

SHEPPARTON | HEALTH, EDUCATION + INNOVATION PRECINCT

THE VISION

PURPOSE

Greater Shepparton City Council, in partnership with the Victorian Planning Authority (VPA), is commencing work on the Shepparton Regional Health and Tertiary Education Project 2019. The Project seeks to enhance Shepparton as a significant regional hub for health and higher education. It aims to support the holistic expansion of important health and education facilities within Shepparton, leading to increased employment across the wider region, as well as the provision of improved access to health and education facilities, and related services for the benefit of the community.

On behalf of Council and the VPA, One Collective Urban Design Studio has been undertaking an initial consultation and visioning process with a selected group of key stakeholders, government agencies and Council representatives through a series of workshops. The purpose of this process is to provide these key stakeholders with an opportunity to share their ideas and opinions, and to use the findings to create an initial vision that will provide an inspiring direction for the project.

This document provides a summary of this initial consultation process and findings, and arranges the key ideas and themes that emerged from the workshops into an initial vision and set of guiding principles for the Precinct. It is intended to stimulate thinking and discussion around the potential opportunities that the Precinct presents, and to provide ideas and inspiration for possible future projects and investigation.



the context



the site

THE PRECINCT

The Shepparton Regional Health and Tertiary Education Precinct referred to in this document is situated a short distance to the east of the Shepparton city centre core between Corio Street, Railway Parade, Edward Street and Stewart Street. The Precinct contains landholdings and existing buildings and facilities of LaTrobe University, GoTafe and Goulburn Valley Health.

INITIAL CONSULTATION + WORKSHOP PROCESS

GATHERING KEY STAKEHOLDER IDEAS + OPINIONS

WORKSHOPS + FINDINGS

The workshops were undertaken throughout April and May 2019 and brought together key stakeholders to provide an opportunity for them to share their ideas and vision for the Health and Education Precinct and to identify any key issues and opportunities that they feel will be important to the future direction and success of the Precinct. The workshops were facilitated as general open discussions based around a series of key questions.

Responses were gathered through a combination of written submissions and by noting key points raised through general discussion. As many of the participants preferred to have general discussions rather than providing written submissions, a quantitative measure of responses could not be developed. As such, the findings of the consultation are noted in terms of the general issues raised and the type of responses.

Workshop Facilitation: by OneCollective Urban Design Studio

How it worked?

Information + feedback for the initial consultation and visioning was gathered through a variety of ways:

1. 2 x open workshop sessions held throughout April and May 2019 with key stakeholder groups
2. Question sheets circulated to invitees to provide them with an opportunity to fill-out and submit their thoughts via email or written response

Participants were asked to share their thoughts based around 3 simple questions:

WHAT'S OUR VISION?

What do you see as the overall vision and main point of difference for the future of the Health and Education Precinct that will help it to attract funding, regional support, industry attention, staff / students / partnerships?

WHAT'S THE PROBLEM?

What do you see as the most important potential problems or challenges that may influence the future success of the Health and Education Precinct?

WHAT ABOUT THIS IDEA?

What do you see as the key opportunities that should be focused on to support the future success of the Health and Education Precinct and do you have any big ideas, partnerships or other related projects that you think should be explored as part of the visioning process?

PARTICIPANTS

The following is a list of government, health and educational bodies, community groups and other organisations that were invited to participate in the workshops:

KEY STAKEHOLDERS:



ORGANISATIONS / INSTITUTIONS

LaTrobe University

GV Health

GOTAFE

University of Melbourne - Shepparton Campus

Department of Environment, Land, Water + Planning

Department of Education + Training

Department of Health + Human Services

Department of Jobs, Precincts + Regions

Regional Roads Victoria

VicTrack

Public Transport Victoria

Regional Development Victoria

Notre Dame College

Goulburn Valley Grammar School

Greater Shepparton Secondary College

Erilyan

Genesis Care

Sandhurst Catholic Education Office

Catholic Care Sandhurst

Brotherhood of St Laurence

Lighthouse Project

Committee for Greater Shepparton

Shepparton Chamber of Commerce + Industry

Aboriginal Housing Victoria

Rumbalara Aboriginal Co-Operative

Berry Street Housing

Beyond Housing

Carepark

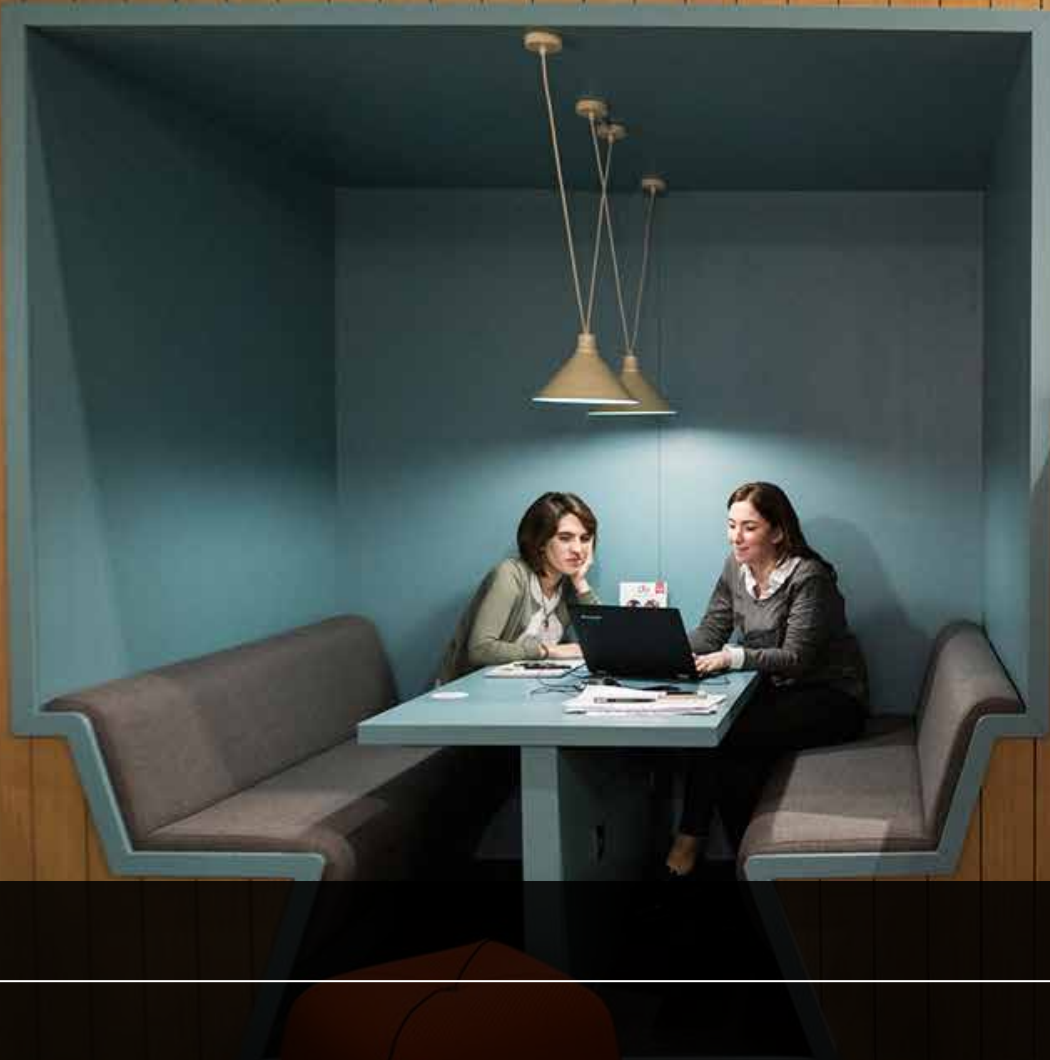
Victorian School Building Authority

Communities for Children

VPA

Greater Shepparton City Council

IMPROVE



SHAPING THE VISION

THE VISION + PRINCIPLES

BETTER | TOGETHER

THE CORE THEMES

Whilst the ideas and opinions gathered through the workshops were diverse and covered a broad range of issues and opportunities, they all generally shared two core themes in common:

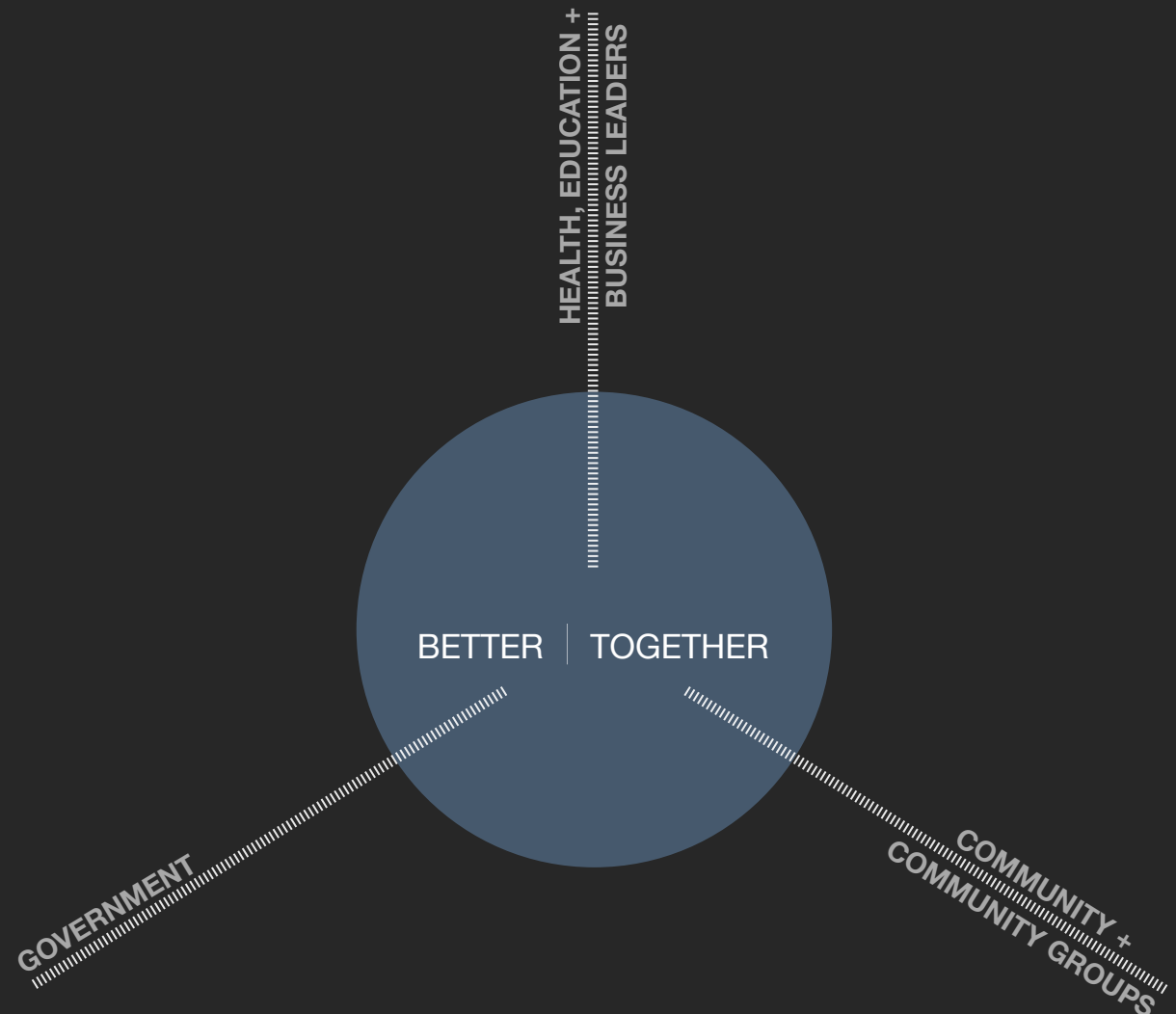
BETTER

The opportunity to develop a truly integrated precinct that will deliver better outcomes in terms of health, education and innovation but that can also help to provide a better future for the city and community as a whole.

TOGETHER

Acknowledging the importance and benefits of taking a more holistic and collective approach to thinking about, promoting and delivering the Precinct that will bring together health, education and business leaders, government, community and community groups.

These two core themes should be placed at the centre of the vision for the precinct, reinforcing the fundamental importance of having a shared vision and process and the desire of all groups to work together to deliver the best possible outcomes for the Precinct and city as a whole.



THE VISION + KEY PRINCIPLES

Building on the core themes of BETTER | TOGETHER, the ideas and opinions shared through the workshops have been organised based around 3 key principles:

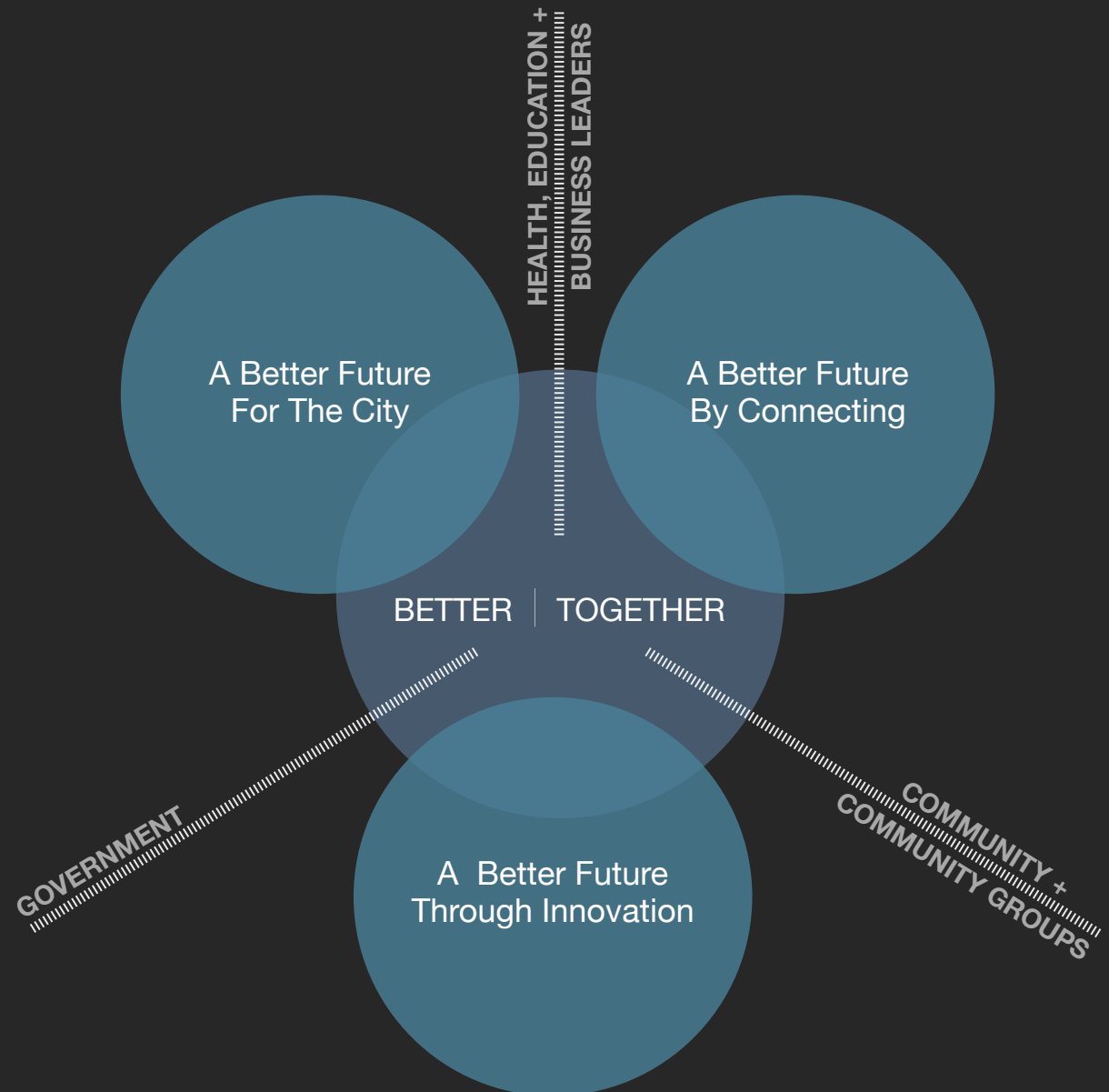
A Better Future | For The City

A Better Future | By Connecting

A Better Future | Through Innovation

These key principles expand on the core themes and identify more detailed ideas and opportunities that can be used as a guiding framework and direction for the ongoing planning process for the Precinct. By combining the core themes of Better Together with these 3 key principles, an initial vision for the Precinct can be created that provides an inspiring direction and discussion point for the Precinct.

The following section describes the initial vision for the Health, Education and Innovation Precinct in terms of the ideas and opportunities shared at the workshops based around these 3 key principles.





A Better Future | For The City

Creating a hub that improves health, education and related services within Shepparton and the broader region and can also be used a catalyst for change and for creating a better future for the city and community as a whole.



A Better Future | By Connecting

Taking a more holistic and collaborative approach that better engages and connects health and education providers, government bodies, industry expertise, local businesses and entrepreneurs and the community to promote new ideas, partnerships and opportunities and deliver better outcomes.



A Better Future | Through Innovation

Creating a precinct that promotes innovation and forward thinking and becomes known as a leader in health, education and innovation to help attract funding and partnerships, regional support, industry attention and high quality staff and students.



A BETTER FUTURE | FOR THE CITY

THE VISION + PRINCIPLES

PRINCIPLE 1 : A BETTER FUTURE FOR THE CITY

Creating a hub that improves health, education and related services
within the Greater Shepparton area.....

but that can also be used as a catalyst for change and for creating
a better future for the city and community as a whole.

VISION, IDEAS
+ OPPORTUNITIES



A Better Future
For The City

A Catalyst for the City

- **The importance of creating an exciting vision** for the Precinct was a common theme that was strongly expressed and supported throughout the workshops - it was acknowledged that if a strong vision is created then it will help the rest of the community to get excited and see the opportunity.
- The importance of creating **a vision that is 'about more than just health and education'** - need to think more broadly and focus on innovation, transport and how the precinct can fit in with and create a better future for the city as a whole.
- **Take advantage of the Precinct's strategic location within the city centre** - it is close to the CBD and railway station and the appeal and advantages of being an 'Urban Precinct' in the heart of the City needs to be a key part of the vision.
- Upgrading and having a strong vision for the future of the Precinct will provide an opportunity to attract more students and staff and to **add more life, activity and business into the city centre.**
- Potential to use the Precinct as **a catalyst for urban revitalisation** and projects that improve amenity and function both within the Precinct and throughout the CBD. Potential key projects suggested for further investigation include:
 - Pedestrian pathways / linkages from the Precinct to the train station
 - Potential pedestrianisation / shared zones / streetscape changes within and around the Precinct (i.e. North Street)
 - Bus stops / transit hub associated with train station and Precinct
 - Improving the cycling network within the CBD
 - General streetscapes / public spaces
 - Upgrade / conversion of at grade carparking areas to multi-level parking or other uses within and surrounding the Precinct

VISION, IDEAS
+ OPPORTUNITIES



A Better Future
For The City

A Better Place within the City

- There is a strong view that **more lifestyle and amenity needs to be added to the precinct** to help attract students and staff - much of the Precinct is seen as being somewhat uninspiring. Key ideas and opportunities identified include:
 - focus on **making it a better place to learn and work** but also a great place to go and stay in by providing things for students to do outside of class and create spaces and places that are nice to stay and 'hang- out' in (i.e. the basketball court that has been added within GoTafe were referred to positive example).
 - Ideas such as adding / improving uses such as cafes, hairdressers, barbers, beauticians that **link education / training within the campuses to the broader community** were regularly suggested as part of the workshops as a way to add amenity and life to the Precinct, help attract more people and also make it a nicer place for students and staff. It was identified that these things already occur but that they could be significantly improved.
- There is general agreement that many of the **buildings within the Precinct are outdated in appearance or are no longer fit for purpose** and need to be improved to lift the image and attractiveness of the area. Suggestions included:
 - Trying to **improve the interface between the buildings and streets** (particularly for GoTafe) to have a more 'open', welcoming and permeable frontage - agreement that many of the buildings currently 'turn their backs' on the street and are not inviting and do not feel like part of the City.
 - **Renovating or replacing buildings over time** and where practical to lift their appearance and function (feeling that many of the buildings are tired and outdated and do not reflect an image that is appropriate for establishing a leading health and education precinct).
 - **Adding elements such as street art or indigenous art** that could be used as student or community based projects whilst also helping to create a more attractive and creative image.
 - Reconfiguring and improving the streetscapes within the Precinct to make the area feel more attractive and pedestrianised and help tie it all together - create the feeling that it is an **integrated precinct rather than just a bunch of separate buildings and streets.**

VISION, IDEAS
+ OPPORTUNITIES



A Better Future
For The City

The Future of the City

- The vision for the Precinct needs to focus on the **important role that health, education and innovation can play in creating a better future for the community and City**. Key ideas and points that were expressed within the workshop included:
 - Building an identity and 'brand' for Shepparton as **a regional leader in health and education**.
 - **Helping to retain young people** in the area by providing better educational opportunities and changing the perception that young people have to 'leave the area' to get a good tertiary education.
 - **Improving the level of higher education for people** living within the Greater Shepparton Area - it was pointed out that 37% of people in Shepparton go to university but in Mooroopna the figure is as low as 10% and that there is an opportunity and need to improve these figures.
 - **Providing more job opportunities within Shepparton** to offer people that may have 'left the area' a chance to come back - perception that there are a lot of people that want to come back but they don't due to a lack of job opportunities.
- View that the Health and Education Precinct could play an important role in improving the liveability and attractiveness of Shepparton as a key regional hub and to help encourage people to come and stay in the area into the future. It was also pointed out that the success of the Health and Education Precinct will depend on the ability to attract and retain high quality staff and students, and this in turn will be largely **influenced by the image and perceived 'liveability' of the city**. Key ideas and opportunities shared in the workshops included:
 - Observation that for health services within Shepparton, health workers are coming for placements but are then leaving as soon as they can and that there is a significant issue with attracting and retaining staff - view that this problem is largely due to Shepparton not being seen as a desirable place to live and that most people want the 'cafe' culture and urban lifestyle associated with larger cities. Discussion around the **improved image and lifestyle that other regional cities such as Bendigo and Ballarat have achieved over recent years and how these could be used as inspiration for Shepparton**.

**VISION, IDEAS
+ OPPORTUNITIES**



A Better Future
For The City

The Future of the City (continued)

- Projects such as the New Shepparton Art Museum are helping to **build the identity, culture and liveability of the area**. Establishing a significant Health and Education Precinct and integrating this with an image of improved liveability and lifestyle for the City as a whole will help to attract students and staff.
- **The capital cities are facing significant challenges in terms of housing affordability and living costs** which are helping to make regional centres a more attractive option. If we can continue to improve the liveability of the Greater Shepparton Area whilst also offering a more affordable lifestyle than this will help to attract better staff and students and help to retain existing residents.

“ After years of brainstorming and negotiating, a tri-partite arrangement has been signed between Epworth Eastern, Box Hill Institute and the Salvation Army for a new Health and Education precinct located in the heart of Box Hill” ...

BOX HILL EDUCATION + HEALTH PRECINCT (MELBOURNE, VIC)

PROJECT / DESCRIPTION

- Expansion of Epworth Eastern Hospital and development of state-of-the-art nurse training facility to supply the hospital's nursing requirements created through agreement and working partnership between Box Hill Institute (BHI), Epworth Eastern and Salvation Army.

IDEAS + INSPIRATION

- A working example for how creating a shared vision can help to improve funding, increase publicity and community awareness and create new synergies and opportunities.
- Shows how working partnership between health and education providers can improve relationship and outcomes for both - from education and training through to employment and services.
- Also provides ideas and inspiration for creating hands-on training, retail and commercial experience within the precinct - such as agreement extends into commercial arrangement allowing students to operate the hospital's café and florist.

A Better Future
For The City

AN INTEGRATED VISION + PRECINCT THAT IS A CATALYST FOR THE CITY

PROJECT EXAMPLES, IDEAS + INSPIRATION



A Better Future
For The City

FACILITIES THAT ARE MODERN AND PROVIDE A STANDARD + IMAGE THAT IS APPROPRIATE FOR A REGIONAL LEADER IN HEALTH + EDUCATION



A SHARED VISION, AGREEMENT + WORKING PARTNERSHIP TO DELIVER BETTER OUTCOMES



A VISION FOR AN INTEGRATED PRECINCT THAT WILL HELP TO CREATE A BETTER CITY

AN INTEGRATED VISION + PRECINCT THAT IS A CATALYST FOR THE CITY
PROJECT EXAMPLES, IDEAS + INSPIRATION



A BETTER FUTURE | BY CONNECTING

THE VISION + PRINCIPLES

PRINCIPLE 2 : A BETTER FUTURE BY CONNECTING

Taking a more holistic and collaborative approach that better engages and connects health and education providers, government bodies, industry expertise, local businesses and entrepreneurs and the community.....

to promote new ideas, partnerships and opportunities
and deliver better outcomes

VISION, IDEAS
+ OPPORTUNITIES



A Better Future
by Connecting

Connecting Partners and Stakeholders

- There was clear understanding and agreement across the workshops of the **need for the key stakeholders to work together to create the strongest vision and outcomes for the Precinct**. Key ideas and points that were expressed within the workshops in regard to connecting partners and stakeholders included:
 - A view that in the past the different health, education and government bodies have had **different ideas and have been heading in different directions** - but that there is now a strong push towards creating better connections and that the Health and Education Precinct could be the centrepiece and driver for this process.
 - The **stronger opportunities for funding that will be created by having a combined vision** that integrates health and education and shows that everyone is working together.
 - Having different health and education providers in one Precinct will help to breakdown barriers and **build closer connections from education and training through to employment and services** - providing benefits for all of the partners and stakeholders.
 - **Connecting and sharing facilities** within the Precinct will create better cost efficiencies and help to create better connections between the health and education providers, staff and students.

VISION, IDEAS
+ OPPORTUNITIES



A Better Future
by Connecting

Connecting With the Community

- A common theme throughout the workshops was the need for the different government bodies, in particular the education providers, to better connect with the local community. There was general agreement that the **local community has limited awareness of the educational opportunities that are on offer, and that the educational bodies need to find new ways to open-up and lift their profile within the local community.** Key ideas and points that were expressed within the workshop included:
 - **Providing training facilities and opportunities that can be used by the local community** and become part of the city fabric and daily life. Examples included running cafes, barbers and health and beauty services that are open to the public and creating better partnerships for training with businesses in the City. It was noted that these things have been tried in the past, but that there was significant opportunities for improvement.
 - **Creating a shared identity or 'brand' for the Health and Education Precinct** and then using this to lift the profile and awareness of the different education providers and opportunities.
 - Making sure that any future design and redevelopment for the Precinct is based around **creating an urban style campus that feels open and provides spaces, places and connections that improve and form part of the City** - a proposed community garden that is being developed was referred to as an example.
 - **Opening-up buildings for different uses for the local community and hosting events** and seminars that encourage the local community to visit and engage with the Precinct.
- The importance of making the educational bodies relevant to the community by **focusing on providing courses that reflect what the community needs now and into the future** was also a point that was regularly raised. Key ideas and points included:
 - Focus on providing courses that give **skills for living in the 'real world' and that are most relevant to life in a regional city** - Shepparton will become a leader for education and training for regional cities.
 - Provide **courses that are most needed and likely to get jobs locally** - the most commonly referred to industries being commerce, health, teaching - so that local people can be educated, trained and employed locally and not have to leave the area.

VISION, IDEAS
+ OPPORTUNITIES



A Better Future
by Connecting

Connecting the Pieces

- There was general agreement that **Shepparton already has many important pieces in place** from a Health and Education perspective, **but that more could be done to bring them together** and create closer relationships through the Health and Education Precinct. Suggested ideas and points included:
 - The benefit of **taking inspiration from integrated models like Box Hill Tafe and the Epworth Hospital** - there is the opportunity to do something similar where education is directly linked to training and employment.
 - It is **important to include employment agencies as part of the vision** for the Health and Education Precinct - particularly with GOTAFE and LaTrobe University so that as people finish they should be linked in with job opportunities locally.
 - It was noted that **University of Melbourne campus up near the GV Health Hospital is looking to expand their presence and accommodation to role out the first fully regional medical degree**, which will provide people with the opportunity to start and complete a medical degree in Shepparton - at the moment people only come to Shepparton to do a rural placement in the University of Melbourne medical school. It is important to note that this medical degree at the University of Melbourne is now fully funded, enabling the delivery of a four-year post-graduate degree in Shepparton. Noted that **these types of opportunities need to be supported and promoted as part of the vision for the Precinct** and to position Shepparton as a leader in Regional Health and Education.
 - It was noted **GoTAFE is specialising more in health related education and this creates a strong relationship and reliance on GV Health for nursing placement, training and employment** - agreement that **these types of relationships should be promoted and supported** as part of the vision for the precinct.

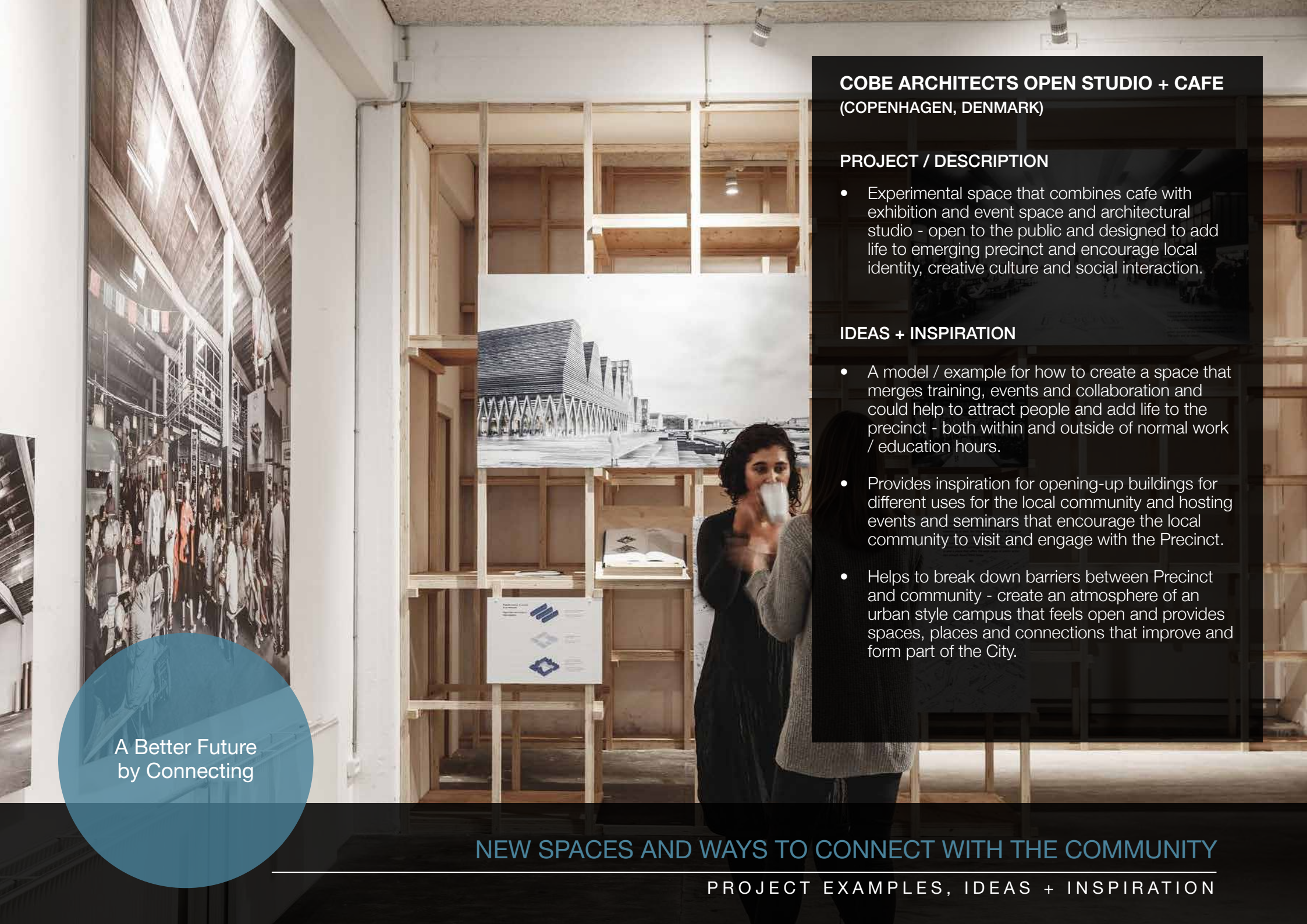
VISION, IDEAS
+ OPPORTUNITIES



A Better Future
by Connecting

Connecting the Pieces (continued)

- The importance of creating a vision for the Precinct which **looks more broadly at the full cycle of education** (not just tertiary education) and about **opening-up and creating relationships with other education providers and community groups** was also noted as an key opportunity. Suggested ideas and opportunities included:
 - Using the Precinct as a catalyst for **connecting the full cycle from early schooling through to higher education, employment and services** and to position Shepparton as a regional leader.
 - **Establish a Careers Hub** in the new Greater Shepparton Secondary College in partnership with GoTAFE and LaTrobe University – was suggested and supported as a great idea.
 - It was noted that with the **changes and expansion underway** with Greater Shepparton Secondary College and the vision that is emerging for the Health and Education Precinct, there is a huge **opportunity to really harness education as a strength for Shepparton.**
 - Need to **look for ways to make the current precinct more open and inviting for everyone**, such as running classes or exhibitions for younger students, so that they feel comfortable accessing the precinct from a young age and so higher education is considered 'normal' from early on.
 - The **importance of making the precinct inviting and accommodating for people of varied cultural backgrounds** was noted as an key issue that needs to be considered as part of the future structure planning process - with an example given that it may not be appropriate for people of certain religious or cultural backgrounds to attend night classes.



COBE ARCHITECTS OPEN STUDIO + CAFE (COPENHAGEN, DENMARK)

PROJECT / DESCRIPTION

- Experimental space that combines cafe with exhibition and event space and architectural studio - open to the public and designed to add life to emerging precinct and encourage local identity, creative culture and social interaction.

IDEAS + INSPIRATION

- A model / example for how to create a space that merges training, events and collaboration and could help to attract people and add life to the precinct - both within and outside of normal work / education hours.
- Provides inspiration for opening-up buildings for different uses for the local community and hosting events and seminars that encourage the local community to visit and engage with the Precinct.
- Helps to break down barriers between Precinct and community - create an atmosphere of an urban style campus that feels open and provides spaces, places and connections that improve and form part of the City.

A Better Future
by Connecting

NEW SPACES AND WAYS TO CONNECT WITH THE COMMUNITY

PROJECT EXAMPLES, IDEAS + INSPIRATION



INVITING THE COMMUNITY INTO THE PRECINCT



'3rd PLACES' - THAT ENCOURAGE INFORMAL WORKING, SOCIAL INTERACTION + CONNECTIONS

A Better Future
by Connecting



A FLEXIBLE SPACE THAT CAN HOST EVENTS, EXHIBITIONS + SEMINARS - AND THAT HELPS TO OPEN-UP THE PRECINCT TO THE CITY + COMMUNITY

NEW SPACES AND WAYS TO CONNECT WITH THE COMMUNITY

PROJECT EXAMPLES, IDEAS + INSPIRATION



A BETTER FUTURE | THROUGH INNOVATION

THE VISION + PRINCIPLES

PRINCIPLE 3 : A BETTER FUTURE THROUGH INNOVATION

Creating a precinct that promotes innovation and forward thinking.....

and becomes known as a leader in health, education and innovation
to help attract funding and partnerships, regional support, industry
attention and high quality staff and students

VISION, IDEAS + OPPORTUNITIES



A Better Future
Through Innovation

Leadership Through Innovation

- A key issue of discussion was the problem that Shepparton and other regional centres face in **trying to retain young people**, where the best and brightest 'leave to get better education and jobs' in bigger cities. By establishing the Health and Education Precinct, and developing and promoting the Precinct and City of Shepparton as a regional leader, the **aim is that this will help to attract high quality staff and students and to retain more of the best local people**. Key ideas shared around this discussion included:
 - **If we are going to try to promote the Precinct as a regional leader, it needs to feel like a high quality, modern and industry leading Precinct** - much of the discussion focused around how the buildings and facilities (particularly for GoTAFE) are outdated in appearance, no longer fit for purpose and need upgrading.
 - It was identified that many of the **best examples of education precincts and campuses are modelled around co-working spaces, technology parks and innovation hubs that blur the boundaries between and work / learning and more creative, flexible and social 'living room' type spaces** - and that these ideas should be used as inspiration of the future planning and design process. Concepts such as 'third places' and ideas around what makes an inspiring place to learn and work focused around providing amenity, cafe-like spaces, outdoor places to sit and greenery - and were identified as needing further investigation as part of the future vision and design for the Precinct.
 - Discussion around the **potential for the Precinct to host seminars and events that are open to the local community and businesses** that would help to promote local initiatives and **position the Precinct as place where ideas are shared and as a thought leader / innovator for the City**.
 - **Box Hill Tafe and Epworth Hospital were referred to as an example of an industry leader** worth using as inspiration.
 - It was acknowledged that if a vision for the Precinct can be developed that positions it as a **place of innovation and a regional leader, it will assist with attracting government funding**.
 - Look for opportunities for the Health and Education Precinct to **be a pilot or satellite campus for other campuses or universities or locally developing technologies or initiatives** such as renewable energy, new agricultural techniques - help to establish it as a testing-ground and place of innovation.

VISION, IDEAS + OPPORTUNITIES



A Better Future
Through Innovation

Innovation Through Technology

- Another key point that was raised throughout the workshops was how **technology is changing the way education and health is provided.** Whilst technology is seen as a benefit in terms of providing new and more flexible approaches to learning, it was generally agreed that the **focus still needs to be on making the Precinct a more attractive and dynamic so that people want to attend and work there in person** and finding ways to use technology to improve the learning environment to support this aim. Key ideas and points shared included:
 - In trying to establish the Precinct as a regional leader in Health and Education, it will be **important to try to adopt and stay at the leading edge of technological advancements.** Examples were provided for where the Health and Education providers have been working to currently do this, however it was acknowledged that there was a need to continually improve in this area.
 - Discussion around the need and demand for **providing more options and flexibility around off-campus / remote learning for students** to help those that have difficulty attending - i.e. through distance or work commitments.
 - Suggestion for **developing a learning hub within the Precinct** - i.e. to make a regional hub for tertiary students in the area that are from various institutions to come and study in one location - that may increase support and interaction for regional students that are learning remotely.
 - It was noted by one attendee that The University of Melbourne has **research that shows that when people attend and are working on campus that they achieve better learning outcomes** that if they are working from home. This supports the general theme / feeling expressed in the workshop that technology should be used to provide improved and more flexible learning but should not take the place of direct attendance.



CREATIVE MORNINGS (180+ CITIES, WORLDWIDE)

PROJECT / DESCRIPTION

- Free monthly breakfast lecture series open to anyone where speakers share ideas and experiences. Founded in Brooklyn in 2008 and now hosted in over 180 cities worldwide, Creative Mornings combine informal breakfast and networking with open lectures that are filmed and archived online for public access.

IDEAS + INSPIRATION

- Potential to host similar seminars and events that are open to the local community and businesses - help to promote local initiatives and position the Precinct as place where ideas are shared and as a thought leader / innovator for the City.
- Build image of Precinct and City of Shepparton as a regional leader, helping to attract high quality staff and students and to retain more of the best local people - reverse the problem of young people leaving the area.
- Making the Precinct a more attractive, dynamic and open to the public - establishing it as a learning hub and connection point for the region and a testing-ground and place of innovation.

A Better Future
Through Innovation

A PLACE FOR INNOVATION + A REGIONAL LEADER

PROJECT EXAMPLES, IDEAS + INSPIRATION



PRECINCT AS A THOUGHT LEADER FOR THE CITY



HOSTING EVENTS + SEMINARS THAT BUILD THE LOCAL CULTURE FOR INNOVATION + SHARING IDEAS

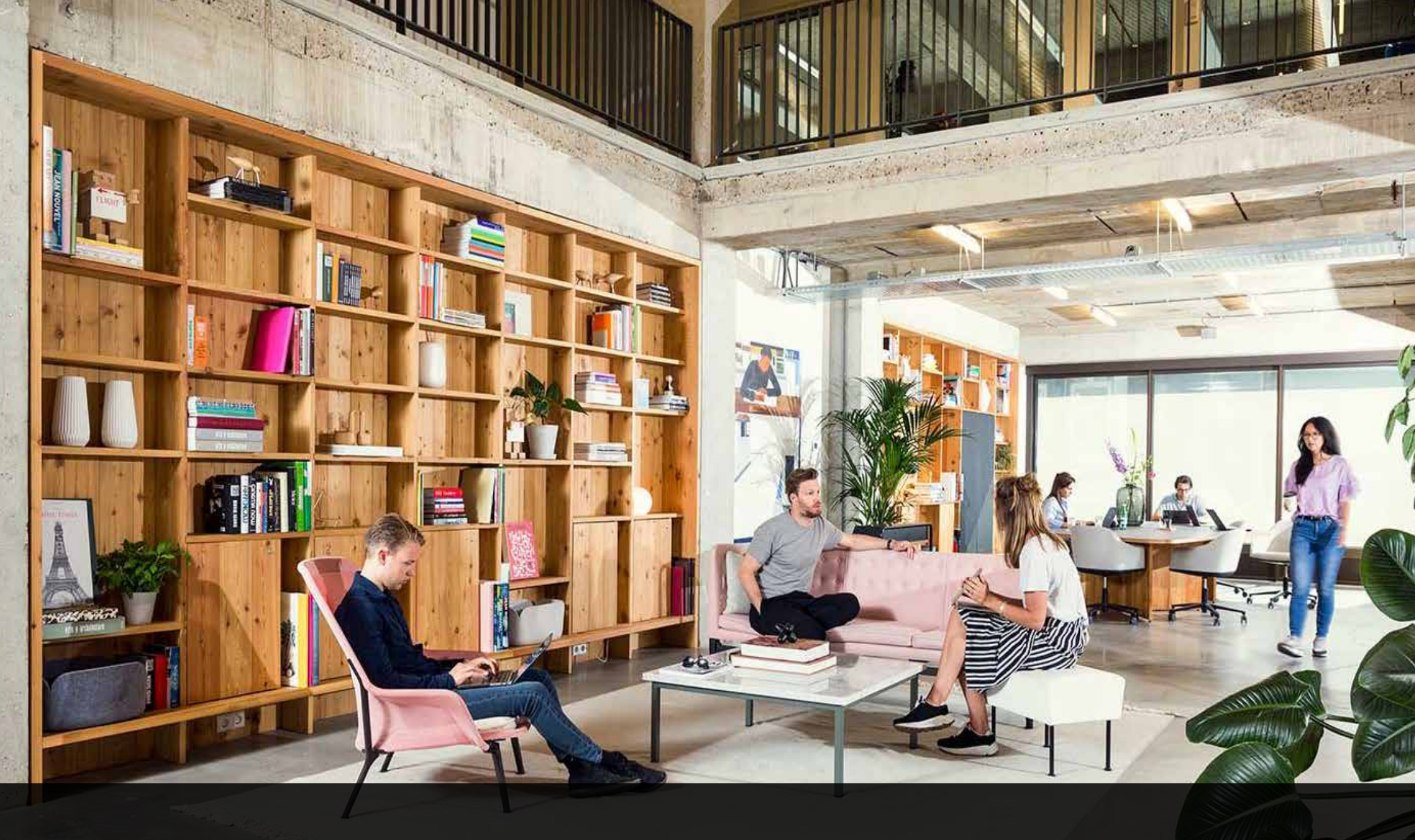


AN OPPORTUNITY TO BRING TOGETHER LOCAL LEADERS FROM HEALTH, EDUCATION, BUSINESS AND THE COMMUNITY TO SHARE IDEAS AND CREATE CONNECTIONS

A Better Future
Through Innovation

A PLACE FOR INNOVATION + A REGIONAL LEADER

PROJECT EXAMPLES, IDEAS + INSPIRATION



NEXT STEPS

REFINING THE VISION

KEY ISSUES REQUIRING FURTHER INVESTIGATION

The previous section arranges the key ideas and opinions shared throughout the workshops into an initial vision and set of principles that are intended to provide an inspiring direction and guiding framework for the ongoing planning process.

As part of the workshops, there were 4 key issues that were raised by attendees as the most important potential problems or challenges that may influence the future success of the Precinct - and these key issues are listed here as items that are recommended for further special consideration and investigation.

This is followed by an outline of the next steps that are proposed to be undertaken for the ongoing planning process for the Health, Education and Innovation Precinct.

1. Space For Future Expansion

- Throughout the workshops it was identified that the numbers of students for both LaTrobe University and GoTAFE are strong and are projected to continue increasing over the coming years. Whilst the approach of creating an integrated vision for the Precinct was seen as a positive step and was widely supported, an issue and concern that was regularly raised was over the limited space for potential future expansions within the Precinct. Identifying practical and viable options for future expansion within the Precinct will need to be one of the key issue for further investigation as part of the ongoing planning process. Initial ideas expressed through the workshop included:
 - Investigating options for best utilisation of existing vacant land parcels.
 - Investigating options for height limits - allowing 4 storeys high for expansion.
 - Looking at alternative usage options or putting a multi-deck on some of the current at-grade parking areas.
 - Potential expansion of Precinct area or looking at options for conversion of existing residential areas within and around the Precinct.

2. Getting People to Stay - Attracting and Retaining Staff

- One of the key issues identified for health services within the Greater Shepparton area is the challenge of attracting and retaining high quality and qualified staff. Whilst it was agreed that the vision for creating an integrated Health and Education Precinct would be an important step in trying to address this issue, concerns were regularly raised in regard to the image of Shepparton in terms of liveability and how staff only come to the area to fulfil a placement or get training and then leave again as soon as they can. This was also seen as an important issue that will need to be considered by the health and education providers when trying to attract staff and students. Whilst it was acknowledged that the issue of liveability is a complex and long term issue involving a wide range of factors, it reinforces the need for the vision and ongoing planning process for the Precinct to take a broader view that at least highlights and promotes ideas and discussion around the image and liveability of the City and surrounding region and also the longer term benefits associated with educating, training and employing local people.

KEY ISSUES
REQUIRING
FURTHER
INVESTIGATION

3. Transport and Access

- Whilst it was acknowledged that ongoing work is being undertaken to improve public transport options within the CBD, it was identified that transport and access was still a major issue - and potentially was one of the key barriers to people accessing education. Key issues and ideas included:
 - The need to undertake a detailed public transport and accessibility study to improve transport options (particularly from outer lying areas) and the potential to incorporate a transport hub within or nearby to the Precinct.
 - Improving cycling lanes and facilities into and within the CBD.
 - For GV Health, a large percentage of patients and staff travel from 30 mins away and staff often do shift work which, in many cases, makes using public transport impractical. Suggested ideas included adding regularly bus links between GV Health / University of Melbourne campus to the north of the city and the Precinct.

4. Car Parking

- It was identified that private vehicle usage was still the primary mode of transport for students currently accessing the precinct and that car parking was a significant and ongoing issue. Car parking was the problem most commonly referred to in the workshops and was seen as one of the key challenges that will need to be addressed. Key issues and ideas included:
 - The poor appearance, capacity and safety of existing at grade parking areas and that, in many cases, they are seen to be taking up good locations that could be used for better uses - but questioning of whether multi-level parking and redevelopment options would be financially viable.
 - The under-capacity of current on-street parking spaces and the issues / conflict caused by overflow of parking into surrounding streets.
 - Identification that car parking is an ongoing problem being faced throughout the CBD and by new redevelopment projects - i.e. the proposed health precinct expansion of Corio Street will create and increasing in people staff, visitors etc and will create more challenges in terms of future parking and access within the CBD.

NEXT STEPS

At the inception of this project, it was intended that the key output would be a Structure Plan for the Shepparton Regional Health and Tertiary Education Precinct. However, through the visioning process, the project has been redirected to maximise the potential of the Precinct.

It's proposed an Investment Logic Mapping (ILM) process take place to inform a prospectus or scoping document which could ultimately inform a joined up business case for a unified approach to the Precinct.

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