



# Shepparton & Mooroopna 2050

## Regional City Growth Plan

September 2019



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## Acronyms

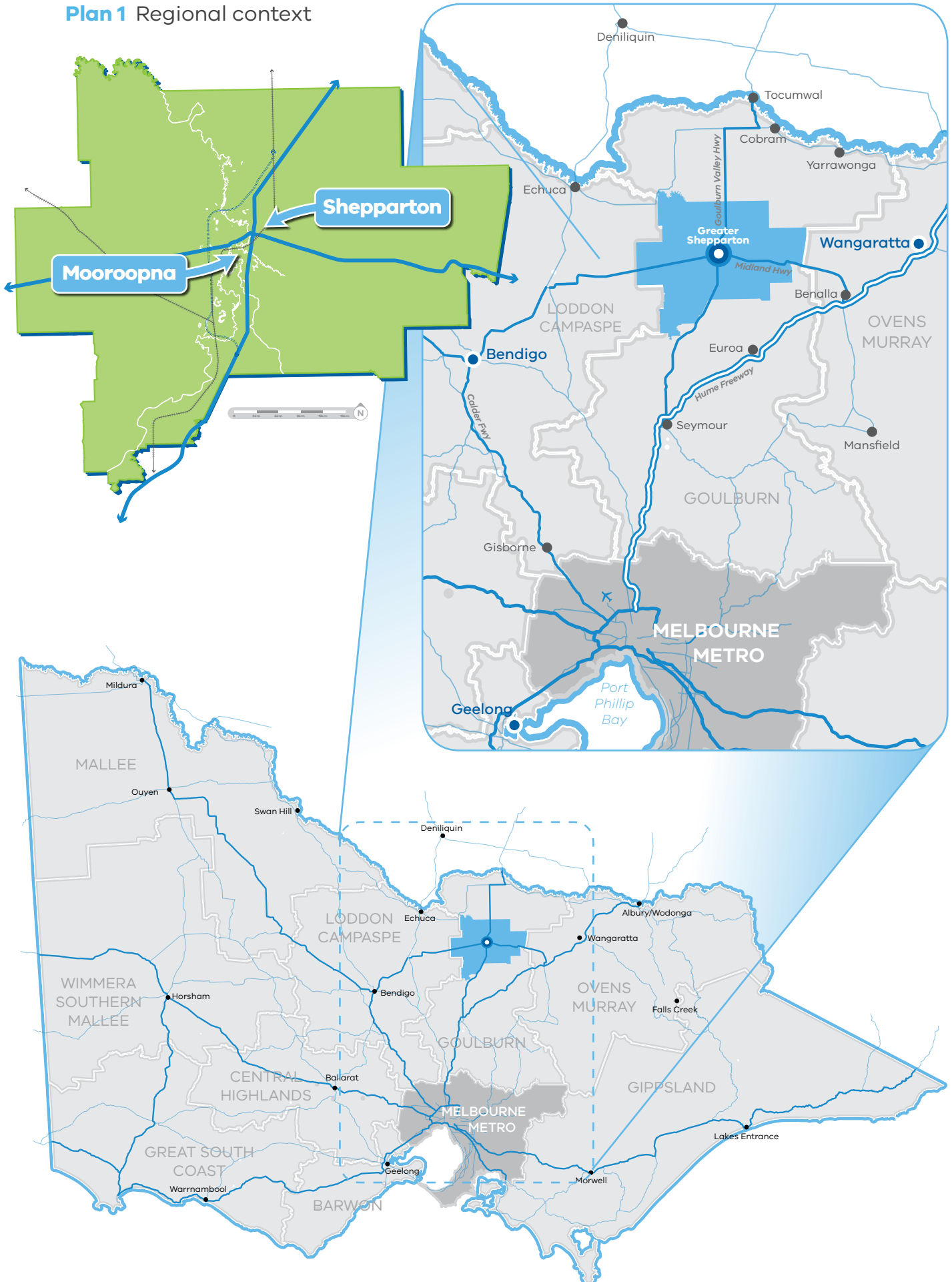
ACZ	Activity Centre Zone
Council	Greater Shepparton City Council
CBD	Central Business District
CVGA	Central Victorian Greenhouse Alliance
GVWRRG	Goulburn Valley Waste and Resource Recovery Group
DELWP	Department of Environment, Land, Water and Planning
DoT	Department of Transport
DJPR	Department of Jobs, Precincts and Regions
EPA	Environmental Protection Authority
GBCMA	Goulburn Broken Catchment Management Authority
GBGA	Goulburn Broken Greenhouse Alliance
GMID	Goulburn Murray Irrigation District
GMW	Goulburn Murray Water
GOTAFE	Goulburn Ovens Institute of TAFE
GV Health	Goulburn Valley Health
IWM	Integrated Water Management
UGZ	Urban Growth Zone
VIF	Victoria in Future
VPA	Victorian Planning Authority

## Aboriginal Acknowledgement

We acknowledge the traditional owners of the land which now comprises Greater Shepparton, we pay respect to their tribal elders, we celebrate their continuing culture and we acknowledge the memory of their ancestors.



## Plan 1 Regional context





# EXECUTIVE SUMMARY

The Victorian Planning Authority (VPA) in partnership with Greater Shepparton City Council (council) has prepared the draft *Shepparton and Mooroopna 2050: Regional City Growth Plan* (Growth Plan) to guide the sustainable development of the Shepparton-Mooroopna urban area to the year 2050.

The location of Shepparton and Mooroopna is identified on **Plan 1**.

The Growth Plan is a high-level and broad strategy that:

- sets out the future vision for Shepparton and Mooroopna
- guides sustainable future growth and development over the next 30 years
- identifies the steps needed to manage growth
- defines key projects and infrastructure required to support growth
- provides certainty for public and private investment decision making.

The Growth Plan addresses key challenges to guide housing, employment, infrastructure, services and other opportunities for residents and visitors while ensuring Shepparton and Mooroopna become greener, sustainable and resilient to climate change.

The Growth Plan aims to maintain and enhance the unique attributes of Shepparton and Mooroopna and sets a vision for how the urban area will grow and change until the year 2050.

The vision for Shepparton and Mooroopna is that by 2050 it will:

- Be a thriving regional hub with a diverse and sustainable economy supported by essential infrastructure.
- New residents and investors will be drawn to the area due to the affordable and liveable lifestyle.
- The natural and cultural heritage significance of the area will be protected and enhanced.

- Engaging, transparent and financially responsible leadership will be committed to deliver positive and sustainable outcomes.

The vision will be achieved by implementing strategies and actions under six outcomes.

Each outcome includes an objective to support the delivery and highlight the key opportunities required to implement the Growth Plan vision.

As the Growth Plan sets a long-term vision to 2050, making precise growth projections is difficult. Sequencing of new growth fronts should be continuously reviewed every 5 years based equally on supply and demand analysis and on the ability to deliver needed infrastructure.

The Growth Plan is an overarching strategy, it makes recommendations on identified opportunities for urban growth and other initiatives to achieve the vision for Shepparton and Mooroopna. The areas identified for growth have been determined through a review of the residential and industrial investigation areas identified as part of the *Greater Shepparton Housing Strategy* (2011) and the implementation of the *Industrial Land Review* (2011). This review considered land supply needs and development constraints to conclude the most appropriate areas for residential and industrial development.

The proposed growth areas are conditional on relevant council resolutions, Planning Minister support (where planning scheme amendments are required) and a range of further assessments that will occur at the appropriate time.

Other actions in the Growth Plan will be implemented by council programs and government partnerships.

# **THE SHEPPARTON AND MOOROOPNA STORY**

Located in the Goulburn region of Victoria, approximately 180 kilometres to the north of Melbourne, Shepparton and Mooroopna combine to form the state's fourth largest regional centre. Positioned at the junction of the Goulburn Valley Highway and the Midland Highway, the urban centre provides a broad commercial, administrative and industrial base for the region, offering services and facilities for a local population of more than 65,000 people across the municipality, and a wider catchment of 100,000 extending as far as Deniliquin in New South Wales.

Our community is diverse, including one of the state's largest populations of Aboriginal and Torres Strait Islander Peoples outside metropolitan Melbourne, and people from over 30 nationalities, speaking more than 50 languages, each of which adds its cultural values to Greater Shepparton's rich character.

Shepparton and Mooroopna have been shaped by a rich and diverse array of factors. For thousands of generations, Aboriginal Peoples managed and protected the land. The initial European explorations by Hume and Hovell in 1824 introduced successive waves of immigration that have shaped settlement patterns, developing and expanding farming and agricultural practices, including innovative irrigation systems, and the development of food processing and related industries.





Rail and road transport networks consolidated Shepparton and Mooroopna as a central hub and continue to be a major contributor to the local economy, as well as manufacturing, construction, education, and health and community services.

Shepparton and Mooroopna offer both rural and urban lifestyles, enhanced by access to natural landscapes, arts and cultural events, unique heritage places, extensive sporting facilities, and community amenities such as Victoria Park Lake and the Shepparton Regional Park.

Shepparton and Mooroopna have grown and thrived through past challenges and will continue to do so.

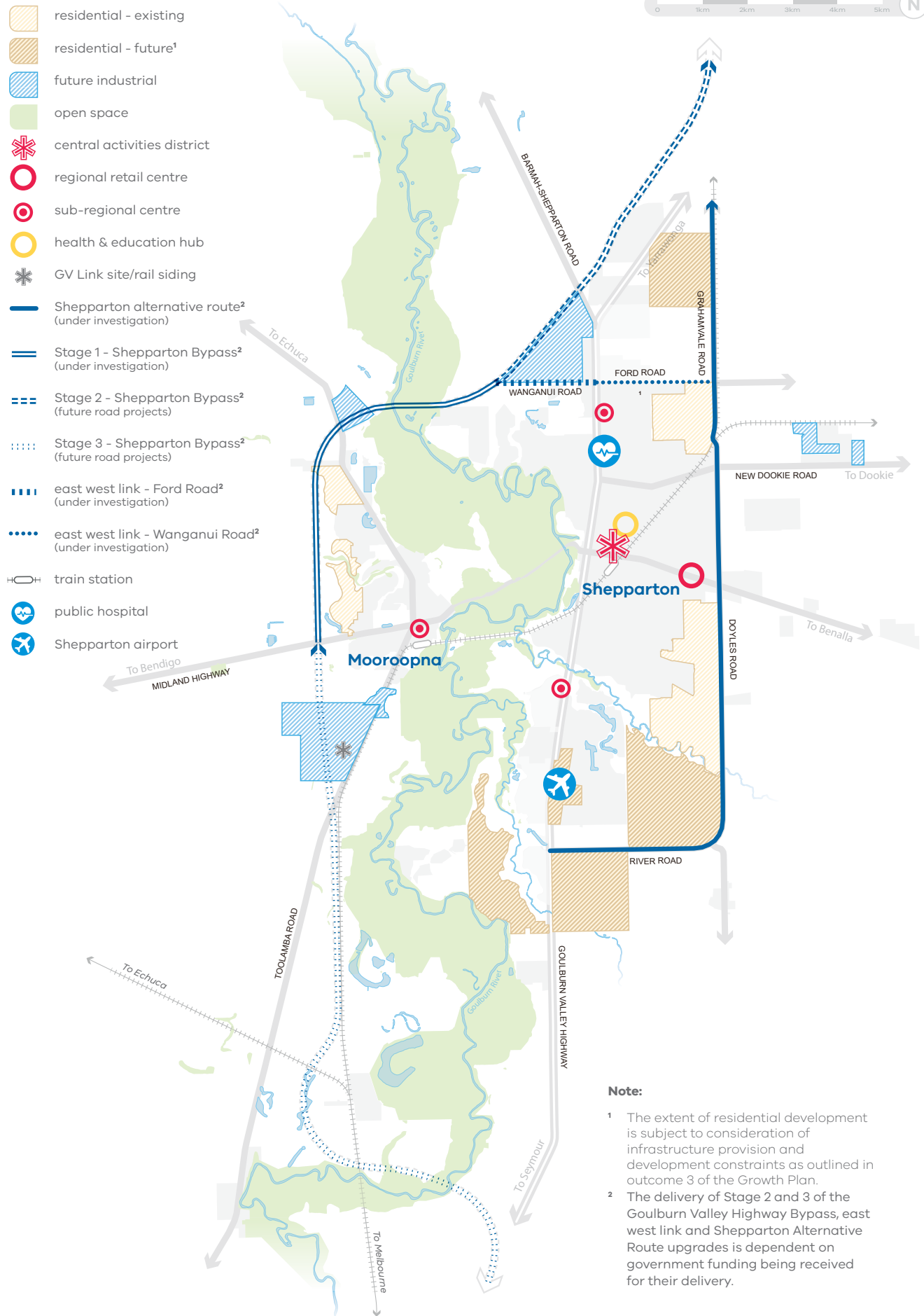
Water has been a key influence on the development of Shepparton and Mooroopna, through both the pioneering irrigation practices that have enabled the towns' growth and the flooding that has devastated the area in 1916, 1974 and 1993.

The sustainable use of irrigation water and the appropriate management of development adjacent to riverine floodplains are vital to the continued growth of Shepparton and Mooroopna.





## Plan 2 Shepparton and Mooroopna framework plan



# INTRODUCTION

## Why do we need a Growth Plan?

The current overarching plan for Shepparton and Mooroopna is the *Greater Shepparton 2030 Strategy* (2006). This document provides a blueprint for building sustainable economic activity and maximising the quality of life in Shepparton and Mooroopna. Since the finalisation of this Strategy, Shepparton and Mooroopna have experienced a significant amount of growth, supported by investment in infrastructure from the Victorian and Federal Governments.

The Growth Plan articulates a comprehensive work plan for guiding future growth and development, and to ensure alignment and common purpose between state, regional and local planning decisions.

## Community engagement to date

In early 2018 initial consultation on the Growth Plan commenced and included:

- engagement with state government agencies and authorities
- meetings with community organisations
- consultation with secondary school students
- consultation with primary school students
- responding to a range of enquiries from the community.

This engagement informed the preparation of the *Shepparton & Mooroopna 2050: Regional City Growth Plan Key Issues and Opportunities Report* (February, 2019) which was released for public comment from 22 February to 25 March 2019. Three main avenues were used to gather feedback:

- interactive online story map
- community priorities survey
- written feedback.

The VPA and council received approximately 225 comments online, 50 written submissions and had conversations with approximately 90 community members. This feedback on the Key Issues and Opportunities Report was summarised in the Engagement Summary Report.

## Strategic context

### State Policy

Growth and development in Shepparton and Mooroopna is supported by state planning policy. The development of the Growth Plan is informed by:

- the *Hume Regional Growth Plan* (2014) which identifies Shepparton as a regional city and major growth location to service the Hume region.
- *Plan Melbourne 2017-2050* (2017) which identifies Shepparton as one of ten regional cities for Victoria where significant growth will be supported.

### Local Policy

Local planning policy identifies Shepparton (together with Mooroopna and Kialla) as the largest urban centre in the city of Greater Shepparton where growth and higher order services and facilities will be focussed. Shepparton is the largest city in northern Victoria and serves an immediate catchment of 120,000 people. Shepparton provides essential services to an estimated additional 100,000 people across an area that extends into the southern reaches of New South Wales.



Community Engagement at the Shepparton Summer City Market, February 2019.

## How has the Growth Plan been prepared?

Preparation of the Growth Plan has been informed by state and local policy and:

- the *Shepparton & Mooroopna 2050: Regional City Growth Plan Key Issues and Opportunities Report* (February, 2019)
- the *Shepparton & Mooroopna 2050: Regional City Growth Plan Background Report* (September, 2019) which contains complementary information that provides an evidence base for this plan
- the *Key Issues and Opportunities Community Engagement Summary Report* (June, 2019)
- the *Shepparton & Mooroopna 2050 Primary School Engagement Report* (2018)
- background reports
- community and stakeholder engagement.

## How will the Growth Plan be implemented?

Implementation of the Growth Plan will be via the Planning Policy Framework section of the Greater Shepparton Planning Scheme. Subsequent planning processes will include rezoning of growth areas and precinct planning via precinct structure plans or development plans. Development contributions will be collected through development contributions plans and other planning mechanisms as appropriate to pay for needed infrastructure. Planning permit applications will be guided by approved precinct plans and development plans. Other actions will be implemented through non-planning processes such as council programs and state government partnerships.





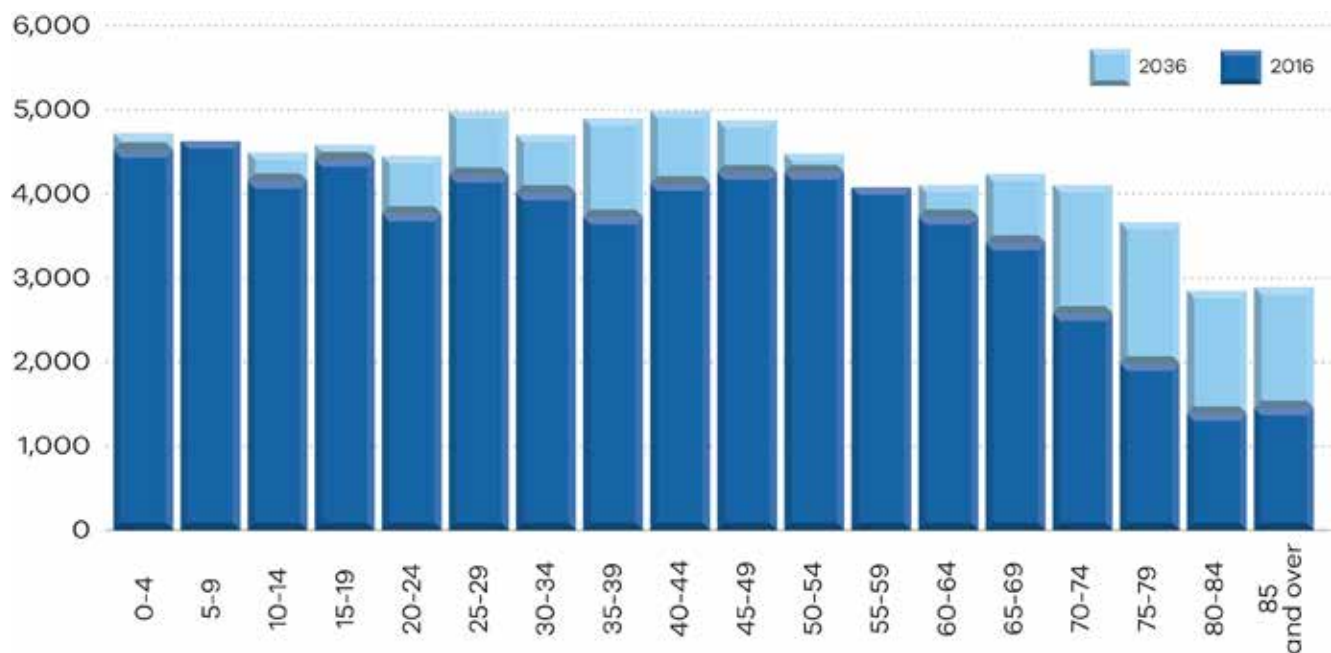
## Growth context

### Current drivers

The current population of the City of Greater Shepparton is 66,010 and it is anticipated to grow at an average annual growth rate of 0.9% out to 2036, for a projected population

of 77,690 (Victoria in Future, 2019). The age groups that made up the population in 2016 and are anticipated to be represented in 2036 are identified in **Figure 1**.

**Figure 1** Greater Shepparton population by age cohort 2016 – 2036



Source: Victoria in Future, 2019

Land and housing affordability are one key driver of population growth in Shepparton and Mooroopna. Other key drivers include:

- access to quality education including a range of public and private primary and secondary schools and tertiary education facilities
- several regional facilities including health and legal services and government offices and services
- a thriving agricultural industry with a range of supporting businesses and services
- a supportive and welcoming location for migrant settlement.

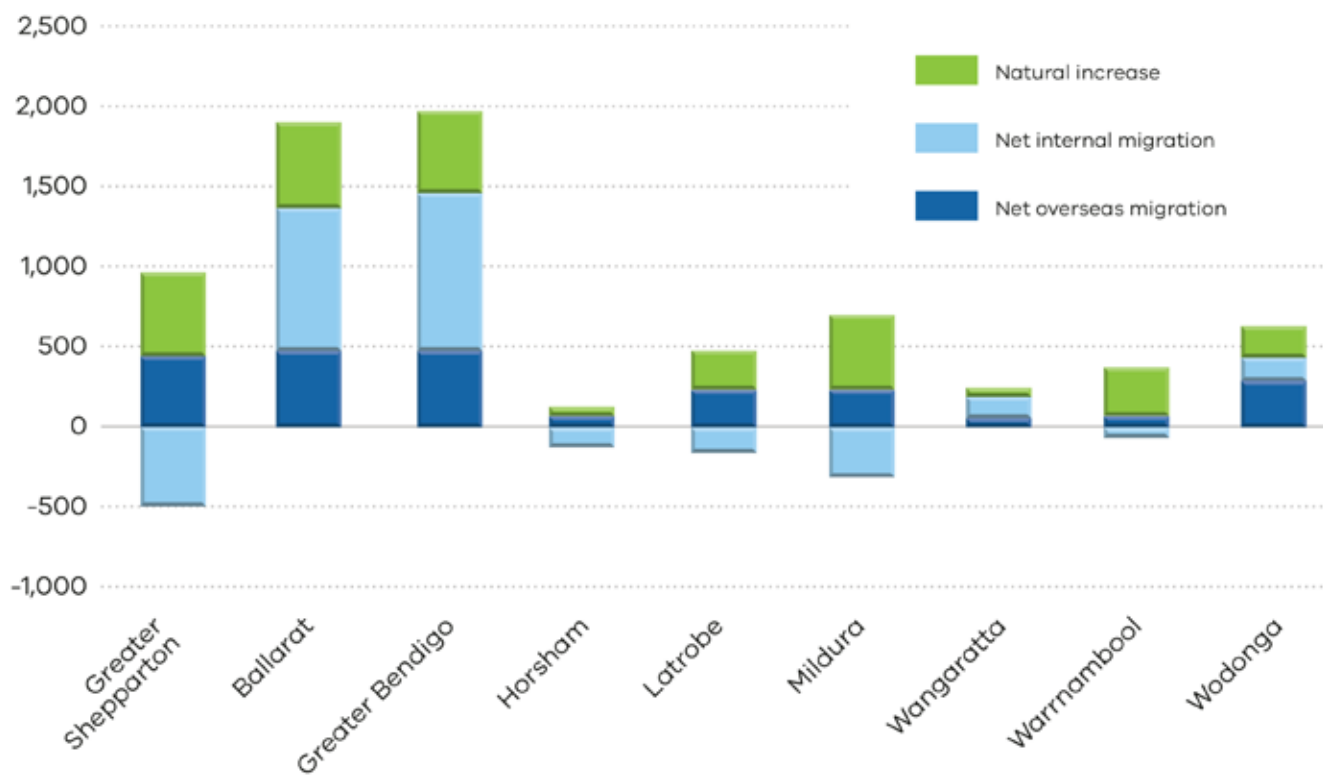
### Future trends

The Federal Government in association with several other consortia have proposed high-speed rail options to connect Shepparton with Melbourne and Sydney. These improved connections would result in an increased population growth rate, impacting on Shepparton and Mooroopna's existing infrastructure and services. There is currently no funding commitment for this infrastructure, and it's considered unlikely construction will occur before 2050.

In regional Victoria, the main driver of population growth is net overseas and interstate migration (**Figure 2**). This trend is likely to increase with proposed federal government policies encouraging migrants to settle in regional areas.

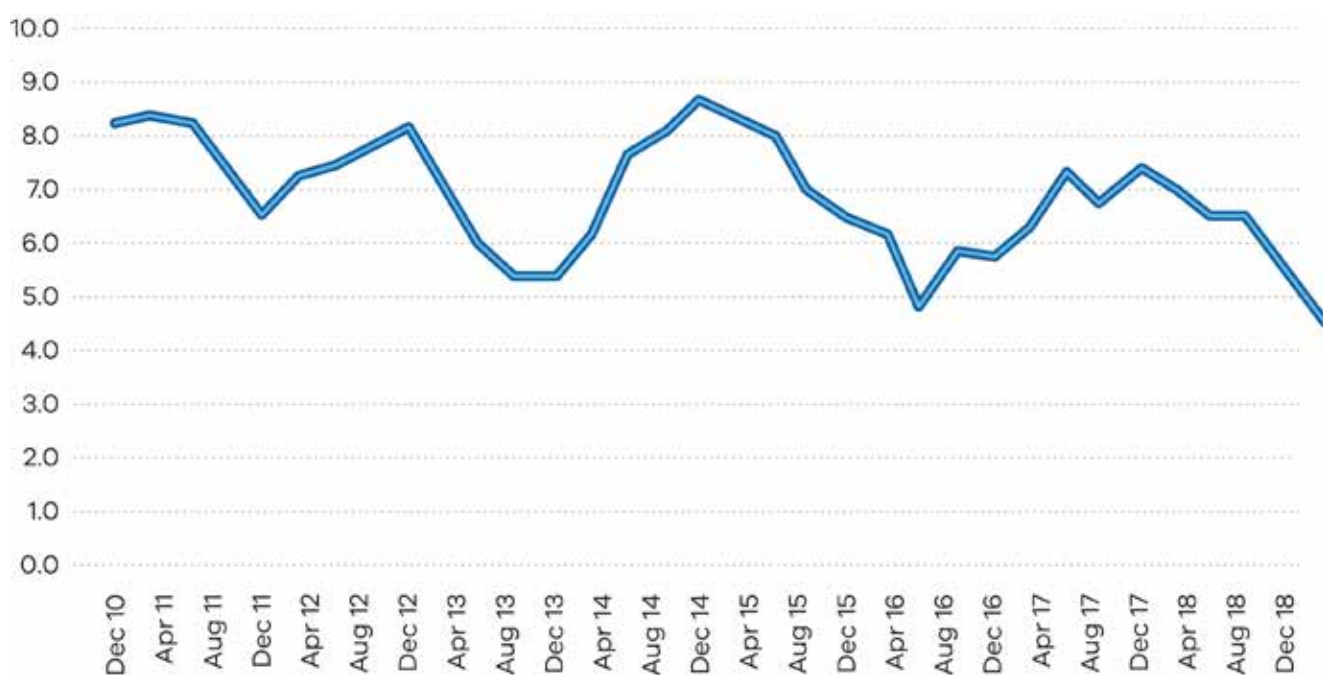
Increased jobs numbers resulted in the City of Greater Shepparton having the lowest unemployment rate in 10 years, recorded in December 2018 (**Figure 3**). Continued job growth will attract new residents to Shepparton and Mooroopna supporting population growth and economic vitality.

**Figure 2** Victorian regional cities components of population change 2016



Source: ABS cat. 3218

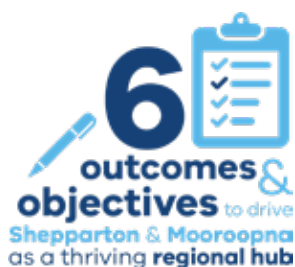
**Figure 3** Greater Shepparton unemployment rate 2010 – 2018



Source: Commonwealth Department of Employment

## How to read the Growth Plan

The Growth Plan is a long-term plan to guide the future of Shepparton and Mooroopna, it includes:



## Shepparton and Mooroopna's unique attributes

Shepparton and Mooroopna include unique attributes that make the area desirable to live and visit, including:

- busy commercial centres with diverse retail offerings
- the Goulburn River and Broken River and associated Shepparton Regional Park
- KidsTown adventure playground
- Victoria Park lake precinct
- Shepparton and Mooroopna train stations with connections to Seymour and Melbourne
- key freight connections
- tertiary education opportunities, including La Trobe and Melbourne University and Goulburn Ovens Institute of Tafe (GOTAFE)
- a range of government and private primary and secondary school opportunities
- a large category 1 regional hospital
- a calendar of festivals and events, including the Shepparton Festival and Mooroopna Fruit Salad Day
- a diverse and prosperous farming and agricultural industry
- a welcoming location for migrant settlement
- an expanding solar energy industry.

These attributes are highlighted and strengthened by the Growth Plan.



## Timing Key

- immediate/ongoing: next 12 months
- short term: 1-5 years
- medium term: 5-10 years
- long term: 10+ years





# VISION

The vision for Shepparton and Mooroopna was developed through engagement with council and key stakeholders. A single vision has been developed as both Shepparton and Mooroopna will contribute to the development of a prosperous regional hub.

The vision for Shepparton and Mooroopna is that by 2050 it will:

Be a thriving regional hub with a diverse and sustainable economy supported by essential infrastructure.



New residents and investors will be drawn to the area due to the affordable and liveable lifestyle.



The natural and cultural heritage significance of the area will be protected and enhanced.



Engaging, transparent and financially responsible leadership will be committed to deliver positive and sustainable outcomes.



# PRINCIPLES

The vision for Shepparton and Mooroopna is underpinned by 10 principles.

Throughout the Growth Plan, the following icons are identified in the outcome chapters to show principles that are being implemented.



## **Principle 1 – Resilient and sustainable development balanced across new and existing precincts**

Future growth of Shepparton and Mooroopna will be directed to well planned neighbourhoods with good access to services, jobs and amenities.



## **Principle 6 – Integrated transport networks**

Investment in a comprehensive transport network including road, rail, freight, cycling and pedestrian infrastructure will create a connected and economically robust city.



## **Principle 2 – Cultural heritage and diversity celebrated**

Shepparton and Mooroopna's diverse community will be supported, and the economic, educational, social and cultural benefits of multiculturalism celebrated. Heritage places will be appreciated and conserved.



## **Principle 7 – Safeguard productive land**

Future growth will be directed away from productive agricultural land and the region's agricultural offering will be strengthened.



## **Principle 3 – An inclusive and healthy community**

Open spaces will be enhanced, active travel encouraged, and the rivers better utilised for recreation to provide opportunities for the community to connect and be active.



## **Principle 8 – A thriving and diverse economy**

Agriculture, freight, industry, education and health will continue to be key economic drivers. New businesses will be attracted to the city and existing businesses supported to grow.



## **Principle 4 – A healthy environment**

Shepparton and Mooroopna will be greener and sustainable energy generation, waste management and transport opportunities will be encouraged for a healthy environment.



## **Principle 9 – A hierarchy of centres to support regional and local needs**

The hierarchy of commercial centres will be defined, and community infrastructure will be accessible and adaptable to changing needs.



## **Principle 5 – Activation and renewal of key precincts**

The Shepparton CBD will be a sought-after investment opportunity. Strategic redevelopment sites in Shepparton and Mooroopna will be transformed for the community's benefit.



## **Principle 10 – Attractive and distinctive places**

The unique character of Mooroopna will be protected and enhanced. Shepparton will be recognised as a health and education hub, for its tree lined streets and as a centre for sustainability initiatives such as energy generation and waste management.



# OUTCOMES

Six outcomes have been developed to drive Shepparton and Mooroopna as a thriving regional hub. Each outcome is supported by an objective which outlines what to strive towards to achieve the Growth Plan vision.

The outcomes and objectives are underpinned by 28 strategies that outline how the outcome will be achieved and 61 actions that outline how the strategies will be approached and delivered.

## Outcome 1 – A city for the Goulburn region

**Objective 1** – To highlight Shepparton and Mooroopna’s unique attributes to attract people and investment to enhance strategic advantages.



## Outcome 2 – A city of liveable neighbourhoods

**Objective 2** – To ensure areas of high liveability are protected and enhanced and opportunities to improve community wellbeing are delivered.



## Outcome 3 – A city of growth and renewal

**Objective 3** – To provide sufficient land supply and urban renewal opportunities to ensure affordable and attractive living options are maintained.



## Outcome 4 – A city with infrastructure and transport

**Objective 4** – To deliver a diverse and connected transport network supporting vehicles, cyclists, pedestrian and public transport.



## Outcome 5 – A city that is greener and embraces water

**Objective 5** – To ensure investment in “greening” is at the forefront of decision making and sustainable water consumption is prioritised.

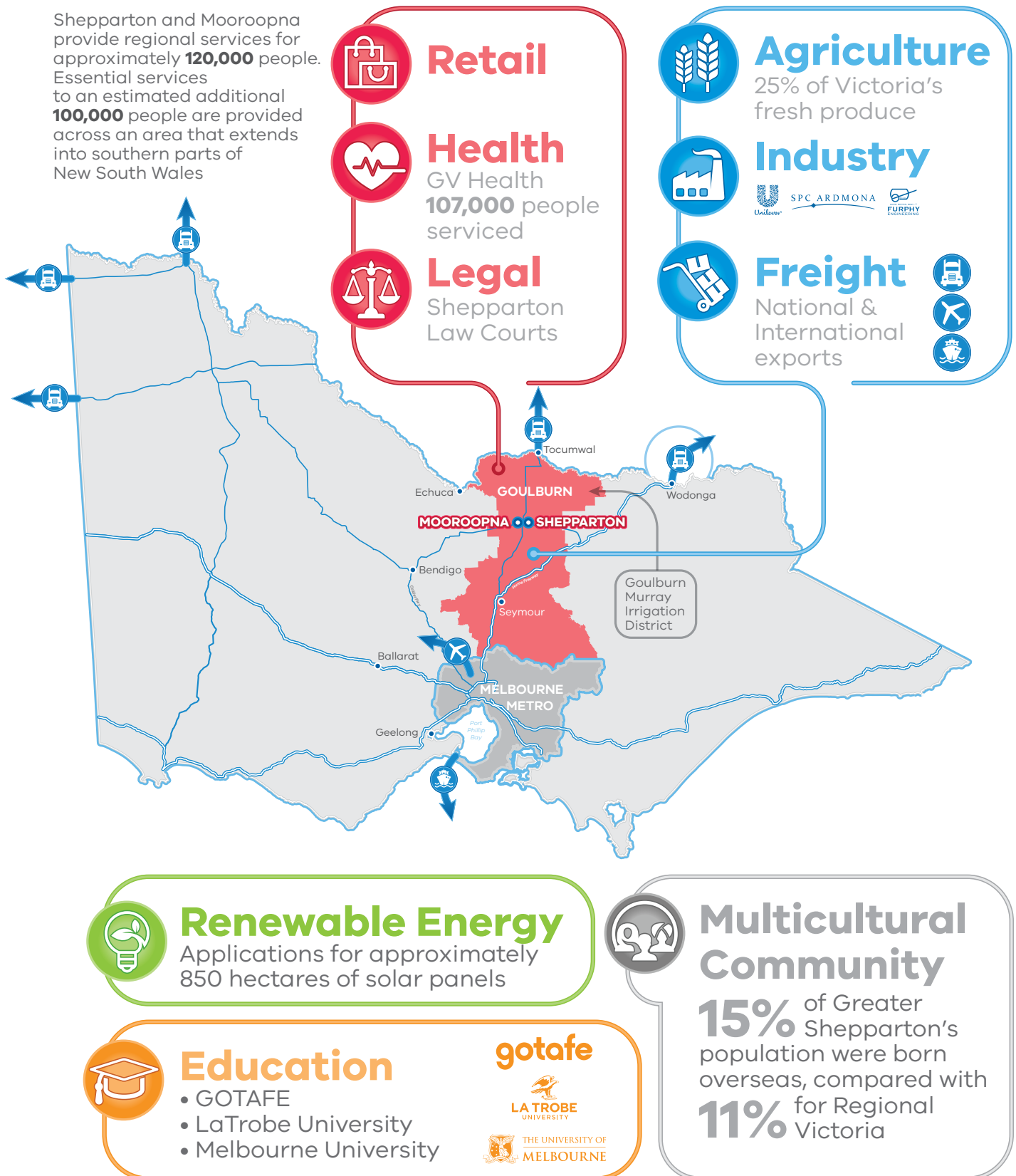


## Outcome 6 – A city of innovation and resilience

**Objective 6** – To ensure adaptation to climate change and a robust economy for continued prosperity in times of change.



**Figure 4** Service hub



# OUTCOME 1 - A city for the Goulburn Region



Greater Shepparton is recognised as the food bowl of Victoria with its economy being driven by agriculture, particularly fruit, vegetable and dairy products. These products are often highly perishable, so food manufacturing and processing for both local consumption and state, national and international export is central to the local economy.

The allocation of sufficient industrial land and investment in road and rail infrastructure will support the agricultural sector and the growth of existing, and the attraction of new, food processing and freight businesses.

Irrigation is critical to support the agricultural industry. The Goulburn Murray Irrigation District (GMID) is the largest irrigation system in Victoria and accounts for more than 70% of water stored in Victoria and almost 90% of water used in irrigation across the State.<sup>1</sup>

Ensuring the sustainability of the Goulburn Murray Irrigation District (GMID) will encourage ongoing investment and prosperity of the agricultural industry and co-dependending sectors.

As the largest city in northern Victoria, Shepparton and Mooroopna form a regional service hub for a population of approximately 120,000 people (**Figure 4**). The city also provides essential services for an estimated additional 100,000 people across an area that extends into southern parts of New South Wales.

Visitors are attracted to the city to access health, retail, education, legal and government services. These sectors should be supported and encouraged to expand to continue to meet community needs. Council has adopted the *Commercial Activity Centres Strategy* (November, 2015) to ensure the Shepparton Central Business District (CBD) remains the primary focus for retail and commercial investment in the region. The Mooroopna CBD is identified as a sub-regional centre, its role is to serve an immediate catchment in the surrounding urban area, as well as broader rural and regional hinterland that is highly accessible via regional road networks.

La Trobe University, Goulburn Ovens Institute of TAFE (GOTAFE) and Goulburn Valley Health (GV Health) all have a presence in the Shepparton CBD, forming the Shepparton Health and Education Hub. These institutions have developed a shared vision for Shepparton to be a regional hub for health and education services. The preparation of a joined-up business case that aligns with this vision will assist in attracting students, visitors and new residents to the city while continuing to revitalise the Shepparton CBD.

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.

<sup>1</sup> Goulburn Murray Irrigation District, GMW Connections Project Fact Sheet 10



The city should continue to be marketed as an attractive location for businesses and government agencies to locate. Forming a database of appropriate development and leasable sites and marketing these to existing economic development contacts will help attract new businesses.

The city's key industries and services are supported by a diverse population, Greater Shepparton has a higher portion of people born overseas (15%) compared with regional Victoria (11%)<sup>2</sup>. This cultural diversity makes the city unique, celebrating this and ensuring community awareness and understanding of the economic, educational, social and cultural benefits of multiculturalism is central to the city's future. *The Greater Shepparton Multicultural Strategy 2019 – 2022* (2019) has been developed to assist in achieving this vision.

The Yorta Yorta Nation Aboriginal Corporation are the Registered Aboriginal Party (RAP) for the Shepparton and Mooroopna area. The City of Greater Shepparton has a higher portion of people who identified as Aboriginal and Torres Strait Islander (3.4%) compared with the regional Victoria average (1.8%)<sup>3</sup>. However, anecdotal evidence shows that this is underrepresented, and this figure is nearly three times this.

The Goulburn-Murray region area is recognised as being the only Empowered Communities Region in Victoria which works towards the creation of an integrated community where Aboriginal peoples' rights are supported and their contributions are valued and celebrated. Meaningful relationships and partnerships with the Aboriginal and Torres Strait Islander community should continually be developed for an inclusive and empowered community.

<sup>2</sup> Greater Shepparton Multicultural Strategy 2019 – 2022 (Greater Shepparton City Council, 2019)

<sup>3</sup> .id the population experts, Indigenous profile, 2016, <https://profile.id.com.au/shepparton/population>





### Industrial investigation areas

The planning scheme identifies a number of industrial investigation areas as potential locations for growth, subject to significant issues or constraints being resolved. These investigation areas were identified as part of Amendment C162 *City of Greater Shepparton Industrial Land Review* (2011). Investigation areas 7 to 11 are within the scope of the Growth Plan. Investigation areas 12 and 13 are located in Tatura and have not been resolved, these are beyond the scope of the Growth Plan. Investigation areas 7, 8, 9 and 11 are identified in **Action 1.1.1** of the Growth Plan as suitable locations for industrial development, subject to the resolution of development constraints. Investigation area 10 is also identified as a residential investigation area and is not considered appropriate for urban development, this is discussed in **Outcome 3** of the Growth Plan.

## Industrial Land

The *Industrial Land Supply & Demand Assessment* (2019) concludes Greater Shepparton is currently experiencing a rapid increase in the consumption of industrial land and currently has insufficient zoned industrial land for the medium to long term.

Several industrial investigation areas are currently identified in the planning scheme. It is considered these are all appropriate for industrial development, subject to a number of development and infrastructure constraints being resolved.

The future industrial growth areas are identified on **Plan 3** and **Table 1**. Investment in road and rail infrastructure is extremely important to support the development of the proposed industrial growth areas. This infrastructure will be dependent on funding from State or Federal Government. Advocating for this infrastructure will be essential in driving the growth of the industrial sector.

**Table 1** Industrial growth areas

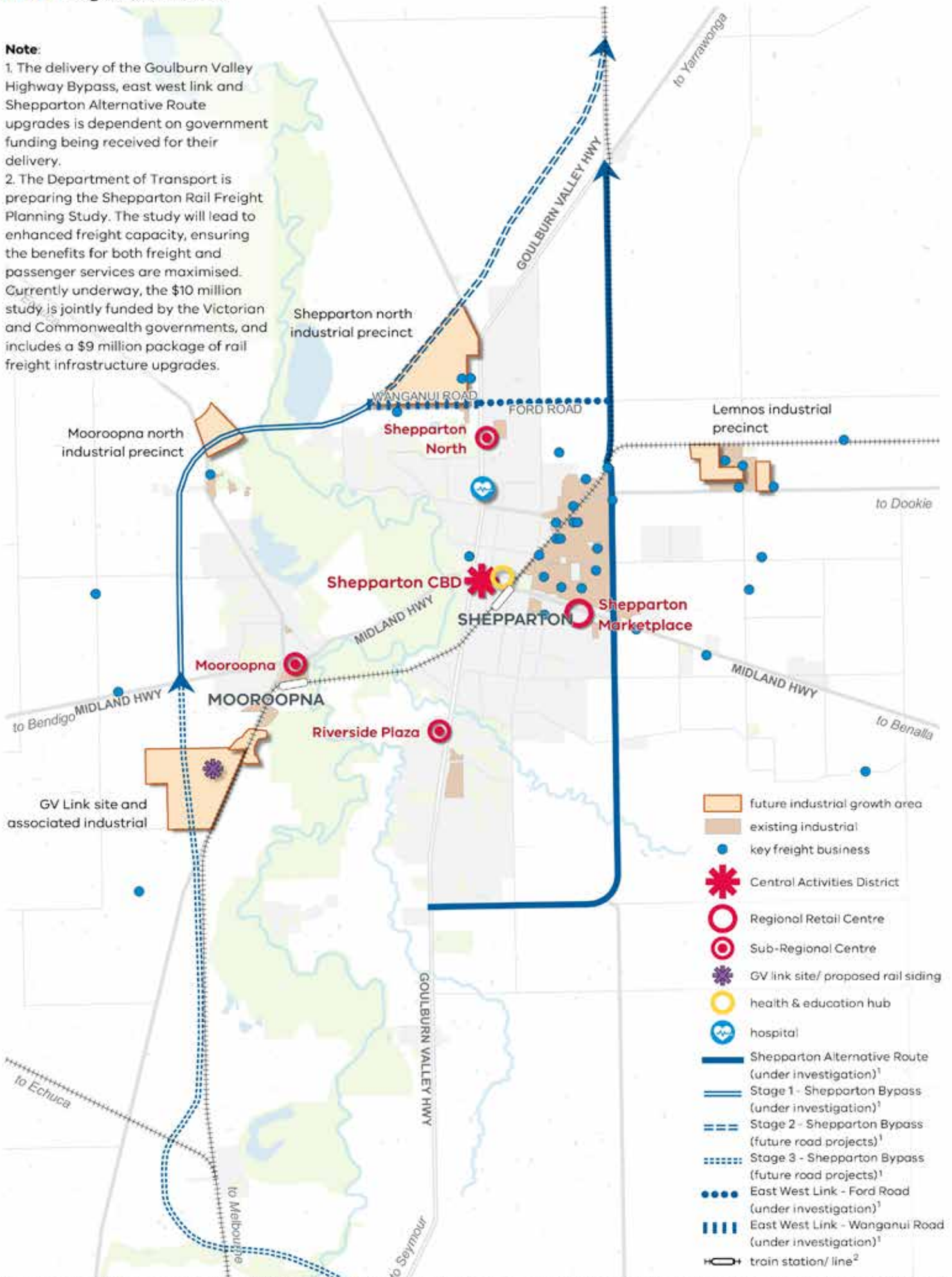
NAME	DEVELOPMENT CON-STRAINTS	ZONING	LIKELY USES
Shepparton north industrial precinct (previously Investigation Area 7)	Flooding and drainage	Currently in the Farming Zone, requires rezoning for an industrial purpose.	Future uses will leverage off strategic location adjacent to proposed transport infrastructure.
GV Link Site and associated industrial land (previously investigation Area 8)	Flooding and servicing.	GV Link Site is zoned Special Use Zone to identify its role as a transport and logistics centre. The future industrial area required rezoning for an industrial purpose.	Uses the complement the GV Link Site such as transport companies, automotive servicing, and food storage and distribution.
Mooroopna north industrial precinct (previously Investigation Area 9)	Servicing infrastructure.	Industrial 1 Zone.	Future uses will lever-age off strategic location adjacent to proposed transport infrastructure.
Lemnos industrial precinct (previously Inves-tigation Area 11)	Requires connection to reticulated sewerage.	Existing industrial land in Industrial 1 Zone, future industrial area requires rezoning for an industrial purpose.	Expansion of the existing transport and warehousing businesses.

## Plan 3 - Regional services

### Note:

1. The delivery of the Goulburn Valley Highway Bypass, east west link and Shepparton Alternative Route upgrades is dependent on government funding being received for their delivery.

2. The Department of Transport is preparing the Shepparton Rail Freight Planning Study. The study will lead to enhanced freight capacity, ensuring the benefits for both freight and passenger services are maximised. Currently underway, the \$10 million study is jointly funded by the Victorian and Commonwealth governments, and includes a \$9 million package of rail freight infrastructure upgrades.





**Objective 1** – To highlight Shepparton and Mooroopna’s unique attributes to attract people and investment to enhance strategic advantages.

**Strategy 1.1 Facilitate the expansion of the freight and industrial sector**

	Action	Timeframe	Responsibility
1.1.1	Plan for industrial land in the locations identified on Plan 4 by and in Table 1 by resolving development constraints and advocating for regionally significant infrastructure.	Short	Council
1.1.2	Advocate for investment in the road and rail infrastructure identified on Plan 4 to strengthen freight and industry as key economic drivers.	Medium	Council
1.1.3	Advocate for funding to deliver the Goulburn Valley Freight & Logistics Centre (GV Link site) and associated rail siding.	Long	Council

**Strategy 1.2 Reinforce the importance of the Goulburn Murray Irrigation District (GMID) to encourage ongoing investment**

	Action	Timeframe	Responsibility
1.2.1	Support the preparation of the GMID Master Plan to ensure the long-term growth, sustainability and prosperity of the GMID.	Immediate	Council, DJPR, GBCMA & GMW
1.2.2	Prepare a local policy on interface issues between farming and non-farming uses, supplemented with a community information package.	Medium	Council, GBCMA, EPA & GMW
1.2.3	Develop an agricultural brand for the region which highlights key strengths and investment attraction opportunities.	Medium	Council, DJPR, GMW and the GBCMA



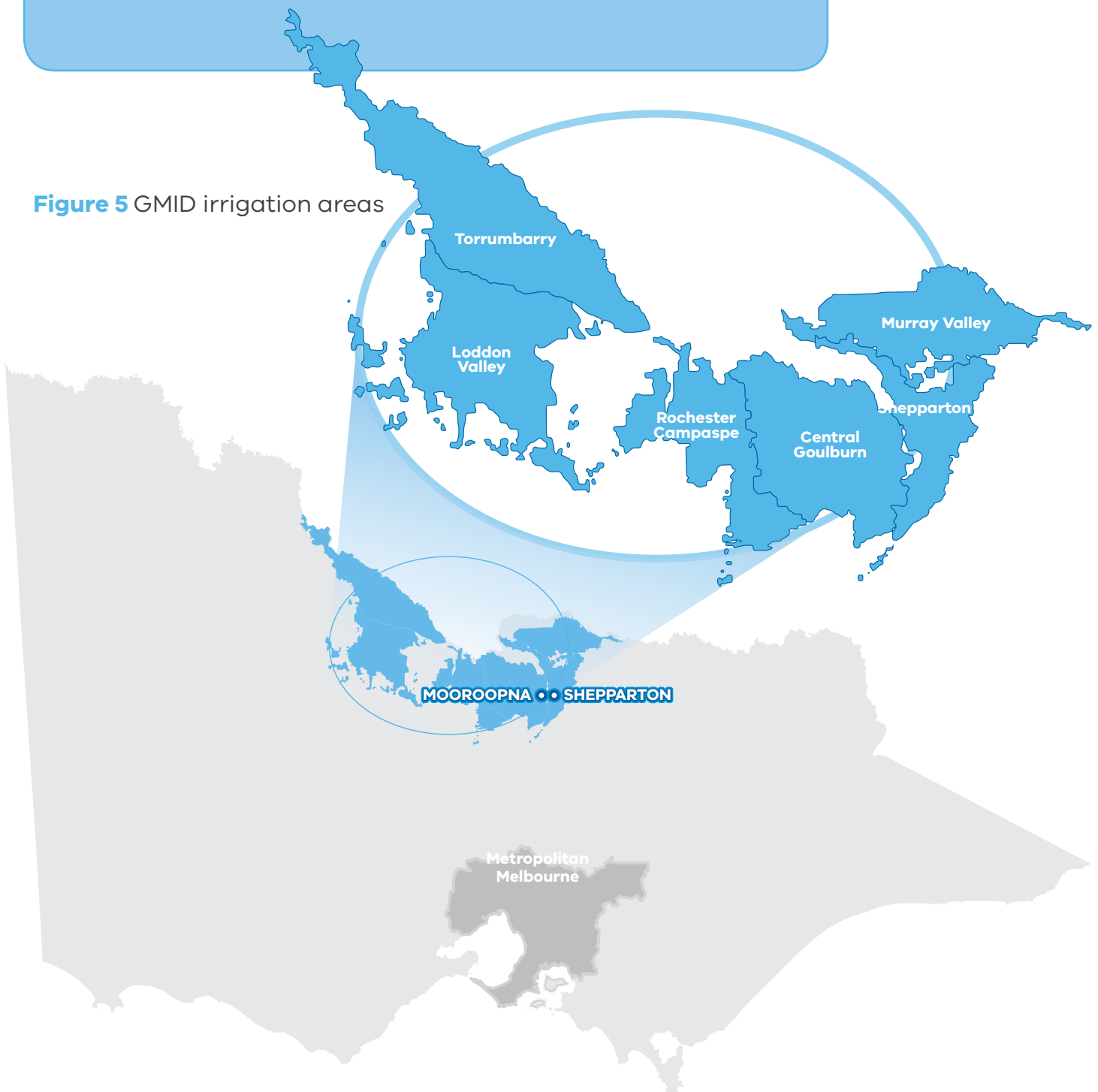
## Goulburn Murray Irrigation District (GMID) Master Plan

The Department of Jobs, Precincts and Regions (DJPR) is leading this project, it is designed to explore the opportunities for long-term growth and prosperity across the GMID. The GMID faces a wide-range of unprecedented challenges and complexities over coming decades largely due to reduced water availability for agricultural production, high infrastructure renewal and maintenance costs, ongoing adjustments, pressures on natural resources and demographic shifts.

The intent of the project is to develop a strategy that builds resilience in the GMID by guiding the growth and development of the social, economic and environmental sustainability of the area.



**Figure 5** GMID irrigation areas



### Strategy 1.3 Strengthen and support the growth of the business community

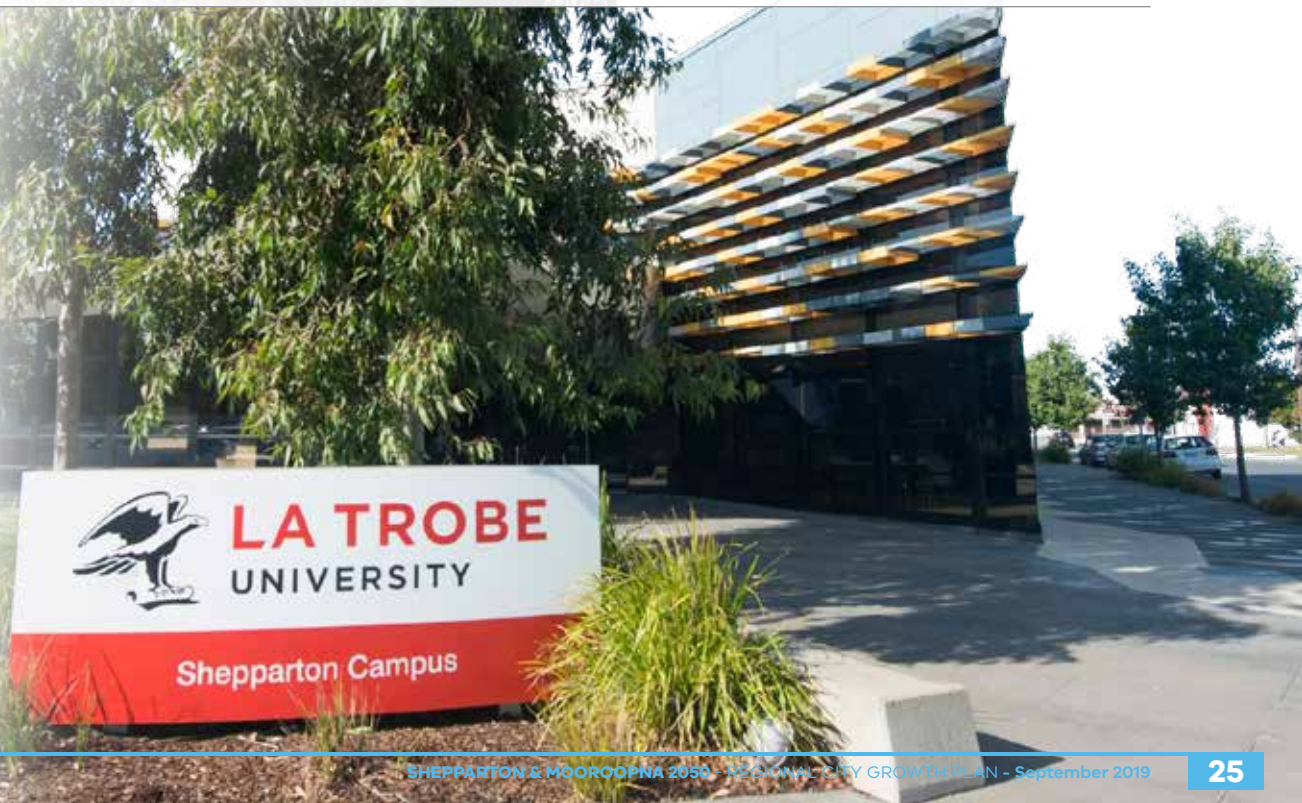
	Action	Timeframe	Responsibility
1.3.1	Update the <i>Greater Shepparton Economic Development, Tourism &amp; Events Strategy 2016 – 2020</i> (2016) to support existing and attract new businesses.	Short	Council
1.3.2	Develop and maintain a database of available development sites and rental floorspace to streamline enquiries with government agencies and businesses.	Short	Council

### Strategy 1.4 Strengthen the city as a leading tertiary education and health service hub

	Action	Timeframe	Responsibility
1.4.1	Develop a business case for the Shepparton Health and Education Hub to attract investment and expansion.	Short	Council, GV Health, La Trobe University and GOTAFE

### Strategy 1.5 Strengthen the Goulburn Region as an Empowered Communities Region to promote the rights and interests of Aboriginal people.

	Action	Timeframe	Responsibility
1.5.1	Partner with the Goulburn Murray leaders of Empowered Communities to support the delivery of identified reforms and integrate these into council strategic planning and decision-making processes.	Short	Council, Yorta Yorta Nation Aboriginal Corporation, Rumbalara Aboriginal Co-operative, and Empowered Communities





## OUTCOME 2 - A City Of Liveable Neighbourhoods

Principles:    

Liveability reflects the wellbeing of a community and includes the many characteristics that make a location a place where people want to live now and into the future. A liveable place is one that is safe, attractive, socially cohesive, inclusive and environmentally sustainable.

Approximately 71% of people in Greater Shepparton travel to work by car slightly higher than the average of 67% across regional Victoria<sup>4</sup>. Designing Shepparton and Mooroopna's streets to improve pedestrian accessibility will encourage the community and visitors to walk as a mode of transport.

The Shepparton and Mooroopna landscape is relatively flat and ideal for cycling. Investing in infrastructure to enhance cycling as a safe and convenient transport option will contribute to health and wellbeing, reduce congestion and promote environmental sustainability. This investment should include a broad range of cycling opportunities including BMX, mountain biking and regional trails to establish the city as a cycling destination.

Shepparton and Mooroopna include a comprehensive open space network. Existing open space assets should be protected and enhanced to continue to contribute to liveability. As the network is comprehensive, funding for enhancements should be prioritised to areas of most need.

Council facilitates a community plan program in townships and neighbourhoods. A number of communities across Shepparton have developed community plans. A community plan is a written document that identifies a community's strengths and outlines how these strengths can be utilised to build capacity and enable empowerment in the future. The community plan process helps foster social connections, which is particularly important in new growth areas where a community is emerging.

The population of Greater Shepparton is split almost evenly between the main urban centres of Shepparton and Mooroopna (53%) and the townships (47%). The network of townships that surround Shepparton and Mooroopna play an important role in supporting liveability. Detailed consideration of these townships falls beyond the scope of this document however they should be acknowledged as providing community infrastructure, employment and alternative and often more affordable housing options for Shepparton and Mooroopna's residents. Planning for these townships is considered in the *Greater Shepparton Townships Framework Plan Review* (2018). This process should be supported and reviewed where appropriate in the future.

Five major venues with electronic gaming machines are in the centre of Shepparton, with an additional venue in Mooroopna. All venues are located within, or in close proximity of a neighbourhood identified as having the highest levels of socio-economic disadvantage in Victoria.

Greater Shepparton is subject to a gaming machine cap imposed by the Victorian Commission for Gambling and Liquor Regulation. However, additional guidance is required to ensure the location and opening hours of future venues minimises the harm from gaming and does not negatively affect the amenity of locations.

Several actions within the Growth Plan will also have positive liveability impacts particularly around improving access to public transport and community infrastructure, and better utilisation of the river environment for recreation.

<sup>4</sup> .id the population experts, Method of travel to work, 2016, <https://profile.id.com.au/shepparton/travel-to-work>

**Objective 2** – To ensure areas of high liveability are protected and enhanced and opportunities to improve community wellbeing are delivered.

**Strategy 2.1** Improve streetscape amenity for a more walkable community

	Action	Timeframe	Responsibility
<b>2.1.1</b>	Advocate for funding to deliver a pedestrian overpass at Shepparton Railway Station to improve pedestrian accessibility.	Medium	Council and DoT
<b>2.1.2</b>	Prioritise the allocation of capital works funding for accessibility improvements to township activity centres, schools and train stations identified on <b>Plan 4</b> to encourage walkability.	Medium	Council and DoT
<b>2.1.3</b>	Prioritise the allocation of capital works funding for streetscape improvements on the key pedestrian links identified on <b>Plan 5</b> to encourage residents and visitors to walk to key attractions.	Medium	Council and DoT

### Shepparton Railway Precinct Master Plan

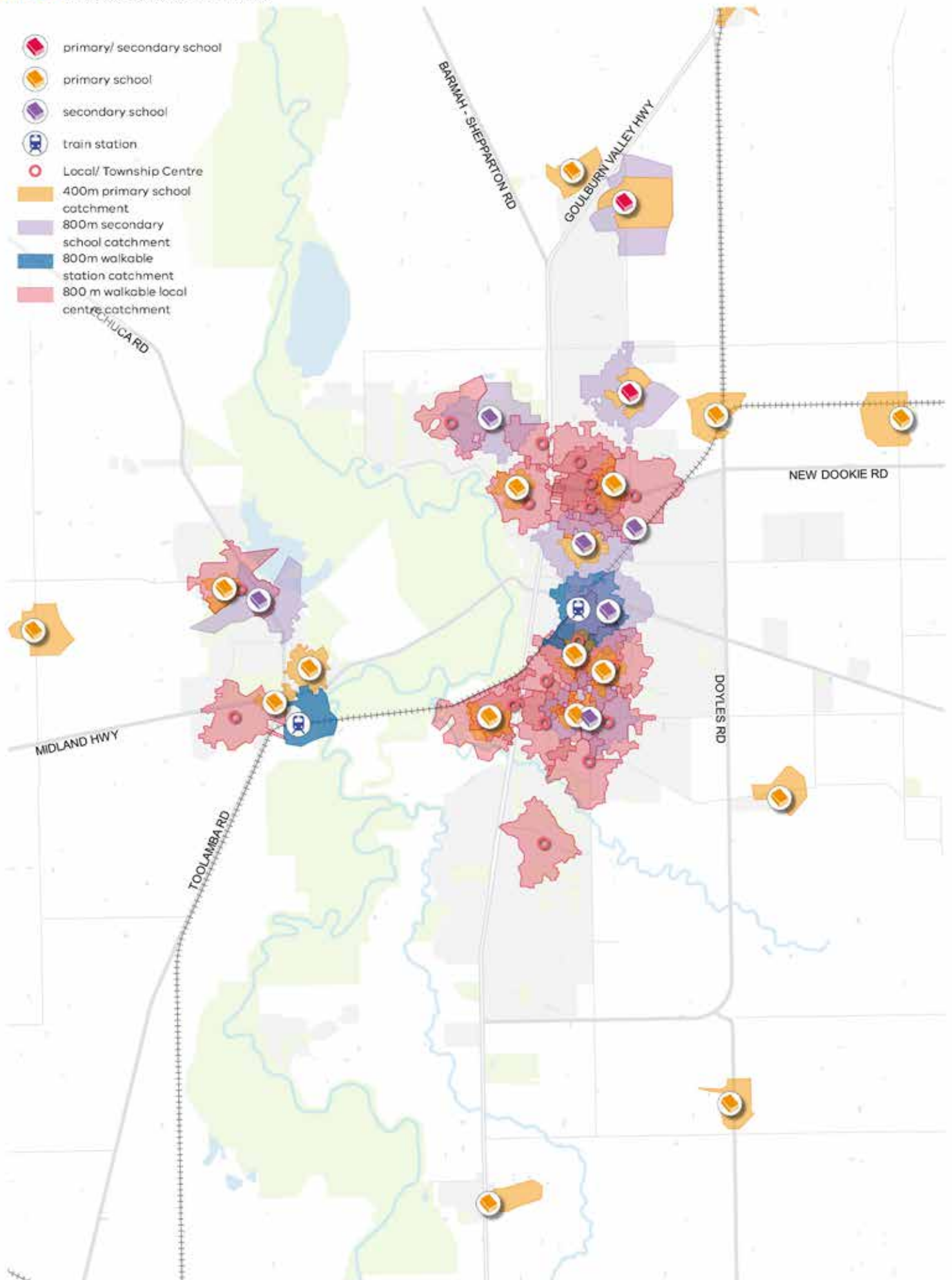
The Master Plan was prepared by Spiire Australia Pty Ltd and finalised in 2017 to set a vision for the station to be a welcoming destination that is well integrated with, and accessible to, the Shepparton CBD.

A key piece of infrastructure required to deliver this vision is a pedestrian overpass to allow access to Shepparton Station from Hoskin Street. Arcadis Pty Ltd prepared the *Shepparton Railway Station Pedestrian Overpass Concept Plan* (2019) which includes architectural drawings and artist impressions of the overpass to assist council to advocate for funding for the delivery of this project.

Shepparton Station pedestrian overpass artist impression – view from east (station car park), prepared by Arcadis Pty Ltd, 2019

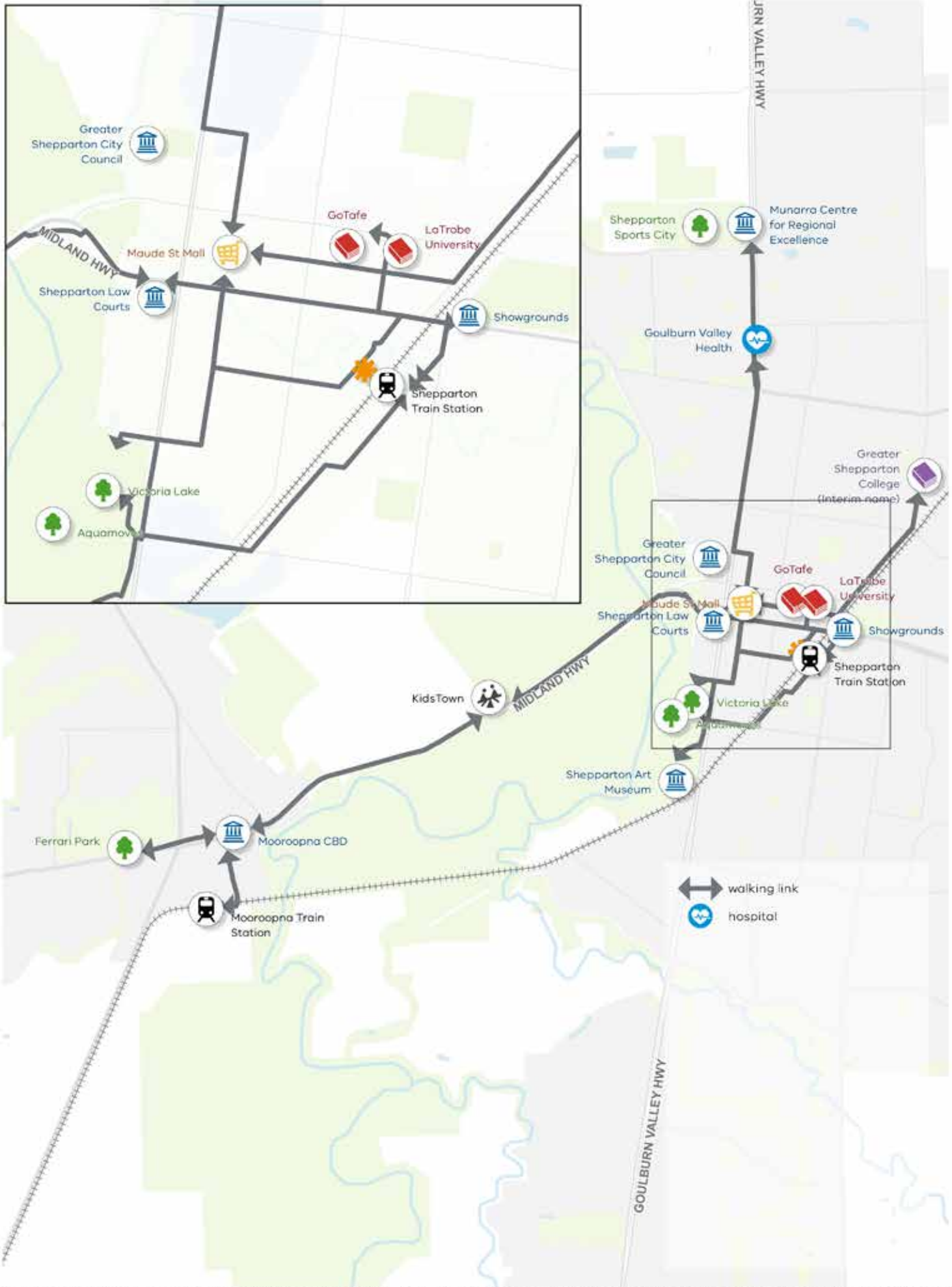


## Plan 4 - Walkable catchments





**Plan 5 - Priority walking links**



## Strategy 2.2 Support the city as a cycling destination

	Action	Timeframe	Responsibility
2.2.1	Update the <i>Greater Shepparton Cycling Strategy 2013 – 2017</i> (2013) to reinforce local and regional connections. Include the connections to key destinations identified on <b>Plan 6</b> .	Medium	Council and DoT
2.2.2	Advocate for funding to deliver township connections and enhance the existing cycling opportunities identified on <b>Plan 7</b> to develop the city as a regional cycling destination.	Medium	Council

### Regional cycling destination

#### Shepparton BMX track

The BMX Australian National Championships have been held at the Shepparton BMX track four times in the past 10 years, including the 2019 championships held in May. The track recently benefited from a redevelopment after receiving \$635,000 from the Victorian Government. The 2019 Championships attracted approximately 3,000 athletes and their support teams to Shepparton and is estimated to have injected \$3.8 million into the local economy.

#### Mount Major Mountain Bike Course

*The Greater Shepparton Economic Development, Tourism & Events Strategy 2016 – 2020* (2016) identifies updates to this mountain bike destination as a future minor project for consideration. Continued improvements to the course, trail head facilities and accessibility via Mt Major and TV Access Road is required to enhance the course and attract visitors. Melbourne University and the Goulburn Valley Mountain Bike Club are key stakeholders in this project and should be consulted with to assist with funding applications.

#### Shepparton Regional Park

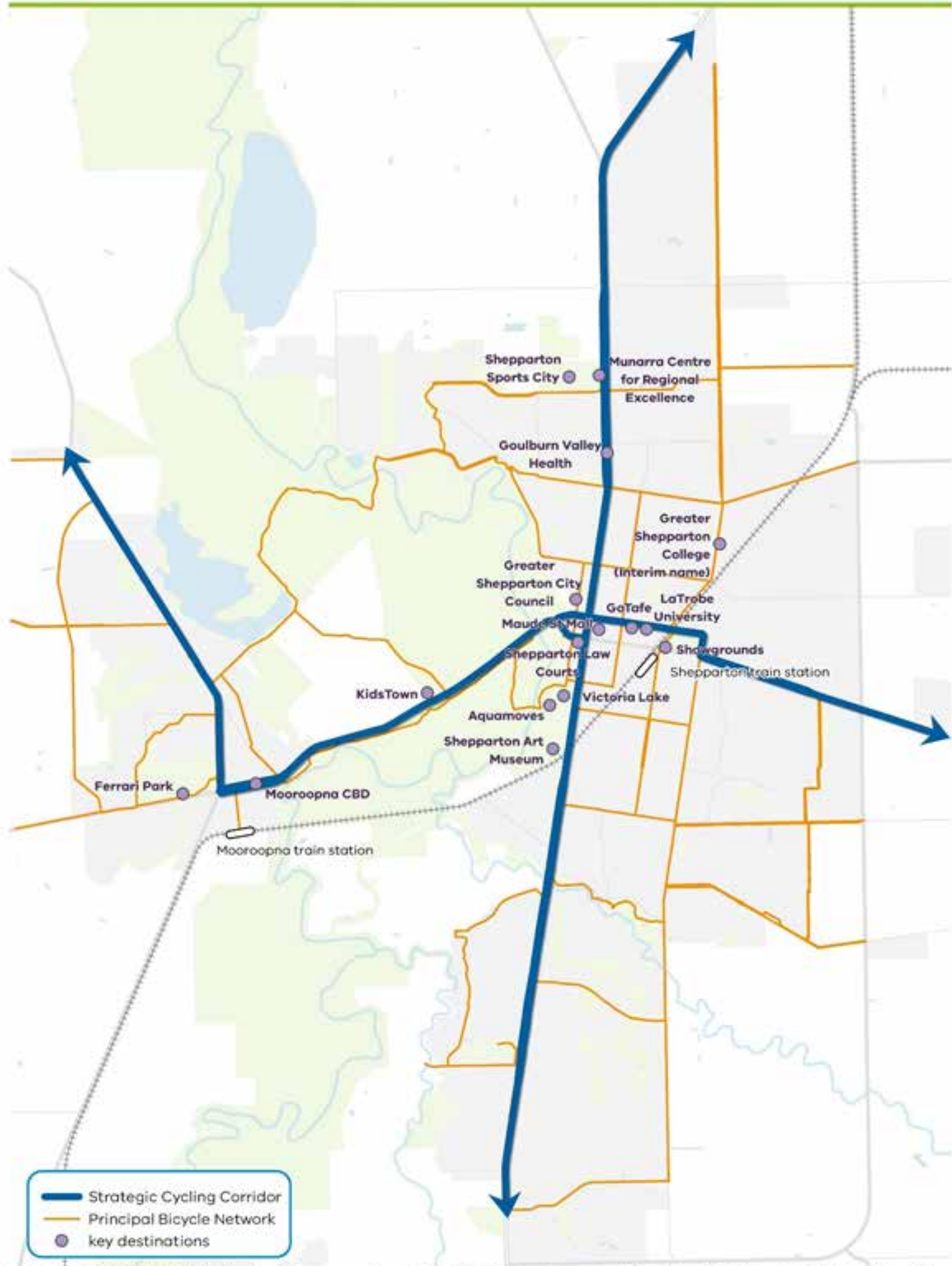
The *RiverConnect Paths Master Plan* (2015) outlines a network of walking and cycling trains within the Shepparton Regional Park. The project provides the opportunity to connect people with the Goulburn River as well as providing a means for connecting people to an understanding of culture and knowledge through interpretive signage.

**Outcome 5** of the Growth Plan discusses this network and identifies opportunities for expansion.

#### Shepparton to Seymour trail via Nagambie

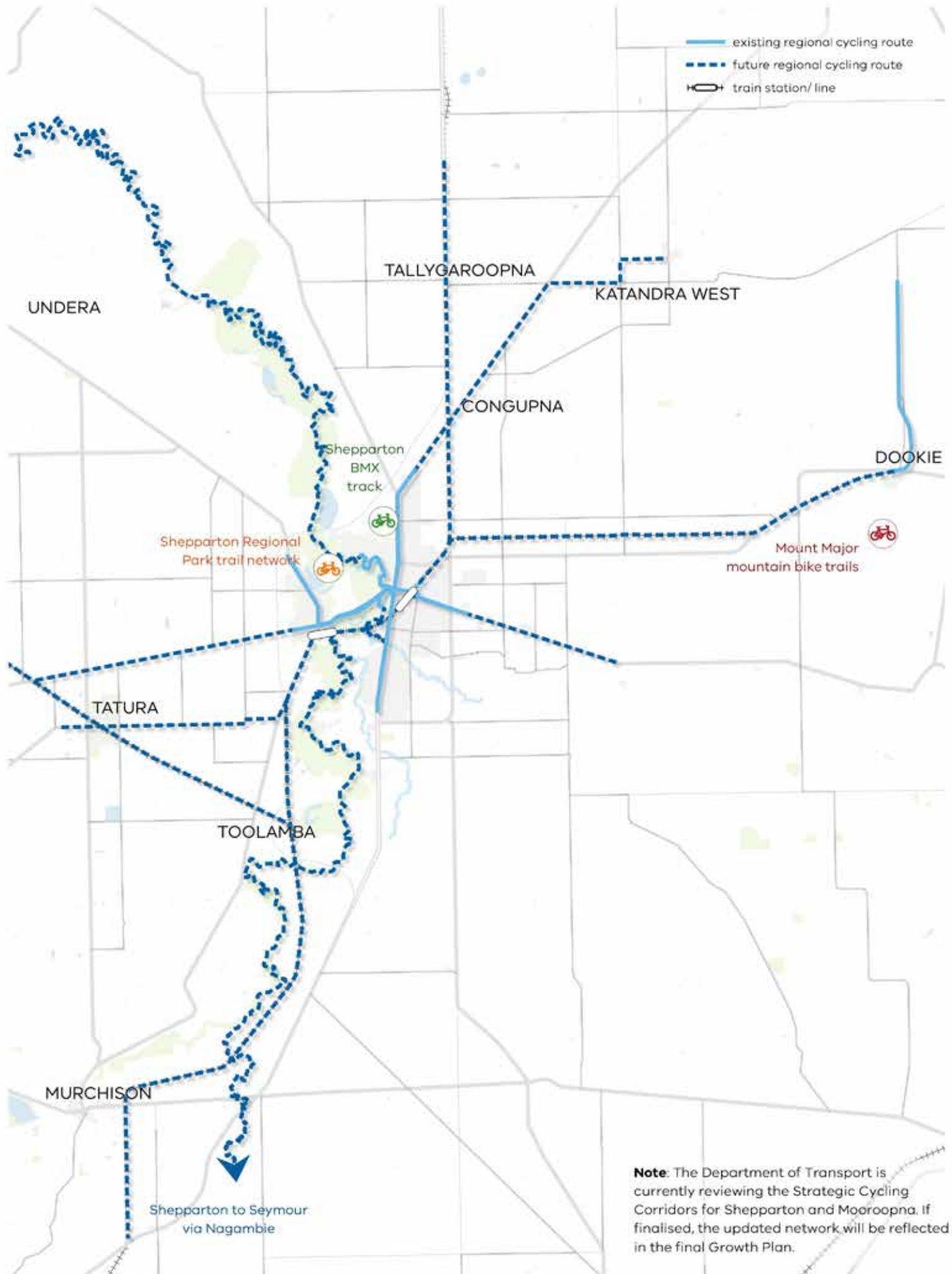
The *Hume Region Significant Tracks and Trails Strategy 2014 – 2023* (2014) identifies a cycling connection from Shepparton to Seymour via Nagambie. The path would follow the Goulburn river so would be an attractive recreational path. This connection is costed at approximately \$17.4 million.







## Plan 7 - Regional cycling destinations



### Strategy 2.3 Enhance Shepparton and Mooroopna's open space network by prioritising investment in improvements

	Action	Timeframe	Responsibility
2.3.1	Prepare an audit and funding prioritisation strategy for all council's open space assets and prepare an open space strategy to direct capital works investment in areas of most need.	Medium	Council

### Strategy 2.4 Maintain the Community Planning program

	Action	Timeframe	Responsibility
2.4.1	Implement the Community Planning program in the recently completed and future growth areas identified in <b>Outcome 3</b> of the Growth Plan.	Ongoing	Council

### Strategy 2.5 Respond to change in the townships within Greater Shepparton to define a vision for their future

	Action	Timeframe	Responsibility
2.5.1	Implement the <i>Greater Shepparton Townships Framework Plan</i> (2018) in the Greater Shepparton Planning Scheme and ensure ongoing reviews to this plan to ensure it responds to changing needs and priorities for the townships.	Ongoing	Council

### Strategy 2.6 Minimise negative social and economic impacts from gambling by regulating the number and location of gaming premises

	Action	Timeframe	Responsibility
2.6.1	Prepare a Greater Shepparton Gaming Policy and implement in the Greater Shepparton Planning Scheme.	Medium	Council

# OUTCOME 3 - A City Of Growth and Renewal

Principles:    

## Existing growth areas

The *Greater Shepparton Housing Strategy* (2011) has informed the planning of growth areas in Shepparton and Mooroopna. The current growth corridors for Shepparton and Mooroopna are identified in **Table 2**. These were implemented in the Planning Scheme by Amendment C93.

Sufficient land for residential development must be allocated and its delivery staged to

ensure development aligns with infrastructure delivery and affordability is maintained. Guiding development to areas capable of change and away from constraints provides certainty to the community and development industry. The resolution of the investigation areas identified in the Housing Strategy and reflected in the Greater Shepparton Planning Scheme is a key consideration of the Growth Plan.

**Table 2** Current growth areas

Growth corridor	Strategic document	Ultimate supply (dwellings)	Status
<b>Mooroopna West</b>	Mooroopna West Structure Plan and Mooroopna West Growth Corridor Development Contributions Plan	1,600	Development commenced
<b>Shepparton North East</b>	Shepparton North East Precinct Structure Plan and Development Contributions Plan	1,500	Development not yet commenced
<b>Shepparton South East</b>	Shepparton South East Precinct Structure Plan and Development Contributions Plans	2,500	Draft Precinct Structure Plan and Development Contributions Plan are currently being prepared.
<b>Total</b>		<b>5,600</b>	



## Investigation areas

Investigation areas represent land that was identified as having potential to be rezoned to a residential or industrial use. However, significant issues and constraints needed to be resolved, such as environmental, flooding, infrastructure or land use conflicts, prior to a rezoning taking place. **Outcome 1** of the Growth Plan discusses the industrial investigation areas.

Residential investigation areas 1 and 3 have undergone an initial strategic planning process and are now identified in the Planning Scheme for future urban development.

Residential investigation areas 5 and 6 are in Tatura and Toolamba respectively and are beyond the scope of this plan.

Residential investigation areas 2 and 4 are the only remaining residential growth areas that are within the scope of the Growth Plan that are unresolved.

### Investigation area 2

This is now referred to as the Kialla West Growth Corridor and is discussed in 'Future Growth Areas' below.

### Investigation areas 4 and 10

This area is identified in the planning scheme as an investigation area for residential or industrial development, however a number of interface and planning issues are required to be addressed. Investigation area 4 is the residential component, investigation area 10 is the industrial component.

This land is not suitable for residential or industrial development and should be reinforced as forming part of the Goulburn Murray Irrigation District (GMID) as productive farm land.

State and local policy support this land being retained for agricultural uses. The local policy section of the Planning Scheme identifies the "well-being of productive agricultural land" as an important consideration when contemplating urban expansion. State planning policy states that productive farmland that is of strategic significance in the local or regional context should be protected.

A number of physical and land use constraints were considered to determine that this land is not suitable for urban development:

- according to the *Shepparton East Overland Flow Urban Flood Study* (2017) a large portion of the site is subject to overland flooding
- as part of the G-MW Connections Program, there has been considerable investment in irrigation infrastructure to support the current farming practices and reinforce the land as forming part of the GMID
- according to usage data from G-MW, the majority of land holdings are still accessing irrigation infrastructure and actively farming their land
- the Shepparton Alternative Route (SAR) is adjacent to the site on the western boundary and is a major freight route. This road is identified for potential duplication and is considered a logical eastern growth boundary for the city
- Land supply areas can be accommodated within the settlement boundary without the need to open up a precinct in the east.

It is acknowledged some farmers within investigation area 4 and 10 have identified land use conflicts with their farming practices and existing residential development, particularly in the area around Dobson's Estate in Shepparton East.

Dobson's Estate is a residential subdivision that was approved by the previous Shire of Shepparton, prior to amalgamation into Greater Shepparton City Council.

**Outcome 1** of the Growth Plan reinforces the importance of the GMID and includes **Action 1.2.2** to work with the Environment Protection Authority (EPA) and the Goulburn Broken Catchment Management Authority (GBCMA) to provide information to the community on this issue.

## Future growth areas

Victoria in Future (VIF) 2019 estimates that Greater Shepparton will grow by around 350 dwellings per annum, therefore around 6,000 additional dwellings are required between 2019 – 2036. The current growth corridors in Shepparton and Mooroopna provide an ultimate dwelling supply of approximately 5,600 dwellings. Therefore, additional land supply to accommodate anticipated growth is needed. Guiding development to areas capable of change and away from constraints provides certainty to the community and development industry.

The residential growth areas to support Shepparton and Mooroopna to 2050 are identified on **Plan 8** and **Table 3** and outlined below. Sequencing of the proposed growth areas can be brought forward if supported by sufficient assessments, subject to council approval.

The proposed medium term (5 – 10 years) growth corridor dwellings have the potential to provide for an additional 3,300 dwellings at Kialla, with longer term (10+ years) growth corridors providing around 1,400 dwellings.

State policy directs that councils should provide for a minimum of 15 years land supply. If the current consumption of 350 dwellings per annum continues, the existing and proposed land supply would cater for 30 years.

The need to undertake planning for the proposed land supply is supported by the *Residential Land Supply Demand Assessment* (2019)

The investigation areas currently identified in the planning scheme will be replaced with the future growth areas identified below.

### Immediate and short (1 – 5 years)

The immediate and short term supply needs will be accommodated in the existing growth corridors; Mooroopna West, Shepparton North East and Shepparton South East. Mooroopna West and Shepparton North East have undergone a planning process and are identified for residential development. The Shepparton South East Precinct Structure Plan and Development Contributions Plan are currently being prepared and it is anticipated that development of this growth corridor will commence in the short term (within 1 to 5 years).

### Medium (5 – 10 years)

Investigation areas 1 and 3 have undergone an initial strategic planning process and are currently identified in the planning scheme as appropriate for urban development.

Investigation area 1, referred to as the Kialla raceway development, will include a mix of low density and equine-related low density development. Further work is required to support the rezoning and development of this land including an appropriate flooding and drainage solution, servicing and resolving access arrangements onto River Road. The future potential widening of the Shepparton Alternative Route will need to be considered as part of the detailed planning of this growth area. This development will deliver approximately 350 dwellings.

The Urban Growth Zone has been applied to Investigation area 3, referred to as the Kialla North Growth Corridor, to identify this land for future residential development. A Precinct Structure Plan and Development Contributions Plan need to be prepared to support the development of this growth corridor. The key issues that need to be addressed include an appropriate flooding and drainage solution, access onto Archer, River and Doyles Roads and servicing. The future potential widening of the Shepparton Alternative Route will need to be considered as part of the detailed planning of this growth area. This growth corridor will deliver approximately 2,150 dwellings.

Investigation area 2, referred to as the Kialla West Growth Corridor, is currently unresolved in the planning scheme. This corridor is considered appropriate for development for the following reasons:

- it is a logical extension of the existing Kialla west development which will ensure a connected community
- access to existing township and Kialla West Primary School
- the development will create high amenity lots with views to the Goulburn river and Sevens Creek
- the land has not received recent investment in irrigation infrastructure
- it's considered the current development constraints such as servicing and infrastructure can be resolved.

The Rural Living Zone currently applies to the land and is subject to a current 8-hectare minimum lot size requirement. This requirement should be maintained until a Precinct Structure Plan and infrastructure contributions mechanism have been prepared to facilitate a low-density residential estate. Standard residential density will be considered if flooding, access, bushfire, and servicing constraints can be resolved but must be respectful of the existing context of the area. The location of standard density is most likely to be supported to the south of the precinct.

#### Long (10+ years)

The Kialla Central area currently includes a small number of low density residential lots and a primary school. Dependant on land supply needs, a Kialla Central Structure Plan should be prepared in the long term to:

- investigate the most appropriate land use mix in the area
- determine the need for additional community infrastructure
- investigate servicing
- review the application of surrounding existing residential zones and the densities proposed in these.

To take advantage of opportunities for both passenger and freight movements, council has identified the need to look at relocating the existing Shepparton Airport. If this relocation occurs, there would be a strategic redevelopment opportunity for the existing airport site in Kialla. A development

plan and infrastructure contributions mechanism would need to be prepared to support an appropriate development depending on land supply and community needs.

The former Radio Australia site is located at 490 Verney Road Grahamvale. Subject to land supply needs, this site is considered appropriate for long term development for a number of reasons:

- it is currently in one ownership
- it is not being actively farmed
- it has not received recent investment in irrigation infrastructure.

A development plan and infrastructure contributions mechanism would need to be prepared to support the development of this site to consider issues including:

- the provision of community and recreation facilities to support the existing schools on the west side of Verney Road (Goulburn Valley Grammar, St Luke's Catholic Primary School and Notre Dame College Emmaus Campus)
- native vegetation
- heritage
- safe pedestrian access across Verney Road
- an appropriate buffer to ensure farming operations to the east and south are not compromised
- drainage.

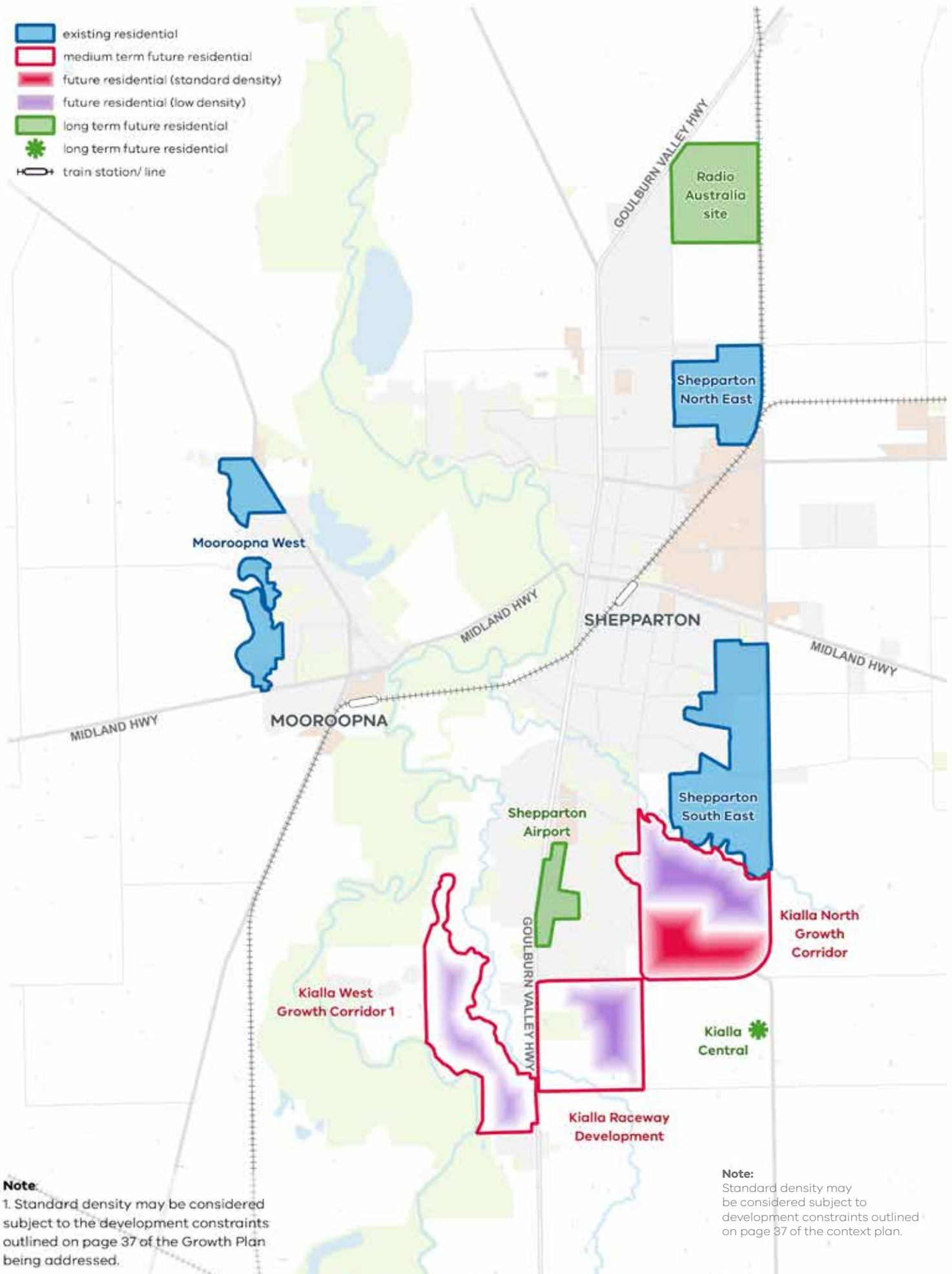
**Table 3** Future residential growth areas

FUTURE GROWTH AREAS	TIMING	ULTIMATE SUPPLY (DWELLINGS)	DEVELOPMENT CONSTRAINTS
Kialla Raceway development (previously Investi-gation Area 1)	Medium (5 – 10 years)	350	Flooding, drainage and access.
Kialla west growth corridor (previously Investiga-tion Area 2)	Medium (5 – 10 years)	800	Flooding, access, bushfire and servicing.
Kialla north growth corridor (previously Investiga-tion Area 3)	Medium (5 – 10 years)	2,150	Flooding, drainage, access and servicing.
Kialla Central	Long (10+ years)	To be determined	Servicing and community infra-structure
Radio Australia Site	Long (10+ years)	To be determined	Community infrastructure, native vegetation, heritage, drainage and access.
Shepparton Airport	Long (10+ years)	To be determined	Drainage and access.



## Plan 8 - Residential growth corridors

- existing residential
- medium term future residential
- future residential (standard density)
- future residential (low density)
- long term future residential
- long term future residential
- train station/ line



### Note:

1. Standard density may be considered subject to the development constraints outlined on page 37 of the Growth Plan being addressed.

### Note:

Standard density may be considered subject to development constraints outlined on page 37 of the context plan.

**Objective 3** – To provide sufficient land supply and urban renewal opportunities to ensure affordable and attractive living options are maintained.

**Strategy 3.1** Facilitate new housing in identified growth areas around the City

	Action	Timeframe	Responsibility
<b>3.1.1</b>	Prepare and implement the Shepparton South East Precinct Structure Plan and Development Contributions Plan in the planning scheme.	Immediate	VPA and council
<b>3.1.2</b>	Support requests from land owners seeking rezoning of the Kialla raceway development.	Medium	Council and proponent
<b>3.1.3</b>	Prepare a Precinct Structure Plan and Development Contributions Plan for the Kialla North growth corridor.	Medium	Council and proponent
<b>3.1.4</b>	Maintain the current 8-hectare minimum lot size requirement, until a Precinct Structure Plan and infrastructure contributions mechanism for the Kialla west growth corridor have been prepared.	Medium	Council and proponent
<b>3.1.5</b>	Prepare the Kialla Central Structure Plan	Long	Council
<b>3.1.6</b>	Support the Shepparton Airport as a long-term strategic development site if relocation of this asset is realised.	Long	Council
<b>3.1.7</b>	Support the development of the Radio Australia site as a long-term strategic redevelopment site.	Long	Council and proponent

## Infill development

### Heritage

Council has prepared the *Draft Greater Shepparton Heritage Study II* (2019) which is an amalgamation of the 2007, 2013 and 2017 studies. Further work is required to understand gaps in local heritage

significance, particularly in Mooroopna. A study on 20th Century Heritage is also required to ensure this component of Shepparton and Mooroopna's built form heritage is identified and protected.

### Strategy 3.2 Identify and protect Shepparton and Mooroopna's built heritage

	Action	Timeframe	Responsibility
3.2.1	Complete a heritage gap assessment to understand gaps in sites with local heritage value, particularly potential sites in Mooroopna. Implement this assessment in the Planning Scheme.	Medium	Council
3.2.2	Complete an assessment to identify sites of 20th century heritage significance and implement in the Planning Scheme.	Medium	Council

### Shepparton

There are several opportunities for revitalisation and renewal of key development sites in central Shepparton. Higher density housing in the Shepparton CBD will help contribute to economic prosperity and affordability. This aligns with the delivery of the Affordable Housing Policy that council is currently preparing. This policy seeks to build capacity in council staff and propose innovative measures to enable housing diversity and the provision of affordable housing in Greater Shepparton.

Council is in the process of planning and implementing several improvements to the CBD including streetscape, traffic management and commercial works along key retail trips in Vaughan and Maude Streets (including Maude Street Mall), as well as the Shepparton Court Precinct and the proposed Shepparton Railway Station Precinct. Higher density housing aligns with this suite of revitalisation projects.

The delivery of these projects and their sub components represent a significant coordinated investment in Shepparton's CBD, generating economic stimulus and ongoing economic benefits estimated at up to \$113 million. The Shepparton Law Courts development received \$73 million in the 2014/15 Victorian State Budget. This development is now complete and provides a regional headquarters for court services for the Hume region.

In the Shepparton CBD, the Activity Centre Zone (ACZ) has been applied as a flexible and facilitative zone to encourage a mix of uses and more intensive development close to facilities and services. The ACZ outlines development opportunities in the Shepparton CBD that have not been realised to their full potential. The extent of the ACZ application, the vision for each precinct and some infill development opportunities are identified in **Figure 6**. Selected renewal sites in the Shepparton CBD include:

- car park site: 84-90 High Street
- CFA building on Maude Street: 266-268 and 270 Maude Street
- vacant site: 3 Sobraon Street
- Pizza Hut site: 525-535 Wyndham Street
- vacant site: 517-523 Wyndham Street
- car park site: 57 and 59-65 Welsford Street
- car park site: 36-50 Marungi Street.



**Strategy 3.3** Support compact dwellings developing in the Shepparton CBD for housing diversity, affordability and deliver on the CBD revitalisation.

	Action	Timeframe	Responsibility
<b>3.3.1</b>	Complete the Affordable Housing Policy Project to encourage diverse housing and affordable housing stock.	Immediate	Council

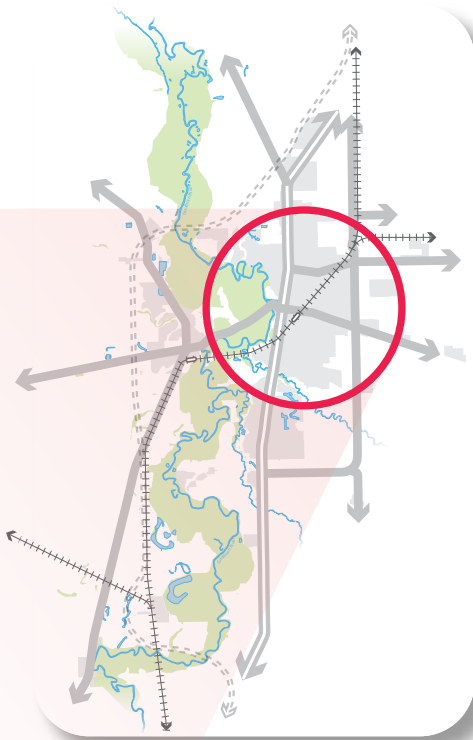
**Strategy 3.4** Reinforce the planning tools that currently provide guidance in the Shepparton CBD to facilitate more compact dwellings, including townhouses and apartments.

	Action	Timeframe	Responsibility
<b>3.4.1</b>	Promote the potential development opportunities allowed by the Activity Centre Zone (ACZ) as the planning tool that applies to the Shepparton CBD as identified in <b>Figure 6</b> .	Ongoing	Council



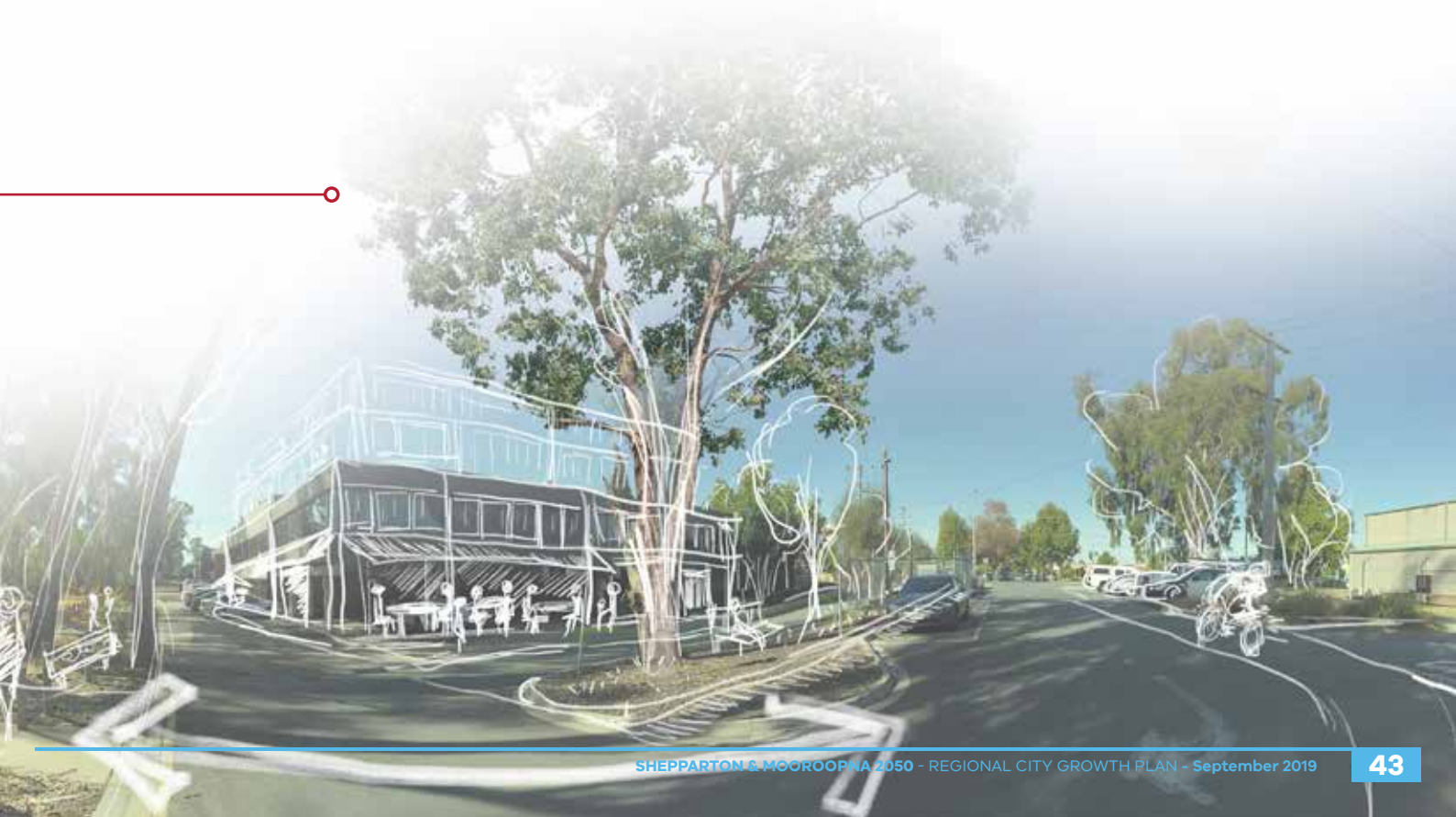
**Figure 6** Shepparton CBD precincts and renewal opportunities





Precinct number	Precinct name	Preferred building height (m)	Suggested uses
1A	Retail core	-	Major anchor stores, specialty retail, cinemas, entertainment, dining, higher-density residential on upper levels
1B		7	
2	Office	-	Office, cafe, residential on upper levels
3A	Office, Retail and Residential	7-11.5	Medium-Density residential, commercial, office, peripheral retail
3B		-	
3C		11.5-20.5	
3D		Less than 9	
4A	Residential/ Redevelopment	11.5	Medium-density residential
4B		-	
4C		11.5-20.5	Higher-density residential
4D		Less than 15	
5A	Office and Higher Density Residential	-	Small offices, service businesses, small peripheral retail, higher density residential on upper levels
5B		7	
6	Shepparton Tertiary Education Precinct (STEP)	15	Post-secondary and tertiary education, community and student-related facilities, higher-density residential
7	Rowe Street East Mixed Use	-	Public space/plaza, retail, commercial
8A	Railway and adjoining land	-	Commercial, residential
8B/8C		11.5	
9	Shepparton Marketplace	-	Retail complementary to Precinct 1 (offices only where ancillary to retail operations)
10	Benella Road Enterprise Corridor	-	Non-retail and large format retail uses

For high resolution A3 plan, click here or go to:  
<http://www.vpa.vic.gov.au>

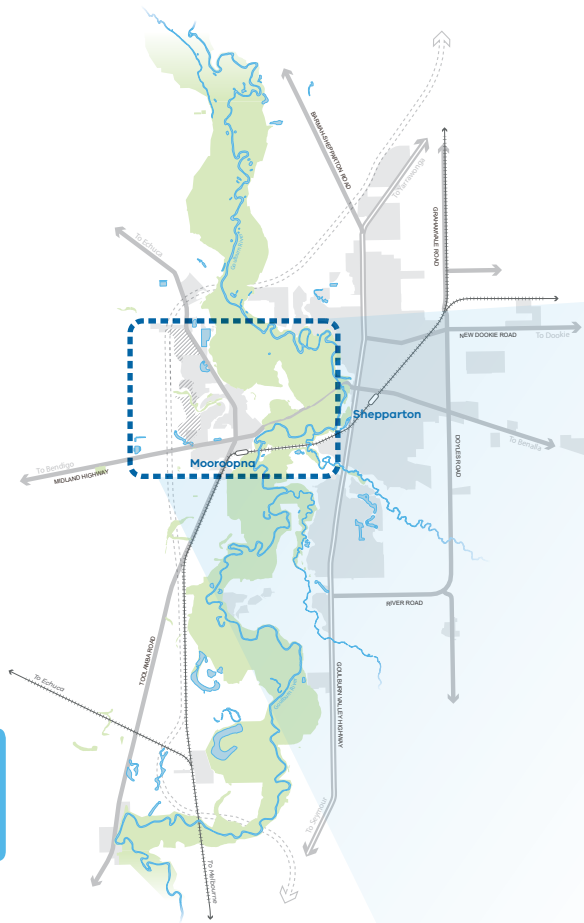




## Moeroopna









There is not currently a strategic planning document that guides the established areas of Mooroopna. Infill development opportunities in Mooroopna are influenced by flooding constraints, however there are opportunities for revitalisation and better connectivity within the town. Opportunities to be captured in a future strategic planning document are identified on **Figure 7**. Other opportunities include higher density housing, increased tree canopy and down grading McLennan Street for a pedestrian and cyclist focus.

Renewal of the old Mooroopna hospital site is a significant opportunity for the town. A vision showing the potential for this site is identified in **Figure 7**. Future development of this site will need to consider heritage, flooding constraints and access.



**Strategy 3.5** Strengthen the unique vision of Mooroopna through the preparation of its own strategic planning document

	Action	Timeframe	Responsibility
3.5.1	Prepare a Mooroopna Structure Plan to identify residential needs, supporting infrastructure, connections and opportunities for change and urban renewal and the opportunities identified on Figure 7.	Short	Council

-  Upgrade parks and reserves
-  Improved connections
-  Potential intersection upgrade (to be investigated)
-  Improved pedestrian connections
-  Moorroopna Hospital potential renewal site
-  Moorroopna High School site
-  Waterways
-  Stage One bypass



**Figure 7** Mooroopna opportunities



## OUTCOME 4 - A City With Infrastructure and Transport

Principles:



Shepparton and Mooroopna have benefitted from significant investment from all tiers of government including funding towards passenger rail improvements, road projects and community infrastructure. The current total value of committed funding for major projects equates to approximately \$800 million.

The resolution of road infrastructure upgrades and projects is still ongoing with council working with the Department of Transport (DoT) and the local community to understand needs and priorities. Much of the delivery of this road infrastructure remains unfunded and will be subject to future budget processes.

The Goulburn Valley Highway Shepparton Bypass received \$10.2 million over three years in the 2017/18 State Budget for pre-planning works and land acquisition. The Federal Government has committed \$208 million to deliver Stage 1 of the Bypass. Stage 1 will include 36 kilometres of dual carriageway and a Goulburn River bridge crossing to bypass the centre of Shepparton and Mooroopna. Commitment for funding for the delivery of Stages 2 or 3 of the Bypass has not been received.

The use of Ford and Wanganui Roads as the east west link connecting Stage 1 of the Bypass and the Shepparton Alternative Route (SAR) (River Road, Grahamvale Road and Doyles Road) was established in council policy in 2006. Council in partnership with Department of Transport (DoT) has prepared the draft *Wanganui and Ford Road, Shepparton: Feasibility Study Design Report* (2018). This report outlines what is required for this road to act as an arterial. There is no current funding commitment for the delivery of this road project.

Upgrades to the Shepparton Alternative Route (SAR) (River Road, Grahamvale Road and Doyles Road) are currently being investigated, including potential duplication. There is currently funding to deliver roundabout upgrades at the intersection of the SAR and Old Dookie Road and New Dookie Road. No further funding for additional upgrades to this road have been committed at this stage.

Council is progressing work on the Shepparton CBD Inner Eastern Link Road (interim name) to divert traffic out of the CBD and respond to the transport needs associated with the Greater Shepparton College (interim name).

A third stage of funding is required to deliver the Victorian Government's election announcement of nine return train services between Melbourne and Shepparton daily. Investment in public transport frequency and network connectivity should continually be advocated for to ensure services meet the demands of population growth. This should be in the form of network coverage for buses and timetable frequency for trains and buses. Shepparton and Mooroopna stations are not covered by the myki ticketing system, advocating for their inclusion will provide a more efficient service for patrons.

Community infrastructure provision across Shepparton and Mooroopna has generally been identified as part of the delivery of individual growth corridors, through localised strategic planning documents or in response to funding announcements. A holistic audit of existing and proposed community infrastructure is required to understand gaps and opportunities for needs in the future.

Enhancing opportunities for young people was a key theme heard as part of engagement processes to assist in addressing youth unemployment and disadvantage. The development of a youth hub was identified as a potential major project in the *Greater Shepparton Economic Development, Tourism & Events Strategy 2016 – 2020* (2016). It is recommended that a youth space be incorporated into a broader community hub that also supports the Health and Education Precinct in the Shepparton CBD.



### Community hubs

Future development of community hubs should be designed so they can adapt and respond to changing community needs over time. Integrating shared spaces, multipurpose community rooms, community services, sport and recreation and should consider integration of other infrastructure such as a primary school. Community hubs should be accessible after hours and contain flexible spaces to adapt to changing demographic needs in the community over time.



## Major projects

There are a number of major projects that have been recently delivered or there is funding to deliver. Other projects are part funded or require funded. Council will continue to advocate for funding for the projects that are part funded or require funding.

### Recently delivered

- Shepparton Law Courts - \$73 million state of the art court facility that services the Goulburn Region

### Funded

- Shepparton Rail Freight Planning Study – \$10 million
- Shepparton Art Museum (S.A.M) – \$47 million
- Shepparton Education Plan – \$21.5 million
  - Greater Shepparton College (interim name)
  - Mooroopna Early Learning Centre
- Goulburn Valley Health Stage 1
  - Expansion \$169 million
  - Integrated cancer centre – \$26 million
  - Corio street campus upgrades – \$4 million
- Roundabout upgrades
  - Doyles Road and Old Dookie Road – \$10 million
  - Doyles Road and New Dookie Road – \$10 million
  - Ford Road, Wanganui Road and Goulburn Valley Highway – part of \$10.2 million

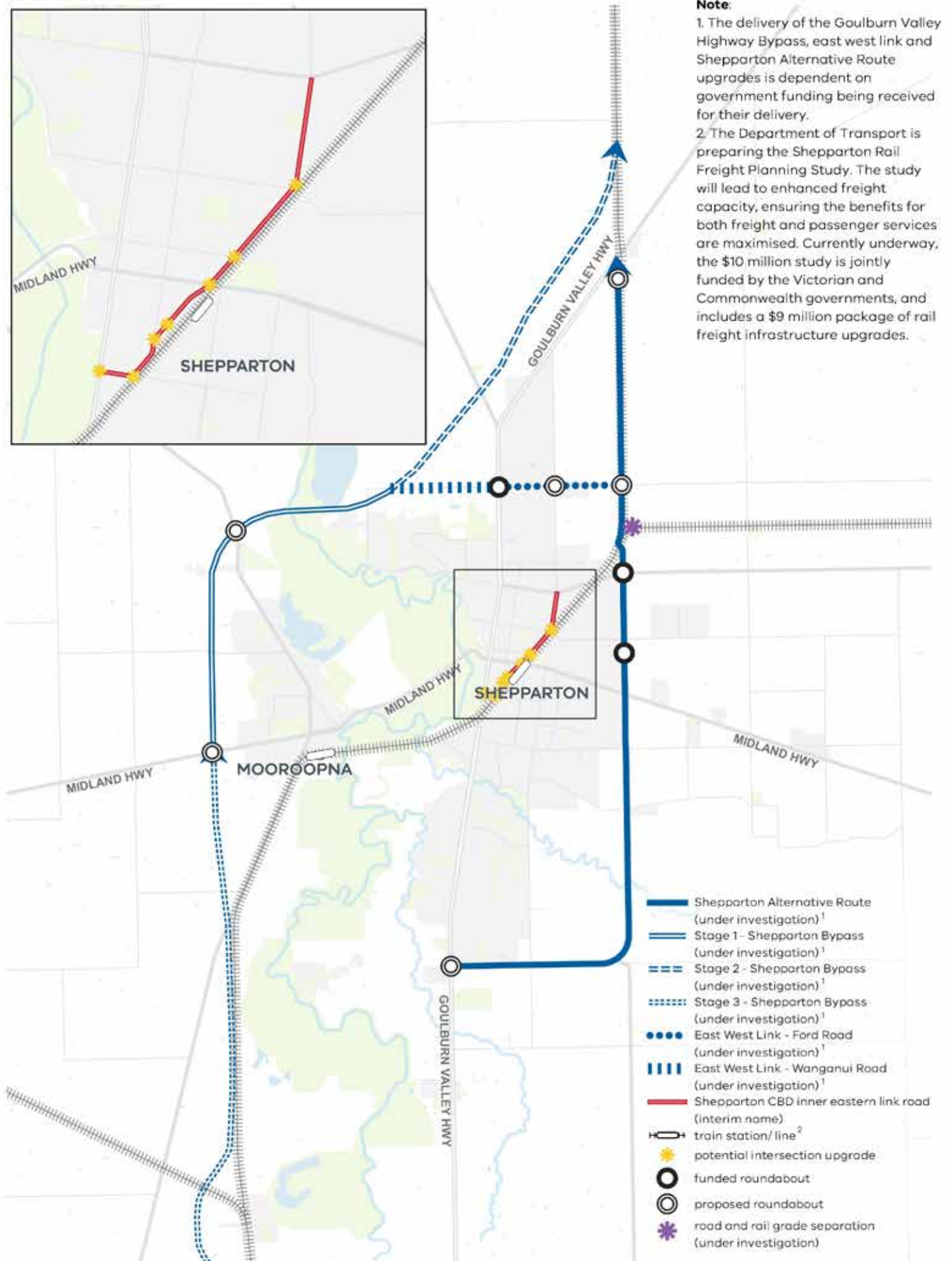
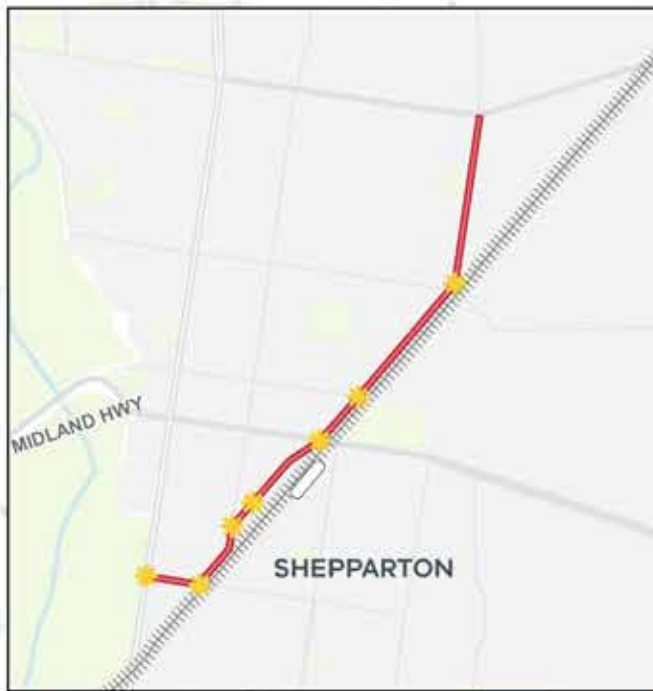
### Part funded

- Shepparton CBD revitalisation: Maude Street Mall redevelopment
  - Still required: \$19 million to finalise design and implementation
- Shepparton CBD revitalisation: Shepparton Railway Station Precinct
  - Still required: \$21.3 million for pedestrian overpass and precinct connections
- Munarra Centre for Regional Excellence (\$23 million funded)
  - Still required: \$56 million for stage 2 development
- Passenger rail improvements (\$356 million funded)
  - Still required: Funding to achieve 9 return VLocity services between Shepparton, Mooroopna and Melbourne a day.
- Shepparton Sports and Event Centre
  - Still required: \$37 million for redevelopment of the Shepparton Sports Stadium
- GV Link
  - Still required: \$20 million for stage 1 of the freight and logistics centre
- Goulburn Valley Highway Shepparton Bypass (Stage 1) - \$10.2 million for pre-planning and \$208 million for construction
- La Trobe University campus extension
  - Still required: \$7 million for campus expansion
- Shepparton CBD Inner Eastern Link Road
  - Still required: funding for infrastructure works

### Funding required

- Shepparton Health and Education Hub Business Case
- Shepparton Airport relocation – \$100 million
- East West Link
- Shepparton Alternative Route upgrades
- Intersection upgrades
  - Goulburn Valley Highway and River Road
  - Grahamvale Road and Ford Road
  - Ford Road and Verney Road
  - Echuca Road and Stage 1 of the Bypass
  - Midland Highway and Stage 1 of the Bypass
  - Grahamvale Road and Goulburn Valley Highway (Congupna)

## Plan 9 - Transport



**Objective 4 –** To deliver a diverse and connected transport network supporting vehicles, cyclists, pedestrian and public transport.

**Strategy 4.1** Support investment in transport infrastructure

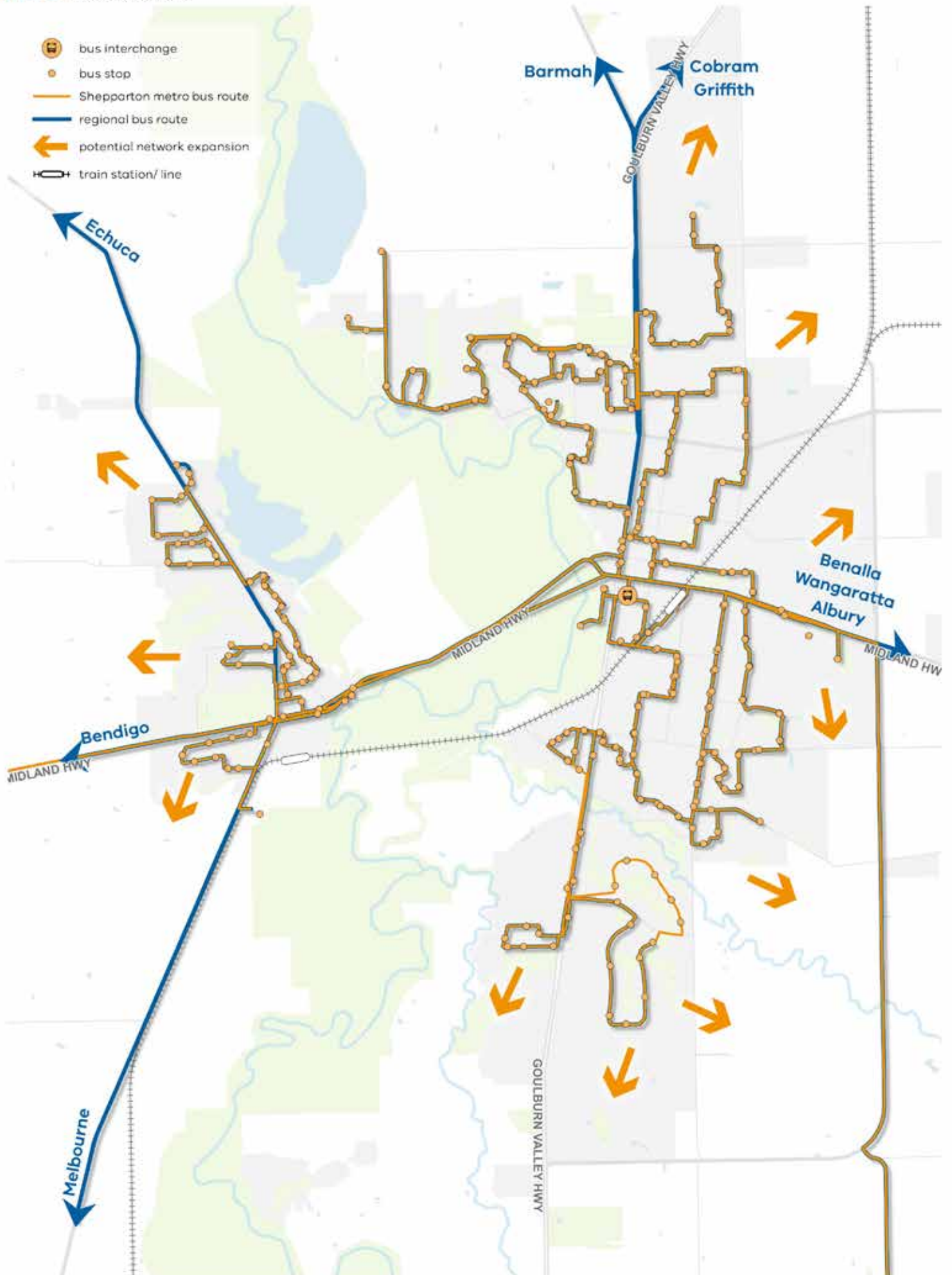
	Action	Timeframe	Responsibility
4.1.1	Advocate for upgrades to Shepparton Railway Station as identified in the <i>Shepparton Railway Precinct Master Plan</i> (May, 2017).	Ongoing	Council
4.1.2	Continue to work with the Department of Transport and Major Road Projects Victoria to advocate for funding for major road projects (as identified on <b>Plan 9</b> ).	Ongoing	Council
4.1.3	Finalise the Traffic Impact Assessment Report (TIAR) for the Shepparton CBD Inner Eastern Link Road (interim name) to better align transport infrastructure with the Greater Shepparton College (interim name) and facilitate pedestrian and cyclist movement in the CBD.	Immediate	Council, DET and DoT
4.1.4	Prepare a Movement and Place Strategy to set a holistic approach to the provision of an improved transport system, which considers walking, cycling, public transport and vehicle movements.	Short	Council and DoT

**Strategy 4.2** Improve public transport connections and frequency

	Action	Timeframe	Responsibility
4.2.1	Advocate for improvements to the current bus network and inclusion of expansion areas identified in <b>Plan 10</b> .	Short	Council
4.2.2	Advocate for a review of the current bus timetabling in Shepparton and Mooroopna for more frequent services.	Short	Council
4.2.3	Advocate for Stage 3 and continued improvements to the passenger rail line from Shepparton to Melbourne to achieve a service every hour each way.	Medium	Council
4.2.4	Advocate for Shepparton and Mooroopna train stations to be included in the Myki ticketing system.	Medium	Council

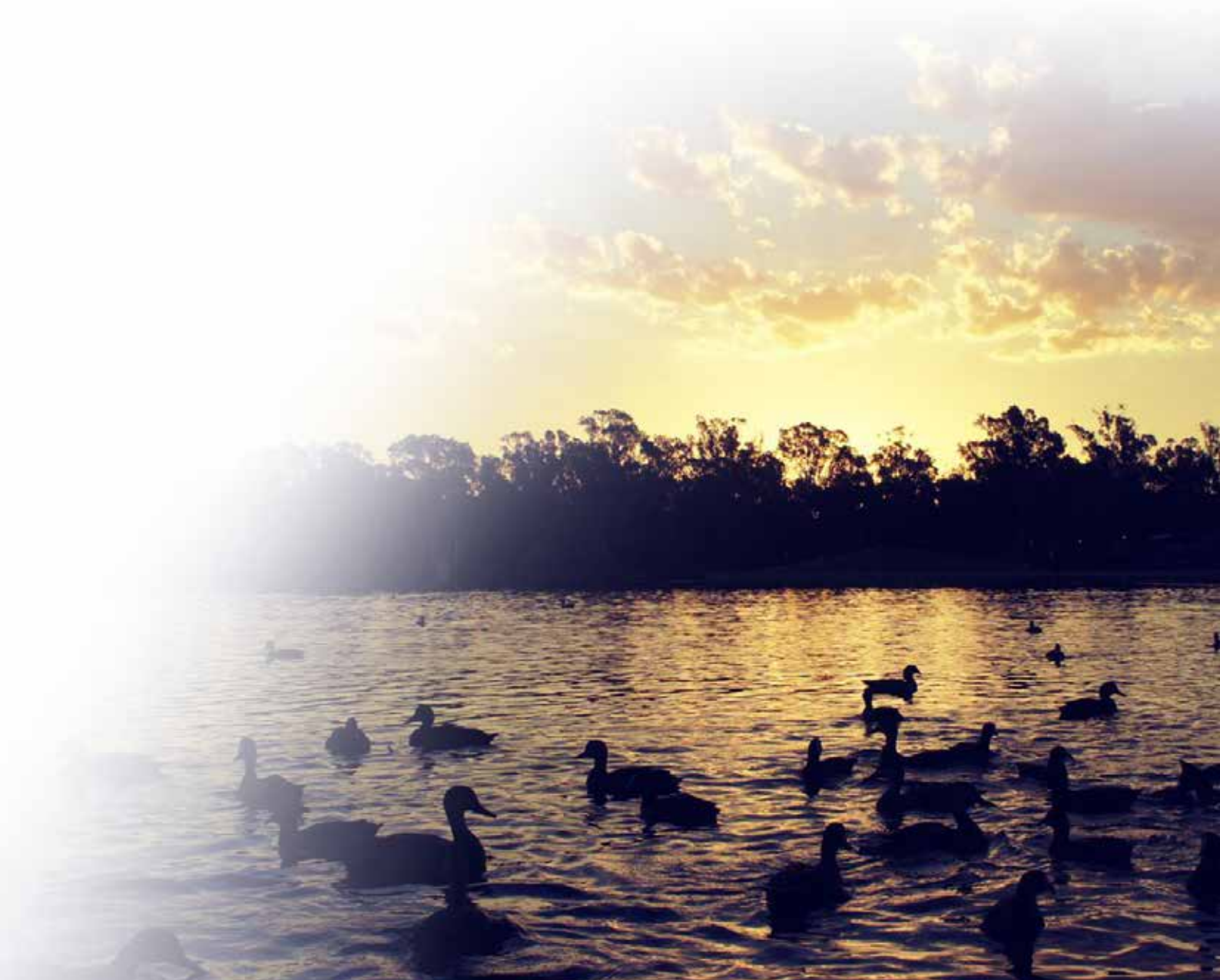


# Plan 10 - Bus network



**Strategy 4.3** Direct community infrastructure to locations of most need.

	Action	Timeframe	Responsibility
<b>4.3.1</b>	Prepare a Community Infrastructure Plan including an audit of existing Community Infrastructure to identify gaps and infrastructure needs.	Short	Council
<b>4.3.2</b>	Prepare a business case for a community hub in the Shepparton CBD that includes a 'youth hub' component and other services to support the Health and Education Precinct.	Medium	Council



## OUTCOME 5 - A City that is Greener & Embraces Water

Principles:



Shepparton and Mooroopna are in the Goulburn Broken catchment. The city is situated on the Goulburn River and the meeting of the Broken River and Seven Creeks. Many areas within the city are flood prone and are located on the river floodplain. However, it is not just the rivers that pose a risk of flooding to Shepparton and Mooroopna, many properties are also at risk from stormwater flooding.

Several flood studies have been prepared, the implementation of these will ensure development decisions will consider recent data on both overland and stormwater flooding risks.

Investment in water security for the region is underway. The Connections Project is a \$2 billion Project to modernise the irrigation network in the region. The project is generating water savings and has benefits for the farmers, environment and broader region.

The Goulburn Murray Irrigation District (GMID) Master Plan project will include an analysis of existing data regarding water availability and set a sustainable vision for the region. Strategy 1.2 of the Growth Plan outlines the importance of supporting this project for a sustainable agricultural sector.

Council has prepared the *Urban Forest Strategy 2017 – 2037* (2017) which sets a number of targets including increasing urban forest canopy across Greater Shepparton to 40% and reducing the number of vacant street tree sites across the city to zero.

The delivery of this strategy should be prioritised and integrated into decision-making processes to deliver a greener more liveable city for residents and attract visitors and new businesses.

RiverConnect is a joint initiative of Council and the GBCMA (in conjunction with several partner organisations) which aspires to see the Goulburn and Broken River systems recognised as the life and soul of the Shepparton and Mooroopna communities. The Yorta Yorta Nation Aboriginal Cooperative is a key partner in this project. This initiative should continue to be invested in and prioritised to ensure the river environment is protected and enjoyed to its full potential.

Drainage infrastructure should identify as an engineering asset as well as an open space opportunity. This design of drainage infrastructure should align with open space to contribute to liveability and sustainability outcomes. Guiding principles should be prepared and implemented in a local planning policy in the planning scheme to ensure this expectation is communicated upfront to developers to alleviate discussions at the planning permit stage.

The management of water resources was a key concern raised by stakeholders as part of the Growth Plan process. Integrated Water Management (IWM) considers all elements of water management, supply and disposal in a single system. An council IWM Plan could consider waterway health, stormwater harvesting, water sensitive urban design, water conservation and would support existing council strategies such as the Urban Forest Strategy. Considering Shepparton and Mooroopna's hot and dry climate, IWM will be an important principle in how the urban-area will remain resilient and green in the future.

### Connections Project

The project is funded by the Victorian and Federal governments to generate water savings by creating a world leading delivery system that boosts irrigator productivity and fosters healthy waterways and wetlands. The majority of Goulburn-Murray Water (G-MW) irrigation infrastructure immediately surrounding Shepparton and Mooroopna has now been modernised as part of this project.

It is estimated that the project will deliver an average annual water saving of 429GL will be achieved and irrigation water use efficiency will be increased from 70% to at least 85%.



**Objective 5** – To ensure investment in “greening” is at the forefront of decision making and sustainable water consumption is prioritised.

**Strategy 5.1** Strengthen the city’s resilience to floods

	Action	Timeframe	Responsibility
5.1.1	Implement the <i>Shepparton &amp; Mooroopna Flood Mapping and Flood Intelligence Project</i> (2019) and the <i>Shepparton East Overland Flow Urban Flood Study</i> (2017) in the Greater Shepparton Planning Scheme.	Short	Council and GBCMA

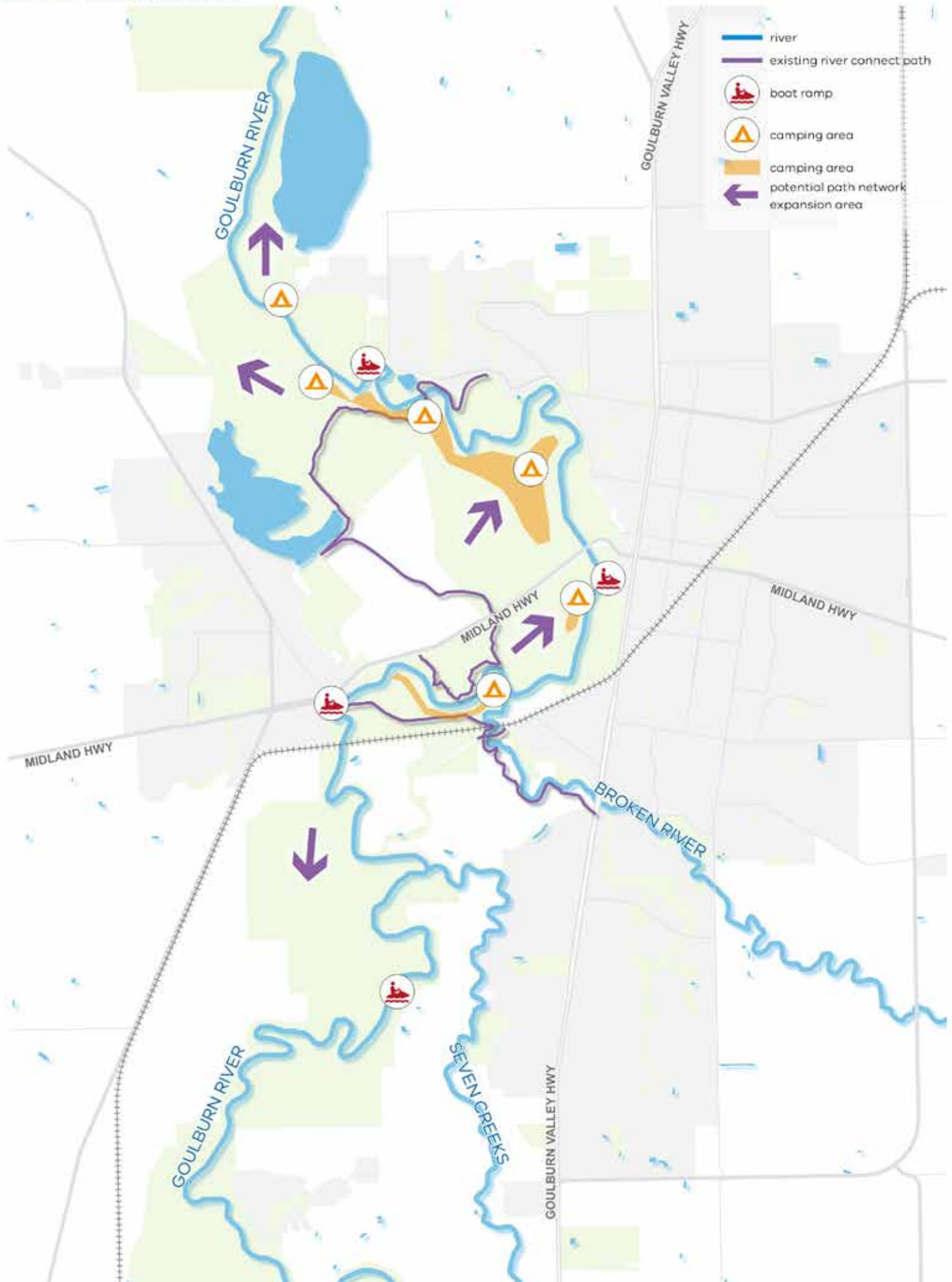
**Strategy 5.2** Implement the Urban Forest Strategy to achieve a greener city

	Action	Timeframe	Responsibility
5.2.1	Continue to allocate budget to implement this strategy and advocate for grants that assist in achieving the identified actions.	Ongoing	Council
5.2.2	Allocate budget to plant new trees, replace missing and renew street trees particularly in the Shepparton and Mooroopna CBD’s	Ongoing	Council

**Strategy 5.3** Provide increased recreation opportunities along the Goulburn and Broken river corridors

	Action	Timeframe	Responsibility
5.3.1	Deliver the gaps in the proposed trail network identified in <b>Plan 11</b> and explore engaging a trail building company to establish the Shepparton Regional Park as an off-road bike trail destination.	Medium	Council, DELWP and GBCMA
5.3.2	Develop a camping policy and subsequent marketing material to identify new and formalise existing camping locations (see <b>Plan 11</b> ) to attract visitors.	Short	Council and GBCMA
5.3.3	Review current boat ramp locations with the intent of improving access, functionality and identification of new locations if required (see <b>Plan 11</b> ).	Short	Council and GBCMA

## Plan 11 - Embrace the river



## Strategy 5.4 Improve the alignment of open space with drainage infrastructure

	Action	Timeframe	Responsibility
5.4.1	Develop and implement a local planning policy that provides guidance on aligning open space with drainage infrastructure to inform the design of council infrastructure and subdivision applications.	Medium	Council & GMW

## Strategy 5.5 Strengthen Greater Shepparton's approach to Integrated Water Management (IWM)

	Action	Timeframe	Responsibility
5.5.1	Seek funding from DELWP to prepare an Integrated Water Management Plan to establish a vision and goals to guide IWM initiatives across Greater Shepparton.	Medium	Council, DELWP, GMW & GBCMA





## OUTCOME 6 - A City of Innovation and Resilience

Principles:



**Outcome 3** of the Growth Plan outlines the importance of increased living opportunities to meet diverse housing needs in the Shepparton and Mooroopna CBDs. Ensuring development at increased densities (such as units and apartments) includes Environmentally Sustainable Design (ESD) principles will have benefits such as reducing running costs and improve comfort and health through thermal efficiency, orientation and natural lighting.

Several Victorian councils have included ESD policies in the Planning Policy Framework sections of their planning schemes. These policies have successfully provided a framework for consideration of sustainable design elements as part of the planning application process.

Council is partnering with eight other regional councils to deliver the ESD for subdivisions in regional Victoria project to seek to implement ESD principles during the subdivision approval process.

Council also supports ESD in existing commercial buildings as an Environmental Upgrade Finance (EUF) participating council. This initiative should be promoted through existing economic development partnerships.

Greater Shepparton is well placed to play a more significant role as a leader in renewable energy generation. Large scale solar farms have been approved within Greater Shepparton and it is likely applications for this infrastructure will continue. Solar farms should be supported in locations consistent with Victorian government policy. The expansion of the solar energy sector has the potential to transform Greater Shepparton into a renewable energy baseload storage hub.

In addition to large scale solar farms, there are missed opportunities for Solar PV on rooftops for the residential and commercial sector. The Victorian Government Solar Homes program provides an opportunity to harness this technology.

Industry, freight and agriculture are key components of Shepparton and Mooroopna's economy. The city needs to be at the forefront of opportunities for innovation in these sectors to ensure these economic drivers are resilient to change and are at the forefront of national and global trends.

### Environmentally Sustainable Design (ESD) for Subdivisions in regional Victoria



Eight regional councils, including Greater Shepparton City Council, were successful in receiving funding through the Collaborative Councils' Sustainability Fund Partnership for the second stage of this project. The councils are working collaboratively to:

- Define 'best practice' ESD with respect to greenfield subdivision and determine how it should be measured
- Establish how 'best practice' ESD subdivisions are feasible in regional Victoria
- Recommend a suite of tools and a model for collaborative implementation, with transferability across the state.

The project provides a basis to progressively improve sustainability of subdivisions without creating an unreasonable burden on land developers or home owners.

### Environmental Upgrade Finance (EUF)



EUF is a council-based financing mechanism enabling business owners to better access finance for environmental upgrades to existing non-residential buildings. Under an EUF agreement, a lender provides finance to a building owner and council collects repayments through the rates system. Greater Shepparton is a participating council, so can administer EUF finance.

Investment in technological innovations for the diversification of transport energy sources should be explored. The Parliament of Victoria Inquiry into electric vehicles (May, 2018)<sup>5</sup> identified that regional communities rely heavily on fuel. Alternative transport energy sources could provide the fuel security regional communities need. This should include considerations of energy sources such as electric and hydrogen fuel sources for transport energy.

The Central Victorian Greenhouse Alliance is partnering with a number of regional councils (including Greater Shepparton), the EV Council Australia and DELWP to develop a business case for providing a network of public electric vehicle charging infrastructure across the state.

The Goulburn Valley Waste and Resource Recovery Group has prepared an *Implementation Plan* (2017) as the key guiding document for waste and resource recovery for councils in the Goulburn Valley region. Agricultural production and associated industries present a challenge and an opportunity for sustainable waste management. Composting and waste to energy are opportunities for sustainable waste management associated with these industries.

The *Shepparton Climate Adaption Plan* (December 2016) states that Shepparton and Mooroopna are likely to experience increased average temperatures in all seasons, continuing decrease in winter rainfall and harsher and longer fire seasons.

The Goulburn Broken Greenhouse Alliance (GBGA) and the Goulburn Broken Catchment Management Authority (GBCMA) have completed the Climate Smart Agricultural Development (CSAD) project. The CSAD examined the anticipated impacts of agricultural related climate change to 2050. This study included 17 commodities in the groups of Cropping, Forestry, Fruit, Pasture and Vegetable. The study modelled the crop response for current conditions and included crop biology, soils, terrain, irrigation and climate factors.

### Electric vehicle business case

Local governments have the potential role to play in providing public charging infrastructure to ensure regional areas are not left behind in the transition to Electric Vehicles. The study and subsequent business case will look at issues such as:

- Technology
- Network management
- Community understanding and acceptance
- User attraction
- Financial modelling of investment options

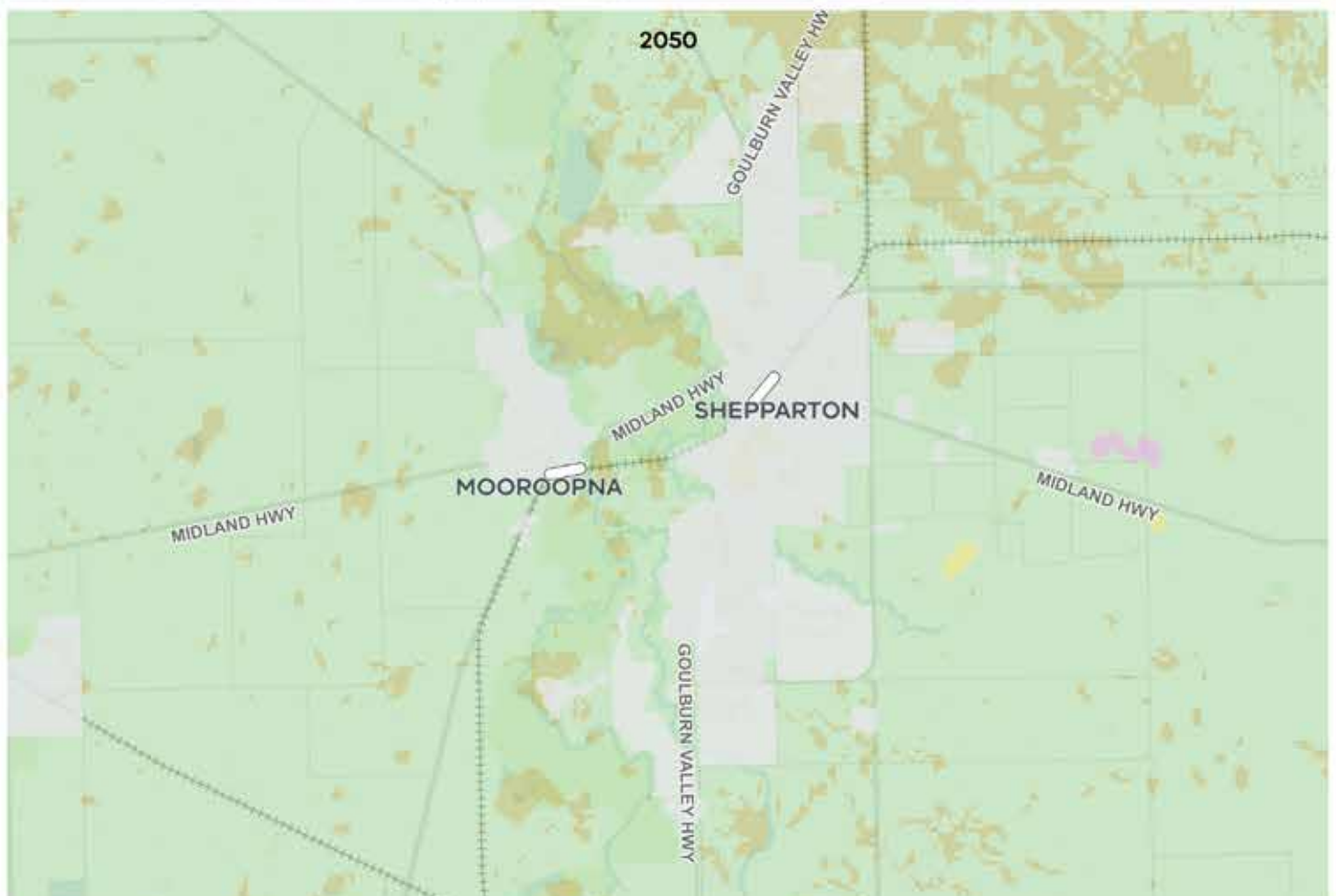
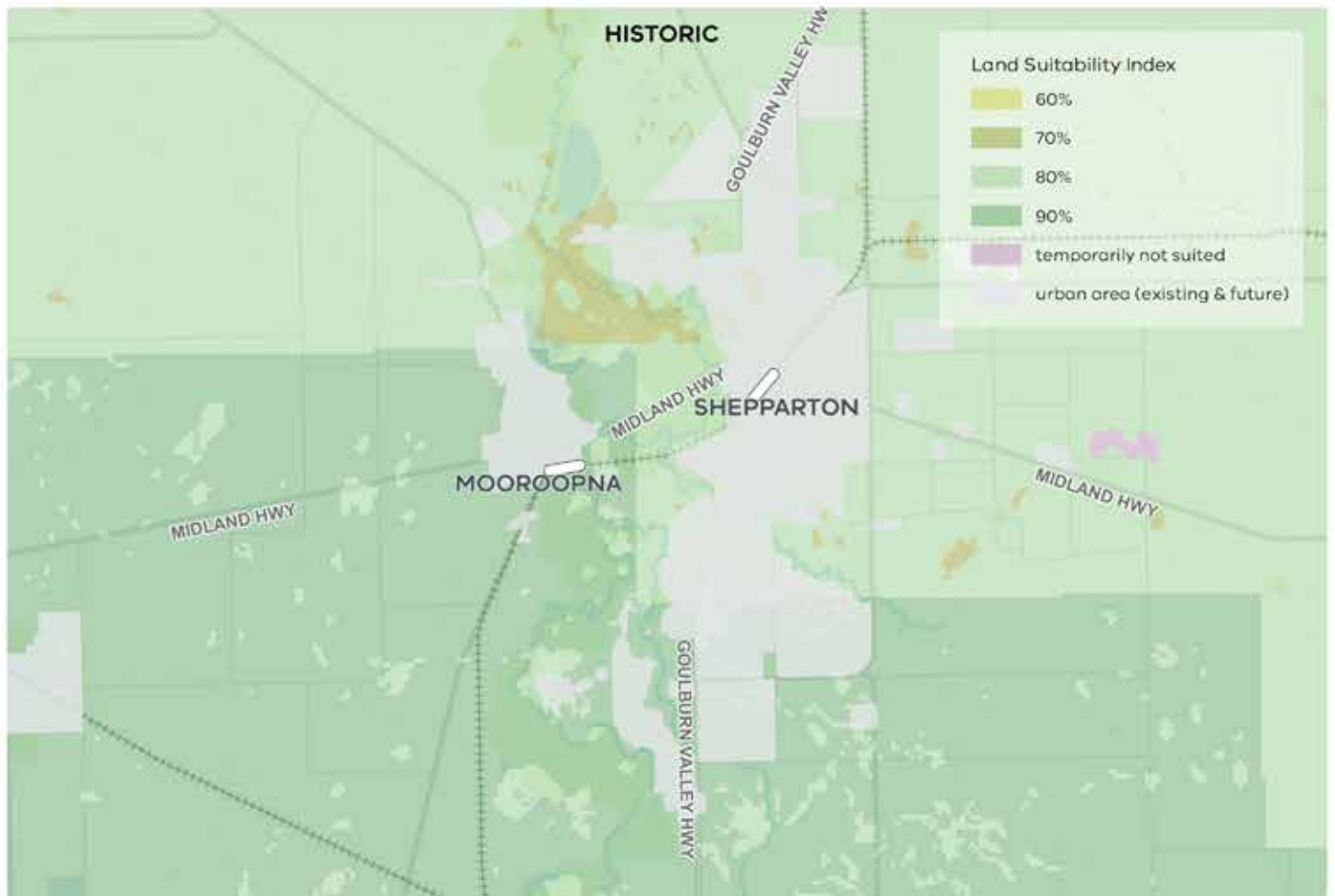
The CSAD project demonstrates the expected response of apple varieties in response to changed climate conditions. **Plan 12** shows the historic conditions for apple crops and the suitability to growing this crop in 2050. The CSAD project also mapped expected rainfall decreases as a result of climate change, which is identified in **Plan 13**.

Individuals and industry groups will need to consider transition planning to ensure agricultural practices adapt to the impacts of climate change that are identified in the CSAD project.



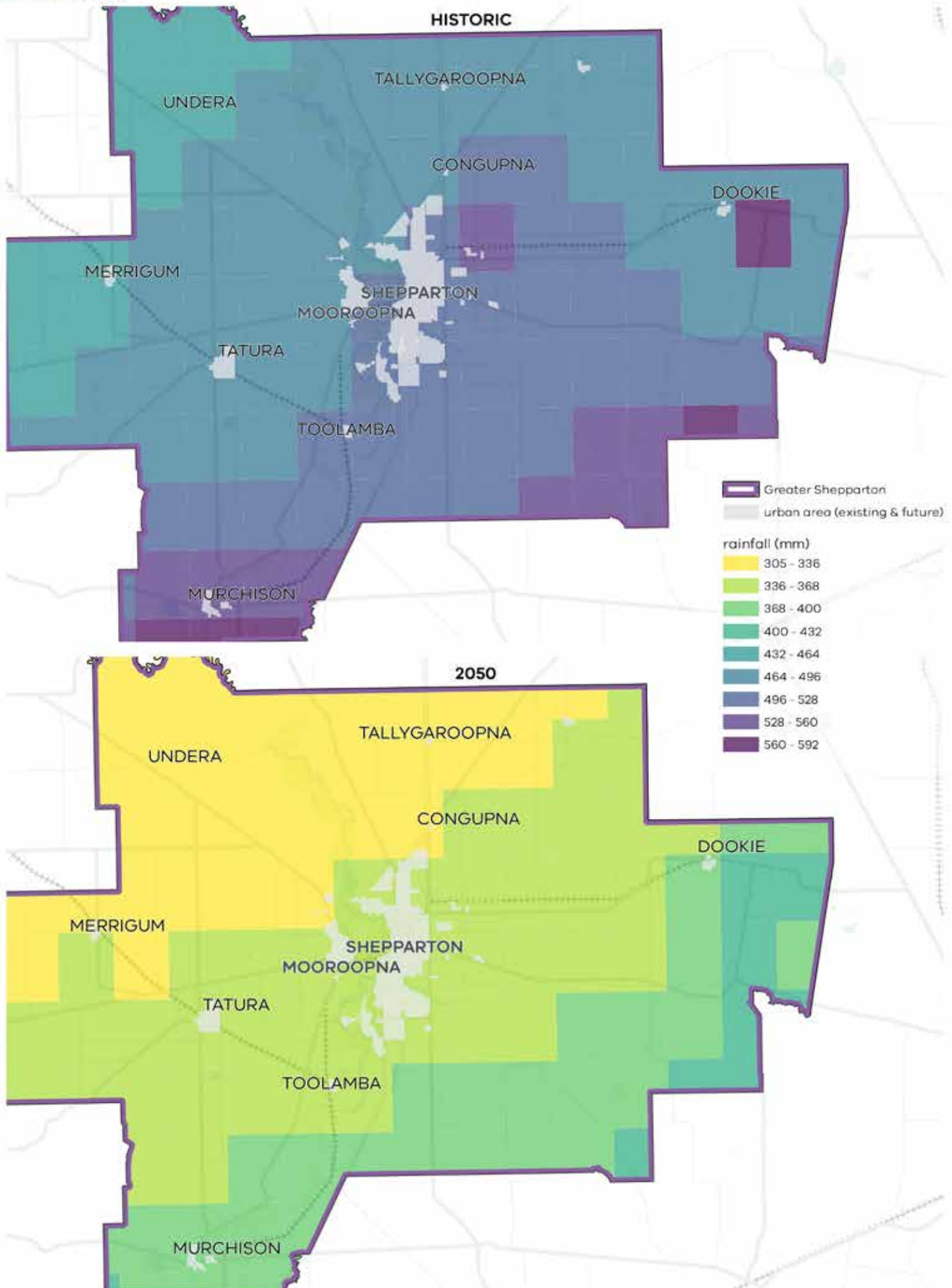
<sup>5</sup> Parliament of Victoria, May 2018, [https://www.parliament.vic.gov.au/images/stories/committees/SCEI/Electric\\_Vehicles/EIC\\_58-13\\_Text\\_WEB.pdf](https://www.parliament.vic.gov.au/images/stories/committees/SCEI/Electric_Vehicles/EIC_58-13_Text_WEB.pdf)

## Plan 12 - Agricultural suitability - royal gala apple





## Plan 13 - Rainfall



**Objective 6** – To ensure adaptation to climate change and a robust economy for continued prosperity in times of change.

**Strategy 6.1** Support Environmentally Sustainable Design (ESD) principles in new and existing buildings and subdivisions

	Action	Timeframe	Responsibility
<b>6.1.1</b>	Prepare an Environmentally Sustainable Design (ESD) policy and implement in the planning scheme.	Short	Council, Sustainability Victoria
<b>6.1.2</b>	Continue to work with partner organisations to implement the Environmentally Sustainable Design for Subdivisions project.	Ongoing	Council
<b>6.1.3</b>	Promote Environmental Upgrade Finance (EUF) as an initiative supported by council through existing marketing and promotion avenues.	Ongoing	Council

**Strategy 6.2** Support and store electricity generation using renewable sources

	Action	Timeframe	Responsibility
<b>6.2.1</b>	Require the installation of solar panels on all public buildings.	Ongoing	Council
<b>6.2.2</b>	Increase community use of Solar PV by promoting the 'solar homes' initiative by facilitating an annual energy reduction event.	Ongoing	Council and Solar Victoria
<b>6.2.3</b>	Support and encourage large scale solar energy farms in locations consistent with the guidance provided in the <i>Solar Energy Facilities Design and Development Guidelines</i> (July, 2019).	Ongoing	Council, GMW, GBCMA and DELWP
<b>6.2.4</b>	Establish Greater Shepparton as a renewable energy baseload storage hub.	Long	Council

**Strategy 6.3** Create opportunities for Shepparton to be a leader in electric and hydrogen fuel sources for transport energy

	Action	Timeframe	Responsibility
<b>6.3.1</b>	Support the electric vehicle business case for regional Victoria.	Short	Council, CVGA, GBGA, EV Council Australia and DELWP.
<b>6.3.2</b>	Explore the inclusion of hydrogen filling stations and electric vehicle charging stations in industrial areas, the GV Link site and key tourist destinations.	Long	Council and DoT
<b>6.3.3</b>	Investigate transitioning all local government vehicles to a zero emissions fleet by using renewable fuel sources such as hydrogen or electric.	Long	Council and DoT

### Case study:

#### Moreland City Council hydrogen refuelling station

The Victorian Government has committed \$1 million to help Moreland City Council implement a renewable hydrogen refuelling station to transition local government vehicles to a zero emissions fleet. The council has also partnered with Toyota Australia to trial two hydrogen fuel cell powered Mirais as part of its ongoing investigation of options to provide a zero-emissions transport fuel for its commercial vehicle fleet. The council is also investigating an initiative to develop a Renewable Hydrogen Refuelling Station on Council land and trial 'zero emissions' waste trucks.



## Strategy 6.4 Strengthen the sustainable waste management industry

	Action	Timeframe	Responsibility
6.4.1	Increase the diversion of recoverable materials from landfills by identifying opportunities for sustainable waste management practices.	Short	Council and GVWRRG
6.4.2	Assess the potential of appropriate waste to energy investment in addressing the regions organic material for sustainable energy production.	Medium	Council and GVWRRG
6.4.3	Support opportunities to aggregate and/or consolidate organics to support investment for new or expended facilities.	Long	Council and GVWRRG
6.4.4	Support a circular economy model for sustainable waste management that links businesses to facilitate innovative reuse and recycling initiatives.	Long	Council and GVWRRG

### Case study:

#### The City of Kingston ASPIRE program – Circular waste management economy

ASPIRE is an online waste "match-making" tool that has been developed in response to manufacturing companies providing feedback on waste disposal costs, particularly those associates with increasing landfill levies. The online service provides an opportunity for companies to exchange waste and provide alternatives to resource disposal.

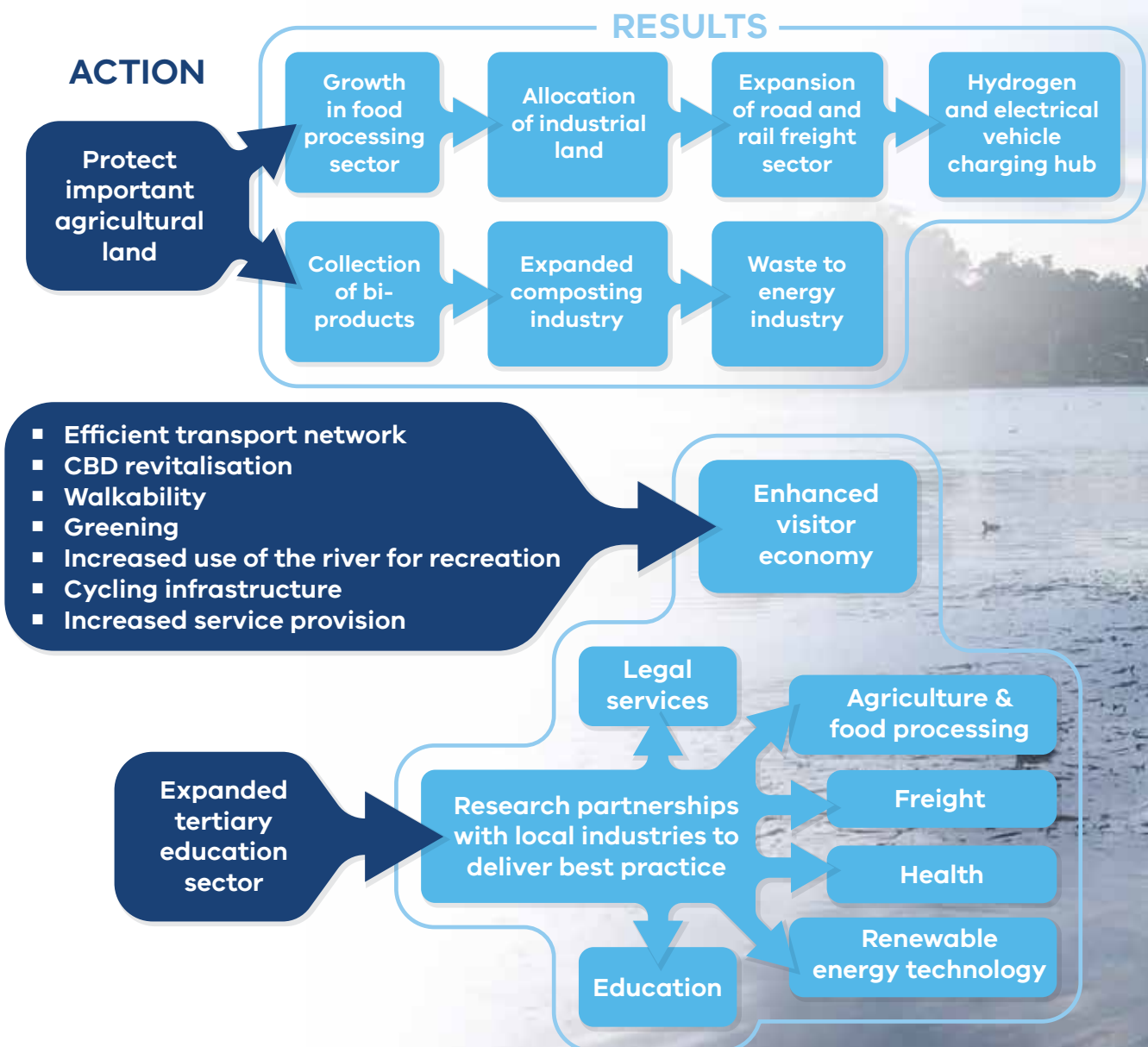
Casafico, a sustainable building product supply company has benefited from the program by accessing a continuous stream of waste paper and polystyrene from the Wrapping Paper Company and Kingston Council. This has re-directed this waste from conventional recycling methods for re-use in the building sector.



## Economic Resilience

The Growth Plan outlines a number of Actions to achieve the vision for Shepparton and Mooroopna. While there is no specific chapter that discusses employment opportunities, a number of the actions within the Growth Plan will contribute to the city having a robust and resilient economy ensuring employment opportunities and prosperity. These opportunities are captured in the economic resilience road maps in **Figure 8**.

**Figure 8** Economic resilience road maps





## IMPLEMENTING THE VISION

The Growth Plan identifies a number of actions to support implementation. The Growth Plan is for a long timeframe for which it is difficult to make precise growth projections. Therefore, sequencing of growth fronts should be continuously reviewed based on supply and demand analysis and equally on the ability to deliver needed infrastructure. Subject to approval by council, the delivery of proposed

growth corridors can be brought forward if supported by appropriate assessments.

The Growth Plan should be reviewed every 5 years to track the progress of implementation and ensure delivery and investment decisions are accurately reflected.

**Table 4** identifies responsibilities, timing and the description of projects.

**Table 4** Implementation

	Action	TIMING <sup>1</sup>	RESPONSIBILITY
<b>Strategy 1.1 – Facilitate the expansion of the freight and industrial sector</b>			
1.1.1	Plan for industrial land in the locations identified on Plan 4 by and in Table 1 by resolving development constraints and advocating for regionally significant infrastructure.	Short	Council
1.1.2	Advocate for investment in the road and rail infrastructure identified on Plan 4 to strengthen freight and industry as key economic drivers.	Medium	Council
1.1.3	Advocate for funding to deliver the Goulburn Valley Freight & Logistics Centre (GV Link site) and associated rail siding.	Long	Council
<b>Strategy 1.2 – Reinforce the importance of the Goulburn Murray Irrigation District (GMID) to encourage ongoing investment</b>			
1.2.1	Support the preparation of the GMID Master Plan to ensure the long-term growth, sustainability and prosperity of the GMID.	Intermediate	Council, DJPR, GBCMA & GMW
1.2.2	Prepare a local policy on interface issues between farming and non-farming uses, supplemented with a community information package.	Medium	Council, GBCMA, EPA & GMW
1.2.3	Develop an agricultural brand for the region which highlights key strengths and investment attraction opportunities.	Medium	Council, DJPR, GMW and the GBCMA
<b>Strategy 1.3 – Strengthen and support the growth of the business community</b>			
1.3.1	Update the <i>Greater Shepparton Economic Development, Tourism &amp; Events Strategy 2016 – 2020</i> (2016) to support existing and attract new businesses.	Short	Council
1.3.2	Develop and maintain a database of available development sites and rental floorspace to streamline enquiries with government agencies and businesses.	Short	Council
<b>Strategy 1.4 – Strengthen the city as a leading tertiary education and health service hub</b>			
1.4.1	Develop a business case for the Shepparton Health and Education Hub to attract investment and expansion.	Short	Council, GV Health, La Trobe University and GOTAFE
<b>Strategy 1.5 – Strengthen the Goulburn Region as an Empowered Communities Region to promote the rights and interests of Aboriginal people.</b>			
1.5.1	Partner with the Goulburn Murray leaders of Empowered Communities to support the delivery of identified reforms and integrate these into council strategic planning and decision-making processes.	Short	Council, Yorta Yorta Nation Aboriginal Corporation, Rumbalara Aboriginal Co-operative, and Empowered Communities



	Action	TIMING <sup>1</sup>	RESPONSIBILITY
<b>Strategy 2.1 – Improve streetscape amenity for a more walkable community</b>			
2.1.1	Advocate for funding to deliver a pedestrian overpass at Shepparton Railway Station to improve pedestrian accessibility.	Medium	Council and DoT
2.1.2	Prioritise the allocation of capital works funding for accessibility improvements to township activity centres, schools and train stations identified on Plan 4 to encourage walkability.	Medium	Council and DoT
2.1.3	Prioritise the allocation of capital works funding for streetscape improvements on the key pedestrian links identified on Plan 5 to encourage residents and visitors to walk to key attractions.	Medium	Council and DoT
<b>Strategy 2.2 – Support the city as a cycling destination</b>			
2.2.1	Update the <i>Greater Shepparton Cycling Strategy 2013 – 2017</i> (2013) to reinforce local and regional connections. Include the connections to key destinations identified on Plan 6.	Medium	Council and DoT
2.2.2	Advocate for funding to deliver township connections and enhance the existing cycling opportunities identified on Plan 7 to develop the city as a regional cycling destination.	Medium	Council
<b>Strategy 2.3 – Enhance Shepparton and Mooroopna's open space network by prioritising investment in improvements</b>			
2.3.1	Prepare an audit and funding prioritisation strategy for all council's open space assets and prepare an open space strategy to direct capital works investment in areas of most need.	Medium	Council
<b>Strategy 2.4 – Maintain the Community Planning program</b>			
2.4.1	Implement the Community Planning program in the recently completed and future growth areas identified in Outcome 3 of the Growth Plan.	Ongoing	Council
<b>Strategy 2.5 – Respond to change in the townships within Greater Shepparton to define a vision for their future</b>			
2.5.1	Implement the <i>Greater Shepparton Townships Framework Plan</i> (2018) in the Greater Shepparton Planning Scheme and ensure ongoing reviews to this plan to ensure it responds to changing needs and priorities for the townships.	Ongoing	Council
<b>Strategy 2.6 – Minimise negative social and economic impacts from gambling by regulating the number and location of gaming premises</b>			
2.6.1	Prepare a Greater Shepparton Gaming Policy Framework and implement this in the policy section of the Greater Shepparton Planning Scheme.	Medium	Council
<b>Strategy 3.1 – Facilitate new housing in identified growth areas around the City<sup>2</sup></b>			
3.1.1	Prepare and implement the Shepparton South East Precinct Structure Plan and Development Contributions Plan in the planning scheme.	Immediate	VPA and council
3.1.2	Support requests from land owners seeking rezoning of the Kialla raceway development.	Medium	Council and proponent
3.1.3	Prepare a Precinct Structure Plan and Development Contributions Plan for the Kialla North growth corridor.	Medium	Council and proponent
3.1.4	Maintain the current 8-hectare minimum lot size requirement, until a Precinct Structure Plan and infrastructure contributions mechanism for the Kialla west growth corridor have been prepared.	Medium	Council and proponent
3.1.5	Prepare the Kialla Central Structure Plan	Long	Council
3.1.6	Support the Shepparton Airport as a long-term strategic development site if relocation of this asset is realised.	Long	Council
3.1.7	Support the development of the Radio Australia site as a long-term strategic redevelopment site.	Long	Council and proponent
<b>Strategy 3.2 – Identify and protect Shepparton and Mooroopna's built heritage</b>			
3.2.1	Complete a heritage gap assessment to understand gaps in sites with local heritage value, particularly potential sites in Mooroopna. Implement this assessment in the Planning Scheme.	Medium	Council
3.2.2	Complete an assessment to identify sites of 20th century heritage significance and implement in the Planning Scheme.	Medium	Council
<b>Strategy 3.3 – Support compact dwellings developing in the Shepparton CBD for housing diversity, affordability and deliver on the CBD revitalisation.</b>			
3.3.1	Complete the Affordable Housing Policy Project to encourage diverse housing and affordable housing stock.	Immediate	Council

	Action	TIMING <sup>1</sup>	RESPONSIBILITY
<b>Strategy 3.4 – Reinforce the planning tools that currently provide guidance in the Shepparton CBD to facilitate more compact dwellings, including townhouses and apartments.</b>			
3.4.1	Promote the potential development opportunities allowed by the Activity Centre Zone (ACZ) as the planning tool that applies to the Shepparton CBD as identified in Figure 7.	Ongoing	Council
<b>Strategy 3.5 – Strengthen the unique vision of Mooroopna through the preparation of its own strategic planning document</b>			
3.5.1	Prepare a Mooroopna Structure Plan to identify residential needs, supporting infrastructure, connections and opportunities for change and urban renewal and the opportunities identified on Figure 8.	Short	Council
<b>Strategy 4.1 – Support investment in transport infrastructure</b>			
4.1.1	Advocate for upgrades to Shepparton Railway Station as identified in the <i>Shepparton Railway Precinct Master Plan</i> (May, 2017).	Ongoing	Council
4.1.2	Continue to work with the Department of Transport and Major Road Projects Victoria to advocate for funding for major road projects (as identified on <b>Plan 9</b> ).	Ongoing	Council
4.1.3	Finalise the Traffic Impact Assessment Report (TIAR) for the Shepparton CBD Inner Eastern Link Road (interim name) to better align transport infrastructure with the Greater Shepparton College (interim name) and facilitate pedestrian and cyclist movement in the CBD.	Immediate	Council, DET and DoT
4.1.4	Prepare a Movement and Place Strategy to set a holistic approach to the provision of an improved transport system, which considers walking, cycling, public transport and vehicle movements.	Short	Council and DoT
<b>Strategy 4.2 – Improve public transport connections and frequency</b>			
4.2.1	Advocate for improvements to the current bus network and inclusion of expansion areas identified in <b>Plan 10</b> .	Short	Council
4.2.2	Advocate for a review of the current bus timetabling in Shepparton and Mooroopna for more frequent services.	Short	Council
4.2.3	Advocate for Stage 3 and continued improvements to the passenger rail line from Shepparton to Melbourne to achieve a service every hour each way.	Medium	Council
4.2.4	Advocate for Shepparton and Mooroopna train stations to be included in the Myki ticketing system.	Medium	Council
<b>Strategy 4.3 – Direct community infrastructure to locations of most need.</b>			
4.3.1	Prepare a Community Infrastructure Plan including an audit of existing Community Infrastructure to identify gaps and infrastructure needs.	Short	Council
4.3.2	Prepare a business case for a community hub in the Shepparton CBD that includes a 'youth hub' component and other services to support the Health and Education Precinct.	Medium	Council
<b>Strategy 5.1 – Strengthen the city's resilience to floods</b>			
5.1.1	Implement the <i>Shepparton &amp; Mooroopna Flood Mapping and Flood Intelligence Project</i> (2019) and the <i>Shepparton East Overland Flow Urban Flood Study</i> (2017) in the Greater Shepparton Planning Scheme.	Short	Council and GBCMA
<b>Strategy 5.2 – Implement the Urban Forest Strategy to achieve a greener city</b>			
5.2.1	Continue to allocate budget to implement this strategy and advocate for grants that assist in achieving the identified actions.	Ongoing	Council
5.2.2	Allocate budget to plant new trees, replace missing and renew street trees particularly in the Shepparton and Mooroopna CBD's	Ongoing	Council
<b>Strategy 5.3 – Provide increased recreation opportunities along the Goulburn and Broken river corridors</b>			
5.3.1	Deliver the gaps in the proposed trail network identified in <b>Plan 11</b> and explore engaging a trail building company to establish the Shepparton Regional Park as an off-road bike trail destination.	Medium	Council, DELWP and GBCMA
5.3.2	Develop a camping policy and subsequent marketing material to identify new and formalise existing camping locations (see <b>Plan 11</b> ) to attract visitors.	Short	Council and GBCMA
5.3.3	Review current boat ramp locations with the intent of improving access, functionality and identification of new locations if required (see <b>Plan 11</b> ).	Short	Council and GBCMA
<b>Strategy 5.4 – Improve the alignment of open space with drainage infrastructure</b>			
5.4.1	Develop and implement a local planning policy that provides guidance on aligning open space with drainage infrastructure to inform the design of council infrastructure and subdivision applications.	Medium	Council

	Action	TIMING <sup>1</sup>	RESPONSIBILITY
<b>Strategy 5.5 – Strengthen Greater Shepparton’s approach to Integrated Water Management (IWM)</b>			
5.5.1	Seek funding from DELWP to prepare an Integrated Water Management Plan to establish a vision and goals to guide IWM initiatives across Greater Shepparton.	Medium	Council, DELWP, GMW & GBCMA
<b>Strategy 6.1 – Support Environmentally Sustainable Design (ESD) principles in new and existing buildings and subdivisions</b>			
6.1.1	Prepare an Environmentally Sustainable Design (ESD) policy and implement in the planning scheme.	Short	Council, Sustainability Victoria
6.1.2	Continue to work with partner organisations to implement the Environmentally Sustainable Design for Subdivisions project.	Ongoing	Council
6.1.3	Promote Environmental Upgrade Finance (EUF) as an initiative supported by council through existing marketing and promotion avenues.	Ongoing	Council
<b>Strategy 6.2 – Support and store electricity generation using renewable sources</b>			
6.2.1	Require the installation of solar panels on all public buildings.	Ongoing	Council
6.2.2	Increase community use of Solar PV by promoting the ‘solar homes’ initiative by facilitating an annual energy reduction event.	Ongoing	Council and Solar Victoria
6.2.3	Support and encourage large scale solar energy farms in locations consistent with the guidance provided in the <i>Solar Energy Facilities Design and Development Guidelines</i> (July, 2019).	Ongoing	Council, GMW, GBCMA and DELWP
6.2.4	Establish Greater Shepparton as a renewable energy baseload storage hub.	Long	Council
<b>Strategy 6.3 – Create opportunities for Shepparton to be a leader in electric and hydrogen fuel sources for transport energy</b>			
6.3.1	Support the electric vehicle business case for regional Victoria.	Short	Council, CVGA, GBGA, EV Council Australia and DELWP.
6.3.2	Explore the inclusion of hydrogen filling stations and electric vehicle charging stations in industrial areas, the GV Link site and key tourist destinations.	Long	Council and DoT
6.3.3	Investigate transitioning all local government vehicles to a zero emissions fleet by using renewable fuel sources such as hydrogen or electric.	Long	Council and DoT
<b>Strategy 6.4 – Strengthen the sustainable waste management industry</b>			
6.4.1	Increase the diversion of recoverable materials from landfills by identifying opportunities for sustainable waste management practices.	Short	Council and GVVRRG
6.4.2	Assess the potential of appropriate waste to energy investment in addressing the regions organic material for sustainable energy production.	Medium	Council and GVVRRG
6.4.3	Support opportunities to aggregate and/or consolidate organics to support investment for new or expanded facilities.	Long	Council and GVVRRG
6.4.4	Support a circular economy model for sustainable waste management that links businesses to facilitate innovative reuse and recycling initiatives.	Long	Council and GVVRRG

NOTES:

- 1** immediate/ongoing: next 12 months  
short term: 1 - 5 years  
medium term: 5 - 10 years  
long term: 10+ years

- 2** Timing can be brought forward if supported by sufficient assessments, subject to council approval



