna) Tatura	Self-sustaining centres in terms of convenience shops for weekly shopping
Town/Local Centres	Murchison Merrigum Dookie Local shops in Shepparton	Townships and small local shops for everyday convenience goods
Bulky Goods	Benalla Road Melbourne Road Numurkah Road	Serves retail needs for bulky goods shopping, homemaker and building supplies/hardware etc.

An additional neighbourhood shopping centre may be needed to serve the residents in the southern growth corridor. The former drive-in site along the Goulburn Valley Highway is an option for such a shopping centre, subject to a retail/floorspace economic impact study and rezoning of part/all of the land.

As demand for bulky goods increases there is a need to identify additional highway sites. Bulky goods retailing can be located in connection with a shopping centre, as it would benefit from the high volume of traffic at the shopping centre, but this is not a necessity for bulky goods retailers who seek sites that are typically much larger than can be accommodated in enclosed shopping centres or in traditional shopping strips.

6.2 Achieving the Strategic Objective

The key objectives for Activity Centres are as follows:

- Objective 1:** To provide increased opportunities for local job creation.
- Objective 2:** To develop the Shepparton CBD as the regional centre for commerce and entertainment.
- Objective 3:** To revitalise the CBD and improve the urban design and architectural standards of retail/commercial areas.
- Objective 4:** To develop and maintain a hierarchy of viable activity centres by retaining local and visitor spending in the municipality
- Objective 5:** To encourage and promote the location of bulky goods / peripheral sales and highway services in locations which are accessible and appropriately serviced.
- Objective 6:** To revitalise and sustain the centres of Mooroopna and Tatura for a range of commercial and business functions.

The following Table provides the detailed strategies and an implementation plan

Table 7: Retail/Commercial Centres- Achieving the Strategic Objectives

Topic: ECONOMIC DEVELOPMENT				
Theme: Retail/Commercial Centres				
Objectives	Strategies	Actions	Council Role	Priority
1 To provide increased opportunities for local job creation.	1.1 Facilitate opportunities for economic development to retain and build the employment base.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the GS 2030 Business Framework Plan. Apply the GS 2030 Township Framework Plans <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Business 1 Zone to the primary retailing centres. Use the schedule to the Business 1 Zone to identify floor space limits for the expansion of retail/commercial centres. Investigate the application of the Business 2 and Business 5 Zones to the office and business areas around the central CBD of Shepparton. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Develop an Economic Development Strategy. <p>Other actions</p> <ul style="list-style-type: none"> The Economic Development Unit to continue to offer support and liaison to traders associations and the home based business sector. 	Provider	H
	1.2 Support the small business sector and businesses operating from a flexible range of locations, including home offices.		Provider	H
			Provider	H \$80,000
			Provider	M

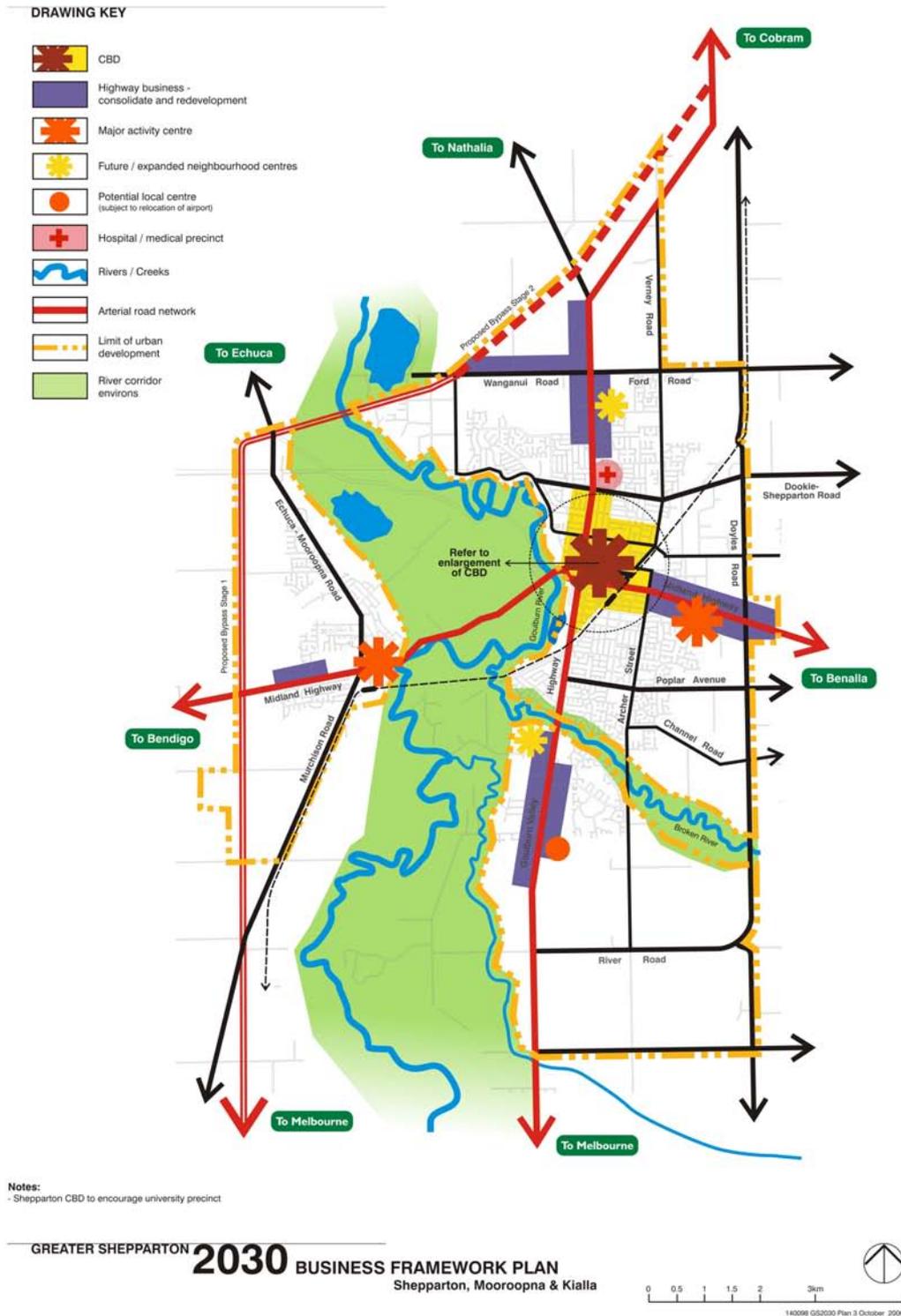
Topic: ECONOMIC DEVELOPMENT				
Theme: Retail/Commercial Centres				
Objectives	Strategies	Actions	Council Role	Priority
3 To revitalise the CBD of Shepparton and improve the urban design and architectural standards of retail/commercial areas.	3.1 Encourage the renewal of the mall and the main commercial heart of the Shepparton CBD.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the GS 2030 Shepparton CBD Framework Plan. Apply the Advertising Signs and Streetscape, Landscape and Urban Design local policies. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Design and Development Overlay to main roads and key precincts to improve urban design, landscaping and to control advertising. <p>Other actions</p> <ul style="list-style-type: none"> Apply for state government funding under the Pride of Place urban design program. Implement the urban design framework for the CBD of Shepparton. Pursue innovative and interesting urban design and architecture in the CBD by applying the urban design framework for Shepparton. Prepare an overall plan for the renewal of the mall, and support for a management body with representatives from owners, traders, Council and the community. Coordinate an application for state funding for urban design and renewal of the Shepparton city centre. 	Provider	H
	3.2 Facilitate the creation of a dynamic entertainment centre that is attractive to a mix of patrons.		Provider	H
	3.3 Ensure personal safety is addressed in the urban design of the public areas and linkages, to attract a range of users including families, youth, elderly, people with a disability, tourists and staff.		Provider	H
	3.4 Encourage examples of landmark architecture for the Shepparton CBD.		Provider	H
	3.5 Oppose adult entertainment venues in the central mixed-use activities area of the Shepparton CBD.		Provider	H
	3.6 Encourage the redevelopment of peripheral areas of the Shepparton CBD (including expansion to Sobroan Street).		Provider	H
	3.7 Encourage cafes, restaurants and the like in a dining and entertainment precinct in Fryers Street.		Provider	M \$40,000
			Provider/ Facilitator	H

Topic: ECONOMIC DEVELOPMENT				
Theme: Retail/Commercial Centres				
Objectives	Strategies	Actions	Council Role	Priority
4 To have a hierarchy of viable commercial/retail centres by retaining local and visitor spending within the municipality.	4.1 Support a hierarchy of retail centres that promotes the primacy of the Shepparton CBD as a multi-functional centre, complemented by a range of local centres for convenience shopping and activities.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the GS 2030 Framework Plan. Use the retail hierarchy in the MSS to guide the location and expansion of retail development. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Use the schedule to the Business 1 Zone to identify floor space limits for the expansion of the Shepparton Marketplace shopping centre. Use the schedule to the Business 1 Zone to identify floor space limits for existing and future neighbourhood centres. <p>Other actions</p> <ul style="list-style-type: none"> Undertake a Retail/Commercial Floorspace Strategy to investigate the potential additional floor space with an economic impact assessment on the expansion of the centres relative to population projections. Any application for new or expanded neighbourhood shopping centres must demonstrate net community benefit in an economic impact assessment, and including justification for additional floorspace. 	Provider	H
	4.2 Carefully consider any proposed expansion of the Shepparton Marketplace if such expansion would adversely impact on the relative role of this centre and the CBD.			
	4.3 Provide for planned local centres in growth areas, and facilitate the expansion of the neighbourhood centre in the north at the Fairely's supermarket site, and establish a new neighbourhood centre at the former drive –in site to service the southern growth corridor.	Provider	H	
	4.4 Encourage a suitable mix of businesses within each centre to ensure viability.			
	4.5 Provide neighbourhood commercial/retail centres that are accessible to the local community, especially by public transport and bicycle, and that also have adequate car parking provisions.			
			Provider	H \$80,000
			Provider/ Facilitator	H

6.3 Business Framework Plan

This framework plan for the Shepparton, Mooroopna & Kialla business area is characterised by:

- The major city centre based on the Shepparton CBD, with a mix of retail, commercial, entertainment, tourism, civic, and institutional uses.
- The establishment of a preferred precinct for the development of post secondary and tertiary educational facilities to the north of the CBD.
- The identification of a medical service precinct around the existing hospital.
- Neighbourhood shopping centres to service local shopping needs, at locations of existing freestanding supermarket, and potential locations where residential growth is planned.
- A potential local centre in the southern growth corridors on the site of the existing airport, in the event of the re-location on the airport.
- Existing areas to be consolidated for highway sales / peripheral sales developments, along arterial and main roads.

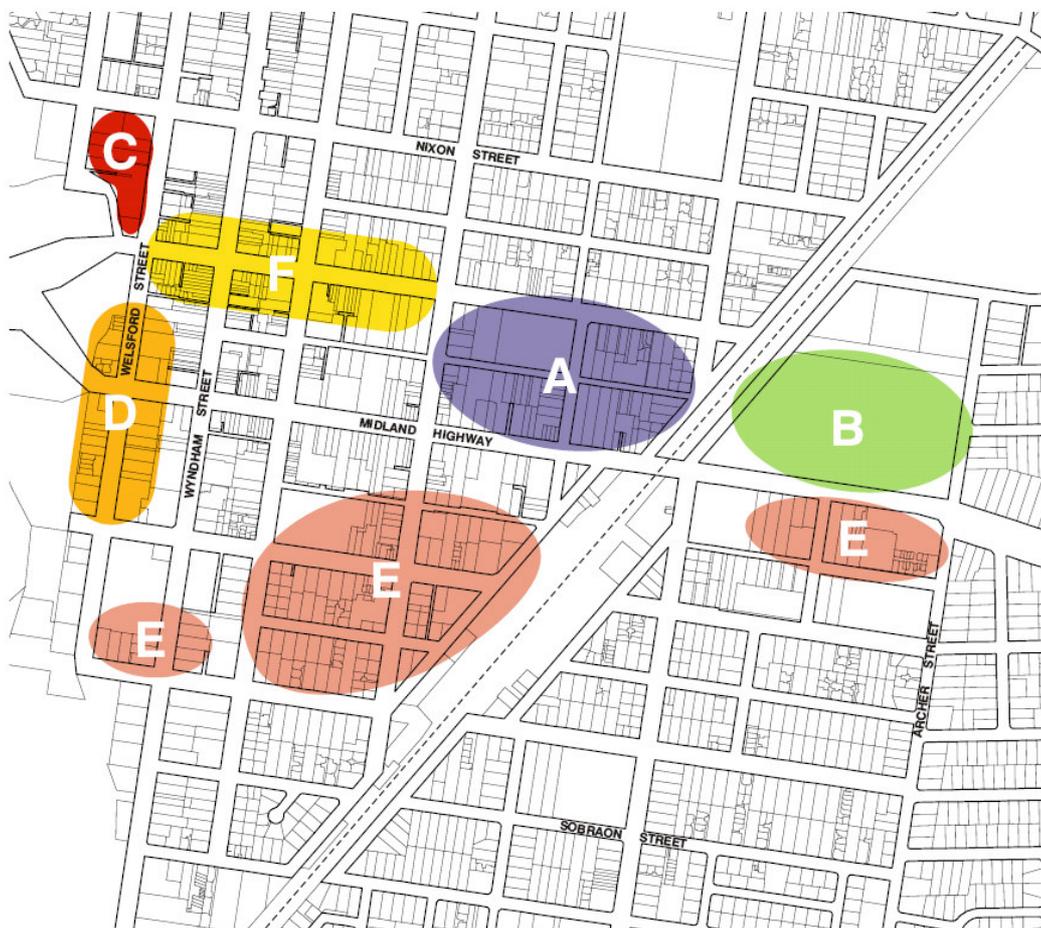


Knowledge Creativity Performance
Engineering Surveying Planning Urban Design Landscape Architecture
Sustainability and Environment Agribusiness Project Management

Figure 5a: Greater Shepparton 2030 Business Framework Plan - Shepparton, Mooroopna & Kialla

DRAWING KEY

- A University city precinct
- B Shepparton showgrounds
- C Civic precinct
- D Office / business precinct
- E Re-development / upgrade opportunity
- F Café / dining precinct



Knowledge Creativity Performance
 Engineering Surveying Planning Urban Design Landscape Architecture
 Sustainability and Environment Agribusiness Project Management

GREATER SHEPPARTON **2030** SHEPPARTON CBD

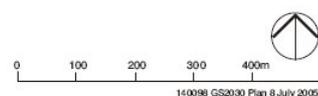


Figure 5b: Greater Shepparton 2030 Shepparton CBD Framework Plan

7 Industrial

7.1 Key Issues

By way of providing background and context to the key issues relevant to industrial development within the municipality, a profile of this sector is provided.

The current MSS designates areas for future industrial use. There are approximately 100 hectares of vacant land zoned for industrial use. There is no detailed evidence of a shortage in demand due to slow take up of areas already zoned for industrial use.

Further rezoning for industrial purposes will need to be justified by an industrial land supply and demand study, particularly for Tatura.

The municipality has a number of supply constraints for large areas of industrial land, namely, lack of access to main roads, existence of floodway zones, locations of agricultural enterprises and potential conflict with residential areas.

In the future it is possible that there may be demand for smaller lots in a variety of locations and which can co-exist more with some of these other land uses (refer section 7.2)

A number of the original large companies in Shepparton have outgrown their city centre location (eg SPC Ardmona) and have made major purchases to consolidate holdings rather than move the whole operation. This suggests that there are benefits to remaining in the established industrial areas.

The Goulburn Valley Freight Logistics Centre will be a necessary component to facilitate growth in the agricultural and manufacturing industry in the area. It will have both road and rail transport access and facilities.

As road transport businesses find it more difficult to attract young people to the industry, a more capital intensive means of transport will have to replace some of the road freight. Rail transport will provide such an option; labour will be required to up-load and un-load, but not the same amount of long-haul drivers will be needed. In summary whilst there will be proportional shifts towards rail from road, both are expected to increase in capacity in the future.

The construction of the Shepparton/Mooroopna bypass and entry/exits onto major arterial roads may change the focus for some rural land adjacent to the bypass, and that are not subject to flooding constraints. One such area is located on the northern side of Wanganui Road, which could be designated for long term future industrial.

7.1.1 Manufacturing

Greater Shepparton has a strong manufacturing industry base that largely focuses on value adding to agricultural produce. National and international canneries and food processing companies, which use agricultural output from the area, have major facilities in the area and include SPC Ardmona and Ducat's Food Products.

In total, the manufacturing industry provides some 3,800 jobs in Greater Shepparton as shown in Table 3, with 52% of these jobs in food and beverage manufacturing. Other important manufacturing sub-sectors include metal product manufacturing, and printing and publishing.

Table 8: Local Employment by Manufacturing Sub-Industry, 2001

Manufacturing	Greater Shepparton		Greater Shepparton		Greater Shepparton		Greater Shepparton	
	Part A		Part B - East		Part B - West		Part B - West	
Food, Beverage and Tobacco Manufacturing	1429	46.3%	11	26.2%	525	77.5%	1965	51.6%
Textile, Clothing, Footwear and Leather Manu	167	5.4%	0	0.0%	14	2.1%	181	4.8%
Wood and Paper Product Manufacturing	110	3.6%	0	0.0%	7	1.0%	117	3.1%
Printing, Publishing and Recorded Media	288	9.3%	0	0.0%	8	1.2%	296	7.8%
Petroleum, Coal, Chemical and Assoc. Product	132	4.3%	7	16.7%	7	1.0%	146	3.8%
Non-Metallic Mineral Product Manufacturing	86	2.8%	14	33.3%	10	1.5%	110	2.9%
Metal Product Manufacturing	324	10.5%	0	0.0%	61	9.0%	385	10.1%
Machinery and Equipment Manufacturing	221	7.2%	6	14.3%	18	2.7%	245	6.4%
Other Manufacturing	130	4.2%	0	0.0%	10	1.5%	140	3.7%
Manufacturing, undefined	200	6.5%	4	9.5%	17	2.5%	221	5.8%
Total	3087	100.0%	42	100.0%	677	100.0%	3806	100.0%

Source: Journey to Work Data, ABS Census of Population and Housing, 2001

Note that due to random rounding process by the ABS to protect privacy, any single digit figure must be interpreted with caution.

Approximately 16% of the resident labour force is employed in the manufacturing sector, according to the ABS Population Census 2001. The Manufacturing sector is the third-largest sector in the Shepparton region, behind Agriculture, forestry and fishing and Retail trade. In 1998, the value of manufacturing output in Greater Shepparton was estimated to be \$788 million (PPK, Environment and Infrastructure, 1998), and the figure would be higher today in view of the continuing strength of this sector in the Shepparton economy.

A number of companies which supply the main food processing companies, such as manufacturers of canning and packing machinery, are located in the municipality. There are also a significant number of companies that manufacture agricultural machinery and ancillary products, such as refrigeration systems that support the dairy and fruit farmers.

The majority of manufacturing companies are concentrated in the industrial areas of Shepparton and Mooroopna. There are also a number of manufacturing companies in Tatura including Unilever Australasia, Snow Brand Australia and Tatura Milk.

7.1.2 Transport and Freight

Greater Shepparton is a strategically important road freight collection and redistribution centre, as well as being an intermediate destination in the Melbourne-Brisbane corridor.

Although it employs a small proportion of the labour force (3.9% according to the 2001 ABS Census for Population and Housing), the industry provides a vital support service to the agricultural and manufacturing sector. Local transport operators supply the bulk of transport services used by local manufacturers. There are numerous refrigerated transport services and transport services for livestock. As shown in Table 5, road transport is the major employing sub-industry, accounting for 77% of employment in this sub-sector.

Table 9: Journey to Work by Destinations and Transport and Storage Sub-Industry, 2001

Transport and Storage	Greater Shepparton		Greater Shepparton		Greater Shepparton		Greater Shepparton	
	Part A		Part B - East		Part B - West			
Road Transport	636	76.5%	23	100%	59	73.8%	718	76.9%
Rail Transport	20	2.4%	0	0%	0	0.0%	20	2.1%
Water Transport	0	0.0%	0	0%	3	3.8%	3	0.3%
Air and Space Transport	5	0.6%	0	0%	0	0.0%	5	0.5%
Other Transport	3	0.4%	0	0%	0	0.0%	3	0.3%
Services to Transport	43	5.2%	0	0%	0	0.0%	43	4.6%
Storage	45	5.4%	0	0%	4	5.0%	49	5.2%
Transport and Storage, undefined	79	9.5%	0	0%	14	17.5%	93	10.0%
Total	831	100.0%	23	100%	80	100.0%	934	100.0%

Source: ABC Census of Population and Housing, 2001

Note that due to random rounding process by the ABS to protect privacy, any single digit figure must be interpreted with caution.

Most transport and storage companies are located in Shepparton / Mooroopna, and this area serves as a transport hub for the region. Shepparton is an intermediate destination and a stop-over for long-haul freight, which benefits its retail and mechanical services sectors. Tatura also has a number of transport companies mainly serving local industries.

A high volume of transport activity assists in containing transport overheads for local industries, and also helps to attract investment in manufacturing through lower transport costs and a high level of service.

Another factor is the rail transport link to Melbourne which provides local manufacturers with a direct export link through the Melbourne docks, particularly for canned products and other non-time sensitive products.

7.2 Update on Relevant Strategies/ Reports

7.2.1 Shepparton Industrial Development Plan

This report contains an analysis of industrial planning applications from 1996-2000. The number of applications for alterations/additions to existing industrial premises outnumbered the number of applications for new industrial development. The highest levels of investment were in warehousing and manufacturing.

There were no new developments in the food processing sector however some existing companies invested in significant building programs, for example:

- SPC Ardmona \$100m for 5 years to 2005
- Campbells Soup \$30m
- Tatura Milk \$4.2m in 2000
- Geoffrey Thompson Fruit Packing Co. \$5m in 1999
- Ardmona \$2.1m in 1996

This report also provided the strategic justification to rezone appropriately serviced land bounded by Florence, Old Dookie and Doyles Roads due to an increase in demand for industrial land.

7.2.2 Goulburn Valley Freight Logistics Centre (GVFLC) Feasibility 2003

The GSCC has been involved in an amendment to rezone land at 250 Toolamba Road, Mooroopna to the Industrial 1 Zone to accommodate the Goulburn Valley Freight Logistics Centre to serve the municipality and the wider Goulburn Valley region.

Council previously undertook a number of feasibility studies to test its opinion that a commercially sustainable facility might be established in the Shepparton region. The results of the feasibility studies that have been conducted in conjunction with major industries in the region have demonstrated that the economies of scale, trade and savings would justify the proposed initiative.

The rationale for the provision and chosen location for such substantial capital investment is summarised in the planning report for the rezoning:

“A freight hub located within the Goulburn Valley would provide an important opportunity to consolidate freight handling, modal change and distribution tasks for the region within the context of an integrated land use and transport strategy. It is acknowledged that a unique opportunity exists to take advantage of recent decisions concerning land use, specifically along the route of the Goulburn Valley Highway Bypass of Shepparton. Further, the adoption of a western route for the bypass provides significant opportunities for development of an intermodal freight facility incorporating best practice operations for enhanced use of rail for freight with high-standard road access.”

7.3 Achieving the Strategic Objective

The key objectives for Industry are as follows:

- Objective 1:** To sustain a growing and diverse industrial base.
- Objective 2:** To locate industrial uses effectively, by utilising existing and planned infrastructure, and consolidating the existing main industrial areas.
- Objective 3:** To improve the urban design and architectural standards of industrial areas.
- Objective 4:** To realise an integrated freight logistics centre to link the major freight corridors through the municipality.

The following Table provides the detailed strategies and an implementation plan.

Table 10: Industry - Achieving the Strategic Objectives

Topic: ECONOMIC DEVELOPMENT				
Theme: Industry				
Objectives	Strategies	Action	Council Role	Priority
1 To sustain a growing and diverse industrial base.	1.1 Provide for and support the expansion of the industrial base of Greater Shepparton in appropriate locations.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the GS 2030 Industrial Framework Plan Apply the GS 2030 Township Framework Plans <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the industrial zones to the existing and identified future industrial areas. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Develop an Economic Development Strategy, incorporating an Industrial Land and supply analysis. <p>Other actions</p> <ul style="list-style-type: none"> The Economic Development Unit to continue to provide business assistance to existing and potential local industries. The Economic Development Unit to coordinate an industrial land monitor service. Promote the “clean food and wellness” image through initiatives in the Economic Development Strategy. Provide tertiary training relevant to local employers, under programs developed from the University City Strategy. The Economic Development Unit to work with other stakeholders in addressing skills shortage, including participation in training and skilled migration programs. 	Provider	H
	1.2 Encourage major industries to locate in Greater Shepparton.		Provider	H
	1.3 Provide for the improvement of employee skills in industry sectors.		Provider	H \$80,000
			Provider	H
			Provider	M
			Provider/ Advocate	H
			Provider/ Advocate/ Facilitator	M
			Provider/ Advocate/ Facilitator	H

Topic: ECONOMIC DEVELOPMENT				
Theme: Industry				
Objectives	Strategies	Action	Council Role	Priority
2 To locate industrial developments effectively, by utilising existing and planned infrastructure, and consolidating the existing main industrial areas.	2.1 Support new industries in established industrial zones, with access to infrastructure and constructed roads.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the GS 2030 Industrial Framework Plan. Apply the GS 2030 Township Framework Plans. Apply the GS 2030 Urban Growth Boundary Plan for Shepparton/Mooroopna/Kialla. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Development Plan Overlay to large areas of vacant industrial land to ensure co-ordinated development and timely provisions of infrastructure. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Develop an Economic Development Strategy, incorporating an Industrial Land and supply analysis, especially for Tatura. 	Provider	H
	2.2 Support complementary new industries at the Goulburn Valley Freight Logistics Centre, when developed.			
	2.3 Protect the supply of future industrial land from encroachment of non industrial uses.			
	2.4 Allow limited light industry in the township zone subject to amenity, servicing and environmental constraints.			
	2.5 Prevent the inappropriate use and development of rural land for industry, other than rural based industry.			
3 To improve the urban design and architectural standards of industrial areas.	3.1 Encourage industrial developments that incorporate high quality architectural design elements, create visual interest and incorporate landscaping and/or urban art.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the local policies on Streetscape, Landscaping and Urban Design, Advertising Signs, Building Lines and Industrial and Commercial Uses in Rural Areas. 	Provider	H
	3.2 Support the location of buildings in industrial areas that provide convenient and safe access for staff.			

Topic: ECONOMIC DEVELOPMENT					
Theme: Industry					
Objectives	Strategies		Action	Council Role	Priority
4	To realise an integrated freight logistics centre to link the major freight corridors through the municipality and beyond.	4.1 Encourage and facilitate the development of the freight logistics centre south of Mooroopna. 4.2 Support an agglomeration of freight companies, food processing companies and associated service businesses in the freight logistics centre.	These strategies will be implemented by: Using Policy and the exercise of discretion <ul style="list-style-type: none"> ▪ Apply the GS 2030 Industrial Framework Plan. Applying Zones and Overlays <ul style="list-style-type: none"> ▪ Apply the Industrial 1 Zone and Design and Development Overlay to the site of the Goulburn Valley Freight Logistics Centre. Other actions <ul style="list-style-type: none"> ▪ Continue to facilitate the establishment of the Goulburn Valley Freight Logistics Centre. 	Provider Provider Provider/ Facilitator	H H H

7.4 Industrial Framework Plan

This framework plan for the Shepparton, Mooroopna & Kialla area is characterised by:

- Consolidation of existing major industrial zones within the new urban growth boundaries.
- Designation of industrial land at the Goulburn Valley Freight Logistics Centre south of Mooroopna, for the location of industries that complement the purpose of that centre, for example, transport companies, automotive servicing, food storage, food distribution companies.
- A future long term industrial area on the northern side of Wanganui Road, on a wedge of land that will be created when the proposed bypass stage 2 is completed. This area can be utilized should increased demand occur in later decades, as the land is bound by major transport routes.

DRAWING KEY

-  CBD
-  Infill area
-  Special investigation area
-  Freight logistics centre
-  Rivers / Creeks
-  Arterial road network
-  Limit of urban development
-  River corridor environs



GREATER SHEPPARTON **2030** INDUSTRIAL FRAMEWORK PLAN
Shepparton, Mooroopna & Kialla

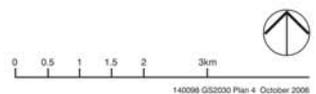


Figure 6: Greater Shepparton 2030 Industrial Framework Plan- Shepparton, Mooroopna & Kialla

8 Tourism

8.1 Key Issues

By way of providing background and context to the key issues relevant to tourism development within the municipality, a profile of this sector is provided.

Tourism in Greater Shepparton builds on the region's reputation as the "Food Bowl of Australia" and comprises a range of activities and attractions which include tours (as requested and organised) of the agri-businesses, special events such as International Dairy Week, wineries, public art relating to the agricultural industry such as the Moo-ving Cows display, recreation activities linked to the Goulburn and Broken Rivers, and shopping including at the factory outlets of the major food processing companies.

The municipality, particularly the town of Shepparton is also a destination for business seminars and conferences with many of the hotels pertaining conference facilities and business packages.

Greater Shepparton is part of the Goulburn Murray Waters tourism region, which also comprises the towns of Kerang, Echuca, Cobram and Yarrawonga. Visitors to the tourism region in the 12-month period to March 2003 comprise 2.5 million day trip visitors and 1.5 million overnight visitors, staying an average of 2.4 nights. Only 23,000 international visitors came to the region during the period, compared with 1.2 million international visitors to Melbourne.

The Report of Tourist Monitoring Program for the City of Greater Shepparton (Foster, 2000) highlights the key characteristics of visitors to the municipality based on information obtained through visitor surveys.

The key points are:

- The majority of visitors to Greater Shepparton live in Victoria (84%) and southern NSW (9%), and a small proportion of visitors are from overseas
- The majority of visitors stay for one day (45%). Approximately 24% of visitors stay over-night
- Popular activities include visiting the fruit/cannery outlets (49%), attending festivals or sporting events (46%), visiting friends and relatives (33%), and shopping for non-necessities (33%)
- The main reasons for visiting Greater Shepparton were; special events, visiting friends and relatives, shopping, and business

According to a Greater Shepparton Council report, The Economic Monitor 2002, visitors to the Shepparton Visitor Information Centre (VIC) have steadily increased since it was established in 1996. From September 2001 to September 2002 numbers to the VIC increased by 22%.

The report also shows that tourist accommodation takings in Greater Shepparton continue to rise with each quarter. In this regard, the total value of takings in the Goulburn Region in the 2001/2 financial year was 8.3% higher than the previous year. This growth contrasted with the total Victorian tourist accommodation sector

which experienced a decline in takings of -0.1%. These findings are based on the 2001 ABS data for gross income in Tourist Accommodation establishments.

The ABS data also shows that there is less seasonal variation in the Greater Shepparton tourist sector compared with the average occupancy rates for Victoria. This reflects the strong convention and business market and the many special events throughout the year which help to ensure a regular flow of tourists to Greater Shepparton, regardless of seasonal influences.

8.1.1 Meetings and Convention Sector

The meetings and convention sector is important to the tourism base of Greater Shepparton. Examples of some of the major events are Dairy Week, United Dairy Farmers of Victoria, Assemblies of God, Association of School Councils, and the MG car conference. Special advantages of this sector are that it is trans-seasonal, and it has a high volume of group bookings.

Tourism has considerable potential and can benefit from cooperative development of 'theme' trails that link the major regional features and industries across adjacent areas.

GSCC can assist in the establishment and coordination of networks of tourism operators, local businesses and marketers. Word-of-mouth promotions would be a very important tool, due to the high number of visitors coming to Shepparton to visit relatives/ friends or on business trips.

Promotional strategies can also create or enhance the improved marketing of the region's unique assets such as:

- The blossom season of the fruit trees.
- Food production and processing tours for school children from urban areas.
- Educational tours of the life of the wetlands.
- Irrigation channels and the history of irrigation.

8.1.2 Initiatives Promoting Local Business

Shepparton 'Show Me' Panel (GSCC)

The Shepparton 'Show Me' Panel was initiated by the GSCC with the charter to integrate and support events and promotions that assist the retail and business sectors.

The long-term plan of the Panel is to:

- To develop Shepparton's retail and business precinct as the most recognized provider of goods and services in regional Victoria and southern New South Wales; and
- To have Shepparton widely recognized for its events and festivals.

Goulburn Valley Business Expo 2004

In 2004 Shepparton held the third Goulburn Valley Business Expo 2004. The expo provided an opportunity to showcase companies in the region and also provided

information to local businesses on marketing, finance, human resources, technology and business planning.

8.2 Update on relevant strategies/ reports

8.2.1 Report of Tourist Monitoring Program Jan – Dec 1999

The study was undertaken by RMIT and resulted in a report on a number of key tourism indicators for GSCC. Some of the key findings were:

- The majority of visitors were from Victoria and NSW but there were visitors from every state.
- International visitors generally came for Dairy Week, on business or visiting relatives.
- The majority of visitors were couples and singles, and not families with children.
- Younger age groups are underrepresented.
- The length of stay is short, with half the visitors only staying one night.
- The main entry route into Shepparton is from the south along the Goulburn Valley Highway.
- The main purposes for the visit were: day trippers for special events, visiting friends or family, and business.
- Accommodation choice is split between motels (47%) friends / relatives (37%) and caravan parks (8%).
- The majority of visitors' perceptions of Shepparton relate to fruit, agriculture, sunny weather and shopping.

The study recommendations are:

- Use the competitive advantage such as events in winter for Melbourne visitors.
- Target markets in regional Victoria, Melbourne and southern NSW.
- Emphasise the benefits for elderly visitors, including the leisurely pace and reasonable rates.
- Promote marketing avenues through family and friends.
- Provide visitor information displays on major routes.
- Provide 24-hour trading.
- Promote shopping extensively as a more convenient alternative to Melbourne.
- Target the "breaking the journey" visitor segment.

8.2.2 Shepparton Tourism Plan - Victoria's Taste Sensation 1997 by Calkin & Assoc

Key comments in this plan:

- Tourism will not prosper in the region without the support and commitment from the Council.
- The public perception of Shepparton is "nice but not exciting".
- Shepparton should create a distinctive competitive edge and not try to provide something for everyone.
- The competitive edge should focus on food and food production.
- Targeted marketing should also focus on food markets.

8.3 Achieving the Strategic Objectives

The key objectives for this subtopic are:

- Objective 1:** To ensure a sustained level of growth in tourism, including promotion of the unique tourism opportunities of the irrigated rural landscape and the food growing and processing industries.

- Objective 2:** To provide tourist services which suitably meet the needs of visitors to the municipality.

The following Table provides the detailed strategies and an implementation plan

Table 11: Tourism- Achieving the Strategic Objective

Topic: ECONOMIC DEVELOPMENT					
Theme: Tourism					
Objectives	Strategies	Action	Council Role	Priority	
1	To encourage tourism growth and in particular promote the tourism opportunities of the irrigated rural landscape and the food growing and processing industries.	<p>1.1 Support new tourist based enterprises to achieve an increase in bed stays and visits to the municipality.</p> <p>1.2 Promote the natural features of Greater Shepparton.</p> <p>1.3 Encourage the integration of tourism with heritage, recreation and activity centres.</p> <p>1.4 Encourage the integration of tourist and agricultural activities where there are no adverse impacts on the operation of rural industries.</p> <p>1.5 Support public art displays which showcase the area's strengths and reputation, such as the Moo-ving Cows display.</p>	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the local policy on commercial and industrial development in rural areas. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Update the Tourism Strategy Assist in tourism marketing by circulating an information brochure to residents and businesses to distribute to visitors. Create a reputation for hosting major events for both community and industrial purposes, by initiatives included in the Tourism Strategy Review. 	<p>Provider</p> <p>Provider</p> <p>Provider/ Advocate</p> <p>Provider/ Advocate/ Facilitator</p>	<p>H</p> <p>M \$40,000</p> <p>L</p> <p>H</p>

Topic: ECONOMIC DEVELOPMENT				
Theme: Tourism				
Objectives	Strategies	Action	Council Role	Priority
2 To provide adequate tourist services which suitably meet the needs of visitors to the municipality.	2.1 Encourage tourist developments to adequately cater for the differing needs of tourists. 2.2 Provide for tourist developments that are visually interesting and reflect the character of the municipality.	These strategies will be implemented by: Using Policy and the exercise of discretion <ul style="list-style-type: none"> Apply the local policies on advertising signs, streetscape, landscaping and urban design and industrial and commercial development in rural areas. Other actions <ul style="list-style-type: none"> Provide effective signage in appropriate locations for tourism purposes. Provide effective highway visitor services in appropriate locations. 	Provider Provider Provider	H H H

9 A SWOT Summary

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ An established base of agriculture and food products – history and knowledge. ▪ Critical mass reached for demand for service industries. ▪ Skills and competency level have increased in last 20 years employment in new job areas eg service industry. ▪ Tourism - Shepparton has less seasonal fluctuations in occupancy rates – this reflects a strong convention and events business. ▪ Competitive advantage for business – a transport and freight network, large areas of industrial land, home of large food processing companies and research institutes. ▪ The human scale of shopping centres. ▪ Dairy farming and fruit growing are the most lucrative activities in terms of value per hectare. ▪ The price of fruit is competitive in SE Asian markets. ▪ Milk – Victoria has the lowest cost of production compared with NSW QLD and SA. ▪ Trend to year-round production of vegetables and flowers using climate control and hydroponics with a high input per yield eg tomatoes, herbs, capsicum. ▪ New product areas eg walnuts and berries. 	<ul style="list-style-type: none"> ▪ Dependence on agricultural economic base. ▪ Numerous small farms with unnecessary duplication eg tractors and cool stores. ▪ Female participation has increased in the service sector of townships to provide a steady income for cash poor drought affected family farms – the productive capacity of the women is then removed from the farm. ▪ Unclear role of CBD in retail entertainment hierarchy. ▪ Decline in CBD – lower order shops, vandalism. ▪ Youth prefer other regional centres for employment eg Bendigo, Albury, Ballarat. ▪ Shepparton is not a significant international destination for leisure. ▪ No icon buildings, or icon natural assets to attract visitors.

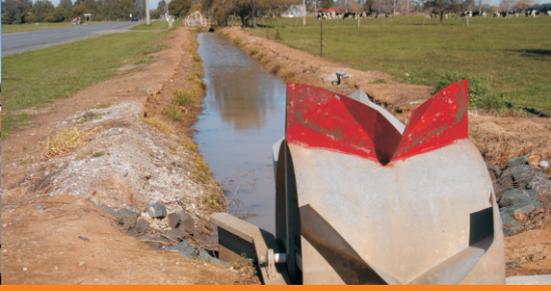
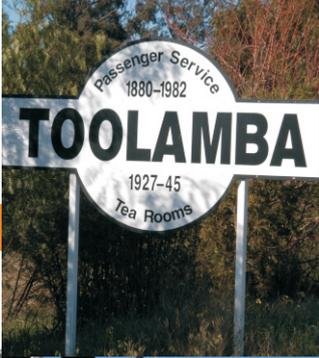
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Future for food demand centres around concept of 'wellness' eg chemical free beef, organic milk. ▪ Use of scarred fruit – vacuum packed. ▪ Increase demand for services to meet growing population needs eg health education entertainment. ▪ Build on value of word of mouth in homes and local businesses. ▪ Industries can market together, eg farmers markets ▪ Diversity of ethnic restaurants. ▪ Strengthen the local economy by diversifying economic base ▪ Size of markets from SE Asia and China. ▪ Potential to attract industries re-locating from urban areas. 	<ul style="list-style-type: none"> ▪ Reduction in water rights from 120% to 57% in 2003. ▪ Need to provide own energy sources eg back up generators. ▪ Larger farms 250-400 ha not 40 ha (productivity ratio 30 people for 2500 cows). ▪ Use and extent of spraying and impacts in nearby populations , eg, cancer and asthma. ▪ Skilled future source of skilled labour – aging population and youth leaving. ▪ Exposure to devastation by pest. ▪ Impact of generically modified crops.

Attachment 1 – *Greater Shepparton 2030*- topics, directions and themes

Knowledge Creativity Performance
Engineering Surveying Planning Urban Design Landscape Architecture
Sustainability and Environment Agribusiness Project Management

Greater Shepparton 2030 Strategy Framework

Topic: SETTLEMENT	
<p>Direction: Commitment to growth within a consolidated and sustainable development framework</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Growth ▪ Housing ▪ Sustainable Design
Topic: COMMUNITY LIFE	
<p>Direction: Enhance social connectedness, physical and mental health and well being, education and participatory opportunities in order to improve liveability and a greater range of community services</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Health and social services ▪ Education and learning ▪ Recreation and open space ▪ Safe and accessible environments
Topic: ENVIRONMENT	
<p>Direction: Conservation and enhancement of significant natural environments and cultural heritage</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ The natural environment ▪ Floodplain management ▪ Sustainable / Best practice land management ▪ Cultural heritage ▪ Built heritage
Topic: ECONOMIC DEVELOPMENT	
<p>Direction: Further economic growth, business development and diversification, with a primary focus upon the regional agricultural strengths</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Agriculture and rural land ▪ Commercial activity centres ▪ Industry ▪ Tourism
Topic: INFRASTRUCTURE	
<p>Direction: The provision and re-structure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Traffic and transport systems ▪ Urban services

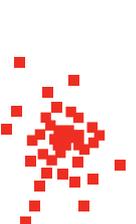


GREATER SHEPPARTON 2030

BACKGROUND and ANALYSIS REPORT NO. 6: INFRASTRUCTURE

Adopted by Council at Ordinary Council Meeting on 3 October 2006

coomes consulting



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Abbreviations / Acronyms

ABS	Australian Bureau of Statistics
CBD	Central Business District - Shepparton city centre
GSCC	Greater Shepparton City Council
CMA	Catchment Management Authority
DPI	Department of Primary Industries
DSE	Department of Sustainability and Environment
GB-CMA	Goulburn-Broken Catchment Management Authority
G-MW	Goulburn-Murray Water
Greater Shepparton	Refers to the whole municipality of Greater Shepparton
MSS	Municipal Strategic Statement
SIR	Shepparton Irrigation Region
Shepparton	Refers to the urban areas of Shepparton only
VPPs	Victorian Planning Provisions
WFP	Whole Farm Plan
WSUD	Water Sensitive Urban Design

1 Introduction

1.1 Greater Shepparton 2030 – Process and Outcomes

The Greater Shepparton City Council and the Department of Sustainability and Environment have prepared *Greater Shepparton 2030*, a blueprint for building sustainable economic activity and maximising the quality of life in the municipality over the next 30 years.

This plan will update the previous City of Greater Shepparton Strategy Plan 1996 which formed the basis for the current Municipal Strategic Statement (MSS). The MSS is the local strategy component of the Greater Shepparton Planning Scheme.

A key element of the preparation of this plan was the integrated planning approach, and the process and extent of community engagement involving all stakeholders. This engagement was achieved from a number of initiatives to obtain a depth of understanding of issues from both technical and personal perspectives. The feedback from the community consultation assisted in the development of visions for the municipality.

The methods of community engagement included an open invitation for community representatives to attend a number of advisory groups. These workshops covered the specialist topics of:

- Environment
- Heritage and culture
- Community services
- Infrastructure
- Transport
- Business and tourism
- Agriculture
- Recreation and open space
- Youth

In addition, specific workshops were held to discuss the towns of:

- Congupna
- Dookie
- Katandra West
- Merrigum
- Mooroopna
- Murchison
- Shepparton
- Tallygaroopna
- Tatura
- Toolamba
- Undera

Specialist input was also received from single purpose workshops with Councillors, Council officers and Regional Development agencies.

A number of individual interviews were held with representatives of key statutory agencies. In addition to community engagement, the preparation of the strategy involved detailed research and investigation of the main issues.

Current and emerging issues are considered, ranging from global issues such as world economics, global warming, energy sources and population migration.

Domestic issues are considered, including changes to the horticultural and dairy industries, potential for new rural enterprises, water distribution, the highway bypass, changes to road and rail freight patterns, and community development and settlement patterns.

This report also provides a profile of the city and the forecast population projections.

The key land use and development principles that together form the basis of a functioning city are:

- People (Demographic Profile)
- Settlement and Housing
- Community Life
- Environment
- Economic development
- Infrastructure

This grouping generally reflects the land use and development principles embodied in State and local documents including the Victorian Planning Provisions (VPPs), the Greater Shepparton City Council Plan and Melbourne 2030.

Attachment 1 contains a complete list of topics, a key direction for each topic, and a list of themes within each topic, that together comprise the policy coverage of *Greater Shepparton 2030*.

There is a background and analysis report for each of the above topics. This grouping is for ease of description of related sub-topics and for implementation by various public and private agencies. It is recognised that, in practice, these principles are intrinsically interrelated in a holistic view of the municipality.

Greater Shepparton 2030 contains objectives, strategies, and implementation suggestions for each of these topics. These were derived from a set of overarching sustainability principles, which have also driven Greater Shepparton's Council Plan.

In addition, some of the topics will contain framework plans. A framework plan will spatially map the preferred form of future use and development.

In line with the sustainability outcomes sought for the long term, the plan will contain triple bottom line assessments of opportunities and challenges for land use planning, social planning and economic analysis. This analysis will identify priority projects which will be included in *Greater Shepparton 2030: In Summary*, a summary document for the Greater Shepparton City Council.

The outputs of this Strategy will consist of a number of corporate and strategic planning documents for the municipality, including the Municipal Strategic Statement. The implementation of the Actions listed in the Strategy Plan will be undertaken in the context of the constraints of the Strategic Resources Plan as contained in the Council Plan 2004-2008.

The total package of documents comprising the *Greater Shepparton 2030* is shown in Figure 1.

GREATER SHEPPARTON 2030

THE COMPONENTS OF GREATER SHEPPARTON 2030

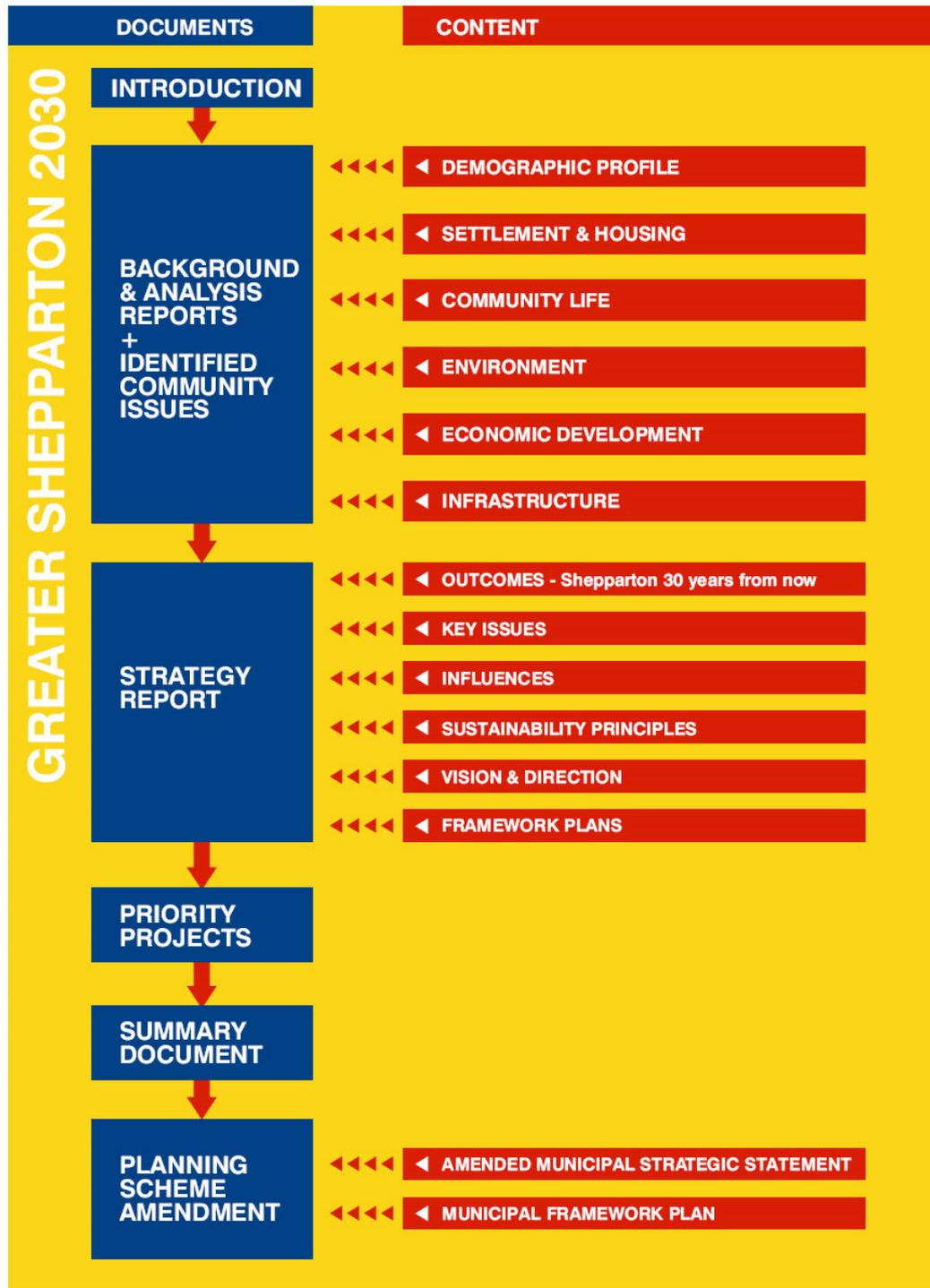


Figure 1: The Components of Greater Shepparton 2030

1.2 This Report – Infrastructure

The 'infrastructure' component of this strategy plan is inclusive of a number of sub-topics, or themes that are interrelated and often interdependent. The sub-topics that are discussed in this report are:

- Traffic and transport systems (Section 4)
- Urban and rural services (Section 5)

In terms of transport planning, the largest urban area within the municipality of Greater Shepparton is the Shepparton / Mooroopna area, located at the junction of the Goulburn Valley Highway and the Midland Highway, making it a key transport hub. Shepparton is located some 140 kilometres to the north of the Melbourne Central Business District (an approximate 2 hour drive), and also has good transport access to Geelong, Bendigo, and southern New South Wales.

The Goulburn Valley Highway has also been recognised as part of the National Highway System (NHS) also acting as a major transport route between Melbourne and Brisbane. Both passenger and freight rail services, and limited air services exist to Greater Shepparton.

GTA Consultants, traffic engineers, was engaged as specialist transport planning experts to develop a strategy for the Greater Shepparton City Council to provide strategic directions for the municipality over the next 30 years.

More specifically a transport strategy must address the future planning and the inter-relationships between the following transport sectors:

- Linkages with other regional cities;
- Freight networks;
- Air infrastructure;
- Rail networks;
- Public transport network;
- Local road network;
- The Shepparton Central Business District (CBD); and
- Bicycle and pedestrian networks.

1.3 Structure of This Report

This report is divided into 5 sections:

Section 1 contains an introduction to the strategy plan, an outline of subtopics addressed in this report, and a list of sustainability principles.

Section 2 provides an overview of the topic, with the major issues identified in the 1996 Strategy Plan and comments about where the future focus should be in this current strategy plan. This section concludes with a singular direction for the topic of infrastructure, which will drive the detailed strategies.

Section 3 contains an overview of the community engagement and consultation with authorise.

Sections 4 and 5 address both of the subtopics in detail and may include all or a number of these items:

- Key issues, including major structural changes and key initiatives undertaken.

- A summary of comments from the community engagement process and interviews from relevant authorities.
- Any reports or studies relevant to the study area, published since the 1996 plan.
- A broader strategy framework, indicating where local strategies fit into regional, state, national and international strategy frameworks.
- A list of objectives, derived from the community engagement feedback and vision setting plus the above situational analysis. These objectives have been tested against the sustainability principles.
- For each of the objectives, a list of strategies to achieve the objectives.
- In addition, the role taken by the Council, the priority of the project and an indicative cost are included as part of the implementation process. Council has the following roles:
 - Provider – Council's role is to provide the service
 - Facilitator – Council's role is to provide the service with other providers
 - Advocate – Council's role is to lobby the provider to provide the service
- Where relevant, a framework plan that spatially maps the preferred form of future use and development. This may be an amended version of an existing framework plan from the 1996 strategy plan, or a new plan.

1.4 Sustainability Principles

There is widespread agreement that solving global problems means the adoption of policies and programmes that lead to sustainable development.

Sustainable development is development that meets the needs of the present generation without compromising the ability of future generations to meet their needs.

Sustainability is not just an environmental consideration it has economic, social and environmental development perspectives and relevance.

The recently released statement of metropolitan planning policy – Melbourne 2030, has advanced a suite of principles as fundamental platforms to the attainment of sustainable development.

These principles, which start with sustainable practice, are equally applicable and relevant to the development of Greater Shepparton and are adopted as principles underpinning the strategy plan.

Principle	Outcome
Sustainability:	Sustainable economic, social and environmental development
Innovation:	Commitment to finding new solutions
Partnership and Inclusiveness:	Collaboration with others and considerations of their needs and aspirations
Leadership:	Leadership and encouragement of/in others
Equity:	Fairer access to benefits of growth and change
Adaptability:	Planning to change and being adaptable when faced with it
Integrated Planning:	Planning and implementation of actions undertaken through an integrated planning process

2 An Overview – Infrastructure

2.1 Strategic Context – From the Current MSS to a Future Focus

The current Municipal Strategic Statement (MSS) in the Greater Shepparton Planning Scheme is based on the findings and recommendations contained in the 1996 Strategy Plan.

This section firstly summarises the key strategic focus of the current MSS as it relates to the environment. Secondly, this section provides an overview of the preferred future focus, which ultimately will be incorporated as strategic directions in the amended MSS.

2.1.1 Current Municipal Strategic Statement

In terms of traffic and transportation the existing MSS identifies the municipality's strategic location in central Victoria and hence the need for strong transport linkages for both people and freight. The Shepparton bypass had been investigated by 1996, but the project was not advanced sufficiently to give certainty to a preferred location and route. The MSS also promoted the need for a freight logistics centre to be located in the municipality to meet modern food production and distribution practices.

The MSS also acknowledges the importance of the rural irrigation infrastructure, and the need to protect the open channels and drains from contamination and inappropriate development.

2.1.2 Future Focus

Section 3.4 of this report was prepared by GTA Consultants, traffic and transportation engineers, and contains a detailed review of the MSS objectives and any advancement on these objectives arising from new studies undertaken in the intervening years.

The development of strong transport linkages remains a primary objective in Greater Shepparton 2030. Detailed local transport strategies and parking plans can now be developed, following VicRoads advice about the preferred route and program for construction of the bypass.

Many of the previous objectives and strategies are reinforced in the revised MSS, including:

- demand oriented public transport to remote locations, especially for community services;
- the possibility of a fast train link to Melbourne;
- the need for a second river crossing;
- the development of the freight logistics centre, following feasibility studies about the preferred location for facility and a recent amendment to rezone land to accommodate this freight centre.
- the potential relocation of the Shepparton airport, following investigations into the demand for air services, the capability of the existing facility, and potential locations for a future facility. This issue becomes more critical as the southern growth corridor develops, with implications for adjacent land use.

In the revised MSS the key areas to be developed within a Transport Strategy will consist of:

- an integrated road network for general road users which seeks to minimise intrusion to the local road networks and the central Shepparton area;
- the development of the Goulburn Valley Highway - Shepparton Bypass;
- linkages between the Goulburn Valley Highway – Shepparton Bypass and the surrounding arterial road network in order to reduce traffic intrusion to the central Shepparton areas; and
- an integrated transport network to better link road and rail freight which will work to reduce freight traffic intrusion to the central Shepparton and Mooroopna areas.

2.2 Direction – Infrastructure

To achieve the overall vision and outcomes of Greater Shepparton 2030 (as outlined in the Strategy Plan report) a major direction has been developed for each topic. These directions are complimented by a series of objectives and strategies and an implementation plan for each topic.

The direction for the topic of infrastructure is:

The provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth

3 Community Engagement

3.1 Community Consultation

The following figures provide a summary of the feedback from the community consultation sessions.

The discussion was focussed on two stages:

- current issues in the topic area of infrastructure; and
- visions for infrastructure achievements in 20 years time in the City of Greater Shepparton.

The responses are shown diagrammatically to indicate the common themes from the discussion and also to show the inter-linkages between the themes.

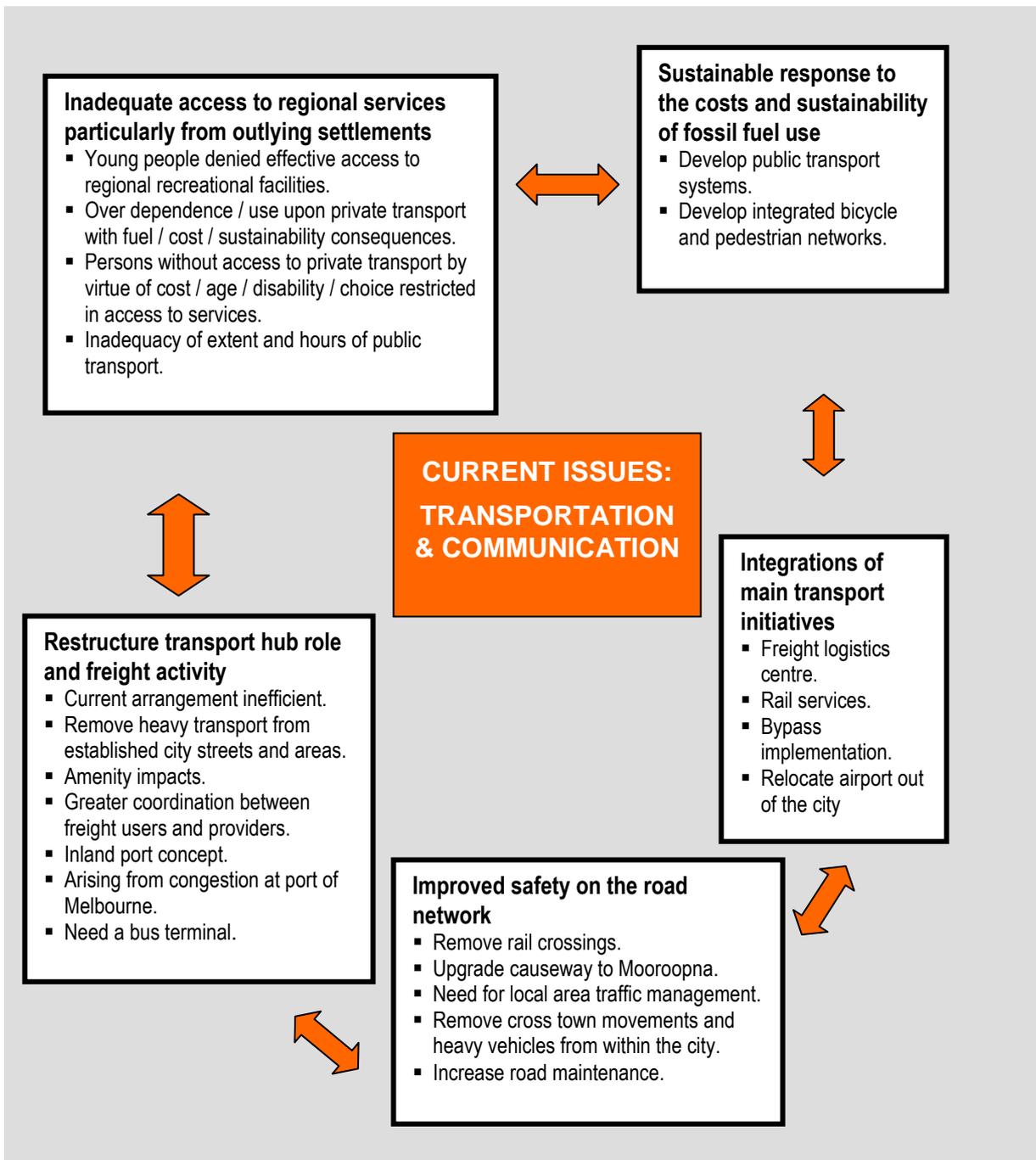


Figure 2: Community Consultation on Traffic and Transport - Current Issues

3.2 Consultation with Authorities

GTA Consultants has consulted with officers of the GSCC and VicRoads in order to establish the following issues of key importance for the municipality.

Shepparton Bypass

- The Shepparton Bypass is of key importance to the GSCC however the timing of the development of this section of highway is still in the order of 10 – 15 years away.
- Careful consideration needs to be given to the intersection of the Goulburn Valley Highway, Wanganui Road and Ford Road. This is an important linkage between the Midland Highway and the Goulburn Valley Highway at the northern river crossing, to avoid intrusion into the Shepparton CBD.
- It would be more beneficial for the GSCC and the transport network to have the northern section of the bypass built first, then the southern section.

The Causeway

- The causeway is the main east-west connection between Shepparton and Mooroopna. In the event if an incident or closure of the causeway only a secondary route exists between Shepparton and Mooroopna. Closure to the causeway then causes gridlock back into the central Shepparton area. This is why the northern river crossing is critical.
- VicRoads had put forward a recent upgrade for the Causeway. State government funding was recently received for this upgrade.

Alternate Truck Route (Grahamvale Road / Doyles Road / River Road)

- Council indicated that a strategy for access along this truck route needs to be developed including guidance on the following:
 - definition of an assigned cross section;
 - addressing safety concerns; and
 - the ability to widen the road and to provide service roads;
- Council indicated that Doyles Road carries about 6,000 vehicles per day, of which approximately 40% is commercial traffic.
- Another north-south route is warranted between the truck route and Goulburn Valley Highway particularly with the northern and southern development corridors being developed.
- A north-south route could include the use of the railway route or Archer Street/Road.

High Street Rail Crossing

- Shunting at this crossing has caused long delays in the past to the traffic on High Street.
- More rail traffic could exacerbate these problems, however delays may be reduced if shunting were to take place as part of a freight logistics centre.

Shepparton and Mooroopna Freight Locations

- The majority of trucking firms are located east of Shepparton and focussed around the Shepparton alternate route, however some do exist on the west side of the river.
- The majority of existing freight and coolstore locations are located to the east of the Goulburn River, with some companies located on the west of the river.

- Council has concerns about the controls over the location of storage facilities.

Midland Highway

- Council indicated that plans should be prepared for the duplication of the Midland Highway to Orrvale Road, however the duplication of this road would need to be designed with consideration of the access requirements for the adjacent properties within the Business 4 Zone.
- Council indicated that the Midland Highway to the west of Shepparton and Mooroopna carries commuter type traffic from Toolamba and Tatura to Shepparton.
- Council also expressed a need to upgrade the Midland Highway to the west providing overtaking lanes to the Tatura turn-off to improve the operation of this road.

Pedestrians

- Council indicated that pedestrians are increasingly becoming a focus of the CBD.
- Council require methods to deal with pedestrians at signalised crossings, particularly with aged people struggling to cross the entire intersection within the designated time.
- Council also expressed a desire to implement more zebra type pedestrian crossings within the CBD area, where appropriate.

Bicycles

- Council indicated that the current bicycle strategy needs to be updated to provide links with the new growth areas in Shepparton.

Public Transport

- A key public transport interchange has been developed in the Shepparton CBD centre near Kmart to provide a consolidated bus terminal, however the linking and integration of bus services could be improved.

Aerodrome

- Council is concerned with residential encroachment in proximity to the airport.
- GSCC considers that the provision of air services in Greater Shepparton results in significant benefits to existing and future industrial, commercial, recreational, education/training, tourism and freight and passenger operations.

4 Traffic and Transport Systems

4.1 Key Issues

Following the review of the MSS and subsequent transport studies commissioned, the key transport issues which face the Council and municipality include:

4.1.1 Infrastructure for a Competitive Market

- The need to compete and trade in global markets will place a priority on the efficient management and distribution of produce and freight and require world-class logistics practices to remain competitive.
- The freight centre and bypass will be significant milestones in Shepparton's infrastructure base and subsequent economic growth.

4.1.2 The Development of the Goulburn Valley Highway – Shepparton Bypass

- The development of the Shepparton Bypass will have substantial impacts on the traffic function of the local Shepparton and Mooroopna areas, however the development of the Shepparton Bypass is still in the order of 10 – 15 years away before its completion, being dependant on Government funding.
- The development of the Shepparton Bypass is expected to have significant impacts on the level of traffic travelling through the central Shepparton area, particularly freight vehicle movements.
- Given the long lead time of the development of the Shepparton Bypass, upgrades to the arterial road network will be required to cater for increasing traffic volumes and provide bypass routes around the central Shepparton area.
- Alternative local area traffic strategies will be required to clearly define the required road network to cater for future traffic volumes within the Shepparton area, with and without the Shepparton Bypass.
- Any arterial road upgrades must be integrated with the route of the Shepparton Bypass. Integration with the Shepparton Bypass will ensure that clear linkages are available from the Shepparton Bypass to the preferred arterial road network to reduce local traffic intrusion in future years as well as prior to the development of the bypass.

4.1.3 Linkages with Other Regional Cities

- The development of the Shepparton Bypass, as stated above.
- The safety of road links with other regional cities.
- Intrusion of traffic into the central Shepparton area, particularly along major roads connecting to other regional cities.
- Only a single east west link across the Goulburn River exists to provide connections to other regional cities from the central Shepparton area.
- Development of adequate arterial road ring around Shepparton, which does not intrude on the local Shepparton area and that will provide efficient linkages with other regional cities around Shepparton.

4.1.4 Freight Networks

- Intrusion of freight vehicles into local areas.
- The development and usage of freight bypass routes around the Shepparton Central Business District (CBD).
- The development and timing of the Shepparton Bypass.
- The development of an integrated road and rail freight logistics centre.

4.1.5 Air Infrastructure

- The future demand for air traffic, passenger and freight, to and from the municipality needs to be adequately defined to allow for the efficient planning for the development of the airport to take place.
- Improvements and upgrades to the existing airport facility should be provided for, on a user pays and needs basis, whilst a new facility/location is being investigated and planned.
- Encroachment of housing in proximity to the airport is limiting the ability for future development of the airport at its current location, should the demand exist.
- The need or otherwise for an airport to be proximate to a road/rail freight logistics centre should be established.

4.1.6 Rail Network

- The development of a fast train to Melbourne.
- The broad gauge rail line to Shepparton is not compatible with the standard gauge line, limiting the rail connection domestically across Australia.
- There is no effective road and rail hub in the municipality.
- The current alignment of the rail line and rail services cause delays to the road network along High Street in Shepparton.

4.1.7 Public Transport Network

- There is a continual need to upgrade and expand services to provide public transport links throughout the municipality catering for all users.

4.1.8 Local Road Network

- The arterial road network needs to be upgraded to cater for traffic movements, and to reduce traffic intrusion into local areas particularly the Shepparton CBD.
- There is a problem with traffic congestion along High Street caused by rail shunting.
- The lack of north-south arterial road routes through Shepparton results in traffic intrusion into the central area.
- A second river crossing is required to provide alternate east-west access and reduce traffic intrusion through the Shepparton CBD.

4.1.9 Shepparton Central Business District (CBD)

- A strategy is required to manage all users within the Shepparton CBD including pedestrians; loading; parking; cars and public transport.
- Reduce traffic intrusion of through traffic movements through the Shepparton CBD.

4.1.10 Bicycle and Pedestrian Network

- Increase the pedestrian amenity within the Shepparton CBD.
- Continue to uphold the existing bike strategy and develop this strategy to expand to areas of new development.

4.1.11 An integrated transport strategy

The development of a transport strategy for Greater Shepparton involves all of the above transport sectors. While a strategy needs to be developed for each of these sectors, each sector is not independent and free standing, as many of the sectors impact the outcomes and operation of others. An integrated transport strategy approach needs to be developed to provide the best outcome for the GSCC.

Figure 3, following, graphically represents this interdependence of the transport sectors.

For the purposes of this report, the development of a Transport Strategy for Greater Shepparton comprises of the objectives, strategy and implementation measures which will form the basis for further detailed work.

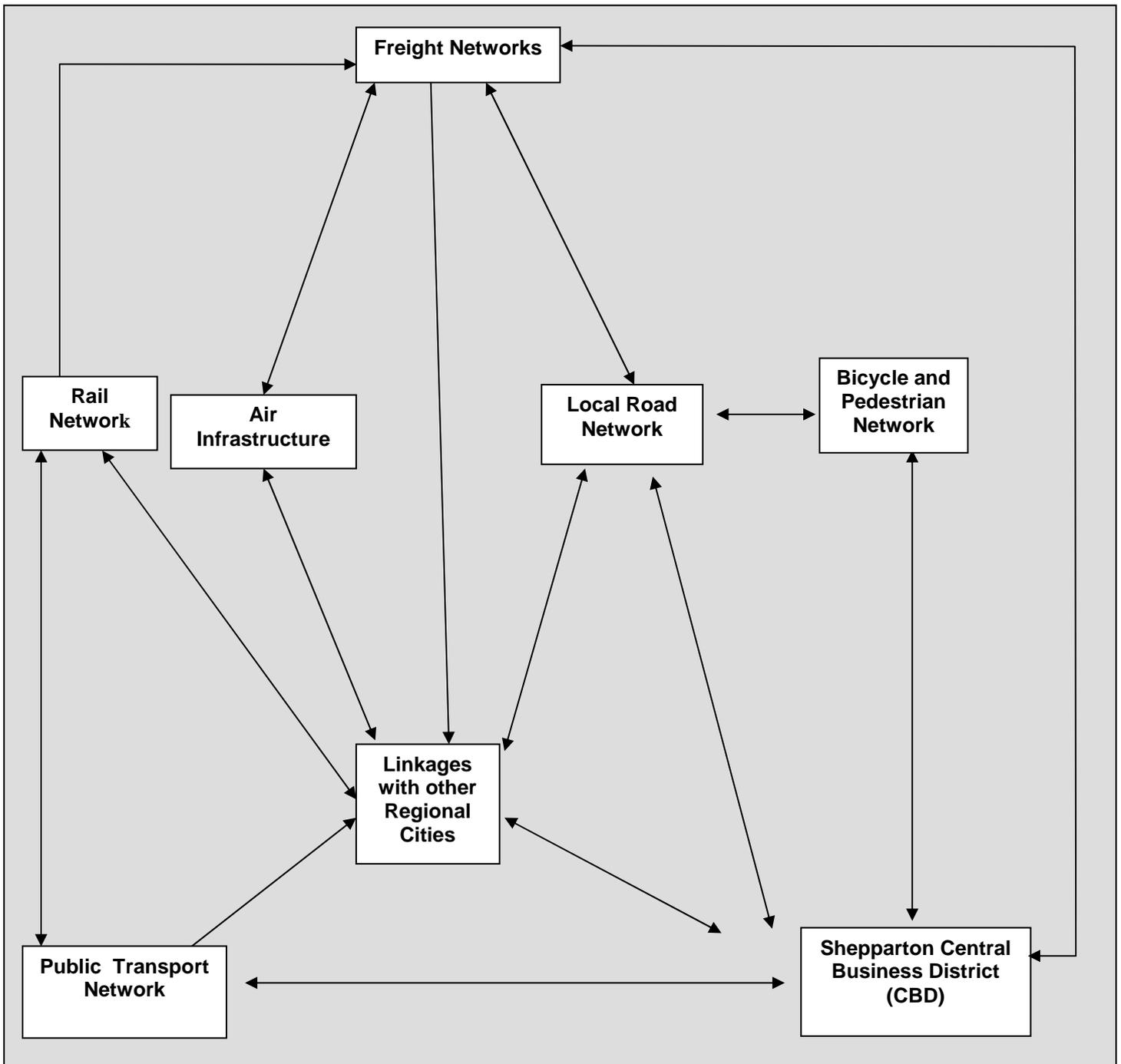


Figure 3: Interdependence of transport sectors

4.2 An Update on Relevant Strategies/Reports

A number of transport planning exercises have been undertaken in recent years for the Greater Shepparton City Council and more specifically focussing on the primary area surrounding the Shepparton CBD.

The development of the Goulburn Valley Highway Shepparton Bypass has been guided by the directions the National Highway System operated by the Federal Government

This report, among other things, seeks to provide a review of the Municipal Strategic Statement (MSS) and a review of the existing reports and strategies prepared for the City of Greater Shepparton, since 1996.

This section analysis all the critical transport sectors in the following way:

- A review of the objectives and strategies set out within the existing MSS with respect to the key transport sectors;
- A review the strategies that have been developed in studies since the implementation of the MSS; and
- An assessment of the gaps that exist between the MSS and transport strategies and the identification of the key transport issues for the revised MSS for the Greater Shepparton City Council.

4.2.1 Linkages with Other Regional Cities

Existing MSS

The MSS provides little specific direction into the development of linkages with other regional cities, except for the following:

- *Encourage and facilitate the establishment of fast train services to the municipality; and*
- *Finalise the freeway by-pass route west of the Shepparton-Mooroopna area, and a second crossing of the Goulburn River.*

A number of other objectives to upgrade the arterial road network within the Shepparton CBD will also indirectly impact on the linkages with other regional cities.

Relevant Studies

Many of the studies undertaken do not focus on the linkages between Shepparton and other regional cities, but tend to focus on the road network within Shepparton/Mooroopna. This is important as improvements to the local road network will enhance the through traffic movements and also the movement of traffic to other regional cities.

A number of studies have recommended various bypass routes around the CBD to reduce traffic flow within the CBD and to increase the efficiency of through traffic movements.

The reports which discuss linkages between the municipality and other regional cities and areas include:

- HHA, (July 1996), Greater Shepparton Strategy Plan;
- Ove Arup, (Oct 1997), Shepparton Principal Traffic Routes Strategy – Final Report;
- Various Shepparton Bypass Planning Studies; and
- PPK Environment and Infrastructure Pty Ltd, (September 1998), Shepparton Municipal Transport Plan.

These reports indicated the following:

- Good road linkages with other regional cities exist to both the north and south via the Goulburn Valley Highway, providing connections between Melbourne and Brisbane, and also east and west via the Midland Highway which provides links to Ballarat, Bendigo, Geelong and Benalla.
- The Shepparton area is well served by long distance public transport facilities including regular rail services to and from Melbourne and other regional centres and daily interstate rail services to Adelaide and Sydney.
- The PPK (1997) Shepparton Municipal Transport Plan indicates that Shepparton is generally well served by long distance rail services and road coach services, however raises the establishment of fast train services (from Melbourne) to the municipality; and
- The Shepparton Bypass is being developed as an improvement to the Goulburn Valley Highway which is the key north south link between Melbourne and Brisbane.

Comparison between MSS and Traffic Strategies

- The Goulburn Valley Highway - Shepparton Bypass route has primarily been approved providing greater linkages around central Shepparton/Mooroopna and with other regional cities however the timing to completion is still unknown and could be in the order of 10 – 15 years;
- There is currently no suggestion of a fast train development to Shepparton.

4.2.2 Freight Networks

Existing MSS

The MSS acknowledges that agribusiness relies on the efficient delivery of undamaged goods, and this freight puts significant strain on local road and rail networks. Also there is a growing demand for light freight aircraft from Shepparton.

The objectives and strategies for freight networks are included in the industrial development and infrastructure sections of the MSS:

- *Industrial development. Transport access and traffic management issues for the industrial area in east Shepparton and Mooroopna needs to be addressed with the preparation of an Outline Development Plan for industrial land bounded by New Dookie Road, Doyles Road and old Dookie Road, East Shepparton that addresses traffic management and access issues that impede the turnover of house blocks for industrial use.*
- *Infrastructure. Provide an alternative route for freight vehicles to/from Mooroopna and relief for the Goulburn Valley Highway north and south of Shepparton.*

A number of other objectives to upgrade the arterial road network within the municipality and the creation of an innovative road-rail hub at a strategic location within the municipality will also indirectly benefit the operation of freight networks.

Relevant Studies

- Greater Shepparton, Industrial Development Guidelines;
- Envirecon Australia Pty Ltd, (Jul 1997), The Transport Industry in Greater Shepparton;
- Ove Arup, (Oct 1997), Shepparton Principal Traffic Routes Strategy – Final Report;
- PPK Environment and Infrastructure Pty Ltd, (September 1998), Shepparton Municipal Transport Plan; and
- Logistics Bureau, (18 February 2003), Goulburn Freight Logistics Centre Study Final Report.

These reports have set out a comprehensive strategy for freight networks within the Greater Shepparton including:

- Development guidelines for industrial development and in particular vehicle access to sites and car parking.
- The development of principal traffic routes to reduce the level of freight traffic within the Shepparton CBD area.
- The development of the Shepparton Bypass which will assist in reducing the congestion caused by freight vehicles within the Shepparton CBD.
- The development of a freight logistics centre to consolidate freight handling. A freight modal interchange and distribution tasks is required as the existing infrastructure is at capacity and increased pressure is being placed on rail freight due to a lack drivers for road freight. Such a centre would also have the effect of reducing the congestion of freight within the Shepparton CBD.

Comparison between MSS and Traffic Strategies

- Industrial development guidelines have been produced guiding the transport access and management issues for industrial developments.
- Shepparton Bypass will provide some alternate routes to and from Mooroopna and provide relief for the road network directly north and south of Shepparton.
- Alternate traffic routes proposed will decrease freight within Central Shepparton.
- The Goulburn Valley freight logistics centre will assist in providing the requirement for fewer traffic movements to and from Mooroopna and to the north and south of Shepparton.
- GSCC commissioned Logistics Bureau to prepare the Goulburn Valley Freight Logistics Study. The Logistics Study analysed the freight and logistics task, site selection, site specific issues, constraints and opportunities of the preferred site and made specific conclusions and recommendations. A comparison between a number of potential sites for the location of a freight logistics centre, identified the subject site at 250 Toolamba Road, as being the most suitable.

4.2.3 Air Infrastructure

Existing MSS

The MSS has a significant response to the needs and requirements of an airport within the municipality. The MSS indicates that there is a growing demand for light freight and passenger air services from Shepparton. A key issue is the protection of the function and operation of the Shepparton Aerodrome, and the possible reuse of the site for residential purposes if and when the airport is relocated.

The objectives and strategies relating to the airport are:

- *Facilitate the provision of aviation services suitable for the health of the community and to encourage and consolidate business, commercial and private movements by air commensurate with the needs of a growing regional centre*
- *Investigate and identify a site for a new airport for the municipality;*
- *Develop aviation infrastructure reflecting the needs of the Shepparton regional centre and fulfilling the business, commercial and human needs of the municipality; and*
- *Encourage the most appropriate land uses in the vicinity of the aerodrome to ensure its continued operation at an effective level.*

Relevant Studies

- Greater Shepparton Aerodrome Committee, (Jan 2002), Future needs & planning issues for the aerodrome to the year 2050; and
- PPK Environment and Infrastructure Pty Ltd, (September 1998), Shepparton Municipal Transport Plan.

These reports indicate the following:

- The PPK (1998) report indicates that increased daily flights to Sydney are planned, and larger aircraft to carry more passengers.
- However the airport allows for limited expansion to accommodate larger aircraft. Attempts to provide regular air passenger services to Melbourne have previously failed due to the proximity to Melbourne making car or train travel more attractive.
- The Greater Shepparton Aerodrome Committee (2002) report has made a number of predictions about the possible future usage of the airport including potential for:
 - the introduction of regular passenger transport flights to Sydney and Canberra
 - an increase in corporate and charter aircraft
 - an increase in cargo movements, potentially to Asia with fresh produce.

For these to operate out of the current airport, various upgrades would be required. Consideration could be given to the potential purchase of neighbouring properties to protect the aerodrome from encroaching development.

Comparison between MSS and Traffic Strategies

- The aerodrome report has discussed the future needs of the municipality and Goulburn Valley region and the future airport improvements and requirements.
- The investigations into the aerodrome however do not establish a definite need for the aerodrome improvements making it unclear of any certain needs of future development.

- A future site has not yet been identified however further investigation into the definite need should be established.
- Whilst such investigations are continuing, opportunities for upgrades and improvements of the existing airport should be provided for on a user pays basis.
- A new airport should be a state of the art facility, with capacity for significant freight movements, eg. fresh produce to overseas markets, and larger passenger services

4.2.4 Rail Network

Existing MSS Review

The MSS refers to the significant strains on the rail network due to the demands of agribusiness and the need to convey residents and visitors around and through the municipality.

The MSS contains two objectives and strategies in regard to the rail network, but does not contain implementation plans:

- *To create an innovative road-rail hub at a strategic location within the municipality; and*
- *Encourage and facilitate the establishment of fast train services to the municipality.*

Relevant Studies

- Envirecon Australia Pty Ltd, (Jul 1997), The Transport Industry in Greater Shepparton;
- PPK Environment and Infrastructure Pty Ltd, (September 1998), Shepparton Municipal Transport Plan; and
- Logistics Bureau, (18 February 2003), Goulburn Freight Logistics Centre Study Final Report.

These reports indicate the following:

- The Envirecon Australia Pty Ltd (1997) report indicates GSCC should consider rezoning an area adjacent to the Mooroopna – Melbourne railway line with a classification appropriate for the development of an integrated transport depot and associated industry services centre.
- The PPK (1997) Shepparton Municipal Transport Plan indicates that Shepparton is generally well served by long distance rail services however raises the establishment of fast train services (from Melbourne); and
- The Logistics Bureau (2003) report places high emphasis on the rail network requiring that a mandatory condition for the selection of a site for a freight transport hub is close access to the rail system. Subsequently the preferred site is adjacent to the rail network.

Comparison between MSS and Traffic Strategies

- There is currently no suggestion of a fast train development to Shepparton; and
- The strategies developed for Greater Shepparton do not appear to address the creation of an innovative road-rail hub within the municipality other than the creation of a bus and rail hub at the Shepparton Station.

4.2.5 Public Transport Network

Existing MSS

The MSS expands slightly on the objectives and strategies described above for the rail network to include some comment on the local public transport requirements of Greater Shepparton.

- *Encourage and facilitate the establishment of fast train services to the municipality; and*
- *Provide demand responsive public transport and para-transport for the special mobility needs of the transport disadvantaged, including the elderly and disabled.*

The public transport network is also included within a broad implementation strategy to develop an integrated transport plan covering the road hierarchy, traffic modelling, pedestrian and bicycle network, pavement management, public transport and parking.

Relevant Studies

- HHA, (July 1996), Greater Shepparton Strategy Plan; and
- PPK Environment and Infrastructure Pty Ltd, (September 1998), Shepparton Municipal Transport Plan.

These reports indicate the following:

- The HHA (1996) report has commented that the Shepparton area is generally well served by long distance public transport and that local public transport services connect various activity nodes, however a major issue identified was the absence of facilities to cater for the mobility needs of the socially disadvantaged, aged and disabled.
- The PPK (1998) report recommended actions for public transport to include treatments of bus service frequency and coverage, the M50 disabled taxis, improved public transport information, encouraging co-ordination and co-operation in public transport, providing better public transport infrastructure, service concentration, maintaining rail and coach services, effective town planning for improved services, and addressing the higher order needs of the elderly and disabled.

Comparison between MSS and Traffic Strategies

- There is currently no suggestion of a fast train development to Shepparton.
- The PPK report has set out a number of strategies for public transport in response to the MSS of which a number are being progressively improved within the municipality.

4.2.6 Local Road Network

Existing MSS

The MSS recognises that the local road traffic is heavy during peak seasons, as the local and regional agribusiness industries rely on the efficient delivery of undamaged product. The demands for both quality and timeliness, plus the need to convey residents and visitors around and through the municipality, put significant strains on the local road network.

- *Provide a road hierarchy that guides both local and state investment in road infrastructure and rehabilitation investment;*
- *Work cooperatively with VicRoads to ensure that new development along or abutting the declared road system does not compromise or adversely affect the service safety and amenity of the declared road;*
- *Develop and provide a supportive road and bike path network that will service existing and planned residential and other development, including industry and agribusiness;*
- *Create an innovative road-rail hub at a strategic location within the municipality;*
- *Develop a strategic approach to the provision of car parking facilities and traffic management that will support appropriate patterns of land use development and remove extraneous traffic movements from within the CBD and around the Goulburn Valley Base Hospital precinct;*
- *Establish a second crossing over the Goulburn River, either as part of the Goulburn Valley Freeway Bypass project if a western alignment is chosen, or separately near the alignment of Wanganui Road if an eastern alignment is chosen;*
- *Develop the north south arterial network in the eastern parts of Shepparton City by providing appropriately spaced arterial roads between the Goulburn Valley Highway and Doyles-Grahamvale Road; and*
- *Upgrade the alignment of the Causeway to reflect its status as the principal traffic route between Shepparton and Mooroopna.*

The MSS contains the above the following implementation plans:

- *Develop an integrated transport plan that addresses key transport issues, road hierarchy, traffic modelling, pedestrian and bicycle network, pavement management, public transport, and parking;*
- *In conjunction with VicRoads, complete studies to examine rehabilitation of main road network and access issues associated with the duplication of the Midland Highway (Archer Street - Orrvale Road); and*
- *Prepare Outline Development Plans (ODPs) for the residential corridors for Shepparton / Mooroopna, and proposed development areas at Tatura.*

It is noted that many of the above strategies and objectives deal with higher level roads (than local roads) however these improvements will ultimately impact upon the operation of the local road network. Such improvements to these roads will not only improve the local road network but also the operation of freight networks and the connections with other regional cities.

Relevant Studies

- HHA, (July 1996), Greater Shepparton Strategy Plan;
- Collie, (Jan 1999), Shepparton Urban Design Framework;
- Coomes, (Dec 2002), Shepparton North and South Growth Corridors – Outline Development Plans;

- Ove Arup, (Oct 1997), Shepparton Principal Traffic Routes Strategy – Final Report;
- Ratio Consultants Pty Ltd, (April 2003), Shepparton Central Business District Parking Precinct Plan Final Report;
- PPK Environment and Infrastructure Pty Ltd, (September 1998), Shepparton Municipal Transport Plan; and
- Logistics Bureau, (18 February 2003), Goulburn Freight Logistics Centre Study Final Report.

These reports indicate the following:

- Development of an arterial road bypass network to the east the CBD to reduce traffic movements through the CBD.
- Reduce truck movements along Wyndham Street through the creation of various alternate routes.
- Development of Midland Highway alternatives; and
- Upgrading of the Causeway between Shepparton and Mooroopna.

Further to the above the Coomes (2002) report sets out the traffic and transport principles and arterial road access to be adopted for future residential growth to the north and south of the Shepparton area.

In addition, while the Logistics Bureau (2003) report does not set out any strategies for the development of the local road network, it recognises that the development of a single freight logistics centre will have beneficial impacts on the local road networks within the municipality through a reduction in local freight movements.

Comparison between MSS and Traffic Strategies

A large number of the strategies dealt with in the MSS have been addressed through the development of further strategies including the Shepparton Municipal Transport Plan, Shepparton North and South Growth Corridors – Outline Development Plans and the Shepparton Principal Traffic Routes Strategy.

4.2.7 Shepparton Central Business District (CBD)

Existing MSS

The MSS indicates that retailing within the municipality is dominated by the Shepparton CBD which contains over 50% of the retail floor space in the municipality. In order to retain and enhance its position as the regional capital, the Greater Shepparton City Council and its Central Business District need to provide the best possible level of service to their customers, both residents and visitors.

From a transport perspective the MSS indicates that a key issue is to ensure that shopping centres are accessible and that they exhibit the highest quality urban design.

The MSS also sets out the following objectives and strategies and implementation strategies for the Shepparton CBD:

- *Develop a strategic approach to the provision of car parking facilities and traffic management that will support appropriate patterns of land use development and remove extraneous traffic movements from within the Shepparton CBD and around the Goulburn Valley Base Hospital precinct;*

- *Prepare a Shepparton CBD strategy based on the large range of recent studies undertaken that will provide comprehensive guidance on retail and commercial development potential urban design, building form, pedestrian linkages, location of car parking, access and preferred staging of future development; and*
- *Prepare a strategic plan for the Shepparton CBD which links retail forecasting and planning, urban design, traffic management and provides for additional car parking spaces.*

Relevant Studies

- HHA, (July 1996), Greater Shepparton Strategy Plan;
- Ove Arup, (Oct 1997), Shepparton Principal Traffic Routes Strategy – Final Report;
- Ratio Consultants Pty Ltd, (April 2003), Shepparton Central Business District Parking Precinct Plan Final Report;
- Parklinks, (Nov 2000), City of Greater Shepparton Bicycle Strategy; and
- PPK Environment and Infrastructure Pty Ltd, (September 1998), Shepparton Municipal Transport Plan.

These strategies indicate the following:

- The Ratio (2003) report supersedes many previous reports commenting on car parking within the Shepparton CBD. This report examines car parking demands for the Shepparton CBD and development policies to incorporate into the Planning Scheme, including Parking Precinct Plan and a cash in lieu scheme.
- The PPK (1998) report sets out a number of pedestrian measures for the CBD area of Shepparton and also alternate traffic networks to remove traffic from the central Shepparton area.
- The HHA (1996) report indicates that the central distributor road should be developed for the central commercial area to enable efficient distribution of central area traffic between the higher order roads and parking areas.

Comparison between MSS and Traffic Strategies

- Car parking issues within the Shepparton CBD have been addressed through the development of the Shepparton Central Business District Parking Precinct Plan.
- While various reports have addressed the issues of reducing traffic through the Shepparton CBD with the provision of various bypasses no specific traffic managements plans for access within the Shepparton CBD has been prepared as recommended within the MSS.

4.2.8 Bicycle and Pedestrian Network

Existing MSS

The MSS indicates that cycling is a legitimate mode of transport and recreational pursuit in the municipality. As a result the following objectives and strategies are defined:

- *Develop and provide a supportive road and bike path network that will service existing and planned residential and other development, including industry and agribusiness;*
- *Provide a bicycle and pedestrian network which facilitates easy and safe transportation, both commuter and recreational, around the municipality, particularly within the Shepparton-Mooroopna areas;*

Furthermore a number of implementation strategies are also set out within the MSS relating to the bicycle and pedestrian networks:

- *Construct a shared path network to bring people to the river and focus pedestrian and bicycle traffic;*
- *Develop an integrated transport plan that addresses key transport issues, road hierarchy, traffic modelling, pedestrian and bicycle network, pavement management, public transport, and parking.*

Previous Studies

- HHA, (July 1996), Greater Shepparton Strategy Plan;
- Collie, (Jan 1999), Shepparton Urban Design Framework;
- Parklinks, (Nov 2000), City of Greater Shepparton Bicycle Strategy;
- PPK Environment and Infrastructure Pty Ltd, (September 1998), Shepparton Municipal Transport Plan

These studies indicate the following:

- The HHA (1996) report indicates the need to continue to implement the works nominated in the Shepparton Bicycle Strategy with a particular emphasis on integrating the bicycle networks of Shepparton and Mooroopna and also downgrading the Wyndham Street between Knight Street and Sobraon Street to a 'shopping access' to allow for the special provision of pedestrian movements.
- The Collie (1999) report seeks to improve the pedestrian access within the Central Activities area of Shepparton and recommends an inventory of pedestrian linkages be compiled, details of any requirements for maintenance, signage or other improvements and also record desirable positions for future linkages.
- The PPK (1999) report makes a number of recommendations in regard to both pedestrian and bicycle networks including:
 1. Bicycle Network:
 - i. Conduct a municipal review of key stakeholders to identify any changing demands / attitudes toward cycling;
 - ii. Complete the actions where appropriate recommended in the original Shepparton and Mooroopna Bicycle strategies and Bicycle Victoria Report (1997); and
 - iii. Revise the bicycle strategy to include issues raised by a number of local groups.
 2. Pedestrian Network
 - i. Remove high traffic volumes from the Shepparton CBD to increase pedestrian amenity;
 - ii. Landscaping of Wyndham Street in Shepparton to improve pedestrian amenity;
 - iii. Develop Wyndham Street in Shepparton as a bus area to reinforce its use as a shared area;
 - iv. Reassess the future of the pedestrian mall;
 - v. Consider a development of a system of protected and well lit walkways throughout the Shepparton CBD; and
 - vi. Develop a prominent signage system for pedestrians, cyclists and motorists within the Shepparton central area.
- The Parklinks (2000) bicycle strategy has been undertaken through consultation with Council and agencies as well undertaking a public consultation process. This report sets out a detailed bicycle network strategy for the municipality as

well as more detailed cycling networks within Shepparton, Mooroopna and Tatura.

Comparison between MSS and Traffic Strategies

- An integrated transport plan has been developed by PPK to include pedestrian and bicycle networks.
- A detailed bike strategy has been prepared for the entire municipality and needs ensure continued adoption.

4.3 A SWOT Summary

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ Good freeway / highway network connecting to other regional cities. 	<ul style="list-style-type: none"> ▪ Lack of bypass routes around Shepparton to reduce traffic intrusion of through vehicles into central area. ▪ Only a single river crossing through Shepparton
<ul style="list-style-type: none"> ▪ Good inter regional road connections. 	<ul style="list-style-type: none"> ▪ Intrusion into central area of Shepparton to access a majority of storage and transport depot locations. ▪ Only single east – west river crossing to Shepparton channelling vehicles to central Shepparton area.
<ul style="list-style-type: none"> ▪ Current aerodrome capable of catering for existing demands. 	<ul style="list-style-type: none"> ▪ Encroachment of residential development to aerodrome. ▪ Location of the current site for possible future development.
<ul style="list-style-type: none"> ▪ Good rail connection to Melbourne 	<ul style="list-style-type: none"> ▪ Rail line to Shepparton is only a broad gauge line (not standard gauge) limiting domestic connections across Australia.
<ul style="list-style-type: none"> ▪ Good school bus system. ▪ Bus / public transport hub in Shepparton CBD. ▪ Good service provision and coverage within the Shepparton – Mooroopna area. 	<ul style="list-style-type: none"> ▪ Bus system primarily only covers Shepparton and Mooroopna with limited connections to rural town in municipality
<ul style="list-style-type: none"> ▪ Development plans being developed for new development areas 	<ul style="list-style-type: none"> ▪ Lack of north south arterial roads providing alternate routes through and around the Shepparton CBD. ▪ Traffic intrusion to local areas caused by Freight and through vehicles. ▪ Only one river crossing leading to inadequate east - west traffic connections within the municipality
<ul style="list-style-type: none"> ▪ Parking Precinct Plan has been developed to manage car parking. ▪ Good parking management and signage system. 	<ul style="list-style-type: none"> ▪ Traffic intrusion to central area. ▪ Needs greater management of various user groups within the CBD
<ul style="list-style-type: none"> ▪ Good bicycle network plan developed for area 	<ul style="list-style-type: none"> ▪ High traffic intrusion to CBD decreasing pedestrian amenity

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ To build on the existing arterial road network to develop alternate traffic routes around the central Shepparton area; ▪ To build on the bus services within the Shepparton Mooroopna Area to enhance the services and coverage provided; ▪ To build on the school bus system to encourage the use of public transport to school to reduce private car usage; ▪ Implement the parking precinct plan for the Shepparton CBD; and ▪ To build on, enhance and expand the existing bicycle network for the City of Shepparton. 	<ul style="list-style-type: none"> ▪ The long lead time to the construction of the Shepparton Bypass; ▪ Only a single river crossing over the Goulburn River between Shepparton and Mooroopna exists; ▪ Residential encroachment to the aerodrome is beginning to restrict the available possibilities of substantial expansion on the existing aerodrome site; ▪ Only a broad gauge rail line exists to Shepparton limiting domestic rail connections across Australia. ▪ Possibly the most significant constraint to the Shepparton transport network mentioned above is the long lead time of the Shepparton Bypass. The following sets out some discussion of the impacts of the lead time to the construction of the Shepparton Bypass

4.4 Achieving the Strategic Objectives

The key objectives for this subtopic are:

- Objective 1:** To promote linkages with other regional cities to cater for traffic movements which include various users:
- Workers to and from Shepparton;
 - Educational trips comprising school attendees;
 - Shoppers travelling to and from Shepparton from other regional towns;
 - Tourists travelling to and from Shepparton; and
 - Freight movements that distribute products, particularly farm products to depots and warehouses for further distribution to markets and regional logistics centres.
- Objective 2:** To improve the efficiency and safety of regional based freight handling and traffic
- Objective 3:** To maintain air services to and from Shepparton, which meet with the needs of the Greater Shepparton community, whilst undertaking a feasibility study on its relocation.
- Objective 4:** To provide effective and efficient rail services for freight and passengers.
- Objective 5:** To develop Walking/Bicycle and Public Transport networks that provides transport and accessibility options to segments of the community who have not or prefer not to use a motor car.
- Objective 6:** To ensure the safety and efficient functioning of the roads for a variety of users.

The following table provides the detailed strategies and an implementation plan.

Table 1: Transport - Achieving the Strategic Objectives

Topic: INFRASTRUCTURE					
Theme: Traffic and Transport Systems					
Objectives	Strategies	Action	Council Role	Priority	
<p>1 To promote linkages with other regional cities to cater for traffic movements which include various users:</p> <ul style="list-style-type: none"> ▪ Workers to and from Shepparton; ▪ Educational trips comprising school attendees; ▪ Shoppers travelling to and from Shepparton from other regional towns; ▪ Tourists travelling to and from Shepparton; and ▪ Freight movements that distribute products, particularly farm products to depots and warehouses for further distribution to markets and regional logistics centres 	1.1	Encourage and promote the early development of the Shepparton Bypass in particular the northern river crossing as a first stage	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> ▪ Apply the local policies on Goulburn Valley Highway Environs and Industrial and Commercial Uses in Rural Areas. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Road Zone Category 1 to the declared Main road network. ▪ Apply the Road Zone Category 2 to other locally significant arterial roads. ▪ Apply the Public Use Zone (number 4) to the railway lines. ▪ Apply the Public Acquisition Overlay to land to be acquired for the Shepparton bypass. <p>Other actions</p> <ul style="list-style-type: none"> ▪ Undertake a study to upgrade arterial roads to cope with future traffic volumes, and to promote linkages with other regional cities, prior to the completion of the Shepparton Bypass, without creating intrusion to the local areas. ▪ Investigate the merits of converting other regional rail lines to standard gauge which connect with Shepparton ▪ Undertake a continual review of accident history and implement measures to promote safe travel 	Provider	H
	1.2	Promote integrated road network connections with the Shepparton Bypass to reduce intrusion of traffic to the central Shepparton and Mooropna areas.		Provider	H
	1.3	Support the safety of road linkages with other regional cities		Provider	M \$40,000
				Facilitator/ Advocate	M
			Provider/ Facilitator/ Advocate	H	

Topic: INFRASTRUCTURE				
Theme: Traffic and Transport Systems				
Objectives	Strategies	Action	Council Role	Priority
2 To improve the efficiency and safety of regional based freight handling and traffic	2.1 Promote the development of the freight logistics centre to provide for the efficient handling and distribution of local produce via the main rail and arterial road network.	<p>These strategies will be implemented by:</p> <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> ▪ Apply the Industrial 1 Zone to the freight logistics centre. ▪ Apply the Road Zone Category 1 to the declared Main road network. ▪ Apply the Road Zone Category 2 to other locally significant arterial roads. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Develop a statutory plan for the Shepparton Alternative Route that includes: <ul style="list-style-type: none"> – Designated freight routes encouraging the bypass of the local urban areas – Measures to direct traffic to the Shepparton Bypass and Midland Highway – Designated cross section – A plan for access to this road – A plan to upgrade this road to provide for future traffic growth, particularly prior to the completion of the Shepparton Bypass; and – A plan to address safety concerns along this road ▪ Investigate options/potential for applying the Public Acquisitions Overlay to the areas that may be required for road widening 	Provider	H
	2.2 Encourage the development of freight networks that reduce the intrusion of freight transport on the local traffic network		Provider	H \$60,000
			Provider	M

Topic: INFRASTRUCTURE					
Theme: Traffic and Transport Systems					
Objectives	Strategies	Action	Council Role	Priority	
3	To maintain air services to and from Shepparton, which meet with the needs of the Greater Shepparton community, whilst identifying a new long-term site for the airport.	<p>3.1 Support the existing services provided by the Shepparton Aerodrome in its current location and provide for the continued operation of this facility while the feasibility of relocating to a new site is identified.</p> <p>3.2 Recognise that residential growth toward the current airfield may be constrained by the current location of the Aerodrome,</p> <p>3.3 Support the preferred uses of residential/commercial at the Aerodrome site, in the event of its relocation.</p> <p>3.4 Promote the efficiencies that may be gained from the relocation of the airfield to be in close proximity of a consolidated road and rail freight logistics centre.</p>	<p>These strategies will be implemented by:</p> <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Public Use Zone to the current site of the Shepparton Aerodrome. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Undertake a feasibility study into the relocation of the Shepparton Aerodrome. Undertake a detailed study to establish the need and demand for air services to and from the City of Greater Shepparton for: <ul style="list-style-type: none"> Passenger transport; Freight transport; and Allied Business / Commercial Opportunities (aviation school, maintenance, freight forwarders, air ambulances etc). 	<p>Provider</p> <p>Provider</p> <p>Provider</p>	<p>H</p> <p>M-H \$40,000</p> <p>M-H \$40,000</p>

Topic: INFRASTRUCTURE				
Theme: Traffic and Transport Systems				
Objectives	Strategies	Action	Council Role	Priority
4 To provide effective and efficient rail services for freight and passengers.	4.1 Promote the use and development of the rail links through the municipality.	<p>These strategies will be implemented by:</p> <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Undertake a feasibility analysis of a rail link to the proposed freight / logistics centre. ▪ Investigation of a rail bypass around the Shepparton town centre, along a similar route to the Shepparton bypass. <p>Other actions</p> <ul style="list-style-type: none"> ▪ Lobby for improvements to regional passenger and freight rail systems. ▪ GSCC to contribute to regional lobbying for a standardised gauge. 	Provider	H
	4.2 Support and encourage the investigation of a fast train link.			
	4.3 Promote the upgrading of the rail line to Shepparton to a standard gauge line to allow domestic linkages across Australia.			
	4.4 Promote the development of a rail link to the freight logistics centre to combine with road freight movements.			
	4.5 Establish the changing demand for rail freight services to and from Shepparton.		Advocate	M
	4.6 Prevent traffic congestions that may be caused by rail movements across roads		Advocate	M

Topic: INFRASTRUCTURE				
Theme: Traffic and Transport Systems				
Objectives	Strategies	Action	Council Role	Priority
5 To develop Walking/Bicycle and Public Transport networks that provides transport and accessibility options to segments of the community who have not or prefer not to use a motor car.	5.1 Encourage appropriate developments that are accessible by public transport and bicycle.	<p>These strategies will be implemented by:</p> <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> ▪ Continue developing the shared path network through Shepparton and Mooroopna. ▪ Prepare a Public Transport Strategy which addresses the provision of a comfortable, convenient and efficient public transport facility to best cater for various user groups including: <ul style="list-style-type: none"> – General Public; – People with a disability; – Aged; and – School students. <p>Other actions</p> <ul style="list-style-type: none"> ▪ Provide expanding public transport services to new growth areas in Shepparton to encourage additional public usage. ▪ Provide one or more public transport hubs within the Municipality to consolidate various public transport groups to allow integration of public transport modes. ▪ Provide linkages between smaller towns within the Greater Shepparton to Shepparton and Mooroopna. ▪ Provide greater circumferential Public Transport services which link key services within the municipality. ▪ Provide greater publicity and marketing of public transport services information. ▪ Develop the use of community bus services to become more demand responsive and variable in route to pick up and drop off upon demand. ▪ Promote the use of discount taxi fares for elderly citizens. ▪ Continually improve the safety of the cycle networks through a review of accident history and implement measures to promote safe travel. ▪ Clearly distinguish the appropriateness of cycle routes for the various user groups. 	<p>Provider</p> <p>Provider</p> <p>Provider/ Facilitator</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p> <p>Provider</p>	<p>H</p> <p>M \$25,000</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>M</p> <p>H</p>
	5.2 Encourage medium density and smaller residential allotments to be located within walking distance to public transport routes			
	5.3 Encourage new subdivision and developments to promote walking and cycling between facilities, such as between homes and schools, open spaces and shops.			
	5.4 Provide road reservation widths to accommodate bicycle lanes on appropriate routes.			
	5.5 Support new facilities such as community hubs, neighbourhood centres, sporting facilities, entertainment and health services to be located on and very near a public transport route and/or bicycle paths.			
	5.6 Ensure that Disability Discrimination Act (DDA) compliance is achieved.			
	5.7 Promote accessibility throughout the municipality by public transport.			

Topic: INFRASTRUCTURE				
Theme: Traffic and Transport Systems				
Objectives	Strategies	Action	Council Role	Priority
6 To ensure the safety and efficient functioning of the roads for a variety of users.	6.1 Provide a hierarchy of roads to encourage the use of suitable roads and to reduce intrusion of through and freight traffic from entering local urban areas.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the local policies on Goulburn Valley Highway and Industrial and Commercial Uses in Rural Areas. Use VicRoads as a referral authority where appropriate. <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply Development Plan Overlays for areas of new growth within Greater Shepparton to guide road design and access. Apply the Development Contributions Plan Overlay to new growth areas to ensure infrastructure is adequately funded in a timely manner. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Develop a Transport Strategy for the Shepparton CBD to allow safe and efficient movement for all users, including pedestrians. Undertake a traffic study investigating the options for the development of a north-south arterial road network to comprise Archer and Hawdon Sts, Lockwood and Verney Roads and Andrew Fairly Avenue Develop a strategy for the upgrading of arterial roads to cope with future traffic volumes prior to the completion of the Shepparton Bypass without creating intrusion to the local areas and to provide integrated connections with the Shepparton Bypass Route. Regularly review the Parking Precinct Plan. 	Provider	H
	6.2 Provide for efficient and safe pedestrian and cycle movements within existing and new developments.		Provider	H
	6.3 Encourage the accessibility and safety for pedestrian movements to be made within the Shepparton CBD area.		Provider	H
	6.4 Ensure areas of new growth within the municipality are appropriately guided in terms of road design and access.		Provider	M \$25,000
	6.5 Encourage the development of a ring road around the Shepparton-Mooroopna area to reduce traffic intrusion linking the Shepparton Alternate Route, the Midland Highway and the Goulburn Valley Highway - Shepparton Bypass.		Provider	M \$25,000
	6.6 Encourage the development of a second river crossing incorporated as part of the Shepparton Bypass as early as possible.		Provider	M \$25,000
	6.7 Ensure the efficient management of roads for traffic, public transport, bicycles, pedestrians, parking, scooters and motorized wheelchairs, and for loading and unloading of goods.		Provider	M \$5,000

4.5 Framework Plan

This framework plan for the Shepparton, Mooroopna & Kialla areas is characterised by:

- The arterial road network comprising the Midland Highway and the Goulburn Valley Highway, which provide east-west and north-south linkages respectively.
- The proposed arterial road network with the Shepparton bypass stages 1 and 2.
- A network of main and secondary roads providing links within the urban areas and links to other townships within the municipality.

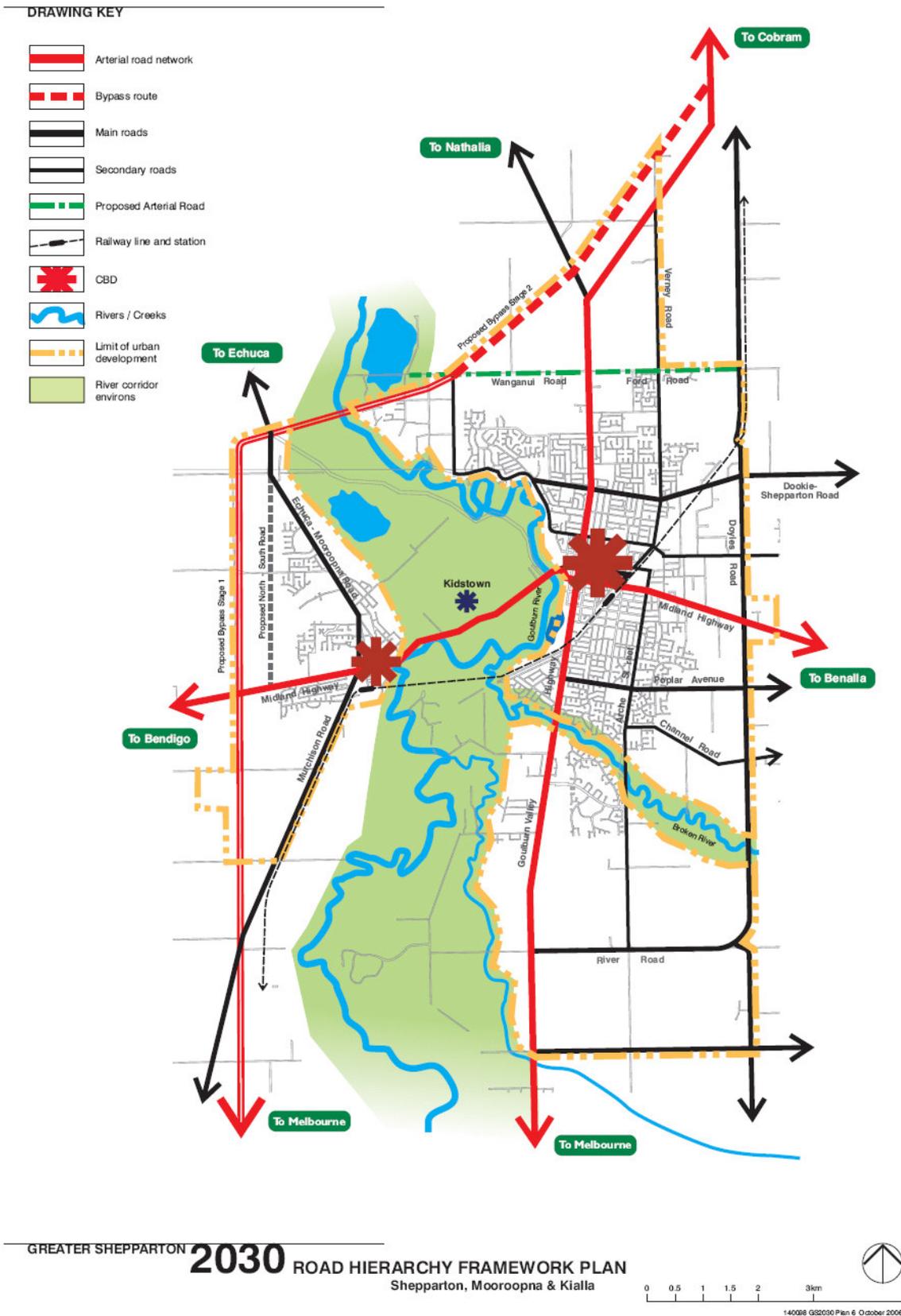


Figure 4: Greater Shepparton 2030 Road Hierarchy Framework Plan - Shepparton, Mooroopna & Kialla

5 Urban and Rural Services

5.1 Key Issues

5.1.1 Water Reticulation

General

All of the raw water obtained by Goulburn Valley Water to supply reticulated town water to communities within the Greater Shepparton City Council is sourced from the Goulburn River system either directly from the River or the irrigation channels it supplies. For these urban communities the Goulburn system represents a secure source of water that can accommodate substantial additional growth.

Growth will however impact on the water supply infrastructure including raw water storage, treatment facilities, clear water storage and distribution. For each of the communities supplied by Goulburn Valley Water, the impact of growth and subsequent augmentations will need to be addressed.

Shepparton City

In 2003 Goulburn Valley Water adopted the Shepparton and Mooroopna Water Master Plan for the provisions of reticulated water supply to the year 2022. The Master Plan was prepared in consultation with the Greater Shepparton City Council and is based on an annual residential growth rate of 1.4% for Shepparton city area. The expected growth areas which include the North and South Growth Corridors are indicated in the Master Plan.

The Master Plan details a range of projects to be undertaken over its twenty year forward look to accommodate the anticipated growth. In line with Goulburn Valley Water's usual practice, the Master Plan will periodically be reviewed and updated to reflect growth trends and to accommodate additional areas.

Mooroopna

Water supply to Mooroopna over the next twenty years was also addressed in the Shepparton and Mooroopna Water Master Plan. The residential growth rate used for Mooroopna was 1%.

As with the Shepparton city area, the Master Plan addresses water related growth issues within Mooroopna over its 20 year planning horizon.

Tatura

In 2004 Goulburn Valley Water adopted the Tatura Water Master Plan for the provision of reticulated water supply to the year 2023. Again the Master Plan was prepared in consultation with the Council and is based on an annual growth rate of 1%. The expected growth areas, including those to the north, are indicated in the Master Plan.

As with the Shepparton and Mooroopna Master Plans, water related growth issues within Tatura over the next twenty years are addressed.

Small settlements

Goulburn Valley Water advises that the existing systems within the townships of Murchison, Katandra West, Toolamba, Merrigum, Tallygaroopna and Dookie have adequate capacity to accommodate or will be augmented to accommodate modest growth levels in line with historic trends.

5.1.2 Sewerage Reticulation

General

Shepparton, Mooroopna, Tatura, Murchison and Merrigum all have reticulated sewerage services managed by Goulburn Valley Water. The authority has no proposals to provide this service to any other community within the Greater Shepparton City Council within the next ten years.

Shepparton City

In 2004 Goulburn Valley Water adopted the Shepparton Sewerage Master Plan for the provision of reticulated sewerage services to 2023. The Master Plan was prepared in consultation with the Greater Shepparton City Council and is based on an annual growth rate of 1.4%. As with the Water Master Plan, the expected growth areas are indicated on the Plan.

The Master Plan details a range of projects to be undertaken over its twenty year forward look to accommodate the anticipated growth. In line with Goulburn Valley Water's usual practice, the Master Plan will periodically be reviewed and updated to reflect growth trends and to accommodate additional areas.

While the Master Plan has a number of new facilities and augmentation of existing ones to accommodate future growth, the treatment and disposal of all wastewater from Shepparton city area will continue to be undertaken at the Authorities Daldy Road Wastewater Management Facility in the north.

Mooroopna

No recent master planning work has been formally documented for the Mooroopna sewerage system, however current assessments indicate the existing system can be expanded (including new pump stations) to accommodate an expected annual growth rate of 1% largely along the western fringe.

Tatura

No recent master planning work has been formally documented for the Tatura sewerage system, however current assessments indicate the existing system can be expanded (including new pump stations) to accommodate an expected annual growth rate of 1% largely expected to occur to the north.

Small settlements

Goulburn Valley Water advises that the existing systems within the townships of Murchison and Merrigum have adequate capacity to accommodate modest growth levels in line with historic trends.

No major upgrades to increase capacity above these current growth levels are proposed.

5.1.3 Waste Management

Goulburn Valley Regional Waste Management anticipates that within the next 20 years technology may change the way we are currently treating and managing waste. Government regulations will limit the amount of waste going to landfill, and household collection services will have greater emphasis on recycling and green waste reuse.

In terms of planning for new development, future planning of estates may need to include provision for adequate buffers for organic processing facilities, gasifiers and transfer stations. It was noted that the design of kerbsides might need to be modified to take into consideration the collection of more kerbside bins per household for waste separation.

EcoRecycle Victoria has regulated for the following that all Councils:

- a construction and demolition processing (sorting and recycling facility) by 2006
- a commercial and industrial waste processing facility by 2011
- all municipal waste to be processed, prior to going to landfill, by 2012.

5.1.4 Water Sensitive Urban Design

All new developments within the municipality currently must incorporate water sensitive urban design (WSUD) principles.

When designing for drainage and water management, regard should be given to the Greater Shepparton City Council's Stormwater Management Plan.

Developers must consider stormwater quality, include erosion and sediment control plans, and use appropriate treatments to minimise pollution, in accordance with the Best Practice Environmental Management Guidelines for Urban Stormwater.

Appropriate treatments to minimise pollution may include:

- buffer strips;
- vegetated swales;
- bio-retention trenches and systems;
- wetlands;
- rain gardens;
- open water bodies;
- sedimentation basins; and
- gross pollutant traps.

In future years, research will obviously drive the introduction of further WSUD treatments, and stormwater reuse may become a legislative requirement for all developments.

5.1.5 Gas Reticulation

Shepparton, Mooroopna, Tatura and Merrigum have natural gas reticulation supply. The existing networks in these towns are sufficient for extension of supply when developments take place.

There are no plans for natural gas to be extended into other townships in the municipality.

The local gas supplier Origin Energy, will only extend gas reticulation into a new township when significant industry in the township drives the need. Usually, domestic loads by themselves are not viable for Origin Energy to introduce reticulated natural gas to any township.

5.1.6 Rural Infrastructure Irrigation

Goulburn Murray Water is responsible for the supply and distribution of irrigated water for rural use. Goulburn Murray Water earns revenue from charges for irrigation water and sales of volumes of water used in excess of the water right. In the Goulburn Valley, the sales volume normally represents 20% to 30% of total water delivered, with some irrigators' sales volume being as high as 50%.

GM-W rely on revenue to maintain their supply system and associated structures. The supply system now requires high maintenance because of the age of the structures, and losses through seepage, water leaks and surplus water out falling into drains or rivers and streams.

In recent years, G-MW have been rationalising their infrastructure and assets. this has been achieved through irrigators undertaking Whole Farm Plans, which identify possible savings.

Ideally G-MW the maintenance of the supply system and structures should be ongoing, however due to the drought and reduced revenue, rationalisation of channels and structure have been placed on hold, until G-MW can achieve appropriate levels of revenue. The long term operational goal for G-MW is to continue to deliver water as efficiently as possible with the minimum amount of loss. Continued rationalisation of G-MW assets will see reductions of ongoing increases in water charges that are required to cover the maintenance costs of the assets.

Automation of channel structures has been introduced to the channel network system and these automatic controls to regulate the transfer of water will be ongoing.

Consideration will be given to replacing open channels with pipelines and this has previously occurred on small spur channels and will continue where considerable savings can be achieved on high maintenance channel systems.

5.2 Achieving the Strategic Objectives

The key objectives for this subtopic are:

- Objective 1:** To provide sustainable infrastructure to support the growth and development of the city.
- Objective 2:** To ensure a continued supply of high quality water for urban and rural use.
- Objective 3:** To maintain an efficient and environmentally sensitive stormwater management system.
- Objective 4:** To provide telecommunications facilities and services available to all areas of the municipality.

The following table provides the detailed strategies and an implementation plan.

Table 2: Urban and Rural Infrastructure - Achieving the Strategic Objective

Topic: INFRASTRUCTURE				
Theme: Urban & rural services				
Objectives	Strategies	Action	Council Role	Priority
1 To provide sustainable infrastructure to support the growth and development of the municipality.	1.1 Provide appropriate and cost efficient physical and social infrastructure to support the growth of the municipality, by preparing developer contributions plans for the municipality's urban growth areas.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the provisions of the MSS to guide the preparation and assessment of developer contribution plans. Apply the local policy Stormwater Management <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the Development Contributions Plan Overlay to areas of future development. Apply the Development Plan Overlay future growth areas. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Prepare developer contributions plans for the proposed growth corridors. Provide for legal agreements to be reached for the provisions of infrastructure funding for new growth areas. 	Provider	H
	1.2 Protect and maintain wastewater facilities in an environmentally sensitive way, through the application of a Waste Management Strategy.			
	1.3 Encourage an increased rate of recycling and re-use by establishing a materials recovery facility.		Provider	H
	1.4 Improve the appearance of waste facilities through urban design controls and the Development manual guidelines.			
	1.5 Facilitate the extension of natural gas to remote townships, through continued liaison with power servicing authorities.			
		Advocate	H	

Topic: INFRASTRUCTURE				
Theme: Urban & rural services				
Objectives	Strategies	Action	Council Role	Priority
3 To maintain an efficient and environmentally sensitive stormwater management system.	3.1 Ensure that planning decisions are made in the context of the goals and priorities of the Shepparton Stormwater Management Plan and the CSIRO Urban Stormwater Best Practice Environmental Management Guidelines.	<p>These strategies will be implemented by:</p> <p>Using Policy and the exercise of discretion</p> <ul style="list-style-type: none"> Apply the local policy Stormwater Management <p>Applying Zones and Overlays</p> <ul style="list-style-type: none"> Apply the development Plan Overlay to new growth areas to guide preparation of Stormwater Management Plan. <p>Undertaking further strategic work</p> <ul style="list-style-type: none"> Develop and implement stormwater management plans in conjunction with relevant agencies. <p>Other actions</p> <ul style="list-style-type: none"> Support the working relationship between the Goulburn-Broken Catchment Management Authority, EPA Victoria and the local community to monitor the implementation of the Shepparton Stormwater Management Plan. 	Provider	H
	3.2 Ensure compliance with the recommendations and requirements of the strategies such as the Council's Development Manual, the Stormwater Management Plan, the Floodplain Management Plan and the Regional Catchment Strategy.		Provider	H
	3.3 Encourage best practice in engineering design work for new development in terms of stormwater management.		Provider	H \$20,000
	3.4 Encourage appropriate use of Water Sensitive Urban Design.		Facilitator/ Advocate	H
	3.5 Ensure the hydraulic capacity of the urban drainage system deliver the level of service defined in the Stormwater Management Policy			
4 To provide telecommunications facilities and services available to all areas of the municipality.	4.1 Proactively support the development of and access to competitive leading-edge telecommunication facilities and services.	<p>These strategies will be implemented by:</p> <p>Other actions</p> <ul style="list-style-type: none"> Continue to encourage telecommunications providers to provide infrastructure to deliver broadband technology to service the region. 	Facilitator/ Advocate	H
	4.2 Ensure new developments cater for telecommunications infrastructure.			

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Greater Shepparton 2030 – topics, directions and themes

GREATER SHEPPARTON 2030 STRATEGY FRAMEWORK

Topic: SETTLEMENT	
<p>Direction: Commitment to growth within a consolidated and sustainable development framework</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Growth ▪ Housing ▪ Sustainable Design
Topic: COMMUNITY LIFE	
<p>Direction: Enhance social connectedness, physical and mental health and well being, education and participatory opportunities in order to improve liveability and a greater range of community services</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Health and social services ▪ Education and learning ▪ Recreation and open space ▪ Safe and accessible environments
Topic: ENVIRONMENT	
<p>Direction: Conservation and enhancement of significant natural environments and cultural heritage</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ The natural environment ▪ Floodplain management ▪ Sustainable / Best practice land management ▪ Cultural heritage ▪ Built heritage
Topic: ECONOMIC DEVELOPMENT	
<p>Direction: Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Agriculture and rural land ▪ Commercial activity centres ▪ Industry ▪ Tourism
Topic: INFRASTRUCTURE	
<p>Direction: The provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth</p>	<p>Themes:</p> <ul style="list-style-type: none"> ▪ Traffic and transport systems ▪ Urban services