

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

19 November 2019

Agenda Item 11.10 Advocacy Documents for State and Federal Government

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GREATER SHEPPARTON CREATING THE NEW FACE OF REGIONAL AUSTRALIA

"A big part of keeping Australians together is opening up new opportunities in regional Australia."

PRIME MINISTER SCOTT MORRISON
AFR Business Summit Address, 5 March 2019

"Our regions and their vitality have always shaped the Australian story."

TREASURER JOSH FRYDENBERG
2019-20 Budget Speech, 2 April 2019



Changing the face...



Cannatrek

One of the world's largest medicinal cannabis production facilities will be built in Shepparton, Victoria by Cannatrek. The \$160 million production facility will create more than 400 jobs for the local region and will be able to produce around 160 tonnes of medicinal cannabis per year.

"We will be a major employer and there will be significant and positive knock-on effects in the region. We are now preparing the development to build a scalable project and we have received planning permission for the entire project."

TOMMY HUPPERT – CEO, Cannatrek



La Trobe University

La Trobe University's Shepparton campus plays a vital economic, educational, social and cultural role in our community. The campus graduates around 100 students per year, including two PhDs conferred in 2019, with over 70% commencing work in regional Victoria.

The Federal Government has committed \$5 million towards a building expansion to the Shepparton Campus and with co-funding from La Trobe and Greater Shepparton City Council construction work is currently in progress.



New Shepparton Art Museum SAM

The \$49 million investment, designed by internationally renowned architects Denton Corker Marshall, will be a five-storey building housing the Museum, Visitor Centre, and the Kaiela Art Aboriginal Gallery and Studio. The 5,300m² building will also incorporate a café and event space, with a roof top viewing deck.

Federal Government investment \$15 million

Victorian Government investment \$10 million

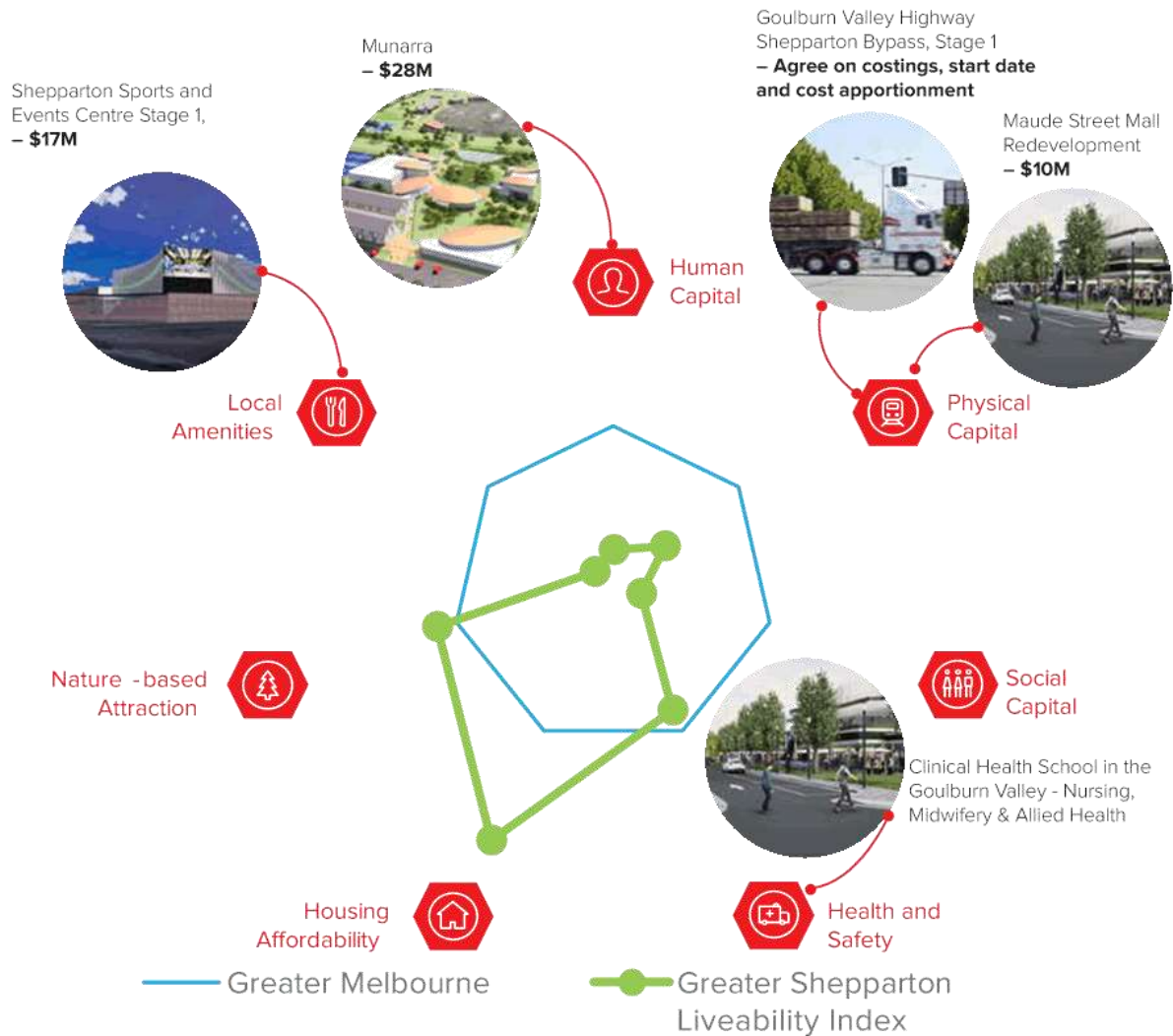


Goulburn Valley Health Hospital Redevelopment Stage 1

Goulburn Valley Health (GV Health) provides regional health services for 250,000 residents including southern NSW. Inability to meet growing regional demands is placing pressure on service delivery.

The Victorian Government has committed \$229 million towards this project. Redevelopment works are now underway and is due to be completed by 2020. An additional \$2 million has been committed towards planning for future stages.

Our Infrastructure Request



Our Policy Requests

- **Water**
Water security; stop the damage of inter valley transfers
- **Environment**
Climate change adaptation, Renewable Energy, Natural Gas, Biodiversity, Waste minimisation
- **Truth telling**
Empowering communities - Community Cabinet
- **Leaving no one behind**
Homelessness, Shepparton Lighthouse Project
- **Federal and State Cooperation**
Bi-partisan support on water, rail and bypass
- **Education**
Continue to support the Doctor of Medicine postgraduate program in Shepparton, involving two universities – La Trobe University and the University of Melbourne, Uncapped funding for regional campuses, continue to facilitate educational pathways.
- **Workforce attraction**
Designated Area Migrant Agreement, Designated Priority Area, District of workforce shortage DWS

Bypassing Shepparton

Stage 1 of the Goulburn Valley Highway Shepparton Bypass Ford and Wanganui Road Connector Road to SAR

Investment Required

Stage 1 of the Goulburn Valley Highway Shepparton Bypass:

- State Government allocated \$10.2 million in the 2017/18 budget for an early works package
- Federal Government has provided \$208 million in the 2018/19 budget
- Wanganui Road / Ford Road arterial link road between the Bypass and Shepparton Alternative Route (SAR); TBC
- Upgrades to the SAR TBC

Current Situation

The Goulburn Valley Highway forms a vital link in the national highway system between Melbourne and Brisbane and joins Melbourne and central Victoria with inland New South Wales and Queensland.

A significant number of major manufacturers, food processors, dairy operators and other freight-generating businesses are located in the Greater Shepparton region and forecasts indicate that the regional freight task will expand at a faster rate than economic and population expansion.

The Goulburn Valley Highway in and around Greater Shepparton can no longer safely and efficiently support existing traffic volumes, and future regional economic and community growth risks being impeded if these inadequacies are not addressed.

Proposed Solution

Our solution to address the highway's limitations is to build a bypass for Shepparton that will help bring balance through the region between community and industry needs.

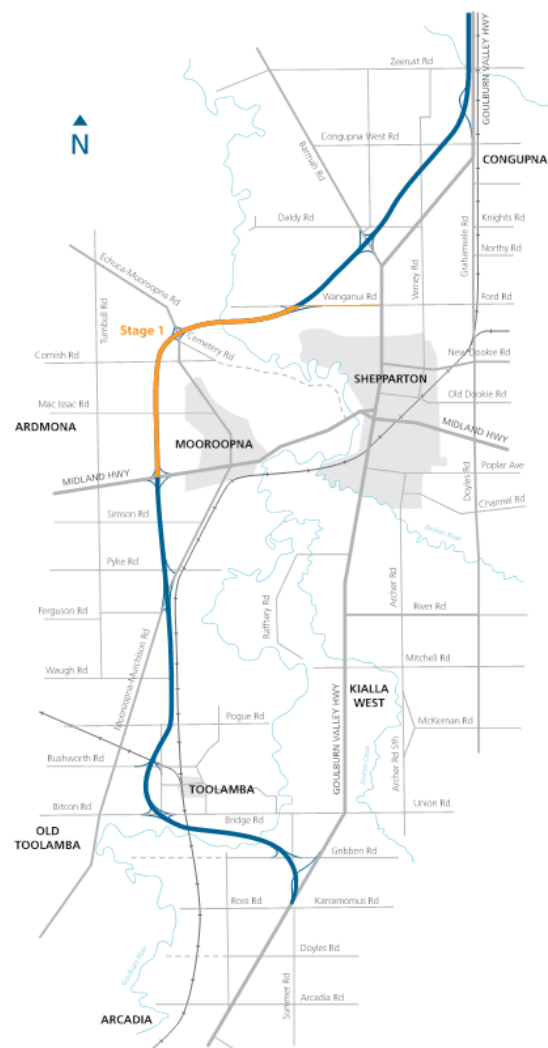
The full 36km four-lane Shepparton Bypass is estimated to cost approximately \$1.3 billion (based on 2016 figures).

The project has therefore been split into five stages in order to obtain funding to get the project underway, including a single carriageway each way in the first instance.

Once funded, Stage One will include the construction of a 10km single lane road from the

Midland Highway in Mooroopna, extending north along Excelsior Avenue and Cornish Road to Echuca Road, then east to Wanganui Road where it will re-join the Goulburn Valley Highway in Shepparton North.

Stage One will provide a second Goulburn River crossing, broadly aligning with Wanganui Road in Shepparton North. This will provide much needed relief for the only existing Goulburn River crossing option along the Midland Highway (the Causeway between Mooroopna and Shepparton).



Projected Outcomes

The project will transform the region's freight capacity by:

- Creating cost savings and efficiencies for local and national heavy vehicle operators through reduced travel times and vehicle maintenance savings
- Increasing long-term road capacity for industry and improving access to domestic and export markets
- Delivering critical certainty for industry development and future planning and investment for businesses
- Reducing operational risk to industry through the provision of a second heavy vehicle crossing of the Goulburn River.

The diversion of significant volumes of heavy vehicle movement from Shepparton's CBD will:

- Improve safety for drivers and visitors, with road user conflicts significantly reduced
- Enhance the amenity of the Shepparton CBD through reduced noise and pollution
- Act as a catalyst for the revitalisation of the Shepparton and Mooroopna CBDs through the delivery of Council-led infrastructure projects and corporate investment.

Economic Impacts

Project cost	\$260 million (based on 2016 figures)
National (regional) economic impacts during construction	
• Economic output	\$590 million (\$465 million)
• Value-added output	\$215 million (\$160 million)
Regional economic impacts during operation	
• Economic output	405 jobs (225 direct and 180 indirect)
• Value-added output	\$316.2 million over 25 years
• Employment	\$7.2 million over 25 years

Next Step

For the Federal Government to work in conjunction with the Victorian Government to agree on the cost, start date and cost apportionment for Stage 1 of the Bypass.





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Return on Investment



CR SEEMA ABDULLAH

Greater Shepparton Mayor

Stage 1 of the Bypass will provide quicker and improved access for freight from the region to national and international markets while removing heavy vehicles from the Shepparton and Mooroopna CBD's, thus significantly improving amenity and safety. Stage 1 also provides a second river crossing, essential for emergency services and freight efficiency outcomes. It is imperative that both the Federal and Victorian Governments work collaboratively to agree on the cost, start date and cost apportionment for Stage 1 of Bypassing Shepparton so that this project can progress as soon as possible.



PETER HILL

General Manager
Kreskas Bros Transport

The Goulburn Valley bypass is not an aspiration for this region; it is an overdue necessity.

Currently the Peter Ross Edwards Causeway on the Midland Highway is the only link for commercial vehicles between Shepparton and Mooroopna.

If the causeway is blocked then commercial vehicles face an extra 65km trip to travel to Murchison to cross the Goulburn River.

The bypass will provide the much-needed second Goulburn river crossing.

For trucks to travel between the western side of Mooroopna to the current Shepparton bypass (Doyles Road) they need to negotiate 12 sets of traffic lights and drive through the main streets of both towns.

This means vehicles up to 68tonne and 26m in length passing close to parking and exiting cars and pedestrian traffic.



PETER JOHNSON

Chair,
Goulburn Valley Highway
Shepparton Bypass Action
Group

The project has been endorsed by Greater Shepparton City Council and the Committee for Greater Shepparton as a project of the highest priority and has recently received a very substantial Federal Government funding commitment towards Stage 1.

The safety and amenity of Shepparton and its CBD and urban areas are being seriously and detrimentally affected by the numbers of vehicles, particularly trucks, which are forced to pass through the centre of the city to access other areas and exits.

Stage 1 of the Shepparton Sports and Events Centre

Investment Required

- Federal Government \$17 million
- State Government \$13 million
- Greater Shepparton City Council \$7 million
- Munarra \$5 million
- Private (Basketball Victoria Country) TBC
- **Total Stage 1 \$42 million**

Current Situation

The Shepparton Sports Stadium opened in 1972 and was extended in 1994.

The facilities currently include:

- Four indoor courts
- Multi-purpose room
- Amenities
- Administration space

Whilst Council maintains the current Sports Stadium to a high standard with regular investment, the current four court configuration is constrained in terms of court availability for growing associations, spectator seating and multi-use capability. Increasingly, compliance with state sporting association regulation is also an issue.

Basketball Victoria has nominated this project as one of their highest priorities for Victoria.

Once redeveloped, the Shepparton Sports and Events Centre will service the wider Goulburn and Murray Regions incorporating the six surrounding municipalities. The combined population of this catchment is in excess of 220,000.



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Proposed Solution

It is proposed to not only upgrade existing facilities at the stadium but to create a regionally significant sporting, entertainment and events complex that caters for a multitude of users.

The full redevelopment at a cost of \$59 million includes:

- Four additional basketball/netball/multi use courts including a show court with seating for up to 3,000.
- Inclusion of eight multi-purpose squash courts and additional two court multi-purpose space.
- Inclusion of a sports house/administration space for stadium and other sporting users.
- Refurbished as well as new change rooms with the capacity and flexibility to cater for males, female and gender fluid sporting players/teams and officials.
- Family friendly and accessible (including 'changing place') change rooms for visitors with mobility and special needs.
- Flexible moveable staging (approximately 10m x 8m) including stage lighting, curtains and sound.
- Entry, lobby, café, reception, car park and external works.
- Access roads, pedestrian footpaths and crossings, bicycle parking, bus drop-off and crossovers, and car parking.

Additional stages would include a fourth multi-purpose court, squash courts, additional amenities and a further two court flexible space. It is proposed that the project will be delivered in three stages subject to funding availability.

Shepparton Sports and Event Centre – Stage 1: Design and construction of three new courts, 3000 seat retractable grandstand, renewal of wet area amenities, administration hub and external works – carpark.

Projected Outcomes

The Shepparton Sports and Events Centre project will enable Shepparton to host elite netball and basketball events. It will also be able to cater for the broader community via hosting concerts and cultural events.

Economic Impacts

- Total Regional Benefit: \$68 million (Output)
- Total Local Jobs: 235 (Construction)
- A 12 year Major event projection developed as part of the preliminary business case estimated around 334 major events have the potential to be hosted in a redeveloped Shepparton Sports and Events Centre.
- It is estimated that these events would see an additional 24,000 visitors and 76,000 bed nights generated annually.
- This would equate to around \$12.3M per year in visitor spending helping support 89FTE jobs annually

Next Step

\$17 million to deliver stage 1 of the project.

Return on Investment

STACEY COLE

Local Community Sports Ambassador

To their credit Shepparton Council have invested heavily in the Sports City precinct but sadly the sports stadium has been left behind.

Other larger regional centres like Bendigo, Ballarat and Geelong all have better indoor court facilities than Shepparton and are able to attract major sporting events that Shepparton are now missing out on.

Shepparton also lacks an indoor venue that can hold larger concerts and therefore culturally the community is also missing out when these events are not coming to Shepparton.



Return on Investment

MICHAEL SCANDOLERA

Badminton World Champion

The Shepparton region has an amazing quantity of sports history. We need to redevelop the Sports Stadium to bring it into line with the amazing new sports precinct that surrounds it. What a wonderful opportunity to attract many differing events to the Shepparton area if we can get the standard of the facility up to speed. We want to keep our area alive and like the surrounding precinct, to redevelop the Stadium would be the icing on the cake in attracting such a broad array of not just sporting but cultural and entertaining events.





Maude St Mall Redevelopment

Investment Required

- Federal Government \$10 million
- State Government \$5 million
- Greater Shepparton City Council \$4 million
- Private
- **Total \$19M**

Current Situation

Council has undertaken a process of exploring design concepts for a redevelopment of Shepparton's Maude Street Mall.

The aim of the project is to improve the function and visual amenity of the Mall in maintaining its primacy as the heart of the Shepparton CBD.

The Maude Street Mall and CBD have the potential to evolve to become the central focus of daily life within Greater Shepparton through an integrated approach to economic development, structure planning and proactive place activation.

Proposed Solution

Four design options were developed and released for community consultation:

At the September 2018 Council meeting, the option for a shared streetscape costing \$16.4 million was decided upon. More accurate costings will be obtained through the detailed design process as the overall scope of works is refined.

This chosen option was developed as a result of the initial feedback received from the other three options and is a combination of the ideas and elements from these other three options. The Council also felt that it allows for future proofing of the area – if industries and consumer demands and habits continue to change this option is more adaptable for the future. The redevelopment of the Maude Street Mall design is part of Council's broader CBD Revitalisation Project which includes previous work at Vaughan Street, current works at Maude Street Bus Interchange and streetscape, the railway precinct, a connection to the new SAM and the new Law Courts.



Projected Outcomes and Economic Impacts

Council have allocated funds towards developing a detailed design for the chosen option. Economic impacts are subject to the development of a full business case.

Next Step

\$10 million to redevelop the Maude Street Mall

Return on Investment



SHANE SALI

Business Owner/Manager Traffik, Shop 221 and Arcade Fashions

The Maude St Mall redevelopment is hugely important to being able to offer ease of access but more importantly the ability to attract a vast range of businesses that require after-hours access and street frontage.

The redevelopment will have a positive flow on to existing Maude St Mall businesses as well as create a demand for investment into the CBD which will benefit surrounding streets.



Munarra Centre for Regional Excellence (MCRE)

Investment Required

- Federal Government Stage 2 \$28 million
- State Government \$23 million
- Greater Shepparton City Council land lease agreement
- University of Melbourne \$5 million
- **Total \$56 million**

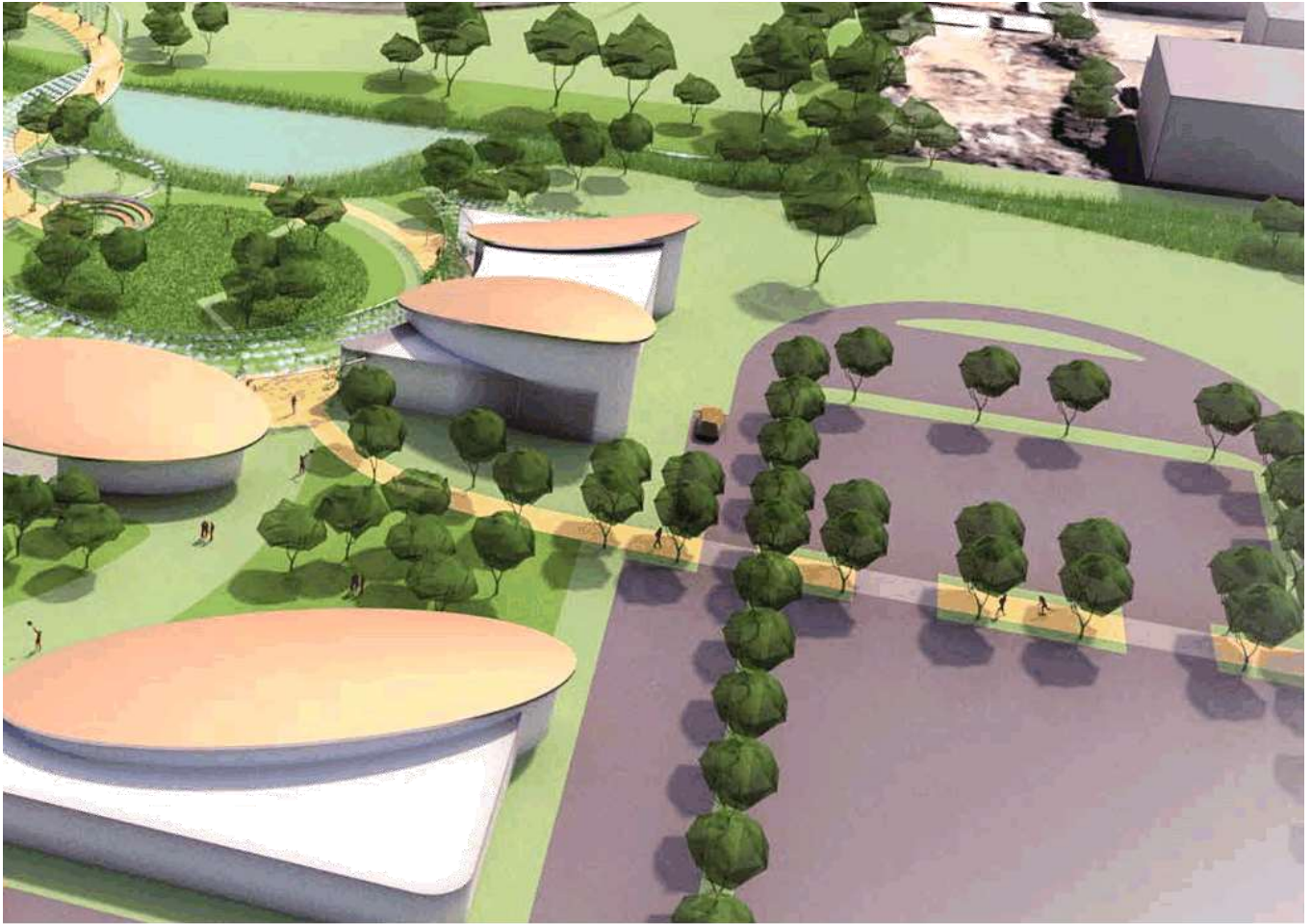
Current Situation

The vision for the Munarra Centre of Regional Excellence is that it will be a major cultural hub, bringing together Aboriginal and non-Aboriginal communities through sport.

The MCRE is planned as a 'state of the art' purpose-built educational, sporting, cultural and community Centre of Excellence, comprising a campus for excellence in sports, health sciences and education where Aboriginal culture is embedded across all curriculum and programs.

It will have a strong emphasis on improving education and economic participation for Aboriginal community members. MCRE will provide expanded opportunities for Aboriginal youth while also serving the wider Victorian sporting community and improving its commercial viability.

The MCRE proposal is a partnership comprising Rumbalara Football Netball Club (RFNC), the University of Melbourne's Academy of Sport, Health & Education (ASHE) and Greater Shepparton City Council. The location will integrate with the Shepparton Sports City facilities.



Proposed Solution

Greater Shepparton City Council has agreed to lease land for the development of the MCRE, incorporating ASHE, on a site designated in the Shepparton Sports Precinct Master Plan.

A \$200,000 business case was funded in the 2017/18 State Government budget, with a further \$23 million being committed for the development of the Munarra Centre in the 2018/19 budget cycle.

The project still requires confirmation from partners to commit resources to next stage.

Total Regional Benefit: \$102 million (Output)

Total Local Jobs: 355 (Construction)

Next Step

Federal Government Stage 2 \$28 million commitment required

Return on Investment

PAUL BRIGGS OAM

Kaia Institute Executive Chair



The Munarra Centre for Regional Excellence will have a focus on producing skills that are aligned to industry needs and will also offer unique acceleration to foster talent across five keys areas: self-determination, regional development, arts and culture, education and sport.

The Munarra Centre for Regional Excellence will celebrate the contribution of Aboriginal people in the region and be a major cultural hub that brings together Aboriginal and non-Aboriginal communities through sport, culture and education.

Led by Aboriginal people, the centre will embed Aboriginal culture across the curriculum and programs. It will create elite sport pathways and play a role in cultural competency in our region.



Clinical Health School in the Goulburn Valley - Nursing, Midwifery & Allied Health

Investment required

- State Government \$11 million
- Federal Government \$11 million
- Total \$22 million

Current Situation

The Australian healthcare workforce has an increasing need to respond to a rising aging population, high levels of chronic disease, team-based and consumer-focused models of delivering care.

Regional hospitals and health services are expected to take a leadership role within their respective regions in rural workforce development in Victoria, staff education, training and research from undergraduate through to specialist postgraduate levels in all disciplines.

The rural and regional health system plays an increasingly pivotal role in the development and sustainability of the state's health workforce.

Urgent Need to Provide Healthcare Workforce in the Goulburn Valley.

There is an urgent need to educate and supply a professional undergraduate and postgraduate workforce to meet future demand in the Greater Shepparton region for healthcare services. The factors causing this demand include:

Projections that the number of people over the age of 70 in Shepparton region is expected to triple by 2050.

Shepparton is currently ranked as having the third-highest prevalence of dementia in Victoria.

The region faces a significant shortage of qualified care staff and specialist residential aged care facilities.

Social disadvantage and its impact on health and wellbeing.

Goulburn Valley Health (GV Health) and surrounding hospitals, health and aged care services are already experiencing difficulties with filling health workforce positions.

As a result of the current \$229 million redevelopment of the GV Health Graham Street, Shepparton campus an increase of 355 full-time equivalent positions, comprising of approximately 580 staff are required to run these services in the next two to three years as the redevelopment is completed.

Professions and Numbers of Full-time Equivalent Positions and Staff

- 157 nursing and midwifery roles/265 staff.
- 27 allied health and medical imaging roles/50 staff.
- 96 medical officers (mainly interns and registrars)/120 staff.
- 75 support service, health assistants and administration roles/145 staff.

Proposed Solution

Higher Education Providers and Health Services Share the Responsibility of Education

Optimal education and training outcomes are more likely when health services and universities work together.

GV Health and La Trobe University have a long-standing collaborative relationship in workforce development which has the potential to be extended to address imminent shortages.

For La Trobe University and GV Health to continue attracting the necessary workforce, facilities need to keep pace with expectations of students at undergraduate and postgraduate level.

In the highly competitive healthcare workforce market, GV Health and La Trobe University need to ensure prospective students and staff view opportunities available in Shepparton as favourably as those readily on offer in metropolitan or other regional areas.

This proposal will support and strengthen the existing GV Health and La Trobe partnership through provision of expanded opportunities for staff and nursing, midwifery and allied health students of both institutions, while also addressing the healthcare workforce issues across primary, acute and aged care sectors.

La Trobe University has an enduring history in education in rural Victoria, particularly in Shepparton. La Trobe University is now a multi-campus university and the largest provider of higher education to Victoria's regions.

La Trobe University's Rural Health School has been extremely effective in supporting GV Health's nursing and midwifery workforce with 74 per cent of the graduate nursing staff recruited in 2019 having graduated from the Shepparton campus. This emphasizes the value in local tertiary education and clinical placements on recruitment at local health services.

Projected Outcomes

Health Services are Major Employers

Across rural and regional Victoria health service providers are major employers. They make significant contributions to the social and economic fabric of towns in which they are located. Engaging local rural people in the delivery of health services, both in clinical and non-clinical roles, is fundamental to the ongoing

sustainability of the service systems and required areas.

Enabling local people to access training and development opportunities in their local community helps to build and retain the necessary workforce capacity.

Next Step

A commitment of \$11 million from the State Government to commence the project.

Return on Investment

LESLEY HART

Committee for Greater Shepparton Board Chair

Our region is facing a critical need for health professionals. Recruiting from other parts of Australia and the world is challenging, so a key part of our strategy needs to be training our own people. This joint venture between GOTAFE, La Trobe University and Goulburn Valley Health, cooperating with the University of Melbourne Rural School of Health is essential for us to be able to train our own health professionals to deliver health services to the people of the Goulburn Valley. Another key component of health service delivery is stage two of the re-development of Goulburn Valley Health.



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Policy Areas

Water

In 2017–18, the gross value of agricultural production in the Greater Shepparton region was \$1.9 billion. Water availability is critical to the future of the Greater Shepparton municipality. Our region is connected within the Goulburn Murray Irrigation District (GMID) via a gravity network valued at over \$20 billion which has recently experienced a significant upgrade and rationalisation under the Irrigation Modernisation Project. Infrastructure continues to be a priority for the growth of our region however the immense value of water and its future availability to a region such as Greater Shepparton must not be underestimated as water can ultimately undermine our future and impact the life of various sectors/ industries within the municipality.

In 2016, the Goulburn Murray Irrigation District (GMID) Water Leadership Group commissioned the development of an analysis that would delve into the socio-economic impacts experienced thus far (within the GMID) as a result of the implementation of the Murray Darling Basin Plan (MDBP). The report was developed by RMCG who highlighted the following impacts:

- The GMID would be \$4.4 billion worse off under the basin plan from 2012 to 2020, outweighing the \$3.15 billion the district had received in funding under the MDBP
- There has been \$550 million in lost production in the Goulburn and Murray Valleys of Victoria every year since 2012.
- An estimated 1,000 jobs have been lost
- Irrigators in the region are paying \$20 million more per year for temporary water
- Dairy in the region has declined by 20 percent

The Murray Darling Basin Plan has caused a significant change in the economic viability of agriculture for our region and if any more water were to be recovered the results could be devastating.

- **No further water recovery from the GMID**
- **Reduce environmental impact by minimising inter valley transfers**
- **Drought declaration for Northern Victoria**

Environment

Climate change is, and will continue to have, a significant impact on the community, their businesses and our natural environment. The Victorian Government in their most recent release of Victorian Climate Projections 2019 reinforces the evidence that the climate of Greater Shepparton will most closely resemble that of

Griffith in NSW by 2050. Like the rest of the nation and globally, we have experienced record breaking heat during summer and eight of the last 10 years were the warmest on record. It is now accepted that the average global temperature has risen by 1°C in line with climate model predictions.

Greater Shepparton City Council adopted the Greater Shepparton Climate Adaptation Plan in 2017. The plan is a risk based document that identifies how the impacts of climate change might affect service delivery to our community. The development of the plan included consultation with various industry groups and service groups who rely on council services in various ways.

One of the issues that came through strongly and continues to be of concern throughout the healthcare industry is the impact on energy prices to the vulnerable. The inability to pay ones energy bills is unfortunately a reality for many people forcing them to spend the day in bed rugged up with jumpers and beanies so they don't have to turn on their heating in winter. Likewise there are very strong concerns about how the vulnerable deal with the intense hot summers that our region is now experiencing.

Energy stress is also negatively affecting our business and industry and in particular our vital agricultural industry where many operators are suffering hardship due to the dry conditions as a result of climate change.

Renewable energy is a crucial element of our energy future to address the welfare of our community, to ensure energy pricing justice for those that can't afford it and provide resilience for our industry and community under a different and highly variable climate.

While Greater Shepparton is identified as being ideally placed for large scale solar installations, there are opportunities to expand energy production to include hydrogen and agricultural feedstock for bioenergy. Primary production in the Shepparton region represents 11% of Victoria's organic waste. Around 25% of Victoria's truck registrations occur within our region making it ideally placed for investment towards hydrogen fuel.

Hume Region Renewable Roadmap has been developed that outlines opportunities for renewable energy in our region. One of the issues for Greater Shepparton is the capacity of the existing network. Moving forward, it is imperative that the Federal Government provide assistance to investigate reliable, renewable energy for our area; to support the Australian Energy Market

Operator to expedite their work in investigating the transmission network developments for the Hume Region.

Domestic users are paying well above the current export parity spot price for natural gas. This is a market failure, and requires immediate government intervention. Exporters have secured long term contracts at above the current market price, and are bidding the domestic market up to these elevated historical contract prices. Regional manufacturers are paying millions more each month than their international competitors who can access gas at today's cheaper market rate. We applaud government moves to increase gas supply, but these measures will take years to have an effect on the price and some manufacturers may not be able to sustain their operations until that occurs. **We propose an immediate regulatory intervention, an export parity tax on the east coast exporters.** It will only be applied when they fail to allow enough gas to the domestic market and the domestic market rises above the current export parity spot price. This provides an incentive to exporters to ensure they release enough supply to the domestic market, and is transparent and fair. Exporters argue sovereign risk for any intervention, sovereign risk applies to domestic manufacturers as well. They have invested here, a gas rich nation on the basis we will have access to natural gas at the world price or better. Domestic users are simply seeking the same price that international buyers are able to access.

Shepparton is one of the most productive agricultural regions of Victoria and indeed Australia and the impacts of climate change will require industry wide transformation. **As the centre of the Shepparton Irrigation Region, our region is ideally placed to be the location of a centre of excellence on climate adaptation and mitigation, with a model similar to the University of Melbourne's One Basin Cooperative Research Centre (CRC) Program which is a Commonwealth Government program.**

There is a long history of research and investment within agriculture in the area. In addition, there are currently three university campuses within our municipality and Council has a strong focus towards attracting further tertiary education opportunities.

It should also be recognised that it is very difficult for local trades to be upskilled in new technology (including renewable energy) areas within the region. The proposed centre will also act to encourage local employment as new technology industries continue to develop.

The continued decline of biodiversity is another concern which has been highlighted in the recently

released Victorian Government State of Environment Report and the United Nations Biodiversity Report which identified over 1million species are faced with extinction. Much of our biodiversity and native vegetation co-exists with agricultural practices on private land but the increasing global competition is putting pressure on the farming community to maximise the productive capacity of their land, leading to an increasing loss of these natural assets.

The provision of incentives for farmers to continue to act as custodians of these assets is a gap that we seek support from the government to address.

Greater Shepparton City Council partnered with the Goulburn Broken Catchment Management Authority and the Department of Environment, Land, Water and Planning to facilitate the 'Outstanding in the Paddock' research forum on 21st October. A number of renowned scientists presented their research highlighting the role of paddock trees and the natural environment to the productivity and ecosystem services in the agricultural landscape. **Professor Saul Cunningham, Director of the Fenner School of Environment and Society at the Australian National University provided the following examples of the types of incentives required:**

- **Stewardship programs – managing the landscape to maximise the free ecosystem services such as pest control, pollination, water table and salinity control, wind breaks and shelter for stock.**
- **Ecosystem service payments – Establishing areas of land on farm where landholders receive payments for carbon farming or providing offsets for the legal removal of native vegetation**
- **Financial sector reform to reward sustainable investment – the financial industry offering lower cost loans to landholders who are practicing best practice sustainable farming through protecting and enhancing native vegetation**
- **Translating consumer preference for sustainably produced goods into support for landowners – supporting the expansion of sustainable farm products to the market. In areas where the local market is strong, the farmers receive the optimum price for their products and customers will pay for the knowledge that their food is produced sustainably, ethically and locally.**
- **Work with farmers, communities and government departments to identify ways the financial resources of philanthropic sector can supplement the best practice outcomes for sustainable farming and retaining native vegetation.**

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Truth telling

While the Australian Constitution empowers the Commonwealth Parliament to make laws regarding 'Aboriginal affairs,' there is no overarching piece of legislation, which establishes or enshrines the rights of Aboriginal and Torres Strait Islander peoples, despite Australia being a signatory to the United Nations (UN) Declaration on the Rights of Indigenous Peoples.

Through this advocacy document, we submit to both the Federal and State Government the need to restore quality to the life of Aboriginal people, to that which existed prior to invasion. Disempowerment is an outcome of dispossession.

In the Goulburn Murray region, the Kaiela Institute continues to **advocate for the Algabonyah Community Cabinet model of Aboriginal regional self-governance as a mechanism to empower Aboriginal people to set their own aspirations and priorities.** This model centres on a rights-based approach that acknowledges Aboriginal people have a right to a quality of life consistent with that of pre-colonisation. The model recognises that in order to achieve this goal, the entire region must be accountable for investing into the economic growth and prosperity of Aboriginal people.

Ultimately, closing the gap requires effective policy measures at both a State and Federal level whilst also a high level of ownership at a local level which is embedded into the operations of

the municipality and the broader Goulburn Murray area. The current Closing the Gap approach by government is not centred on a rights-based model, but rather, is an example of policy being made for rather than with or by Aboriginal people.

A report developed by Deloitte in relation to the Economic Impact of closing the gap outlined that a gross regional product (GRP) for the Goulburn Murray region would be \$150m higher (2016-17 prices) by 2036, the year in which the gap is modelled to close. In addition to the benefits felt at the regional level, economic benefits flow to the broader community with an increase in GRP for the rest of Victoria (\$16 million) and also the rest of Australia (\$5 million).

Government must seek to rebuild trust with Aboriginal and Torres Strait Islander people in a respectful, culturally appropriate way.

The Goulburn Murray region is working towards not just closing the gap but supporting both cultural expression and affirmation of the Yorta Yorta people. This is considered integral to a shared culture within the region and makes up the foundation of the Goulburn Murray belief that the above mentioned GRP should be the basis of our regional responsibility to build prosperity and integrated productivity within the region. We aim to build regional ownership of a strategic approach in relation to KPI's and generate a regional accountabilities model to measure the impact of strategy, resource allocation and implementation.

Leaving no one behind

Homelessness and housing stress are significant issues in Greater Shepparton and a number of local agencies who deliver homelessness support are working tirelessly on the ground to assist people.

The Hume Region Homelessness Network is represented by Beyond Housing, Rumbalara Aboriginal Cooperation, SalvoCare, Bridge Youth Service, Vincent Care and Wintringham Housing.

In 2018 Greater Shepparton had the highest level of homelessness of all major regional centres, with an estimated 372 persons estimated to be homeless.

Council recognises that homelessness and housing stress is underreported within our region, and is requesting funding support that is on par with other regional centres.

Homelessness can be a direct result of multiple social welfare issues such as family violence, addiction, mental health, unemployment and underemployment.

The resulting complexity surrounding homelessness requires holistic support from specialist services as well as appropriate accommodation options. Currently the appropriate accommodation options do not meet demand.

Council has received \$50,000 in 2018 from the Victorian Government to develop an Affordable Housing Policy. It is anticipated this policy will support Council negotiations with developers to include social and affordable housing in housing developments. This work is currently being undertaken.

Council will continue to advocate for and support the specialist service providers in Greater Shepparton and is currently asking for:

- **The Victorian Government to provide funding for at least 20 new public housing properties in the Greater Shepparton Local Government Area (LGA).**
- **Further increased Housing Establishment Fund money to be allocated to Beyond Housing to enable them to meet the demand for crisis accommodation.**
- **Further support and resourcing for essential homelessness services and broader prevention measures.**

Greater Shepparton Lighthouse Project was created by the community to improve wellbeing and educational outcomes which have impacted on the capacity of the region to thrive. It is a place-based initiative that has harnessed hundreds of volunteers to help turn around poor outcomes for young people.



The solutions are working and we are aligning our social capital and capacity to opportunity and the regional economy and changing lives in the process.

Shepparton is now one of the largest scale collective impact sites in Australia using \$1.5 million received annually (\$1 million State, \$500,000 philanthropy) to harness community support and know how to drive the changes and address entrenched disadvantage.

State Government funding is due to expire in September 2020, but given our success we are hopeful of refunding. Additional funding is being sought to secure and expand current successfully trialed initiatives that are considered integral to the success of the region and is succeeding in shifting young people away from a life of reliance on government support- \$1.2 million.

Return on Investment

LISA MCKENZIE

CEO Shepparton
Lighthouse Foundation



Shepparton is an incredibly caring, connected community with extraordinary leadership that ensures no one is left behind or forgotten.

Shared understanding of the issues and collective will lead to change across the board, creating a community that is an inspiring place to live and work.

Anything is possible when leaders and the wider community come together with vision and intent and are able to articulate that vision and determine collectively how they will shape the place they live.



Education

Continue to support the University of Melbourne's Doctor of Medicine postgraduate program in Shepparton, involving two universities – La Trobe University and the University of Melbourne.

La Trobe and University of Melbourne have collaborated on an end to end regional medical degree, that should see medical graduates likely to live and work locally qualified from 2026 (when the first cohort graduates). This program is instrumental in terms of attracting and retaining medical professionals to rural and regional areas and it is imperative that it continues to be supported.

The Napthine review into Regional, Rural and Remote Education proposed that the Federal Government un-cap funding for regional campuses. This would encourage both metropolitan and regional students to study at regional campuses, supporting their viability and reducing the brain drain from regions to cities. It could also increase the number of professional graduates with regional links settling in these communities.

Diploma-level studies have been shown to be an effective way of providing pathways to bachelor level outcomes. Examples are La Trobe's dual enrolment (degree-diploma) model delivered in partnership with GO TAFE, and the Diploma of General Studies offered at the University of Melbourne's Dookie campus, which has seen many students articulate into an agricultural science, science or commerce degree.





Workforce Attraction

Greater Shepparton has a growing, diversified economy, with an increase in Gross Regional Product of 10% over the past three years. The critical shortage for the region is a skilled workforce.

In all sectors, businesses are reporting a need for professional, semi-skilled and lower skilled workers.

The Federal Government can assist in three regulatory areas:

- **Designated Area Migrant Agreements**
Overseas workers can relocate to the Goulburn Valley with full time long term employment and the potential for permanent residency providing businesses another tool to address the labour shortages that have been identified in our region across a number of industries.
- **Designated priority area**
Overseas General Practitioners can work in regional areas if the region is defined as a designated priority area. Greater Shepparton currently does not have Designated Priority Area status, though the shortage of GP's is critical, and putting immense pressure on Goulburn Valley Health, with the cost of locums exceeding \$3m above projected budget in the last two financial years.
- **District of workforce shortage DWS**
Similar to Designated Priority Area status, District of workforce shortage allows overseas specialists to practice in certain regional areas. Greater Shepparton has DWS status for obstetrics and gynaecology, medical oncology and psychiatry, but not for

radiology, general surgery and anaesthetics, all of which are in demand.

Greater Shepparton City Council has developed a Great Things Happen Here campaign to attract investment, visitors and people to consider careers and live within our region. It is pertinent that the Federal and State Government create opportunities to encourage regional living and allow for municipalities within regional areas to showcase what they have to offer.

Return on Investment

SAM BIRRELL
CEO Committee for
Greater Shepparton



With Greater Shepparton's rapid economic growth, requirement for skilled and professional workers is increasing. We are finding that demand is outstripping supply, and attracting people to regional areas remains a challenge. Targeted skilled migration programs that can enable us to source the best talent from around the world are essential for us to sustain our growth. Greater Shepparton is one of the world's great success stories when it comes to people from different backgrounds coming together to create a cohesive society and vibrant economy.

The New Face of Shepparton Seen Through the Eyes of a Local Resident

Everywhere she looks, there is evidence of change.

The Goulburn Valley plains spread in front of her, its rich agricultural land has been giving for so long. The landscape is dotted with irrigation lines which help the farmers enjoy their reputation as producers of some of the finest crops in the land.

The land around her is changing seasons – it was a long and hot spring and summer with an autumn and winter that didn't provide the rain they had hoped. The evidence of climate change is everywhere and she knows that her city must do all it can to future proof against this by continuing to introduce ways to reduce the impact on the environment.

She knows that for decades, the Goulburn Valley has been the home to thousands of migrants, refugees and asylum seekers. She knows that multiculturalism is embedded in the social fabric of the community and she is proud of that. She is proud that the oldest purposely built mosque in Victoria is peacefully located in the middle of a quiet Shepparton neighbourhood; and she is grateful that she can get a meal from the Sikh Temple whenever she feels hungry. As she thinks of the variety of people who call Shepparton home she thinks of the happy times spent with her family at local events which showcase these cultures, the St George's Road Food Festival, Converge on the Goulburn and more recently Culture Corner, held in the heart of the city.

She sees cars and trucks making their way through the heart of the CBD and she can smell the fresh produce of newly harvested apricots as a truck passes her by. She knows that this produce is transported all across Australia and that the local transport companies are looking for major improvements to the Goulburn Valley Highway.

Over recent times, she has seen the evidence of Federal and State Government investment which has changed the landscape of her city, a new courthouse is rising tall and it has changed the skyline of the city. At Victoria Park Lake, the local's favourite park, she can see the construction of the new Shepparton Art Museum coming up out of the ground. It will be five stories high they say and open its doors in 2020.

But as she looks around, she knows there is so much more her city needs to do to strengthen its future.

Her mind turns to the nation's first peoples, who have strong and unbreakable links to the Shepparton area. She is hit with a sense of sadness, when she reflects on the injustices of the past. She knows her city needs to better support and recognise the rich indigenous history and cultural heritage of this land.

She thinks about those who are homeless and those who might be left behind, without access to health care, feeling unsafe as they struggle with issues such as food insecurity, mental health and no sense of belonging. She knows that the city must embrace them and bring them on the journey with them.

She is thankful that the Goulburn Valley Health hospital is finally being redeveloped and although the first stage is not completed she can see the new tower rise. She knows too many stories of family and friends having to wait for too long at the Emergency room and that there wasn't room for everyone.

She is thinking about her young son and his friends at Primary school and wonders about their future – what will be provided for them in terms of educational opportunities and what if they get sick and need specialist care. Many of the families she knows don't have access to transport and although Melbourne is just two hours away the train services are insufficient.

As she drives back to her newly developed home that she was able to purchase recently, she is assured the city is strong and vibrant. She is happy here, the city has got a lot going for it and her workplace is only ten minutes from home.

But some of the things worrying her will not leave her mind – she wants to see this city prosper and be one of the most liveable in both Victoria and Australia. She wants people to think positively about what Shepparton has to offer. She knows that this city has got potential to grow; she knows how strong and resilient it is and how thriving the business community is. She knows that the friendly community of Shepparton will welcome new residents from all over Australia and the world as it has already successfully done so for decades.

To her, it is an unfinished book, and she looks forward to the day that this captivating and exciting novel tells a story of opportunity and greatness to everyone.

CONTACT US

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GREATER SHEPPARTON CREATING THE NEW FACE OF REGIONAL VICTORIA

"We promised to fix schools and hospitals, invest in public transport and create more jobs – and we're getting on with it. Because we're a Government that puts people first."

DANIEL ANDREWS PREMIER OF VICTORIA

"We're continuing our Big Build, making sure our growing state has the road and rail, schools and hospitals we need for today and tomorrow."

TREASURER TIM PALLAS 27 MAY 2019



Changing the face...



Goulburn Valley Health Hospital Redevelopment Stage 1

The Victorian Government has committed \$229 million towards this project. Redevelopment works are now underway and is due to be completed by 2020. An additional \$2 million has been committed towards planning for future stages.



Shepparton Law Courts

The \$73 million Shepparton Law Courts were officially opened in March 2019 providing more accessible and responsive services for regional Victoria and improving access to justice for the Shepparton community.



New Shepparton Art Museum SAM

\$49 million investment, designed by internationally renowned architects Denton Corker Marshall.
Federal Government investment \$15 million
Victorian Government investment \$10 million



Cannatrek

One of the world's largest medicinal cannabis production facilities will be built in Shepparton, Victoria by Cannatrek. The \$160 million production facility will create more than 400 jobs.



Munarra

The Munarra Centre for Regional Excellence (MCRE) will be a major cultural hub, bringing together Aboriginal and non-Aboriginal communities through sport, culture and education. \$23 million already funded by the Victorian Government.



Fish Hatchery

The Victorian Government has funded the establishment of a new fish hatchery for the Greater Shepparton region in this year's state budget, allocating \$7 million for the project.

Our Infrastructure Request



Our Policy Requests

- **Water**
Water security; stop the damage from inter valley transfers, Drought Declaration for Northern Victoria
- **Environment**
Climate change adaptation, Renewable Energy, Biodiversity, Waste minimisation
- **Truth telling**
Empowering communities - Community Cabinet
- **Leaving no one behind**
Homelessness, Shepparton Lighthouse Project, Funded 3 Year Old Kinder
- **Education**
Uncapped funding for regional campuses, Continue to facilitate educational pathways, Mooroopna Integrated Learning Centre - consideration of the total supply and demand for Kinder and childcare in Mooroopna and how the MIELC might impact on the supply and demand is required.
- **Workforce attraction**
Designated Area Migrant Agreement, Designated Priority Area, District of Workforce Shortage Regional Skills Demand Profile
- **Federal and State Cooperation**
Bi-partisan support on water, rail and bypass

Greater Shepparton Secondary College

Investment Required

- Victorian Government \$21.5 million (committed)

Current Situation

In April 2017, the Victorian Government announced that it was developing a long-term plan to transform education in Shepparton. The Shepparton Education Plan looks at learning from birth to post-secondary. The first phase of the plan is focused on secondary school education.

Proposed Solution

The Shepparton Education Plan will transform student outcomes by empowering all students to learn and achieve, experience high quality teaching practices and the best conditions for learning which equip them with the knowledge, skills and dispositions for lifelong learning and shaping the world around them. The first part of the Shepparton Education Plan is to merge the four current government high schools into one new school on one site, referred to as Greater Shepparton Secondary College.

Projected Outcomes

The merging of these four schools will result in 2,700 students being accommodated based on existing student numbers, and proposed to have a capacity to ultimately accommodate up to 3,000 students. The site of the proposed Greater Shepparton Secondary College is the existing Shepparton High School, at 31-71 Hawdon Street. Greater Shepparton City Council welcomes the opportunity to future proof education requirements for Shepparton and Mooroopna, it is imperative that adequate provision is made to mitigate any traffic management impacts in the vicinity of the site selected to create the college.

Data on disadvantage shows that areas within Greater Shepparton has an exceptionally high level of early school leavers not finishing year 12 (38% vs. Victorian average of 17%). The Shepparton Education Plan will transform student outcomes, by empowering all students to learn and achieve. Focussing on student experience, high quality teaching practices and the best conditions for learning, to equip students with the knowledge, skills and dispositions for lifelong learning and shaping the world around them.

Economic Impacts

\$21.5 million has been allocated to fund Stage One of the new school and an Integrated Early Learning Centre.

Next Step

A traffic management plan, in collaboration with Council, the Department of Education and Training, Department of Transport, Major Road Projects Victoria and Regional Roads Victoria, is being developed to identify the cumulative impacts of the predicted increase in traffic volumes on the surrounding street network. This will ensure that such impacts can be appropriately managed early in the life of this project. Funding will need to be considered for any necessary intersection and road upgrades, where required, as part of the overall project. An appropriate on-site school bus interchange is being provided to service the school and other schools in Shepparton. This will ensure that adequate transportation is provided for students at an appropriate location that will not have a detrimental impact on the amenity of surrounding residential areas.

Adequate staff and year 12 student car parking must be provided onsite to reduce car parking conflicts in surrounding neighbouring streets.

Return on Investment

ROB PRIESTLY

Committee for Greater Shepparton Board Member

Employers in our region are crying out for staff, yet we have one of the highest youth unemployment rates in the country. Major reform is difficult, but it is what is needed. As the nature of work changes, education matters more than ever before. I applaud the very significant commitment by the Victorian Government to improving education in our region.

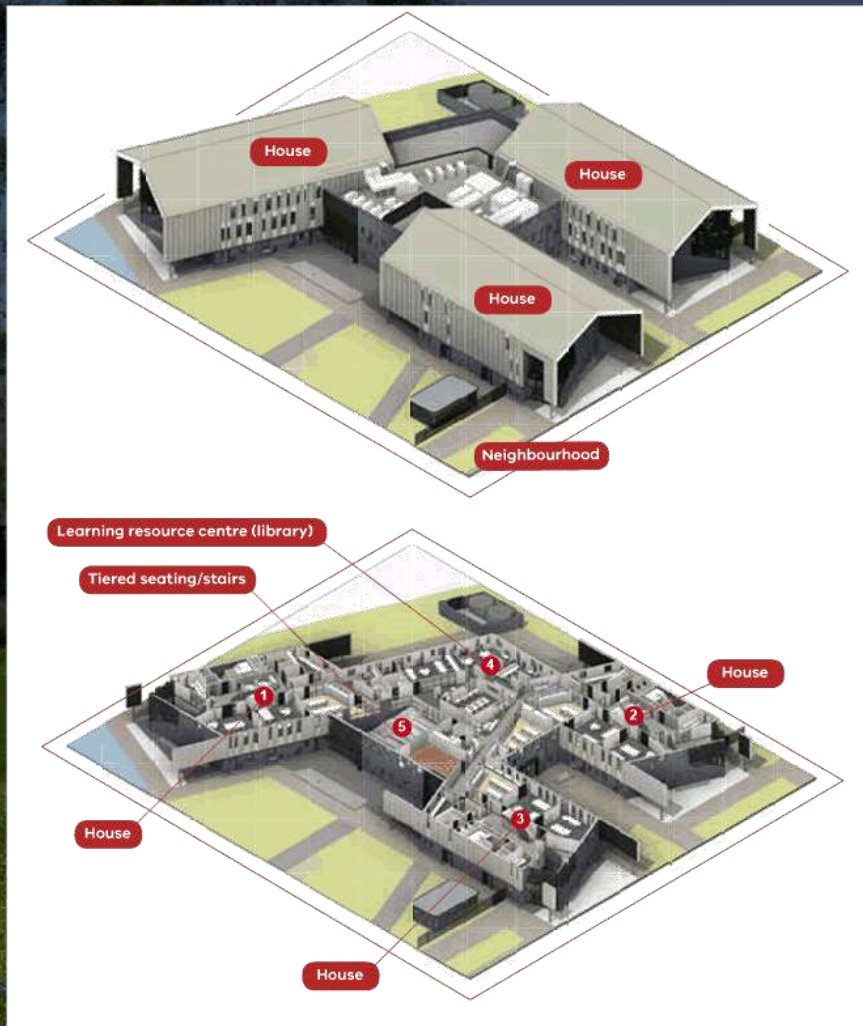


Return on Investment

CR SEEMA ABDULLAH

Greater Shepparton Mayor

Research has consistently shown education to be an important contributing factor in increased social and economic outcomes for both individuals and communities. Greater Shepparton has a high level of early school leavers not finishing year 12 compared to the Victorian average (less than half), and for our community to truly thrive, these statistics need to be addressed. The Greater Shepparton College will increase the breadth of subjects being offered and provide new learning and pathway opportunities in state of the art facilities.



GREATER SHEPPARTON CREATING THE NEW FACE OF REGIONAL VICTORIA | 5



Passenger Rail

Investment Required

- Stage 3 to be fully funded

Current Situation

Shepparton continues to have a poorer level of passenger rail services to and from Melbourne than other comparable regional cities. Current provision does not fulfil the needs of Greater Shepparton for a timely and regular service direct to Melbourne, nor does it optimise the opportunity to leverage from investment in new infrastructure such as the redevelopment of Goulburn Valley Health and the new Shepparton Art Museum (SAM).

Proposed Solution

To address the Greater Shepparton passenger rail needs, the Victorian Government has committed funding to undertake the works that will improve the level of services.

Projected Outcomes

Regional Rail Revival

Stage 1: 2017

Stage one is now complete and has delivered:

- 10 extra train services a week between Melbourne and Shepparton;
- Stabling upgrade at Shepparton Station to give passengers a more frequent and reliable service, and to allow for a fifth daily return service between Shepparton and Melbourne by 2019; and
- 29 extra coach services between Shepparton and Seymour to connect with train services from May 2018, increasing the amount of daily services throughout the day ahead of new train services for the line.

Victorian Government \$43.5 million



Stage 2 includes:

- Crossing loop extension near Murchison East to provide a freight path and improve service reliability;
- Upgrades to 59 level crossings between Donybrook and Shepparton;
- Platform extensions at Shepparton, Mooroopna, Murchison East and Nagambie stations to improve amenity and reliability of the Shepparton Rail Line;
- Further stabling for additional trains; and
- Business Case being undertaken to enable nine daily return services.

Victorian Government \$313 million

Stage 3 includes:

- Signalling and track upgrades on the line between Shepparton and Melbourne to provide for nine daily return services and enable VLocity trains to travel at up to 130km/h with a 20-minute reduction in travel time.

Next Step

To deliver 9 + services with a 20 minute time saving.

Return on Investment

MICHAEL WELK
Member of SheppartonRAILS



Multiple studies have confirmed that Shepparton's Rail Passenger Services requires improvement. The Goulburn Valley community has also shown its support of this proposition at engagement events for public and businesses by participating in greater numbers than at any other regional centre.

Improved rail services will further expand Shepparton's role as a regional hub by boosting the local economy and enhancing connectivity among the communities along the rail corridor. This will help to reduce congestion, provide easier access to specialist health services and facilitate business mobility.

Bypassing Shepparton

Stage 1 of the Goulburn Valley Highway Shepparton Bypass

Ford and Wanganui Road Connector Road to SAR

Investment Required

Stage 1 of the Goulburn Valley Highway Shepparton Bypass:

- Victorian Government allocated \$10.2 million in the 2017/18 budget for an early works package
- Federal Government has provided \$208 million in the 2018/19 budget
- Wanganui Road / Ford Road arterial link road between the Bypass and Shepparton Alternative Road (SAR); TBC
- Upgrades to the SAR

TBC

Current Situation

The Goulburn Valley Highway forms a vital link in the national highway system between Melbourne and Brisbane and joins Melbourne and central Victoria with inland New South Wales and Queensland.

A significant number of major manufacturers, food processors, dairy operators and other freight generating businesses are located in the Greater Shepparton region and forecasts indicate that the regional freight task will expand at a faster rate than economic and population expansion.

The Goulburn Valley Highway in and around Greater Shepparton can no longer safely and efficiently support existing traffic volumes, and future regional economic and community growth risks being impeded if these inadequacies are not addressed.

Proposed Solution

Our solution to address the highway's limitations is to build a bypass for Shepparton that will help bring balance through the region between community and industry needs.

The full 36km four-lane Shepparton Bypass is estimated to cost approximately \$1.3 billion (based on 2016 figures).

The project has therefore been split into five stages in order to obtain funding to get the project underway, including a single carriageway each way in the first instance.

Once funded, Stage One will include the construction of a 10km single lane road from the Midland Highway in Mooroopna, extending north along Excelsior Avenue and Cornish Road to Echuca Road, then east to Wanganui Road where it will re-join the Goulburn Valley Highway in Shepparton North.

Stage One will provide a second Goulburn River crossing, broadly aligning with Wanganui Road in Shepparton North. This will provide much needed relief for the only existing Goulburn River crossing option along the Midland Highway (the Causeway between Mooroopna and Shepparton).

Projected Outcomes

The project will transform the region's freight capacity by:

- Creating cost savings and efficiencies for local and national heavy vehicle operators through reduced travel times and vehicle maintenance savings
- Increasing long-term road capacity for industry and improving access to domestic and export markets
- Delivering critical certainty for industry development and future planning and investment for businesses
- Reducing operational risk to industry through the provision of a second heavy vehicle crossing of the Goulburn River.

The diversion of significant volumes of heavy vehicle movement from Shepparton's CBD will:

- Improve safety for drivers and visitors, with road user conflicts significantly reduced
- Enhance the amenity of the Shepparton CBD through reduced noise and pollution
- Act as a catalyst for the revitalisation of the Shepparton and Mooroopna CBDs through the delivery of Council-led infrastructure projects and corporate investment.

Economic Impacts

Project cost \$260 million (based on 2016 figures)
National (regional) economic impacts during construction:

- Economic output \$590 million (\$465 million)
- Value-added output \$215 million (\$160 million)
- Employment 3,170 jobs (2,560 jobs)

Regional economic impacts during operation

- Economic output 405 jobs (225 direct and 180 indirect)
- Value-added output \$316.2 million over 25 years

Next Step

For the Victorian Government to work in conjunction with the Federal Government to agree on the cost, start date and cost apportionment for Stage 1 of the Bypass.

Return on Investment

PETER JOHNSON
Chair, Goulburn Valley Highway Shepparton Bypass Action Group



The project has been endorsed by Greater Shepparton City Council and the Committee for Greater Shepparton as a project of the highest priority and has recently received a very substantial Federal Government funding commitment towards Stage 1.

The safety and amenity of Shepparton and its CBD and urban areas are being seriously and detrimentally affected by the numbers of vehicles, particularly trucks, which are forced to pass through the centre of the city to access other areas and exits.

Return on Investment

PETER HILL
General Manager
Kreskas Bros Transport



The Goulburn Valley bypass is not an aspiration for this region; it is an overdue necessity.

Currently the Peter Ross Edwards Causeway on the Midland Highway is the only link for commercial vehicles between Shepparton and Moorooopna.

If the causeway is blocked then commercial vehicles face an extra 65km trip to travel to Murchison to cross the Goulburn River.

The bypass will provide the much-needed second Goulburn river crossing.

For trucks to travel between the western side of Moorooopna to the current Shepparton bypass (Doyles Road) they need to negotiate 12 sets of traffic lights and drive through the main streets of both towns.

This means vehicles up to 68 tonne and 26m in length passing close to parking and exiting cars and pedestrian traffic.

Return on Investment

SAM BIRRELL
CEO Committee for
Greater Shepparton



The second river crossing that is part of the bypass is imperative for emergency services and the movement of perishable agricultural produce from one side of the Goulburn to the other.

At the moment there is only one heavy river crossing over the Goulburn River at Shepparton. The nearest alternatives are 50kms to the north and south, creating a high level of risk in the event that the Midland Highway Bridge at Shepparton is closed.



Building a Better Shepparton Road Initiative

Investment required

- Victorian Government
- Federal Government ROSI
- Greater Shepparton City Council
- **Total \$26,477 million**

Current Situation

The city of Shepparton is growing and as this growth continues so too does the traffic volumes on the road network. Two major north-south and east-west arterial roads currently intersect within the centre of Shepparton, namely the Goulburn Valley Highway and the Midland Highway. These arterial roads attract significant traffic volumes through the city. As the traffic volumes on these roads continue to increase, a number of undesirable impacts are becoming apparent. These include impacts on road safety, amenity, congestion, travel time variability and reducing network resilience.

Proposed Solution

To counteract this Greater Shepparton City Council in collaboration with Regional Roads Victoria, Major Road Projects Victoria and the Department of Transport are

working on a number of intersection upgrades and new link roads to cut down on travel time, make roads safer and ease congestion in and around Shepparton.

Projected Outcomes

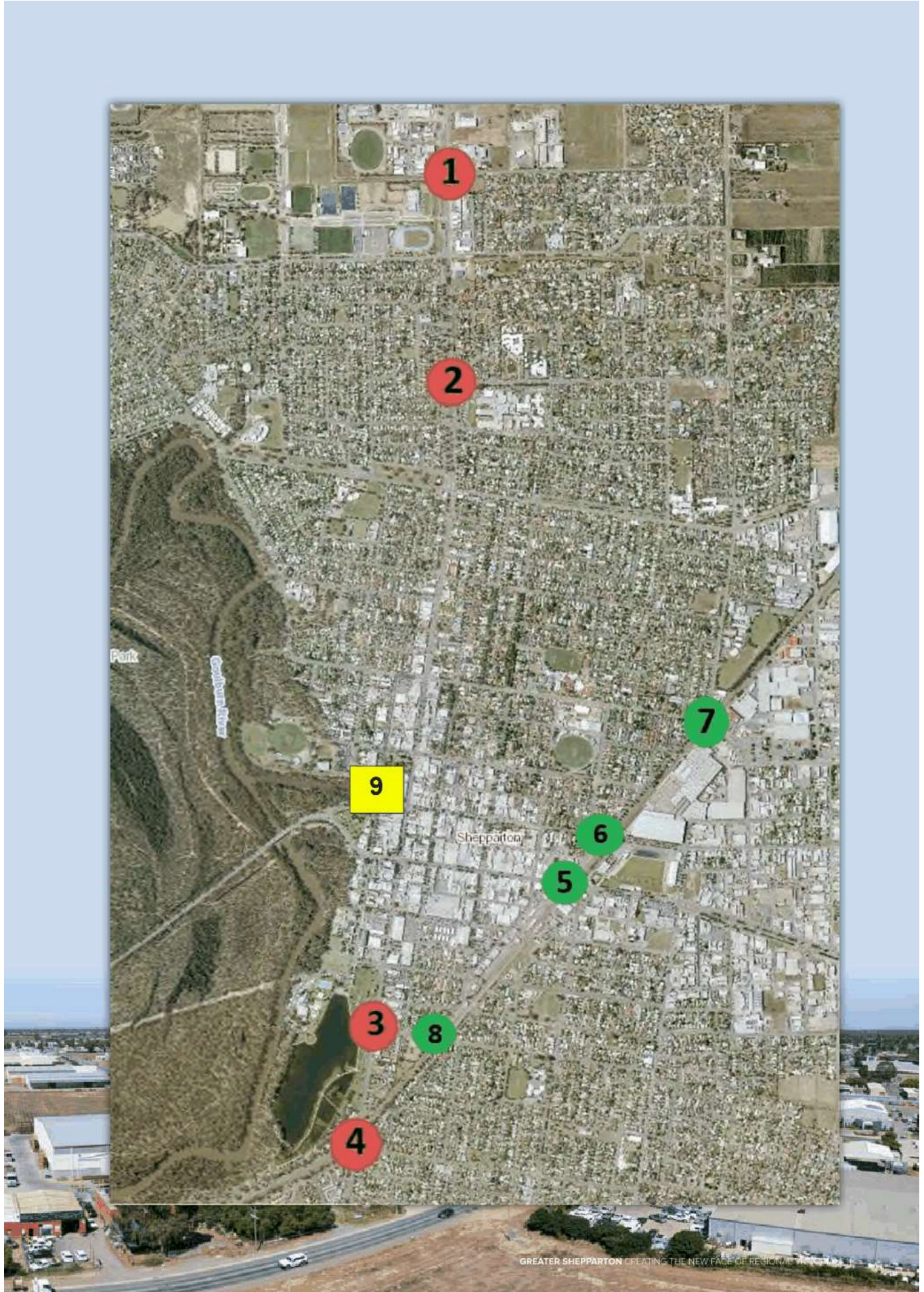
The intersection upgrades will also support significant government investment in infrastructure projects such as schools and hospitals.

Roads of Strategic Importance Initiative (ROSI)

The Australian Government has provided funding of \$3.5 billion through the Roads of Strategic Importance (ROSI) initiative to improve productivity and efficiency on Australia's key freight roads, providing better connections between agricultural regions and ports, airports and other transport hubs and better access for tourism, mining and other sectors. An additional \$1 billion was allocated to this initiative in the 2019/2020 Federal Budget.

Victoria has been allocated \$160 million under this program from Tocumwal to Seymour. The Council is seeking to secure some of this funding for intersection upgrades on the Goulburn Valley Highway through Shepparton.

Intersection Number	Name	Project	Funding	Cost
1.	Hawkins Street / Numurkah Road	Goulburn Valley Highway Improvements	Federal/ council/ developer ROSI	\$2,520,000
2.	Graham Street / Numurkah Road	Goulburn Valley Highway improvements	Federal ROSI	\$1,795,000
3.	Hayes Street / Wyndham Street	Goulburn Valley Highway improvements / Shepparton CBD Inner Eastern Link Road	Federal ROSI	\$1,583,000
4.	Fitzjohn Street / Wyndham Street	Goulburn Valley Highway improvements	Federal/ Council ROSI	\$4,676,000
5.	Hoskin Street / Midland Highway	Shepparton CBD Inner Eastern Link Road	State	\$3,095,000
6.	Fryers Street / Railway Parade	Shepparton CBD Inner Eastern Link Road	State	\$5,500,000
7.	Knight Street / Railway Parade	Shepparton CBD Inner Eastern Link Road	State	\$3,004,000
8.	Hayes Street/ Johnson Street	Shepparton CBD Inner Eastern Link Road	State	\$2,470,000
9.	Fryers Street / Welsford Street	Welsford Street enhancement	State	\$1,834,000
Total				\$26,477,000





Clinical Health School in the Goulburn Valley - Nursing, Midwifery & Allied Health

Investment required

- Victorian Government \$11 million
- Federal Government \$11 million
- Total \$22 million

Current Situation

The Australian healthcare workforce has an increasing need to respond to a rising aging population, high levels of chronic disease, team-based and consumer-focused models of delivering care.

Regional hospitals and health services are expected to take a leadership role within their respective regions in rural workforce development in Victoria, staff education, training and research from undergraduate through to specialist postgraduate levels in all disciplines.

The rural and regional health system plays an increasingly pivotal role in the development and sustainability of the state's health workforce.

Urgent Need to Provide Healthcare Workforce in the Goulburn Valley.

There is an urgent need to educate and supply a professional undergraduate and postgraduate workforce to meet future demand in the Greater Shepparton region for healthcare services. The factors causing this demand include:

Projections that the number of people over the age of 70 in Shepparton region is expected to triple by 2050.

Shepparton is currently ranked as having the third-highest prevalence of dementia in Victoria.

The region faces a significant shortage of qualified care staff and specialist residential aged care facilities.

Social disadvantage and its impact on health and wellbeing.

Goulburn Valley Health (GV Health) and surrounding hospitals, health and aged care services are already experiencing difficulties with filling health workforce positions.

As a result of the current \$229 million redevelopment of the GV Health Graham Street, Shepparton campus an increase of 355 full-time equivalent positions, comprising of approximately 580 staff are required to run these services in the next two to three years as the redevelopment is completed.

Professions and Numbers of Full-time Equivalent Positions and Staff

- 157 nursing and midwifery roles/265 staff.
- 27 allied health and medical imaging roles/50 staff.
- 96 medical officers (mainly interns and registrars)/120 staff.
- 75 support service, health assistants and administration roles/145 staff.

Proposed Solution

Higher Education Providers and Health Services Share the Responsibility of Education

Optimal education and training outcomes are more likely when health services and universities work together.

GV Health and La Trobe University have a long-standing collaborative relationship in workforce development which has the potential to be extended to address imminent shortages.

For La Trobe University and GV Health to continue attracting the necessary workforce, facilities need to keep pace with expectations of students at undergraduate and postgraduate level.

In the highly competitive healthcare workforce market, GV Health and La Trobe University need to ensure prospective students and staff view opportunities available in Shepparton as favourably as those readily on offer in metropolitan or other regional areas.

This proposal will support and strengthen the existing GV Health and La Trobe partnership through provision of expanded opportunities for staff and nursing, midwifery and allied health students of both institutions, while also addressing the healthcare workforce issues across primary, acute and aged care sectors.

La Trobe University has an enduring history in education in rural Victoria, particularly in Shepparton. La Trobe University is now a multi-campus university and the largest provider of higher education to Victoria's regions.

La Trobe University's Rural Health School has been extremely effective in supporting GV Health's nursing and midwifery workforce with 74 per cent of the graduate nursing staff recruited in 2019 having graduated from the Shepparton campus. This emphasizes the value in local tertiary education and clinical placements on recruitment at local health services.

Projected Outcomes

Health Services are Major Employers

Across rural and regional Victoria health service providers are major employers. They make significant contributions to the social and economic fabric of towns in which they are located. Engaging local rural people in the delivery of health services, both in clinical and non-clinical roles, is fundamental to the ongoing

sustainability of the service systems and required areas.

Enabling local people to access training and development opportunities in their local community helps to build and retain the necessary workforce capacity.

Next Step

A commitment of \$11 million from the Victorian Government to commence the project

Return on Investment

LESLEY HART

Committee for Greater Shepparton Board Chair



Our region is facing a critical need for health professionals. Recruiting from other parts of Australia and the world is challenging, so a key part of our strategy needs to be training our own people. This joint venture between GOTAFE, La Trobe University and Goulburn Valley Health, cooperating with the University of Melbourne Rural School of Health is essential for us to be able to train our own health professionals to deliver health services to the people of the Goulburn Valley. Another key component of health service delivery is stage two of the re-development of Goulburn Valley Health.



GREATER SHEPPARTON CREATING THE NEW FACE OF REGIONAL VICTORIA | 13

La Trobe University Shepparton Campus Building Extension

Investment Required

- Greater Shepparton City Council \$300,000 (committed)
- La Trobe University \$7 million (committed)
- Federal Government \$5 million (Committed)
- Victorian Government \$7 million
- Total \$19.3 million

Current Situation

Established in 1994, La Trobe University's Shepparton campus plays a vital economic, educational, social and cultural role in our community. The campus graduates around 100 students per year, including 2 PhDs conferred in 2019, with over 70% commencing work in regional Victoria. Research shows that each graduate contributes approximately \$104k to gross regional product in their first year after graduation. Degree courses offered at Shepparton campus reflect the professional workforce needs of our region, including Nursing, Social Work, Allied Health, Early Childhood and Primary Education, Arts, Accounting and Business and Agribusiness.

Over the last 10 years, the La Trobe Shepparton campus has attracted a 160% increase in student numbers and with the addition of four new courses in 2017 and ongoing review and re-shaping of existing curriculum, further steady growth is predicted for the next decade. The campus building is not serving current student numbers well, ; much less projected increase in demand over the next five years existing teaching spaces are at capacity with current and projected enrolments. Notably Bachelor of Nursing places are in high demand, and this aligns with current and projected health workforce needs in the GV community. Informal and formal learning spaces for students and accommodation for sessional teachers and industry professionals are areas of particular need.



LA TROBE
UNIVERSITY

Shepparton Campus

Proposed Solution

Building Extension

Extend the existing building south (three/four levels):

- Two lower floors for La Trobe University to use and,
- Two further floor/s as cold shell, to accommodate La Trobe University’s growth, and for future business, research and education partners.

The operational phase

The Output – Increase in business outputs/turnovers of \$10 million

- Employment – Supporting an additional 49 direct and indirect jobs across the region
- Wages and Salaries - Increase in wages and salaries of \$5 million

Value-added

\$7 million of value-added to the Greater Shepparton economy operational phase.

Projected Outcomes

Economic Impacts

The construction phase

Output – Business outputs/turnovers of \$47 million.

- Employment – Supporting 83 jobs during peak construction activity
- Value-added – \$17 million of value-added to the Greater Shepparton economy.

Next Step

\$7 million required to complete the expansion.

Return on Investment

KAREN PARHAAR

Director Plus 1 Group

La Trobe is a vital part of the local community of the Greater Shepparton City and surrounding areas. La Trobe provides opportunities to not just for our youth, but also to those mature students within the large multicultural community as Shepparton is known for its various different backgrounds of population.

The university has made a significant contribution to our business along with other local businesses as we employ local students who are offered the opportunity to study Bachelor of Business Accounting at this local campus. These young individuals are able to achieve successful careers without sacrificing having to live away from home or travel long distances.

La Trobe is one of few universities in the area and it’s important for the facility to continually provide services required and be able to take on all the registrations without turning away students.

From our business perspective, La Trobe is now a strong part of the overall local economic growth and development and needs to expand to help sustain this growth.





Goulburn Valley Health Redevelopment Stage 2 including Integrated Cancer Centre

Investment Required

- Federal Government
- Victorian Government
- Greater Shepparton City Council
- Private
- **Total TBC**

Current Situation

The Victorian Government has committed \$229 million towards this project. Redevelopment works are now underway and is due to be completed by 2020. The current hospital site contains several different buildings constructed across a number of decades as limited funding did become available. The current ad hoc site is spread across a vast space with many buildings that are no longer fit for purpose.

Proposed Solution

The Masterplan for stage 2 of the redevelopment has been developed and includes:

- Allied Health
- Inpatient Mental Health
- Administration Offices
- Inpatient units – rehabilitation
- Helipad
- Medical Imaging
- Inpatient units - medical beds
- Pathology
- Retail precinct
- Main Entry
- Specialist consulting clinics
- Pharmacy



It is central to be able to provide integrated cancer services within northern Victoria. Service planning is being undertaken by the Department of Health and Human Services to assess what the Integrated Cancer Centre services need to include:

- A PET/CT planning and diagnostic suite
- Car parking
- Chemotherapy day treatment areas
- Consulting suites
- Overnight accommodation

Dependant on the services deemed to be necessary; the Integrated Cancer Centre project could total up to \$70 million and will include private partnerships.

\$26 million for the Integrated Cancer Centre has been committed by the Federal Government in 2019.

Next Step

\$2 million has been committed towards planning for future stages. GV Health are commencing the Locality Plan (Service Plan), Masterplan and then move to feasibility study. It is anticipated that this will take nine to twelve months to complete.



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Stage 1 of the Shepparton Sports and Events Centre

Investment Required

- Federal Government \$17 million
- Victorian Government \$13 million
- Greater Shepparton City Council \$7 million
- Munarra \$5 million
- Private (Basketball Victoria Country) TBC
- **Total Stage 1 \$42 million**

Current Situation

The Shepparton Sports Stadium opened in 1972 and was extended in 1994.

The facilities currently include:

- Four indoor courts
- Multi-purpose room
- Amenities
- Administration space

Whilst Council maintains the current Sports Stadium to a high standard with regular investment, the current four court configuration is constrained in terms of court availability for growing associations, spectator seating and multiuse capability. Increasingly, compliance with state sporting association regulation is also an issue.

Basketball Victoria has nominated this project as one of their highest priorities for Victoria. Once redeveloped, the Shepparton Sports and Events Centre will service the wider Goulburn and Murray Regions incorporating the six surrounding municipalities. The combined population of this catchment is in excess of 220,000.

Proposed Solution

It is proposed to not only upgrade existing facilities at the stadium but to create a regionally significant sporting, entertainment and events complex that caters for a multitude of users.

The full redevelopment at a cost of \$59 million includes:

- Four additional basketball/netball/multi use courts including a show court with seating for up to 3,000.
- Inclusion of eight multi-purpose squash courts and additional two court multi-purpose space.
- Inclusion of a sports house/administration space for stadium and other sporting users.
- Refurbished as well as new change rooms with the capacity and flexibility to cater for males, female and gender fluid sporting players/teams and officials.
- Family friendly and accessible (including 'changing place') change rooms for visitors with mobility and special needs.
- Flexible moveable staging (approximately 10m x 8m) including stage lighting, curtains and sound.
- Entry, lobby, café, reception, car park and external works.
- Access roads, pedestrian footpaths and crossings, bicycle parking, bus drop-off and crossovers, and car parking.

Shepparton Sports and Event Centre – Stage 1: Design and construction of three new courts, 3000 seat retractable grandstand, renewal of wet area amenities, administration hub and external works – carpark.

Additional stages would include a fourth multipurpose court, squash courts, additional amenities and a further two court flexible space. It is proposed that the project will be delivered in three stages subject to funding availability.



Projected Outcomes

The Shepparton Sports and Events Centre project will enable Shepparton to host elite netball and basketball events. It will also be able to cater for the broader community via hosting concerts and cultural events.

Economic Impacts

- Total Regional Benefit: \$68 Million (Output)
- Total Local Jobs: 235 (Construction)
- A 12 year Major event projection developed as part of the preliminary business case estimated around 334 major events have the potential to be hosted in a redeveloped Shepparton Sports and Events Centre.
- It is estimated that these events would see an additional 24,000 visitors and 76,000 bed nights generated annually.
- This would equate to around \$12.3M per year in visitor spending helping support 89FTE jobs annually

Next Step

\$13 million from the Victorian Government to deliver Stage 1 of the project.

Return on Investment

STACEY COLE

Community Sports Advocate

To their credit Shepparton Council have invested heavily in the Sports City precinct but sadly the sports stadium has been left behind.

Other larger regional centres like Bendigo, Ballarat and Geelong all have better indoor court facilities than Shepparton and are able to attract major sporting events that Shepparton are now missing out on.

Shepparton also lacks an indoor venue that can hold larger concerts and therefore culturally the community is also missing out when these events are not coming to Shepparton.



Return on Investment

MICHAEL SCANDOLERA

Badminton World Champion

The Shepparton region has an amazing quantity of sports history. We need to redevelop the Sports Stadium to bring it into line with the amazing new sports precinct that surrounds it.

What a wonderful opportunity to attract many differing events to the Shepparton area if we can get the standard of the facility up to speed. We want to keep our area alive and like the surrounding precinct, to redevelop the Stadium would be the icing on the cake in attracting such a broad array of not just sporting but cultural and entertaining events.



Museum of Vehicular Evolution (MOVE)

Investment Required

- Federal Government \$2.5 million (committed)
- Victorian Government \$3.75 million
- Greater Shepparton City Council \$1.25 million (committed)
- Private \$1.25 million (committed)
- **Total \$8.75 million**

Current Situation

MOVE will include curated displays of transport related vehicles and memorabilia, the history of the food bowl in the Goulburn Valley along with 7,000 square metres of indoor space for exhibitions, dealer displays and multimedia presentations along with an approximate 3,000 square metres of additional outdoor undercover space capable of presenting larger scale events. A business case has been developed by Urban Enterprise and it is projected that the total project budget of \$8.75 million will have a total economic impact of \$13.1 million on the Greater Shepparton region creating 14 jobs during construction and a multiplier of an additional 22 jobs in the construction, hospitality and supporting industry sectors and an increase of an additional two new full time equivalent positions at MOVE on an ongoing basis. In March 2018 the Federal Government announced a commitment of

\$2.5 million towards MOVE and Council has committed \$1.25 million. Estimated project cost is \$7.4 million. The ongoing economic visitor output of the completed project will increase visitor spending by \$5.7 million annually helping support 33 jobs.

Stage 1 \$4.6 million

Stage 2 \$4.15 million

MOVE is planned as a 2-stage development with construction of Stage 1 to commence soon.

MOVE will incorporate the Loel Thomson Collection of strictly Australian costumes, jewellery and accessories dating back to 1788 (to be relocated from Melbourne).

Maskell's Customs and Classics, a local award winning custom car workshop will be relocated to the site to broaden the visitor experience.



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Proposed Solution

Additional costs of up to \$300 000 have been identified if the project is completed in two stages. This is money that can be better utilised by investing in the visitor experience. While there is flexibility for Victorian Government funding to be over multiple years, a firm commitment would allow us to build as a single project and open the doors to a diverse and world class attraction from day one.

Projected Outcomes and Economic Impacts

The experience will complement the investment in SAM and drive visitation, length of stay and expenditure which is currently well below the state average at \$77 per day.

MOVE will also deliver increased jobs during construction and in operation, skills development in collections management,

Shepparton is a transitioning economy and MOVE will contribute to our ability to benefit from projected growth in the visitor economy.

Next Step

Acquire Victorian Government funding to complete both stages one and two together to reduce the overall budget by \$300,000.

Return on Investment

BEN GOODALL
MOVE Chairman



Design, ingenuity and fashion are the link between vehicles and clothing and in line with Creative Victoria; MOVE must deliver a cultural tourism experience that is immersive and innovative. MOVE will deliver increased jobs for Greater Shepparton and contribute highly to the growth of Greater Shepparton's visitor economy. It is an important project for the region to continue to attract non-local tourists to the region.



Maude St Mall Redevelopment

Investment Required

- Federal Government \$10 million
- Victorian Government \$5 million
- Greater Shepparton City Council \$4 million
- Private
- **Total \$19 million**

Current Situation

Council has undertaken a process of exploring design concepts for a redevelopment of Shepparton's Maude Street Mall.

The aim of the project is to improve the function and visual amenity of the Mall in maintaining its primacy as the heart of the Shepparton CBD.

The Maude Street Mall and CBD have the potential to evolve to become the central focus of daily life within Greater Shepparton through an integrated approach to economic development, structure planning and proactive place activation.

Proposed Solution

Four design options were developed and released for community consultation:

At the September 2018 Council meeting, the option for a shared streetscape costing \$19 million was decided upon. More accurate costings will be obtained through the detailed design process as the overall scope of works is refined.

This chosen option was developed as a result of the initial feedback received from the other three options and is a combination of the ideas and elements from these other three options. The Council also felt that it allows for future proofing of the area – if industries and consumer demands and habits continue to change this option is more adaptable for the future. The redevelopment of the Maude Street Mall design is part of Council's broader CBD Revitalisation Project which includes previous work at Vaughan Street, current works at Maude Street Bus Interchange and streetscape, the railway precinct, a connection to the new SAM and the new Law Courts.



Projected Outcomes and Economic Impacts

Council have allocated funds towards developing a detailed design for the chosen option. Economic impacts are subject to the development of a full business case.

Next Step

\$5 million to redevelop the Maude Street Mall.

Return on Investment



SHANE SALI,

Business Owner/Manager Traffik, Shop 221 and Arcade Fashions

The Maude St Mall redevelopment is hugely important to being able to offer ease of access but more importantly the ability to attract a vast range of businesses that require after-hours access and street frontage.

The redevelopment will have a positive flow on to existing Maude St Mall businesses as well as create a demand for investment into the CBD which will benefit surrounding streets.

Policy Areas

Water

In 2017–18, the gross value of agricultural production in the Greater Shepparton region was \$1.9 billion. Water availability is critical to the future of the Greater Shepparton municipality. Our region is connected within the Goulburn Murray Irrigation District (GMID) via a gravity network valued at over \$20 billion which has recently experienced a significant upgrade and rationalisation under the Irrigation Modernisation Project. Infrastructure continues to be a priority for the growth of our region however the immense value of water and its future availability to a region such as Greater Shepparton must not be underestimated as water can ultimately undermine our future and impact the life of various sectors/ industries within the municipality.

In 2016, the Goulburn Murray Irrigation District (GMID) Water Leadership Group commissioned the development of an analysis that would delve into the socio-economic impacts experienced thus far (within the GMID) as a result of the implementation of the Murray Darling Basin Plan (MDBP). The report was developed by RMCG who highlighted the following impacts:

- The GMID would be \$4.4 billion worse off under the basin plan from 2012 to 2020, outweighing the \$3.15 billion the district had received in funding under the MDBP
- There has been \$550 million in lost production in the Goulburn and Murray Valleys of Victoria every year since 2012.
- An estimated 1,000 jobs have been lost
- Irrigators in the region are paying \$20 million more per year for temporary water
- Dairy in the region has declined by 20 percent

The Murray Darling Basin Plan has caused a significant change in the economic viability of agriculture for our region and if any more water were to be recovered the results could be devastating.

- **No further water recovery from the GMID**
- **Reduce environmental impact by minimising inter valley transfers**
- **Drought Declaration for Northern Victoria**

Environment

Climate change is, and will continue to have, a significant impact on the community, their businesses and our natural environment. The Victorian Government in their most recent release of Victorian Climate Projections 2019 reinforces the evidence that the climate of Greater Shepparton will most closely resemble that of

Griffith in NSW by 2050. Like the rest of the nation and globally, we have experienced record breaking heat during summer and eight of the last 10 years were the warmest on record. It is now accepted that the average global temperature has risen by 1°C in line with climate model predictions.

Greater Shepparton City Council adopted the Greater Shepparton Climate Adaptation Plan in 2017. The plan is a risk based document that identifies how the impacts of climate change might affect service delivery to our community. The development of the plan included consultation with various industry groups and service groups who rely on council services in various ways.

One of the issues that came through strongly and continues to be of concern throughout the healthcare industry is the impact on energy prices to the vulnerable. The inability to pay ones energy bills is unfortunately a reality for many people forcing them to spend the day in bed rugged up with jumpers and beanies so they don't have to turn on their heating in winter. Likewise there are very strong concerns about how the vulnerable deal with the intense hot summers that our region is now experiencing.

Energy stress is also negatively affecting our business and industry and in particular our vital agricultural industry where many operators are suffering hardship due to the dry conditions as a result of climate change.

Renewable energy is a crucial element of our energy future to address the welfare of our community, to ensure energy pricing justice for those that can't afford it and provide resilience for our industry and community under a different and highly variable climate.

While Greater Shepparton is identified as being ideally placed for large scale solar installations, there are opportunities to expand energy production to include hydrogen and agricultural feedstock for bioenergy. Primary production in the Shepparton region represents 11% of Victoria's organic waste. Around 25% of Victoria's truck registrations occur within our region making it ideally placed for investment towards hydrogen fuel.

Hume Region Renewable Roadmap has been developed that outlines opportunities for renewable energy in our region. One of the issues for Greater Shepparton is the capacity of the existing network. Moving forward, it is imperative that the Government provide assistance to investigate reliable, renewable energy for our area; to support the Australian Energy Market Operator to expedite their work

in investigating the transmission network developments for the Hume Region.

Domestic users are paying well above the current export parity spot price for natural gas. This is a market failure, and requires immediate government intervention. Exporters have secured long term contracts at above the current market price, and are bidding the domestic market up to these elevated historical contract prices. Regional manufacturers are paying millions more each month than their international competitors who can access gas at today's cheaper market rate. We applaud government moves to increase gas supply, but these measures will take years to have an effect on the price and some manufacturers may not be able to sustain their operations until that occurs. We propose an immediate regulatory intervention, an export parity tax on the east coast exporters. It will only be applied when they fail to allow enough gas to the domestic market and the domestic market rises above the current export parity spot price. This provides an incentive to exporters to ensure they release enough supply to the domestic market, and is transparent and fair. Exporters argue sovereign risk for any intervention, sovereign risk applies to domestic manufacturers as well. They have invested here, a gas rich nation on the basis we will have access to natural gas at the world price or better. Domestic users are simply seeking the same price that international buyers are able to access.

Shepparton is one of the most productive agricultural regions of Victoria and indeed Australia and the impacts of climate change will require industry wide transformation. **As the centre of the Shepparton Irrigation Region, our region is ideally placed to be the location of a centre of excellence on climate adaptation and mitigation, with a model similar to the University of Melbourne's One Basin Cooperative Research Centre (CRC) Program which is a Commonwealth Government program.**

There is a long history of research and investment within agriculture in the area. In addition, there are currently three university campuses within our municipality and Council has a strong focus towards attracting further tertiary education opportunities.

It should also be recognised that it is very difficult for local trades to be upskilled in new technology (including renewable energy) areas within the region. The proposed centre will also act to encourage local employment as new technology industries continue to develop.

The continued decline of biodiversity is another concern which has been highlighted in the recently released Victorian Government State of Environment Report and the United Nations

Biodiversity Report which identified over 1million species are faced with extinction. Much of our biodiversity and native vegetation co-exists with agricultural practices on private land but the increasing global competition is putting pressure on the farming community to maximise the productive capacity of their land, leading to an increasing loss of these natural assets.

The provision of incentives for farmers to continue to act as custodians of these assets is a gap that we seek support from the government to address.

Greater Shepparton City Council partnered with the Goulburn Broken Catchment Management Authority and the Department of Environment, Land, Water and Planning to facilitate the 'Outstanding in the Paddock' research forum on 21st October. A number of renowned scientists presented their research highlighting the role of paddock trees and the natural environment to the productivity and ecosystem services in the agricultural landscape. **Professor Saul Cunningham, Director of the Fenner School of Environment and Society at the Australian National University provided the following examples of the types of incentives required:**

- **Stewardship programs – managing the landscape to maximise the free ecosystem services such as pest control, pollination, water table and salinity control, wind breaks and shelter for stock.**
- **Ecosystem service payments – Establishing areas of land on farm where landholders receive payments for carbon farming or providing offsets for the legal removal of native vegetation**
- **Financial sector reform to reward sustainable investment – the financial industry offering lower cost loans to landholders who are practicing best practice sustainable farming through protecting and enhancing native vegetation**
- **Translating consumer preference for sustainably produced goods into support for landowners – supporting the expansion of sustainable farm products to the market. In areas where the local market is strong, the farmers receive the optimum price for their products and customers will pay for the knowledge that their food is produced sustainably, ethically and locally.**
- **Work with farmers, communities and government departments to identify ways the financial resources of philanthropic sector can supplement the best practice outcomes for sustainable farming and retaining native vegetation.**



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Truth telling

While the Australian Constitution empowers the Commonwealth Parliament to make laws regarding 'Aboriginal affairs,' there is no overarching piece of legislation, which establishes or enshrines the rights of Aboriginal and Torres Strait Islander peoples, despite Australia being a signatory to the United Nations (UN) Declaration on the Rights of Indigenous Peoples.

Through this advocacy document, we submit to both the Federal and Victorian Government the need to restore quality to the life of Aboriginal people, to that which existed prior to invasion. Disempowerment is an outcome of dispossession.

In the Goulburn Murray region, the Kaiela Institute continues to **advocate for the Algabonyah Community Cabinet model of Aboriginal regional self-governance as a mechanism to empower Aboriginal people to set their own aspirations and priorities.** This model centres on a rights-based approach that acknowledges Aboriginal people have a right to a quality of life consistent with that of pre-colonisation. The model recognises that in order to achieve this goal, the entire region must be accountable for investing into the economic growth and prosperity of Aboriginal people.

Ultimately, closing the gap requires effective policy measures at both a State and Federal level whilst also a high level of ownership at a local level which is embedded into the operations of

the municipality and the broader Goulburn Murray area. The current Closing the Gap approach by government is not centred on a rights-based model, but rather, is an example of policy being made for rather than with or by Aboriginal people.

A report developed by Deloitte in relation to the Economic Impact of closing the gap outlined that a gross regional product (GRP) for the Goulburn Murray region would be \$150m higher (2016-17 prices) by 2036, the year in which the gap is modelled to close. In addition to the benefits felt at the regional level, economic benefits flow to the broader community with an increase in GRP for the rest of Victoria (\$16 million) and also the rest of Australia (\$5 million).

Government must seek to rebuild trust with Aboriginal and Torres Strait Islander people in a respectful, culturally appropriate way.

The Goulburn Murray region is working towards not just closing the gap but supporting both cultural expression and affirmation of the Yorta Yorta people. This is considered integral to a shared culture within the region and makes up the foundation of the Goulburn Murray belief that the above mentioned GRP should be the basis of our regional responsibility to build prosperity and integrated productivity within the region. We aim to build regional ownership of a strategic approach in relation to KPI's and generate a regional accountabilities model to measure the impact of strategy, resource allocation and implementation.

Leaving no one behind

Homelessness

Homelessness and housing stress are significant issues in Greater Shepparton and a number of local agencies who deliver homelessness support are working tirelessly on the ground to assist people.

The Hume Region Homelessness Network is represented by Beyond Housing, Rumbalara Aboriginal Cooperation, SalvoCare, Bridge Youth Service, Vincent Care and Wintringham Housing.

In 2018 Greater Shepparton had the highest level of homelessness of all major regional centres, with an estimated 372 persons estimated to be homeless.

Council recognises that homelessness and housing stress is underreported within our region, and is requesting funding support that is on par with other regional centres.

Homelessness can be a direct result of multiple social welfare issues such as family violence, addiction, mental health, unemployment and underemployment.

The resulting complexity surrounding homelessness requires holistic support from specialist services as well as appropriate accommodation options. Currently the appropriate accommodation options do not meet demand.

Council has received \$50,000 in 2018 from the Victorian Government to develop an Affordable Housing Policy. It is anticipated this policy will support Council negotiations with developers to include social and affordable housing in housing developments. This work is currently being undertaken.

Council will continue to advocate for and support the specialist service providers in Greater Shepparton and is currently asking for:

- **The Victorian Government to provide funding for at least 20 new public housing properties in the Greater Shepparton Local Government Area (LGA).**
- **Further increased Housing Establishment Fund money to be allocated to Beyond Housing to enable them to meet the demand for crisis accommodation.**
- **Further support and resourcing for essential homelessness services and broader prevention measures.**

Greater Shepparton Lighthouse Project

Greater Shepparton Lighthouse Project was created by the community to improve wellbeing and educational outcomes which have impacted on the capacity of the region to thrive. It is a place-based initiative that has harnessed hundreds of volunteers to help turn around poor outcomes for young people.

The solutions are working and we are aligning our social capital and capacity to opportunity and the regional economy and changing lives in the process.

Shepparton is now one of the largest scale collective impact sites in Australia using \$1.5 million received annually (\$1 million State, \$500,000 philanthropy) to harness community support and know how to drive the changes and address entrenched disadvantage.



Victorian Government funding is due to expire in September 2020, but given our success we are hopeful of refunding. Additional funding is being sought to secure and expand current successfully trialed initiatives that are considered integral to the success of the region and is succeeding in shifting young people away from a life of reliance on government support - \$1.2 million.

Funded 3 year old Kindergarten

Greater Shepparton has been earmarked by the Victorian Government to commence five hours of funded kindergarten for three year old children from 2022. However, without further support from the Government due to financial constraints it is anticipated that 15 hours will only be achievable in 2030.

The Australian Early Developmental Census (AEDC) data for Shepparton indicates that one in three children is developmentally vulnerable in one or more domains. For Culturally and Linguistically Diverse (CALD) children this ratio is one in two. The AEDC data is an indication of how children are developing prior to school entry.

Funding 15 hours of three year old kindergarten as soon as possible is imperative to improve outcomes for our children.

Our request is to fully fund CALD children for 15 hours of kindergarten by adding 'trauma background' to the criteria of access to Early Start Kindergarten from 2020 and all children from 2023.

Return on Investment

LISA MCKENZIE
CEO Shepparton
Lighthouse Foundation



Shepparton is an incredibly caring, connected community with extraordinary leadership that ensures no one is left behind or forgotten.

Shared understanding of the issues and collective will lead to change across the board, creating a community that is an inspiring place to live and work.

Anything is possible when leaders and the wider community come together with vision and intent and are able to articulate that vision and determine collectively how they will shape the place they live.



Education

Continue to support the University of Melbourne's Doctor of Medicine postgraduate program in Shepparton, involving two universities – La Trobe University and the University of Melbourne.

La Trobe and University of Melbourne have collaborated on an end to end regional medical degree, that should see medical graduates likely to live and work locally qualified from 2026 (when the first cohort graduates). This program is instrumental in terms of attracting and retaining medical professionals to rural and regional areas and it is imperative that it continues to be supported.

The Napthine review into Regional, Rural and Remote Education proposed that the Federal Government un-cap funding for regional campuses. This would encourage both metropolitan and regional students to study at regional campuses, supporting their viability and reducing the brain drain from regions to cities. It could also increase the number of professional graduates with regional links settling in these communities.

Diploma-level studies have been shown to be an effective way of providing pathways to bachelor level outcomes. Examples are La Trobe's dual enrolment (degree-diploma) model delivered in partnership with GO TAFE, and the Diploma of General Studies offered at the University of Melbourne's Dookie campus, which has seen many students articulate into an agricultural science, science or commerce degree.

Mooroopna Integrated Early Learning Centre
Consideration of the total supply and demand for Kinder and childcare in Mooroopna and how the Mooroopna Integrated Early Learning Centre might impact on the supply and demand is required.

Consideration also for fit out and establishment cost of the centre.





Workforce Attraction

Greater Shepparton has a growing, diversified economy, with an increase in Gross Regional Product of 10% over the past three years. The critical shortage for the region is a skilled workforce.

In all sectors, businesses are reporting a need for professional, semi-skilled and lower skilled workers.

The Federal Government can assist in three regulatory areas:

- **Designated Area Migrant Agreements**
Overseas workers can relocate to the Goulburn Valley with full time long term employment and the potential for permanent residency providing businesses another tool to address the labour shortages that have been identified in our region across a number of industries.

Regional Skills Demand Profile – Goulburn Valley

Greater Shepparton City Council, Moira Shire and Campaspe Shire have conducted a Labour Market Forum in Shepparton with over 60 attendees. This was held in response to request from businesses for a solution to the current labour shortage issues that are being experienced across various industries throughout the Goulburn Valley. These labour issues are constraining business and industry development and stifling economic prosperity.

The development of a Regional Skills Demand Profile for the region is required. This will assist in understanding shortages and gaps in the labour market to better equip local government to prepare solutions and advocating for support.

Designated priority area

Overseas General Practitioners can work in regional areas if the region is defined as a designated priority area. Greater Shepparton currently does not have Designated Priority Area status, though the shortage of GP's is critical, and putting immense pressure on Goulburn Valley Health.

District of workforce shortage DWS

Similar to Designated Priority Area status, District of workforce shortage allows overseas specialists to practice in certain regional areas. Greater Shepparton has DWS status for obstetrics and gynaecology, medical oncology and psychiatry, but not for radiology, general surgery and anaesthetics, all of which are in demand.

Greater Shepparton City Council has developed a Great Things Happen Here campaign to attract investment, visitors and people to consider careers and live within our region. It is pertinent that the Federal and Victorian Government create opportunities to encourage regional living and allow for municipalities within regional areas to showcase what they have to offer.

Return on Investment

SAM BIRRELL
CEO Committee for
Greater Shepparton



With Greater Shepparton's rapid economic growth, requirement for skilled and professional workers is increasing. We are finding that demand is outstripping supply, and attracting people to regional areas remains a challenge. Targeted skilled migration programs that can enable us to source the best talent from around the world are essential for us to sustain our growth. Greater Shepparton is one of the world's great success stories when it comes to people from different backgrounds coming together to create a cohesive society and vibrant economy.

The New Face of Shepparton Seen Through the Eyes of a Local Resident

Everywhere she looks, there is evidence of change.

The Goulburn Valley plains spread in front of her, its rich agricultural land has been giving for so long. The landscape is dotted with irrigation lines which help the farmers enjoy their reputation as producers of some of the finest crops in the land.

The land around her is changing seasons – it was a long and hot spring and summer with an autumn and winter that didn't provide the rain they had hoped. The evidence of climate change is everywhere and she knows that her city must do all it can to future proof against this by continuing to introduce ways to reduce the impact on the environment.

As she moves through the city, she is struck by how much it has grown since she first came here, with many new cafes and eateries – there is vibrancy around her city now, one which sees many new faces from around the region and the world to enjoy all it has to offer.

She knows that for decades, the Goulburn Valley has been the home to thousands of migrants, refugees and asylum seekers. She knows that multiculturalism is embedded in the social fabric of the community and she is proud of that. She is proud that the oldest purposely built mosque in Victoria is peacefully located in the middle of a quiet Shepparton neighbourhood; and she is grateful that she can get a meal from the Sikh Temple whenever she feels hungry. As she thinks of the variety of people who call Shepparton home she thinks of the happy times spent with her family at local events which showcase these cultures, the St George's Road Food Festival, Converge on the Goulburn and more recently Culture Corner, held in the heart of the city.

She sees cars and trucks making their way through the heart of the CBD and she can smell the fresh produce of newly harvested apricots as a truck passes her by. She knows that this produce is transported all across Australia and that the local transport companies are looking for major improvements to the Goulburn Valley Highway.

Over recent times, she has seen the evidence of Federal and Victorian Government investment which has changed the landscape of her city, a new courthouse is rising tall and it has changed the skyline of the city. At Victoria Park Lake, the local's favourite park, she can see the construction of the new Shepparton Art Museum coming up

out of the ground. It will be five stories high they say and open its doors in 2020.

But as she looks around, she knows there is so much more her city needs to do to strengthen its future.

Her mind turns to the nation's first peoples, who have strong and unbreakable links to the Shepparton area. She is hit with a sense of sadness, when she reflects on the injustices of the past. She knows her city needs to better support and recognise the rich indigenous history and cultural heritage of this land.

She thinks about those who are homeless and those who might be left behind, without access to health care, feeling unsafe as they struggle with issues such as food insecurity, mental health and no sense of belonging. She knows that the city must embrace them and bring them on the journey with them.

She is thankful that the Goulburn Valley Health hospital is finally being redeveloped and although the first stage is not completed she can see the new tower rise. She knows too many stories of family and friends having to wait for too long at the Emergency room and that there wasn't room for everyone.

She is thinking about her young son and his friends at primary school and is hopeful that the focus on improving education in Greater Shepparton will enable him to have all the educational opportunities and pathways that a child in Melbourne has.

As she drives back to her newly developed home that she was able to purchase recently, she is assured the city is strong and vibrant. She is happy here, the city has got a lot going for it and her workplace is only ten minutes from home.

But some of the things worrying her will not leave her mind – she wants to see this city prosper and be one of the most liveable in both Victoria and Australia. She wants people to think positively about what Shepparton has to offer. She knows that this city has got potential to grow; she knows how strong and resilient it is and how thriving the business community is. She knows that the friendly community of Shepparton will welcome new residents from all over Australia and the world as it has already successfully done so for decades.

To her, it is an unfinished book, and she looks forward to the day that this captivating and exciting novel tells a story of opportunity and greatness to everyone.

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