Shepparton Revitalisation Project
Community Benefit Assessment

Greater Shepparton City Council

Update, October 2014

capire
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Executive Summary

Capire Consulting Group was engaged by Greater Shepparton City Council in 2013 to undertake a community benefit assessment for the Shepparton Revitalisation Project (SRP). The SRP comprises improvements to the public realm and civic buildings across Shepparton’s Central Business District (CBD).

The report was updated in October 2014.

For the purposes of this report, the changes have been defined by four precincts including:

Precinct 1

- Streetscape works to Vaughan Street and Maude Street.
- New public open space (public gathering space) on land at the south-east corner of the intersection of Maude and Vaughan Street.
- Replacement of the roundabout at the intersection of Maude and Vaughan Streets with traffic lights.
- Development of a new bus interchange on Maude Street, south of the Vaughan Street intersection.

Precinct 2

- Improvements to amenity, such as cleanliness, landscaping, safety and shade.
- Activation strategies, such as extending opening hours of businesses, staging more events, and increasing the diversity of cafes, restaurants and shops.
- Provision of more affordable and accessible parking.

Precinct 3

- Development of a new Shepparton regional court on the existing court site.

Precinct 4

- Development of a pedestrian access bridge to the station from Hoskin Street
- Opportunity to develop and enhance VicTrack owned land fronting Hoskin Street.
The four precincts are illustrated in figure one:

*Figure 1: SRP precincts for the purposes of the community benefit assessment*
The approach

An assessment framework was developed to assess the nature and extent of community benefit delivered by the SRP. The framework was based on the social model of health as well as policy drivers, demographic characteristics of Shepparton’s’ regional population, current issues with the CBD and the community’s aspirations for the CBD.

The community benefits likely to be delivered by the SRP projects in the four precincts were assessed according to seven themes:

1. **Community participation, social inclusion, recreation and cultural activity**
   - Are the proposed changes likely to improve the quality of public gathering spaces?
   - Are the proposed changes likely to promote community participation and cultural expression?
   - Are the proposed changes consistent with community’s aspirations for the Shepparton CBD?

2. **Amenity and sense of place**
   - Are the proposed changes likely to improve the urban design and architectural standards of the public realm?
   - Are the proposed changes likely to enhance the local character and cultural identity of the Shepparton CBD?
   - Are the proposed changes likely to improve the cohesiveness and functionality of the Shepparton CBD?

3. **Community services and facilities**
   - Are the proposed changes likely to improve the capacity of community services and facilities?
   - Are the proposed changes likely to improve accessibility to community services?
   - Are the proposed changes likely to improve the performance and efficiency of community services and facilities?

4. **Sustainable transport**
   - Are the proposed changes likely to enhance access to sustainable transport modes?
   - Are the proposed changes likely to improve public transport provision?
   - Are the proposed changes likely to provide safer and more efficient roads for all users?
5. Community safety
   • Are the proposed changes likely to enhance real and perceived public safety?
   • Are the proposed changes likely to provide a safer environment for pedestrians and cyclists?

6. Educational opportunities
   • Are the proposed changes likely to enhance Shepparton’s profile as a ‘university city’?
   • Are the proposed changes likely to improve access to education opportunities and student services?

7. Housing
   • Are the proposed changes likely to increase the availability, diversity or affordability of housing?

Each precinct was given a rating of high, moderate or low for the likely community benefit under each of the seven themes.
Key findings

The proposed improvements will deliver broad ranging benefits to the community. The improvements are likely to have flow-on impacts for further positive change across the Shepparton CBD.

The proposed changes and their associated benefits are summarised in tables 1 – 4, below.

Precinct 1:

Table 1 Summary of proposed changes and associated benefits in precinct 1

<table>
<thead>
<tr>
<th>SUMMARY OF KEY COMMUNITY BENEFITS</th>
<th>RATING FOR COMMUNITY BENEFIT THEMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The proposed new public gathering space addresses an identified need for more urban piazza spaces in the CBD.</td>
<td>Community participation, social inclusion and recreation and cultural activity HIGH</td>
</tr>
<tr>
<td>• Improvements to the public realm will increase the attractiveness, functionality and safety of the precinct as well as providing additional space for social interaction.</td>
<td>Amenity and sense of place HIGH</td>
</tr>
<tr>
<td>• The new bus interchange will address capacity issues associated with the existing facility and improve service provision across Shepparton. The integration of a breast-feeding room and public toilets into the new bus interchange addresses identified need for these facilities.</td>
<td>Community services and facilities HIGH</td>
</tr>
<tr>
<td></td>
<td>Sustainable transport HIGH</td>
</tr>
<tr>
<td></td>
<td>Community safety HIGH</td>
</tr>
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<td></td>
<td>Educational opportunities MEDIUM</td>
</tr>
<tr>
<td></td>
<td>Housing LOW</td>
</tr>
</tbody>
</table>

Precinct 2:

Table 2 Summary of proposed changes and associated benefits in precinct 2

<table>
<thead>
<tr>
<th>SUMMARY OF KEY COMMUNITY BENEFITS</th>
<th>RATING FOR COMMUNITY BENEFIT THEMES</th>
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<tbody>
<tr>
<td>• The bundling of improvements related to amenity, activation and parking will raise the profile of the Maude Street Mall, create a civic heart to Shepparton and encourage greater social interaction.</td>
<td>Community participation, social inclusion and recreation and cultural activity HIGH</td>
</tr>
<tr>
<td>• The improvements respond to a strong community desire to improve the appearance and utilisation of the Maude Street Mall.</td>
<td>Amenity and sense of place HIGH</td>
</tr>
<tr>
<td>• The improved public gathering spaces and increased activity will facilitate civic participation and interaction in this location.</td>
<td>Community services and facilities MEDIUM</td>
</tr>
<tr>
<td></td>
<td>Sustainable transport MEDIUM</td>
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<td>Community safety MEDIUM</td>
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<td></td>
<td>Educational opportunities MEDIUM</td>
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<td>Housing MEDIUM</td>
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</table>
Precinct 3:

Table 3 Summary of proposed changes and associated benefits in precinct 3

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<thead>
<tr>
<th>SUMMARY OF KEY COMMUNITY BENEFITS</th>
<th>RATING FOR COMMUNITY BENEFIT THEMES</th>
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<tbody>
<tr>
<td>• The proposed new Shepparton court building addresses an identified need for a better functioning facility with an increased capacity.</td>
<td>Community participation, social inclusion and recreation and cultural activity</td>
</tr>
<tr>
<td>• The new court facility will address a range of safety issues related to privacy, accessibility, overcrowding and design, associated with the existing facility.</td>
<td>Amenity and sense of place</td>
</tr>
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<td></td>
<td>Community services and facilities</td>
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<td>Sustainable transport</td>
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<td>Community safety</td>
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<td>Educational opportunities</td>
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<td>Housing</td>
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Precinct 4:

Table 4 Summary of proposed changes and associated benefits in precinct 4

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<thead>
<tr>
<th>SUMMARY OF KEY COMMUNITY BENEFITS</th>
<th>RATING FOR COMMUNITY BENEFIT THEMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The pedestrian bridge will improve connections between the railway station and the CBD. This will improve the overall cohesiveness of the CBD.</td>
<td>Community participation, social inclusion and recreation and cultural activity</td>
</tr>
<tr>
<td>• An increased train patronage is likely to be facilitated through the improved pedestrian connections and environment. This may facilitate an increase in train services in response to the growing demand and improve access to central services for residents residing outside the central area.</td>
<td>Amenity and sense of place</td>
</tr>
<tr>
<td>• Improvements to the public realm will increase the utilisation and safety of the precinct and may encourage greater social interaction.</td>
<td>Community services and facilities</td>
</tr>
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<td>Sustainable transport</td>
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<td>Community safety</td>
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<td></td>
<td>Educational opportunities</td>
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<td>Housing</td>
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A summary of the key community benefits under each of the seven themes is provided below. Overall, the greatest benefits relate to improved amenity and sense of place. This is followed by community safety and sustainable transport.

Figure 2: Community participation, social inclusion, recreation and cultural identity

- The provision of new and improved public gathering spaces in addition to general public realm improvements will facilitate community interaction and engagement.
- The focus on improving the amenity and utilisation of the Maude Street Mall are consistent with the community’s vision for the CBD.
- The improvements will enhance the role of the central area as a community hub rather than a primarily commercial centre.

Figure 3: Amenity and sense of place

- The proposed public realm improvements will enhance the attractiveness, safety and functionality of the CBD.
- A consistent urban design ‘language’ throughout the CBD will provide an enhanced, more cohesive identity to the CBD and reinforce it as the city’s civic heart.
The provision of a new Shepparton court building will support the community through the judicial process. The regional importance of this facility will be reinforced.

The provision of a breast-feeding room and public toilets as part of the new bus interchange will address an identified need for such facilities.

The new bus interchange will increase the capacity of this facility, improve connections between services and support a greater service area.

Improved public transport services also enhance access to centrally located community spaces and provide opportunities for social interaction.

The pedestrian environment will be enhanced through amenity improvements, and better pedestrian connections to the Maude Street Mall, bus interchange and train station.
• An increase in pedestrian activity throughout the CBD will contribute to passive surveillance and an improved perception of safety.

• Pedestrian safety will be improved through the widening of footpaths and improved road crossing points.

• Conflict between cyclist and vehicle movements will be reduced through a revised car parking layout.

• Improved public realm design and increased activity will enhance the perception of safety in the central area.

• Improvements to the provision of public transport and the Maude Street Mall will enhance the profile of Shepparton as centre for tertiary education.
The provision of shop-top housing, and other forms of accommodation will increase the diversity of housing stock in the CBD.
1 Introduction

1.1 Background

Capire Consulting Group was engaged by Greater Shepparton City Council in 2013 to undertake a community benefit assessment for the Shepparton Revitalisation Project (SRP). The project incorporates improvements to the public realm and civic buildings across Shepparton’s Central Business District (CBD).

The report was updated in October 2014.

1.2 Scope of the project

The SRP incorporates improvements to the public realm and civic buildings within Shepparton’s Central Business District. The improvements relate to the streetscape and amenity, parking and traffic management and to the activation and increased utilisation of public spaces.

The City of Greater Shepparton Council Plan 2013–2017 references the SRP and its associated improvement developments. Two of the goals included in the plan are:

- Quality built infrastructure (goal 4).
- Economic prosperity (goal 3).

These goals provide guiding principles under which SRP improvements are taking place.

For the purposes of this assessment the SRP is defined by four precincts as illustrated in Figure 9 of this report.

Summaries of the proposed works in each precinct are provided below.
Precinct 1:

**Streetscape works to Vaughan Street and Maude Street**

The proposed improvements to Vaughan Street, between Maude Street and Hoskin Street include:

- The reconstruction of Vaughan Street and streetscape works include landscaping, a revised car-parking layout and pedestrian access.
- The creation of new public open space (public gathering space) on land at the south-east corner of the intersection of Maude and Vaughan Street.

**Maude Street, between Vaughan Street and High Street**

Improvements to Maude Street from Vaughan Street to High Street include:

- The reconstruction of Maude Street from High Street to Vaughan Street. The streetscape works include landscaping, a revised car-parking layout and pedestrian access.
- Replacement of the roundabout at the intersection of Maude and Vaughan Streets with traffic lights.
- Removal of the existing bus parking area to the north-east of the intersection of Maude Street and Vaughan Streets.

**Bus interchange**

Development of a new bus interchange on Maude Street, between Vaughan and Ashenden Streets include:

- The development of a new bus interchange on Maude Street, south of the Vaughan Street intersection. The bus interchange will incorporate public toilets with disabled access, change rooms (incorporating a breast-feeding room and showers) and a waiting area.

Precinct 2:

**Maude Street Mall**

A range of improvements are proposed for the Maude Street Mall. An investigation undertaken by Geografia (2013) suggested the most effective approach to address issues of low patronage in the Maude Street Mall is by ‘bundling’ a series of improvements related to amenity, activation and parking. The improvements are referenced in the *Shepparton CBD Strategy (2008)* and are detailed in Appendix 2. They include:

- Improvements to amenity, such as cleanliness, landscaping, safety and shade.
- Activation strategies, such as extending opening hours of businesses, staging more events, and increasing the diversity of cafes, restaurants and shops.
- Provision of more affordable and accessible parking.
Precinct 3:
Shepparton Court

Improvements in this precinct include:

- The development of a new Shepparton regional court on the existing court site. The capacity of the new court will be increased to support its regional function. It will be designed to meet current building standards and regulations and incorporate discreet areas, interview rooms and a separate children’s court.

Precinct 4:
Shepparton Railway Station

Improvements to the Shepparton railway station and adjacent Vaughan Street include:

- The provision of pedestrian access to the station from Hoskin.
- The opportunity to develop and enhance VicTrack owned land fronting Hoskin Street. The land is vacant and could be developed for a mix of uses including transit, commercial, commercial and residential. Commercial opportunities include the development of a shopping plaza.

Figure 9: The SRP precincts for the purposes of the community benefits assessment
2 Methodology

This community benefit assessment is based on a desktop review of data, policy and research documents provided by the Greater Shepparton City Council.

To assess the community benefits of the SRP, a framework was established, anchored broadly on the social model of health. Four key domains of influence on health and wellbeing are encompassed in the social model for health:

- **Built environment** - transport, roads, amenities, housing and recreational facilities.
- **Social environment** - sense of community, social support and inclusion.
- **Economic environment** - employment and opportunity for meaningful work.
- **Natural environment** - access to parks and nature, air quality and climate change resilience.

In addition, the assessment framework considers the following:

- Key local and broader policy drivers.
- Demographic characteristics of Shepparton.
- Current issues in the CBD.
- The community’s values and aspirations for the area, as articulated in recent consultation activities.

The way in which these influencing factors shaped the assessment framework are detailed in section three.
3 The assessment framework

Table 5 illustrates the factors that have informed the community benefit assessment, including key policy drivers, demographic characteristics, current issues with the CBD and the community’s values and aspirations.

More detailed summaries of the influencing factors are provided in Appendices 1–6.

Table 5: Key informants of the community benefit assessment framework

<table>
<thead>
<tr>
<th>Theme</th>
<th>Policy drivers</th>
<th>Demographics</th>
<th>Directions in the CBD Strategy</th>
<th>Community aspirations for the CBD</th>
<th>Assessment criteria</th>
</tr>
</thead>
</table>
| Community participation, social inclusion, recreation and cultural activity | • Develop and enhance Greater Shepparton’s distinctive character, sense of place and cultural identity.  
• Provide community gathering spaces in new developments and redevelopments.  
• Create urban environments that are safe, functional and attractive.  
• Make Shepparton a great place to live, work, play and visit.  
• Provide places, spaces, events and programs that are accessible and encourage participation in physical activity.  
• Support low energy forms of transport such as walking and cycling.  
• Improve walkability.  
• Celebrate and offer opportunities for participation in cultural and recreational activity. | Compared against the regional Victorian average, Shepparton has higher proportions of residents who may be vulnerable or at risk of social isolation including:  
• A larger proportion of residents born overseas (19.2%) than the regional Victorian average (15.7%).  
• A high proportion of residents with low English proficiency than the regional average. In greater Shepparton, 2.9% of residents speak another language, and English not well or not at all. This is higher than the regional average of 0.8%.  
• A larger Aboriginal and Torres Strait Islander population (3.4%) compared to the regional Victorian average (1.5%).  
• A 2011 VicHealth survey found that Shepparton had a comparatively higher rating of community connectedness than the state average, but rated significantly lower in community acceptance of diverse cultures and participation in arts and cultural activities. | • Increase the number and range of places and activities for children, teenagers and senior citizens to engage in the community.  
• An identified need for a commercial art gallery space and affordable studio spaces for emerging artists.  
• Provide street art and landscaping to create an interesting cultural environment. | • Increase the number of events and activities in the CBD, particularly on weekends and evenings. | Are the proposed changes likely to:  
• Improve the quality and number of public spaces?  
• Promote community participation and cultural expression?  
• Be consistent with the community’s aspirations for the Shepparton CBD?  
• Enhance social equity? |
| Amenity and sense of place | • Develop and enhance Greater Shepparton’s distinctive character, sense of place and cultural identity.  
• Revitalise the CBD and improve the urban design and architectural standards of retail/commercial areas.  
• Make Shepparton a great place to live, work, play and visit. | | • Consider opportunities to market the CBD as ‘distinct’ and ‘local’ in contrast to the chain store offer of the Marketplace and other stand-alone shopping centres.  
• Increase the number of urban piazza spaces within the CBD.  
• Enhance the amenity of open spaces by increasing seating, shade and landscaping.  
• Address the lack of design quality in built form and the public realm.  
• Develop a definitive plan. | • Improve the amenity and physical appearance of the Shepparton Mall.  
• Make the CBD a more vibrant and interactive space that represents the heart of Shepparton.  
• Improve the appearance and cleanliness of the CBD. | Are the proposed changes likely to:  
• Improve the urban design and architectural standards of the public realm in the CBD?  
• Enhance the local character and cultural identity of the CBD?  
• Improve the cohesiveness and functionality of the CBD? |
<table>
<thead>
<tr>
<th>Theme</th>
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<th>Demographics</th>
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</thead>
</table>
| **Community services and facilities** | • Provide an equitable and efficient distribution of community facilities and services.  
• Optimise accessibility to services and facilities for people with a disability, the elderly, youth, and diverse ethnic/cultural groups.  
• Ensure that services reflect the needs and aspirations of the community.  
• Support a greater range of community services and facilities. | • Shepparton is the fifth largest city in Victoria. The city services a region of more than 150,000 people and is a major service centre for the Goulburn Valley and southern Riverina area of New South Wales.  
• Between 2006 and 2011, Shepparton became one of the fastest growing regions in Victoria with a growth rate of 5.9% over this period.  
• There is a higher proportion of couple families with children (29.7%) as well as a higher proportion of one-parent families (11.5%) in Shepparton compared to regional Victoria (26.9% and 10.5% respectively).  
• The City of Greater Shepparton scores significantly lower than the state SEIFA average.  
• A 2008 report by DTPLI (formally DPCD) found that Shepparton rated comparatively lower than the state average with regard to social support. | • Increase diversity of retail opportunities particularly in fresh food, specialty food and smaller convenience food outlets.  
• There is scope to extend business hours and to increase activity in the CBD after hours and on weekends.  
• The development of shops and services that cater for student needs would encourage more students to live in the CBD.  
• Increase the agglomeration and range of entertainment facilities.  
• Improve the safety and accessibility of public toilets. | • Address parking accessibility and affordability.  
• Provide a greater range of retail and entertainment options. | Are the proposed changes likely to:  
• Improve the capacity of community services and facilities?  
• Improve access to community services and facilities?  
• Respond to community need for services and facilities? |
| **Sustainable transport** | • Develop walking/cycling and public transport networks to support sustainable modes of transport.  
• Support the safe and efficient functioning of roads for all users.  
• Increase accessibility of public transport in Greater Shepparton.  
• Co-ordinate the development of all transport modes.  
• Provide user-friendly footpaths. | Some key demographic groups require access to public transport:  
• Shepparton has a relatively young population compared to regional Victoria with the 10 to 14 year cohort representing the largest age group (7.6%).  
• Shepparton has a high rate of residents working locally, with 81% of employed residents working within the municipality.  
• Shepparton has a slightly higher proportion of households with no cars (7.0%) when compared against the Victorian average (6.4%). | • Improve pedestrian access and linkages to principal open spaces including Victoria Park Lake, the Goulburn River environs, Queens Gardens and Monash Park.  
• Extend the operational hours and frequency of bus services.  
• Increase the capacity of the bus interchange along Maude Street so that it has sufficient capacity to cater for all bus routes across Shepparton.  
• Enhance cycling infrastructure and safety.  
• Replace the roundabout at the intersection of Maude Street and Vaughan Street with traffic signals to improve safety to pedestrians accessing the car parks and new bus interchange.  
• Improved connections to public transport services to encourage more students to live in the CBD. | • Improve public transport services including buses, trains and taxis.  
• Improve the cycling and pedestrian infrastructure within and surrounding the CBD. | Are the proposed changes likely to:  
• Enhance access to public transport?  
• Improve public transport facilities?  
• Make the roads safer and more efficient for all users? |
| **Community safety** | • Address community safety through planning and management of the urban environment.  
• Make Shepparton a safe place to live, learn, work | • While most Shepparton residents feel safe walking around their local areas during the day (97.4%), only 53.3% of residents | • Undertake measures to enhance perceived safety in the CBD at night.  
• Develop more housing in the CBD, particularly | • Improve real and perceived safety of the CBD. | Are the proposed changes likely to:  
• Enhance real and perceived community safety in public spaces? |
<table>
<thead>
<tr>
<th>Theme</th>
<th>Policy drivers</th>
<th>Demographics</th>
<th>Directions in the CBD</th>
<th>Community aspirations for the CBD</th>
<th>Assessment criteria</th>
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<tr>
<td></td>
<td>and play.</td>
<td>feel safe at night compared to the Victorian average of 70.3%.</td>
<td>higher density development. This would increase housing diversity, increase activity in the CBD, improve safety through passive surveillance and increase accessibility to shops, services and employment opportunities.</td>
<td>Create a safer environment for pedestrian and cyclists?</td>
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<tr>
<td></td>
<td>• Improve community safety through good neighbourhood design.</td>
<td>• Shepparton has a considerably higher rate of recorded crimes against the person with 1,569 crimes recorded per 100,000 population in 2012-13 compared to the Victorian State average of 1,026.7.</td>
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<td></td>
<td>• Advocate for an increased police presence in the CBD.</td>
<td>• Shepparton has a relatively young population compared to regional Victoria, with 10-14 years olds comprising the largest age cohort. As such, access to local educational opportunities is important.</td>
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<td></td>
<td></td>
<td>• Shepparton has a higher rate of residents with no qualifications (52.5%) compared which the Victorian average (48.4%).</td>
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<td></td>
<td></td>
<td>• A 2006 survey found that Shepparton had a comparatively lower rate of disengaged school leavers (55.4%) compared with the Victorian average (71.9%).</td>
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<td></td>
<td></td>
<td>• Greater Shepparton is an area of comparative socio-economic disadvantage.</td>
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<td></td>
<td>• Shepparton has a higher proportion of population residing in social housing (5.4%) compared to the Victorian average (4.0%).</td>
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<td>• Develop more housing in the CBD, particularly higher density development. This would increase housing diversity, increase activity in the CBD, improve safety through passive surveillance and increase accessibility to shops, services and employment opportunities.</td>
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<td>• Create more opportunities for people to live in the CBD.</td>
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<td></td>
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<td>• Encourage the development of student housing.</td>
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<tr>
<td>Educational opportunities</td>
<td>• Make education and learning a vital component of our community’s future.</td>
<td>• Shepparton has a relatively young population compared to regional Victoria, with 10-14 years olds comprising the largest age cohort. As such, access to local educational opportunities is important.</td>
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<tr>
<td></td>
<td>• Promote Shepparton as a ‘university city’.</td>
<td>• Shepparton has a higher rate of residents with no qualifications (52.5%) compared which the Victorian average (48.4%).</td>
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<td>• Develop more housing in the CBD, particularly higher density development. This would increase housing diversity, increase activity in the CBD, improve safety through passive surveillance and increase accessibility to shops, services and employment opportunities.</td>
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<td>• Encourage the development of student housing.</td>
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<tr>
<td>Housing</td>
<td>• Commit to growth within a consolidated and sustainable development framework.</td>
<td>• There is a higher proportion of couple families with child(ren) as well as a higher proportion of one-parent families in Shepparton compared to regional Victoria.</td>
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<td></td>
<td>• Encourage a variety of housing types to contribute to housing diversity and affordability.</td>
<td>• Greater Shepparton is an area of comparative socio-economic disadvantage.</td>
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<td>• Shepparton has a higher proportion of population residing in social housing (5.4%) compared to the Victorian average (4.0%).</td>
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<td>• Develop more housing in the CBD, particularly higher density development. This would increase housing diversity, increase activity in the CBD, improve safety through passive surveillance and increase accessibility to shops, services and employment opportunities.</td>
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<td>• Create more opportunities for people to live in the CBD.</td>
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<td>• Encourage the development of student housing.</td>
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</table>
## 4 Assessment framework

The following framework was established to assess community benefits based on the methodology outlined in section two of this report.

*Table 6: Community benefit assessment framework*

<table>
<thead>
<tr>
<th>Theme</th>
<th>Assessment criteria</th>
</tr>
</thead>
</table>
| **Community participation, social inclusion, recreation and cultural activity** | Are the proposed changes likely to improve the quality of public gathering spaces?  
 Are the proposed changes likely to promote community participation and cultural expression?  
 Are the proposed changes likely to enhance social equity?  
 Are the proposed changes consistent with community’s aspirations for the Shepparton CBD?  
 Are the proposed changes likely to improve opportunities to participate in cultural and recreational activities? |
| **Amenity and sense of place**                                        | Are the proposed changes likely to improve the urban design and architectural standards of the public realm?  
 Are the proposed changes likely to enhance the local character and cultural identity of the Shepparton CBD?  
 Are the proposed changes likely to improve the cohesiveness and functionality of the Shepparton CBD? |
| **Community services and facilities**                                | Are the proposed changes likely to improve the capacity of community services and facilities?  
 Are the proposed changes likely to improve accessibility to community services?  
 Are the proposed changes likely to improve the performance and efficiency of community services and facilities? |
<table>
<thead>
<tr>
<th>Theme</th>
<th>Assessment criteria</th>
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</thead>
</table>
| **Sustainable transport** | Are the proposed changes likely to enhance access to sustainable transport modes?  
Are the proposed changes likely to improve public transport provision?  
Are the proposed changes likely to provide safer and more efficient roads for all users? |
| **Community safety**    | Are the proposed changes likely to enhance real and perceived public safety?  
Are the proposed changes likely to provide a safer environment for pedestrians and cyclists? |
| **Educational opportunities** | Are the proposed changes likely to enhance Shepparton’s profile as a ‘university city’?  
Are the proposed changes likely to improve access to education opportunities and student services? |
| **Housing**             | Are the proposed changes likely to increase the availability, diversity or affordability of housing?                                               |

The assessment rates the proposed works in terms of the benefits they will deliver. The rating categories of high, medium and low have been applied, based on the extent to which the proposed changes respond to the criteria under each of the seven themes.
5 Assessment of community benefits

The following tables (Tables 5–9) assess the community benefits of the proposed changes in each precinct using the framework detailed in Table 1.

The community benefits have been principally assessed on a precinct basis. A supplementary assessment has been undertaken on a theme basis across all precincts.

Table 7: Precinct 1 - Streetscape works to Vaughan Street and Maude Street. Construction of a new bus interchange.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Comments</th>
<th>Rating</th>
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</table>
| Community participation, social inclusion, recreation and cultural activity | **Are the proposed changes likely to improve the quality of public gathering spaces?**
Yes: The Shepparton CBD Strategy highlights the issue of limited urban piazza spaces within the CBD. The proposed new public gathering space at the corner of Maude Street and Vaughan Streets will address this issue. The project enhances the central area’s role as a community hub rather than just being a commercial area. Improvements will facilitate increased community interaction and provide a pleasant environment for bus travellers. Public realm improvements and increased activity in central hubs increase the perception of safety.

**Are the proposed changes likely to promote community participation and cultural expression?**
Yes: See comment above.

**Are the proposed changes consistent with community’s aspirations for the Shepparton CBD?**
Yes: An emphasis on the need for improvements to the amenity and parking in the CBD are articulated in Greater Shepparton 2030, Greater Shepparton CBD Strategy, the Council Plan 2013–2023 and the Greater Shepparton CBD Strategy 2008.

**Are the proposed changes likely to promote social equity?**
Yes: The public area will provide cost free, safe, quality space for residents to rest, sit outdoors and gather.

Improving bus services and pedestrian connections to the train station enhances access to central community services, employment and activities for residents living outside the centre. |
| Amenity and sense of place                  | **Are the proposed changes likely to improve the urban design and architectural standards of the public realm?**
Yes: The proposed public realm improvements will increase the attractiveness and functionality across this precinct. There are a number of benchmarks against which the amenity in Shepparton’s CBD rates poorly, including, the Indicators of Community Strength (DPCD, 2008) and community consultation for the Council Plan.

**Are the proposed changes likely to enhance the local character and cultural identity of the Shepparton CBD?**
Yes: The proposed landscaping, street furniture and treatment of hard surfaces is consistent with the upgrades proposed in Maude Street and contribute to a consistent urban design ‘language’ throughout the CBD. This will provide an enhanced, more cohesive character and identity to the CBD.

**Are the proposed changes likely to improve the cohesiveness and functionality of the Shepparton CBD?**
Yes: Better connections between the railway station, the proposed bus interchange and the Maude Street Mall will be provided. This will | High |

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<thead>
<tr>
<th>Theme</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Community services and facilities</td>
<td>Are the proposed changes likely to improve the capacity of community services and facilities? Yes: There has been no place for mothers to go in the existing bus exchange facility. The provision of public toilets will address a need identified in the Shepparton CBD Strategy to improve access to public toilets. Are the proposed changes likely to improve accessibility to community services? Yes: The provision of a breast-feeding room and public toilets in the new bus interchange will improve access to facilities that previously do not exist or were difficult to access. Are the proposed changes likely to improve the performance and efficiency of community services and facilities? Somewhat: see comment above.</td>
<td>High</td>
</tr>
<tr>
<td>Sustainable transport</td>
<td>Are the proposed changes likely to enhance access to sustainable transport modes? Yes: Currently buses are the main source of public transport in Shepparton and around the region. The role of bus services will increase as the Shepparton CBD responds to growth. The current bus interchange along Maude Street does not have sufficient capacity to cater for all of the bus routes across Shepparton. The improved and centrally located bus-interchange will support access from residential areas and improve the connections between services. Are the proposed changes likely to improve public transport provision? Yes: The bus interchange will be pivotal to facilitating affordable modes of transport in Shepparton. This factor is of particular importance as data obtained from the Shepparton Transit (the public transport provider) indicates that in the month of February 2013, 1,625 adults, 16,061 pensioner and concessions and approximately 8,500 students patronised its services. Are the proposed changes likely to provide safer and more efficient roads for all users? Yes: An important benefit of the proposed location for the bus interchange, on either side of Maude Street between Vaughan Street and Ashenden Street, is the reinstatement of car parking spaces closer to the mall where the existing bus interchange is located.</td>
<td>High</td>
</tr>
<tr>
<td>Community safety</td>
<td>Are the proposed changes likely to enhance real and perceived public safety? Yes: An increase in pedestrian activity will contribute to passive surveillance and an improved perception of safety. As well as this, the bus interchange will have regard to the Safer Design Guidelines for Victoria and Crime Prevention through Environmental Design principles. Improved public realm treatments will improve the perception of safety and will seek to improve safety at night time when perception of safety is lowest. Are the proposed changes likely to provide a safer environment for pedestrians and cyclists? Yes: Access and safety will be improved through the provision of traffic lights at the intersection of Vaughan Street and Maude Street, as well as the widening of footpaths on either side of Maude Street. The revised parking layout, from angle to parallel car spaces, will reduce conflict between vehicle and cyclist movements.</td>
<td>High</td>
</tr>
<tr>
<td>Theme</td>
<td>Comments</td>
<td>Rating</td>
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<tr>
<td>--------------------------------------------</td>
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</tr>
</tbody>
</table>
| Educational opportunities                  | Are the proposed changes likely to enhance Shepparton’s profile as a ‘university city’?  
**Somewhat**: The improved provision of public transport will benefit students who rely on public transport to access tertiary education and support services in the CBD.  
**Are the proposed changes likely to improve access to education opportunities and student services?**  
**No**: The changes in this precinct do not directly impact access to educational opportunities and student services. | Medium  |
| Housing                                    | Are the proposed changes likely to increase the availability, diversity or affordability of housing?  
**No**: There are no significant benefits for housing from the proposed works in this precinct. | Low     |
| Cultural and recreational activity         | Are the proposed changes likely to improve opportunities to participate in cultural and recreational activities?  
**Somewhat**: There are currently limited piazza spaces within the CBD. The proposed new public gathering space at the corner of Maude Street and Vaughan Street will facilitate community outdoor activity. It will provide an attractive environment in which people may interact and create. | Medium  |
### Table 8: Precinct 2 - Maude Street Mall

<table>
<thead>
<tr>
<th>Theme</th>
<th>Comments</th>
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</table>
| **Community participation, social inclusion, recreation and cultural activity** | *Are the proposed changes likely to improve the quality of public gathering spaces?*  
Yes: The Shepparton CBD Strategy highlights the issue of limited urban piazza spaces within the CBD. The new and improved public gathering spaces in the Maude Street Mall will facilitate civic participation and interaction, as well as enhance the civic role of the central area.  
*Are the proposed changes likely to promote community participation and cultural expression?*  
Yes: See comment above.  
*Are the proposed changes consistent with community's aspirations for the Shepparton CBD?*  
Yes: The focus of improving the amenity and utilisation of the mall is consistent with the community’s vision for the CBD as articulated in consultation associated with the Greater Shepparton 2030 Strategy, Council Plan 2013-2023, the Greater Shepparton CBD Strategy 2008 and the CBD Summary prepared by the Shepparton Chamber of Commerce 2013.  
*Are the proposed changes likely to promote social equity?*  
Yes: The public area will provide cost free, safe, quality space for residents to rest, sit outdoors and gather. | High    |
| **Amenity and sense of place**                                        | *Are the proposed changes likely to improve the urban design and architectural standards of the public realm?*  
Yes: The bundling of improvements related to amenity, activation and parking will result in an improved sense of community pride and place in the Maude Street Mall.  
*Are the proposed changes likely to enhance the local character and cultural identity of the Shepparton CBD?*  
Yes: The Maude Street Mall at present lacks a strong and appealing character. Urban design and amenity improvements will ensure the character of the mall reflects Shepparton’s spirit and uniqueness.  
*Are the proposed changes likely to improve the cohesiveness and functionality of the Shepparton CBD?*  
Yes: Increased utilisation, activity and distinctive ‘gateway’ architecture will reinforce Shepparton’s civic heart and improve the cohesiveness of the CBD. | High    |
| **Community services and facilities**                                 | *Are the proposed changes likely to improve the capacity of community services and facilities?*  
Somewhat: Apart from the new playground there are no new community services and facilities proposed as part of the package of improvements to the Maude Street Mall.  
*Are the proposed changes likely to improve accessibility to community services?*  
Somewhat: Improved pedestrian access and increased parking will improve access to the mall.  
*Are the proposed changes likely to improve the performance and efficiency of community services and facilities?*  
Somewhat: The projected increases in utilisation of the mall along with improved parking and pedestrian access are likely to increase utilisation of existing facilities and services. | Medium  |
| **Sustainable Transport**                                             | *Are the proposed changes likely to enhance access to sustainable transport modes?*  
Yes: The enhanced pedestrian linkages to the Maude Street Mall will improve pedestrian connectivity with the surrounding area. The proposed activation improvements, including extended trading hours of businesses and restaurants, art work installations and the staging of events will create a more interesting, engaging and safe pedestrian environment.  
*Are the proposed changes likely to improve public transport provision?*  
Not applicable.  
*Are the proposed changes likely to provide safer and more efficient roads for all users?* | Medium  |
<table>
<thead>
<tr>
<th>Theme</th>
<th>Comments</th>
<th>Rating</th>
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<tbody>
<tr>
<td>Community safety</td>
<td><strong>Somewhat</strong>: The enhanced pedestrian linkages to the Maude Street Mall will improve pedestrian connectivity with the surrounding area. Changes to parking costs and restrictions will improve parking efficiency. <strong>Are the proposed changes likely to enhance real and perceived public safety?</strong> <strong>Somewhat</strong>: Across a number of measures the perceived and real safety in the Shepparton CBD is an issue. This issue will be partially addressed through enhancements to the overall amenity and cleanliness of the mall and its increased activation and usage increasing passive surveillance. <strong>Are the proposed changes likely to create a safer environment for pedestrians and cyclists?</strong> <strong>Somewhat</strong>: Improvements to walking surfaces and pedestrian routes will provide a safer pedestrian environment.</td>
<td>Medium</td>
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<tr>
<td>Educational opportunities</td>
<td><strong>Are the proposed changes likely to enhance Shepparton’s profile as a ‘university city’?</strong> <strong>Somewhat</strong>: The package of improvements to the Shepparton CBD will enhance to some degree the appeal and profile of Shepparton as a centre for tertiary education. <strong>Are the proposed changes likely to improve access to education opportunities and student services?</strong> Not applicable.</td>
<td>Medium</td>
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<tr>
<td>Housing</td>
<td><strong>Somewhat</strong>: A lack of housing options in the CBD, especially for students and low-income earners is identified as an issue in the Shepparton CBD Strategy. The encouragement of housing and other accommodation above offices and shops will increase the diversity of housing stock. Other benefits associated with shop-top housing include increased activity in the CBD, improved safety through passive surveillance and increased accessibility to shops, services and employment opportunities.</td>
<td>Medium</td>
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<tr>
<td>Cultural and recreational activity</td>
<td><strong>Are the proposed changes likely to improve opportunities to participate in cultural and recreational activities?</strong> <strong>Somewhat</strong>: The provision of staged events and activities in the mall will help to ensure that it offers a point of difference from shopping centres in Shepparton’s outer areas. It is noted in a report prepared by Spiire Consulting Group, that events have been critical to the enlivenment of Geelong’s CBD.1 The report suggests that parking and amenity improvements alone will not deliver the desired response on increased enlivenment, utilisation and engagement with the CBD and that cultural activities are an important component. The extended trading hours and diversity of businesses, including cafes and restaurants, will increase the range of recreational opportunities available in the CBD.</td>
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1 Spiire Consulting Group, 2013. Preliminary Opinion of Probable Cost for the Maude Street Mall. Font issue
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<tr>
<th>Theme</th>
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| Community participation, social inclusion, recreation and   | *Are the proposed changes likely to improve the quality of public gathering spaces?*
| cultural activity                                          | Somewhat: The meeting areas, public gathering spaces and facilities accommodated in the new court building will help to support the community through the judicial process. | Low    |
|                                                            | *Are the proposed changes likely to promote community participation and cultural expression?*
|                                                            | Somewhat: See comment above.                                                                                                                                                                             |        |
|                                                            | *Are the proposed changes consistent with community’s aspirations for the Shepparton CBD?*
|                                                            | Not applicable.                                                                                                                                                                                           |        |
| Amenity and sense of place                                 | *Are the proposed changes likely to improve the urban design and architectural standards of the public realm?*
|                                                            | Yes: The current court building does not represent its regional function. Improving the design standards of this building will help to improve public perception of the regional importance of this building and the broader precinct. | Medium |
|                                                            | *Are the proposed changes likely to enhance the local character and cultural identity of the Shepparton CBD?*
|                                                            | Somewhat: Improving the design standards of this building will help to improve public perception of the regional importance of this building and its integral function to the Shepparton community. |        |
|                                                            | *Are the proposed changes likely to improve the cohesiveness and functionality of the Shepparton CBD?*
|                                                            | Somewhat: The construction of the new Shepparton court and potential co-location of ancillary uses offers the opportunity to consolidate this precinct as a ‘legal precinct’. It will also contribute to the functioning and legibility of the CBD as a whole. |        |
| Community services and facilities                          | *Are the proposed changes likely to improve the capacity of community services and facilities?*
|                                                            | Yes: A number of design and capacity issues are associated with the existing Shepparton court building. The capacity of courts within the building is insufficient and discrete areas and interview rooms are not provided. In addition, legislation requires a physical separation between the Children’s Court and other court business which is not addressed in the current court building design. The improved design and capacity of a new court building will ensure it operates to its regional status. | High   |
|                                                            | *Are the proposed changes likely to improve accessibility to community services?*
|                                                            | Yes: See comment above.                                                                                                                                                                                 |        |
|                                                            | *Are the proposed changes likely to improve the performance and efficiency of community services and facilities?*
|                                                            | Yes: The enhanced capacity of the new court building and its adherence to the legal design requirements will ensure its performance and efficiency is improved.                                               |        |
| Sustainable Transport                                      | *Are the proposed changes likely to enhance access to sustainable transport modes?*
|                                                            | No: There are no significant benefits for sustainable transport from the proposed works in this precinct.                                                                                                  | Low    |
|                                                            | *Are the proposed changes likely to improve public transport provision?*
|                                                            | No: There are no significant benefits for sustainable transport from the proposed works in this precinct.                                                                                                  |        |
|                                                            | *Are the proposed changes likely to provide safer and more efficient roads for all users?*
<p>|                                                            | No: There are no significant benefits for sustainable transport from the proposed works in this precinct.                                                                                                  |        |</p>
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| Community safety            | Are the proposed changes likely to enhance real and perceived public safety?  
Yes: The poor functioning and amenity of the current court building creates a range of safety issues. Specifically, these issues relate to poor privacy, accessibility, overcrowding and the inability to separate offenders, jury panel and other parties. The improved design of the court, with discrete meeting areas, meeting rooms and a physical separation with the Children’s Courts, will address amenity issues and reduce opportunities for conflict between parties in and around the court.  
Are the proposed changes likely to create a safer environment for pedestrians and cyclists?  
Somewhat: As the problem of overcrowding within the court buildings will be largely addressed there will be less spill-over onto the street as an effect, creating a safer environment for pedestrians. | High   |
| Educational opportunities   | Are the proposed changes likely to enhance Shepparton’s profile as a ‘university city’?  
No: There are no significant benefits for education from the proposed works in this precinct.  
Are the proposed changes likely to improve access to education opportunities and student services?  
No: There are no significant benefits for education from the proposed works in this precinct. | Low    |
| Housing                     | Are the proposed changes likely to increase the availability, diversity or affordability of housing?  
No: There are no significant benefits for housing from the proposed works in this precinct. | Low    |
| Cultural and recreational activity | Are the proposed changes likely to improve opportunities to participate in cultural and recreational activities?  
No: There are no significant benefits for cultural and recreational activities from the proposed works in this precinct. | Low    |
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<th>Theme</th>
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</table>
| Community participation and engagement    | **Are the proposed changes likely to improve the quality of public gathering spaces?**  
Not applicable.  
**Are the proposed changes likely to promote community participation and cultural expression?**  
Not applicable.  
**Are the proposed changes consistent with community’s aspirations for the Shepparton CBD?**  
*Yes:* The proposed improvements are consistent with the community’s vision for the CBD. The need to improve public transport was articulated in Greater Shepparton 2030 and the Greater Shepparton CBD Strategy 2008.                                                                                                          | Medium |
| Amenity and sense of place                | **Are the proposed changes likely to improve the urban design and architectural standards of the public realm?**  
*Yes:* The proposed landscaping, street furniture and treatment of hard surfaces proposed in Vaughan Street will contribute to a consistent urban design ‘language’ throughout the CBD. This will provide an enhanced, more cohesive character and identity in the CBD.  
**Are the proposed changes likely to enhance the local character and cultural identity of the Shepparton CBD?**  
*Yes:* The railway station serves an important function in Shepparton and is widely used by many residents in the region. Improving the design, cleanliness and functionality of a space so frequently used will improve public perceptions of Shepparton’s importance as a regional centre.  
**Are the proposed changes likely to improve the cohesiveness and functionality of the Shepparton CBD?**  
*Yes:* Better connections between the railway station, the proposed bus interchange and the Maude Street mall will be provided. This will enhance the cohesiveness of the CBD through improved integration between public transport and land-uses. The development of VicTrack owned land fronting Hoskin Street with a mix of uses, including commercial and residential will also vastly improve the amenity of this site. | High   |
| Community services and facilities         | **Are the proposed changes likely to improve the capacity of community services and facilities?**  
*Somewhat:* The improved pedestrian access between the railway station and the CBD may facilitate an increase in train patronage which may, in turn, result in an increase in the frequency of train services. At present there are only three train services between Shepparton and Melbourne per day on weekdays and two services per day on weekends. The limited provision of services contributes to a low train patronage.  
**Are the proposed changes likely to improve accessibility to community services?**  
*Somewhat:* See comment above.  
**Are the proposed changes likely to improve the performance and efficiency of community services and facilities?**  
*Somewhat:* See comment above.                                                                 | Medium |
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<th>Theme</th>
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</table>
| **Sustainable Transport**   | **Are the proposed changes likely to enhance access to sustainable transport modes?**  
Yes: Weekday patronage at Shepparton station has more than doubled over the last five years, indicating that there is demand for passenger rail access to Melbourne and other parts of Regional Victoria. The increased pedestrian access between the railway station and the CBD may increase train patronage, which may facilitate an increase in the frequency of train services.  
**Are the proposed changes likely to improve public transport provision?**  
Yes: Increased train services are likely to support affordable travel for low-income earners.  
**Are the proposed changes likely to provide safer and more efficient roads for all users?**  
Somewhat: The proposed improvements will create a safer environment for pedestrians and cyclists. Pedestrian access and safety will be increased through the provision of a new pedestrian bridge. The landscaping work and revised road conditions on Vaughan Street will reduce conflict between vehicle and cyclist movements. | High   |
| **Community safety**        | **Are the proposed changes likely to enhance real and perceived public safety?**  
Yes: An increase in pedestrian activity in and around the railway station will contribute to passive surveillance and an improved perception of safety in this precinct.  
**Are the proposed changes likely to create a safer environment for pedestrians and cyclists?**  
Yes: The proposed improvements will create a safer environment for pedestrians and cyclists. Pedestrian access and safety will be increased through the provision of a new pedestrian bridge. The landscaping work and revised road conditions on Vaughan Street will reduce conflict between vehicle and cyclist movements. | High   |
| **Educational opportunities** | **Are the proposed changes likely to enhance Shepparton’s profile as a ‘university city’?**  
Yes: The proposed works and the potential increase in train services will support students travelling to Shepparton for education and training purposes. They will also enhance the appeal and profile of Shepparton as a centre for tertiary education.  
**Are the proposed changes likely to improve access to education opportunities and student services?**  
Somewhat: See comment above. | Medium |
| **Housing**                 | **Are the proposed changes likely to increase the availability, diversity or affordability of housing?**  
No: There is, however, an opportunity to develop student or affordable housing in this precinct. | Medium |
| **Cultural and recreational activity** | **Are the proposed changes likely to improve opportunities to participate in cultural and recreational activities?**  
Somewhat: The proposed pedestrian bridge and improvement to Vaughan Street will encourage walkability and pedestrian access between the train station, Maude Street mall and bus interchange. | Medium |

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2 V/line annual report 2011/12
7 Conclusion

The public realm and civic building improvements proposed as part of the SRP will deliver broad ranging benefits to the community. The improvements are likely to have flow-on impacts and initiate further positive change across the Shepparton CBD.

Across the four precincts investigated, distinct and varied community benefits will be realised. Overall, the greatest community benefits relate to improved amenity and sense of place. These benefits will be delivered largely through the enhancement of the public realm. Significant community benefit is also likely for community safety, largely through the safer design and increased utilisation of public spaces. Improved access to public transport and its integration with surrounding land-uses will deliver strong benefits in increased patronage and capacity of sustainable transport.

The nature and impact of these benefits under each of the seven themes is summarised below. Overall the greatest likely community benefits relate to improved amenity and sense of place. This is followed by community safety and sustainable transport.

*Figure 10: Community participation, social inclusion, recreation and cultural identity*

- The provision of new and improved public gathering spaces in addition to general public realm improvements will facilitate community interaction and engagement.
- The focus on improving the amenity and utilisation of the Maude Street Mall is consistent with the community’s vision for the CBD.
- The improvements will enhance the role of the central area as a community hub rather than primarily a commercial centre.
The proposed public realm improvements will enhance the attractiveness, safety and functionality of the CBD.

A consistent urban design ‘language’ throughout the CBD. This will provide an enhanced, more cohesive identity to the CBD and reinforce it as the city’s civic heart.

The provision of a new Shepparton court building will support the community through the judicial process. The regional importance of this facility will be reinforced.

The provision of a breast-feeding room and public toilets as part of the new bus interchange will address an identified need for such facilities.
The new bus interchange will increase the capacity of this facility, improve connections between services and support a greater service area.

Improved public transport services also enhance access to centrally located community spaces and provide opportunities for social interaction.

The pedestrian environment will be enhanced through amenity improvements, and better pedestrian connections to the Maude Street Mall, bus interchange and train station.

An increase in pedestrian activity throughout the CBD will contribute to passive surveillance and an improved perception of safety.

Pedestrian safety will be improved through the widening of footpaths and improved road crossing points.

Conflict between cyclist and vehicle movements will be reduced through a revised car parking layout.

Improved public realm design and increased activity will enhance the perception of safety in the central area.
Figure 15: Educational opportunities

- Improvements to the provision of public transport and the Maude Street Mall will enhance the profile of Shepparton as centre for tertiary education.

Figure 16: Housing

- The provision of shop-top housing, and other forms of accommodation will increase the diversity of housing stock in the CBD.
Appendix 1: Greater Shepparton City Council’s strategic objectives and priorities

<table>
<thead>
<tr>
<th>Policy statement</th>
<th>Referenced policy document</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community participation and engagement</strong></td>
<td>• Greater Shepparton 2030 Strategy</td>
</tr>
<tr>
<td>• Provide accessible, safe and appealing public gathering spaces.</td>
<td>• Public Health Plan 2009-2013</td>
</tr>
<tr>
<td>• Consult with the community on issues that affect their community.</td>
<td>• Greater Shepparton CBD Strategy 2008</td>
</tr>
<tr>
<td>• Develop an integrated planning process for Greater Shepparton City Council.</td>
<td>• Community Development Framework 2010</td>
</tr>
<tr>
<td>• Engage with the community to foster community pride.</td>
<td></td>
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<tr>
<td>• Enhance community connectedness.</td>
<td></td>
</tr>
<tr>
<td><strong>Amenity and sense of place</strong></td>
<td>• Greater Shepparton 2030 Strategy</td>
</tr>
<tr>
<td>• Develop and enhance Greater Shepparton’s distinctive character, sense of place and cultural identity.</td>
<td>• Municipal Strategic Statement</td>
</tr>
<tr>
<td>• Provide community gathering spaces into new developments and redevelopments.</td>
<td>• Public Health Plan 2009-2013</td>
</tr>
<tr>
<td>• Revitalise the CBD of Shepparton and improve the urban design and architectural standards of retail/commercial areas.</td>
<td>• Greater Shepparton CBD Strategy 2008</td>
</tr>
<tr>
<td>• Create urban environments that are safe, functional and attractive.</td>
<td>• Community Development Framework 2010</td>
</tr>
<tr>
<td>• Make Shepparton a great place to live, work, play and visit.</td>
<td></td>
</tr>
</tbody>
</table>
### Policy statement

#### Community services and facilities
- Provide an equitable and efficient distribution of community facilities and services.
- Optimise accessibility to services and facilities for people with a disability, the elderly, youth, and diverse ethnic/cultural groups.
- Ensure that services reflect the needs and aspirations of the community.
- Support a greater range of community services and facilities.

#### Sustainable transport
- Provide convenient access to a range of activity centres and employment opportunities.
- Develop walking/cycle and public transport networks to support sustainable modes of transport.
- Support the safe and efficient functioning of roads for all users.
- Increase accessibility of public transport in Greater Shepparton.
- Support an integrated land-use and transport system.
- Co-ordinate the development of all transport modes to provide a comprehensive transport system that meets the current and future community’s needs.
- Provide user-friendly footpaths for the benefit of all.

### Referenced policy document
- Greater Shepparton 2030 Strategy
- Council Plan 2013-2023
- Municipal Strategic Statement
- Greater Shepparton CBD Strategy 2008
- Community Development Framework 2010
- Public Health Plan 2009-2013
- Greater Shepparton CBD Strategy 2008
### Policy statement

#### Community safety

- Address community safety through planning and management of the urban environment.
- Make Shepparton a safe place to live, learn, work and play.
- Improve community safety through good neighbourhood design.
- Advocate for an increased police presence in the CBD.

**Referenced policy document**

- *Greater Shepparton 2030 Strategy*
- *Council Plan 2013-2023*
- *Municipal Strategic Statement*
- *Public Health Plan 2009-2013*
- *Greater Shepparton CBD Strategy 2008*
- *Community Development Framework 2010*

#### Education opportunities

- Make education and learning a vital component of our community’s future.

**Referenced policy document**

- *Council Plan 2013-2023*
- *Greater Shepparton CBD Strategy 2008*

#### Housing

- Commit to growth within a consolidated and sustainable development framework.
- Encourage a variety of housing types, to contribute to housing diversity and affordability.

**Referenced policy document**

- *Greater Shepparton 2030 Strategy*
- *Council Plan 2013-2023*
- *Municipal Strategic Statement*
<table>
<thead>
<tr>
<th>Policy statement</th>
<th>Referenced policy document</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cultural and recreational activity</strong></td>
<td>• Municipal Strategic Statement</td>
</tr>
<tr>
<td>• Improve walkability.</td>
<td>• Public Health Plan 2009-2013</td>
</tr>
<tr>
<td>• Provide places, spaces, events and programs that</td>
<td>• Greater Shepparton CBD Strategy 2008</td>
</tr>
<tr>
<td>are accessible and encourage participation in</td>
<td>• Community Development Framework 2010</td>
</tr>
<tr>
<td>physical activity.</td>
<td></td>
</tr>
<tr>
<td>• Support low energy forms of transport such as</td>
<td></td>
</tr>
<tr>
<td>walking and cycling.</td>
<td></td>
</tr>
<tr>
<td>• Celebrate and offer opportunities to participate</td>
<td></td>
</tr>
<tr>
<td>in cultural and recreational activity.</td>
<td></td>
</tr>
</tbody>
</table>
Appendix 2: Demographic profile

This appendix provides a summary of the key population characteristics of the City of Greater Shepparton as the principal catchment area of the Shepparton CBD. The information has been drawn from the 2011 Australian Bureau of Statistics (ABS), council’s population forecasts and the Regional Cities Economic Profile of Shepparton which was prepared by Regional Development Victoria (March, 2013).

Population size and growth

- The City of Greater Shepparton had a total population of 60,442 in 2011, living in 25,282 dwellings, with an average household size of 2.54.
- Greater Shepparton’s population increased by 3,354 people (5.9 per cent) between 2006 and 2011. This population growth resulted in Greater Shepparton becoming one of the fastest growing regions in Victoria.
- Shepparton is the fifth largest city in Victoria (population of 63,335 in 2011).
- Shepparton services a region of more than 150,000 people and is a major service centre for the Goulburn Valley and southern Riverina area of New South Wales. Three-quarters of the municipality’s population live in Shepparton and Mooroopna.

Population projections

- Greater Shepparton is forecast to grow by 16,549 people to a total population of 63,531 between 2013 and 2031. The average annual percentage population change will be 1.29 per cent per annum.

Age

- The median age of Greater Shepparton residents in 2011 was 38 years, younger than the regional Victorian median of 41 years.
- The 10 to 14 year old cohort represents the highest proportion of residents by five year age groups (7.6%). Shepparton also has a higher proportion of primary school aged children compared to the regional Victorian average.
- Parents and home builders represent the largest service age groups which reflects the high proportion of family households with children.
- Shepparton has a lower proportion of older workers and retirees than the regional Victorian average, however, the proportion of residents in these life stages has increased between 2006 and 2011.
Household type

- Analysis of the household and family types in Greater Shepparton in 2011 compared to Regional Victoria shows that there was a higher proportion of couple families with child(ren) as well as a higher proportion of one-parent families. Overall, 30 per cent of families were couple families with child(ren) and 12 per cent were one-parent families. This is compared with 27 per cent and 11 per cent respectively for Regional Victoria.
Ethnicity and diversity

- Shepparton has a larger proportion of people born overseas (19.2 per cent) who speak a language other than English at home (12.5 per cent) in Greater Shepparton compared to Regional Victoria (15.7 per cent, and 5.3 per cent respectively).
- Of the 13 per cent of the population born overseas, 27 per cent arrived in Australia within the last five years. The largest changes in country of birth from 2006 to 2011 were India (+581), Afghanistan (+436) and Sudan (+140).
- The 2007 Community Indicators Victoria study asked respondents whether they agree that "it is a good thing for a society to be made up of people from different cultures". The survey found that Shepparton residents were had lower acceptance of cultural diversity (79.4 per cent) than the state average (89.4 per cent).

Languages spoken

- The number of people who spoke a language other than English at home increased by 1,910 (34 per cent between) 2006 and 2001. The number of people who spoke English only increased by 1,020 (2 per cent).
- Shepparton has a higher rate of residents with low English proficiency. In Shepparton, 2.9 per cent of residents speak another language, and English not well or not at all, compared to the regional Victorian average of 0.8 per cent.

Income and employment

- Median Equivalised Gross Weekly Household Income for Greater Shepparton was $634, compared to the Victorian State average of $749. Equivalising income adjusts the total income of the household according to the number of persons and household type.
- In 2011, 94.5 per cent of the population of Shepparton were employed. This is on par with the regional Victorian population (94.8 per cent).
- Shepparton had a labour force participation rate of 59.4 per cent, slightly higher than the regional Victorian average of 58.2 per cent.
- The most common industries of employment for Shepparton residents are health care and social assistance (14.2 per cent), retail trade (12.7 per cent), and manufacturing (12.4 per cent). This is consistent with regional Victoria.
- Shepparton has a high proportion of residents in the lowest income quartile (30.5 per cent). This figure increased significantly (from 28.7 per cent) in the years between 2006 and 2011. However, the proportion of households in the lowest income quartile in Shepparton is slightly below the Victorian average (31 per cent). This is illustrated in Figure 19.
Housing affordability has been assessed by investigation of the proportion of households spending 30 per cent or more of their gross household income on rent or mortgage payments. This accounted for 19.1 per cent of Shepparton households, compared to the state average of 20.4 per cent.

Figure 19: Shepparton household income quartiles 2006-2011

As illustrated in the proportion of low income households (those earning less than $600 per week) is highest in central areas and the west of the municipality.
Disadvantage

- The City of Greater Shepparton scores 951.9 on the SEIFA index of disadvantage. This is significantly lower than the state average and indicates a higher degree of relative social economic disadvantage in Shepparton. As illustrated in Figure 21, areas of highest disadvantage are concentrated in the central areas and residential areas to the west and south of the municipality.

- In Greater Shepparton, 72.1 percent of persons lived in households that had an Internet connection compared to the Victorian State average of 79.6 per cent.
Education

- Shepparton has a lower proportion of people holding formal qualifications (bachelor or higher degree, advanced diploma or diploma, or vocational qualifications) and a higher proportion of people with no formal qualifications in Greater Shepparton as compared to Regional Victoria.

- Overall, 35 per cent of the population aged 15 and over held educational qualifications, and 53 per cent had no qualifications, compared with 41 per cent and 48 per cent respectively for Regional Victoria.

- A 2006 study undertaken by the Australian Bureau of Statistics found that Shepparton has a comparatively low rate of disengaged school leavers (55.4 per cent) compared against the regional Victorian average. School leavers are considered to be aged 15-19 years and not attending school. Fully engaged school leavers are defined as those who are involved in work and/or non-school study (including university, TAFE and vocational training) on a full-time basis; disengaged school leavers are defined as those who are not involved in any work or study activities at all; and the remaining school leavers are defined as partly engaged. The percentage of fully engaged and disengaged school leavers are presented...
below. However, the proportion of fully engaged school leavers in Shepparton (55.5 per cent) was also below the regional average (72.0 per cent).

**Housing**

- Residential density in Greater Shepparton is concentrated in and around the central township and Tatura as illustrated in Figure 22.

*Figure 22: Distribution of residential density in Shepparton 2011*

- Shepparton has a higher proportion of households with a mortgage (33 per cent) and renting (28 per cent) compared to Regional Victoria (32 per cent and 24 per cent, respectively).
- Shepparton has a higher proportion of residents living in social housing (5.4 per cent) than the regional Victorian average (4.0 percent).

**Transport and access**

- Most residents of Shepparton also work in the area (81 per cent). Greater Shepparton is the most self-contained municipality in Victoria with only 2.4% of its residents commuting over two hours to work.
Shepparton has a slightly higher proportion of households with no car (7.0 per cent) compared to regional Victoria (6.4 per cent).

Most workers in Shepparton travel to work by car as either a passenger or driver (76 per cent), higher than the regional Victorian average (70.2 per cent) illustrating a high degree of car reliance. Public transport (bus and train) comprised 0.7 per cent of journeys to work in Shepparton compared with 1.7 per cent across regional Victoria.

A 2011 VicHealth Indicators Survey asked respondents if their day-to-day travel had been limited or restricted in the previous 12 months. Greater Shepparton has a slightly high incidence of transport limitation (21.5 per cent) than the state average (23.7 per cent).

Indigenous profile

The Aboriginal and Torres Strait Islander population in Greater Shepparton in 2011 was 2,090, living in 882 dwellings. This compares to a total population of 1,819 in Victoria ATSI.

Shepparton rates poorly on a significant number of health and wellbeing indicators. The 2012 Health Status Report for Greater Shepparton reports that:

- The percentage of Aboriginal population is the second highest in Victoria.
- Year nine educational attainment is below average and a below average percentage of the population has completed year 12 or has a higher education degree.
- Rates of crime are above average and the percentage of people who feel safe on the street after dark is one of the lowest in the state.
- The unemployment rate is high, as is the percentage of low-income families. The concentration of social housing is above average.
- On a number of health indicators Shepparton rates poorly including the percentage of current smokers, the rate of low birth weight babies and the percentage of persons experiencing psychological stress.
- Rates of emergency department representations are higher than average, with primary care type presentations twice the Victorian average. Rates of both mental health clients and drug and alcohol clients are above average.

Community strength and wellbeing

The Indicators of Community Strength measure Victorian’s perception of their local area amenity, ability to get help when needed, participation and select social attitudes. The indicators are based on 2008 local government area data.
Key indicators for Shepparton have been presented in an economic profile of Shepparton, prepared by Regional Development Victoria:

- ...it is perceived as an active community with opportunities for community participation. However, it scores lower than the Victorian and regional cities averages on indicators associated with local amenity, facilities and safety. In 2010/11 the city had higher rates of recorded crime against both persons and property compared to both Victorian and regional cities rates.

- Shepparton’s community strength is reflected in its higher than state rates of volunteering, attendance at local events, participation in organised sport and membership of locally active groups. However, the area has lower levels of arts and culture participation, and residents rate their health and feelings of being valued below the state and regional cities averages.³

In 2007 the McCaughey Centre at the University of Melbourne developed a select number of community wellbeing indicators from its Community Indicators Survey. Some key indicators for Shepparton are:

- The percentage of Shepparton residents who rate their health as excellent or good (51.6 per cent) is lower than for the rest of Victoria (54.3 per cent), but their subjective wellbeing and satisfaction with life rates slightly higher (78.3 per cent) than the state average (77.5 per cent).

- Shepparton residents are more likely to feel part of their community (75.4 per cent) than other Victorians (72.3 per cent).

- Shepparton residents feel safe walking alone in their local area during the day (97.4 per cent), but feel far less safe compared to the rest of Victoria when walking alone at night (53.5 per cent).

- Greater Shepparton has a higher than average crime rate. Crime statistics produced by Victoria Police found that Greater Shepparton recorded 1,569.3 recorded crimes against the person per 100,000 in 2012-13 compared to the Victorian State average of 1,026.7. Greater Shepparton recoded 5,089.9 recorded crimes against property compared to the Victorian State average of 4,640.7 over the same period.

- Shepparton residents are less engaged in arts and cultural activities (55.0 per cent) than the rest of Victoria (63.6 per cent), but have a higher rate of citizen participation in general (54.9 percent, compared to the state average of 50.5 per cent).

Appendix 3: Key issues in the Shepparton CBD

The overarching issue associated with the CBD is the lack of utilisation. Key issues contributing its poor utilisation are identified in the Shepparton CBD strategy, below.

### Retail

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail competition from other centres, especially the Shepparton Marketplace which located two kilometres to the east.</td>
<td>Consider opportunities to market the CBD as ‘distinct’ and ‘local’ in contrast to the chain store offer of the Marketplace and other standalone shopping centres.</td>
</tr>
<tr>
<td>A lack of retail diversity and retail activity that reinforces Shepparton’s ‘food bowl’ image.</td>
<td>Increase diversity of retail opportunities particularly in fresh food, specialty food and smaller convenience food outlets.</td>
</tr>
<tr>
<td>Restricted retail hours in comparison to other centres.</td>
<td>There is scope to extend business hours and to increase activity in the CBD after hours and on weekends.</td>
</tr>
</tbody>
</table>

### Development potential

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under-capitalised office and commercial development.</td>
<td>Develop more commercial and office uses in the CBD to facilitate employment opportunities.</td>
</tr>
<tr>
<td>Under-capitalised residential opportunities, especially higher-density development.</td>
<td>Develop more housing in the CBD, particularly higher density development. This would increase housing diversity, increase activity in the CBD, improve safety through passive surveillance and increase accessibility to shops, services and employment opportunities.</td>
</tr>
<tr>
<td>Limited provision of quality visitor accommodation and backpacker accommodation.</td>
<td>Provide more visitor accommodation to support tourism and economic development.</td>
</tr>
</tbody>
</table>
## Transport and access

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conditions for pedestrians in the CBD require improvements.</td>
<td>Improve pedestrian access and linkages to principal open spaces including Victoria Park Lake, the Goulburn River environs, Queens Gardens and Monash Park.</td>
</tr>
<tr>
<td>Poor pedestrian access to the railway station from the CBD.</td>
<td>Improve access to parking.</td>
</tr>
<tr>
<td>There is a public perception that car-parking is difficult to find.</td>
<td>Poor provision of public transport between Shepparton and Melbourne. Construct new bus interchange in Maude Street between Ashenden Street and Vaughan Street.</td>
</tr>
<tr>
<td>It visually dominates the streetscapes. It is poorly designed, located and difficult to access.</td>
<td>Replace the roundabout at the intersection of Maude Street and Vaughan Street with traffic signals to improve safety to pedestrians accessing the car parks and new bus interchange.</td>
</tr>
<tr>
<td>Poor provision of public transport between Shepparton and Melbourne. Bus services need to extend their operational hours and frequency of service. The current bus interchange along Maude Street does not have sufficient capacity to cater for all the bus routes across Shepparton.</td>
<td></td>
</tr>
<tr>
<td>Traffic congestion and the associated amenity impacts. Shepparton offers good natural conditions for cycling, however, cycling infrastructure and safety require improvements.</td>
<td></td>
</tr>
</tbody>
</table>

## Student living

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited support to facilitate student living in the CBD.</td>
<td>The development of student housing, improved connections to public transport services and the provision of shops and services that cater for student needs, particularly in and around Shepparton Tertiary Education Precinct (STEP) would encourage more students to live in the CBD.</td>
</tr>
</tbody>
</table>
Leisure and recreation

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited opportunities to participate in art and culture.</td>
<td>There is a need for a commercial art gallery space and affordable studio spaces for emerging artists. Provision of street art and landscaping to create an interesting cultural environment.</td>
</tr>
<tr>
<td>Limited places and activities for children, teenagers and senior citizens.</td>
<td>Increase the number and range of places and activities for children, teenagers and senior citizens to engage with.</td>
</tr>
<tr>
<td>There is a need to consolidate the CBD, which is the city’s main entertainment focus. An agglomeration, or range of choice in entertainment facilities should be available.</td>
<td>Increase the agglomeration and range of entertainment facilities.</td>
</tr>
<tr>
<td>There are a limited number of urban piazza spaces within the CBD. There is poor amenity in some open spaces, including limited seating, shade and landscaping.</td>
<td>Improve the public realm and increase the amount of public open space.</td>
</tr>
</tbody>
</table>

Built form

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The remaining built heritage requires protection.</td>
<td>Increase protection of built heritage.</td>
</tr>
<tr>
<td>Lack of design quality in built form and the public realm. There is an absence of a definitive architectural character in the CBD.</td>
<td>Improve the architectural quality and character of the CBD.</td>
</tr>
<tr>
<td>The sustainability performance of buildings needs to be improved and promoted.</td>
<td></td>
</tr>
</tbody>
</table>

Safety

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>People feel unsafe at night in the CBD.</td>
<td></td>
</tr>
</tbody>
</table>
Public toilets

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unsafe and inaccessible public toilets.</td>
<td></td>
</tr>
</tbody>
</table>

Public toilets

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased demand for planning services from Council and service</td>
<td>The need to improve coordination and planning between Council and servicing</td>
</tr>
<tr>
<td>authorities due to increased development.</td>
<td>authorities is required to ensure essential services can cope with the</td>
</tr>
<tr>
<td></td>
<td>increased demand from CBD development.</td>
</tr>
</tbody>
</table>
Appendix 4: Community issues, values and aspirations

**Greater Shepparton 2030 Strategy**

Key community issues, values and aspirations relating to the CBD include:

- Need to improve the physical appearance of the Shepparton Mall.
- Need to address the issue of empty shops, litter and the dated appearance of the Shepparton CBD.
- Improve the community’s perception of safety in the CBD through improving lighting, CCTV and increasing utilisation to provide greater passive surveillance.
- Improve parking facilities in the CBD.
- Improve public transport options centred in the CBD, including bus and train services to Melbourne city and other centres.
- Increase amenities and employment opportunities particularly for youth.
- Improve the cycling and pedestrian infrastructure within and surrounding the CBD.
- Provide a greater variety of retail shopping options in the CBD.

**Greater Shepparton Council Plan 2013–2023**

Key community issues, values and aspirations relating to the CBD include:

- Create more job opportunities in the CBD through increased shopping opportunities in the town centre.
- Provide more attractions in the town centre to keep young people engaged in the community and interested.
- Making the CBD a more vibrant and interactive space is important in reflecting Shepparton’s place as a regional centre.
- Increase the amount of events and activities in the CBD particularly on weekends and evenings.
- Create more open space child friendly play-spaces in the CBD.
- Increase accommodation opportunities and restaurants in the CBD.
- Increase the number of smaller boutique shopping opportunities in the CBD.
- Create a more attractive CBD through updating shop fronts and the Maude Street mall area in particular.
- Filling the empty shops in the CBD would help to increase the vibrancy of the area.
- Improving the parking in the CBD would increase economic activity and the vibrancy of the area.
- The Maude Street mall area would work well as the centrepiece of the CBD.
- Increasing CCTV in the CBD and other safety measures is important.
- Increase the provision of infrastructure and amenities aimed at engaging youth and children.
- Provide a recurring farmers market event in the mall. This would provide space for community interaction, acknowledge Council’s sustainability goals, and reflect Greater Shepparton’s rural lifestyle.
- More established trees in the CBD would help to provide a more attractive interface.
- Improving the roads and pavements in the CBD would help to provide a more attractive environment and assist with accessibility for disabled and elderly residents.
- Improve the lighting in the CBD.
- Revitalise the Kmart and Coles building and the surrounding area.
- Prioritise more frequent street cleaning and rubbish collection.
- Provide public gardens in the CBD.
- Improved public toilets in the CBD.

**Greater Shepparton CBD Strategy 2008**

Key community issues, values and aspirations include:

- Create a sense of place through innovative architecture and urban design in the CBD.
- Integrate the rich Indigenous and multicultural history of Shepparton into the shaping of its future.
- Improve the vibrancy of the CBD by supporting a range of uses and activities during the day and at night-time for all users.
- Support the provision of post-secondary and tertiary education by maximising Shepparton’s attractiveness to students as a study destination and as a possible place to live.
- Prioritise community safety.
- Improve the appearance and safety of open spaces in the CBD, particularly the Maude Street Mall.
- Strengthen connections with the Goulburn River and its environs through improved access, visual cues and orientation of development.
- Create more opportunities for people to live in the CBD in locations of high amenity.
• Support CBD activities through improved traffic management and car parking options.
• Improve public transport services including buses, trains and taxis.
• Expand the pedestrian and bicycle networks in the CBD.
• Support the overarching principle to create a sustainable place.

Shepparton Chamber of Commerce CBD Strategic Plan 2015

Four strategic themes: revitalise, invite, unify and innovate were found to be important to the continued development of Shepparton. These were established by the Shepparton Chamber of Commerce through consultation with its members, traders and shoppers on the areas specific issues, values and aspirations for the future.

Revitalise:
• Strong support for urgent change to the Maude St Mall area.
• Support for increased parking options and the reopening of slow moving traffic through the Maude Street Mall.
• Active management of events and entertainment in the CBD required.
• Strong support for the development of a CCTV network in the CBD.

Invite:
• Strong opposition to paid parking for shoppers in the CBD from shoppers and traders. However, restrictions to parking times should be implemented.

Unify:
• Support for extending trading hours and implementing uniform trading hours.
• Promoting the CBD as the open activity centre that will underpin the areas continued growth.
• Improve the appearance and cleanliness of the CBD.
• Inadequate provision of bus stops throughout the CBD.

Innovate:
• Increase shop occupancy and community interaction in the CBD through encouraging innovation and entrepreneurship.
Appendix 5: Recommended improvements to the Shepparton CBD

The Shepparton CBD Strategy 2008 recommended the following improvements:

- Employing a mall manager.
- Improved maintenance.
- Enhancing pedestrian linkages.
- Encouraging shops that operate outside normal business hours (bookshops, cafes).
- Attracting national brand retailers.
- More alfresco dining especially in the evening.
- Encouraging distinctive ‘gateway’ architecture.
- A new playground.
- More shade structures.
- Barrow style food stalls (e.g. fruit).
- Encourage housing/accommodation above offices and shops (shop-top housing).
- Creation of artwork installations or window displays.
Appendix 6: Location of maternal and child health facilities in Shepparton

The location of maternal and child health facilities are identified in figures 1 and 2 below and the corresponding table 1.

*Figure 23 Location of maternal and child health facilities within an 800 metre radius and the proposed bus interchange*
Figure 24 Maternal and Child Health Centres in Shepparton
<table>
<thead>
<tr>
<th>Name</th>
<th>Street</th>
<th>Suburb</th>
<th>Postcode</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>South Shepparton</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arthur Dickmann M&amp;CH Centre</td>
<td>104-106 Maude Street</td>
<td>CBD</td>
<td>3630</td>
</tr>
<tr>
<td>Balaclava Road M&amp;CH Centre</td>
<td>205 Balaclava Road</td>
<td>CBD</td>
<td>3630</td>
</tr>
<tr>
<td>Dookie M&amp;CH Centre</td>
<td>34 Mary Street</td>
<td>Dookie</td>
<td>3646</td>
</tr>
<tr>
<td>Katandra West M&amp;CH Centre</td>
<td>10 Bankin Street</td>
<td>Katandra West</td>
<td>3634</td>
</tr>
<tr>
<td>North Hub M&amp;CH Centre</td>
<td>10-14 Parkside Drive</td>
<td>Shepparton</td>
<td>3630</td>
</tr>
<tr>
<td><strong>North Shepparton</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kialla Park M&amp;CH Centre</td>
<td>18 Reserve Street</td>
<td>Kialla</td>
<td>3631</td>
</tr>
<tr>
<td>Riverside M&amp;CH Centre</td>
<td>Shop 21C 8025 GV Highway</td>
<td>Kialla</td>
<td>3631</td>
</tr>
<tr>
<td>Westmorland Crescent M&amp;CH Centre</td>
<td>13 Westmorland Crescent</td>
<td>Shepparton</td>
<td>3630</td>
</tr>
</tbody>
</table>

*Source: Greater Shepparton online directory: http://www.greatershepparton.com.au/directory.asp*