Alpine Shire 2030 Community Vision
2010 Review
It is the year 2030 and the Alpine Shire area has grown to a diverse population of 20,000 people based around the three principle centres of Bright, Myrtleford and Mount Beauty, with growing communities which have their own distinct individual identity and rural village character.

It is a place where people enjoy an exceptional lifestyle, natural beauty and contentment, knowing that the right services, jobs, infrastructure and community, support their ongoing needs.
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Introduction

The vision of the Alpine Shire in the year 2030 was adopted by Council and the community in 2005 to enable the people of the Shire to create the kind of community they choose to live in.

A vision is idealistic, a call to change and something to aspire to. It should inspire you to act, and inspire others to act. The Alpine Shire 2030 Community Vision is an inspirational target, a way of foreseeing and managing the challenges and positive developments in the shire into the future. It is about the people of the Shire taking control of their future.

The Community Vision portrays our desired destination by the year 2030. How we get there (the pathways we use) will be determined by events and issues that arise along the journey. This document is the guiding light by which strategies are developed and implemented.


In February 2010, Council engaged the community in a consultation process to evaluate the objectives of the current Council Plan and key directions of the 2030 Community Vision. The report Alpine Shire Council – Council Plan and 2030 Community Vision – Consultation Report was prepared and resulted in minor amendments to this document. Overall the Alpine Shire community indicated support of the direction of Council towards the 2030 Community Vision. The consultation process encouraged all facets of the community to be involved.

The Council Plan and 2030 Community Vision are documents that guide Alpine Shire’s direction for short, medium and long-term planning by providing a roadmap and vision to create a sustainable community for all residents and ratepayers of the Shire. These documents assist the community and Council to achieve a shared vision for the region.


The Vision is based on the principles (or values) which people hold dear. These principles are the test for new developments and directions. They are fundamental to creating the future feeling, look and energy of the Alpine Shire.

The Vision provides key directions which form the basis of developing specific long-term action plans. Each key direction was drawn from recurring themes during the many conversations with the community. There are explanatory statements with each key direction, as well as statements about what each community would like to be by 2030.

Appendix one of the Vision provides a summary of the 2010 community survey and Appendix B summarises the results of an original exercise which invited the community to think about some inspirational headlines for the year 2030.

The Vision will be used as a resource to Council’s Municipal Strategic Statement and other strategies to develop the preferred future for Alpine Shire.

Achieving the Vision will require shared responsibility between Council and the community, based on mutually respectful partnerships, active participation, community awareness and contribution, and ongoing communication.
The 2030 Community Vision .......
A snap shot of our Shire

It is the year 2030 and the Alpine Shire area has grown to a diverse population of 20,000 people based around the three principle centres of Bright, Myrtleford and Mount Beauty, with growing communities which have their own distinct, individual identity and a rural village character.

It is a place where people enjoy an exceptional lifestyle, natural beauty and contentment knowing that the right services, jobs, infrastructure and community, support their ongoing needs.

Natural attributes such as the mountains and rivers remain an essential attraction with their beauty and accessibility enhanced.

The Shire has retained its agricultural and rural characteristics and has resisted the move to expand townships into prime rural areas. In so doing, the rural sector has embraced more intensive and diverse farming pursuits. Horticulture has become a dominant rural industry driven by the wider need to utilise water efficiently and closer to its source. Rural cottage industries are also prevalent, particularly along the main highways in the Ovens and Kiewa Valleys. Service industries, including home based professionals, high tech small business, and light industries are supported by up to date technology.

The three main centres of Bright, Myrtleford and Mount Beauty have retained their village feel and amenity. Natural green buffers have been preserved around their perimeters while a series of walking tracks and paths connect to outlying rural residential areas. Exotic tree characteristics have been maintained and well serviced parks and gardens and road sides showcase both exotic and native plantings.

The Central Business Districts (CBD) in each of the towns are supported at their edges by strategically located and well serviced car parks and may be car free. Residential development in the three towns is of a higher density closer to the CBD and other appropriate locations.

Each of the satellite villages around the three towns are connected by walking / cycle paths, such as Harrietville in the Ovens Valley and Tawonga in the Kiewa Valley.

Demographically, the Shire has actively attracted an above average number of people in the younger age groups as part of it 20,000 population providing a necessary counterbalance to the natural growth in the older population group.

Comprehensive community services for all ages reflect this demographic. These are supported by a responsive public transport system and the latest technologies, allowing communities to access specialised services.

Community infrastructure including roads, are modern, well maintained and accessible, reflecting the need to accommodate an aging but more mobile population.

Cultural services and facilities enhance the lives of residents, while four seasons food, wine and adventure-based activities attract year round visitors.
Why?

This Vision is built around people, place and purpose. It is lifestyle driven, but is underpinned by ensuring economic strength and ongoing viability, without compromising the natural environment.

The Vision enhances the reasons that people choose to live in the Alpine Shire:

- A country lifestyle, fantastic people and real connections within the various communities and the Shire overall (people).
- The beautiful, natural, clean environment with natural attractions, stunning views and accessibility to the High Country (place).
- The range of employment opportunities, education and lifestyle choices (purpose).
- A range of health, community, business and cultural services within the Shire, as well as nearby Wangaratta and Albury Wodonga (services).

The Vision aims to build infrastructure and services to ensure people in the Shire enjoy the lifestyle they aspire to. It also works to ensure that visitors to the Shire continue to enjoy attractions, facilities and the amenity that currently attracts them to the Alpine Shire.

The Vision also takes into account the diversity that currently exists in the community: diversity in ages, cultural backgrounds, and views of the future.

The challenge for this document, and for Council and the community in developing strategies to implement this Vision, is to manage into the future acknowledging the differences which exist, celebrating the diversity and taking into account the wide range of views. This means that the way to achieve the Vision will have to remain dynamic, based on continual consultation and input.
Principles

These are the core values, or principles that the communities of the Alpine Shire share now, and wish to see continue to 2030 and beyond.

In 2005 the community said it valued:

- A sustained sense of community – connection, belonging and engagement
- Beautiful, clean environment
- Quality of life
- A caring community
- Affordability of lifestyle
- Security and safety
- Active and healthy individuals across all life stages
- Valuing the voice of all in the community, especially within diverse age groups
- Partnerships with government agencies and the Shire Council to deliver the services needed eg: education, health, transport, infrastructure
- Growth stimulated, with links to jobs and employment
- Education for all ages
- Connections via communications (a wider view)

This was reinforced by the review carried out in 2010.
# Context

<table>
<thead>
<tr>
<th>2030 COMMUNITY VISION</th>
<th>STRATEGIC PLANS</th>
<th>COUNCIL PLAN</th>
<th>OPERATIONAL PLANS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long term plan</td>
<td>Medium term plans</td>
<td>Plan for the current period of Council</td>
<td>Short term plans</td>
</tr>
<tr>
<td>20 years</td>
<td>Up to ten years</td>
<td>Four years</td>
<td>Annual</td>
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<tr>
<td>Portrays the community’s desired destination.</td>
<td><strong>Liveability Plan:</strong> Establishes the strategic framework for community wellbeing.</td>
<td>Outlines strategies and initiatives the Council will undertake to work towards the future envisaged in the 2030 Vision. Some things are not under the direct influence of Council but it can play an advocacy role</td>
<td>Details the actions that will be undertaken to deliver projects and services.</td>
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<td>Is an aspirational target.</td>
<td><strong>Municipal Strategic Statement:</strong> Sets the local strategic policy context of the Shire including land use and development objectives and strategies.</td>
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<td>Based on community identified principles.</td>
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<td>Provides Council with key directions for formulating long term action plans.</td>
<td>Provides opportunities for integrated planning across all Council operations.</td>
<td>Describes what Council can do in the four year period and how resources and finances will be allocated to do this.</td>
<td>Outlines what Council projects and services it will deliver in any given financial year</td>
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Alpine Shire 2030 Community Vision
Adopted: 7 September 2010
Key Directions

There are seven key directions to enable the Alpine Shire to head towards its 2030 Community Vision.

1. Unspoilt natural environment
2. Sympathetic and balanced development
3. Economic prosperity
4. Identity and character of our towns, villages and rural communities
5. Services and facilities (health, wellbeing and lifestyle)
6. Linkages between communities
7. Strong and safe communities

These directions point to the preferred future, but need specific goals, actions and strategies to be developed over time to ensure they are achieved. Council will express these in its Council Plan prepared every four years and other important strategic documents such as the Liveability Plan and the Alpine Planning Scheme. Other organisations will also have strategic plans to achieve the vision.

It is very important that Council, as the leader of the community, continue to promote, review and seek to achieve the vision.

“Prosperity exists in four forms: economic, ecological, social and cultural. The creation of sustainable prosperity involves maximising all forms simultaneously.”

Peter Ellyard, Preferred Futures and Strategic Planning
KEY DIRECTION ONE:

Unspoilt and natural environment

In 2030…

- Alpine Shire is renowned for its scenic beauty and its unspoilt natural environment.
- Pure water and clean air are characteristics and attractions.
- The mountain vistas dominate the landscape.
- Open space and green space are maintained within and between towns and villages.
- The Shire is noxious-weed free: all land within the Shire has been actively managed to control weeds (especially blackberries).
- Access to parks, open space, rivers, streams and gardens is enhanced by systems of footpaths, walking tracks, mountain bike trails and cycle paths.
- The Alpine Shire is recognised for its contribution to the health of the local environment, and as it sits at the top of the catchment, for its positive contribution to downstream communities.

Visions for the Shire

When accessing the natural environs you experience pure water and clean air. Our mountains and streams have been protected and their condition improved.

A partnership approach to the management and maintenance of land has paid dividends. Landholders and governments work hand in hand to control noxious weeks. Considerable resources have been allocated to programs available to both the private and public sector. A co-ordinated approach to land management has ensured that gaps previously apparent have been closed. There are now clear lines of jurisdiction and resources to match.

Blackberries no longer proliferate. It is possible to access areas of crown land such as river banks and natural parks previously overgrown. Carefully planned and constructed walkways and trails enable easy but defined access opening up the parks to a range of activities including bush walking, cycling and mountain biking.
**Why?**

- Changing global conditions have created a far greater awareness of the importance of the environment and our role in preserving it.
- Appreciation of the natural features and physical attractions is a core value of the Alpine Shire communities that attracts both residents and tourists.
- Over 90% of Alpine Shire is Crown Land, National Parks, State Forests and Softwood Plantations.
- Much of the Shire's tourism is based on active and passive outdoor recreation directly linked to a healthy and attractive natural environment.

**Pathways 2005**

- Developing relationships between Alpine Shire Council and other land managers within the Shire (publicly held land and privately owned land) around land stewardship: maintaining and enhancing the natural environment, biodiversity and ecology for current and future generations.

**Pathways 2010**

- Relationships are further developed between all land managers to provide shared goals particularly in relation to weed control, river access, and pathway development.
- New targets for greenhouse gas reduction are developed.
- Climate Change Adaptation Action Plan including recommendations from the June 2010 citizens jury developed and implemented over 20 years.
In 2030…

• The Shire will have a population of 20,000 based around the main centres of Bright, Myrtleford and Mount Beauty, with villages and smaller communities maintaining their unique rural character and identity.
• Each town will remain distinct, with no ribbon development allowed along major roadways.
• The character of each town, including the built environment, exotic and native tree plantings, and streetscapes will be enhanced through strong planning policies.
• Height limitations will be applied across the Shire, managing the necessary increased housing density in the main centres.
• Planning policies will, as a priority, be used to protect the natural environment which will, in turn enhance the amenity of the Shire, and the value of property.
• Rural landscapes, including intensive horticulture will be preserved and valued as both open space and productive land, contributing to the Shire’s economy.
• High value agricultural land will be retained.
• The “footprint” of major towns will be developed and extended, with regards to floodplain management and maintenance of open space.
• More compact developments around the central business districts of our major towns encourage walking, bike riding and greater pedestrian access to facilities and services.
• Vistas of hills and mountains will be maintained.
• Housing clusters have developed around major towns to enable both rural residential lifestyles, efficiency of service and infrastructure delivery and maintenance of open space.
• The Alpine Shire’s attractive built environment, including parks and gardens complements the natural environment and encourages the active enjoyment of residents and visitors.

Vision for the Shire

The Alpine Shire has benefited from pro-active growth strategies, a steady migration of people looking for a clean lifestyle alternative and sound planning policies.

A population of 20,000 has been achieved without the need for large scale expansion of towns and villages or by changing the low-level height characteristics of buildings. Vacant areas within townships and villages have been developed for residential purposes making better use of existing infrastructure.

Development controls and initiatives have led to more efficient use of scarce resources and an improved environment. New housing developments are geared towards taking advantage of natural light and energy efficiencies. Infrastructure that reuses grey water for both domestic and community consumption is standard.

Rural producers operate under protective planning controls ensuring that this vital element of the economy is not jeopardised by intrusive contrary development. Environmental concern over water use has given the Alpine Shire a competitive advantage. Intensive horticulture is now a dominant rural industry aided by water policies that encourage water use closer to its source.
Why?

* Despite the Alpine Shire population being predicted to be nearly 15,000 by 2031, there is a desire to exceed this population grown in order to ensure a vibrant, diverse and economically sustainable community.
* The community has expressed a strong desire for growth beyond these predictions, which will need to be balanced with environment, rural productive areas and open space.
* The growth aspiration will need to be strongly pursued by actively creating new work opportunities, converting visitors to residents, attracting life styers, mobile professional and young families.
* Growth should not jeopardise lifestyle or character.
* Rural landscapes are a significant contributor to open space and the amenity of the environment.
* Considered development is essential for optimum utilisation of services and to restrict the geographical footprint of our towns.

Pathways 2005

* Planning and urban design strategies that cater for sympathetic and balanced development, and preserve rural character.
* Modern, accessible community infrastructure that serves all ages.
* Preserving the availability of water for domestic and agricultural use.

Pathways 2010

* New Planning Scheme developed to meet future challenges in terms of sustainable development and rural land use.
* Master planning to ensure the aims can be achieved in terms of population growth in the town's while maintaining acceptable density and built form.
* Rural strategy developed to ensure viable farming and conservation of rural landscapes.
INTRODUCTION

KEY DIRECTION ONE

KEY DIRECTION TWO

KEY DIRECTION THREE

KEY DIRECTION FOUR

KEY DIRECTION FIVE

KEY DIRECTION SIX

KEY DIRECTION SEVEN

SUSTAINING THE VISION

FURTHER READING

In 2030…

- Employment is diverse and reflecting the region’s economy, with strengths in niche market primary production, value-adding, forestry, tourism, retail, business and community services.
- There is an established arts, wine and food culture which creates employment, attracts tourists and adds to the quality of life.
- Niche agricultural and horticultural products, including organic production have evolved to make better use of the Shire’s water and high quality agricultural land.
- Tourism contributes sustainability to the Shire’s economy and continues to maintain strong growth bases on four season promotions, touring, nature based adventure, air sports, food and wine, cycling and passive recreation. Tourism is consciously, environmentally sensitive and sustainable.
- New jobs are based on growing the Shire’s intellectual power. A high percentage of the employment profile consists of highly skilled professionals with state, national and international business and clients living within the Shire.
- Growth in population is underpinned by growth in employment.
- High tech small business and light industry are thriving as an integral part of our employment base and are actively sought for the Shire.
- Home based employment is encouraged and supported through the development of business networks, and sound, up to date electronic and communications infrastructure.
- The timber industry continues to be a major employer in value adding, forestry services, harvesting and transport.
- The Great Alpine Road continues to attract both Australian and international visitors.
- National Parks are managed through collaborative, community based input and connections/joint promotions with tourist authorities and local government.
- Businesses in the Shire will be well organised, customer focused, accessible and professional.
- Education and training supports the necessary skills development for economic prosperity.
- Cycling based tourism is a major contributor to the economy.

Vision for the Shire

The economy of the Alpine Shire is diverse, health and sustainable. Small cottage industries and home based business work in balance with key industries such as Hydro-electricity production and forestry and value-adding and manufacturing operations that established in the Shire following connection to Natural Gas and the implementation of better transport systems.

Tourism continues to be a major force, with the region recognized for its widespread use of local produce and wine, nature based adventure, arts and cultural attractions and for arts and cultural attractions and for the exceptional customer service that permeates the region. It is attractive in every season.

Our National Parks and Waterways attract visitors from around the world and the ongoing management of them is considered world leading due largely to the long established partnerships between state and local authorities and the community.

The sealing and continued maintenance of the Bogong High Plains Road and the Great Alpine Road provide an unequalled alpine touring experience of international renown. The Murray to the Mountains trail and other trails located in the Kiewa valley are well maintained and contribute to a new strength in cycle tourism.

The grape industry sells predominantly to the successful local wineries and primary producers provide the raw material to a range of manufacturers and producers, to create quality products sold locally and exported outside the region. These exports include preserves, small goods, essential oils, beauty products and other highly desired commodities. The region is able to do this successfully due to harnessing the characteristics of its unique climate, the high value that has been placed on preserving prime agricultural land over the past 25 years, and better use and protection of the region’s water supply.

The farm to factory chain generates much interest from the healthy numbers of tourists visiting the region, and is strongly supported by highly skilled professionals. These professionals provide essential legal, financial and business development services to both local industries, national and international clients, through optimum use of the very latest technological advances.
While the population reflects the worldwide trend of being older, it is healthy, vibrant and balanced by a younger workforce providing the highest quality health, education and wellbeing services.

Why?

★ The region’s economy must grow to provide jobs and services to increased population and continually growing tourism sector.
★ The services sector will show strong growth with the increase in tourism, increase in older population and increase in the demand for personal services (eg gardening, cleaning, home-based aged care).
★ Reports predict that by 2040, 50% of all people will work from home with office and home blending into one. This places a great demand on developing an electronic infrastructure on par with metropolitan areas. There is also a need to support and connect home based business and professionals with each other through regular business forums, providing information and support services.

Pathways 2005

★ Extending natural gas into the valleys
★ Utilising the proximity of our valleys to regional centres to capitalise on the latest technological advances.
★ Recognition of the Great Alpine Road and the Bogong High Plains Road as a pre-eminent touring loop.
★ Strengthening the link between tourism and the Shire’s diversifying economy in areas such as horticulture, food and wine production, farm gate industries and hydro power.

Pathways 2010

★ Actively pursue sustainable industries, businesses and other employers to ensure employment is available to people desiring to move to the shire.
★ Pursue alternative sustainable energy sources.
★ Continue to collaborate with Rural City of Wangaratta to develop the Foodbowl concept.
★ Develop the Integrated Economy concept developed by CSIRO
KEY DIRECTION FOUR:

Identity and character of our towns, villages and rural communities

In 2030…

- The Shire has towns and villages with distinct characters and identities.
- Bright features tourism, services and the arts hub of the Shire, Myrtleford with its commercial and industrial strengths, value adds to the region’s horticulture, agriculture and forestry and Mount Beauty is a centre capitalising on its hydro services, adventure based tourism and agriculture.
- The Shire’s unique villages have grown sympathetically with their community and environment. Bogong retains its sub-alpine appeal; Dederang has a rural, commuter lifestyle, Harrietville is a tourist destination; Porepunkah is a residential community for people working in the region; Tawonga retains its distinct rural fee; Tawonga South has continued to grow as a suburb of Mount Beauty, geared as a visitor hub; and Wandiligong retains its quaint rural and commuter lifestyle.
- Our rural communities have grown with buffer zones of green and open space and without strip development.

Vision for the Shire

Our towns are distinctly characteristic and each has retained its unique identity. Individual strengths have been captured and magnified while not sacrificing amenity.

Bright has continued to build on its tourism appeal with a reputation for fine food and wine, first class and family accommodation and an accent on quality, customer service. It also has a highly visible and central thriving arts and culture precinct. Development has occurred by utilising areas opened up by the removal of pine plantations within the residential areas of the town, particularly along the Great Alpine Road.

Mount Beauty is a thriving off mountain alternative to Falls Creek. Strong linkages exist between the two in terms of tourism products, accommodation and experience. The Bogong High Plains Road has underpinned this connection. Supporting this is a well developed adventure tourism market.

Hydro services continue to be an integral element to the economy, but a significant growth has occurred in home based business utilising IT links as an alternative to larger city life.

Myrtleford is the commercial and industrial service centre of the Shire. It has grown to a district centre servicing many of the shires residents. Major retail outlets have located here because of its strategic location as a gateway to the upper valleys, ski fields, Great Alpine Road and the Rail Trail. Value adding to an intensive horticulture industry is an important economic driver.

Flood mitigation works have successfully protected the town to the south west of the Great Alpine Road. This has enabled commercial and residential areas to expand allowing the CBD to be a true centre and village green.

Bogong is a sub-alpine residential village and recognised as a base for tourism and recreation. Dederang continues to function effectively in its role as a rural service centre with access to high quality community facilities and services. It has become better connected with pedestrian and scenic links, bringing together the separate activity nodes into a whole.

Harrietville is a residential community with an adequate level of servicing to support modern living. It has experienced above average residential growth, but in a manner compatible with the environment. The image of the town reflects its historic roots while public open spaces retain a relaxed and health lifestyle.

Porepunkah is an alternative residential location to Bright. It has doubled in population primarily due to “infilling” of residential areas within the township. However, it has retained a relaxed rural town atmosphere with a good level of servicing to support modern living and an attractive functional town centre.

Tawonga is a place where residents enjoy a high standard of residential living within a scenic rural landscape. A range of community facilities, services, public open spaces and recreational opportunities are on offer. Tawonga promotes a healthy active lifestyle for local residents and visitors alike.
Wandiligong is a township grounded on its historic roots whilst slowly growing in a manner consistent with the charm and semi-rural character of the valley. It is a residential community and has a basic level of servicing to support modern living and significant open space.

Our other district villages and locations continue to be valued and contribute to the rich fabric of the Alpine Shire. Places such as Abbeyards, Barwidgee, Bogong, Buckland, Buffalo River, Coral Bank, Dandongadale, Eurobin, Freeburgh, Gapsted, Germantown, Glen Creek, Gundowring, Kergunyah South, Merriang South, Mongans Bridge, Mount Buffalo, Mudgegonga, Nug Nug, Ovens, Redbank, Rosewhite, Running Creek, Smoko and Upper Gundowring have retained their sense of community while existing harmoniously in their rural environment.

Why?

- The distinct character and identity of each community is strongly valued.
- Green space and buffer zones between communities enhance their distinct appearance.
- Maintaining town characters recognises their unique history, and unique people.

Pathways 2005

- Strategies and master plans for each township that preserve character and history, promote strengths and provide for orderly growth.
- Planning controls that support these strategies.

Pathways 2010

- Implement the 2007 Heritage Study
- Continue to implement master plans for all towns.
- New Alpine Planning Scheme developed.
- Develop design guidelines for Dinner Plain.
- Develop design and planning controls for Bogong.
KEY DIRECTION FIVE:
Services and facilities (health, wellbeing and lifestyle)

In 2030...
- The Alpine Shire attracts people of all ages to live, learn and play in safe and supportive communities.
- Health, community education and recreation services cater for an active population of all ages, and offer a wide variety of choices.
- Well planned and serviced infrastructure (including electronic and communications infrastructure) ensures ease of access and connection between the people of the Shire and major centres.
- Technology is on a par with capital cities and of international standard.
- Health services ensure access and affordability for all ages. Health services have flexibly developed to meet community needs and focus on local delivery, including home based services.
- Education services are valued and encourage life long learning geared to all ages, with a strong community emphasis, interactive learning materials, and support for learners.
- Vocational training provides skills for local employers and encourages the retention of young people in the Shire.
- Recreation services and facilities encourage the active participation of all age groups in the community.
- Sporting facilities are well resourced and planned with many facilities integrated to allow economies of scale and better access.
- Energy services and infrastructure include reticulated natural gas and affordable energy alternatives.
- Arts and culture are highly visible and valued.

Vision for the Shire

The Alpine Shire is a friendly place to live and there is a strong sense of community where people feel respected and cared for, where the individual is acknowledged, neighbours help if needed, and where the community can mobilise in a major crisis.

There is a balance between young, mature and senior members of the Alpine Shire community all of whom enjoy the harmony which comes with living in a secure and supportive community underpinned by services and infrastructure.

The Alpine community is able to safely move around the Shire and easily access its wide ranging facilities and services enjoying the freedom which personal safety and a secure environment provides.

The provision of modern communication technologies provides instant connection and access. Telecommunication infrastructure is equal to any in the metropolitan area and lifestyle, employment and business opportunities are enhanced by local and global access.

There is opportunity for all to have a healthy lifestyle with a comprehensive range of health services including acute care, aged care and community care available across the Shire. Service delivery is tailored to the needs of the individual and the community.

Learning is valued as a life long activity in the Alpine Shire. There are a number of organisations, both formal and informal which provide diverse opportunities for learning, available in many forms and accessed through a range of delivered styles. Our well resourced kindergartens and schools are fundamental in providing learning opportunities and outcomes for all our young people. Universities and TAFE Colleges provide both distance education and campus education facilities ensuring access to formal and vocational training. Neighbourhood houses, libraries, adult education and University of the Third Age continue to provide access to a variety of community learning options for people of all ages, capabilities and interests.

Shire wide child care services provide access and flexibility.
The co-ordinated, efficient and effective delivery of recreation opportunities has increased the number and range of people participating and being involved in physical and social recreation activities of their choice. Access to tracks and trails and river sides, the acquisition and development of open space, along with the considered provision of infrastructure, activities and programs provides access to both passive and active recreation pursuits.

Arts and culture are highly visible and valued within the Alpine Shire and a range of cultural activities and programs are available to suit all age groups.

Why?

- The distinct character and identity. In future years we will be living differently: a more diverse community, aging population, more families without children, and more people living alone. In these circumstances community infrastructure including hospitals, schools, home based services, transport and recreation services are even more vital.
- The Alpine Shire already has an older population than regional Victoria. By 2030 it is predicted that 56% of the population will be over 50 years old (Victoria in the Future 2004), with significant 21.7% of the population aged between 70 and 84 years.
- A range of health services will be required, with choices between home based, aged care facilities (from independent units to fully supported) acute hospitals care, and long term supported care.
- Health service trends are looking to provide specialists services to rural communities via telecommunications, video conferencing and remote diagnostics – bringing services to people, rather than taking people to services.
- Education for all ages is vital to maintaining and enhancing community connections and lifestyle.
- All age groups within the community will need to access recreation facilities and services although there will be a reduced funding base to pay for them.

Pathways 2005

- Communication technologies that are modern and accessible.
- Universities and TAFE's that have a permanent presence in the Shire.
- A Health Care infrastructure that is state of the art and readily available.
- Provision of recreational and arts and culture infrastructure.

Pathways 2010

- Early learning centre built in Bright
- R C McNamara Pavilion becomes a well used multi purpose facility.
- Redevelopment of Bright Sports Centre continues and its usage exceeds expectations
- Alpine Shire Council and Alpine Health alliance provides improved home care services.
**KEY DIRECTION SIX:**

**Linkages between communities**

**In 2030...**

- Alpine Shire is readily accessible, linking its several communities to key centres of Melbourne, Albury / Wodonga and Wangaratta.
- Access to the Shire is by highway and air transport to the main centres.
- Affordable transport links to Melbourne, Albury / Wodonga and Wangaratta are based around school / work hours, and airport and train services.
- Community and public transport links each of the communities. Shuttle services are provided within the communities.
- Within each of the major centres (Bright, Mount Beauty and Myrtleford) greater use of walking, cycling and electronic vehicles has been encouraged through the development of appropriate tracks, paths and trails, and the discouragement of cars.
- Alpine Shire is recognised as a focal point for bicycle and walking activities.
- Air facilities have been developed to service the major centres.
- Traffic flows are controlled without traffic lights, to preserve rural town feel.
- Increased bicycle traffic is encouraged through the wider sealing of roads, development of designated tracks, and improved bike storage.
- Well signed and placed pedestrian crossing increases safety for all age groups.

**Vision for the Shire**

A well maintained road network linking our remote communities and districts with our towns and villages made vehicle travel throughout the Shire very safe. Well considered, alternative transport options including public transport, shuttle services and delivery options also operate along this network ensuring that no individual or community particularly those individuals on low incomes; with disabilities; or who do not hold drivers’ licenses, are physically isolated. Emergency Services are also well serviced by road network further enhancing the security of all areas of the Shire.

The key centres of Melbourne, Albury / Wodonga and Wangaratta are easily accessed by major arterial roads and by air from the commercially capable airports at Mount Beauty and Dinner Plain. Access to high-speed train services enhance access to both Melbourne and Sydney and beyond. Public transport alternatives to these centres are affordable, fast and well serviced.

Across the Shire the many walking, cycling and mountain biking opportunities attract visitors and residents alike. Walking, cycling and scooters are also the preferred mode of transport within the town centres and are well supported by a network of shared paths and storage facilities for cycles. Well signed and placed pedestrian crossings increase safety for all age groups.

Off street parking, passive traffic management systems, public transport and minimal heavy vehicle traffic have significantly reduced vehicle traffic within the towns. This together with improved pedestrian access adds to the security of all road users.
Why?

- Mobility and access are key issues for an ageing population.
- An economy with a strong emphasis on tourism requires excellent transport linkages.
- Economic growth in the service sector, and based on the attraction of mobile professionals, also requires excellent access to and from the Shire.

Pathways 2005

- Mount Beauty Aerodrome upgraded to commercial status.
- Installation of traffic management including shared paths, passive systems and adequate off street parking.
- Coordinating transport services provided both privately and publicly so that gaps and improvements are identified and that means of service delivery is resolved.

Pathways 2010

- Mount Beauty to Tawonga shared river path developed
- Bright to Harrietville shared path commenced.
- Extension and upgrading of the Mount Beauty Aerodrome to better accommodate emergency aircraft.
KEY DIRECTION SEVEN:

Enhancing our strong and safe communities

In 2030…

- Our community is actively engaged and collaborates to achieve joint goals.
- There is active and informed participation in decision making affecting the Shire’s communities.
- The communities of the Shire embrace their cultural heritage and diversity.
- Leadership has been valued, nurtured and developed in all age groups.
- There is a real sense of belonging to individual communities and the Shire.
- Volunteerism is alive, and our strong volunteer ethic support community services and activities.
- People feel safe in this community and there are low levels of crime.
- Major committees are linked through cross promotion, festivals and events.

Vision for the Shire

The Alpine Shire is fortunate in having an empowered and well informed community who enjoy a culture of mutual understanding and respect in an environment that is stimulating, supportive, safe and enjoyable.
Why?

- Strong communities are essential to maintain growth and support and nurture the individuals within the communities.
- The Department for Victoria Communities says that:
  “A strong community is one constituted by people that understand its social, economic and environmental assets and one working towards sustainability.”
- “Strong communities also understand and work with their most disadvantaged populations to ensure minimum standards for all.”
- “To do these things member of a strong community need to be engaged, involved, feel capable of working through issues, and be supported through external partnerships.”

- Indicators of Community Strength in Victoria have been developed, and combined they describe:
  “Communities that are active and healthy, accessible, prosperous, protective of environment, well designed, well built, culturally rich and encouraging of learning.”

- Research on building capacities for community transformation describes five key areas for success:
  » Building electronic infrastructure.
  » Creating futures context (through plans and visions such as Alpine Shire 2030 Community Vision).
  » Emphasising Process Leadership Development (the importance of working together, promoting diversity in thinking, caring about helping each other succeed). This is judged by how well a community gets along together and whether new ideas are introduced and supported.
  » Concept of the Common Good (the need to help each other succeed in an interdependent society).
  » Local decision making.

- Alpine Shire already highly values leadership, people, spirit and community.

Pathways 2005

- Mechanisms that identify and nurture leadership using the wisdom of older more traditional leaders and the energy of younger leaders is to be developed more visibly.
- Celebrating participation, leadership, innovations and success through various forums.

Pathways 2010

- Alpine Shire Councils engagement with the community is well regarded.
- The Alpine Shire community and Council are well prepared with Township Protection plans in place and neighbourhood safer places declared.
- The community building initiative with Alpine Shire small towns continues.
Sustaining the Vision

In 2030…

- The Alpine Shire achieves its 2030 Vision, meeting the needs of its communities and visitors due to the implementation of long term integrated planning strategies.
- The people of Alpine Shire are continually engaged in designing, and shaping their future, as well as ensuring that past dreams and visions have become reality.
- There is recognition of the need to value, listen to, account for, and balance diverse views in the implementation of our Vision.

Why?

- Studies show that community engagement in developing the future increases resilience, confidence and the capacity for transformation.
- Ensure that local directions and decision making are based on community owned, and agreed, future directions.

How?

- Providing forums that balance diverse views, and actively encourage community engagement in the development and achievement of the Vision.
- Regular review of the 2030 Community Vision so that progress is measured and evaluated.

When?

- By 2020 Council will complete a major review of the 2030 document to determine a new vision for 2050.
- Each 5 years a review process will occur to ensure the vision remains relevant and reflects the view of the whole Alpine Shire community.
ATTACHMENT A:
Summary of the Council Plan and 2030 Community Vision – Consultation Report, February 2010

In 2010 Council carried out a limited review of the 2030 Vision together with the Council Plan and the following is a summary of the values, issues and challenges that the community provided.

Leadership

The aspects of Alpine Shire's leadership the community valued:
- Strive for balanced outcomes that truly reflect broad community expectations.
- With good leadership Alpine Shire can make big improvements from today's status and achieve the desired outcomes sooner than 2030.
- Alpine Shire will still exist because it knows best how to cater for local needs.

The important issues that need to be managed to enhance leadership in 2030:
- Council needs to actively demonstrate that they can lead by community consultation.
- Council must value communication given changing technology, changing rate-payer needs.
- Variety of communication strategies and methods to ensure community remains informed and able to participate in key decision making.
- Simple language, communication, infrastructure and accessibility.

The challenges:
- Communicate risk and crisis management objectives and sustainability principles clearer.
- Leading by example in energy-saving and water-saving.
- Council must value communication given changing technology, changing rate-payer needs.
- Small effective focused Council is better than one trying to solve all the problems of the community.

Community

The aspects of Alpine Shire's community the community valued:
- Our community chooses to live here because of the lifestyle it offers.
- Actively and vigorously participates in outdoor pursuits of all types.
- Young people are generally appreciative of our schools and the hard work and support of their teachers.

The important issues that need to be managed to enhance community in 2030:
- Ensure safe and effective traffic management, noise control, public transport and services.
- Develop opportunities for intellectually disabled people.
- Continue to seek and support new industry to remain economically sound and self sufficient.
- Must maintain character and prosperity.

The challenges:
- Develop more creative areas/activity areas for young people.
- Develop increased employment opportunities, especially for youth.
- There is no real impact from heavy traffic.
- Public transport will become a bigger need in the future.
- Bypasses take customers away from villages and towns.
- Limited options for young people to stay within the Alpine Shire and study at a tertiary level.
- Issues for younger students in terms of the subject availability in Alpine Shire schools and the limits that these can impose on career pathways.
Infrastructure

The aspects of Alpine Shire’s infrastructure the community valued:

- People come to Alpine Shire for adventure, freedom and fun.

The important issues that need to be managed to enhance Infrastructure in 2030:

- Encourage self directed, low impact, sustainable recreation.
- Council must not sacrifice environment and pristine Alpine values.
- Roads, Rates and Rubbish - just stick to that.
- Upgrade playground equipment for local and tourist needs.
- Asset plans should always drive renewal and maintenance programs.
- All new developments must be constructed to maximum fire safety standard.
- Development must be balanced and not over regulated in an attempt to preserve a façade of village atmosphere.
- Develop infrastructure around our natural assets.
- Provide more car parking in built up areas.
- To see public facilities that cater to the needs of the whole community, such as upgrades to swimming pools, skate parks and recreation facilities and investment in the arts in the form of a cinema/new art gallery or a regular schedule of touring performers and exhibitions.

The challenges:

- Ensure all residents are aware of where to go, what to take and who to tell in emergencies/natural disasters.
- Infrastructure and development meet the needs of the residents, yet still retains the ‘feel’ of the towns in which we reside.

Economy

The important issues that need to be managed to enhance the economy in 2030:

- Planning scheme needs to be flexible so that it doesn’t discourage development and hence, employment.
- Prevent over development which will destroy the unique character of the area.
- Provide incentives to invest in areas which support the area as a tourist destination and boost the business base.
- Provide energy and water saving opportunities.
- Improve Council tourist facilities like caravan and camping grounds and park toilet facilities.
- Look after our community based employment.
- The viability of each township is critical and therefore ensuring that a strong economic base is founded in each town needs to be a priority.
- Where possible attract employment for our youth.
- Initiatives such as Rural Skills Cadetships is one way in which young people may be encouraged to stay in or return to the Alpine Shire.
The challenges:
- Abolition of the business special rate. It discriminates and discourages business.
- The Shire simply cannot offer a wide range of employment opportunities.
- The Shire should limit its dependency on tourism.
- There are varied employment options available within the Alpine Shire, many young people are unaware of them.

What Alpine Shire’s economy would look like in 2030:
- The area will continue to develop its tourism credentials without Council intervention.
- Please do not encourage large chain fast food outlets to set up in the town.

Environment

The aspects of Alpine Shire’s environment the community valued:
- The Shire takes care and puts in effort into the natural environment.

The important issues that need to be managed to enhance the environment in 2030:
- Increase the planting of suitable trees and develop public gardens.
- Awareness of fire hazards in the area and reduce them.
- Green bin collection will help weed reduction in towns.
- Urban landscape, and how it also connects to our natural environment, so things like plantings in local parks become important, strategic and appropriate.
- Increased burn offs should be performed out of fire season.
- Encourage tree recycling.
- Use of local flora in streetscapes.

- Develop Green Wedge areas.
- Implementing grey-water reuse schemes and incentives.
- Ensuring that our public facilities and homes incorporate water and power efficient devices.
- Reintroduce free waste delivery to tip in light of increased fire risks.
- A hard rubbish day is essential - we never have one.
- Keep rivers and creeks free of weeds and rubbish.
- Take care of what we have locally and make small changes that will contribute to wider environmental aims.

The challenges:
- Certain weeds slow down the effects of water erosion and evaporation.
- State authorities make it harder for Council to meet their noxious weed obligation.
- Climate change is the responsibility of higher levels of Government.
- Some private housing permits don’t fit criteria for energy efficiency.
- Being a weed free Shire is not achievable.
- Mowing of Roadside vegetation should be Council’s responsibility.
ATTACHMENT B:

Headlines 2030 (Community ideas – 2005)

During the preparation of the original 2030 Vision, attendees at various community meetings were asked to participate in a “fun” exercise to design headlines for the Year 2030. The following headlines are listed by the location of the meetings, but many headlines refer to the whole Shire.

**Bright**

**Environment**
- New botanic gardens officially opened – celebrates exotic and indigenous trees
- Blackberry and broom free Shire
- Free tadpoles for each child
- Alpine Shire: shining light of sustainability
- Thousands of trout swim streams
- Less gas and oil used as fuel choices increase (solar, hydrogen, electronic, nuclear)

**Tourism**
- Ovens Valleys – valley of healing
- Walk the waterways of Alpine Shire
- Alpine Shire: Where everybody can afford a holiday
- Top tourism infrastructure: tree top walks open

**Recreation**
- Australian capital for cycling and walking
- Bright has new swimming pool and full gym: amenities include child care
- Slow city movement hits Bright: more enjoyment at a slower pace
- Lycra-free zone

**Community**
- Alpine Shire residents recognise social justice: evidence that residents think beyond own needs
- More volunteers than we know what to do with!
- CFA asks fro more volunteers
- Disabled facilities win awards: access to all services celebrated
- Equality valued: citizens rights respected

**Aged Care**
- Beds available in new nursing home

**Planned Development**
- Town heart pulses: looks and feels like our true community centre
- Maternity ward needs expansion: more obstetricians needed

**Economy**
- Big Shed celebrates 33 years
Myrtleford

Environment
- Myrtleford an environmentally friendly town – still clean water and great forests
- Reform Hill – beacon to environmental conservation
- Global warming has not changed us
- Mount Buffalo since 2003 fires

Tourism
- Lake Buffalo resort achieves international 5 star rating
- Jet flights to Myrtleford – rediscover our international roots
- Myrtleford signs contract with Brindabella Air
- Melbourne to Myrtleford in one hour
- Space travel a reality

Planned Development
- Standish Street becomes the new Lygon Street
- Myrtleford housing boom
- New high rise for town
- 2030 Vision on track

Education
- Night classes cater for changing hospitality needs – Japanese now offered
- Community education activates the elderly
- Enjoy life, learn more, live longer
- Pension tied to learning milestones
- Non government and government primary and secondary schools combine – amalgamation a first at Myrtleford

Community
- Myrtleford wins government award for volunteerism
- Myrtleford Police Station opens in new premises
- Myrtleford successfully celebrates 175 years
- More pressure for self-reliance: community debate rages
- 500 attend meeting for 2060 Vision

Governance
- Council elections hotly contested – new faces
Mount Beauty

Environment
- Blackberries and wild dogs eliminated from National Parks
- Maintain bike tracks and accessible walks opened
- No plastic bags or cigarette butts for Mount Beauty

Education
- Mount Beauty campus opens
- Lifelong learning given boost across the Shire
- Cultural and arts development recognised

Economy
- Green tea replaces tobacco
- Beef producers still mean business
- Another restaurant opens in Mount Beauty

Recreation / Tourism
- International water ski championships held on pondage
- High altitude training all year round
- Day ski resort at Mount Bogong
- More river and forest walking and bike tracks
- Environmentally sensitive tourism: tourist numbers up, waste collection down

Planned Development
- Tawonga South considered “Paris end of town”
- Tawonga South streetscape revamped

Transport
- Airstrip now suitable for jet planes
- Hovercraft landing field opens
- Rotary take first rocket flight
- Highway road to Omeo opens
- Bogong High Plains Road sealed
- Shuttle service around town gets thumbs up
- Tunnel between Bright and Mount Beauty opens
- Cable car to Falls Creek great success

Aged Services, Recreation and Mobility
- Free scooters for aged people
- Over 90s tennis tournament held
- Exercise programs targeted for the elderly
- Music programs great hit with the aged
- Electric and solar powered scooters take over our streets

Community
- Alpine Shire – first shire for 20 years without a youth suicide

Politics / Governance
- State government disbanded – local government takes over
- Village management drops in altitude: Falls Creek and Mount Hotham joining LGA from new Alpine Regional Council
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Endnotes

1. Dinner Plain is not included in this document as it is being treated separately given the unique challenges and pressures facing this developing village. However the preparation of this document did include a meeting with the Dinner Plains Management Committee, and that committee is also taking into account this Vision document for its future planning.

2. The References section of this document details all reports referred to in the preparation of the Alpine Shire 2030 Community Vision.

3. Communities of the Future: Building Capacities for Transformation

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