



# GREATER SHEPPARTON

# 2030 STRATEGY PLAN

Adopted by Council at Ordinary Council Meeting on 3 October 2006



coomes consulting



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## 1 Introduction

### 1.1 Purpose

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

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

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

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

### 1.2 The Strategy

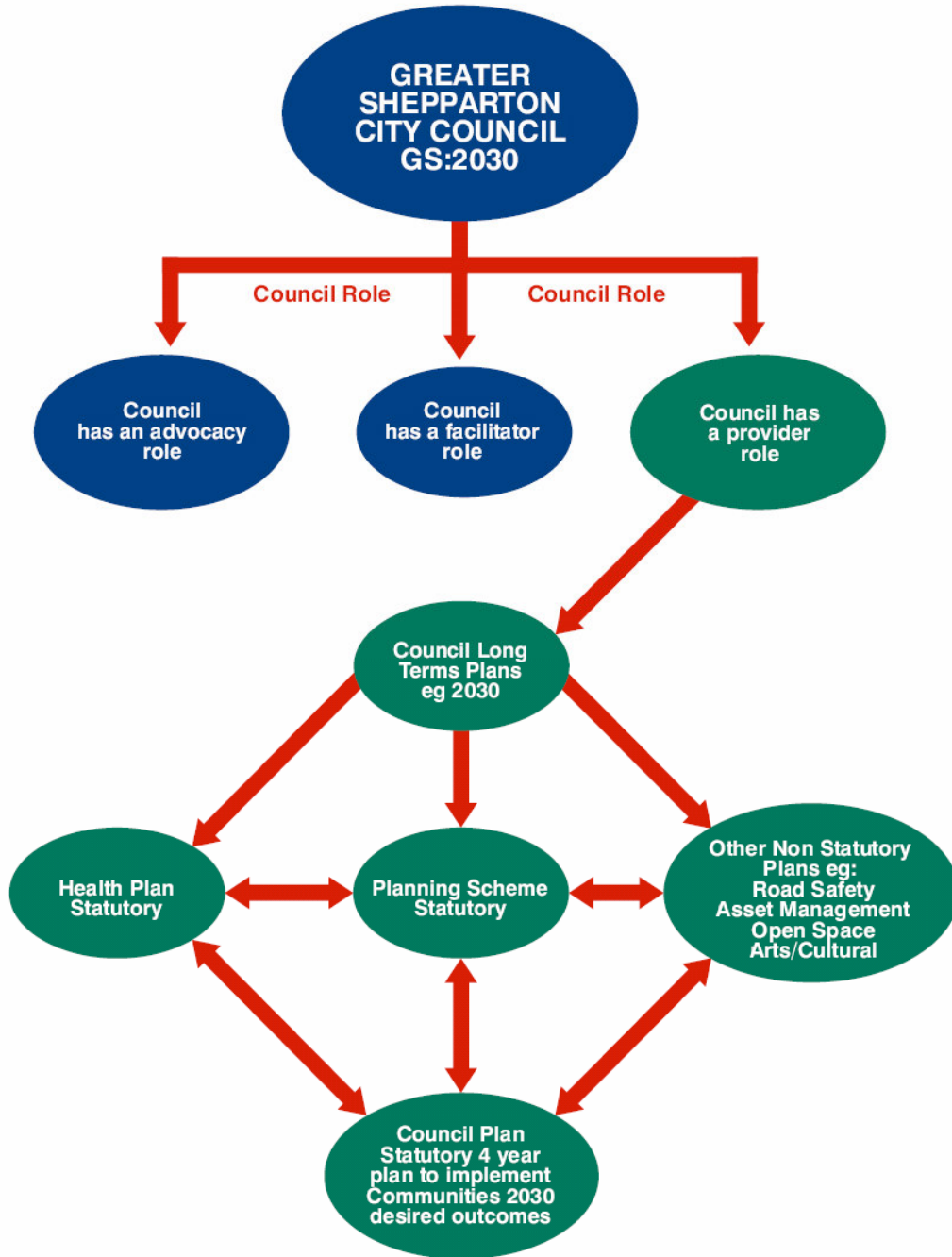
The strategy comprises a series of documents which integrate with other plans and strategies for the municipality (Diagram 1). Collectively these plans are the current governance tools used by Council to guide development and decision making.

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

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

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

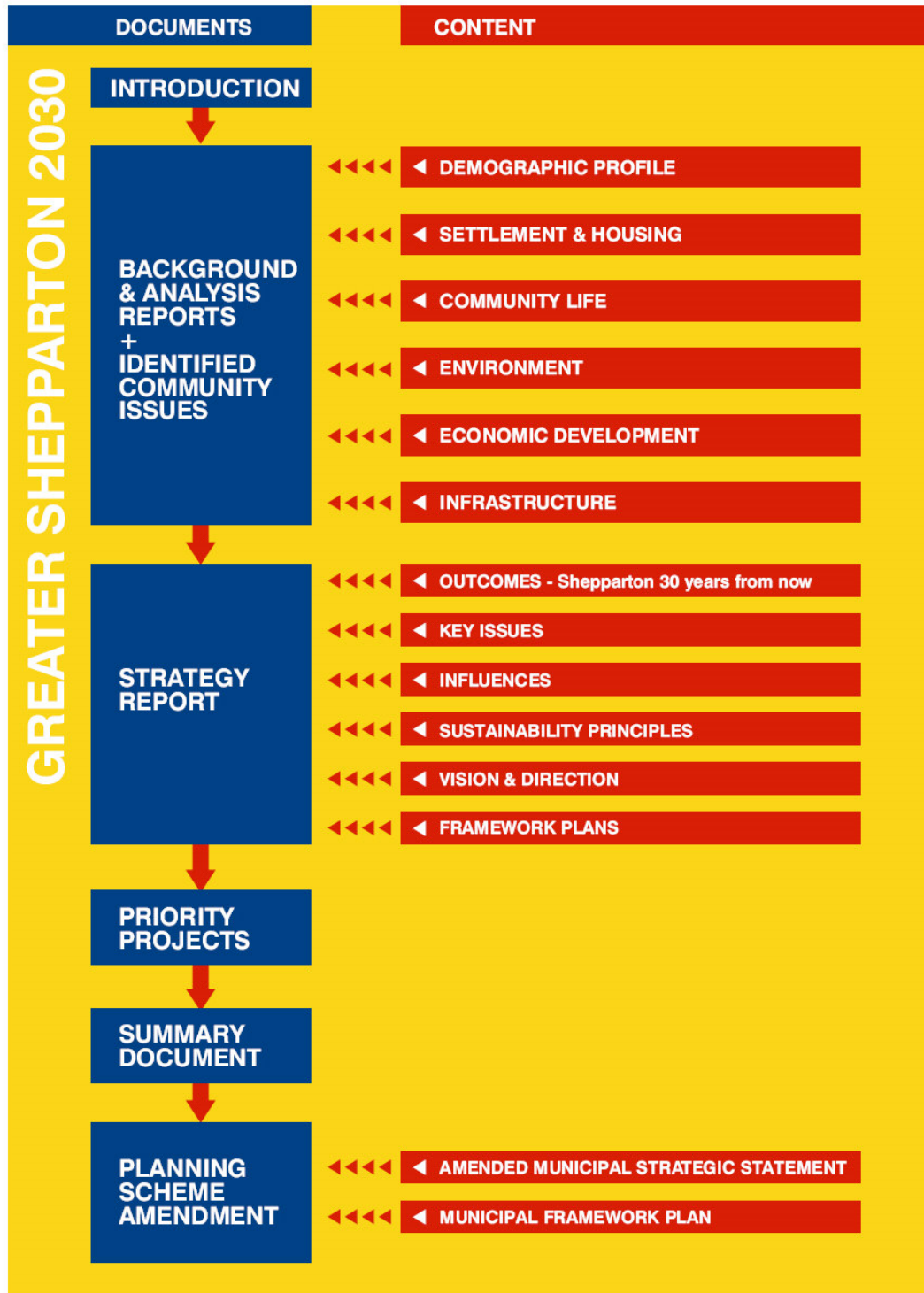




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# GREATER SHEPPARTON 2030

## THE COMPONENTS OF GREATER SHEPPARTON 2030



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### 1.3 The Strategy Report

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

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

### 1.4 Background and Analysis

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

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

### 1.5 Planning Scheme Provisions

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

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

### 1.6 Summary Document

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

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

**1.7 The Basis of Greater Shepparton 2030**

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

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

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## 2 Greater Shepparton 2030 – The Main Issues and Influences

### 2.1 Background

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

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

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

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

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



## 2.2 Major Influences and Issues

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

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

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

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



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Diagram 3: Major Influences and Issues, Greater Shepparton



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(Source: Community meetings, GSCC)

**Diagram 4: Community Views and Issues, Greater Shepparton**

## 2.3 The Effect of Major Influences

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

### 2.3.1 Settlement and Housing

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

### 2.3.2 Community Life

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

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

### 2.3.3 Environment

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

### 2.3.4 Economic Development

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

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

### 2.3.5 Infrastructure

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

## 2.4 Major Local Issues

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

### 2.4.1 Water Quality and Quantity

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

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

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



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

#### 2.4.2 Access to Life Long Education

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

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

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

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

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

#### 2.4.3 Dependence upon the Agriculture Sector

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

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

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

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

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

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

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

#### 2.4.4 The Need to Grow

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

Additional investment and attention is seen as desirable in:

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

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

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

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

#### **2.4.5 Other Major Issues**

Other major issues of note include:

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

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### 3 Principles Guiding Growth

#### 3.1 Sustainability

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

Sustainable development has the following attributes and principles.

***Inter-generational equity***

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

***Intra-generational equity***

- The sharing of resources and opportunities amongst present generations.

***Precautionary***

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

***Conservation of biodiversity***

- Allowing other species to survive and thrive.

***Internalisation of environmental costs***

- Identifying the true costs of products or services.

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

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

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

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

**3.2 Supporting Principles**

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

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

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



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Diagram 5: Principles of Sustainability for Greater Shepparton 2030



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## 4 Vision, Directions and Outcomes

### 4.1 Vision

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

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

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

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

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

### 4.2 Directions

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

#### **Direction 1: SETTLEMENT**

Commitment to growth within a consolidated and sustainable development framework.

#### **Direction 2: COMMUNITY LIFE**

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

#### **Direction 3: ENVIRONMENT**

Conservation and enhancement of significant natural environments and cultural heritage.

#### **Direction 4: ECONOMIC DEVELOPMENT**

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

#### **Direction 5: INFRASTRUCTURE**

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



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**Diagram 6: Greater Shepparton 2030 Strategic Directions**

#### 4.3 Outcomes

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

##### 4.3.1 Shepparton, Mooroopna and Tatura are Bigger and More Compact

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

##### 4.3.2 Attractive Small Towns Retained

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

##### 4.3.3 A Balance of Urban Settlements and a Beautiful Rural Environment

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

##### 4.3.4 The Municipality is More Attractive

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

##### 4.3.5 Different New Residential Development

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

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

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

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

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

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

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

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

#### 4.3.7 The Municipality is Greener

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

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

#### 4.3.8 The Municipality is Smarter and More Prosperous

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

#### 4.3.9 The Municipality is Culturally Active

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

#### 4.3.10 The Municipality is Healthier

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

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

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

**4.3.11 The Municipality is Not as Vulnerable to Climatic Change**

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

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

**4.3.12 The Municipality Uses Less Fuel Per Head Of Population**

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

**4.3.13 The Municipality is More Active**

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



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Diagram 7: Greater Shepparton 2030 Strategic Outcomes



## 5 Strategic Directions and Objectives

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

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

### 5.1 Strategic Framework plans

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

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

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

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