

# spur:

## Mansfield Shire

Community Vision 2040

Version 0.5

10th September 2021



# Contents

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<b>Background</b>	<b>4</b>
Mansfield Shire	4
Requirement	7
Deliberative engagement	7
<b>The purpose of vision</b>	<b>11</b>
<b>Methodology</b>	<b>13</b>
<b>Vision architecture</b>	<b>20</b>
Domains	20
Destinations	21
Barriers and challenges	23
Journeys	24
Enablers	25
<b>Implementation</b>	<b>26</b>
<b>Appendix</b>	<b>30</b>
<b>Summarised Feedback</b>	<b>31</b>
Destinations and journeys	36
<b>Detailed community Feedback</b>	<b>42</b>

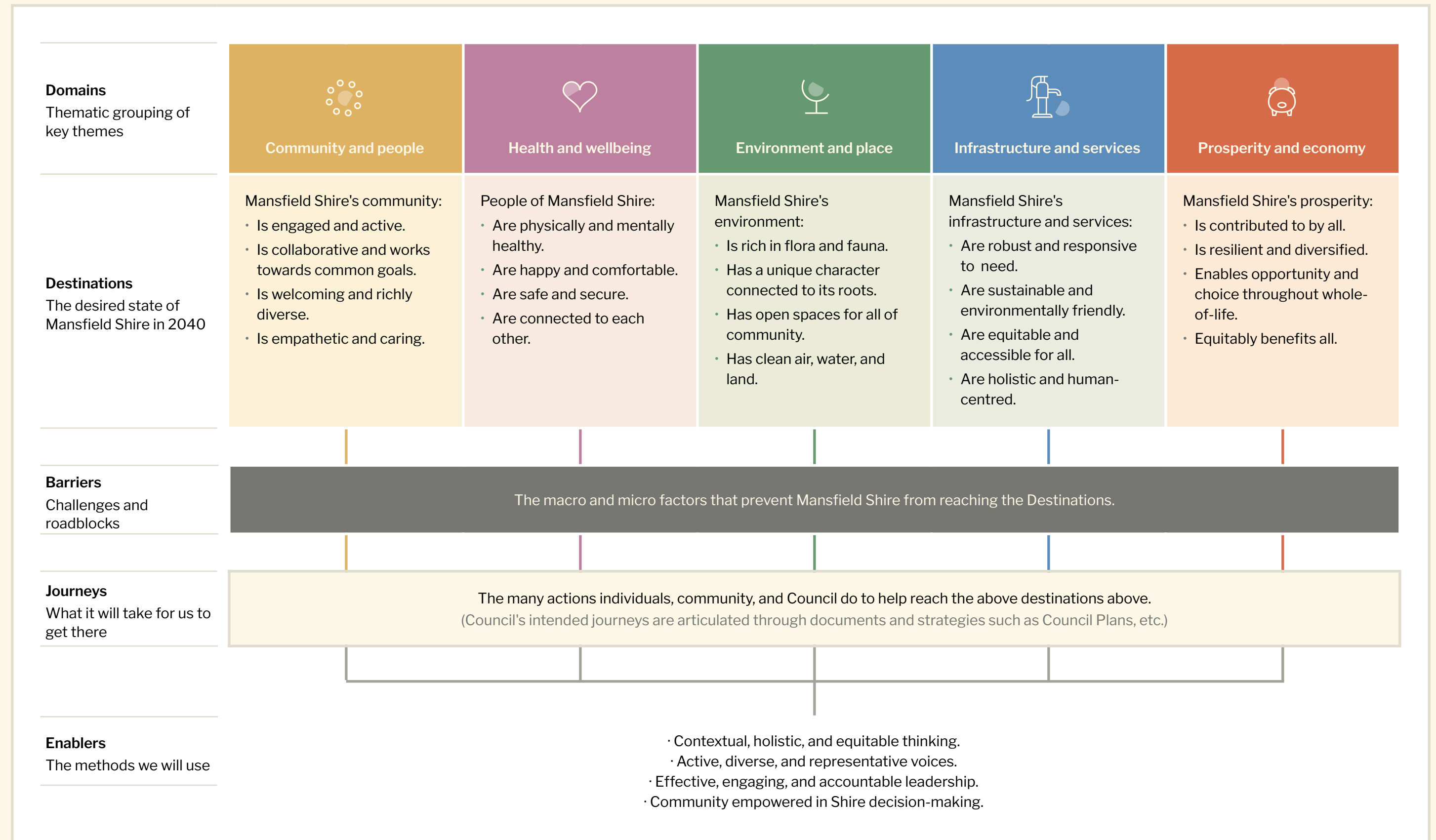
spur: acknowledges the traditional owners of the lands on which we operate, and we pay our respects to elders past and present.

We celebrate the diversity and intersectionality of everyone we work both with and for.

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# Mansfield Shire • Community Vision 2040 Summary

In the year 2040, Mansfield Shire will be:



## Project engagement snapshot

The Vision was developed by Mansfield Shire Community through a comprehensive engagement process. At a glance:



3,000

People reached through all channels



25,000

Words provided by community



20

Hours of workshops facilitated with community



45

Community groups invited to participate



120

People across the Shire



15

Engagement opportunities for community to get involved

# Background

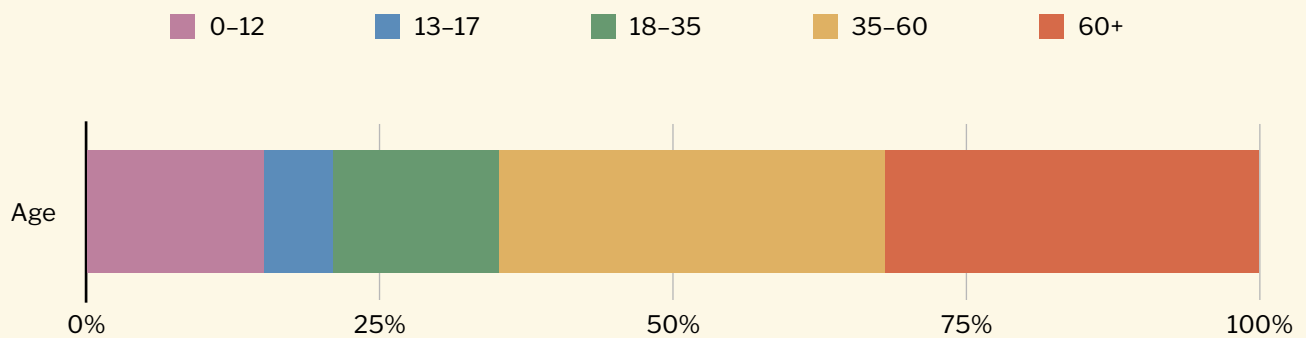
## Mansfield Shire

Mansfield Shire is one of Victoria’s smallest Councils yet is diverse in its geography, and economy—encompassing snowy peaks, fertile agricultural land, and bustling townships. With 50% of the population non-resident ratepayers, the Shire represents a wide range of views, needs, and interests.

### At a glance:<sup>1</sup>

Current population estimate	9,474	Local jobs	3,289
Median age	47	Unemployment rate	3.4%
Couples with children	22%	Residents employed	4,384
Older couples without children Overseas born	14%	Lived in the same address over 5 years	54.1%
Overseas born	11%		

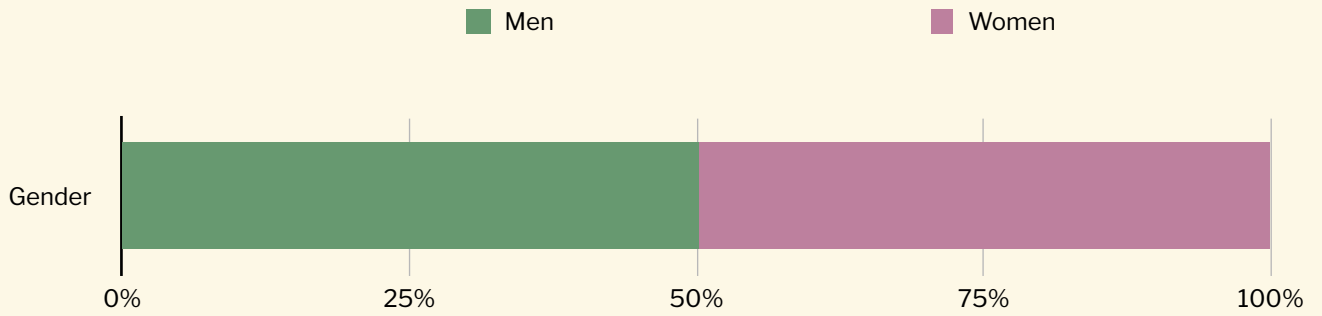
### Age



Graph: Mansfield Shire by age

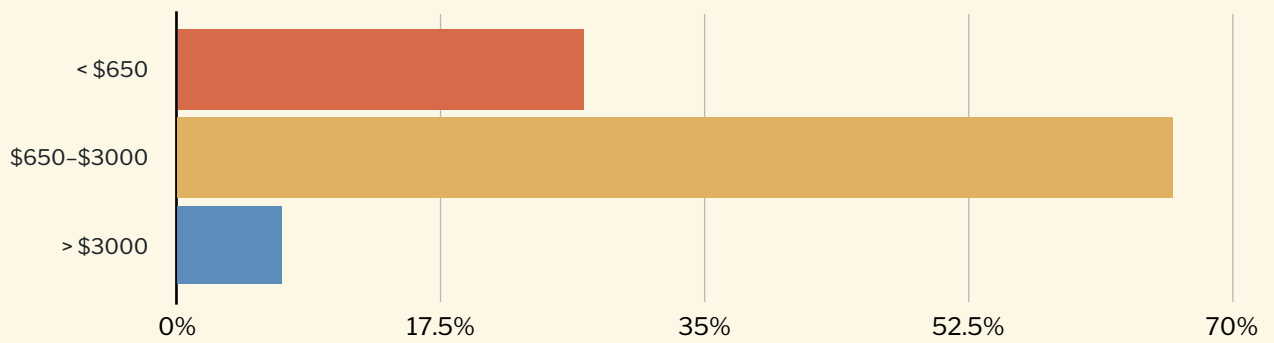
<sup>1</sup> NB: Statistics come from various sources conducted at different times and with different methodologies. Therefore, not all graphs or all tables align.

### Gender



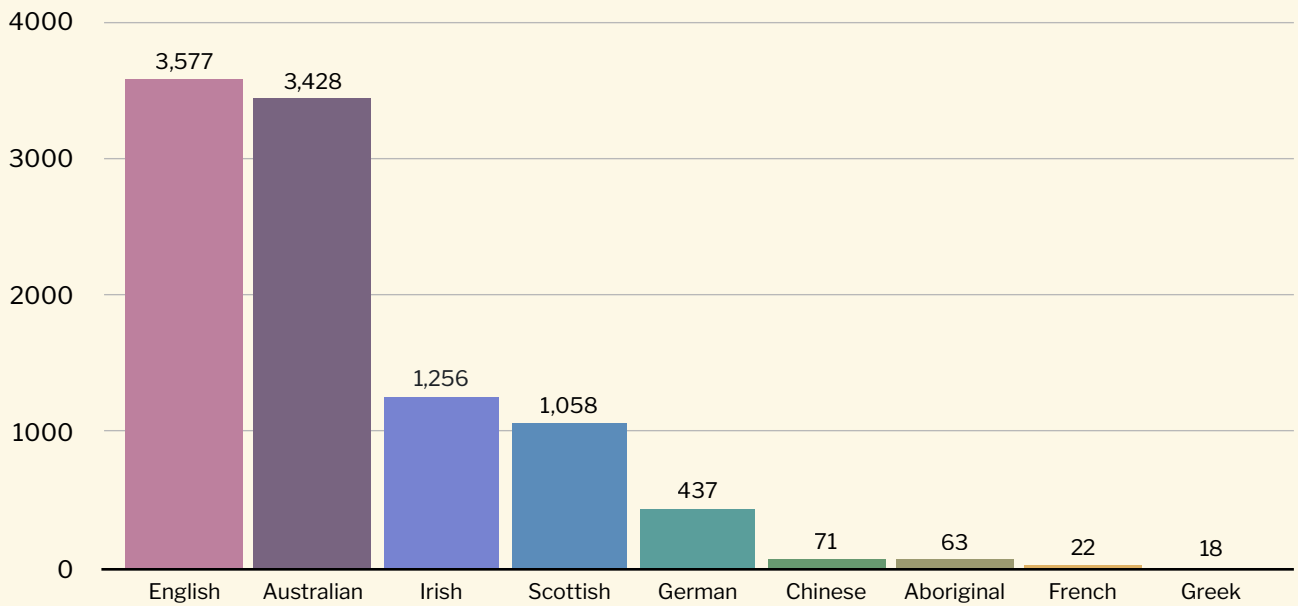
Graph: Mansfield Shire by gender

### Weekly income



Graph: Mansfield Shire household gross weekly income

### Identified ethnicity or ancestry

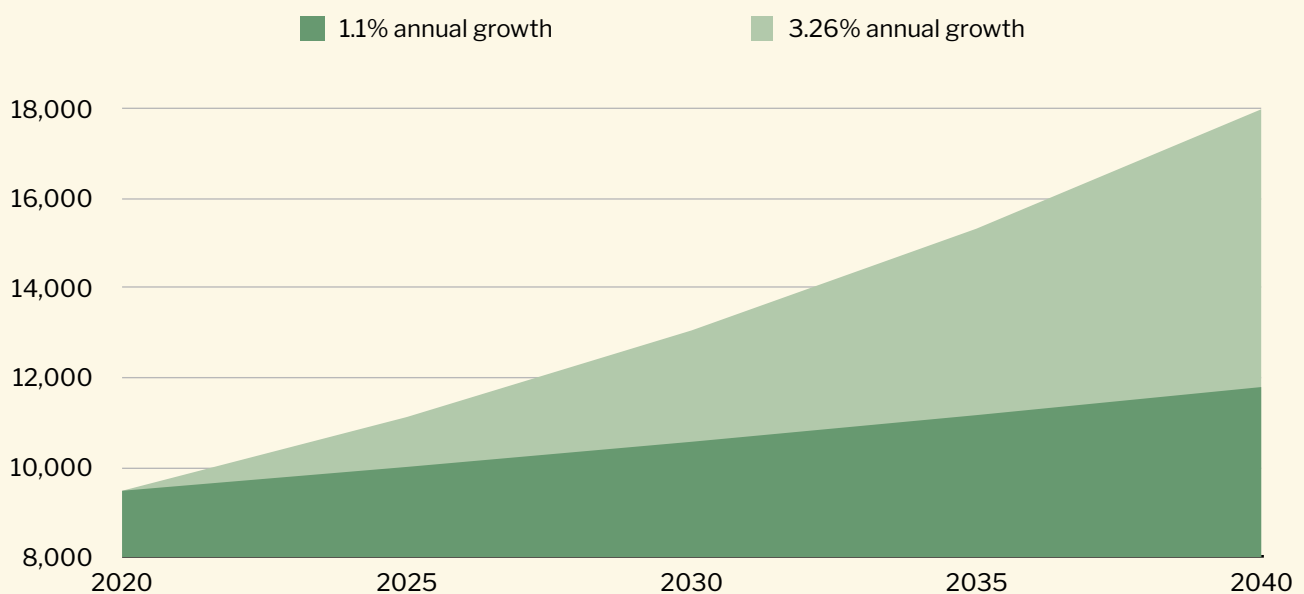


Graph: Self-identified ethnicity / ancestry

The above statistics paint a picture of Mansfield Shire in 2021, however a lot can change in 20 years. In 2001, Lady Marmalade was on the radio, Google was a fledgling startup, the 9/11 attacks had not yet occurred, smart phones were years away, and Mansfield Shire was home to just 6,500 people.

Many of the foundational challenges and opportunities of today will still exist in 2040 (such as education, health, and the environment) but the context of the Shire, its people, and the world at large is likely to be vastly different.

In 2018, Mansfield Shire was projected to have an average population growth of 1.1%.<sup>2</sup> Its current population growth is a staggering 3.6%—far outpacing average Victorian regional population growth of 1.3%. Extrapolating these figures out to 2040, Mansfield Shire may easily see a population of between 11,800 and 18,000 people—most of which will likely be concentrated around Mansfield township. This does not even include structural social changes occurring today, such as migration to regional areas as a result of COVID-19.



Graph: Mansfield Shire anticipated population growth 2020–2040

Mansfield Shire will inevitably continue to grow, evolve, and change. How it manages this change to ensure healthy prosperity, wellbeing, infrastructure, environment, and community is key—requiring a robust Vision that both Council and the wider community can use as its ‘North Star’ on its path to 2040.

<sup>2</sup> Mansfield Shire Economic Development Strategy 2020-2025, Mansfield Shire Council, 2018  
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# Requirement

The *Local Government Act 2020* (“the Act”) was introduced in 2020 as an ambitious reform—allowing Councils to move towards a principles-based approach to community development and engagement. Under the Act, all Councils are required to develop a Community Vision through a deliberative engagement process. The Act states:

1	A Council must maintain a Community Vision that is developed with its municipal community in accordance with its deliberative engagement practices.
2	The scope of the Community Vision is a period of at least the next 10 financial years.
3	A Community Vision must describe the municipal community's aspirations for the future of the municipality.
4	A Council must develop or review the Community Vision in accordance with its deliberative engagement practices and adopt the Community Vision by 31 October in the year following a general election.
5	The Community Vision adopted under subsection (4) has effect from 1 July in the year following a general election.

Table: Community Vision requirements as per the Local Government Act 2020

## Deliberative engagement

The Act requires Mansfield Shire’s 2040 Community Vision to be developed through a “deliberative engagement process”. This means that engagement should be defined, informed, representative, supported and democratic. However, the Act stops short of providing a mandated process or methodology. This is perhaps advantageous as every Shire requires a unique approach; how Melbourne deliberatively engages will (and should) be different to how Glenelg Shire or Mansfield Shire approaches deliberative engagement.

Although there are many schools of thought about deliberative engagement, most are built on a desire to move engagement with community towards a state of empowerment. IAP2’s spectrum of participation<sup>3</sup>—which has its roots in Arnstein’s Ladder of Participation—illustrates this principle succinctly:

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<sup>3</sup> [https://iap2.org.au/wp-content/uploads/2020/01/2018\\_IAP2\\_Spectrum.pdf](https://iap2.org.au/wp-content/uploads/2020/01/2018_IAP2_Spectrum.pdf)  
spur:



	Inform	Consult	Involve	Collaborate	Empower
	Weak —————> Strong				
<b>Goal</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	To obtain public feedback on analysis, alternatives and/or decisions	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	To place final decision making in the hands of the public
<b>Promise</b>	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	We will implement what you decide

Table: IAP2 Spectrum of Public Participation model

It should be noted that a bespoke Deliberative Engagement Framework for Mansfield Shire is being co-designed with community alongside the Vision.

The following diagram outlines the basic theory that underpins the Deliberative Engagement Framework across four principles of participation, understanding, input, and decision-making. The inner, dark green diamond represents traditional community engagement and the outer, pale pink diamond represents the aspirations of effective deliberative engagement:

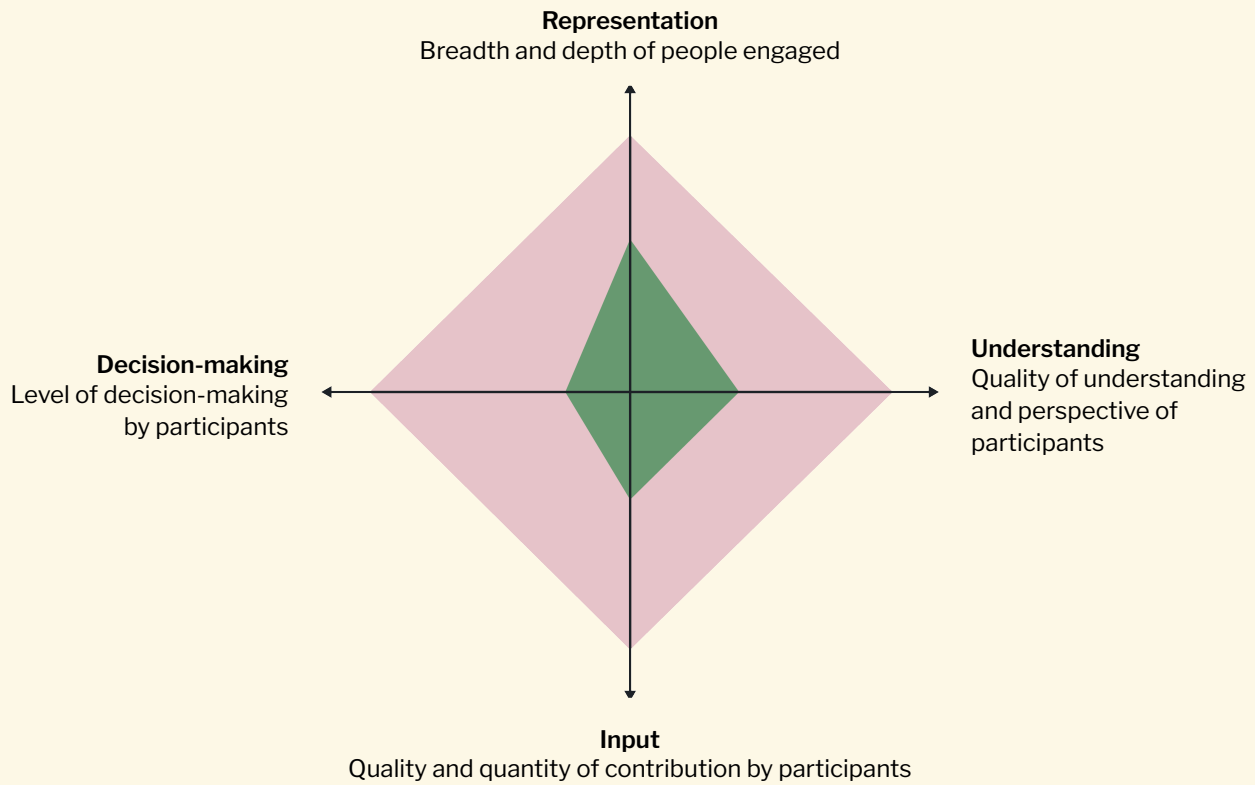


Diagram: Deliberative Engagement model

<p><b>Representation</b> Breadth and depth of people engaged</p>	<p>This principle attempts to not only increase the number of people who are involved, but to ensure involvement is representative and equitable of the community. This principle requires an understanding of:</p> <ul style="list-style-type: none"> <li>• Community demographics, statistics, history, and context.</li> <li>• Who the matter impacts or intersects (especially disproportionately).</li> <li>• Comprehensive understanding of how specific demographics are motivated and empowered to be involved, or what their barriers to involvement are—logistically, and systemically, and mentally.</li> </ul>
<p><b>Understanding</b> Quality of understanding and perspective of participants</p>	<p>This principle requires participants to be informed of the matter—not only from their own lived experience, but from other’s too. This may include experts, communities of primary need, experts, or others in the community. Similar to participation, this also requires an understanding of how participants effectively consume and process information—especially when there’s conflict of difference of opinion.</p>
<p><b>Input</b> Quality and quantity of contribution by participants</p>	<p>This principle refers to how much say participants have—both in terms of amount and depth. Input should be centred around the needs and wants of participants. For some, live workshops might be energising and a generative format. For others, workshops may be intimidating or inaccessible.</p>
<p><b>Decision-making</b> Level of decision-making by participants</p>	<p>This principle ensures that participants discuss, debate, and deliberate deeply on the topic. The goal is to reach consensus which forms the final decisions.</p>

Please refer to Mansfield Shire’s emergent *Deliberative Engagement Framework* for more information.

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**“The whole world turns upside  
down in ten years, but you  
turn upside down with it.”**

- Spider Robinson, 1977

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# The purpose of vision

In the narrowest definition, as defined by the Local Government Act 2020<sup>4</sup>:

**A community vision must describe the municipal community's aspirations for the future of the municipality.**

However, the power of a vision is not realised through the mere existence or words, but through the actions by both Council and the community at large. It should help steer Council decision making and action, yet should equally **inspire and activate community** in helping to achieve the vision, too.

According to the Mansfield Shire community the Vision should be:

- Reflective of the community's values.
- Measurable, clear, and resolute.
- Inclusive, representative, and beneficial to everyone single person in the Shire.
- Both aspirational, future-focused, and realistic.
- Describe a future state and provide a roadmap of how to get there.
- Contextual (based on the wisdom of the past, present, and future).
- Thought provoking, informative, and activating.
- A tool for community engagement and create shared purpose.
- A key guide for decision-making.
- Holistic and cover all aspects of the Shire.
- Known and embraced by all of community.
- A tool for accountability.

The Vision serves as a North Star for all stakeholders across the community:

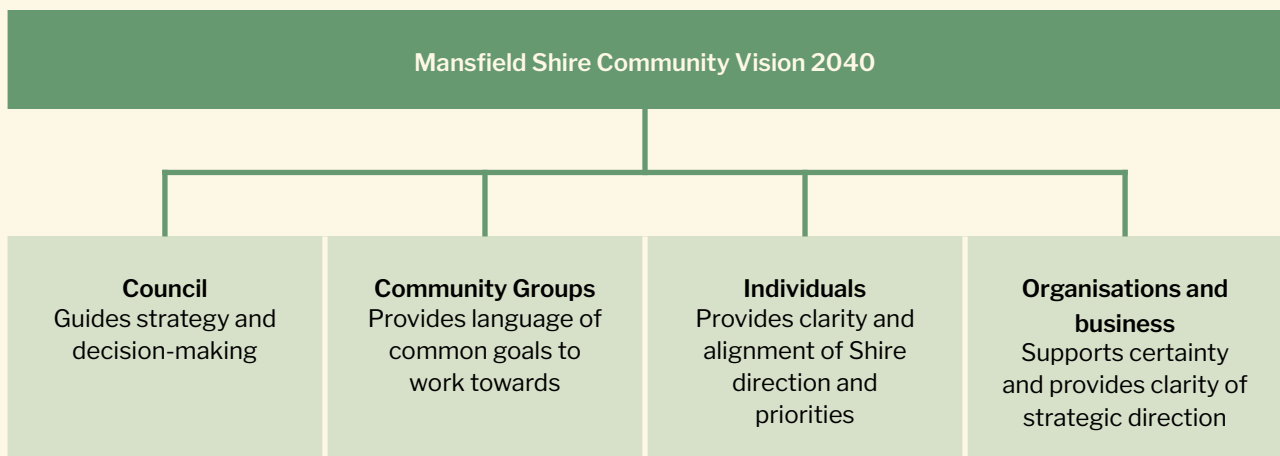


Diagram: Purpose of Community Vision for community stakeholders

<sup>4</sup> Local Government Act 2020, Victoria State Government, 2020  
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Within Council, the Community Vision will influence and guide all strategy, planning, and action:

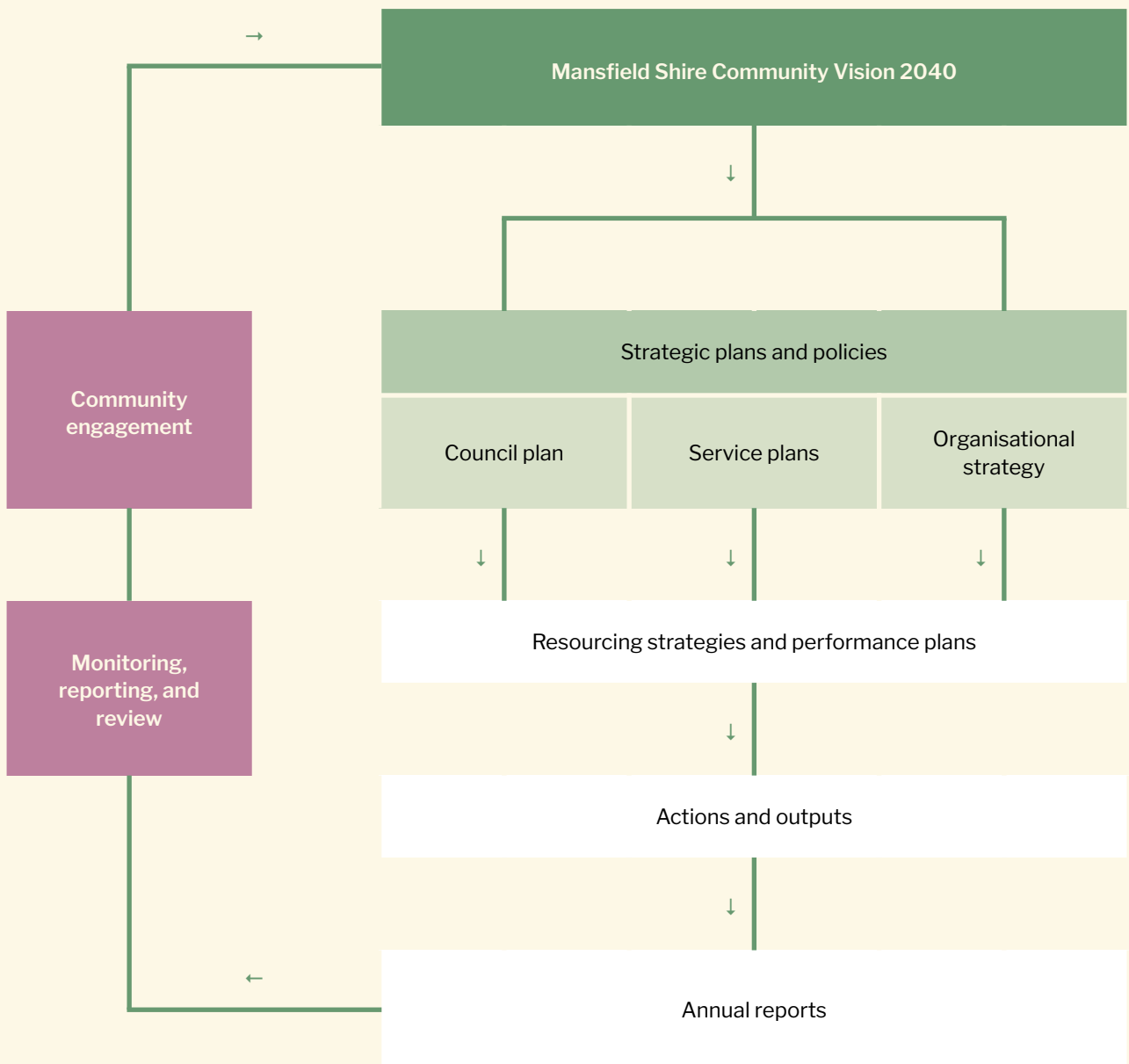
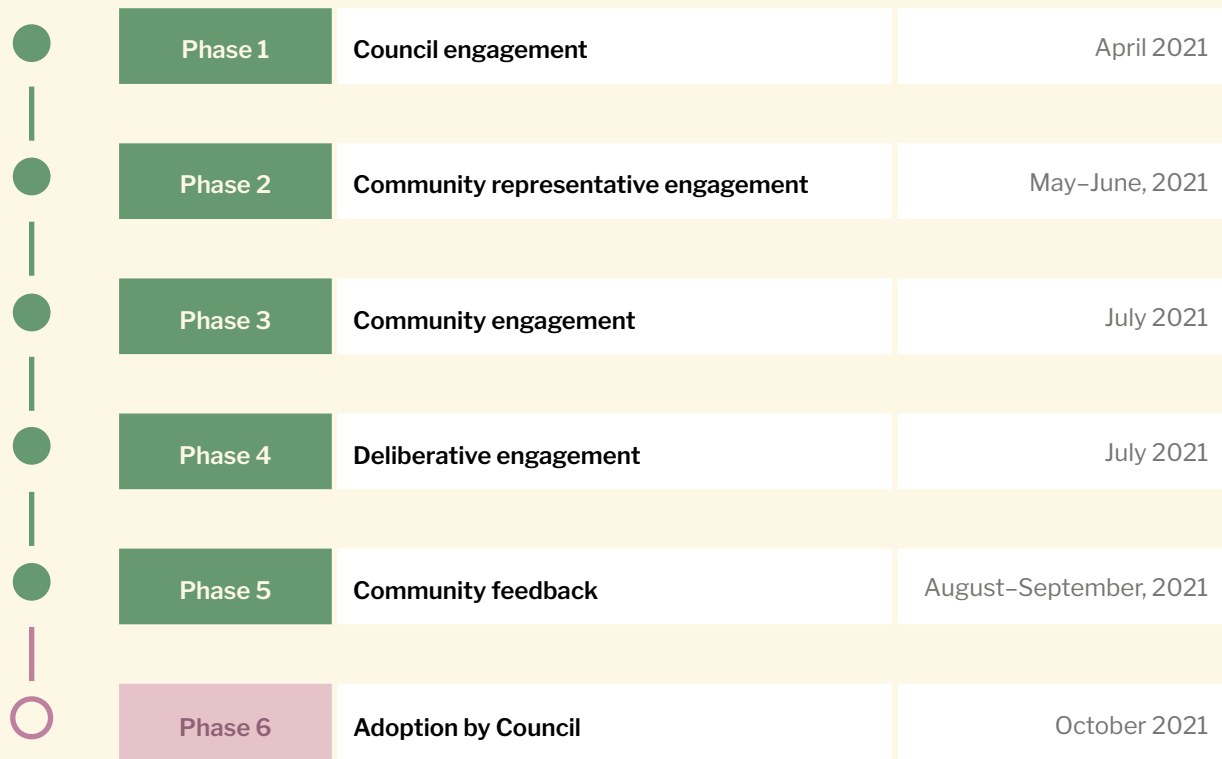


Diagram: Use of Community Vision within Council

# Methodology

The Mansfield Shire Community Vision 2040 has been crafted by the community through a detailed and methodological process over several months led by social impact consultants, [spur:](#).



## Phase 1 · Council engagement

### Core purpose

- To understand what success of this project would be for Council.
- To align Council around the purpose and need of the Community Vision.
- To map how this project intersects with other Council work and plans.
- To elicit current understanding and practice of deliberative engagement within Council.
- To foster and build trust and collaboration between spur: and Council.
- To map key community groups and demographics.
- To better understand relationships between Council and community.

### Key actions undertaken

- Workshop facilitated by spur: with key Council stakeholders.
- Summary document created to inform future phases.

## Phase 2 · Community representative engagement

### Core purpose

- Map key values and attitudes of key communities and demographics.
- Map past experiences and attitudes of working with Council.
- Map best practice engagement for communities.
- Map needs and barriers to engagement with Council for communities.

### Key actions undertaken

- Interviews with key stakeholders and stakeholder groups.
- Workshops with key stakeholders and stakeholder groups.

Insights from Phase 2 of how to best engage with community segments not only inform the approach of Phase 3, but are also articulated in detail in Mansfield Shire's emergent Deliberative Engagement Framework.

Below is a list of segmented Mansfield Shire community demographics (based on insights from Phase 1), estimated number of people within these segments (where possible), and whether these segments were specifically invited to participate in Phase 2 (Denoted by ●).

Segment	Size	●
<b>Age</b>		
0-12	1,311	
13-17	527	●
18-35	1,162	●
35-60	2,804	
60	2,781	●
<b>Ethnicity</b>		
English	3,577	
Australian	3,428	
Irish	1,256	
Scottish	1,058	
German	437	
Aboriginal / Torres Strait Islander	73	●

Segment	Size	●
<b>Disability / Disabilities</b>		
Does not identify with having a disability(s)	TBD*	
Identifies as having a disability(s)	TBD	●
<b>Local residency status</b>		
Residents	5,230	●
Non-Residents	3,945	
<b>Citizenship status</b>		
Citizen	TBD	
Non-Citizen	TBD	
<b>Industry</b>		
Accommodation and hospitality	219	●
Supermarket and Grocery Stores	159	●

Segment	Size	●
Hospitals and health	151	●
Farming and agricultural	114	●
Local Government Administration	112	●
Arts	TBD	●
Sporting	TBD	●
Other	TBD	●
<b>Unpaid work</b>		
Caring for children	1,769	
Carer for disability	777	
Volunteer	2,037	●
<b>Geography</b>		
Mansfield	3,410	●
Ancona	TBD	
Barjarg	TBD	
Bonnie Doon	TBD	●
Boorolite	TBD	
Bridge Creek	TBD	
Gaffneys Creek	TBD	●
Goughs Bay	TBD	●
Howqua	TBD	
Jamieson	TBD	●
Kevington	TBD	
Macs Cove	TBD	
Maindample	TBD	●
Merrijig	TBD	●

Segment	Size	●
Merton	TBD	●
Sawmill Settlement / Alpine Ridge	TBD	●
Tolmie	TBD	●
Woods Point	TBD	●
Other	TBD	
<b>Relationship status</b>		
Married	1,933	
Separated / divorced / widowed	821	
Never married	1,114	
<b>Housing tenure</b>		
Own (outright)	1,414	
Own (mortgage)	986	
Rent	623	
Other	187	
<b>Housing composition</b>		
Family	2,111	●
Single	1,013	
Group	81	
<b>Housing income</b>		
< \$650 gross weekly income	27%	
\$650–\$3000 weekly income	66%	
> \$3000 gross weekly income	7%	
<b>Gender</b>		
Cis Male	4,275	●



Segment	Size	●
Cis Female	4,309	●
Trans / non-binary / etc	TBD	
<b>Sexuality</b>		
Heterosexual	TBD	
Gay / lesbian / bisexual / asexual / etc.	TBD	
<b>Language spoken</b>		
English	8,500	
German	59	
Mandarin	54	
French	22	
Greek	18	
Cantonese	17	
<b>Education attained</b>		
Bachelors or higher	1,705	
Certificate	1,545	
Year 12	768	
Other schooling	1,916	●
No educational attainment	6	
<b>Employment status</b>		
Full-time employed	2,084	
Part-time employed / casual	1,460	
Away from work	237	
Unemployed	132	
<b>Working role</b>		
Manager	683	

Segment	Size	●
Technicians and trade workers	639	
Professionals	573	
Labourers	471	
Community and Personal Service Workers	411	●
Sales Workers	372	
Clerical and Administrative Workers	368	
Machinery Operators and Drivers	193	
<b>Family</b>		
Family without children	1,071	
Family with children	776	
One parent family	268	
<b>Religion</b>		
No religion	3,064	
Catholic	1,863	
Anglican	1,396	
Not Stated	908	
Uniting Church	486	

Table: Mansfield Shire community demographics  
 \* TBD = To be determined / reliable and up to date data was not available.

## Phase 3 · Community engagement

### Core purpose

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- To foster ownership of the Community Vision amongst residents and community.
- To elicit broad and divergent views of what community wants Mansfield Shire to be in 2040.
- To further build engagement and trust between community and Council.

### Key actions undertaken

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- Creation of public, online survey.
- Facilitation of public, online workshops.
- Facilitation of public, in-person workshops.
- Facilitation of bespoke workshops with key community groups.
- Creation and dissemination of “Conversation Handbook” for community to lead their own Vision conversations.
- Creation of “Micro-say” upload option for community to submit any inspiration, comments, or thoughts on the Vision beyond the above options.
- Registration form to be part of the deliberative panel in Phase 4.
- Utilisation of [engage.mansfield.vic.gov.au](https://engage.mansfield.vic.gov.au) as centralised platform for all engagement.

Each of the above supported by social and direct marketing by Council.

Although each engagement option explored or allowed participants to provide their input on what they want to see in Mansfield Shire's Community Vision 2040, the following are primary themes and questions asked:

- Describe what living well would be like for yourself and others in Mansfield in 2040.
- Describe what not living well would be like for yourself or others in Mansfield in 2040.
- What do you believe are / will be the major barriers to people living well in Mansfield 2040?
- Force rank the domains in order of importance to your vision (environment, infrastructure, prosperity, wellbeing, community).
- Why did you rank them that way?
- The Community Vision should be for everyone in the Shire to work towards—not just Council. How do you see yourself contributing to your own vision of Mansfield Shire?
- How important do you believe the themes identified in the emergent Council Plan relate to your vision for the future? Themes include:
  - Protect natural vistas and farmlands
  - Enhance township character
  - Improve roads and drainage
  - Plan for, and encourage, appropriate housing
  - Minimise and re-use waste
  - Adopt and promote energy options that are affordable, self-sustaining & carbon positive
  - Create conditions that enable local businesses & employers to thrive
  - Enable land use and base infrastructure that stimulates commercial activity
  - Embed health and wellbeing enablers and protections to reduce risks to our communities
  - Connect, develop and support children and young people
  - Contribute to efforts that ensure essential community services exist locally
  - Provide opportunities for the enjoyment of sport, arts and culture locally

- Enhance the social and economic value of tourism to Mansfield
- Council to better utilise community in decision-making
- Council to better advocate for the most important interests of the Mansfield Shire community

Please see the [appendix](#) for a comprehensive outline of input and insights provided by community.

## Phase 4 · Deliberative Engagement

Core purpose	Key actions undertaken
<ul style="list-style-type: none"> <li>• To present the content and insights generated by community during Phase 3 to the deliberative panel.</li> <li>• For the deliberative panel discuss, debate, and sort content into outcomes versus outputs.</li> <li>• For deliberative panel to prioritise which outcomes should be part of the final Community Vision.</li> <li>• To ensure participants enjoy and form a connection with the deliberative process—fostering trust for future.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitation of in-depth workshop with deliberative engagement panel.</li> </ul>

Phase 4 is where the 25,000 words of community input (please see [Appendix](#) for more information) were distilled into the draft Vision. In brief, this process observed the following steps:

<b>Step 1 · Sorting by domain</b>	Raw content sorted into broad topics by spur: (which later become “domains”)
<b>Step 2 · Collation of statements</b>	Raw content collated into statements (e.g. removal of duplicates, distillation of similar data, etc. into c 350 statements or c. 70 per domain)
<b>Step 3 · Journey vs destination sorting</b>	Deliberative Engagement participants sorted all statements based on whether the statement was a “journey” or “destination”. (e.g. “More Council rubbish collection” is a journey vs “A Mansfield that is clean” is a destination.) Please see <a href="#">Vision Architecture</a> for more information.
<b>Step 4 · Accuracy</b>	Statements discussed and debated by Deliberative Engagement participants (whether the statements were correct, whether there were important statements missing, etc.)
<b>Step 5 · Cross check</b>	Deliberative Engagement participants discussed whether all journeys had an appropriate destination (and created one if necessary)
<b>Step 6 · Grouping</b>	Deliberative Engagement participants distilled destinations down into 2–6 theme groups, rewrote a summary statement for each, and edited the domain name.
<b>Step 7 · Refinement</b>	spur: compiled the outputs from the Deliberative Engagement participants into a draft Vision document (i.e. this document) with only minor editing for clarity and consistency.

## Phases 5 & 6 · Community feedback and adoption by Council

NB: These phases are yet to occur.

### Core purpose

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- To ensure the draft Mansfield Shire Community Vision 2040 resonates, is understood, and is agreed upon by community.
- To ensure Council complies with its responsibilities under the Local Government Act 2020.

### Key actions undertaken

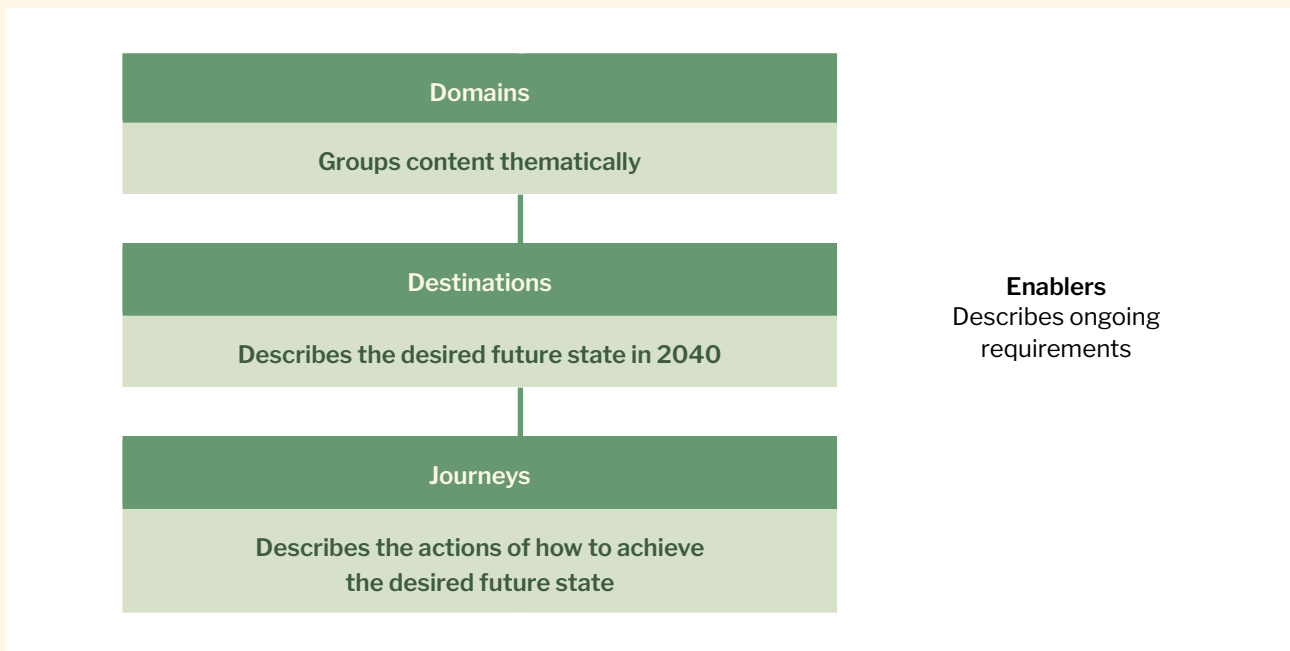
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- Draft Mansfield Shire Community Vision 2040 made publicly available for comment and feedback.
- Final iterations and edits made to Vision.
- Master Mansfield Shire Community Vision 2040 supplied to Council.
- Council to approve.

# Vision architecture

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Many Visions are a single statement. For organisations or initiatives with a singular focus (e.g. mental health) a singular sentence may suffice. However, for a whole Shire—especially given the feedback by community on what the role of a vision should be—a more effective approach is needed. Therefore, the architecture of Mansfield Shire's Vision is as follows:



## Domains

Domains are broad themes that group and categorise content within the Vision.

These domains are a combination of emergent themes uncovered during the development of Council's Strategic Plan and natural theming based on input and insights from Phases 1–3 of this project.

It is important to note that domains do not exist in silo—they are intrinsically linked. Mansfield Shire's health cannot be well without engaged community and people. Mansfield Shire's prosperity and economy cannot be robust without a clean and healthy environment. Therefore, domains primarily serve as a navigation and understanding tool. The order of domains is based on prioritisation of each domain from Phase 3 by community. Again, there can never be a one-size fits all approach to how domains support decision making, however, this light hierarchisation may provide additional clarity.

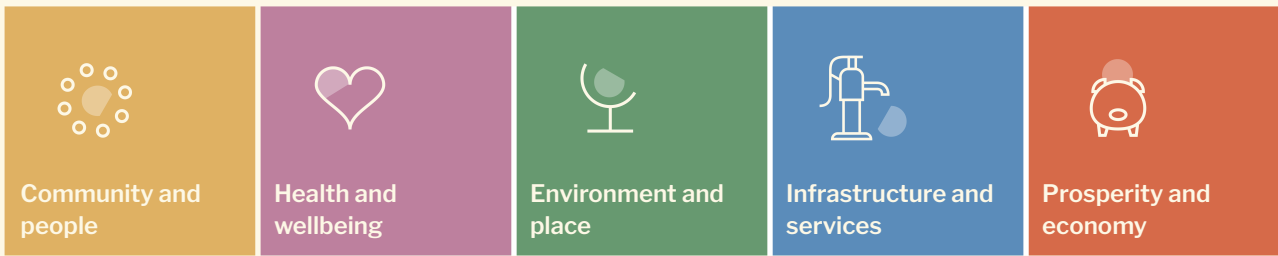


Table: Core domains of Mansfield Shire Community Vision 2040

## Destinations

Destinations are the backbone of the Mansfield Shire Community Vision 2040.

They describe the desired future state of Mansfield Shire in 20 years time, and are purposefully written in current-tense as having been achieved or as existing states-of-being.

Destinations can also be known as outcomes.

### Core destinations

Each domain has four core destination statements, and it is these statements that should form the North Star or reference point for all Shire decision making.

Similar to the domains themselves, they do not and cannot exist in silo. They are deeply interrelated and should only ever be used in consideration of each other—never cherry-picked on their own. This is true both within a singular domain, but cross-domain, too.

Destinations are tools, not rules. They are not an answer in and of themselves—rather they provide a framework for how to find the answer. This is why they are specifically high-level and designed to last decades—not months or years.

The granularity of *how* to achieve these destinations (i.e. journeys) then becomes the work of shorter term plans, policies, and other action.

## Core destinations

Domain	Destination
 <p>Community and people</p>	<p>Mansfield Shire's community:</p> <ul style="list-style-type: none"> <li>• Is engaged and active.</li> <li>• Is collaborative and works towards common goals.</li> <li>• Is welcoming and richly diverse.</li> <li>• Is empathetic and caring.</li> </ul>
 <p>Health and wellbeing</p>	<p>People of Mansfield Shire:</p> <ul style="list-style-type: none"> <li>• Are physically and mentally healthy.</li> <li>• Are happy and comfortable.</li> <li>• Are safe and secure.</li> <li>• Are connected to each other.</li> </ul>
 <p>Environment and place</p>	<p>Mansfield Shire's environment:</p> <ul style="list-style-type: none"> <li>• Is rich in flora and fauna.</li> <li>• Has a unique character connected to its roots.</li> <li>• Has open spaces for all of community.</li> <li>• Has clean air, water, and land.</li> </ul>
 <p>Infrastructure and services</p>	<p>Mansfield Shire's infrastructure and services:</p> <ul style="list-style-type: none"> <li>• Are robust and responsive to need.</li> <li>• Are sustainable and environmentally friendly.</li> <li>• Are equitable and accessible for all.</li> <li>• Are holistic and human-centred.</li> </ul>
 <p>Prosperity and economy</p>	<p>Mansfield Shire's prosperity:</p> <ul style="list-style-type: none"> <li>• Is contributed to by all.</li> <li>• Is resilient and diversified.</li> <li>• Enables opportunity and choice throughout whole-of-life.</li> <li>• Equitably benefits all.</li> </ul>

Table: Key destinations of Mansfield Shire Community Vision 2040

## Detailed destinations

This project elicited approximately 25,000 words worth of insights and input from community.

The “core destinations” table above attempts to condense all of those thoughts and feelings into a succinct, digestible framework. Indeed, to editorialise, the deliberative panel has done a stupendous job of sorting, prioritising, and nesting all the data into the core destinations.

Included in the [appendix](#) is an [expanded list of destinations](#) that illustrates more of the nuance and detail that is inherent in the core destinations. Detailed destinations should be considered as supplementary only—with preference given to the core destinations table for all decision-making.

## Barriers and challenges

The macro and micro factors that prevent Mansfield Shire from reaching the Destinations.

Vision statements are intentionally aspirational, describing a utopian version of the future. For some, Vision statements can seem idealistic or unrealistic due to this framing. However, the power in Vision statements is the honest reflection required to understand what it will actually take to achieve this ideal state and what stands in the way. Many critical challenges facing Mansfield Shire, both micro and macro, were described by community including climate change, national economy, inequity, unmitigated growth, ageing population, disaster, etc.

Some barriers and challenges will be persistent over the next 20 years (e.g. climate change), some will be emergent and unforeseen (e.g. COVID), and others will wain. Due to the shifting nature of challenges, they are not definitively defined in the Vision—rather they are to be considered in the development of all sub-plans and actions (e.g. Council Plan).

Please see the [Appendix](#) for more information on the community's perspective of barriers and challenges.



# Journeys

**The many actions individuals, community, and Council do to help reach the destinations.**

Journeys are the path of how community and Council will get to the destinations. They describe how the destination will be reached and what needs to happen to get there. Journeys can also be known as outputs.

Journeys are typically short-medium term actions and discrete in nature. For example, “building a heated pool”. It is a short-medium term action, it can be “completed”, and is just one step towards the final destinations of:

- People of Mansfield Shire are physically and mentally healthy
- Mansfield Shire's infrastructure and services are robust and plentiful
- Mansfield Shire's infrastructure and services are sustainable and environmentally friendly
- Mansfield Shire's infrastructure and services are equitable and accessible for all
- Mansfield Shire's infrastructure and services are holistic and human-centred
- Mansfield Shire's prosperity enables opportunity and choice throughout whole-of-life
- Mansfield Shire's prosperity equitably benefits all

As the example above illustrates, journeys can (and often will) lead to multiple destinations.

Journeys can, should, and will be actioned by all community stakeholders including:

<b>Council</b>	<b>Community Groups</b>	<b>Individuals</b>	<b>Organisations and business</b>
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Additionally, state and federal government also heavily influence journeys through funding and legislation.

Journeys that fall within Council’s remit are typically addressed and actioned within Council plans. This might be as part of the four year strategic plan, health and wellbeing plan, etc. Journeys are typically measurable and form the measurement of progress towards the destinations.

Journeys are typically not articulated in vision documents as Journeys can and should change over time. This can be due to journeys being completed, or due to contextual changes within the Shire where certain journeys become less important or are usurped by emergent journeys.

Throughout Phase 3, many journeys were requested or suggested by community. Many of these (or some variation thereof) are likely to be included in the emergent Council Plan. However, journeys captured as part of this project have been compiled in the Appendix for posterity and to ensure Council is aware of community’s identified needs and wants.

## Enablers

If destinations describe broad outcomes, and journeys describe discrete outputs, then enablers describe ongoing requirements to ensure journeys and destinations are effectively achieved.

Enablers should be foundational to every conversation, decision, or action:

Contextual, holistic, and equitable thinking.	Active, diverse, and representative voices.	Effective, engaging, and accountable leadership.	Community empowered in Shire decision-making.
-----------------------------------------------	---------------------------------------------	--------------------------------------------------	-----------------------------------------------

Similar to both domains and destinations, enablers are broad and do not exist in silo—they are interrelated and should be considered of context of each other.

# Implementation

The Mansfield Shire Community Vision 2040 is for all of community to collectively and actively work towards.

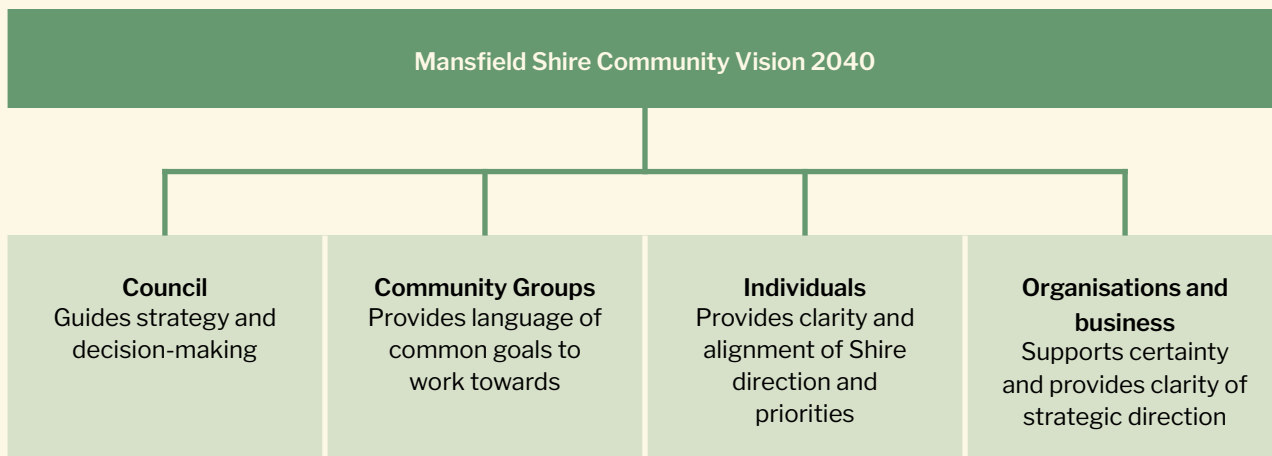


Diagram: Purpose of Community Vision for community stakeholders

Community and individuals play a key role in Mansfield Shire achieving its Vision. Throughout the project community have indicated they anticipate their contribution to largely fall within the following themes and actions:

- Involvement in local community groups
- Shop locally
- Support others in the ventures
- Pay rates
- Supporting big ideas and being bold
- Engage with Council more and decision-making
- Rally community
- Active participation across the community
- Volunteer
- Commit to small actions
- Help to educate, inform and consult with community
- Speak the truth and advocate for community needs
- Help people
- Care for the land
- Engage with others inter-generationally
- Share wisdom
- Minimise waste and recycle
- Create opportunity for others
- Reduce personal carbon footprint
- Be involved with elections
- Remain in the Shire
- Take care of own health
- Use personal skills to contribute to the Shire

A comprehensive and unedited list of contributions can be found in the [appendix](#).

## Council action

The Mansfield Shire Community Vision 2040 will be foundational to all Council planning and decision making for the next 20 years.

It is recommended that all future plans specifically reference which destinations action relates to. Below is an example of how this might manifest:

		Apply planning controls to protect unique characteristics of Mansfield Shire townships	Optimise child and family services delivered by Council
Mansfield Shire's community:	Is engaged and active		
	Is collaborative and works towards common goals		
	Is welcoming and richly diverse		
	Is empathetic and caring		•
People of Mansfield Shire:	Are physically and mentally healthy.		•
	Are happy and comfortable.		•
	Are safe and secure.		•
	Are connected to each other.		
Mansfield Shire's environment:	Is rich in flora and fauna.	•	
	Has a unique character connected to its roots.	•	
	Has open spaces for all of community.	•	
	Has clean air, water, and land.		
Mansfield Shire's infrastructure and services:	Are robust and responsive to need.		•
	Are sustainable and environmentally friendly.		
	Are equitable and accessible for all.		•
	Are holistic and human-centred.		•
Mansfield Shire's prosperity:	Is contributed to by all.		
	Is resilient and diversified.		
	Enables opportunity and choice throughout whole-of-life.		
	Equitably benefits all.	•	

Table: Example mapping of Council actions to the Vision

Not only does the the above table foster transparency and ensure the public understand how the action Council takes contributes to the Vision, but also makes reporting and annual plans easier to complete and to report against. Additionally, it more clearly reveals which domains and destinations may be underserved and require more attention from Council and community.

Although the Vision is robust and broad enough to easily last twenty years, it is recommended Council undertakes community consultation every five years to ensure the Vision is still fit for purpose and to make any necessary amendments to ensure it remains relevant and resonant with community.

Finally, it is important to note that although progress should consistently be made towards all destination, is it also typical that resourcing and attention between destinations will likely ebb and flow. For example, an increased focus on Health and Wellbeing during the COVID-19 pandemic would be expected.

## Connection to emergent plans

At the time of community engagement during this project, a draft Council Plan was concurrently being developed. Below is an outline of how relevant community believes themes of the Council Plan are to their personal vision for Mansfield Shire 2040.

Domain	Score
Connect, develop and support children and young people	4.53
Protect natural vistas and farmlands	4.49
Minimise and re-use waste	4.49
Contribute to efforts that ensure essential community services exist locally	4.46
Create conditions that enable local businesses & employers to thrive	4.44
Council to better advocate for the most important interests of the Mansfield Shire community	4.41
Council to better utilise community in decision-making	4.39
Improve roads and drainage	4.30
Plan for, and encourage, appropriate housing	4.30
Embed health and wellbeing enablers and protections to reduce risks to our communities	4.25
Adopt and promote energy options that are affordable, self-sustaining & carbon positive	4.18
Provide opportunities for the enjoyment of sport, arts and culture locally	4.15

Domain	Score
Enhance township character	4.05
Enhance the social and economic value of tourism to Mansfield	3.76
Enable land use and base infrastructure that stimulates commercial activity	3.75

Table: Perceived importance of Council Plan themes to community's personal vision of Mansfield Shire 2040.  
5 = Very important. 4 = Somewhat important. 3 = Neutral. 2 = Not very important. 1 = Not at all important

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# Appendix

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# Summarised Feedback

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Below is the raw input from community collated by spur: into statements as described in the [Methodology](#) of this project.



## Community

- A balance of country vs town living
- A caring community
- A community where no one is left behind
- A diverse community
- A friendly community
- A multicultural community
- A rural identity
- A supportive community
- A vibrant community
- A well connected community
- A well-informed community
- Access to amenities
- Active community groups
- Affordable services
- An empathetic community
- An open-minded and welcoming community
- Aquatic facilities
- Better representation and diversity in leadership
- Better representation and diversity in decision making
- Community franchised to work with leadership and Council
- Community groups that are sustainable
- Community is central to decision-making
- Community needs usurp vested interests
- Community that embraces knowledge of sub-communities and subcultures
- Dedicated spaces for sub-communities (e.g. Indigenous, Youth, LGBTIQ+, etc.)
- Easy lifestyle
- Encouraging healthy eating
- Equality and equity underpins decision making
- Equitable services
- Everyone celebrating their lives and community
- Everyone to have a dry roof over their head
- Great public amenities
- Healthy and vibrant community
- Healthy population
- High levels of trust
- High levels of volunteering
- High quality of living
- Intergenerational connection
- Leadership better engaging community
- Lots of community and sporting events
- More community events
- Neighbours we can call friends
- Older people looked after
- People want to live in Mansfield
- Plentiful services
- Preserve and grow arts and creative community
- Safe and secure community
- Services that cater for all people (e.g disability etc.)
- Shared understanding of the Shire's future
- Stable and trustworthy leadership
- Unique knowledge of communities is utilised
- Weekend entertainment options
- Better connection between community and Indigenous culture
- Better visibility of marginalised communities





## Wellbeing

- A choice of services and options
- Everyone to have a dry roof over their head
- Healthy population
- Mentally healthy community
- Older people looked after
- People are happy and well
- People better understand available services
- People can remain at home longer with support
- People don't need to leave the Shire for good healthcare
- People leading an active lifestyle
- People not experiencing isolation (esp ageing community)
- Physically healthy community
- Plentiful services
- Wellbeing is central to decision-making
- Equitable services
- A focus on prevention and early intervention
- Ability to cater for health needs in-shire
- Access to essential services
- Active community groups
- Affordable aged care
- Affordable healthcare
- Better mental health services
- Better representation and diversity in leadership
- Better representation and diversity in decision making
- Better services across shire, not just Mansfield township
- Better support and services for communities with unique needs (LGBTIQ+, Indigenous, ageing, etc.)
- Cheaper local access to Shire activities
- All services accessible regardless of need (e.g. physical or mental disability)
- Ease of movement around Shire
- Equality and equity underpins decision making
- Equitable access to services
- Good quality health facilities
- Good quality hospital access
- Heated swimming pool
- Hydro pool
- Improved health facilities
- Long-term considered in planning
- More / better aged care facilities
- More acute health services
- More community involvement in decision-making
- More doctors
- More services in-shire
- People of all ages engaging in sports and activities
- People feel safe
- Plenty of green space to enjoy
- Short wait times for services
- Social connection
- Weekend entertainment options
- People are well informed of services and options
- Cultural awareness in services (e.g. diversity, trauma, etc.)
- Low levels of social isolation



## Environment

- A robust water strategy
- A town centre that favours people over cars
- Adaptive to climate change
- Attractive town centre
- Avoiding a Shire full of suburbia
- Beautiful streetscapes
- Beautiful development that compliments the environment
- Better representation and diversity in environmental decision making
- Better signage to reduce emergency services
- Carbon neutral
- City powered by renewable energy
- Clean air, water, and land
- Clean streets
- Connected outdoor spaces
- Country town look and feel
- Country vistas are maintained
- Environment is central to decision making
- Environment not destroyed by tourists
- Feels different to the city
- Free from rubbish
- Free from rubbish
- Great outdoor spaces to use
- Healthy environment
- Heavy vehicles not in built-up areas
- Locals access to Buller
- Lots of wide open spaces
- Lots of outdoor activities
- Lots of parks and reserves
- Lovely atmosphere
- More community involvement in decision-making on the environment
- More dedicated green spaces
- More trees in built up areas
- Natural areas are preserved
- New developments required to have green space
- No blue green algae in lakes
- No graffiti
- No overdevelopment of open spaces
- Not overpopulated
- Peaceful and charming
- Plentiful water supply
- Protected natural vistas and farmlands
- Protection of bushland
- Protection of farmland
- Relaxing environment
- Rich flora and fauna
- Scenic and beautiful
- Shire has strategies to mitigate climate change (e.g. increased fires)
- Shire keeps its country feel
- Shire to remain a food-bowl
- Strong sense of place
- Sustainable growth
- Sustainable housing
- The long-term deeply considered in planning
- The Shire's environment is celebrated
- There is pride in environment and place
- Underground power
- Utilisation of green space
- Utilisation of Indigenous practices in landcare



## Infrastructure

- A robust water strategy
- A town centre that favours people over cars
- Affordable housing for all
- Affordable public transport
- An effective and efficient council
- Appropriate infrastructure for the amount of growth
- Art gallery
- Balanced bureaucracy
- Better access around the shire
- Better connections to Melbourne
- Better representation and diversity in leadership
- Better representation and diversity in decision making
- Clear reporting and updates on decision making
- Clear, long-term planning
- Communal gardens and veggie patches
- Competent decisions and decision-makers
- Connected outdoor spaces
- Controlled urban development
- Development which reflects the Shire's identity
- Easy access to services and amenities
- Education options keeping pace with growth
- Electric vehicle infrastructure
- Equality and equity underpin decision making
- Equity is considered in all planning
- Extended pathways and walking tracks
- Facilities for youth and children
- Family-friendly infrastructure
- Follow through on decisions
- Getting the basics right (e.g. rubbish collection, etc.)
- Good healthcare infrastructure
- Good roads and parking
- Great internet and tech infrastructure
- Great non-car transport options and infrastructure
- Great public transport
- Heated swimming pool
- Infrastructure keeping pace with growth
- Infrastructure that considers all of Shire, not just township
- Infrastructure is central to decision-making
- Less holiday rentals and more permanent accommodation
- Less red tape
- Manageable school numbers
- Mindful development
- More community involvement in decision-making
- More food and goods options
- More high school options
- More toilet blocks
- No overdevelopment of open spaces
- No urban / suburban sprawl
- Parking close to amenities
- People have choice of services
- Planners who care
- Plentiful water supply
- Quality schooling
- Safe and interesting places for youth
- Same opportunity and facilities as larger cities
- Scooter and bike infrastructure
- Self-sufficient and sustainable power
- Well connected pathways
- Well maintained infrastructure



## Prosperity

- A balance of local and tourism services
- A choice of services and goods
- Ability to attract talent
- Ability to live whole of life in Mansfield
- Affordable cost of living
- All of community can prosper
- Balance of funding (sports vs arts, etc.)
- Balance of local needs vs tourists
- Balanced bureaucracy
- Better representation and diversity in leadership
- Better representation and diversity in decision making
- Carbon neutral
- Celebration of all industries
- Cheaper products for locals
- Community is safe and secure
- Community needs usurp vested interests
- Decreased socio-economic gap
- Development should benefit all of community
- Diversity of industries
- Don't need to leave the Shire for services or goods
- Easy to buy local
- Economic certainty
- Employment opportunities for young people
- Enhance the social and economic value of tourism to Mansfield
- Equality and equity underpins decision making
- Financially secure population
- Follow through and execution on decisions
- Friendly and welcoming to tourism
- Good job options
- Growth across shire
- High levels of employment
- Intelligent economic development
- Locals to stay in community
- Low levels of crime
- More community involvement in decision-making
- More education options
- More paddock to plate
- More people coming to live in the Shire
- More small business support
- Natural activities capitalised on (e.g rail trail)
- Pensioner discount shopping
- People have ability to purchase local goods online
- Plentiful services
- Preserve and grow arts and creative community
- Prioritisation of locals' needs over tourists' needs
- Prosperity and its benefits are shared by community
- Prosperity is central to decision-making
- Prosperity is equitable for all community
- Quality schooling from kinder to senior
- Resistance of large chains in favour of local business
- Self-sustainable supply chains
- Sustainable growth
- The "long-term" considered in planning
- Trust in community leadership and decision making
- Weekend entertainment
- Welcoming of new business
- Youth to stay in community

# Destinations and journeys

As outlined in the project's [methodology](#), the following is community input, collated into statements by spur:, and sorted by the Deliberative Panel into Destinations and Journeys. .



## Community

### Destinations

- A balance of country vs town living
- A caring community
- A community where no one is left behind
- A diverse community
- A friendly community
- A multicultural community
- A rural identity
- A supportive community
- A vibrant community
- A well connected community
- A well-informed community
- An empathetic community
- An open-minded and welcoming community
- Easy lifestyle
- Everyone celebrating their lives and community
- Everyone to have a dry roof over their head
- Healthy and vibrant community
- Healthy population
- High levels of trust
- High quality of living
- Neighbours we can call friends
- People want to live in Mansfield
- Safe and secure community
- Better connection between community and Indigenous culture
- Better visibility of marginalised communities

### Journeys

- Access to amenities
- Active community groups
- Affordable services
- Aquatic facilities
- Better representation and diversity in leadership
- Better representation and diversity in decision making
- Community franchised to work with leadership and council
- Community groups that are sustainable
- Community is central to decision-making
- Community needs usurp vested interests
- Community that embraces knowledge of sub-communities and subcultures
- Dedicated spaces for sub-communities (e.g. Indigenous, Youth, LGBTIQ+, etc.)
- Encouraging healthy eating
- Equality and equity underpins decision making
- Equitable services
- Great public amenities
- High levels of volunteering
- Intergenerational connection
- Leadership better engaging community
- Lots of community and sporting events
- More community events
- Older people looked after
- Plentiful services
- Preserve and grow arts and creative community
- Services that cater for all people (e.g disability etc.)
- Shared understanding of the Shire's future
- Stable and trustworthy leadership

- Unique knowledge of communities is utilised
- Weekend entertainment options



## Wellbeing

### Destinations

- Everyone to have a dry roof over their head
- Healthy population
- Mentally healthy community
- Older people looked after
- People are happy and well
- People not experiencing isolation (esp ageing community)
- Physically healthy community
- People feel safe

### Journeys

- A choice of services and options
- People better understand available services
- People can remain at home longer with support
- People don't need to leave the Shire for good healthcare
- People leading an active lifestyle
- Plentiful services
- Wellbeing is central to decision-making
- Equitable services
- A focus on prevention and early intervention
- Ability to cater for health needs in-shire
- Access to essential services
- Active community groups
- Affordable aged care
- Affordable healthcare
- Better mental health services
- Better representation and diversity in leadership
- Better representation and diversity in decision making
- Better services across shire, not just Mansfield township
- Better support and services for communities with unique needs (LGBTIQ+, Indigenous, ageing, etc.)
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- All services accessible regardless of need (e.g. physical or mental disability)
- Ease of movement around Shire
- Equality and equity underpins decision making
- Equitable access to services
- Good quality health facilities
- Good quality hospital access
- Heated swimming pool
- Hydro pool
- Improved health facilities
- Long-term considered in planning
- More / better aged care facilities
- More acute health services
- More community involvement in decision-making
- More doctors
- More services in-shire
- People of all ages engaging in sports and activities
- Plenty of green space to enjoy
- Short wait times for services
- Weekend entertainment options
- People are well informed of services and options
- Cultural awareness in services (e.g. diversity, trauma, etc.)



## Environment

### Destinations

- Clean air, water, and land
- Clean streets
- Connected outdoor spaces
- Country town look and feel
- Country vistas are maintained
- Country town look and feel
- Attractive town centre
- Beautiful streetscapes
- Feels different to the city
- Great outdoor spaces to use
- Healthy environment
- Lovely atmosphere
- Not overpopulated
- Peaceful and charming
- Plentiful water supply
- Shire to remain a food-bowl
- Clean streets
- Connected outdoor spaces
- Country town look and feel
- Relaxing environment
- Rich flora and fauna
- Scenic and beautiful
- The Shire's environment is celebrated
- There is pride in environment and place
- Free from rubbish
- Strong sense of place

### Journeys

- A robust water strategy
- A town centre that favours people over cars
- Lots of parks and reserves
- Adaptive to climate change
- Avoiding a Shire full of suburbia
- Development that compliments the environment
- Better representation and diversity in environmental decision making
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- Sustainable growth
- Sustainable housing
- The long-term deeply considered in planning
- Underground power
- Utilisation of green space
- Utilisation of Indigenous practices in landcare





## Infrastructure

### Destinations

- Better access around the shire
- Connected outdoor spaces
- Quality schooling
- Same opportunity and facilities as larger cities
- Infrastructure keeping pace with growth
- Infrastructure that considers all of Shire, not just township
- Development which reflects the Shire's identity
- Family-friendly infrastructure

### Journeys

- A robust water strategy
- A town centre that favours people over cars
- Affordable housing for all
- Affordable public transport
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- Appropriate infrastructure for the amount of growth
- Art gallery
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- Better representation and diversity in leadership
- Better representation and diversity in decision making
- Clear reporting and updates on decision making
- Clear, long-term planning
- Communal gardens and veggie patches
- Competent decisions and decision-makers
- Controlled urban development
- Easy access to services and amenities
- Education options keeping pace with growth
- Electric vehicle infrastructure
- Equality and equity underpin decision making
- Equity is considered in all planning
- Extended pathways and walking tracks
- Facilities for youth and children
- Follow through on decisions
- Getting the basics right (e.g. rubbish collection, etc.)
- Good healthcare infrastructure
- Good roads and parking
- Great internet and tech infrastructure
- Great non-car transport options and infrastructure
- Great public transport
- Heated swimming pool
- Infrastructure is central to decision-making
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## Prosperity

### Destinations

- Ability to attract talent
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- All of community can prosper
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- Decreased socio-economic gap
- Don't need to leave the Shire for services or goods
- Economic certainty
- Easy to buy local
- Financially secure population
- High levels of employment
- Good job options
- Plentiful services
- Quality schooling from kinder to senior
- Prosperity is equitable for all community

### Journeys

- A choice of services and goods
- A balance of local and tourism services
- Balance of funding (sports vs arts, etc.)
- Balance of local needs vs tourists
- Balanced bureaucracy
- Better representation and diversity in leadership
- Better representation and diversity in decision making
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- Prosperity is central to decision-making
- Resistance of large chains in favour of local business
- Self-sustainable supply chains
- Sustainable growth
- The "long-term" considered in planning
- Trust in community leadership and decision making
- Weekend entertainment
- Welcoming of new business
- Youth to stay in community

# Detailed community Feedback

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The following section contains all raw responses from surveys, interviews, and workshops conducted as part of this project. The content has largely been transcribed verbatim, with only minor spelling and grammar edits that do not change the meaning of the insight.

## Describe what living well would be like for yourself and others in Mansfield in 2040?

- Plentiful services - medical, schools, childcare, recreational facilities. Wide open spaces - I chose not to live in Metro Melbourne for a reason. Connecting pathways / access so that those living close enough to town can ride / walk / pram to town rather than drive. Improved access to public transport - especially for our young people.
- Being able to enjoy full use of Lake Eildon for all recreational activities and water sports without the negative effects of Blue Green Algae that MGW are constantly warning against.
- Having access to good facilities to aid in the health of everyone. For example good outdoor spaces, an indoor swimming pool, good healthcare.
- Growth. More activities for youth. Growth in surrounding towns.
- Access to amenities that keep the community healthy and vibrant.
- Affordable Public transport for all residents, aged care and hospital access, all year round aquatic facility including hydrotherapy pool, two level car parking station behind IGA or bank place for main street parking, pensioner discount shopping any day at supermarkets rather than just on Tuesdays.
- To feel healthy. To have enough wealth to pay for chosen foods, activities, pleasures etc without too much worry. To feel connected to my community. To have multiple choice in options for ALL aspects in life, health...eg choice i which doctor to see, not just who is available, shopping, activities clubs etc. a good balance between local services and tourism services.
- It would mean having the same facilities and opportunities for my family as those families down in Melbourne but with our lovely atmosphere and community.
- A useful community with enlarged community run facilities. Being the oldest in aged population, 30.3 % are over 60, in the state, then it is necessary to create a caring society. Expanding community services and infrastructure in the whole of the shire and limiting the growth size on the main Mansfield town.
- Living in Mansfield in 2040 - I would hope that the important aspects of Regional Living have strengthened. We would have strong community connections propelling us towards a sustainable future. Be self sufficient in supply of food. Be mindful of the way we build and split up land - planners being aware of more sustainable housing. Have a self sufficiency in power supply or storage. Utilise the knowledge and learning of the older community with community gardens... mentoring.. Preserve the rural identity. Less holiday rentals more permanent accommodation. Preserve and grow the richness of our Arts and Creative community. Assistance to business to create..grow...employ our young people. Have a unified plan of where we are heading. Such an exciting plan and so many possibilities.
- Living in a small town on the land.
- Managing sustainable development by sensible Shire wide planning, at the same time

protecting important farmland and native bushland. Create a CBD for the town where vehicle numbers are reduced by the creation of large designated metered car parks on the periphery. Continue to extend, remodel and create walking tracks, parks and green spaces strategically placed around town to enhance lifestyle. Levy all future developments with a "community enhancement" contribution, based on a % of the sale price of each subdivision lot.

- Happy, healthy, supportive community. Access to essential services.
- In 2040 I will be 69. I hope we have more Drs to make appointments easier. A hydro pool would be fantastic. More services to ensure people can remain living at home with support as required.
- It would include much improved health facilities. More education options and sporting facilities to match the much increased population.
- Better availability to Healthcare is essential. Continued ease of lifestyle with parking facilities close to amenities.
- A deeply connected and supportive vibrant community. A community that embraced diversity and inclusion - and leaves no one behind. The benefits and assets of the community are largely 'owned' by the community and the benefits shared.
- Still a country town/possibly a smaller regional town, with infrastructure to support the population growth. Not chopping up prime farming land and the freedom to experience all outdoor activities without massive costs. Food that is competitively priced. Most locals (although reluctant to admit it) shop out of town, as the prices are high. A focus on preserving our natural areas, including Mt Buller & surrounding areas. More farmer markets and access to paddock to plate.
- Carbon neutral, good public transport options to Benalla, Wangaratta and Melbourne. Indoor and outdoor facilities for children. Community engagement, venues with nice views to Buller. Local access to Buller. Foot paths and underground power. Year round pool access. High school options.

- Utilising the amazing surrounds, building more community events/infrastructure that keep locals here and not travelling to other towns to access.
- As a Rural Destination, I expect that we keep our Country Town look and feel. Not allow overdevelopment of our open spaces. I would like it to be friendly and welcoming of Tourism.
- To all have a dry roof over our heads, jobs and good schools to go to, and plenty of green, open space around us with neighbours we can call friends. Oh, and an open year round swim pool—nothing too flash though.
- Safe and secure with great educational and work prospects.
- Access to services. Old people looked after. Infrastructure to support population. Medical services.
- Cheaper products for locals, more toilet blocks, more parking.
- Busy because more people are coming to Mansfield to live.
- That everyone is so close together and so are places.
- A well expanding area with well positive people.
- Having lots of Macca's.
- Teenagers - safe and interesting places to meet outside of sport and school. Teenagers are often seen in a negative light when they are 'hanging' around town. I would like to see more celebration of our local secondary college; it does an awesome job for our young people but the community is so quick to run it down (without being informed). As an older person I would like to see an indoor pool for rehabilitation, pathways to enable scooter transport throughout the town. Support for regular/consistent/expected weekend entertainment on a regular basis to get people out of their homes and celebrating life together - all ages - connecting with others is the best way to stay mentally healthy. The shopping in town supported with online platforms for those living outside of Mansfield township or work and don't have time to shop but who would still like to support local businesses; many smaller arcade style shops to increase the diversity of

what is available. The shop signage is not aesthetic for the most part and more effort to have beautiful shop fronts would make going into the shopping are more pleasant. Keep planting trees and providing green areas but where those green areas can be utilised along side other services such a the library or pool - anything to help people be connected just by the 'goat tracks' provided by town planning. The Bonnie Doon Bridge is an eyesore with the graffiti; would love some soft lighting under the bridge. The lakes need a regular tidy up to remove trash left by visitors and an accepted cap of 50% filled to keep our visitors coming as well as making sure that town recreation can continue. Battery charging places for cars and perhaps central battery hubs for housing power in the smaller towns.

- Peaceful.
- Not having a flood of tourists all of the time. The streets would be clean. Shops would be thriving.
- In 2040 I will be in my mid 70s and retired. Hopefully enjoying retirement by traveling. Locally I will be involved in sporting groups and probably rotary/lions club. Health will be a major concern and I will require access to more services as I get older. I will hopefully be still on my acreage property but may be transitioning to a house in Mansfield township.
- Having easy access to parks for cars when I pull up at the supermarket. It doesn't need to be super close to the supermarket, just close enough that it's not a hassle to pull trollies back.
- I would still like to have some country land as that what makes Mansfield pretty. And I would like for it to not be over populated.
- Living well in our community would be keeping our identity and improving upon our community not expanding. I would say we should improve upon certain issues around the community focusing on certain aspects like education, environment, and technology.
- Celebration in local food, community events, development of footpaths along main access roads to town (ie. the Midland Highway) to connect more rural areas to safe alternative access to town via bike or recreational exercise,

maintain rural country living culture and not becoming a remote 'suburbia', preventing fast food developments and encouraging local business and healthy food choices. I enjoy that the town/main street isn't open all hours, that we still participate and encourage community gatherings, that we are a community centred around agriculture and hospitality. I would like to see more education and celebration around healthy food and farming practices in our community.

- How it is now just no COVID.
- There would be a Contemporary Art Gallery for the public in the main street with touring shows, local contemporary visual artists shows and educational facilitates for the broader Mansfield community to be expressive. It would be modern and environmentally friendly and offer opportunities for creative growth in the community and beyond. Mansfield would be multi-cultural and inclusive of a great diversity of people. There would be more supports in place for the LGBTQIA+ community.
- It would have more public transport options and regularity of these services to Melbourne for our elders/youth and people who want to visit the city for the day/weekend.
- There would be a renewable future for energy consumption and storage and houses would be sustainable and environmentally friendly. Solar for our facilities or other energy efficient options.
- There would be more visible and inclusive celebrations of our Indigenous past (NAIDOC WEEK).
- There would be long lunches held in the main street on the grass for community health and wellbeing.
- There will be better roads and walking paths around town.
- There will be more gardens and communal vegetable fruit patches in town.
- There will be more public toilets and better parking and or signage for visitors.
- Our goods and services would be cheaper, especially food and essentials.



- There will be a pedestrian crossing on the main street.
- Our public schools would be better funded.
- There will be more winter activities/events.
- Locals would have cheaper options to Mt Buller and Mt Sterling.
- In 20 years time, providing opportunity for supported living within a caring community. Community would need to be a vibrant place with ongoing opportunities for the community membership to be gainfully employed and wanting to choose Mansfield as a place to live.
- A balance of country living and retail/business/professional service availability. Visible improvements to the degraded environment. Established and effective planning for growth, especially demand for water. An overall younger population with creative aspirations, keenness to volunteer, high levels of health and well-being and resilience.
- No drug fights.
- Being able to not only live our working life in Mansfield but to have the services available to be able to retire in Mansfield.
- Still feels like a country town, good access to doctors and a range of health providers, community sport and events.
- Being happy.
- To have maintained all health and wellbeing programs and support - to live in a welcoming, friendly and country-like township that is not overwhelmed by urbanised planning.
- Clear air. Well resourced community infrastructure. Controlled urban development.
- Open spaces.
- Having a community and council who cares and acts on future issues that effect climate, equality, renewable energy, education and allowing everyone an opportunity for comfort regardless of their socioeconomic status.
- Good, fast access to medical and other personal care, including confidence in the prompt attendance of ambulance/emergency services. Better infrastructure to cater for the increased population, parking availability, retail choices and competition, provision of services that we currently have to travel further afield for and enough affordable, decent quality housing for everyone.
- Happy, healthy and good roads.
- Mansfield will have more family friendly things throughout the town maybe little water fountains kids can play with, more events like fireworks and stuff.
- Living the same lifestyle we have now. Meaning living in peace, having no traffic lights, having a nice and scenic town clean of rubbish (i.e. stay a small of a town as possible).
- It would be very different and feel like the city.
- Having the appropriate amount of infrastructure to allow for cost effective living whilst still maintaining the country vibe to the town.
- I might be retired, or at least working part time. My children will be in their 30s and may have children of their own. Therefore, services and social connections for all ages in the community will be important to our family (assuming our still remain in Mansfield). So that means offering services, and having choices. i.e. more than one and enough places in child care, kinders, primary, secondary, maybe even tertiary/TAFE educations centres. Choices for recreation for all age groups (I know Mansfield has many of these already). Improved housing support. Expanded health services in all areas, particularly acute, aged care, mental health and adolescent health (IN Mansfield, not in Benalla/Wang/Shep, and not secondary consultation and not visiting one day/month). Depending on need and population growth, this may also mean providing these services in outlying towns. Reluctantly I'm say more options for shopping, although the world will probably be operating in a more online world by then. It sounds like I'm only talking about services, but the provision of these services prevents the pressures of people needing to travel etc. Providing services/people to support/educate/connect disengaged and struggling community members is more important to help build a thriving community.

- Enjoying life and enjoying who you are and the place you live.
- Where we live in a zero carbon emissions life with renewable energy. Also to have the Mansfield swimming pool open past 6 o'clock on hot sunny days were people would like to be at the pool around 7 o'clock so that people don't get sun burnt and can cool off.
- Clean unregulated healthy life.
- Better medical facilities, more affordable groceries, more parking, more affordable clothing, updating the very few entertainment facilities Mansfield has (MAC, mini golf), have a meeting place for older people to catch up, free entertainment facilities for 10-18 year olds. More competition with petrol pricing, groceries so prices can be lowered.
- As ageing doesn't take a break, I'll be in my mid nineties so please take this review with how an older person and presumably my ageing friends and family will be around. 1. A new aged care facility besides an up graded Bindaree. 2. Beautifully kept footpaths around the entire Mansfield township and in the main outlying towns thereby enabling walking with a minimal chance of tripping on root uplifted pavements. 3. Pothole free roads and well graded non-bitumen roads. 4. Visitors and tourists catered for with ample caravan parking and toilet facilities. 5. Main street without traffic lights. 6. A far better selection of dining and cuisines from which to choose.
- An active lifestyle supported by public facilities in other areas beside Mansfield township.
- Access to quality schooling for my child, Mansfield primary school currently too busy there would need to be a solution to over crowding organised in the very near future! Access to parks and gardens, botanical gardens currently not enough for our growing community. Healthcare would need to expand with population growth. Cutting up of farmland would reduce to cater for growing population, agriculture in the community needs to be prioritised!
- Lots of residential land for developers to ensure the town grows and a Maccas. I'd hopefully live on a small hobby farm with a newly built house in a farm zone less than 40ha and no trouble from council getting a planning permit for said house.
- No rubbish on the ground
- Living debt free in my own house receiving 3 times the support I receive now to keep the house clean/ tidy/ properly maintained eg. help to have concrete paths made around/ in and out of the garden/ enjoyable to be in and able to go out/ engage in social and cultural activities locally.
- Open spaces with public facilities (toilets, BBQs etc).
- Large house blocks with backyards.
- The region still having its country charm, with trees, long driveways, wildlife and friendly people.
- Mansfield a place where numbers in schools are manageable and ample green space is available within the schools, swimming pool with a smaller indoor heated pool available. Aged care/ Bindaree residence to accommodate all ex rate payers requiring the service and a sustainable shire in home service to enable those aged to remain in home should they wish. A complete overhaul of drainage/ storm water within the town as it persistently underperforms. All new housing developments have a green space allocated within the subdivision and a more creative aesthetic approach to subdivisions maybe even passive energy considerations to developments. A cap on subdivisions. The water and sewerage and refuse capabilities be sufficient to accommodate the growing community and the shire dollars spent be value added to the community.
- Having a range of services that we require to service the growing population.
- By 2040, the town needs to be a modern well resourced town enabling residents to have everything they need within it & not to travel out of town to have their day to day resources. This includes another school with open green space and more childcare options, sealed roads with 90-95% of all roads to have footpaths, a large aged care network housing an ageing population of residents, a fully fledged hospital

looking after the health needs of the Mansfield shire, bigger parks, recreational facilities including an indoor swimming pool, more affordable shopping options, the town to have a green focus enabling the majority of the town to be powered by alternative green energy, better water storage facilities and sewerage facilities. New residential estates to all have green space & parks for young residents to utilise.

- Having a Mansfield Shire community well resourced with fit for purpose facilities and amenities to sustain a strong, vibrant and healthy lifestyle for all.
- Living in a well planned street environment that caters to tourists and locals in terms of parking and safe travel through the central town area.
- A sensibly considered town environment/precinct that allows the commercial area to expand as it needs to. The immediate town area is congested and at times impossible to get through or around on heavily touristed weekends.
- Be able to visit doctors and healthcare professions without having to wait 2-3 weeks.
- Having a community that respects the heritage of the town's founders and early pioneers, rather than totally ignore it as it seems to be now.
- Safe traffic travel speeds through the central town area.
- A shire that has embraced far sighted sympathetic residential, commercial and industrial development through out the boundaries without imposing un-necessary, cumbersome and prohibitive conditions on developers by overzealous public servants.
- A transparent recycling system for all wastes generated within the shire.
- A self sufficient power supply for the central town area, solar, wind or otherwise.
- Sustainable, clean and plentiful drinking water that isn't used for flushing toilets and watering gardens.
- Safe roads to allow recreational cycling without risk of life from inconsiderate car drivers, create

a wider shoulder for cyclists to be on the road but off the road.

- Create a system of signage that allows recreational FWD'ers, Bush walkers, dirt bikers to understand the type of terrain they might find when in the bush. similar to the international alpine skiing signage. This would hopefully reduce accidents and lost time for emergency services searching.
- Continuing the 'Small Town' atmosphere - ease of movement, access to services, friendly atmosphere, particularly in shared spaces. Open spaces, plenty of room to move without feeling crowded. Adequate public facilities, well looked after and valued by the community. Public transport, possibly a continuous hop-on hop-off bus circulating. Medical facilities that can be accessed within a reasonable time frame.
- Relaxed country living, friendly, safe environment. Easy access to medical and transport services. Positive information on what is available.
- More employment opportunities in town, better services, more housing options, more arts programming from council.
- Modern facilities to make everyday life easy. (water, parking, public toilets, etc). Keep Mansfield green/close to nature. More support for people who are moving from metro to the country (assist and don't stop them from building, help with the move of the business and have information ready). Tourism strategy as tourism is the main driver of the shire's economy. Assist businesses with growth/building permits. Free access to locals to Mt Stirling and Mt Buller during the week. Sometimes it is felt that the Shire doesn't want new people in the area and businesses to grow. building permits can be declined without reason why and assistance to improve. while bushfires are a big risk, we still need to keep things real and properly assess new building sites, and not having 'no' as the favourite word.
- Given that this will be in about 20 years time, living well will be about retiring well for me personally. Access to health care services. Affordable living rates and services reflect that



we are living in the country. It would be wonderful if there was still the possibility of celebrating where we live, the rivers, lake, mountains.

- Ease of access to connected outdoor space, allowing for walking, bike/horse riding in various loops around and outskirts of town.
- Not having to drive to wang for essential swimming lessons.
- 1. Taungurung and or other identified Aboriginal and Torres Strait Islander communities are employed in positions across the Shire, as councillors elected on the Shire, and have equal access to employment opportunities that the mainstream community have. 2. I would also like to see the use of Taungurung words across the municipality reintroduced as well the schools have Taungurung signs and language in use. 3. Garden revegetation to support traditional medicinal, food, and restoration of lands to include a percentage of local indigenous plants, as a Shire goal. Signs available to residents Mansfield Shire has Taungurung country welcome as part of new resident packs, and an acknowledgement of Taungurung country before all official meetings and acts in a leadership capacity by setting examples across the Shire. 4. The "keeping place" be supported- and funded and I would also think that the Aboriginal flag be flown widely, across a number of key sites. As the regional Diversity Adviser in Community Aged care services there has been resistance by Council and hospital staff to promote access to their staff for training, so capacity building of the local workforce would be great. As a member of the LGBTI community I would like to

see the people colour (Black and Brown) stripes within the rainbow flag also flown and training, service delivery, and service inclusion for the LGBTIQ+= community is respected and provided.

- Visibility, representation, and decision making truly representative of community.
- Council to reflect community demographics.
- Less conservative decision making
- Community franchised to engage with Council.
- Underprivileged communities served equally.
- Council that follows through on action.
- "What does it mean to be human" to be at the core of decision making.
- No McDonalds
- Shire to remain a food-bowl
- Intelligent discussion around economic development < diversity of employment
- An equal and equitable Shire.
- To not be a Shire of haves vs have nots.
- Dedicated aboriginal space (indoor).
- Aboriginal position in Council.
- Cultural and contextual awareness in services (e.g. trauma, how to cater for marginalised groups, etc.)
- Cultural understanding developed across Shire.
- Community groups to be self-sustaining.
- Closer relationship between Council and traditional owners.
- More support for aged services.
- Remove the "stump" from being able to engage.

## Describe what not living well would be like for yourself or others in Mansfield in 2040

- Small house blocks as far as the eye can see. Limited access to medical services in particular. Town centre a mass of car parking. No open spaces.
- Negative effects of Blue Green Algae on the use of Lake Eildon for water sports and tourism to the Mansfield district.
- Not having access to the above things.
- With the population growth, not having the infrastructure expand to accommodate
- Over crowded schools, out of date amenities, lack of sustainable waste management, no expanded recreation areas such as play grounds, all. No year round swimming pool, lack of ability to move progressing forward With what the communities needed.
- Ageing population isolated at home not being able to access main street due to lack of public transport and suitable parking. High rental costs as limited housing availability impacts on all residents. Increased cost of living as food, petrol, etc is geared to tourists.
- Exorbitantly high living costs specific to Mansfield... compared to other places mean many need to shop out of town, or struggle to make choices. If only enough services for local.... then there aren't enough services for when the district swells with tourism reasons etc. Eg... if only sports funded... then arts or other areas suffer. Balance, equity.
- Not having access to get to Melbourne in good time and facilities
- A major city with a total disconnect with its all of Shire residents. Over 50% of our current population live outside of the main town. We need to share any population growth across the shire and build infrastructure that comprehensively links all that to the Shopping Precinct.
- Living in tiny suburban blocks with high metal fences in houses facing South. Shopping in a town where locals are out priced. Seeing increased Tourism diminish local enjoyment.. seeing our town fill with rubbish and disrespect of our environment. Seeing our cultural identity be wiped out over money making projects. Looking around Mansfield and seeing nothing but estates with thoughtless housing. Having a shortage of fresh healthy food.
- Living in a busy stressful town that has no charm.
- More dense development with more traffic, including heavy vehicles, passing through the CBD. Less green space and more undeveloped walkways and parks.
- No service to aid in mobility and help at home. Ongoing poor mental health services our highest suicide rates are in the over 70s. Poor access to medical care. Transport to regional centres being poor. Over growth of population and services not being able to keep up. Reluctance's to allow new businesses into town.
- The same focus on health and education.
- Not enough services and amenities to cope with population.
- Too much commercial or private self interest running key operations and service provision within the Mansfield community.
- World anarchy which does seem more likely and just a postcode for the wealthy....see Byron Bay for instance. There is so much uncertainty now that balance would be the focus....also to have far more women as Councillors. It's a disgrace that the Shire has become another man's club. Hopefully the CEO has them all by the balls.
- Social isolation, poor services.
- More commercialised retail, take away, etc. keep it country.
- Housing Density. I have real issues with many of the planning schemes allowing tiny units to be built on already small blocks. We need to continue to build infrastructure to support the current population and not fall behind.
- Population explosion, overcrowded schools, new homes built on tiny blocks, an unfriendly community.

- The continued drug issues and a difficult council to work under.
- Infrastructure not keeping up with population. Services not maintained.
- Limited parking, pricing,
- Hard to get supplies because of all the people going to IGA Foodworks.
- So many roadworks and traffic.
- Protesting, angry mobs of people.
- No Maccas.
- Services and public spaces being disjointed and hard to get to. Loud people. Heaps and heaps of people daily, lots of foot and car traffic. Streets dirty. Businesses having to close
- Poor access to medical facilities is a major concern.
- Having to pay a lot for a quick meal out before I go home.
- Having no paddocks in sight, having too many people here for the town, the town expanding because of its increase of people.
- Becoming like a suburb like Melbourne losing our identity and environment. Urbanisation is not good in my opinion. Not having a focus on youth and education would not be good either.
- For growth to continue too rapidly, without adequate infrastructure and forward thinking to maintain our current community aesthetic, to a point that we lose the rural/country connection we enjoy so much now in our community. For roads/traffic to be congested with the current growth - alternative options such as suitable public transport, bike access for more remote access, to be high on the agenda for future developments. Not living well would be looking for quick fixes to areas such as health, wellbeing and community connectedness.
- Having COVID around.
- If our creative community is not supported and lifted up into a bright future. If housing estates keep popping up in and around town that are stock standard on small land plots. If town gets too crowded and does not have the facilities and well thought out structure in place to support a growing population. If the town does not grasp the importance of environmental care and health of our planet. If goods and services continue to increase in price. If our community remains vastly Eurocentric and does not embrace the wealth of knowledge and importance observed within other cultures. If roads and services are not maintained for ease of travel in and out of town.
- Not having the support to enable me to remain in a self contained residence (in my 80's by then) or not having a range of supported accommodation options (like Beolite Village or similar retirement centres or Bindaree).
- Services, schools and infrastructure not keeping up with growth. Neon lights and McDonalds in the main streets of Mansfield. Lower socio-economic levels. Increased unemployment, drug use and anti-social behaviour such as vandalism. Not feeling safe.
- Drug fights.
- Not having access to current services we have now.
- No new parking, poor road maintenance, old rubbish collection and facilities, red tape
- Not being happy,
- To be crammed into a smaller block of land with units close by - no privacy.
- Poor and poorly maintained community facilities. Unmaintained infrastructure. Uncontrolled development.
- To lose age care services particularly when many retirees live here because of services.
- A community who do not believe in equality on the basis of sexuality, gender, race, etc. Also nothing being done in the push towards a more sustainable future in terms of energy and climate change.
- The opposite of my question 1 answer, which is where we seem to be currently.
- Poor roads, not enough public toilets in town, not enough bins around town.
- The town is over run by tourists. The towns economy doesn't grow with the amount of housing being developed. Rubbish is out of

control. cars emissions aren't getting any better.

- Mansfield booming into a small city: meaning higher crime rates and more fast food outlets.
- You wouldn't feel good.
- Experiencing the amount of growth without having the facilities to cope. Having to pay exorbitant prices for staples eg groceries and fuel.
- Social disconnection. Mansfield becoming too much like Melbourne ie losing the country town feel and atmosphere.
- Not enjoying who you are or where you live and having loads of stress.
- Having an over populated place that becomes industrialised and no longer a nice, simple country town.
- Bureaucratic interference!
- Keeping Mansfield as it is, not allowing the growth that is needed to move forward. Increase the number of Councillors to avoid the current situation of decisions based on their own agendas. It's clear that it is 3 v's 2 in most decisions which are based on what's best for farmers and NOT in the best interest of Mansfield on a whole.
- 1. Not having any of the above. 2. Being overrun by bogans and trashy tourists. 3. Being priced out of town due to huge influx of buyers and excessive rates.
- Poor internet/work from home opportunities, greater increased living expense costs, fuel, food.
- Growing population without planning for it - not enough educational opportunities, low employment, stretched healthcare, over development, not enough green space in town.
- Poor development, lack of residential land, no Maccas, shire members using their personal agenda to further themselves and not the town as a whole.
- Rubbish.
- Being in debt and, due to lack of support, living in an unclean/ untidy/ run-down house and

unable to go out to engage in social and cultural activities locally.

- Living with a row of houses along my fence line where in 2020 there was open space! Council is currently approving way too many subdivisions, carving up big lots of land and cramming in oversized houses on undersized blocks. We will end up with rows of carbon copy brick dwellings, squished together, with cars everywhere. Space for wildlife gone! The country charm gone :(
- High density living, green space not managed well, our infrastructure not meeting needs of the population eg: doctors, expansion of hospital , midwifery health centre services ,an increase in population but not increase in jobs creating a higher unemployment ratio.
- Losing the community feel. Too many small Farming lifestyle type farms.
- An overstretched school network that is either at or over captivity with no green space. Too much high density living and distorting the natural beauty of the town. Residents having to go out of town for all of their needs and therefore moving away.
- Having a Mansfield Shire community with continuous poor planning and inadequate infrastructure to sustain the population growth and amenities for a strong, vibrant and healthy lifestyle for all.
- Simplistically? not to do anything to address all of the shortcomings we currently experience in our day to day lives which are controllable.
- Crowded, rushed, long wait for medical attention, impossible to park when shopping, no public transport, heavy truck traffic in pedestrian and retail areas.
- Crowded streets and no parking for shopping. Long wait time for medical appointments. Road improvements and gutters in many town streets.
- No budget for the arts, not enough job opportunities, no community engagement
- Lockdowns. No parking for shopping.
- If the area becomes so popular that large conglomerates like McDonalds stake a claim, I

think this will impact negatively on the town, and what makes it so different to so many others.

- No connectivity, poor access, elitist, exclusive access to outdoor areas or clubs. Poor access

to healthcare, long wait times, expensive fees for treatment, when emergency healthcare should be provided for through our taxes.

- Having to drive to wand for swimming lessons.

## What do you believe are / will be the major barriers to people living well in Mansfield 2040?

- Cost of housing. Lack of public transport options. Wifi / internet / phone access. High quality schooling from kinder through to senior school.
- If Local & State Governments are unable to effectively manage all issues of concern especially health & environmental issues that prohibit the free movement of people, the quality of Life in Mansfield will be impacted. Environmental issues need effective management too - to enable the community to use all the areas attractions . If tourism is impacted negatively, then businesses will fail and ultimately the quality of life in Mansfield, as we know it now, will decline.
- The town growing too rapidly and the services of the town not growing with the town. We need more doctors, bigger public school, indoor pool facilities, more public outdoor spaces.
- Job security. Growth to town amenities etc. Hospital/doctors . Town denying potential developments/businesses.
- Lack of all year round swimming facility. Lack of public transport, very limited to certain hours and times. Housing, lack of rental properties and affordable houses.
- Lack of affordable housing. Lack of parking..particularly in winter. Lack of public transport within town and to nearby centres to access specialists. Increased cost of living as town continues to cater more to tourists rather than residents.
- Rising costs of living..... there is def a Mansfield tax from many businesses.... yet not the same just 40mins up the road. And ... lack of growing infrastructure to service the much larger population here...especially docs.
- Getting access to decently priced medical attention without having to travel 1.5 hours to get it. Restrictions to job opportunities in our rural area. Lack of Community Get together facilities. Creating activities for all in the community. Providing health services in the outer communities by managing all in house by our shire, not by "Privatisation" Managed by people we know and can trust. That requires ongoing strategy for future councils staff and councillors. Will require a long term training culture but will ultimately create employment for many without the profits going to outside organisations.
- Growth.... Greed .... Mansfield Mark Up. We have to grow that is inevitable... but with a plan. Greed... is it right for farms and housing to be sold at extraordinary prices to people who will never live here. Where do our kids live. It saddens me when I go to buy supplies and see the prices. We are building a town to fit with city dwellers pockets. It is already hard for families and elderly to buy local. Engage our Tourism more in the truly unique aspects of this area make them mindful of the fragile balance between nature and humans. Not all about the charge to the Snow...irrespective of what is trampled on the way up.
- To much growth.
- There'll be the barrier of those moving here who want to bring an expectation of every single service they had in Melb, being also available in a much less affluent community. The other barrier will be those who move here and have no respect for the importance of the land and our farmers.
- Lack of access to essential services. Community disconnection. Access to good health care both mental and physical. Poor education systems for our youth causing them to access education else where. Transport to regional areas for better health care.
- Lack of health resources, particularly hospital funding and resources. Ambulance shortage and lack of funding. Crowded housing and waste.
- Lack of jobs and healthcare
- Mansfield needs a strong and collective owned community development and engagement plan . this needs to be championed by both the Mayor and CEO of the Mansfield Shire and the



citizens. A community of trust needs to underpin this. Central to this will be the necessary support of core community organisations, ie, public -owned child care and aged care, expansion of the collaborative model of the community shed, cultural and artistic events, to mention a few.

- Food shortages. Extreme rise in prices. Not a town for young people, it never has been a town for young people. A small percentage stay, but most move away due to lack of opportunities. I don't see that trend changing. No housing.
- Lack of funding and infrastructure. Affordability, jobs, access to basic life skills like swimming because we do not have year round facility.
- Employment opportunities, cost of community facilities for users increasing so that only the wealthy can afford to partake. Care of our elderly if services are no longer supported by Council.
- Too many newcomers who have no wish to become part of the community.
- Planning and investment security. Lack of faith in council support and decision making on strategic issues. No incentive or stability to invest here.
- Leadership of the Shire council, it seems unstable. Cost of housing/rentals a barrier to attracting and retaining young professionals.
- How expensive everything is. The town's business and the hospital.
- Stupid drivers.
- A good minded community.
- We need Maccas.
- Criminals.
- The town will get bigger, which is good for businesses, but not for the environment or for locals.
- As the township grows as I expect it to, access to facilities and resources could be a problem. Car parking for shops and other facilities is already a problem. Poor town planning is a problem. I feel that town planning is too much up to developers and not the council as it should be. Areas need to be set aside for all

resources including retail, medical, commercial, industrial, education, sport. The council can not even come up with an emergency precinct plan. What happened to the truck route? Catering for visitors is a problem for council. Visitors require infrastructure but do not pay rates.

- The availability of car park building areas around our existing supermarkets (there aren't many). The land to kid ratio of schools in Mansfield. As more and more families come into Mansfield, more and more children do as well. It's hard to have enough room in the schools.
- Urbanisation and degradation of the environment both natural and man made.
- Loss or reduction of easily accessible recreation areas (ie. Walking tracks, parks etc). Lack of knowledge of regenerative/ environmental farming considerations. Introduction of too many convenient stores that may impact on high quality local hospitality venues. Lack of knowledge/priority for health, wellness and engagement in our local community.
- Environmental change both locally and globally. Lack of expansion in a clear, thoughtful and guided way. Difference of opinion and lack of community consultation. Council not listening to the broader community. Cost of living.
- Remaining a desirable place that attracts visitors and those wanting to permanently reside in the area. A downturn in desirability will impact employment opportunities. To support employment Mansfield needs to be able to continue to attract and be able to offer sites for development and recreation pursuits.
- Climate change - increased temperatures and natural disasters. Access to water - higher levels of restrictions. Service development not keeping up with growth. Unplanned growth.
- The clean people.
- Access to services.
- Health care, real estate prices, jobs.
- Being happy
- lack of public transport / drop or rise in costs for home help services / cost of food - much higher

than shopping in bigger towns such as Benalla / Shepparton - prices generally tend to be much higher - waiting time for appointments such as doctors, dentists, hairdressing etc. Currently waiting times can be up to four weeks.

- If development is too rapid and not clearly thought out. If roads and facilities are not adequately maintained. Lack of clear forward planning.
- Affordability.
- Cost of living, fuel prices and food prices.
- The community not agreeing and believe that the best thing is to try and make it a perfect place even though it can't be perfect, they should just accept that it would be nice to have a McDonalds and to have more community events and structures.
- The increase in global warming and increase in conflict (i.e. discrimination in the world). Meaning people in Mansfield such as farmers have more droughts and Mansfield is still a town that doesn't willingly accept people of differences in race, gender identity and ethnicity.
- Nothing.
- Infrastructure. Overpriced property with overpriced shopping facilities.
- Lack of affordable housing. Lack of employment. Social disconnection - as Mansfield increases in size and the changes associated with this, resistance to include new people i.e. 'you're part of the problem, you're not one of us'.
- Lack of choice for education i.e. more teenagers are moving out of town for education. Fast food outlets. Lack of health care services—community members already wait weeks to see a GP.
- People not being able to afford stuff like houses or property to build a house because it is already that expensive these days and prices are just going to increase.
- Many people are now trying to leave the confined cities and moving to country towns, barriers will be going to grow as more people come and start overpopulating Mansfield

therefore decreasing people living in Mansfield from living well and a happy place.

- As is today, lack of housing & council future expectations.
- Not enough support and/or opportunities for small businesses. Need to encourage tourism whilst also catering and supporting local residents, the growth in Mansfield is huge and the town needs to grow with it.
- Incompetent Shire Councillors as per the previous lot prior to the 2020 elections. 2. Non co-operation by the State and Fed. Governments. to hamper employment growth outside of the Greater Melbourne area. Public transport. Limited businesses / facilities outside of Mansfield township. Eg shops at Merrijig.
- Overcrowded Schools, low employment, over population,
- Lack of facilities.
- Lack of adequate personal support for elderly people in their homes. Lack of adequate/affordable house cleaning and maintenance services. Lack of paved footpaths/ driveways to facilitate mobility/ use of scooters.
- Dense housing. Too many people, not enough support services. It is already impossible to get children OT and Speech therapy in town now.
- Loss of the sense of country living due to massive increase in poorly designed housing estate and loss of open land around the town. Job creation, overpriced property values, loss of agriculture due to expansion. Tourism is a major income to our town but as we have seen in last 18 months should that be hindered, we are in trouble.
- Costs and higher charges for services beyond people's needs and ability to pay.
- Transportation between Mansfield and Metro centres, school network and infrastructure, aged care infrastructure, lack of hospitals. Road network.
- The Shire Council's level of quality leadership and management. The Shire Council's level of strategic planning development, community participation in the development and the



successful communication of the strategy to ensure the community continues to support the plan over the journey together with regular (annual) public reporting on the implementation success over the life of the plan based on measures of success established prior to implementation being started. The Shire Council having adequate financial resource and a quality management team to implement the plan.

- As the population ages and I am one of those people, I see the medical services as the biggest issue facing residents. Having to wait weeks on end for an appointment is appalling. If there are to large retirement developments there needs to be appropriate service to enable these residents to get to and from the shopping precinct. Certainly services such as drinking water, waste and power supply need to be addressed for future expansion.

- No planned expansion, overcrowding, loss of friendly country atmosphere.
- Hospital accreditation for after hours access to doctors for emergency. Extra ambulance often out of town on transport duty to Wangaratta. Water storage.
- Affordable housing.
- If the land and house prices keep rising it will become unaffordable for many who already call this area home. As the town grows it needs to be able to accommodate the growth and offer services to the community members. child care, kindergarten and school places so the population is diverse and supported.
- Lack of inclusive, community driven projects to meet Mansfield areas growing needs.
- No year round pool.

## What is the purpose of a vision? What should a vision be? What should a vision consider?

- To reflect community's values
- Tool for community engagement
- Should be measurable and have metrics
- Provide a roadmap for the future
- Lead to a better future for all
- Should be inclusive
- Have KPIs
- Inclusive of all people (including youth and young people)
- Be realistic
- Be aspirational
- Describe a future state
- Representative of community
- Be sustainable (and realistic of resourcing and what's possible)
- Representative.
- Should Be based on wisdom of past, present, and future issues.
- Contextual.
- Understand that the context in 2040 will be very different.
- Be thought provoking.
- Consider the resources required for implementation.
- Serve as guiding principles for key decisions
- Not just for the few.
- People know.
- Should cover all aspects of the Shire.
- Informative.
- To guide decision making.
- Inspire people.
- Inspire direction.
- Should be / include community thoughts, ideas, and concerns.
- Clear and resounding / resonating.
- Create shared purpose.
- Future-focussed.
- Be supported by community.
- Be created by community.
- Positive.
- Realistic.
- Aspirational.
- Include aspirations.
- Include wider communities (e.g. outlying townships—not just Mansfield town centre).
- Consider the basics (e..g location, geography, etc.).
- Include all demographics (especially Youth).
- Understand and consider what the world in general will look like in 20 years.
- Inspire, motivate, and energise.
- Community supported.
- Achievable.
- To keep Council accountable to the community's plan.
- Guide the future.
- Should include health, community, and education.
- Social engagement.
- Measurable, budgeted, and reported.
- To give guide towards an aim: a goal.
- To provide accountability.
- Should include ideas for infrastructure for town growth or limit.
- To forward plan for future.
- Decisions are guided rather than knee-jerk reactions.
- Realistic of resources and people.
- Achievable (resourced people, finance, appropriate skills)
- Timed and constantly measured.
- Total Shire. Total community. Total ages.

Mansfield Shire Council has recently engaged community on a number of topics and strategies. Five consistent domains of interest have emerged. Although all domains play are important and interrelated, please rank the domains in order of importance to your vision?

(Lower score is better)






1	2	3	4	5
				
<b>Wellbeing</b>	<b>Community</b>	<b>Environment</b>	<b>Infrastructure</b>	<b>Prosperity</b>
186	231	235	236	281

Table: Community feedback on importance of vision domains to their personal vision

## Why did you rank the domains in that order?



### Wellbeing

- At the root of Mansfield we are a small country town. We need to keep our closeness of people, country charm and looking after the countryside/farming land/ environment.
- If you move well-being and health down... then life suffers sooo much and affects and effects all other aspects. Of you get that right... then most other things fall into place well. You will have prosperity if people and communities feel well.
- That was extremely difficult as they are all such important factors. I ranked that way bass on where I see Mansfield currently.
- It's what I believe in.
- Because wellbeing has to number 1 to be the most important.
- With covid the reason i choose this order because it really relates to this year.
- Well-being is vital, and I am an artist, so community events are also important to me.
- And those two social are social ones, and we need to look after the people.
- Due to COVID our wellbeing is very important.
- Well-being and ageing will necessitate the others all been planned for.
- As you grow older you realise that health services are more important - infrastructure in as much as easy accessibility to buildings, community connections for recreation - keeps you busy and moving - prosperity not so much as by the time you grow older you should have those in place - the environment is important as we do not want to become too urbanised - we need open spaces, parks, etc to keep Mansfield as a country home.
- Good services like age care is extremely important when u look at age demographic.
- Because that's the order of importance for me and my family.

spur:

- They are all very important to different degrees but i feel well being is important because a lot of people young people especially have mental health difficulties and if we help them early then they can use these strategies to help them for the rest of their life and live happy and healthy lives.
- It's very hard to rank them as they are all interlinked! A poor decision in one snowballs to the rest
- Looking after the health and lifestyle of the community will generate interest and willingness to look after the environment, leading to enhanced planning followed by prosperity.
- Wellbeing -if we don't have our health our ability as citizens to be positive participants will be diminished and there is more demand on the health sector broadly.
- I chose Wellbeing for number three because you need to be happy. Basically the key to having a good life is having a happy life. It is what everyone strives for. Having the most money or the best business doesn't matter if you are not happy.
- Good health and mental health infrastructure and education are key to a good live.



## Community

- Without a connected community we may as well not bother with everything else.
- Community health and the culture of the community is what will carry people through hard times. Without lifestyle, opportunities for recreation and connection it would have a negative impact on the whole community not just one sector.
- Its a people world.
- Nothing can function without a connected community. It is a foundation of human health and development. All the domains are important but infrastructure would be pointless without prioritising the rest as there will be nothing worth building without healthy productive citizens and a sustainable environment. Prosperity is generated by healthy happy functional people and communities to run industry.
- Without a community, Mansfield would not be the place it is now, and this should be as important in the future as it is now.
- The rankings was the first thing that came to mind.
- If community and wellbeing are taken care of, prosperity will follow.
- If our community is strong then the other areas will benefit.
- Because without Health and Wellbeing and a sense of Community in a healthy environment all the infrastructure and prosperity won't create lifestyle where people want to live.
- Because I'm a kid.
- The land around Mansfield is the only reason people come here and its all absolutely incredible and so beautiful so it should be kept in great condition. Mansfield's future development with business and buildings is so huge as well health is so important and is doing great at the moment so hopefully it stays that way. The community is a bit all over the place and I personally believe there's more important things at the moment.
- Because thats what i think.
- Personally, health and wellbeing are my focus in life, both personally and professionally. I don't believe you can have a 'healthy' (well functioning) community, if you don't have a happy one. ie if people don't have the health

and mental capacity to cope with running a business, no amount of money will enable them to do this. It seems very simplistic, but sometimes coming back to basics is the way to go. Another example, I understand that if your business is failing, this impacts on your mental health, however, if we can't support you to improve your mental health, how will your business improve?

- Community and well-being should be the basis for any successful community, the more prosperous the town the more attractive the region becomes, infrastructure needs to move with the growth of the town.



## Environment

- We are beginning to see the negative impact of Blue/Green Algae on use of Lake Eildon and this will in turn effect profitability of businesses reliant on tourism. People need to be able to enjoy all aspects of the environment—freely—for their good health both mentally & physically.
- Take care of environment as this will have the greatest power to bring us down if we don't. How we build and plan is the structure in which we do the rest. Without supporting business we do not have a town. Business is our motor to get us to where we want to go. Taking care of ourselves mentally and health wise gives is the inspiration and mindset to partake in community..lifestyle..cultural things. Maslow's Triangle of Community.
- I think environment and well being are important. I think prosperity and a reasonable sense of community already exist.
- Environment is the biggest global issue and Mansfield is not immune from this. Being proactive on this issue makes Mansfield a desirable place to live and visit. Community underpins everything, especially when facing an uncertain future. Research clearly demonstrates the stronger the community to more vibrant are other things, ie wellbeing and industry. You need to build the community in a sustained and purposeful way over time- it cannot be simply bought. Hence, it needs to be core in the vision.
- Because it's more important than the others.
- Community engagement plays such a big role in the happiness and liveability of a community and everything else flows on from that.
- Community connection is what draws people to this area. A sense of belonging is paramount for harmonious and safe communities. It reduces crime and improves wellbeing.
- We are social creatures and need to interact with others.
- Because that's how important I see them.
- Because I liked Mansfield 5 years ago when there were no massive blocks of houses taking over paddocks.
- I am have an environmentalist point of view so I can see these problems in our environment and I would say they are some of the most important. I love Mansfield because of its unique community spirit. I hate urbanisation so much that I put it at the bottom.
- If we don't look after and improve the health of our local resources first, this effects all other areas like a set of dominos. We need to be forward thinkers and instigators of regenerative land management and environmental restoration and conservation. Healthy community = strength and resilience = ability to contribute to planning and advocacy = more attractive to business/economic growth

- These are the things that affect me most as a young person living in Mansfield and are the things that are most likely to ensure a pleasant future for my generation living in Mansfield.
- Without environmental sustainability it is impossible to prosper socially and economically. Moreover, Mansfield has always been a town of connection and beautiful scenery, which in turn allows business, infrastructure and wellbeing (i.e my last three rankings) to be positively impacted.
- Because if we don't have a happy healthy lifestyle and the environment becomes polluted then there is no point building new buildings if no one is happy and healthy.
- To focus on environmental, well being and community enables planning to be implemented to allow private business and the community the opportunity to prosper rather than continually focusing on government organisations to employ to prop up /bandaid short term visions.
- We need services for the community that lives in it not it grow the population.
- Environment is pivotal to those area and infrastructure will ensure growth. I am neutral on the rest.
- Because, although well-being is most important to me, I know I could not be happy/content/ or physically well if the land/ water/ air of the environment were not in good shape/given precedence. Also, while social connection is also important to me, I am more concerned about poverty and being unable to maintain a satisfying social/ cultural life.
- The environment is essential for us all living a healthy lifestyle. Without prosperity we cant contribute to a tax system that distributes the cash down the line. it is this prosperity that pays for health and well being services and infrastructure. once these are fulfilled then community ect follows. A bit like Maslow's hierarchy of needs.
- Without consideration of the environment the other domains just don't exist. People who I have spoken to have moved to or moved back to Mansfield because of the lifestyle this region offers, consideration of the health of a community and how it connects people and giving people the opportunity to flourish is the essence of a good life. Infrastructure and prosperity are also important, but not essential for a happy and fulfilling life.
- With a stable environment the remaining categories cannot progress. Considered, well thought infrastructure and planning will lead to the following groups easily falling into place.
- Mansfield is the getaway to the mountains & Lake Eildon and country towns. We need to make sure Mansfield doesn't become a big city with all double story houses and grey streets, but stays a nature getaway.



## Infrastructure

- Infrastructure such as transport, water and sewerage supply and suitable facilities for future need to be planned ahead..we are already in a building boom that threatens to outrun the current infrastructure
- Without proper and effective management of all lands in our Shire, none of the other Domains can happen.
- DWELP look after the environment, land and water....we don't need it represented at the Shire. Infrastructure needs to be top priority for the massive growth that we are currently experiencing. Wellbeing of everyone in any community should also be priority. Remind the community again, why Mansfield Shire is run like a business ? It should and always should

have remained rates, roads & rubbish. The state of the locals roads is an absolute disgrace.

- With Mansfield's population growing so rapidly, infrastructure and jobs are super important.
- I hate to think of Mansfield becoming a suburb of Melbourne. The reason it is popular is for its Country Charm and we need to maintain that. Supporting the Health of our Community is essential.
- We need to cater for our expanding population.
- Without good planning, nothing else will matter.
- Because the town won't grow or improve without new infrastructure. The amount of time council takes to approve applications is dreadful and causes an unneeded stress and wastes people's time.
- You need to get the base foundation implemented correctly for the other points to prosper.
- Because of today's management.
- If we get the others correct environment will look after itself.
- As if all the key pieces are in place the rest can follow.
- Rankings are based on the areas the Shire can influence at a local level. If we get the planning right at a local level, it will then lead and influence all other areas for the benefit of all within the community. Community development and activity engagement has direct connections to stronger mental health and wellbeing. Prosperity and financial health has direct connections to stronger mental health and wellbeing. The environment is controlled by higher levels of government. The Shire and our people work within these guidelines.
- Though I still consider this of high importance, I feel if our focus is primarily on community, wellbeing, and environment, appropriate and adequate infrastructure choices and decisions will naturally follow. If and when such decisions need to be made they should be made through the lenses of environmental impact, individual wellbeing and community connectedness.
- People need a home and a business to live, don't they?
- I would have loved it if it could add community to wellbeing and environment onto infrastructure. They are something that needs to be looked at for the happiness of Mansfield.
- Really important, if the infrastructure isn't provided all falls to pieces.
- The area needs to thrive in business to create jobs then provides more opportunities which creates better mental wellbeing.
- Economic and social survival. The tourists will come.
- It was a hard choice. All of these domains are vital. But, I thought that this order was best suited. Number one in ranking wasn't hard.
- Prosperity is the most important thing for everyone I think. If prosperity didn't exist, everyone would be living on the street.
- Money is power.
- We all need money to survive and the Mansfield businesses are pretty strong. If they are supported, they need staff, they support their family, local clubs etc. A Tourism Strategy seems very important.
- Too often in our personal and professional lives prosperity is a number one consideration, at the loss of the health, wellbeing, and community.



## The vision is for everyone in the Shire to work towards—not just council. How do you see yourself contributing to your 2040 vision of Mansfield Shire?

- Continue involvement with community groups. Support others in their ventures. Shop locally.
- Visitors add a lot of financial benefit to the Mansfield economy. As an example, our family has paid Mansfield Shire rates for over 60 years & has supported all manner of local businesses from construction to hospitality; however if resources are not well managed to ensure the free use of Lake Eildon & surrounds, people will go elsewhere for recreation & businesses and the community will suffer accordingly.
- I'm already involved in local community groups and sporting clubs.
- Join community groups.
- Supporting big ideas and not being risk adverse.
- Through contribution of rates, supporting community fundraising and working efforts, participation in community discussions, notifying council of issues affecting public resources.
- I contribute to my communities connectedness and wellbeing in my leadership of a town music aspect. I hope very much to continue this role and continue to actively promote active participation in our communities in whatever area people have. Wellbeing is key. Connectedness and involvement promotes a healthy community.
- Continue Volunteering with community groups and involvement in the schools.
- Working within my community to create future meeting and activities infrastructure. Working with The Shire to ensure adequate disaster and emergency service response is created by again having adequate facilities and services closer to all of the community. Working to ensure a cleaner greener community by advising Shire of areas of failure or success in lessening waste and rubbish.
- Commit to working towards sustainability growing food. Commit to finding... maintaining solutions in how we do Tourism.
- I already try wherever possible to support my comments above. Beyond that I'd be happy to do whatever I can, such as any of those listed.
- I volunteer and am involved with community support projects through my church. I work in the community sector, am on the P&F committee for Mansfield Primary. I am very passionate about community development.
- I am currently involved community connection groups. COVID is taking a huge toll on our community We are establishing lone equipment that can help keep people at home. We are trying to make a caring community. I hear of the struggles with Dr appointments. Our youth and aged groups are struggling with mental health issues. We have had recent suicides and rumours suicide attempts. We need to educate our community on how to look after each other. More accessible mental health first aid courses.
- Community groups.
- Through small business and support for local community.
- Being actively involved in the community and its organisations. The benefits of these community organisations must be shared in and with the people of Mansfield. this is a public good argument. Privileging private gain will be corrosive to the Mansfield community over time.
- I contribute by picking up lazy people's waste, provide a service to improve people's health & wellbeing. And I support several small businesses. I also have volunteered many hours to local clubs.
- Don't really, we'll probably leave before then because of lack of services, isolation and lack of alternative high schooling options. And the beach is too far away.
- Already actively involved in multiple community groups.
- I am a lifetime resident of the town and a volunteer. Community is Everything in a small



town. It is our duty as locals to seek the truth and stick to the plan for a better Mansfield.

- Giving back to the community and supporting it by the work I do (public health worker)
- I own three businesses and council does not support us. Work with us and we might work with you and therefore the whole shire.
- Being an active community member.
- Community events, clean-up days (pick up rubbish days), surveys on what should be built in town.
- Increasing recycling.
- Going around helping people.
- Commit to joining the community group.
- Sitting down playing video games. [This is my way](#) though to help.
- Keeping it clean and maintained.
- In 2040 I will be 29, so I will be contributing to things like farmers markets, and art projects or anything to do with art in the community.
- I am already involved in community groups and I can work with them to see where they feel they will be in 20 years.
- Supporting the community. This could be in many ways. When I'm old enough to have children, I'll support the school. If I have an idea for improving Mansfield, I'll suggest it. When I get Instagram, I will straight away (if it exists) join the Mansfield writing group or something along those lines.
- I am not sure yet as I am just a student.
- I like to contribute to this amazing community because its been amazing to me. I like getting involved in decision making and joining community groups.
- My husband and myself are developing our own small holding on the outskirts of town and are working our way towards becoming involved in the local food movement. We are practicing regenerative land management, hope to provide some education through agro tourism endeavours in the future (farm tours, education courses) and are living the values that I would like to see develop in our local community. I am a passionate teacher and see myself as helping

to look for solutions for a positive vision within our community and beyond. I'd love to become involved with the shire and wider community to see a vision of a healthy environment, healthy residents and a connected community well into the future here in Mansfield. We need to protect what we have here and educate and encourage others to do the same.

- Since arriving 9 months ago and buying a home in town. I am already involved in the Mansfield Arts community through membership and volunteering. I plan on being more involved in land care community groups as I am constantly increasing planting and have added vegetable gardens to my own property. I would be happy to be on more working/consultation groups for the arts and community.
- Looking after our own health and safety, the environment and been actively involved within the community.
- I am already involved in a number of community initiatives that build safety and health and well being and will continue to do so. I am currently doing a disaster recovery and climate change leadership program - I expect to put this to good use.
- I'm not sure.
- Being active in my Community whether through networks or community groups, looking after the environment in which we live, doing our part in informing others and spending locally.
- Keep paying my rates.
- I do not know.
- By contributing through sports, community projects, connection to future projects, interacting with younger people to teach them the importance of maintaining a vibrant and open, connected community.
- Commit to increasing recycling, joining and continuing to participate in community groups, continue to shop locally as much as I can.
- All mentioned.
- Recycling, solar panels.
- I'm not wealthy, or a business owner, or in any way qualified to work in the fields that need expanding BUT I shop locally for anything I can

get here and support local trades, I recycle, I compost, I try to minimise waste producing activities, I try to live lightly and kindly within my community and hope to be a good example to others.

- Not sure of opportunities to join , but appreciate the opportunities when they are made available and have been part of panel groups before.
- Well I put my rubbish in the bin respect the environment and plan on having an eco friendly car plus a not so eco friendly car that way half the time i drive its not harming the environment
- Be involved in the vision group and commit to taking care of the environmental and our people more.
- Being involved with community events. Supporting local businesses because we will not have to travel out of town for shopping and conveniences.
- I'm happy to do all three (listed below). Welfare support.
- To still be involved in sporting clubs especially football and cricket and to motivate the teams to be successful and to encourage people to play these sports.
- I would like to try and get Mansfield to have wind turbines or some sort of renewable energy to sustain Mansfield so that we are become on step closer to a world which we will all be able to life in and decrease the intense rate of climate change.
- In the way, we elect our councillors.
- By shopping at the new supermarket and supporting local business as they grow.
- 1. I like to be informed of events happening in our Shire thus allowing me the ability to join in. 2. Presently I am a Red Cross volunteer. 3. Member of a service club. 4. Past education board member but still with interests in the area. 5. Supporter of welfare of the ageing, in particular men's welfare. 6. Responding to questionnaires such as this one.
- I contribute by remaining within the shire, living, spending and promoting as I have some for the

past 20 years encouraging my children to do the same.

- I work in education and I am working hard to develop the skills of our young people so that they can be contributing members of our society.
- Developing land for people to move here.
- A new welcome to Mansfield sign.
- 1. Taking care of my own health and fitness and maintaining my current recycling and conservation practices. 2. Continuing to volunteer in the delivery and management of community organisations (in the past= Red Cross/ Arts Council/ Church-based welfare projects and, currently, Rural Australians for Refugees and Mansfield Community Radio). 3. Keep a watchful eye on the policies/ practice/ outcomes achieved by our Child Care and Education institutions, Small Business Group, Mansfield & District Hospital and Aged Care Residential Services, Farmers and, of course, Mansfield Shire Council.
- Bringing skills to the area. Contributing through work and community.
- I do recycle, I am in community groups, decision making is directed by surveys .
- By maintaining a profitable farm that will allow me to enjoy the benefits of adding value to community and the environment.
- My family and myself have recently moved to the town and we are engaged in making the change a long term one, looking to get involved in community events and assist when needed.
- Assisting with the development of the strategy.
- Ensuring the strategy has specific and clear measures of success.
- Assisting with implementation of strategy elements when & if appropriate.
- Reviewing the strategy to ensure it is being implemented.
- Ensuring the strategy has an ongoing transparent accountability and consistent reporting to the community on the measures of success established at the development stage of the strategy.

- I am happy to contribute through surveys such as this. I am not an active community member however employ 17 Mansfield shire residents and ensure our business spends as much in our local community as we possible can.
- Our business has installed solar on our roof to minimise reliance on fossil fuels to power our business.
- Involvement in community projects, engagement with the council.
- Volunteering and encouraging others to be engaged in the community.
- Actively participating in events and community groups. Engaging more with council and decision making.
- Running a business and working together with council. Being active in the local community and volunteering.
- I see that the Mansfield community is already great at participating and working together. I will continue to contribute to community and enjoy working with others of like mind. I contribute by working and purchasing resources in the community. I hope to continue in a voluntary capacity in the future.
- Offering feedback or suggestions, in an effort to provide well rounded points. Participating in community engagement and groups to mould a diverse community.

## Other thoughts and comments on Mansfield Shire's vision?

- Keep Council rates as low as possible & avoid the desire for 'empire building' by becoming top heavy—which was evident in past Council strategies.
  - With the amount of waterways and farm dams in the area we need an indoor pool so that children can have appropriate year round swimming lessons. Also good for the whole community. We also need a bigger primary school, bigger and better hospital that can cater to all emergencies and all births. More doctors on hand, there is currently a 4 week wait to see a GP! Another day care, there are no spaces in the two we already have. The town is growing with lots of families and retirees, the town needs to grow with the town and have readily available services for these people.
  - The big need for an all year round aquatic facility to be of benefit to the whole community.
  - We can't expect MSC (Shire) to do everything, they don't have the resources. Community and community groups have to also step up and not expect the Shire to do it all. Broadly speaking the Shire should set and develop the Policy settings, even if that is with the help and support of a key community consultative group, and leverage the support of the community to manage the various strategies developed.
  - There are things that are important to me and there's things I think the council should prioritise. They might not be the same thing. Economic development happens more naturally than, say, environmental protection. Council might prioritise things that rely more on council input over things that will happen as a result of good foundations.
  - The health options should be a huge focus... also the pressure the expanding population has on our schools needs to be addressed. Hopefully the town will remain beautiful and connected as the population continues to grow so rapidly.
  - The vision will only be accepted and valuable if the community embrace and own the decision.
- Every step taken now will either contribute or detract from this.
- Do your homework, don't stay in your offices, get out into every aspect of the community and talk with full time residents. I don't see much difference each time the rate payers vote in new councillor's. Rate payers should also elect who is employed at the Shire, as its our money, that pays their wages. Local councils now are just another layer of governance. We need less governance and more freedoms.
  - If there was a year round pool it would help to encourage us to stay. As it is we are looking at other options to support our children's interests. Which means the town will lose out on our own skills in healthcare and trades.
  - I would like to see a summary of the Survey. If you are going to take these surveys, we need to see the Results. I also think that online information only targets a certain demographic. I think other groups should be contacted personally and met with individually. This is a very brief snapshot of a very small proportion of people, it does not encompass all. To be complete you must have consulted all demographic in a variety of ways.
  - Please consult and be approachable (and yes, I see you say, but we are!) councils biggest fault is bullying tactics rather than support.
  - More parking, involve the community in important decisions making even the schools,
  - Less light pollution.
  - The council is elected to make decisions. Some of them are not going to be popular but decisions need to be made quickly and not wait around for endless consulting. A clear planning master plan needs to be developed.
  - Please please don't tear down our beautiful country land.
  - Try to not focus on the economic sides of things even if that may be important in funding other projects.
  - Not only protecting and enhancing natural vistas and farmland - but regenerating them!

We can collectively do so much better than the practices that are common place in these areas. Seeing more education, grants and programs to encourage others to improve their practice would be a great place to start. A focus on the local food/products movement would be terrific too. Encouraging our community to seek and value what we can make and produce ourselves here in Mansfield would not only further strengthen local business, it will also mark us on the map in local tourism too! Encourage weekly farmers markets, farm-gate sales and goods and services. Our current economic climate only highlights the importance of our thinking locally rather than sourcing globally. Improving our communities self resilience can only better safeguard us for situations such as those we find ourselves in.

- I would like to separate sports and the arts/ cultural community. The arts and culture can stand on its own as an important part of community. Sport is supported enough in the majority of small towns. The arts usually struggle in terms of importance yet they are and always will remain important to the health and well being of communities.
- All are important.
- Reintroduce community planning. It keeps Council in touch with small communities constantly, can be drawn on for Council planning purposes and supports communities to drive their own visions and futures - resilience building. The vision needs to assume disasters will occur (pandemic/natural disaster) - if planning is done for worst case scenario, then individuals and communities will recover far more quickly. The vision also needs to focus on a lower resource consumption/less waste future any connection to woods point would be nice.
- To maintain Mansfield township in particular as a country home - not to become too urbanised - we do not want Mansfield to be a metro-centric capital of the shire.
- Please keep the youth of our town at your centre focus....
- You can do better.

- Tourism plays a major part in our Town. Whilst farming is important and makes up for the Towns initial identity if we treat it as the only priority and drive then the Town will never proceed forward. Current house pricing shows the demand for our area however people want the services to support this. If ignorant councillors think that farming is their only priority, then 2040 is doomed. Support the businesses that not only support the farming sector but the everyday necessities. Set up a Hub which includes a major Supermarket chain and conveniences. This can be done tastefully and out of the Main Street scape. Keep the charm of Mansfield whilst offering affordable options on necessities. Locals will benefit, tourists will benefit, employment will benefit and even farmers will benefit.
- Please see the value to supporting and listening to our young people NOW. They need support NOW. COVID has had a significant impact on the 12-25 year age group too. Many of these young people have lost casual jobs, missed milestones at school, struggled with remote learning, listened to the financial impact the pandemic has had on their families and are not able to be vaccinated. They have been socially disconnected on many occasions now (5kms is a long way when you live out of town). Not all young people are at school, and some are socially disconnected. Now they have no youth centre either.
- As a cohort, the young people in the Mansfield community are a resilient group of kids, with lots of positive attributes, however, they also face lots of challenges, so they need to be supported."
- Improve all sporting groups facilities, whether its the ovals or their club rooms. Sport in Mansfield is the heart of the town and the better the facilities are the more people will come to watch games which then brings in money for theses club to buy equipment
- Actually do something don't just put survey's out and act like you are doing something, start changing towards the positive not just talking about what can do and may be done. act now towards help fix climate change!

- This town is running out of time to change its thinking....fast !!!!!!!!
- The Councillors need to be more open minded about progress and not be stuck in the small town mentality. Farming is no longer the life blood of Mansfield, tourism and residential construction have overtaken farming and needs to be embraced and supported.
- 1. What I would not like to have in Mansfield township is a multitude of "fast food" multi-national businesses in town. 2. Mansfield is a destination location. The only 'pass through' component basically is to Mt Buller and the out-lying townships. 3. Our Shire has changed dramatically over time from a 'timber town' and farming community to one that embraces tourism in a range of forms. 4. In order to maintain the character and feel that has developed over the past 10 - 20 years the Shire needs to keep a very close watch on infrastructure that stimulates commercial activity that may, at first sight, enhance the social and economic value of tourism. 5. All the points in question 7 are best handled with good people making decisions using consultative clear thinking processes involving our community for feedback such as this survey. Tick.
- A new welcome to Mansfield sign ours now is boring.
- Roads and drainage were mentioned and I would like to add/ include [i] paving of all footpaths and [ii] continued attention to the removal of willows/ flow of local creeks ie. debris is not allowed to build up/ remain caught causing higher levels of flooding and, last but not least, increased support from the Shire for our wonderful cultural organisations such as MMuDS, Arts Council and the like. PS. Hats off to the Library too!
- Council has to make sure they make reasonable decisions - not just ones that will make them money. (e.g. allowing rezoning of the land surrounding Highton manor, and the continued carving up of blocks - looks like a cash Grab for more rates! The charm of the town comes from the space we have and the unique buildings. High density, carbon copy housing destroys this. We also need to welcome tourism back to the region as soon as we can.
- Yes, the roll out was limited I have only just seen it on 26.7.21 and the next 5 people I rang have not seen it.
- Glad to see the shire is encouraging community input. The other day I was talking to a friend about the lack of vision previous shires have exhibited and the need to look ahead. I am glad to have been able to voice my thoughts through this survey.
- Council is to be congratulated on engaging with the community in developing a vision for the future. It is exceedingly important that the process leads to action. In the past we have seen numerous planning exercises, at considerable cost, without any appreciable result.
- A budget for the arts.
- Very very important are: Enhance the social and economic value of tourism to Mansfield. Connect, develop and support children and young people. Create conditions that enable local businesses & employers to thrive. Protect natural vistas and farmlands.
- Thank you for the opportunity.
- We need a year round pool facility! Stop planting stupid flowers on roundabouts and do something that will benefit the community.



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