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## ACRONYMS

<b>AAGR</b>	Annual Average Growth Rate	<b>IVS</b>	International Visitor Survey
<b>ABS</b>	Australian Bureau of Statistics	<b>LGA</b>	Local Government Area
<b>CALD</b>	Culturally and Linguistically Diverse	<b>MOVE</b>	Museum of Vehicle Evolution
<b>C4GS</b>	Committee for Greater Shepparton	<b>NVS</b>	National Visitor Survey
<b>DAMA</b>	Designated Area Migration Agreements	<b>PA</b>	Per Annum
<b>DMP</b>	Destination Management Plan	<b>R&amp;D</b>	Research and Development
<b>GMID</b>	Goulburn Murray Irrigation District	<b>SAM</b>	Shepparton Arts Museum
<b>GSBN</b>	Greater Shepparton Business Network	<b>SEIFA</b>	Socio-Economic Index for Areas
<b>GSCC</b>	Greater Shepparton City Council	<b>SME</b>	Small to Medium Enterprises
<b>GV DAMA</b>	Goulburn Valley Designated Area Migrant Agreement	<b>TRA</b>	Tourism Research Australia
		<b>VFR</b>	Visiting Friends and Relatives

## GLOSSARY OF TERMS

<b>Daytrip Visitor</b>	Those who travel for a round trip distance of at least 50 kilometres, are away from home for at least 4 hours, and who do not spend a night away from home as part of their travel. Same day travel as part of overnight travel is excluded.
<b>Economic Output</b>	Represents the gross revenue generated by businesses/organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.
<b>Economic Development</b>	Economic Development involves building the economic capacity of an area to improve its economic future and the quality of life for all. It is a process by which public, business and non-government sector partners work collectively to create better conditions for economic growth and employment generation. (Victorian Government 2016)
<b>Employment</b>	Employment data represents the number of people employed by businesses/organisations in each of the industry sectors in a defined region. Employment data presented in this report is destination of work data. That is, no inference is made as to where people in a defined region reside.
<b>Gross Regional Product</b>	The total value of final goods and services produced in the region over the period of one year.
<b>International Visitor</b>	A person is defined as an international visitor to Australia if they are currently a resident overseas, have been in Australia for less than one year and are aged 15 years or over.
<b>Major Events</b>	A key element of the visitor economy and overall economic development that involves a planned public event that caters to both residents of a local area and/or attracts visitors from elsewhere. A major event is one that typically generates significant interest, has a high profile, impacts the amenity of an area, and/or attracts a large crowd/attendance. (Major sporting events, Australian Government, Office for Sport, 2022)
<b>Non-employing Business</b>	A type of business that does not have employees. This may include a range of entity types, such as non-employing sole traders or any other businesses without employees



<b>Overnight Visitor</b>	People aged 15 years and over who undertake an overnight trip of one night or more and at least 40 kilometres away from home are referred to as overnight visitors. Only those trips where the respondent is away from home for less than 12 months are in scope of the NVS.
<b>Regional Exports</b>	Represents the value of goods and services exported outside of a defined region that have been generated by businesses / organisations in each of the industry sectors within the region.
<b>SEIFA</b>	Developed by the ABS, this measures the relative level of socioeconomic advantage and disadvantage for a defined area. The index score is based on a weighted combination of census variables that reflect disadvantage (e.g. income, education, employment, etc.), which is then standardised around the national average score of 1,000. A higher score on the index reflects a lower level of disadvantage. Therefore, a score above 1,000 indicates a lower level of disadvantage relative to the national average, while a score below 1,000 indicates a higher level of disadvantage relative to the national average.
<b>Small to Medium Enterprises</b>	The ABS defines a business entity employing less than 20 employees as Small to Medium Enterprise.
<b>Visitor Economy</b>	A key element of the economy that supports economic development, the 'visitor economy' refers to the production of goods and services for consumption by visitors, which includes the industries that directly serve visitors (e.g. accommodation, tour operators, attractions) as well as intermediaries and those involved indirectly, such as retail and food production. This recognises that visitor activity does not occur in isolation and contributes to investment and jobs across a range of industry sectors. (Victorian Visitor Economy Strategy, 2016)

## NOTES ON KEY DATA SOURCES

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



# EXECUTIVE SUMMARY

## OVERVIEW

The Greater Shepparton Economic Development Strategy 2025-2030 is an overarching strategy document that guides Greater Shepparton City Council's (GSCC or Council) response to the evolving economic and social landscape.

This is an important strategic document designed to support economic prosperity, development and growth for the region over the next five years. This is a holistic process that can be described as: "Building the economic capacity of a local area to improve its economic future and the quality of life of its citizens (World Bank 2016)"

The information provided in this report is informed by independent research and analysis, as well as consultation with key industry, community, government and Council stakeholders. The findings and recommendations included *in this report are informed by the supporting Background Report, prepared in November 2023.*

## GREATER SHEPPARTON

### Regional Profile

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

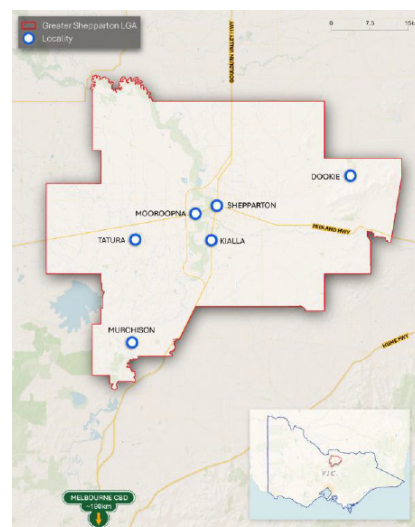
Its role as the service centre for the region is supported by its key attributes, land supply and infrastructure. This includes productive farming land (with Shepparton known to as the 'food bowl of Australia'), developed industrial and commercial precincts, health and higher education organisations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

**These attributes and regional connectivity provide Greater Shepparton with the potential to attract growth opportunities through business and infrastructure investment.**

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

F1. GREATER SHEPPARTON

Source: Urban Enterprise, 2024

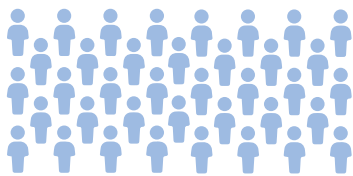




# KEY DATA TRENDS & INDICATORS

*Note: The data included below has been compiled by Urban Enterprise from a combination of sources, including: REMPLAN, Profile ID, Economy ID, ABS Census data, and the Australian Business Register. Data is from 2022 unless specified otherwise.*

## POPULATION & DEMOGRAPHIC SNAPSHOT



**69,000**  
**POPULATION**  
2023



**SEIFA  
SCORE**

**944**  
**GREATER  
SHEPPARTON**

**73<sup>RD</sup>**

MOST  
DISADVANTAGED  
OUT OF 79  
VICTORIAN LGAS

 **81,000** +12K  
FORECAST POPULATION 2046

**FASTEST GROWING AGE GROUPS**  
2023-2046



**17.5%**  
RESIDENTS BORN OVERSEAS  
LARGE CALD COMMUNITY

**70 - 84  
YEARS**

**+2,727**  
RESIDENTS

**35 - 49  
YEARS**

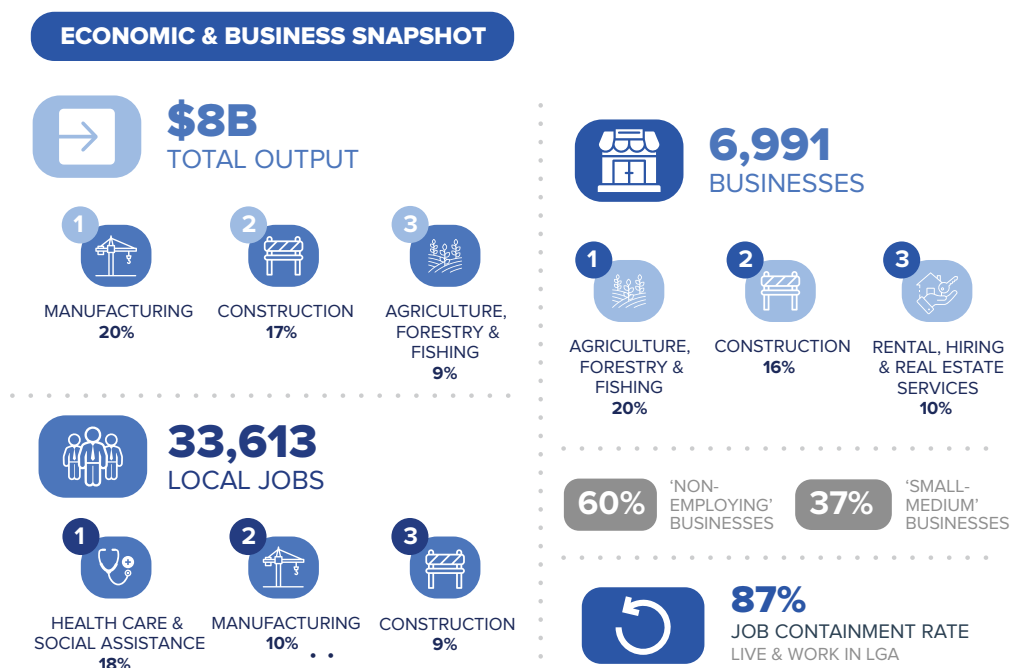
**+2,315**  
RESIDENTS

**5 - 11  
YEARS**

**+1,414**  
RESIDENTS

### KEY FINDINGS

- Population and workforce growth will be achieved through provision of sufficient amenity, infrastructure and housing to support residents and workers.
- Managing the ageing population, as well as supporting young families and working-aged residents will ensure population growth is sustainable in the future.
- Supporting the liveability and wellbeing of the large culturally diverse population is essential to achieving through social inclusion and economic outcomes.

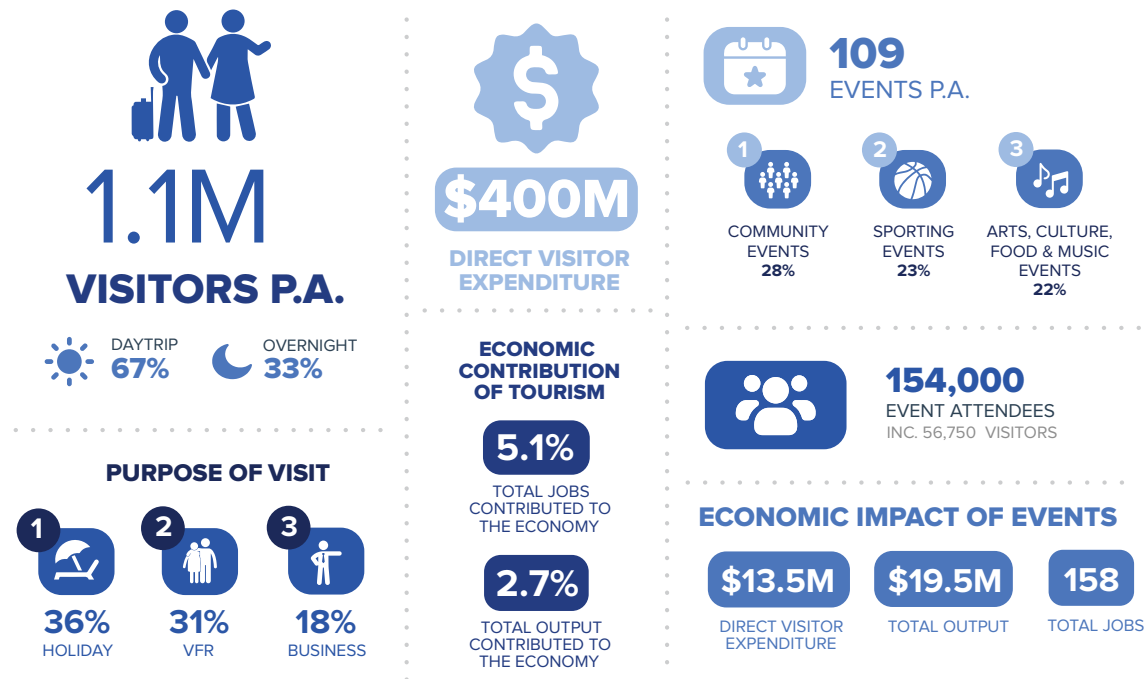


### KEY FINDINGS

- An analysis of the industry and employment profile of Greater Shepparton reveal the following economic drivers and industry specialisations:
  - Primary industries & trade – A leading food production and processing sector, supported by agricultural businesses, large food manufacturers and a highly developed transport and logistics sector.
  - Public sector & knowledge-based industries – Businesses that support the health and wellbeing of the community and broader catchment, including health care, education and civil services.
  - Population-driven industries – Drives local consumption, employment and provides amenity to residents, workers and visitors.
- The municipality is a key employment hub, with high job containment levels, which supports business investment and operation.
- There is a large proportion of micro/small businesses, which will require ongoing support to promote business growth and development.



## VISITOR ECONOMY &amp; MAJOR EVENTS SNAPSHOT



## KEY FINDINGS

- Greater Shepparton supports a predominantly domestic visitor market that attracts a high volume of 'non-holiday' visitors (e.g. VFR and business visitors).
- Promoting growth in the visitor economy – through development of existing and new product that caters to target markets – will achieve economic and employment outcomes and help diversify the industry base.
- Greater Shepparton is a leading regional events destination, with the events sector an important part of its economic and social fabric. Supporting sectoral development will help generate higher returns and increase community and economic benefits.

## COMPETITIVE ADVANTAGES AND OPPORTUNITIES

The following competitive advantages and subsequent economic opportunities for Greater Shepparton informs the Strategic Framework and guide future priorities for Council.

	Regional <b>economic and employment hub</b> that competitively positions the municipality for future investment.
	<b>Major service organisations</b> (e.g. health and education institutes) that can influence the social and economic direction of the municipality.
	<b>Strategic location</b> and accessibility via major transport infrastructure opens the economy to regional, national and international markets.
	Relatively <b>affordable housing</b> incentivises population and workforce attraction from major metropolitan centres.
	Known as the <b>food bowl of Australia</b> (producing a large volume of Victoria's fruit and vegetables), the region provides significant opportunity for investment in food production, processing and related transport industries.
	The <b>large and diverse population base</b> provides a local workforce, supports current and future businesses, as well as contributes to local consumption.
	Having a <b>prominent small business community</b> contributes to industry diversity and fosters business innovation and entrepreneurship.
	The large volume of <b>zoned and investment-ready</b> residential and employment land helps accommodate residential and business development.
	<b>Shepparton CBD</b> (and major activity centre) that attracts businesses and consumers and support economic activity.
	As a leading <b>regional events destination</b> , Greater Shepparton generates significant benefits by attracting event attendees (and flow-on spend) and supporting community engagement.
	Existing infrastructure and services provide important <b>visitor amenity</b> that caters to visitors and provides a high-quality visitor experience.
	With a range of <b>active business groups</b> and representative bodies, the business community is well supported to facilitate and realise development and growth opportunities.
	There are high-quality and unique <b>nature-based assets</b> (e.g. Goulburn River, Victoria Park Lake) that contributes to liveability as well as supporting the visitor economy.



## STRATEGIC FRAMEWORK

The strategic framework guides future economic prosperity in Greater Shepparton over the next five years. This includes the vision, objectives, key themes and directions for the economy, informing future project priorities.

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




### Vision

*“Greater Shepparton will achieve economic prosperity through collaboration, innovation and productivity.*

*The local economy will capitalise on its vibrant population, diverse business base and industry strengths to create an environment that supports investment, job creation and business growth.*

*Future growth and development will have regard to economic, social and environmental outcomes, ensuring the long-term sustainability and wellbeing of the municipality.”*

### Objectives

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



## ECONOMIC DEVELOPMENT THEMES AND STRATEGIC DIRECTIONS

### F2. ECONOMIC PROSPERITY THEMES AND STRATEGIC DIRECTIONS

#### Themes



**Theme 1 | Population & Workforce Support**  
Create high-amenity communities that promotes social outcomes and generates economic opportunities for residents and businesses.



**Theme 2 | Regional Growth Through Infrastructure Investment**  
Enhance Greater Shepparton's role as a Regional City through strategic investment in infrastructure that benefits residents, workers, businesses and visitors.



**Theme 3 | Business Development & Industry Attraction**  
Providing support for the business community to encourage growth, productivity, and development.



**Theme 4 | A Leading Regional Visitor & Major Events Destination**  
Increasing the value of the visitor economy through provision of high-quality products and experiences, as well as a strong major events sector, that caters to diverse visitor markets.

#### Strategic Directions

##### Theme 1

1. Supporting Economic Inclusion for Diverse Communities
2. Suitable Resident and Worker Accommodation
3. A High-Amenity and Vibrant Urban Centre
4. Thriving and Activated Small Towns
5. Supporting Workforce Recruitment and Retention

##### Theme 2

6. Advocacy for Major Infrastructure Projects
7. Appropriate Supply of Zoned Commercial and Industrial Land
8. Accessing International Markets and Global Trade Opportunities

##### Theme 3

9. An Engaged and Productive Small Business Community
10. Adaptive and Innovative Service-Based Organisations
11. Promoting Environmental Sustainability
12. Supporting Agriculture, Food Production and Food Manufacturing
13. Safeguarding Water Security and Accessibility
14. Promoting Industry Diversity and Business Investment Opportunities

##### Theme 4

15. Accommodating for Visitor Growth
16. Arts, Culture and First Nations Development
17. Riverfront Activation and River Precinct Development
18. Consolidate Destination Branding and Tourism Governance
19. Developing High-Value Products and Experiences
20. Contemporary Visitor Servicing Practices
21. Monitoring Visitor Economy Performance and Growth
22. A Diverse and High-Value Events Calendar
23. Provision of Quality Event Facilities and Supporting Infrastructure
24. Building Capacity of Event Operators
25. Effective and Efficient Event Support







# PART A: BACKGROUND AND CONTEXT









# 1. INTRODUCTION

## 1.1. OVERVIEW AND PURPOSE

The *Greater Shepparton Economic Development Strategy 2025-2029* has been prepared by Urban Enterprise on behalf of Greater Shepparton City Council (GSCC or Council).

This Strategy responds to the evolving economic landscape and focuses on **strategic, holistic and collaborative efforts to achieve sustainable economic development and growth** over the next five years.

*The information provided in this report is informed by independent research and analysis, as well as consultation with key industry, community, government and Council stakeholders. The findings and recommendations included in this report are informed by the supporting Background Report, which was prepared in November 2023.*

## 1.2. ECONOMIC PROSPERITY

Definitions

Economic prosperity in Greater Shepparton, which is achieved through the development and growth of the local economy, can be described as:

***“Building the economic capacity of a local area to improve its economic future and the quality of life of its citizens (World Bank 2016)”***

### Role of Local Government

Economic prosperity is typically achieved by Local Government through a range of activities and functions, which are listed in Figure F3. The listed activities reflect the objectives and aims of Council, while the functions reflect Local Government actions to support and deliver the objectives.

As shown here, economic prosperity is achieved through a holistic and whole-of-government approach that supports communities, businesses, workers and visitors – all of which are significant contributors to growth.

F3. LOCAL GOVERNMENT ACTIVITIES AND FUNCTIONS

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

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

### 1.3. LOCAL INSIGHTS

This Strategy was prepared in close consultation with Council, community and industry, to reflect local values and identify the unique challenges and opportunities for Greater Shepparton. The consultation undertaken to support this Strategy was undertaken in two stages as follows:

- **Stage 1 Consultation (information gathering):** Information gathering to inform Strategy and Action Plan Development; and
- **Stage 2 Consultation (draft Strategy feedback):** Obtaining public comments and feedback on the draft Strategy to help shape the final report and action plan.

The consultation activity for these stages is summarised below.

#### F4. STAGE 1 CONSULTATION SUMMARY (INFORMATION GATHERING)

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

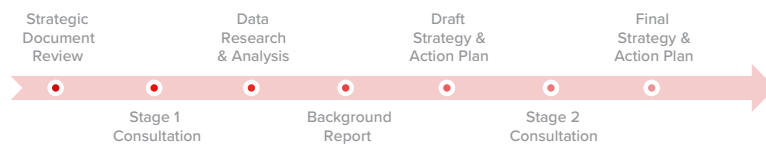
Results from the Stage 1 consultation are summarised in the supporting Background Report.

#### F5. STAGE 2 CONSULTATION SUMMARY (DRAFT STRATEGY FEEDBACK)

Engagement Activity	Description	Participants
Public Exhibition and Surveys	An online survey and written submissions provided by the community	12
Industry Workshops	3 workshops with business representing: <ul style="list-style-type: none"> <li>• Visitor Economy</li> <li>• Events, and</li> <li>• Industry</li> </ul>	43
Council	8 workshops with: <ul style="list-style-type: none"> <li>• Community Department Team,</li> <li>• Environment Team,</li> <li>• Communications and Engagement Team,</li> <li>• Parks Sport and Recreation Team,</li> <li>• Senior Leadership Group</li> <li>• Economic Development Department,</li> <li>• Planning Team, and</li> <li>• Senior Leadership Strategy Working Group</li> </ul>	51

## 1.4. STRATEGY DEVELOPMENT AND APPROACH

An evidence-based approach has been undertaken to develop the Economic Development Strategy, which is summarised below.



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

### Part A: Background and Context

- An overview of the key factors influencing Greater Shepparton, including its location, key attributes, policy environment and external economic trends.
- A profile of Greater Shepparton's population, economy and business base, as well as visitor economy, including key data indicators and trends.
- Greater Shepparton's competitive advantages informing the key opportunities for growth.

### Part B: Strategic Framework

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





## 2. GREATER SHEPPARTON

### 2.1. OVERVIEW

This section provides an overview of Greater Shepparton's attributes, key economic and demographic trends, policy influences and emerging priorities that will influence future growth and development.

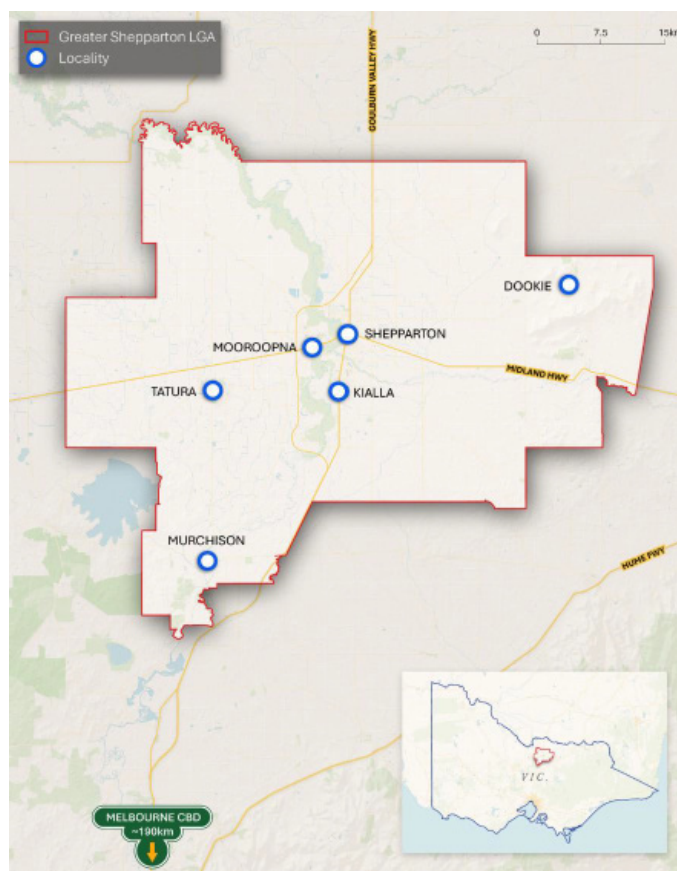
### 2.2. LOCAL CONTEXT

Greater Shepparton is strategically located in Central Victoria, around 190km north of the Melbourne CBD, and is intersected by the Goulburn River as well as the Midland and Goulburn Valley Highways (see Figure F7).

It is one of the 10 Victorian Regional Cities and home to around 69,000 residents, supported by numerous and diverse towns of different size, location and role. This ranges from the key township of Shepparton (representing the urban centre) to smaller townships in Mooroopna, Tatura, Murchison, Kialla, Merrigum and Dookie.

**Future economic prosperity must consider the needs and opportunity of all towns to achieve positive outcomes for the municipality.**

F7. GREATER SHEPPARTON



Source: Urban Enterprise, 2024

## 2.3. REGIONAL CONTEXT

The municipality is located within Victoria's Goulburn Regional Partnership area<sup>1</sup>, known as the 'food bowl of Australia', characterised by fertile soils, mild climate and good water resources. As such, the economy is underpinned by agriculture (food production) and manufacturing (food processing) – primarily fruit and dairy

As the largest municipality (and only Regional City) in the region, Greater Shepparton is the primary location for services and amenity for the surrounding municipalities. This includes provision of key social, economic and community services such as employment, education, health, retail, recreation, etc.

Therefore, Greater Shepparton caters to a broader regional catchment, supporting around 180,000 residents, 18,000 businesses and attracting 4.3 million visitors p.a. to the region each year. For some services, such as health, this extends to Campaspe Shire and Southern New South Wales, reaching approx. 150,000 residents<sup>2</sup>.

As such, there is significant potential to leverage its position as a Regional City (and continue to support the surrounding region) through infrastructure investment, business support, workforce growth and service provision.

F8. GOULBURN REGIONAL PARTNERSHIP



Source: Urban Enterprise, 2024

<sup>1</sup>Includes the City of Greater Shepparton, Mitchell Shire, Moira Shire, Murrindindi Shire and Strathbogies Shire.

<sup>2</sup> <https://www.gvhealth.org.au/about/about-us/>

## 2.4. NATIONAL CONTEXT

Greater Shepparton's location in Central Victoria, along key routes and transport corridors, provides connectivity to capital cities across the eastern seaboard and access to labour, export and consumption markets (both domestic and international).

As shown in Figure F9, this includes road, rail and air transport, which supports freight and passenger (including residents, workers and visitors) access. This includes access to major air and sea infrastructure in capital cities, which connects the economy on a global scale.

This is particularly important for local producers, providing opportunities to export locally produced foods, while it also supports freight and transport companies – as Shepparton is a well-connected transport hub in Central Victoria. These connections also facilitate the regional migration of local residents and workers from metropolitan centres, which promotes local labour supply.

These transport infrastructure attributes and regional connectivity provide Greater Shepparton with the potential to attract workers and businesses, as well as capture future investment and growth opportunities.

F9. NATIONAL CONTEXT



Source: Urban Enterprise, 2024



## 2.5. KEY ECONOMIC AND EMPLOYMENT AREAS

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

### 2.5.1. GREATER SHEPPARTON

As shown in the following the map (overleaf), the key assets and precincts for Greater Shepparton include:

- 1 Major Activity Centre (Shepparton CBD), which includes key retail and office/mixed use space, as well as prominent assets such as higher education and the Shepparton Showgrounds (note: a more detailed snapshot of the CBD key economic areas and attributes is shown in Figure F10 ).
- Major higher education institutions such as La Trobe University, University of Melbourne (Shepparton Campus, Dookie Campus), GOTAFE (Shepparton Campus) and Wodonga TAFE (Shepparton Campus);
- Health precincts surrounding the three Hospitals, including Goulburn Valley Health in Shepparton (public), Shepparton Hospital (private) and Goulburn Valley Health Tatura Campus (public);
- Six industrial precincts that support business and employment across primary trade and production sectors, such as manufacturing and logistics and transport (inc. in Shepparton, Mooroopna, Kialla and Tatura);
- Key public transport nodes (including V/Line passenger and freight services, as well as bus routes);
- Road transport infrastructure (Goulburn Valley Highway, Midland Highway), providing passenger and freight access to metropolitan centres and capital cities – including Melbourne, Canberra, Brisbane and Sydney;
- Shepparton Aerodrome providing charter flights, flight training and emergency management;
- The Goulburn River, which supports local agriculture and provides water-based recreation for residents and visitors; and
- Productive farming land (98% of zoned land in the municipality) that supports food production – particularly fruit – which is a key economic driver.

Source: Visit Victoria.









### 2.5.2. SHEPPARTON CBD

The following map of the Shepparton CBD demonstrates the importance and scale of economic and social activity driven by this area. This includes:

- Provision of core retail;
- Mixed use and office space, which attract professional and personal services and its workforce;
- SPC factory, which is a major employer for the region;
- Higher education precincts (La Trobe and Go TAFE) which attracts significant activity and consumption through students and supports complementary hospitality businesses;
- Shepparton Showgrounds, a key recreational asset that attract visitors and residents; and
- The central train station.

**As such, the CBD area has significant opportunity to influence future investment, employment and community outcomes for Greater Shepparton and will be critical for future business, worker, resident and visitor attraction.;**

F10. SHEPPARTON CBD



Source: Urban Enterprise, 2024



## 2.6. POLICY CONTEXT

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

### T1. RELEVANT POLICY DOCUMENTS

State-Wide Documents	Regional Documents
<ul style="list-style-type: none"> <li>• Plan Melbourne 2017-2050</li> <li>• DJPR Strategic Plan, 2021-25</li> <li>• Infrastructure Victoria 30-year Strategy</li> <li>• Creative State, 2025</li> <li>• Victorian Visitor Economy Recovery and Reform Plan, 2021</li> <li>• Victorian Visitor Economy Master Plan Directions Paper, 2022</li> <li>• Victoria's Housing Statement 2023</li> <li>• Experience Victoria 2033</li> </ul>	<ul style="list-style-type: none"> <li>• Hume Regional Plan 2010-2020</li> <li>• Goulburn Valley Sub Regional Plan 2010-2020</li> <li>• Goulburn Murray Resilience Strategy (2020)</li> <li>• Goulburn Murray Regional Prosperity Plan (2021)</li> <li>• Goulburn Regional Economic Development Strategy 2022</li> </ul>
Local Documents	
<ul style="list-style-type: none"> <li>• Greater Shepparton 2030 Strategy</li> <li>• Council Sport 2050 Strategic Plan</li> <li>• Shepparton &amp; Mooroopna 2050 – Regional City Growth Plan</li> <li>• Shepparton Showgrounds Draft Master Plan 2023</li> <li>• Universal Access &amp; Inclusion Plan 2022-26</li> <li>• Shepparton Railway Precinct Master Plan 2017</li> <li>• Creative City Strategy 2022-2027</li> <li>• Shepparton Capacity and Capability Assessment 2022</li> <li>• Reconciliation Action Plan 2023-2025</li> <li>• International Engagement Strategy 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Public Health Strategic Plan 2018-2028</li> <li>• Shepparton CBD Strategy 2008</li> <li>• RiverConnect Strategic Plan 2023-2028</li> <li>• Commercial Activity Centres Strategy 2015</li> <li>• Greater Shepparton Accommodation Opportunities Study 2021</li> <li>• Tatura Park Master Plan 2021</li> <li>• Affordable Housing Strategy 2020</li> <li>• Shepparton Sports City Master Plan 2022</li> <li>• Victoria Park Lake Masterplan Final</li> <li>• Greater Shepparton 2030 Zero Emissions Plan</li> </ul>

Source: Urban Enterprise, 2023.

## 2.7. KEY ECONOMIC PARTNERS

The following table outlines the key stakeholders and partners that support economic development and growth at a national, state, regional and local level.

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

### T2. GOVERNANCE STRUCTURE AND KEY PARTNERS

Key Stakeholders	Overview
<b>National</b>	
<b>Regional Development Australia (RDA) – Hume Committee</b>	<ul style="list-style-type: none"> <li>RDA Hume plays a key role in directing State and Federal investment to the right infrastructure and community projects ensuring there are strong sources of investment into the region.</li> <li>RDA Hume collaborates with businesses not-for-profits and industry bodies to coordinate regional priorities and capture opportunities.</li> </ul>
<b>State &amp; Regional</b>	
<b>Visit Victoria</b>	<ul style="list-style-type: none"> <li>The primary tourism and events organisation for the Victorian State Government and is involved in research and advocacy, as well as domestic and international marketing</li> </ul>
<b>Regional Development Victoria (RDV) – Goulburn Regional Partnership</b>	<ul style="list-style-type: none"> <li>RDV supports the economic development of rural and regional areas within Victoria. RDV works with regional businesses and communities and all levels of government.</li> <li>RDV also provides infrastructure funding for tourism and supports advocacy efforts for industry and Council.</li> </ul>
<b>Development Victoria</b>	<ul style="list-style-type: none"> <li>Designed to achieving social and economic outcomes for the Victorian community through property development and urban renewal – including investment in housing, and activity centres.</li> </ul>
<b>Agriculture Victoria</b>	<ul style="list-style-type: none"> <li>Agriculture Victoria supports the growth and protection of farms in rural and regional communities across Victoria.</li> </ul>
<b>Fruit Growers Victoria</b>	<ul style="list-style-type: none"> <li>Fruit Growers Victoria provides a voice for growers, packers and exporting businesses across Victoria.</li> <li>Its purpose is to work towards a sustainable future for fruit growers and the horticulture industry across Victoria.</li> </ul>
<b>Department of Transport and Planning</b>	<ul style="list-style-type: none"> <li>This department is responsible for planning, building, operating, and maintaining Victoria's transport and planning system.</li> <li>It aims to create thriving places and connected communities.</li> </ul>
<b>Goulburn Region Tourism</b>	<ul style="list-style-type: none"> <li>The Goulburn Region Tourism Partnership – incorporating the Strathbogie, Mitchell and Shepparton municipalities – is a newly formed regional tourism organisation. It is responsible for promotion of the region and destination development through marketing and partnerships with industry, local government and Visit Victoria.</li> </ul>
<b>Goulburn Murray Irrigation (GMID) District Water Leadership Group</b>	<ul style="list-style-type: none"> <li>This group, which includes industry, government and community representatives, was established to support water security for the region and safeguard agricultural production.</li> </ul>

Key Stakeholders	Overview
<b>Local</b>	
Greater Shepparton City Council	<ul style="list-style-type: none"> <li>• Council's economic development team specialises in business and industry growth, investment attraction, new business development, place activation, grants, training and business networking events.</li> <li>• Council supports major events across the municipality as well as managing a variety of key event venues and event infrastructure.</li> <li>• Council also acts as an enabler for the visitor economy by providing the foundations, including strategic planning, infrastructure, visitor information services, assistance in product development, investment attraction, and support to the local industry</li> </ul>
Greater Shepparton Business Centre	<ul style="list-style-type: none"> <li>• A council-run facility that supports the development of new and emerging businesses – including through the provision of subsidised premises, advice, services and support.</li> </ul>
Committee for Greater Shepparton (C4GS)	<ul style="list-style-type: none"> <li>• An advocacy body that is comprised of key businesses, community organisations and statutory authorities from the region. The focus of the organisation is to improve the economic development and liveability of Greater Shepparton</li> </ul>
Greater Shepparton Business Network (GSBN)	<ul style="list-style-type: none"> <li>• A member-based organisation that provides a forum for all business to network and collaborate. GSBN advocates on behalf of local businesses to Council, as well as State and Federal Government.</li> </ul>
Destination Goulburn Valley	<ul style="list-style-type: none"> <li>• Provides independent advocacy for the Goulburn Valley as a visitor destination, representing the interests of industry and community.</li> </ul>
Melbourne University La Trobe University, GoTafe	<ul style="list-style-type: none"> <li>• Education providers supporting further education opportunities, working to upskill the community and strengthen career pathways by offering accessible learning options and fostering local employment opportunities.</li> </ul>

Source: Various, compiled by Urban Enterprise, 2023

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





## 2.8. MAJOR PROJECTS

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

There are a significant number of public and private sector infrastructure projects that are planned, in progress, part of the advocacy pipeline or have been recently completed in Greater Shepparton. A review of current major projects in Greater Shepparton shows 15 current, future and potential major infrastructure projects worth over \$2.2 billion<sup>3</sup>. Table T3 summarises these projects by status (with detailed information included in Appendix A).

### T3. MAJOR INVESTMENT PROJECTS AND PRIORITIES SUMMARY

Status	Number of Projects
Completed	3
In Progress	6
Planning	5
Advocacy Pipeline <sup>4</sup>	1
<b>Total</b>	<b>15</b>

The priority infrastructure projects for the region, which will inform future advocacy activities undertaken by Council, include the following projects:

- Shepparton Sports and Events Centre;
- Circular Economy Hub;
- Greater Shepparton Road Network Resilience Package;
- Enabling Infrastructure Package;
- GV Health Institute of Applied Health Learning;
- Integrated Cancer Centre; and
- Workforce Accommodation.

<sup>3</sup> Figures are accurate as at December 2024.

<sup>4</sup> Advocacy pipeline refers to projects with estimated costs or no funding figures available.



## 2.9. MACROECONOMIC CONTEXT

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



### Remote and flexible working

The rise in remote working (which accelerated with the onset of the pandemic) provides opportunity for residents to be more flexible in choosing a place of residence and domestic visitors the flexibility to travel for more nights.



### Workforce shortages in key service sectors

Skills and workforce shortages are being experienced across most industries in regional areas. This is impacting business operations and service provision for residents, as well as infrastructure development (both residential and commercial).



### Housing and worker accommodation shortages

Market forces (such as high construction costs) has constrained housing supply and, together with increasing demand, has placed upward pressure on housing affordability (including rentals). This has led to significant housing and workforce accommodation shortages across Regional Australia, which is negatively impacting job security and staff attraction for industry. To combat this, Greater Shepparton has been assigned a Victorian Government housing target of 14,500 additional homes by 2051.



### Rising inflation and cost of living pressures

Price pressures from supply chain issues, as well as rising interest rates have led to an increase in the cost of daily essentials and basic services, which has affected consumer and business confidence.



### Growth of advanced manufacturing

Manufacturing has been a key part of Australia's COVID-19 response, particularly due to the global supply chain impacts and the subsequent need to produce goods locally. As a result, manufacturing in Australia is transitioning toward more advanced and innovative manufacturing practices, to become more competitive and resilient to external shocks.



### Shifting agricultural practices

The industry is experiencing change, with agricultural businesses facing new challenges and opportunities, including increasing global demand for food, adopting more sustainable practices to combat climate change and harnessing innovative technologies to increase productivity.



### Water Security

The ongoing effects of climate change, combined with population growth, has created challenges with ensuring water is accessible and secure for residents, industry as well as the farming sector. To support a sustainable and healthy water supply into the future, the water system in Victoria must be modern, efficient and affordable for all users. This will promote a more prosperous economy, growing agricultural production and thriving communities



### Environmental sustainability and climate resilience

Given recent government commitments to reducing emissions, as well as more regular extreme weather events (e.g. bushfires, floods, storms, droughts, etc.), environmental sustainability and climate resilience is playing an increasing role within local government and influencing business and consumer decisions.



### Growing demand for health care

As the population grows and ages across Victoria, demand for health care will increase and significantly grow healthcare related spending, demand for public health facilities and workforce requirements to meet demand.



### Conscious consumers

Contemporary resident and visitor markets are increasingly placing a high value on social and environmental issues such as sustainability, inclusivity and diversity. This is influencing demand for authentic experiences (inc. an understanding of local origins), locally produced goods and cultural immersion - particularly First Peoples experiences.



### The rise in migration and visitation

Migration to Australia is expected to increase, which will influence the growth of the VFR market and CALD residents and impact demand for multi-cultural support services, as well as products and experiences that cater to diverse communities.

## 3. DEMOGRAPHIC AND ECONOMIC PROFILE

### 3.1. OVERVIEW

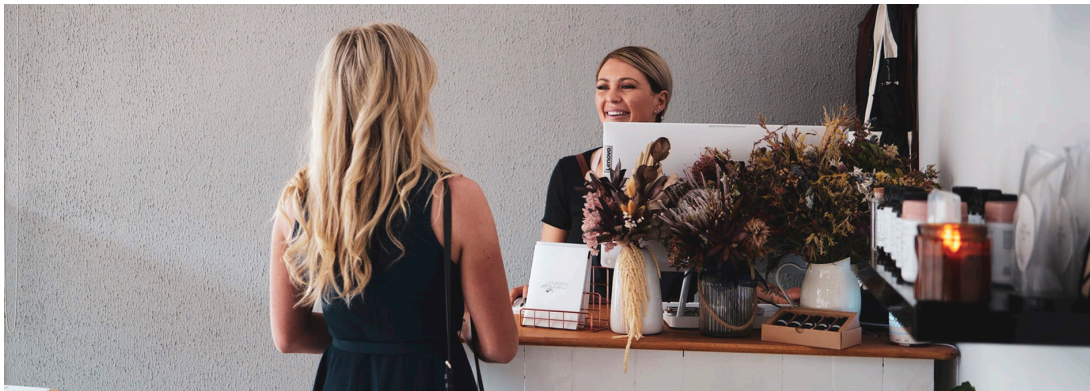
The following provides a profile of Greater Shepparton's population and economy, including key indicators and trends that will influence economic development and growth across the municipality. This information is detailed in the Background Report and summarised in this Strategy.

### 3.2. POPULATION AND DEMOGRAPHIC PROFILE

*A snapshot of the population is illustrated in Figure F11. The data included in this section has been compiled by Urban Enterprise from a combination of sources, including, Profile ID, Forecast ID, ABS Census data and the Victorian Valuer-General.*

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

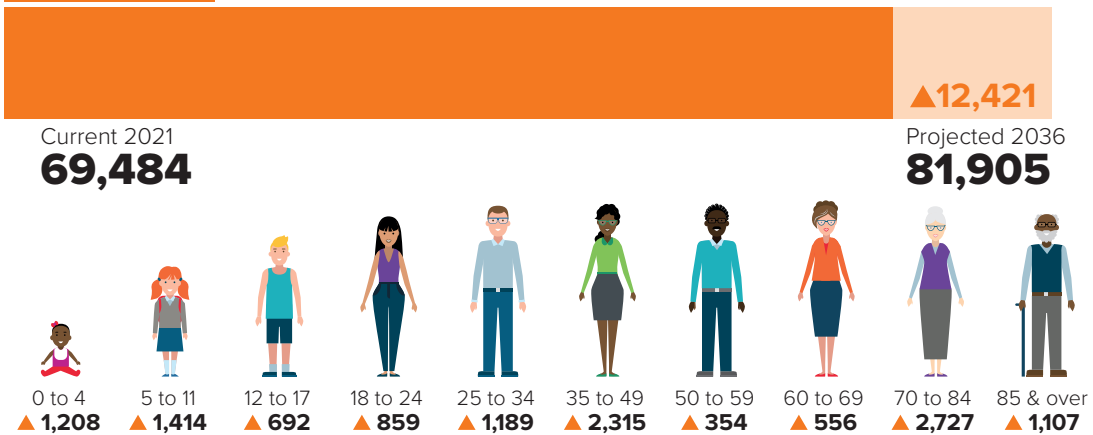
- **Population growth** is forecast to be relatively moderate (+1.2% p.a.) and concentrated in the urban centre, whilst the small towns and rural areas will remain relatively stagnant. This highlights the importance of Shepparton CBD in providing sufficient amenity, infrastructure and housing to support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





## F11. POPULATION AND DEMOGRAPHIC SNAPSHOT

## POPULATION



## SOCIO-ECONOMIC PROFILE

**994** (73rd)

SEIFA Score 2021 (ranking)  
Ranking within Victorian LGAs (out of 79)

## EDUCATION QUALIFICATIONS

**37%**

No  
Qualifications

**24%**

Certificate III  
& IV level

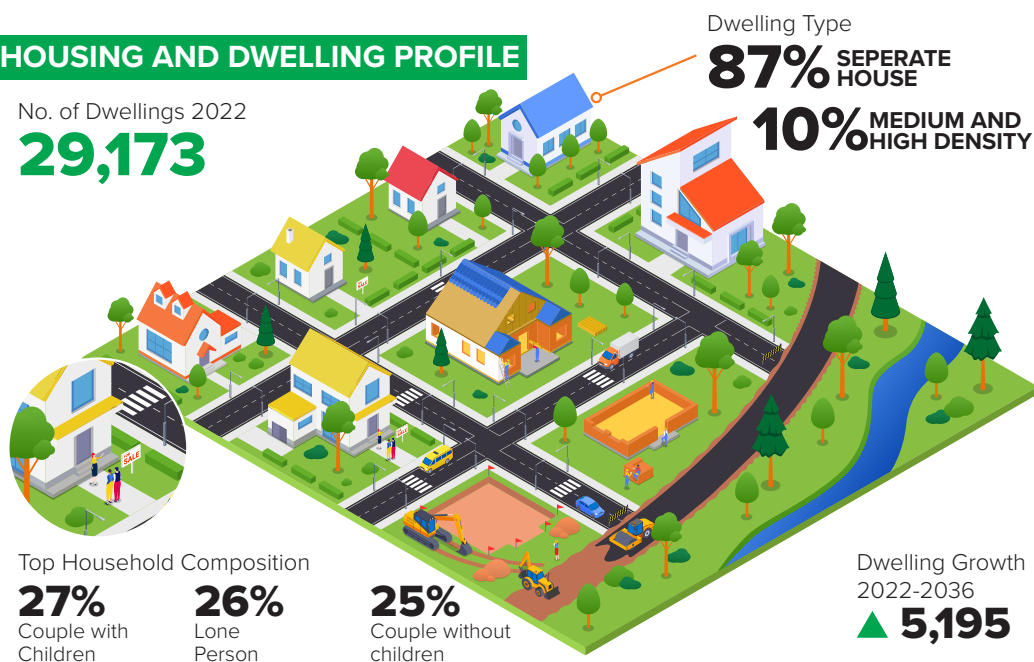
**22%**

Bachelor or  
Higher Degree

## HOUSING AND DWELLING PROFILE

No. of Dwellings 2022

**29,173**



### 3.3. ECONOMIC AND BUSINESS PROFILE

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

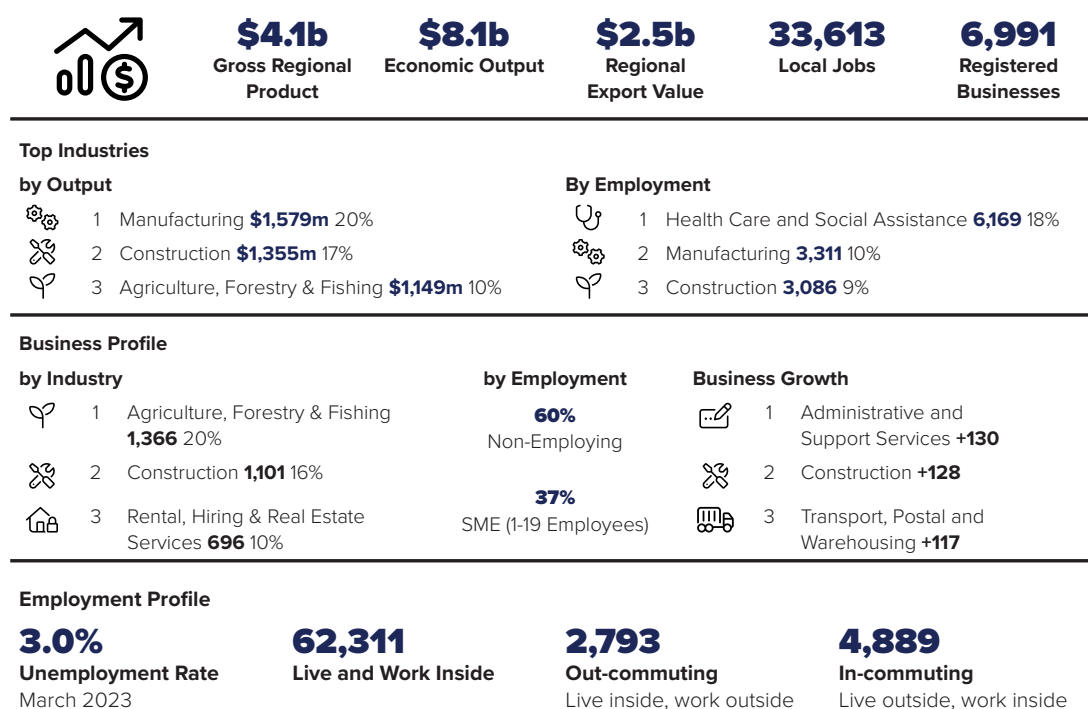
#### Economic and Business Snapshot and Trends

The data included in Figure F12 has been compiled by Urban Enterprise from a combination of sources, including Economy ID, ABS Census data and the Australian Business Register.

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

- Primary industries, such as manufacturing and agriculture, provide significant value to the economy, predominantly through food production and processing.
- In addition, given Greater Shepparton's role as a service centre, health care provides the largest contribution to employment (18%).
- There is a large proportion of micro/small businesses (97%), which will require ongoing support to promote business growth and development. The overall business base is driven by a combination of agriculture, construction and property services.
- The municipality is a key employment hub, with relatively low unemployment levels (3%) and a large volume of commuters traveling into Greater Shepparton for work.
- The background research also demonstrated that employment has grown in recent years (+1,590 jobs), driven by health, construction, agriculture, manufacturing and hospitality. Demand for health care workers is expected to grow as Goulburn Valley Health undergoes significant redevelopment.

F12. ECONOMIC AND BUSINESS SNAPSHOT




### Industry Specialisations

An analysis of the industry and employment profile of Greater Shepparton reveal key economic drivers, which include a combination of the following industry specialisations:



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

These specialisations, which are detailed in Table T4 below, are fundamental to the function and productivity of the local economy. They indicate areas of economic strength and competitive advantages, which could be leveraged to drive future growth outcomes.

T4. INDUSTRY SPECIALISATIONS

Specialisation	Key Sectors	Key Sub-sectors	Economic Contribution			
 <b>Primary Industries &amp; Trade (Food Production and Procession)</b>	<ul style="list-style-type: none"> <li>• Manufacturing</li> <li>• Agriculture, Forestry and Fishing</li> <li>• Wholesale Trade</li> <li>• Transport, Postal &amp; Warehousing</li> </ul>	<ul style="list-style-type: none"> <li>• Food product manufacturing</li> <li>• Metal product manufacturing</li> <li>• Fruit and production</li> <li>• Road Transport</li> </ul>	<b>24%</b>	<b>41%</b>	<b>67%</b>	<b>34%</b>
	<ul style="list-style-type: none"> <li>• Greater Shepparton is well-renowned for agricultural food production, which supports the municipality's role as Australia's 'food bowl'. The region is conducive to agricultural production which is also supported through a large volume of farming land, which comprises around 98% of total land supply. Maintaining competitiveness and productivity in food production is crucial to the economic prosperity of the region.</li> <li>• Food Product Manufacturing, specifically processing fruit and dairy, is the key area of economic strength for Greater Shepparton. This contributes to its status as the 'food bowl' of Australia, with major employers such as SPC processing raw materials in the region, for export, which maximises the economic value of production.</li> <li>• Food production and processing also provides flow-on benefits to businesses across the supply chain, particularly those that assist in transport and logistics, including wholesale trade and transport, postal and warehousing. Shepparton's central location and accessibility along major transport routes – providing connections to major ports – is a key attractor for manufacturing (and supporting) businesses.</li> </ul>					



Specialisation	Key Sectors	Key Sub-sectors	Economic Contribution			
 <b>Public sector and knowledge-based industries</b>	<ul style="list-style-type: none"> <li>• Health Care and Social Assistance</li> <li>• Education and Training</li> <li>• Public Administration and Safety</li> <li>• Electricity, Water and Gas Services</li> </ul>	<ul style="list-style-type: none"> <li>• Hospitals</li> <li>• Social Assistance Services</li> <li>• Tertiary Education</li> </ul>	<b>33%</b> Jobs	<b>24%</b> Output	<b>24%</b> Exports	<b>7%</b> Businesses
	<ul style="list-style-type: none"> <li>• As a regional city and service centre for surrounding municipalities, the provision of health and education services is critical to social outcomes (e.g. health and wellbeing), which is a key enabler for economic growth. It will also be critical to attract workers, as well as provide employment pathways for residents, to maintain delivery of these services to meet community needs.</li> <li>• Major health and education employers also stimulates flow-on business activity for retail and hospitality – to support workers, students and patients. This includes large organisations such as Goulburn Valley Health, La Trobe University, University of Melbourne, GOTAFE and Wodonga TAFE.</li> <li>• Greater Shepparton is the base for Goulburn Murray Water, providing water and sewerage services to the surrounding catchment, which generates significant export value for the municipality. Through servicing a large population base in the broader Goulburn Region catchment, having a strong public sector and service sector is crucial to support communities and industry.</li> </ul>					
 <b>Population &amp; Visitor-Driven Industries</b>	<ul style="list-style-type: none"> <li>• Construction + Property</li> <li>• Retail Trade</li> <li>• Accommodation and Food Services</li> </ul>	<ul style="list-style-type: none"> <li>• Store-based Retailing</li> <li>• Food Retailing</li> <li>• Building Construction</li> </ul>	<b>25%</b> Jobs	<b>25%</b> Output	<b>3%</b> Exports	<b>36%</b> Businesses
	<ul style="list-style-type: none"> <li>• Retail in Greater Shepparton is focused within the Shepparton Urban Centre, which comprises a Major Activity Centre. This is a key industry for the municipality as it contributes to its role as a service centre for surrounding townships (and is a key source of business activity).</li> <li>• Hospitality services, provided through accommodation and food offerings, is also critical to meet the needs of the growing population and surrounding catchment.</li> <li>• Businesses within this industry drive local consumption and provide important amenity for residents, businesses, workers and visitors.</li> <li>• The construction and property sectors are also major contributors to output in Greater Shepparton, driven by demand factors, and contribute to ongoing growth and investment through residential and commercial developments.</li> </ul>					

### 3.4. VISITOR ECONOMY AND MAJOR EVENTS PROFILE

#### Visitor Economy Snapshot and Trends

Figure F13 provides a snapshot of the visitor economy, which includes data provided by Tourism Research Australia and Economy ID. Unless otherwise indicated the data relates to the 2022 calendar year.

The Greater Shepparton visitor economy provides an important contribution to the local economy. The benefits from the visitor economy, which are derived from visitor spend, flows through the economy including direct and indirect impacts on retail, service sectors, hospitality and transport (amongst others). As of 2022-23, the visitor economy supported 2,025 jobs (5.5% of total) and total output of \$375 million (4.3% of total).<sup>5</sup>

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

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

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

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

<sup>5</sup> Economy ID



## F13. VISITOR ECONOMY SNAPSHOT



**1.1m**  
Total  
Visitors



**\$394**  
Total Visitor Expenditure

	Domestic Day Trip	Domestic Overnight	International
Visitation	<b>723K</b>	<b>354K</b>	<b>3,490</b>
Visitor Spend	<b>\$222m</b>	<b>\$152m</b>	<b>\$20m</b>
Purpose of Visit	Holiday <b>44%</b> VFR <b>21%</b>	VFR <b>48%</b> Business <b>24%</b>	VFR <b>68%</b> Business <b>13%</b>
Activities	Social <b>72%</b> Arts <b>9%</b>	Social <b>73%</b> Active Outdoor <b>22%</b>	- -
Travel Party	Solo <b>57%</b> Family <b>32%</b>	Solo <b>47%</b> Couple <b>28%</b>	Solo <b>73%</b> Family <b>23%</b>

## Commercial Accommodation Supply

	Facilities	Rooms	Bed Spaces
<b>Hotels/Motels</b>	<b>25</b> 63%	<b>597</b> 72%	<b>1,611</b> 63%
<b>Caravan/Holiday Parks</b>	<b>8</b> 20%	<b>128</b> 15%	<b>579</b> 23%
<b>Apartments/Self-contained</b>	<b>5</b> 13%	<b>93</b> 11%	<b>284</b> 11%

## Product and Experience Strengths

## Primary Strength



Arts &  
Culture



Food &  
Drink

## Secondary Strength



Nature

## Emerging Strength

First Peoples  
Wellness

## Product and Experience Strengths

## Existing Markets

Visiting Friends and Relatives  
Business Visitors  
Family Groups  
Sporting Market

## Emerging/Growth Markets

Adult Couples  
Caravan and Camping



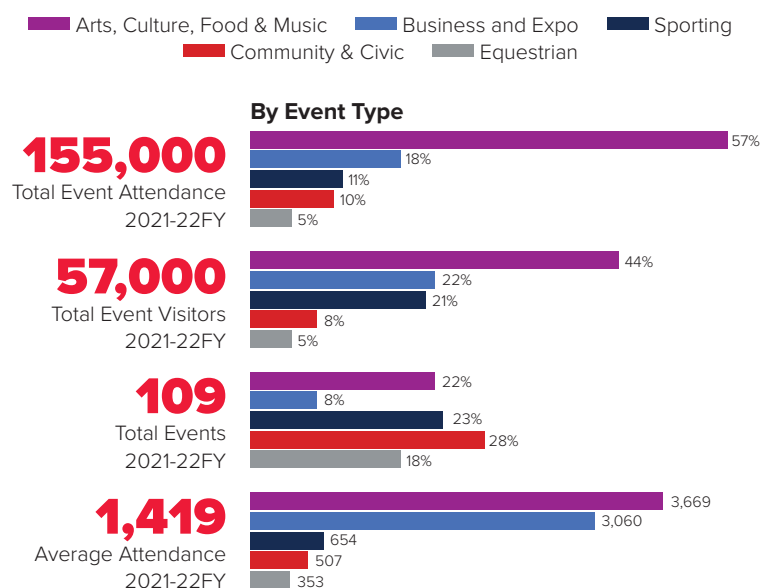
### Contribution of Major Events

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

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

A snapshot of the events sector is outlined in Figure F14, which draws on the events database prepared by Council for the 2021-22 year.

F14. MAJOR EVENTS SNAPSHOT



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

Events by Township  
2021-22 FY



1 Shepparton 50%  
2 Tatura 26%

3 Other 8%  
4 Mooroopna 8%

Key trends and impacts from major events are summarised below:

- The events sector hosted a total of 109 events across the 2021-22 financial year, which attracted total attendance of over 154,000 – including 56,750 visitors (37% of total) and 97,968 residents (63%). This represents a decline from the pre-COVID average<sup>6</sup> of 265 events p.a. (and total attendance of 312,000), indicating the sector is transitioning to a lower volume of events.
- Events are concentrated in Shepparton (50% of total), followed by Tatura (26%) – given the increased access to event facilities and infrastructure – with smaller towns attracting a lower volume of events.
- The most frequent types of events over the 2021-22 financial year were community/civic events (28% of total), followed by sporting (23%) and arts and culture (22%). However, the most attended events were arts and culture (57%), business (18%) and sporting (11%).
- In terms of the economic impact of events, which is determined by the level of visitation and spend, Greater Shepparton receives around \$13.5 million in direct visitor expenditure p.a., which subsequently additional output of \$19.5 million and 158 jobs p.a. in the local economy. Based on event types, the sporting and arts and culture events generate the greatest economic impact from visitors.

<sup>6</sup> Reflects the four-year average from 2015-16 to 2018-19.



## 4. COMPETITIVE ADVANTAGES AND OPPORTUNITIES

### 4.1. OVERVIEW

This section provides an overview of the competitive advantages and subsequent economic opportunities for Greater Shepparton, which informs the Strategic Framework and guide future priorities for Council.

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

### 4.2. COMPETITIVE ADVANTAGES

The following outlines the key strengths of Greater Shepparton that should be supported and leveraged to achieve economic prosperity.

#### Economic and Employment Hub

Greater Shepparton is a key Regional City in central Victoria and the region's primary location for employment, services and amenity, catering to a broad catchment of residents, workers, businesses and visitors. This is a key advantage for the municipality as it increases its competitiveness for investment, as well as business and population/workforce attraction.

##### Economic Opportunities

- Leverage existing amenity and services to attract workers and residents.
- Attract business and infrastructure investment to enhance its role as an economic hub and achieve ongoing growth.

#### Shepparton Urban Centre

Shepparton's urban centre (i.e. Shepparton CBD) is a Major Activity Centre that provides significant economic, employment and social benefits to the municipality and broader region. This area accommodates a large business base, including major employers, retail chains and small businesses, which attracts consumers and generates economic activity for the region.

##### Economic Opportunities

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

#### Major Service Organisations

The presence of major service-based organisations, including health (Goulburn Valley Health) and higher education (GO TAFE, La Trobe University, Melbourne University) contributes to its role as a Regional City and supports economic and social outcomes.

These organisations provide jobs, enhance liveability outcomes, as well as support resident (and workforce) attraction and retention. They also have the resources to create future economic activity through skills development, workforce training, as well as providing research and development opportunities to attract future industries.



**Economic Opportunities**

- Capitalise on large service-based organisations to encourage investment in supporting/ complementary businesses.
- Encourage access to a skilled and job-ready workforce, which will enhance organisational operations and help meet the needs of the community.

**Strategic Location**

Strategically located in Central Victoria and accessible via road, rail and air infrastructure, Greater Shepparton is connected to regional, national and international export markets and highly accessible to residents, workers and visitors.

This supports economic activity and provides the municipality with access to labour, consumption and export markets.

**Economic Opportunities**

- Capitalise on existing transport corridors to attract investment and support businesses reaching new markets (for consumption, export and labour).
- Foster ongoing international relations with strategic global partners to promote international investment.

**Housing Affordability**

With more affordable housing (compared to the regional and metropolitan average), Greater Shepparton is in a good position to capitalise on recent population shifts to the regions, particularly internal migration from Melbourne to Regional Victoria.

This will support population (and workforce) attraction, with increasing demand leading to more opportunities for residential development.

**Economic Opportunities**

- Promote affordable lifestyle opportunities to attract residents and workers.
- Facilitate the provision of affordable and diverse housing that caters to the needs of residents and workers and helps meet growing demand
- Attract investment in residential developments to inject funds into the local economy.

**Australia's Food Bowl**

With fertile soils, irrigated land and a suitable climate, Greater Shepparton has a highly productive food industry, contributing to its label as the 'food bowl of Australia.' The municipality produces much of Victoria's fruit, vegetables, milk and other food-based commodities.

A large portion of this production is also processed locally (via major manufacturing businesses such as SPC and Tatura Milk), which is a key driver of the economy and supports value-adding industries across the supply chain, including the storage and distribution of tradeable goods.



**Economic Opportunities**

- Encourage and promote the branding of Greater Shepparton as a 'food bowl', building destination and industry awareness.
- Support value-add opportunities for agricultural production, including agritourism.
- Develop a resilient agricultural sector base that has the capabilities to overcome external environmental shocks (e.g. flooding, bushfires, storms, droughts, etc.) over the long-term.
- Ensure water security and accessibility for growers.
- Advocate for energy security for the manufacturing industry.
- Advocate for continued and enhanced biosecurity controls that protect produce and exports.

**Large and Diverse Population Base**

Having a large population base (as the fifth largest city in Regional Victoria) facilitates economic growth through supporting a local workforce, contributing to local consumptions, as well as encouraging investment in key services and businesses that cater to the population.

Notably, the population is the most culturally diverse in regional Victoria, which provides opportunities for unique experiences (e.g. festivals and events) that showcases different cultures, as well as attract migrant workers and visitors.

**Prominent Small Business Community**

In addition to the presence of major national employers, Greater Shepparton has a large and diverse small business base comprised of numerous industries – including professional and financial services, personal services, construction services, administration, arts and recreation, etc.

This includes a large proportion of home-based and non-employing businesses and small businesses (as well as start-ups), which fosters business innovation and a culture of entrepreneurialism.

**Economic Opportunities**

- Continue to further Greater Shepparton as a regional hub for small businesses to continue business attraction.
- Promote the productivity and growth of non-employing and small-medium enterprises, through ongoing development and training, as well as infrastructure.

**Investment-ready Land Supply**

Greater Shepparton has a diverse supply of zoned residential and employment land dispersed across the municipality (including a Major Activity Centre, industrial precincts and township zoned land). This provides opportunities to accommodate future residential and business investment, which will contribute to economic growth and prosperity.

**Economic Opportunities**

- Ensure the municipality is 'investment ready' and can support business investment through sufficient supply of zoned land.
- Ongoing advocacy for major infrastructure investment priorities to maintain Greater Shepparton's role as a regional city and achieve key economic and social outcomes.

**Major Events Destination**

Greater Shepparton is a leading regional events destination, hosting a range of major sporting, cultural, business and community events and festivals. This provides substantial economic benefits, through attracting visitors and subsequent visitor spend, as well as supports community liveability.

#### Economic Opportunities

- Identify and target major events that provide a return on investment to the economy (through visitor spend and job creation) and community (through engagement and participation).

#### Visitor Amenity

Given its role as a Regional City, Greater Shepparton has existing infrastructure, services and amenity to support the visitor economy. This includes accommodation, hospitality (e.g. dining), retail, as well as tourism product to attract visitors, provide a high-quality experience and generate local consumption.

#### Economic Opportunities

- Leverage the existing amenity to attract visitors and generate more yield in the area.
- Establish Greater Shepparton as a destination that attracts commuters and visitors from across Central Victoria and converts into repeat and long-stay visitors.
- Identify and advocate for new and emerging product that builds on existing amenity (e.g. arts and culture).

#### Active and Diverse Business Representation

There are a range of key partners and stakeholders across Greater Shepparton that represent the business community and industry, including the C4GS, GSBN and Destination Goulburn Valley.

These organisations represent a large and diverse business base across multiple sectors, which are important assets that can support Council through: advocacy, providing business training and development, networking opportunities and other business events.

#### Economic Opportunities

- Partner and collaborate with existing organisations to help develop and support the existing business base.
- Leverage resources to promote the region, attract new businesses and advocate for major projects.

#### Nature-Based Assets

Greater Shepparton has a variety of nature-based assets that provides significant amenity for residents, as well as visitors. This includes the Goulburn River, Australian Botanical Gardens and the Victoria Park Lake Precinct.

Capitalising on these assets is important for liveability, as well as attracting visitors, which can be leveraged to achieve ongoing economic benefits.

#### Economic Opportunities

- Activation of natural assets to encourage investment in supporting products and infrastructure.
- Promote and develop complementary experiences to increase utilisation (for visitors and residents) and promote local consumption.

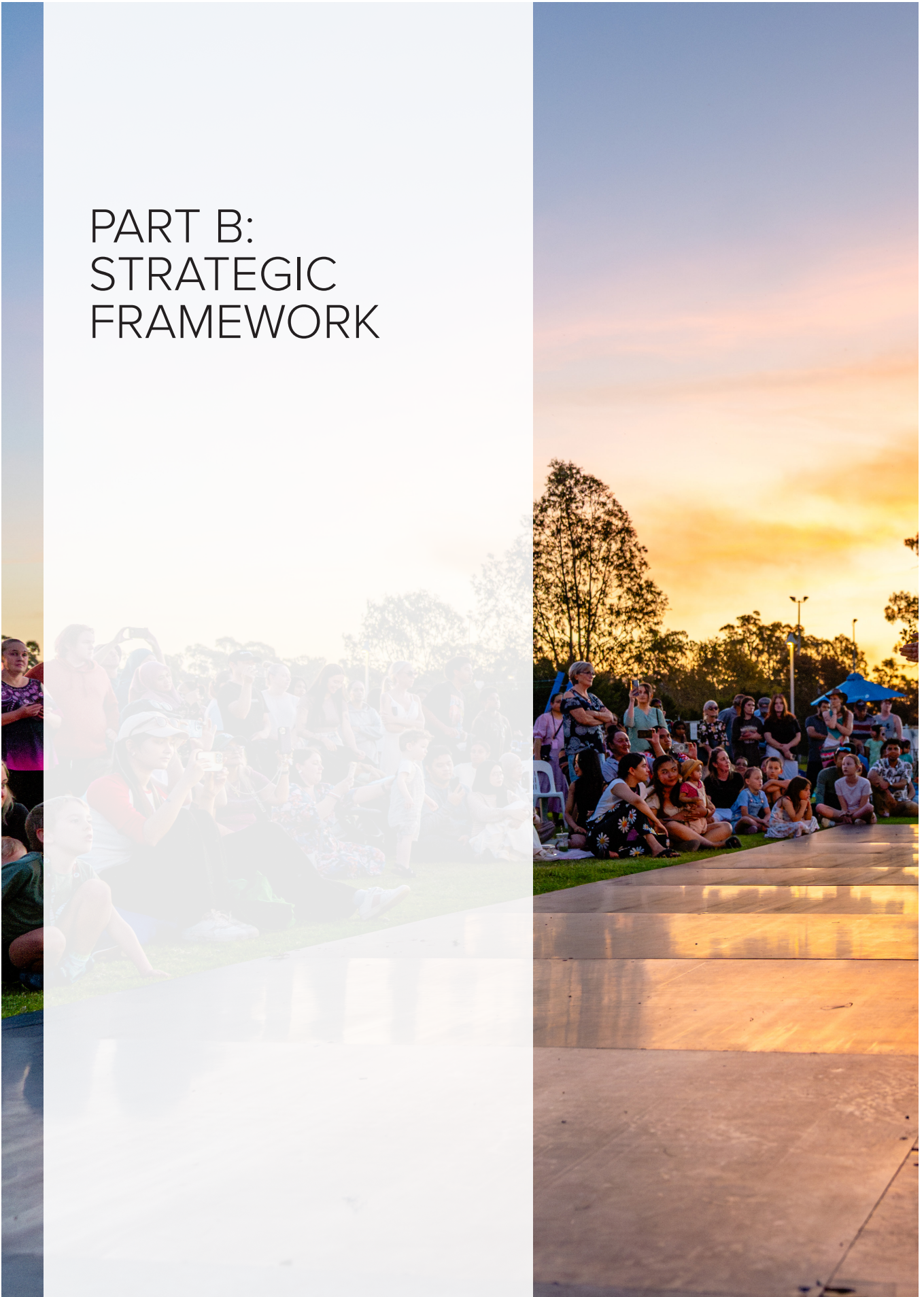








## PART B: STRATEGIC FRAMEWORK









## 5. FRAMEWORK OVERVIEW

### 5.1. OVERVIEW

The following outlines the strategic framework for Greater Shepparton to guide future economic prosperity. This includes the vision, objectives, strategic directions and actions to be pursued.

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

### 5.2. VISION

The following vision for economic development, the visitor economy and major events in Greater Shepparton is informed by the project purpose, strategic and policy environment, as well as the strategic considerations:







*“Greater Shepparton will achieve economic prosperity through collaboration, innovation and productivity.*

*The local economy will capitalise on its vibrant population, diverse business base and industry strengths to create an environment that supports investment, job creation and business growth.*

*Future growth and development will have regard to economic, social and environmental outcomes, ensuring the long-term sustainability and wellbeing of the municipality.”*

### 5.3. OBJECTIVES

The Strategy and vision are supported by the following objectives:

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

## 5.4. ECONOMIC DEVELOPMENT THEMES

The strategic framework comprises four core themes that informs the strategic directions and project opportunities for Council.

### F15. ECONOMIC DEVELOPMENT THEMES AND STRATEGIC DIRECTIONS

Themes		Strategic Directions
Theme 1 <b>Population and Workforce Support</b>	Create high-amenity communities that promotes outcomes and generates economic opportunities for residents and businesses.	<ol style="list-style-type: none"> <li>1. Supporting Economic Inclusion for Diverse Communities</li> <li>2. Suitable Resident and Worker Accommodation</li> <li>3. A High-Amenity and Vibrant Urban Centre</li> <li>4. Thriving and Activated Small Towns</li> <li>5. Supporting Workforce Recruitment and Retention</li> </ol>
Theme 2 <b>Regional Growth through Infrastructure Investment</b>	Enhance Greater Shepparton's role as a Regional City through strategic investment in infrastructure that benefits residents, workers, businesses and visitors.	<ol style="list-style-type: none"> <li>6. Advocacy for Major Infrastructure Projects</li> <li>7. Appropriate Supply of Zoned Commercial and Industrial Land</li> <li>8. Accessing International Markets and Global Trade Opportunities</li> </ol>
Theme 3 <b>Business development and Industry Action</b>	Providing support for the business community to encourage growth, productivity and development.	<ol style="list-style-type: none"> <li>9. An engaged and Productive Small Business Community</li> <li>10. Adaptive and Innovative Service Based Organisations</li> <li>11. Promoting Environmental Sustainability</li> <li>12. Supporting Agriculture, Food Production, and Food Manufacturing</li> <li>13. Safeguarding Water Security and Accessibility</li> <li>14. Promoting Industry Diversity and Business Investment Opportunities</li> </ol>
Theme 4 <b>A Leading Regional Visitor and Major Events Destination</b>	Increasing the value of the visitor economy through provision of high-quality products and experiences, as well as a strong major events sector, that caters to diverse visitor markets.	<ol style="list-style-type: none"> <li>15. Accommodating for Visitor Growth</li> <li>16. Arts, Culture and First Nations Development</li> <li>17. Riverfront Activation and River Precinct Development</li> <li>18. Consolidate Destination Branding and Tourism Governance</li> <li>19. Developing High-Value Products and experiences</li> <li>20. Contemporary Visitor Servicing Practices</li> <li>21. Monitoring Visitor Economy Performance and Growth</li> <li>22. A Diverse and High-Value Events Calendar</li> <li>23. Provision of Quality Event Facilities and Supporting Infrastructure</li> <li>24. Building Capacity of Event Operators</li> <li>25. Effective and Efficient Event Support</li> </ol>

The following sections of this Strategy expands on each pillar, strategic directions, as well as potential project opportunities (with further detail on project implementation and deliverables outlined in the Action Plan).



## 6. THEME 1: POPULATION AND WORKFORCE SUPPORT

### 6.1. OVERVIEW

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

Maintaining a high-quality of life for its diverse communities, fostering community wellbeing and establishing a skilled workforce is critical for economic development and a core value for residents.

This includes provision of quality amenity, services and infrastructure, which promotes community engagement and social connections, as well as providing appropriate skills training and career pathways.

This will support the economic inclusion of residents, which includes increased access to employment opportunities and participation in local economic activity.

### 6.2. STRATEGIC DIRECTIONS AND PROJECTS

#### Strategic Direction 1: Supporting Economic Inclusion for Diverse Communities

Support the engagement and inclusivity of all residents, ensuring access to economic opportunities, which will help achieve equity and contribute to growth outcomes across the municipality.

##### Project 1.1: Community Infrastructure Needs Assessment

Deliver the recommendations of the existing Community Infrastructure Needs Assessments completed for Shepparton, Mooroopna and Kialla, with the aim to support and strengthen local communities and foster social and economic inclusion of residents. Council to expand the assessments to other small towns to improve the quality of life for all communities.

##### Project 1.2: Social Enterprise Support

Encourage the growth and development of social enterprises in Greater Shepparton, including multi-cultural businesses and female-led businesses, to support the wider community and achieve equity outcomes.

##### Project 1.3: First Nations Business Support

Provide ongoing support for First nations led businesses and start-ups, providing tools and resources to enable economic independence. This may include supporting relevant initiatives in the Goulburn Murray Regional Prosperity Plan and development of the Munarra Centre of Excellence Stage 2.

##### Project 1.4: Greater Shepparton Integrated Transport Strategy

Update the Movement and Place Strategy with a Greater Shepparton integrated transport strategy that considers accessibility and connectivity both to and within the municipality.

##### Project 1.5: Leadership Forum

Hold regular leadership forums to promote and support all members of the community (including all genders, young people, CALD residents and First Nations) in leadership positions across all private and public sector organisations in the municipality.

##### Project 1.6: Economic and Social Infrastructure Review

Undertake a review of significant assets and infrastructure that provide direct economic and social benefits to the municipality, identifying key opportunities to help prioritise asset renewal and enhancements.



## Strategic Direction 2: Suitable Resident and Worker Accommodation

Provision of suitable and diverse housing that meets the needs of residents and workers is a key enabler for population attraction and retention, which will also support local workforce supply.

### Project 2.1: Greater Shepparton Affordable Housing Strategy

Deliver the recommendations and actions of the Greater Shepparton Affordable Housing Strategy to provide homes for residents and households in need and support residents 'at-risk'.

### Project 2.2: Update the Greater Shepparton Housing Action Plan

Prepare a new Greater Shepparton Housing Action Plan that provides long-term directions for future housing and ensures sufficient supply of workforce and resident accommodation.

### Project 2.3: CBD Housing Developments

Support an increase in housing supply in Shepparton's CBD for workers and residents, focusing on higher density living that attracts young professionals and students.

### Project 2.4: Short-Term Worker Housing Program

Identify opportunities to develop short-term (inc. temporary and mobile) worker accommodation. This could utilise a combination of Council-owned assets or private land, including in urban and rural locations to support seasonal hospitality and agricultural workforce requirements.

### Project 2.5: Establish and Support State Government Housing Targets

Support the State Government in confirming and meeting agreed housing targets for the municipality, to facilitate the development of new homes to meet demand for worker and resident accommodation.

## Strategic Direction 3: A High-Amenity and Vibrant Urban Centre

Shepparton's urban centre, which serves as the economic and employment hub for the municipality (and broader region), can stimulate economic growth, business activity and investment through targeted activations and enhancements.

### Project 3.1: Placemaking Framework and Program

Develop an internal placemaking framework and associated program that articulates the vision for improving places and spaces across Greater Shepparton and identifies initiatives and programs to enhance commercial areas in the CBD and small towns, in order to increase utilisation, local consumption and support business investment.

### Project 3.2: Shepparton CBD Strategy

Prepare a new Shepparton CBD Strategy that outlines the vision and identity of the CBD, as well as opportunities to promote activation, consumption and investment.

### Project 3.3: CBD Shopfront Improvement Grants

Reintroduce the shopfront improvement grants for businesses within the CBD and core commercial areas of the municipality to provide funding to enhance shopfronts and improve accessibility to stores, in order to activate businesses and generate local consumption.

### Project 3.4: CBD Investment Materials

Prepare an investment prospectus and supporting advocacy documents to attract businesses to the Shepparton CBD, showcasing advantages and benefits of investment.

#### Strategic Direction 4: Thriving and Activated Small Towns

Small towns play an important economic and social role for Greater Shepparton, including supporting industry (particularly agriculture and manufacturing) as well as providing rural lifestyle attributes. Enhancing the role of small towns will increase its value to the local economy and contribution to population and workforce attraction.

##### Project 4.1: Small Town Activation Program

Undertake activation works for commercial areas in small towns across the municipality, to improve amenity, stimulate business investment and generate local economic activity, as well as workforce attraction. Note: This project could align with the projects included within Strategic Direction 5

##### Project 4.2: Community Plans Development

Support the delivery of Community Plans for small towns, to identify and prioritise key actions and investment opportunities to drive community growth and improve liveability outcomes.

#### Strategic Direction 5: Supporting Workforce Recruitment and Retention

Ensuring all towns in the municipality have access to a 'Job-Ready' workforce is critical to meet local workforce requirements, which have been impacted by skills and labour shortages across the region. This will help create a more productive economy by supporting business operations, as well as encouraging business growth and investment.

##### Project 5.1: Employment Opportunities for Young People

Support initiatives and programs delivered by relevant training and employment providers to improve employment opportunities for young people, including providing relevant skills, connecting to industry and promoting employment pathways.

##### Project 5.2: Workforce and Skills Support Program

Undertake a range of workforce support services to help local jobseekers realise employment opportunities, including promoting industry training, resources, as well as connecting jobseekers with employment providers and industry.

##### Project 5.3: Workforce and Resident Attraction Branding Activities

Utilise Greater Shepparton branding and marketing campaigns to competitively positioning the region to attract and retain local workers to support businesses. Use the brand to promote career and lifestyle opportunities for prospective workers (and residents), to be disseminated through social media and online channels. Note: This project could align with Project 13.1 Business Attraction Branding Activities as well as Project 17.2: Destination Marketing Initiatives

##### Project 5.4: Migrant Worker Attraction and Support

Support the attraction and integration of international migrant workers in the community to address workforce shortages and help meet industry needs. Council could provide assistance by promoting and supporting government programs and schemes that attract both permanent and seasonal migrant workers (i.e. Goulburn Valley Designated Area Migrant Agreement (GV DAMA)).

##### Project 5.5: Greater Shepparton Community Connector Program

Continued to support the Community Connector Program to assist new and prospective workers (and their families) to relocate to the municipality, through supporting connections to services, housing, infrastructure and community programs.



## 7. THEME 2: REGIONAL GROWTH THROUGH INFRASTRUCTURE INVESTMENT

### 7.1. OVERVIEW

Public and private infrastructure investment is critical to future economic development and achieving growth for the region. Having appropriate infrastructure that meets the needs of residents and businesses will help support liveability, economic activity and jobs growth for the municipality and broader catchment that it services.

The opportunities include the provision of public infrastructure that enables private commercial and residential investment to service the population, workers and business base.

### 7.2. STRATEGIC DIRECTIONS AND PROJECTS

#### Strategic Direction 6: Advocacy for Major Infrastructure Projects

Strategic investment in infrastructure is needed to sustain Greater Shepparton's role as a Regional City that services a broad catchment of residents, workers and businesses. This is critical to support liveability and achieve economic and employment outcomes.

Project 6.1: Infrastructure Attraction Advocacy Updates	
Regular review and update of the infrastructure priority list for Greater Shepparton for funding advocacy purposes, including projects that require government funding and/or private contributions. Priority projects that require inclusion may include:	<ul style="list-style-type: none"> <li>• Greater Shepparton Road Network Resilience Package;</li> <li>• Enabling Infrastructure Package;</li> <li>• GV Health Institute of Applied Health Learning;</li> <li>• Integrated Cancer Centre; and</li> <li>• Workforce Accommodation.</li> </ul>
<ul style="list-style-type: none"> <li>• Shepparton Sports and Events Centre;</li> <li>• Circular Economy Hub;</li> </ul>	
Project 6.2: Priority Infrastructure Projects Operational Planning	
Prepare operational plans for the priority project list outlining funding requirements, roles of key stakeholders, as well as detailed project information (inc. designs, outcomes, etc.) to generate funding contributions to deliver projects.	
Project 6.3: Renewable Energy Readiness and Investment Study	
Prepare a study detailing opportunities for renewable energy investment in Greater Shepparton, including identification of the preferred type of investment (e.g. solar), strategic locations, as well as the role of council and supporting stakeholders.	
Project 6.4: Review Shepparton & Mooroopna 2050 Regional City Growth Plan	
Undertake a five-yearly review of the Shepparton & Mooroopna 2050 Growth Plan to examine progress to-date and ensure required actions and investments needed to achieve the 2050 vision (and develop the Shepparton-Mooroopna urban area) reflects the current economic and demographic landscape.	



### Strategic Direction 7: Appropriate Supply of Zoned Commercial and Industrial Land

Efficient land use planning and provision of development infrastructure is necessary to stimulate business investment and accommodate residential growth.

#### Project 7.1: Urban Development Program (UDP) Recommendations

Deliver the findings and recommendations of the UDP to ensure suitable provision of industrial and residential land to support investment and attract development in strategic areas, which will support businesses, workers and residents.

#### Project 7.2: Land Activation Infrastructure Advocacy and Delivery

Prioritise and advocate for development infrastructure to activate zoned industrial and residential land, to facilitate business investment and housing development.

#### Project 7.3: Deliver the Shepparton South-East Precinct Structure Plan

Collaborate with the Victorian Planning Authority to develop and deliver the Structure Plan, which will guide new urban development in Shepparton's growth corridor. This includes development of up to 2,500 homes to accommodate a population of more than 6,000.

### Strategic Direction 8: Accessing International Markets and Global Trade Opportunities

Greater Shepparton's can expand reach of its export markets and attract investment through engagement with international partners, which will add value to its economy and raise the profile of the municipality.

#### Project 8.1: International Engagement Action Plan

Deliver and update (where relevant) the *International Engagement Action Plan* to foster international relationships, attract international investment and support industry access to global trade markets.





## 8. THEME 3: BUSINESS DEVELOPMENT AND INDUSTRY ATTRACTION

### 8.1. OVERVIEW

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

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

### 8.2. STRATEGIC DIRECTIONS AND PROJECTS

#### Strategic Direction 9: An Engaged and Productive Small Business Community

With a large volume of small businesses operating in the region, supporting the small business base, through ongoing training, collaboration and networking, is important for current and future business needs. This will help promote business resilience, productivity and business growth, which could generate employment and economic outcomes.

##### Project 9.1: Business Networking and Training Program

Support and promote the delivery of business networking and training events – in collaboration with industry peak bodies – to:

- Support business growth and development, including specialised support for small businesses; and
- Foster entrepreneurship by supporting start-ups and digital enterprises through advice, supporting funding and grant opportunities, as well as fostering business development.

##### Project 9.2: Business Resilience and Recovery Assistance

Provide disaster recovery assistance, including financial, planning and business support to ensure the business base is more resilient to future environmental and economic 'shocks' and is able to recover more effectively.

##### Project 9.3: Greater Shepparton Business Expo

Deliver an annual Business Expo for local businesses, to showcase successful business models in the City, as well as foster business collaboration across the community.

#### Strategic Direction 10: Adaptive and Innovative Service-Based Organisations

Capitalising on the major service-based employers in the municipality (e.g. health and higher education), including the integration of future-focused technologies, will improve service provision, employment and business attraction outcomes in the region. These organisations impact the health and wellbeing (as well as workforce skills) of the population and as such, should be utilised to help achieve positive community and economic outcomes.

##### Project 10.1: Higher Education Research and Development (R&D) Partnerships

Engage with higher education institutes and support ongoing collaboration to identify R&D opportunities that could attract future industries, develop new technologies, as well as new job opportunities (e.g. tech/digital start-ups, advanced manufacturing, health innovation, etc.).

##### Project 10.2: Healthcare and Social Assistance Partnership Initiatives

Regular collaboration between Council and Goulburn Valley Health to identify opportunities to support this high-employing service sector. This could include attracting investment in core and complementary businesses (e.g. Allied Health) to meet demand for healthcare, initiatives to attract skilled labour to meet workforce demand, as well as promoting use of innovative health technologies.

**Strategic Direction 11: Promoting Environmental Sustainability**

Developing a more sustainable business base, through adopting circular economy practices, will enhance business efficiency, support community values and help achieve broader environmental targets for the region.

**Project 11.1: Circular Economy Strategy**

Prepare a Circular Economy Strategy for Greater Shepparton to promote a more circular economy, as well as create a more sustainable and environmentally conscious business community. This should focus on building awareness, supporting efficiencies and minimising the environmental footprint of industry.





## Strategic Direction 12: Supporting Agriculture, Food Production and Food Manufacturing

Maintain the competitiveness of agriculture, as well as food production and food manufacturing (e.g. food processing), ensuring this remains a key strength and economic driver for Greater Shepparton. This includes measures to increase productivity, add-value, as well as build resilience to external environmental threats.

### Project 12.1: Agriculture Strategic Plan

Prepare an Agriculture Strategic Plan to support the sustainable growth of the sector, helping businesses to overcome key issues, safeguard production, maintain access to a skilled workforce and energy sources, as well as identifying advocacy opportunities to support the industry. This will ensure the sector remains a key driver of economic and employment growth.

### Project 12.2: Supporting Value-Adding Food Production and Processing Opportunities

Identify and promote existing and new opportunities, in collaboration with industry and Government, to add value to food production and processing, helping to maintain this sector as a key industry strength for Greater Shepparton. This could include attraction of complementary and supporting businesses (e.g. AgTech, Transport and Logistics, etc.).

### Project 12.3: Promoting Agricultural Resilience and Output

Promote and utilise the Goulburn Drought Resilience Plan (as a single source of relevant information and assistance) to provide support to rural industry and fruit growers and maintain productive output in response to ongoing environmental shocks and extreme weather events.

### Project 12.4: Biosecurity Advocacy

Ensure adequate biosecurity measures to safeguard agricultural output (particularly horticultural production) to help combat biohazards such as Queensland Fruit Fly are in place.

### Project 12.5: Manufacturing and Food Processing Assistance

Collaborate with the manufacturing and food processing sector to identify constraints to business investment and opportunities to support and grow the sector, including workforce, planning and investment support.

### Project 12.6: Manufacturing Regional Strategy

Support development of a Manufacturing Regional Strategy (in partnership with Moira and Campaspe Shires) to increase the value and productivity of the manufacturing sector across the region.

### Project 12.7: Horticultural Connections

Establish a business forum for Horticultural businesses to foster connections and networking across the industry, advocate for key issues (e.g. pricing, water security) as well as promote produce, to support the growth and development of the sector.

### Project 12.8: Agricultural Leadership Development

Engage with agricultural businesses (as well as industry and state-bodies) to support development of industry leaders to promote and support the sector, through provision of dedicated training, mentoring and access to networks.



### Strategic Direction 13: Safeguarding Water Security and Accessibility

Ensuring growers have long-term water security is vital for ongoing food production, as this will sustain agriculture as the key economic driver of the region and help combat the effects of climate change. This includes Council activities to advocate, support and attract funding that protects and maintains the water supply in the region.

#### Project 13.1: Strategic Planning for Water

Develop a strategic plan to assist impacted industries to adapt to a future with less water, as well as diversify our industry base and secure a sustainable future for our region.

#### Project 13.2: Water Advocacy Project

Ensure water is accessible and available to farmers to safeguard and maintain production and that any recovery of water in the Goulburn Murray Irrigation District (GMID) is undertaken strategically.

#### Project 13.3: Murray-Darling Basin Plan

Development of a strategic plan that will:

- Assist impacted industries to adapt to a future with less water;
- Diversify industry base; and
- Ensure the resilience of our own community and a sustainable future for our region.

### Strategic Direction 14: Promoting Industry Diversity and Business Investment Opportunities

Having a diverse industry is important for economic growth as it expands the jobs base and adds value to the economy. Identifying and supporting industries suited to the municipality, including emerging and complementary industries, will help create a more sustainable and productive economy.

#### Project 14.1: Business Attraction Branding Activities

Utilise Greater Shepparton branding and marketing campaigns to competitively positioning the region to attract business investment, targeting new and emerging industries that are suited to the municipality. This should include a review of the municipality's 'value proposition' to attract new investment – focusing on existing strategic, economic and industry strengths that can be leveraged to support investment (e.g. workforce/population base, existing services, agricultural strengths, etc.).

Activities will highlight the benefits of investment through ongoing marketing campaigns, to be disseminated through social media and online channels. *Note: This project could align with Project 5.3: Workforce and Resident Attraction Branding Activities as well as Project 17.2: Destination Marketing Initiatives*

#### Project 14.2: Greater Shepparton Business Investment Prospectus Update

Review the investment prospectus and update to include diverse and complementary industries to create a more sustainable industry, expand the jobs base and add value to the economy.

#### Project 14.3: Industry Attraction Incentive Program

Prepare a formal investment incentive package for target industries to support investment attraction, including financial incentives, planning support and access to council resources.

#### Project 14.4: Advanced Manufacturing Precinct

Support the establishment of working Group, in partnership with industry and higher education/R&D institutes, to identify opportunities to develop an advanced manufacturing precinct/cluster that supports advanced manufacturing investment and complementary future industries.

#### Project 14.5: GV Link Advocacy

Support and advocate for the continued development of GV Link as a major catalyst for industry diversification and business investment in the region.

#### Project 14.6: Shepparton Aerodrome Strategic Review

Undertake a review of Shepparton Aerodrome to examine feasible opportunities for the asset to support business investment, as well as industry growth and diversity. This could include an analysis of current constraints as well as investment opportunities to better leverage the Aerodrome.



## 9. THEME 4: A LEADING REGIONAL VISITOR AND MAJOR EVENTS DESTINATION

### 9.1. OVERVIEW

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

In particular, the major events sector (which attracts event attendees) is a vital part of the visitor economy, with Greater Shepparton recognised as a leading regional events destination. This helps attract a range of visitors from regional, interstate and international markets.

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

Offerings to support the night-time economy should also be considered, so visitors are encouraged to increase length of stay and local consumption (which would also benefit residents).

*Note: Many of the projects and actions detailed in Pillar 4 support the regional Destination Management Plan (DMP) prepared by Goulburn Region Tourism. Reference will be made where relevant projects align.*

### 9.2. STRATEGIC DIRECTIONS AND PROJECTS

#### Strategic Direction 15: Accommodating for Visitor Growth

It is critical that Greater Shepparton has the capacity to support more visitors, particularly attendees for major events, through contemporary and quality commercial accommodation.

This will also grow the number of overnight stays, allowing the municipality to capture increasing visitor yield and grow the value of the visitor economy.

##### Project 15.1: Accommodation Audit and Investment Plan

Undertake regular commercial accommodation audits for Greater Shepparton, identifying gaps in stock and opportunities for future accommodation investment, to be supported by advocacy documents for private investors.

##### Project 15.2: Recreational Vehicles (RV) Development Plan

Prepare a study and implementation plan that considers Greater Shepparton's role in attracting and supporting the growing RV market, as well as recommendations for future infrastructure and initiatives in key towns to attract RV visitors.



### Strategic Direction 16: Arts, Culture and First Nations Development

Leverage the emerging arts and culture tourism product, which has developed in recent years (e.g. SAM, MOVE), to help establish Greater Shepparton as a regional arts destination. This includes development of First Nations experiences (i.e. The Flats, Aboriginal Street Art Project, Cummeragunja Journey etc), drawing on the large First Nations community, which will help to broaden the range of tourism experiences and attract more diverse visitor markets.

#### Project 16.1: Delivery of the Creative City Strategy

Deliver the recommendations provided in the Creative City Strategy, focusing on providing high-quality arts, cultural and First Nations experiences for visitors.

#### Project 16.2: Cultural Programming and Activation

Identify and support program and activation enhancements for existing arts, cultural (inc. First Nations), multicultural and history/heritage product, ensuring they remain high-quality and meet the contemporary needs of visitors.

### Strategic Direction 17: Riverfront Activation and River Precinct Development

The Goulburn River is a key natural asset that is currently underutilised. Strategic investment that activates the asset will help transform the river and riverfront into a key visitor node, encourage utilisation and generate visitor spend.

#### Project 17.1: Deliver the RiverConnect Strategic Plan 2023-2028

Support the delivery of the actions included in the RiverConnect Strategic Plan, including promoting the riverfront and encouraging eco-tourism/activation opportunities, to improve access and enhance the visitor experience

#### Project 17.2: Support the RiverConnect Paths Master Plan

Support the delivery of the RiverConnect Paths Master Plan to promote river access, including development of various routes and paths along the river to promote utilisation and access to the riverfront

#### Project 17.3: Riverfront Transformation

Advocate for funding to deliver riverfront projects and experiences that help transform the area as a key visitor node. As part of this advocacy work, Council will explore and investigate new project opportunities to revitalise the riverfront and attract new users and activity in the area.



### Strategic Direction 18: Consolidate Destination Branding and Tourism Governance

Ensuring consistent branding and messaging across all marketing channels (including with local, regional and state partners) will improve destination awareness and help capture target markets.

#### Project 18.1: Tourism Industry Information and Networking Forums

In collaboration with industry, deliver regular forums that provide relevant industry information and networking opportunities for local businesses that serve the tourism sector, in order to create consistent messaging for destination awareness,

#### Project 18.2: Destination Marketing Initiatives

Leveraging both the Greater Shepparton local brand (i.e. Shepparton and Goulburn Valley), as well as the Goulburn Region Tourism Partnership brand, undertake destination marketing initiatives (through traditional and digital channels) that promotes the municipality and improves destination awareness for domestic and international markets.

*Note: This project could align with Project 5.3: Workforce and Resident Attraction Branding Activities as well as Project 13.1: Business Attraction Branding Activities*

#### Project 18.3: Regional Brand Collaboration and Integration

Guide the ongoing collaboration between local and regional tourism bodies (e.g. Shepparton and Goulburn Valley and the Goulburn Region Tourism Partnership) to ensure branding and promotional activities are consistent and integrated.

#### Project 18.4: Regional Tourism Partnerships

Support the implementation and operation of the Goulburn Region Tourism Partnership to help develop and grow the local visitor economy, leveraging the organisation to support funding, industry development, product development, as well as visitor servicing.





### Strategic Direction 19: Developing High-Value Products and Experiences

To attract new visitors and encourage repeat visitation, it is critical that Greater Shepparton provides contemporary and high-quality experiences that drives visitation and yield. This should leverage both existing and emerging product strengths and regional attributes.

#### Project 19.1: Product Development and Investment Opportunities

Facilitate opportunities to develop contemporary products and experiences across the Shire that leverages existing strengths and assets – focusing on central Shepparton, as well as strengthening the offering in small towns (e.g. Mooroopna, Tatura, Dookie, Murchison) to encourage dispersal, increase length of stay and generate yield. This may include game changing projects such as Museum of Vehicle Evolution Stage 2.

#### Project 19.2: Packaged Product and Itinerary Development

Identify, create and promote product packages and supporting itineraries to showcase assets, disperse visitors, increase dwell time and visitor spend.

#### Project 19.3: Tracks and Trails Development Plan

Identify investment and development opportunities for tracks and trails product in Greater Shepparton, with consideration for activating and improving key outdoor recreation assets and experiences for walking and cycling (and other modes of transport inc. e-bikes and e-scooters).

#### Project 19.4: Victoria Park Lake Precinct Activation Plan

Prepare a plan that supports and promotes the ongoing activation and development of the Victoria Park Lake Precinct, to enhance its role as a key destination for central Shepparton, improve the visitor experience and attracting more users year-round.

#### Project 19.5: Visitor Experience Innovation Grant

Extend the provision of the Visitor Experience Innovation Grant that applies to businesses seeking to develop a unique or innovative product/experience, in order to promote new investment to support the tourism industry and enhance visitor experiences.

#### Project 19.6: Greater Shepparton Bike Jump Park

Deliver a new bike jump park to leverage the growth in cycle tourism and create more family-friendly tourism product.





### Strategic Direction 20: Contemporary Visitor Servicing Practices

As consumer preferences evolve, including the increased use of digital tools, visitor servicing practices need to adopt more contemporary approaches that meets the needs of visitors and ensures a high-quality visitor experience across the visitor journey.

#### Project 20.1: Wayfinding and Signage Audit

Audit the existing wayfinding, signage and interpretation across Shepparton and small towns, which will identify gaps and opportunities to improve and streamline signage, help direct visitors to small towns, create a sense of arrival and connect destinations.

#### Project 20.2: Regional Visitor Servicing Strategy

Support delivery of a regional visitor servicing strategy, as outlined in the Goulburn Region Tourism DMP, to enhance visitor servicing across the region and support the visitor experience.

#### Project 20.3: Accessible Tourism Initiatives

Create a more accessible and inclusive tourism industry, which supports visitors of all abilities, through information sharing on existing accessible infrastructure and product, as well as supporting infrastructure enhancements at key attractions and businesses. (e.g. DDA compliance).

#### Project 20.4: Deliver the Visitor Information Centre Business Plan

Deliver the Business Plan for the Visitor Information Centre (VIC) to outline the future requirements for the VIC, opportunities for improvements to the facility as well as overall visitor servicing in the municipality.

### Strategic Direction 21: Monitoring Visitor Economy Performance and Growth

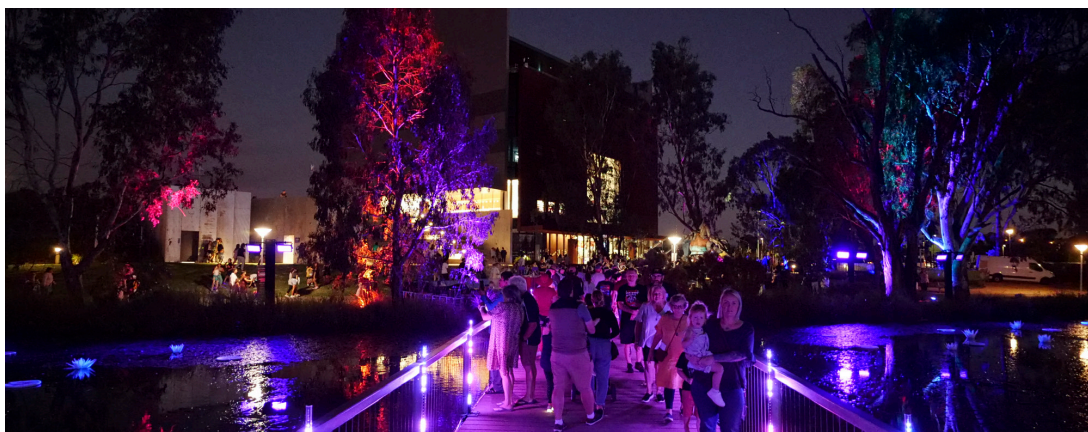
Tracking the progress of the visitor economy against measurable and achievable targets is important for Council. This will help to measure overall performance and results of this Strategy, as well as inform strategic decision-making and funding outcomes for Council and other stakeholders. Providing evidence of success and growth will also provide a signal for industry and support business investment and attraction.

#### Project 21.1: Data Monitoring and Evaluation

Undertake regular data monitoring of the visitor economy, including visitation, spend and economic value to the local economy, which will help develop an evidence base to inform local tourism policies as well as infrastructure priorities.

#### Project 21.2: Establish Visitor Economy Performance Targets

Ongoing (i.e. annual) review and update of visitor economy performance targets to help measure success of Council actions and identify areas of growth and improvement.



### Strategic Direction 22: A Diverse and High-Value Events Calendar

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

To ensure the events sector remains a key contributor to economic growth, it is important that Council maintains a productive, diverse, impactful and sustainable major events program. More specifically, as the sector recovers from the COVID-19 disruptions, it is critical that a strategic lens is applied to the future delivery of events and ensure it generates a return on investment for Council (and industry).

#### Project 22.1: Major Event Attraction Program

Consolidate Greater Shepparton's role as a leading regional event destination by creating an annual program that supports existing major tourism events, as well as identifies new events that could be attracted to the region. The program focus will be on high value/priority event categories

#### Project 22.2: Sports Events Program

Deliver and grow the sports events program across Greater Shepparton, in collaboration with Government and sports organisations, enhancing its role as a leading regional sports destination.

#### Project 22.3: Event Diversification Program

Utilise the annual events profile analysis (undertaken by Council) to identify gaps in the events calendar (by event type), as well as opportunities to help diversify the sector and attract new event typologies in order to broaden the range of visitor markets attracted to Greater Shepparton.

#### Project 22.4: Business Events Action Plan

Implement the recommendations of the Business Events Action Plan to grow the business events sector and increase its value to the visitor economy through increases in visitation and yield.

#### Project 22.5: Small Towns Events Program

Establish a program to fund specialised events in small towns across Greater Shepparton (i.e. outside the urban centre), to spread the economic and social benefits across the municipality and stimulate the local visitor economy of small towns.



**Strategic Direction 23: Provision of Quality Event Facilities and Supporting Infrastructure**

High-quality facilities and infrastructure are needed to support existing and attract new major events. This should include provision of suitable indoor and outdoor venues that provide for a diverse range of major events to a mix of audiences, as well as meets the strategic needs of the municipality.

<b>Project 23.1: Events Placement Program</b>
Update and monitor the events placement program, including an assessment of the capacity, capabilities and accessibility of existing event facilities (both Council and non-Council owned) across Greater Shepparton. Utilise the findings of this program to fund (or seek funding for) infrastructure improvements to support events.
<b>Project 23.2: Business Visitor Market Infrastructure</b>
Utilise and promote existing facilities to support business visitors in the municipality, including utilisation of the Shepparton Business Centre, as well as investigate opportunities to attract investment in new conference-style facilities to support business events.
<b>Project 23.3: Shepparton Sports and Events Centre</b>
Advocate for government contributions to support the development of the Shepparton Sports and Events Centre. <i>Note: This project supports Project 6.1: Infrastructure Attraction Advocacy Updates and Project 6.2: Priority Infrastructure Projects Operational Planning</i>
<b>Project 23.4: Shepparton BMX Track and Cycling Precinct</b>
Develop the Shepparton BMX Track and Cycling Precinct (funded by the Victorian Government as part of the Regional Sports Infrastructure Program for the Bike Friendly City Legacy projects), which will help establish Greater Shepparton into a bike friendly city and attract a future pipeline of state, national and international cycle events
<b>Project 23.5: Recreation Masterplans</b>
Delivery of key future directions, asset management and infrastructure needs assessments, strategies and planning projects related to large open space event and tourism venues (including Tatura Park Master Plan 2021, Shepparton Sports City Master Plan 2022, Shepparton Showground's Future Direction Plan, Deakin Reserve, Aquamoves and KidsTown plans) to deliver key future insights, infrastructure and amenity improvements to support visitor experience enhancements and grow existing and attract new events suited to the destinations.





**Strategic Direction 24: Building Capacity of Event Operators**

A critical element of a successful events sector is ensuring operators have the ability to deliver self-sustaining events, as well as collaborate with industry to service existing events and attendees. This will help to maximise the economic benefits derived from the sector and improve Council’s return on investment for event attraction.

<b>Project 24.1: Industry Toolkit</b>
Establish a toolkit/resource for event operators to support the professional development of organisers, ensure events are managed safely and successfully and promote financial sustainability of operators.
<b>Project 24.2: Support Industry Awareness</b>
Increase awareness of upcoming events to complementary hospitality and accommodation businesses to encourage collaboration and increase level of industry support to service event attendees and stimulate consumption opportunities.
<b>Project 24.3: Collaboration with Event Organisers</b>
Collaborate with relevant stakeholders across the events sector (e.g. industry, community/sporting groups, private operators, government) to ensure events are run successfully, help deliver social and economic outcomes for the region and are self-sustaining.



### Strategic Direction 25: Effective and Efficient Event Support

To improve the sustainability of the events sector, Council's role in event delivery and management (for new and existing events) needs to be clearly defined and aligned with the needs and expectation of the community and industry.

This includes adopting contemporary policies and programs that reflect the current economic landscape, support event recovery (post-COVID-19) utilise resources efficiently and align with the objectives of this Strategy.

#### Project 25.1: Events Policy

Develop a contemporary events policy that reflects the current events sector in Greater Shepparton and outlines future directions and outcomes of events in the municipality, identifying the role of Council, organisers, industries as well as future focus areas for funding and support.

#### Project 25.2: Review Event Funding and Categorisation Criteria

Review and update event funding criteria to align with Council's events policy and support priorities for the sector, ensuring funds are used efficiently and effectively to support a successful events calendar.

#### Project 25.3: Event Funding Support

Using agreed and adopted event categorisation and funding criteria, ensure appropriate funding is provided (via sponsorship program assistance) to support and sustain annual hallmark and strategically critical events.

#### Project 25.4: Improve Event Approval Processes

Improve the efficiency of the event permit and approvals process to benefit event organisers and support the attraction and retention of events.

#### Project 25.5: Review Shepparton Event Profiling and Data Collection

Review and update Council's annual events profile to provide more accurate event categories and data that reflects the recent changes to the sector, to provide a more contemporary evidence base that supports strategic decision making and funding decisions for the events sector.



# APPENDICES

## APPENDIX A MAJOR INFRASTRUCTURE PRIORITY PROJECTS

Project	Description	Funding Source/s	Funding Value	Status
Vibert Reserve Pavilion Stage 3 Redevelopment	The redevelopment of the pavilion will meet the needs of sporting user groups and other casual users, as more spacious social room facilities, a kitchen/kiosk, and bar with the ability to cater for functions and meetings	<ul style="list-style-type: none"> <li>Federal Government</li> <li>GSCC</li> </ul>	<ul style="list-style-type: none"> <li>Total: \$4.8M</li> <li>Fed: \$3.9M</li> <li>Council: \$900K</li> </ul>	Completed
Watt Road Bridge Upgrade	The Watt Road Bridge is a key piece of infrastructure that allows travel from Kialla to Mooroopna. The upgrade will allow the bridge to carry up to ten tonnes and increase the life of the bridge by ten years.	<ul style="list-style-type: none"> <li>Federal Government</li> <li>GSCC</li> </ul>	<ul style="list-style-type: none"> <li>\$1M</li> </ul>	Completed
Maude Street Mall Redevelopment	The Maude Street Mall Precinct Redevelopment was part of Shepparton's CBD Revitalisation Project. The redevelopment included modern street furniture, shelters with solar panels, CCTV, audio, lighting, a new playground, and the addition of one-way low-speed traffic, with on-street parking.	<ul style="list-style-type: none"> <li>Victorian Government</li> <li>Victorian Government</li> <li>GSCC</li> </ul>	<ul style="list-style-type: none"> <li>\$13.4M</li> </ul>	Completed
Shepparton Foodshare	A new warehouse facility to keep up with demand as its largest risk to its operations is accommodation security.	<ul style="list-style-type: none"> <li>Victorian Government</li> <li>State Government</li> </ul>	<ul style="list-style-type: none"> <li>\$2.9M</li> </ul>	In Progress
Shepparton Passenger Rail Upgrade	An upgrade of the existing passenger rail services between Seymour and Shepparton. This upgrade will deliver better rail connectivity to Melbourne for residents of Greater Shepparton. Ultimately, the project will see level crossing removals, platform extensions, train upgrades and more.	<ul style="list-style-type: none"> <li>Victorian Government</li> <li>Victorian Government</li> </ul>	<ul style="list-style-type: none"> <li>Total: \$750M (approx.)</li> </ul>	In Progress
McLennan Street Mooroopna Landscaping Projects	The main street of Mooroopna has been uplifted through a series of landscaping projects that were triggered by the McLennan Street Masterplan.	<ul style="list-style-type: none"> <li>Victorian Government</li> <li>GSCC</li> <li>Community</li> </ul>	<ul style="list-style-type: none"> <li>\$1.8M</li> </ul>	In Progress



Project	Description	Funding Source/s	Funding Value	Status
GV Link	The GV Link Freight Logistics Centre, located in Mooroopna, south of the Midland Highway, aims to provide a valuable opportunity for businesses to move to or expand within the Greater Shepparton area. GV Link will offer businesses the opportunity to establish in an excellent location to take advantage of the future of Shepparton bypass and future GV Link intermodal. Both projects are part of the 'Hume Regional Growth Plan'. There is a current critical shortage of industrial and employment land in the region, especially for larger lots. Investment in the GV Link project for enabling and civil infrastructure will activate the precinct and be a catalyst for private investment in the site, creating significant economic activity and creating hundreds of jobs.	<ul style="list-style-type: none"> <li>• Victorian Government</li> <li>• Victorian Government</li> <li>• GSCC</li> </ul>	• np	In Progress
Bike Friendly City Legacy Project Priorities	Proposed investment into the Shepparton BMX Track and Cycling Precinct, including priority projects to enhance Greater Shepparton's status as a bike friendly city and help attract a future pipeline of state, national and international cycling events.	<ul style="list-style-type: none"> <li>• Victorian Government</li> </ul>	• \$2.1M	In Progress
Shepparton Sports City Major Events Enhancement Package and Yanha Gurtji Route 2 KidsTown to Gemmil Swamp	The Shepparton Sports City Major Events Enhancement Package will include upgrades to Visy Stadium, Shepparton Sports Stadium and the Shepparton sports precinct to improve accessibility, functional use for user groups and support major events. The Yanha Gurtji Route 2 KidsTown to Gemmil Swamp will see a connection of the shared path providing greater linkages for locals and visitors between Shepparton and Mooroopna and the broader shared path network across the region	<ul style="list-style-type: none"> <li>• Victorian Government</li> </ul>	• \$3M	In Progress
Greater Shepparton Road Network Resilience package	Support key road projects including: <ul style="list-style-type: none"> <li>• New Goulburn Bridge;</li> <li>• River Road Kialla;</li> <li>• Ford Road/Wanganui Roads, Shepparton;</li> <li>• Shepparton Alternative Route and Goulburn Valley Highway, Congupna;</li> <li>• Toolamba Road/Echuca Road/ Midland Highway, Mooroopna;</li> <li>• Inner East Link Road, Shepparton; and</li> <li>• Welsford St, Shepparton.</li> </ul>	<ul style="list-style-type: none"> <li>• Victorian Government</li> <li>• Victorian Government</li> </ul>	• Various (TBC)	Planning

Project	Description	• Funding Source/s	• Funding Value	Status
Shepparton Sports and Events Centre	The Shepparton Sports and Events Centre has been proposed to create a regionally and nationally significant sporting, entertainment and events complex that caters for a multitude of users. Demolition of the existing Shepparton Sports Stadium will allow for the construction of six basketball/netball/multi-use standard compliant courts, with a show court that has seating for up to 3,000 within the centre.	<ul style="list-style-type: none"> <li>• Victorian Government</li> <li>• Victorian Government</li> <li>• GSCC</li> </ul>	• Total: \$33M	Planning
GV Institute of Applied Health Learning	A state-of-the-art clinical school (nursing and allied health), focusing on practical, real-world, future-focused training & lifelong learning. This will be part of the Shepparton Health and Education Precinct and delivered in partnership with Australia's leading rural health universities.	<ul style="list-style-type: none"> <li>• Victorian Government</li> </ul>	• TBC	Planning
GV Health Integrated Cancer Centre	Investment is required to deliver an integrated cancer centre in one place, securing vital facilities for cancer care treatment, increased inpatient capacity, specialist's clinics, ambulatory services, car parking and air-ambulance (helipad) capacity.	<ul style="list-style-type: none"> <li>• Victorian Government</li> </ul>	• TBC	Planning
Goulburn Valley Institute of Applied Health Learning	<p>Creating additional high-quality regional training opportunities is an indispensable part of the long-term solution to regional healthcare workforce shortages.</p> <p>The GV Institute of Applied Health Learning is a purpose-built centre of excellence in rural nursing, midwifery and allied health education at the main campus of GV Health in Shepparton, Victoria. A partnership between GV Health, La Trobe University and GOTAFE, the GV Institute of Applied Health Learning brings together the best in academic teaching, vocational skills training and clinical practice to deliver a state-of –the-art 6,887 m2 learning, teaching and research facility in regional Victoria.</p>	<ul style="list-style-type: none"> <li>• Victorian Government</li> <li>• Victorian Government</li> <li>• La Trobe University</li> <li>• GV Health</li> </ul>	<ul style="list-style-type: none"> <li>• Victorian Government \$31M</li> <li>• State - TBC</li> <li>• GV Health \$3M</li> </ul>	Planning
Shepparton Railway Station Pedestrian Overpass and Shared Pathway Linkages	Infrastructure upgrades to the Shepparton Station will include the construction of a pedestrian overpass connecting the existing railway station to the CBD; and the implementation of shared walking and cycling pathways – linking the station with the Maude Street Mall and the Shepparton Art Museum.	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	• N/A	Planning
Workforce Accommodation	<p>Provide bulk workforce accommodation through:</p> <ul style="list-style-type: none"> <li>- GV Health owned/operated accommodation; and</li> <li>- Stimulating private investment in bulk accommodation (i.e. third-party developers deliver bulk accommodation options).</li> </ul>	<ul style="list-style-type: none"> <li>• TBC</li> </ul>	• TBC	Planning

Project	Description	Funding Source/s	Funding Value	Status
Munarra Centre for Regional Excellence (MCRE)	<p>Greater Shepparton City Council has agreed in principle to lease land for the development of the MCRE, incorporating the Academy of Sports, Health and Education (UniMelb). The MCRE will be a science, sport, art and culture centre which will foster the abilities of the young First Nations population within the Shire. The first stage of the development is anticipated to be completed in March 2024.</p> <p>MCRE are seeking funding for Stage 2 which will provide accommodation for students and elite level athletes to enable cost effective living, a health and wellbeing centre that will support allied health and First Nations medicines delivery. The Goulburn Murray First Nations Business Hub to support mentoring, incubating, and accelerating First Nations business ownership. All of these contribute to the Goulburn Murray Regional Prosperity Plan goals and ultimately a regional investment model.</p>	<ul style="list-style-type: none"> <li>Victorian Government</li> <li>MelbUni</li> </ul>	<ul style="list-style-type: none"> <li>Total: \$130M</li> </ul>	Advocacy pipeline (Stage 2) – Stage 1 Completed

Source: Greater Shepparton City Council, 2024 (current as at December 2024).

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





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FILE Greater Shepparton Economic Prosperity Strategy\_FINAL V1  
VERSION 1

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