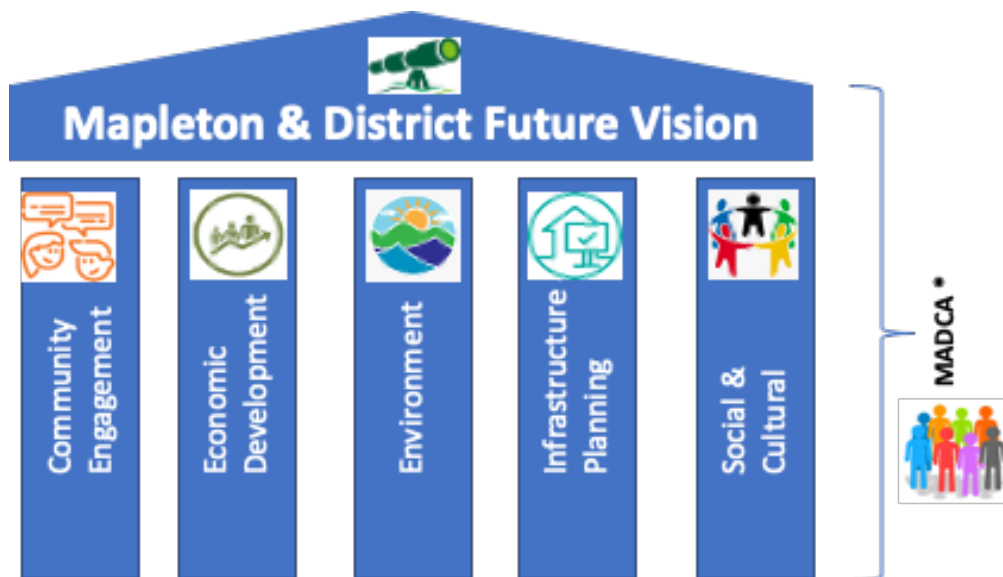


REPORT

from

COMMUNITY STRATEGIC PLANNING WORKSHOP



MAPLETON AND DISTRICT COMMUNITY
ASSOCIATION (MADCA)
21 MARCH 2021

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This report was adopted and authorised for distribution by the General Meeting of MADCA on 2 June 2021.

Executive Summary

This report details the process the Mapleton and District Community Association Inc (MADCA) undertook to develop a strategic plan for the Mapleton and district community. The project commenced in November 2020 with a facilitated SWOT analysis. This report covers the period to the conclusion of a community workshop in March 2021.

The November activity was limited to the Management Committee of MADCA and identified five themes relating to community development – Community Engagement, Economic Development, Environment, Infrastructure and Planning and Social and Cultural. These themes were used in the Community Workshop held on 21 March 2021.

The Community Workshop was attended by 45 members of the community and facilitated by an external facilitator who has extensive knowledge of community development. Data generated throughout the workshop was collated and analysed by a group of 12 volunteers comprising members of the MADCA Management Committee as well as 6 community members – some of whom are MADCA members.

The exercise developed a vision statement in the form of a statement of values which will underpin any future activities of MADCA and (hopefully) other community organisations and government instrumentalities.

The data identified a list of initiatives that will help satisfy the current unmet needs of the community. It is hoped that these initiatives will form a set of activities that can be undertaken by the community over the next 5-10 years.

The final step of the process is the development of a Strategic Plan using the data generated. This Strategic Plan is a separate but complimentary process.

Background

The Mapleton and District Community Association (MADCA) is a not-for-profit community organisation that has in its constitution, the following objectives:

1. To provide a forum for residents and ratepayers of Mapleton and district to express their opinion on any matter affecting the Community.
2. To act in the interest of residents and ratepayers in dealing with various levels of Government, other parties and organizations.
3. To foster the balanced development of Mapleton and surrounding areas.
4. To promote the social, cultural, sporting and economic welfare of the Community
5. To be non-political and non-sectarian.

Following the community consultation on retirement living options for Mapleton in June and July 2020 it became obvious to the MADCA Management Committee that there was a need to develop a strategic plan for our community. It was anticipated that the strategic plan would identify

- aspects of the community that are working well,
- unmet needs within the community, and
- values and attributes that the community wish to maintain. These values would underpin any recommendations for future changes.

The Sunshine Coast Regional Council's Blackall Range Local Plan is due to be reviewed during 2022. The Management Committee of MADCA felt that information from a community strategic planning workshop would be valuable to provide input into the review.

This report is one aspect of the strategic planning process. Information from this report will be used in

- further consultation with the communities involved to refine the values and proposed activities.
- representations to every level of government,
- responding to the review of the Blackall Range Local Area Plan, and
- the development of a Strategic Plan for the Mapleton and district community.

Methodology

MADCA applied for funding to stage a community strategic planning workshop through the SCRC's Minor Grants program. These funds allowed MADCA to engage an external facilitator (Ms Bea Rogan) to provide guidance and support to deliver such a program. The funds also contributed to venue hire and consumables.

A working party of MADCA was established to plan and execute the event. Members of this working party were

- Peter Gamgee
- Peter Hulme
- Nita Lester
- Max Standage

The committee recommended that there should be a two-stage process to conducting this activity.

The first activity would be a meeting of the 10 members of the Management Committee facilitated by Bea Rogan that would use a SWOT (Strength, weaknesses, opportunities threats) analysis process to identify general areas of strength, weaknesses, opportunities and threats. This workshop would then inform the way the second workshop would be conducted. This first workshop was held on 12 November 2020.

The SWOT analysis identified

1. MADCA committee is a group of local people who have a strong commitment to the Mapleton community. They bring a wide range of skills, experience and expertise to the organisation.
2. MADCA has good connections with some sectors of the community, community groups and political leaders at the Local, State and Federal level.
3. The organisation has a history of success including the recent Retirement Village Research Project, improved communication, lobbying, securing funding, events and facility improvements.
4. The organisation has an income stream from The Old School House (TOSH) that funds various community projects (Outdoor Gym, Children's Playground, Light the Lights Christmas celebration).
5. There is plenty of scope for improvement in progressing initiatives that would provide a better community. Understanding the priority of unmet needs across the full community demographic was deemed to be very important.

The second stage would involve as many community members as possible given the restrictions in place to manage the spread of COVID-19. In order to achieve this, representatives from the many community groups and businesses in the village were invited to attend a workshop to be held on 21 March 2021.

REPRESENTATION

Due to the COVID –19 protocols, the working party thought that an invitation to each of the community organisations in the village would be a start to the recruitment of volunteers to the workshop. An attendance of around 50 would comfortably fit into the Mapleton Bowls Club house so the workshop was capped at a maximum of 50. A full list of attendees and their representation is contained in Annex 1.

A total of 22 Community organisations were invited to nominate one member and 22 businesses were also invited to contribute. Once the working party had an indication of the number of organisations and businesses that were being represented an open invitation was made to the MADCA membership and the wider community to self-nominate.

At the end of the day, a total of 46 (including the 5 group leaders) attended the workshop. It is considered that these attendees are a fair representation of the community, however it was noted that there were few attendees in the under 40 age group.

PROCESS

During the November 2020 workshop involving the MADCA Management Committee, it was agreed that the community development process was underpinned by 5 pillars of influence –

Community Engagement, Economic Development, Environmental Considerations, Infrastructure and Planning, and Social and Cultural aspects. Figure 1 is a diagrammatic representation of this framework and has been used in this report to analyse data.

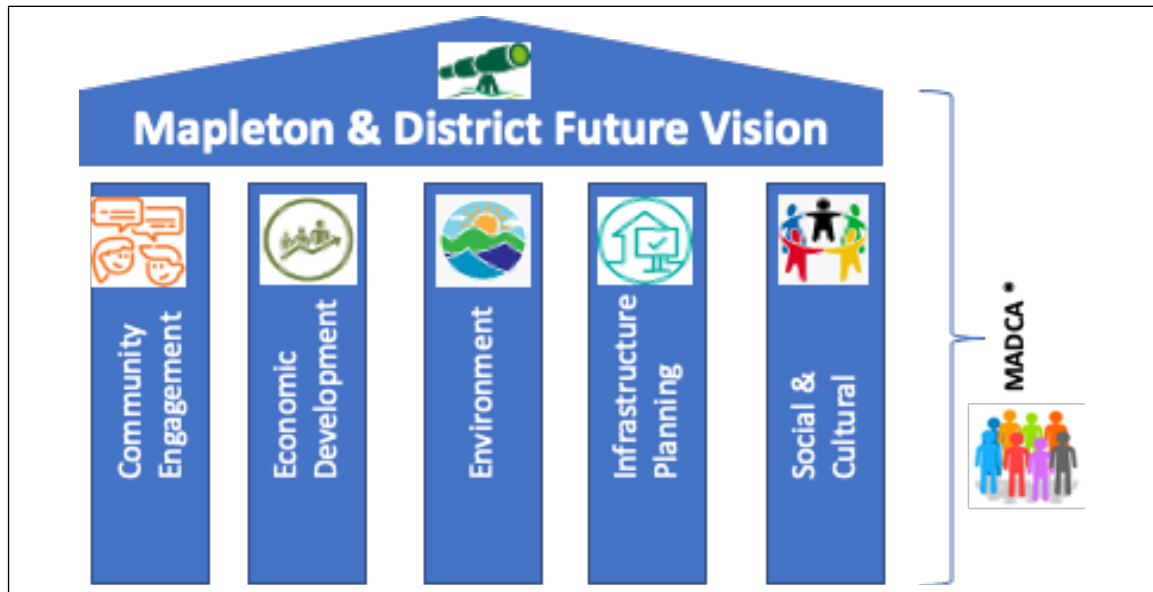


Figure 1 (Conceptualised by Peter Gamgee)

Through funding from the Sunshine Coast Regional Council’s COVID-19 Grants program, Ms Bea Rogan was engaged to assist MADCA in the conduct of the whole exercise. Bea met with the members of the Working Party and with the entire Management Committee a number of times to determine what we wished to achieve and how we would go about obtaining the required information.

The SWOT process was used with the Management Committee in November 2020 to establish the framework. The Workshop was then designed to be open to the wider community to allow as much participation across the entire demographic as possible. The participants of the workshop were broken into five roughly equally sized groups that would rotate through discussion groups on the five pillars outlined above. Each participant of the workshops was given five red self-adhesive dots to be used in a voting exercise towards the end of the workshop.

The discussion on each topic (pillar) was facilitated by member of MADCA’s Management Committee.

The Workshop lasted for 3.5 hours including time for refreshment.

Three key questions were posed for each group to deliberate for each pillar.

1. What aspects of the community relevant to the topic do you value?
2. What are your aspirations for the future of our community in the topic?
3. What are some possibilities to progress these aspirations and build on strengths of the community?

Each group was allowed roughly 20 minutes for each of the five topics for discussion. Data generated was recorded on large sheets of paper and kept for later recording and analysis.

The group facilitators, ably assisted by other group members, summarised the information recorded to generate answers to Question 3 – the possibilities.

These composite lists, per pillar, were displayed so that all members of the workshop could use their issued voting dots. (Applying any or all of their 'dots' to the possibilities that they saw most important). The Working Party felt that this process should give an indication of the importance of suggestion to the participants and would assist in the development of a strategic plan.

WORKSHOP DATA GENERATED

The data was analysed by the facilitators and a group of six volunteers (The Analysis Group) from the workshop, by pillar to:

- Identify what was valued in the community and needs to be preserved,
- Identify any unmet needs preventing the community to reach a desired state, and
- Develop any possible initiatives that might address any identified gaps.

Aspects of our community that need to be preserved

Community Engagement

- Pop-up News and Facebook pages.
- Community facilities that are hubs for engagement (Community Library, Bowls Club, Post Office, Community Hall, Lilyponds, Primary Schools, Tennis club, Community Gym and Men's Shed).
- Volunteering culture.
- Ease of access – to individuals, groups and venues.
- Networking of social clubs /groups.

Economic Development

- The small village atmosphere, heritage architecture, relaxed lifestyle, natural environment and low density, built form.
- The outstanding scenic amenity, natural assets, Mapleton National Park and Mapleton Falls National Park and panoramic view lines over the Sunshine Coast.
- Attractive social, cultural and sporting activities (bowling club, community gym, tennis courts, community hall) based on volunteer supported community clubs and associations.
- Service centre to northern Blackall Range based around local supermarket, QCCC outdoor education centre, school, library, heritage hotel, post office, medical centre, bakery, cafes and restaurants, caravan parks, B&B, self-catering accommodation.

Environment

- Natural environment – National Parks, escarpment, waterways, walking & bike tracks, clean air.
- Built environment – small town, open space lilyponds.
- Environmental planning – Blackall Range Local Area Plan, no local dumping.

Infrastructure & Planning

- Potential for access to fast broadband.
- Historical buildings functioning as venues.
- Independent (of natural disaster) water supply.
- RangeCare.
- Vacant land near village.

- Mapleton National Parks complex with access roads and tracks
- Educational facilities – Kindergarten, 2 primary schools and QCCC outdoor education centre.

Social & Cultural

- Diversity of social and interest clubs and cross club networking.
- Low density population – casual atmosphere.
- Diversity of age, background and experience – rich human capital.
- Country ‘feel’ with natural aesthetics.
- Recent indigenous history.
- Caring community with high volunteer rate.

Aspects of our community that need to be addressed

Community engagement

- Increase in engagement – educational institutions, business, government.
- Increased information for visitors.
- Increase in community engagement through events and celebrations.

Economic development

- Support “Pop-up” activities to utilize empty shops.
- Request Council to renovate village centre streetscape.
- Support proposed walking/bike path from Mapleton to Montville.
- Support low density retirement village.
- Establish a Business-MADCA Liaison Group.
- **Support new business activities based on:**
 - Growth in services to Mapleton and surrounding area.
 - Outdoor activities/local indigenous culture.
 - Guided walks, bike/ walking equipment rentals.
 - Agribusiness.
 - Sustainable tourism.
 - Knowledge-based home and small/medium business.

Environment

- Environment maintenance – weeds in waterways, (public and private land). Removal of feral animals.
- Not fully ‘green’ – single use items, waste disposal, low energy footprint (transport), planning, noise and light pollution.
- Education of locals and visitors in environmental care.
- More leveraging of National Park for locals and tourists.

Infrastructure & Planning

- Transport needs improving to be appropriate for all ages, tourists, workers, business, schools and the environment.
- Water reticulation and liquid waste disposal system solution is required.
- Improvements to Mapleton Village street scape, traffic flow and parking access for locals and tourist in village centre.
- An appropriate integrated (to the community) retirement/aged care facility is needed.
- Planning for scaled development that meets the environment, historical and rural feel goals is needed.
- Small units/social housing is required.

- Any proposed developments need to be Impact Assessable.
- Complete a walking track joining Johnson Road from Mapleton Falls Road to Delicia Road.
- Complete the Mapleton to Montville footpath.
- Community Centre possibly on Obi Obi and Delicia Roads corner.
- Establish an Olympic standard BMX biking facility.
- Improvements to the utility and capacity of community facilities especially for younger residents.

Social & Cultural

- Fostering more community activities / events to extend inclusiveness of all demographics with the community, especially younger people and businesses.
- Education and engagement of the community with indigenous history and culture.
- Address aesthetics along roadsides and in Mapleton Village.
- Greater social awareness and support for developing and maintaining the natural environment.

WORKSHOP OUTCOMES

1. Statement of Values

The Analysis Group worked with the data generated to develop a statement of values that would underpin any action that eventuates. The group sees this statement as a set of guiding principles to be used by all.

Mapleton and District is

- A friendly, caring, village and rural community that values the connection and inclusion of all residents.
- Valued for its serenity, outstanding landscapes, green space, and the associated flora and fauna of the surrounding natural ecosystems.
- A community that celebrates its heritage and strives to maintain and enhance the individual character of the District.
- A community that embraces and fosters an economic, environmental, social, and culturally sustainable future.

2. Possible activities or projects

Annex 2 gives details of the relative importance the workshop participants gave of the suggestions that might be considered to be actioned as a result of the workshop. This data has been used to develop a set of activities the Analysis Group saw as being a combination of short, medium and long-term projects that reflected the wishes of the workshop.

A careful analysis of the table shows that most activities suggested cover a number of the pillars, thus giving weight to the notion that community development is multi-factorial.

Objective / activity	Who	When S/M/L	Pillar
Pillar code: Env = Environment; I&P = Infrastructure & Planning; ED = Economic Development; CE = Community Engagement; SC = Social & Cultural			
Johnson Rd walking track extension	John Seebeck, Peggy Hebblethwaite	Short term	Env I&P
Street scaping of CBD incl safety	Nita Lester, Belinda Dawson, Tony Brett	Medium Term	I&P ED
Long Table Dinner / lunch	Helen Smith, Lyn Rowland	Short term	CE SC
Mapleton Day	Robyn Barrett, Lyn Rowland, Helen Smith Nita Lester	Short & Medium term	CE, ED, SC
Planning Scheme input	Lindsay Holt, Max Standage, Peter Hulme, Tony Brett, Nita Lester	Short term	I&P ED SC
Pump out alternatives	Lindsay Holt, Tony Brett	Medium term	I&P
Liaison with QPWS	Burnie Collins, John Seebeck	Short term	Env
Links to engage indigenous community - Talking Country	Catherine Standage, Lyn Rowland, Glenis Ayling, Peter Noblet	Short term	SC, CE
Community Centre	Peter Hulme, John Seebeck, Nita Lester	Long term	CE SC I&P
Mapleton to Montville cycle path	Northern Blackall Range Lions Club	Long term	I&P CE
Retirement living	Lindsay Holt, Tony Brett, Max Standage	Short & Medium term	ED CE I&P
Economic development sub-committee – establish a MADCA – Business liaison	Max Standage,	Short Medium & Long term	ED
Protect bio-diversity	Narelle McCarthy	Long term	Env

CONCLUSION

This Strategic Planning Workshop has been an exercise in engagement with the Mapleton and District community to determine the way that we wish our community to develop over the next 5 to 10 years. The process has highlighted the high degree of cohesion our community has as well as a positive outlook to the future.

The Statement of Values generated by the Analysis Group has been presented to the wider community via both informal meetings and the MADCA general meeting, and has been received positively. It is hoped that MADCA, other Community Organisations and Government entities will be able to keep this in mind when making decisions about this community's future.

This report is to be seen as the first step in the development of a strategic plan for the Mapleton and District communities. The next step is the development of that Strategic Plan which uses the data given by the community to manage our development over the next 5 to 10 years. Any development must be planned and aligned with our vision for the future.

The second step is the development of the working groups around the projects so that the impetus that has been generated by the Community Workshop will not be lost. Now is the time to engage other members of the community so that there is better representation of other demographics.

Annex 1

Representation

Organisation	Given Name	Surname	Acceptances
Community Organisations represented			
Mapleton Bowls Club	Phillip	Lester	1
Mapleton Community Library	Lyn	Rowland	1
Range Community Gym	Kel	Anderson Jnr	1
Mapleton Men's Shed	Gavin	Bennick	1
Lions Club of Blackall Range	Dennis	Doble	1
Blackall Range Land Use and Planning Assn	Tony	Brett	1
Mapleton Hall & Sportsground	Lindsay	Wareham	1
Mapleton Fire Warden	Geoff	Noble	1
RangeCare	Pat	Habner	1
Mapleton Rural Fire Brigade	Steve	Allen	1
Dulong / Kureelpa Hall	Julie	Kleeman	1
	Di	Fitzgerald	1
Mapleton Tennis Club	Dan	McDonald	1
Mapleton Craft Group	Joy	Wiseman	1
Mapleton Community Choir	Alisa	Morehen	1
QCCC	Andrew	Grant	1
Businesses represented			
Mapleton Post Office	Elizabeth	Buckley	1
Falls Farm	Jess	Huddar	1
La Botega	Belinda	Dawson	1
Community members incl MADCA members attended			
	Peter	Hulme	1
Group facilitator	Max	Standage	1
Group facilitator	John	Seebeck	1
	Ann	Gough	1
Group facilitator	Peter	Gamgee	1
	Lindsay	Holt	1
	Heather	Worth	1
Group facilitator	Burnie	Collins	1
Group facilitator	Nita	Lester	1
	George	Kachaniwsky	1
	Walter	Van Aplen	1
	Joy Anne	MacNamara	1
	Paul	Aarons	1
	Lyndall	Hulme	1
	Lindsay	Stewart	1
	Catherine	Standage	1
	Victoria	Simon	1
	Steve	Turton	1
	Wendy	Turton	1
	Glenis	Ayling	1
	Jan	Collins	1
	Hamish	Borthwick	1
	Anne	Borthwick	1
	Colin	Sandford	1
	Narelle	McCarthy	1
	Yvonne	Dowdle	1
			45

Annex 2

Composite list of possible activities with number of votes recorded.

# votes	Topic
11	Mapleton to Montville footpath expand for walking and cycling
2	Walkway / cycle path between Mapleton and Montville
9	No town water
9	Alternative sewerage treatment
9	Protect biodiversity – National Parks
9	Great Walks
9	Mapleton Day – Annual all of community event
8	Long table concept – lunch/dinner, in/out door venues
8	Preserve current community / natural attributes
7	Have empty premises re-purposed
7	Impact assessable not Code assessable for new developments
6	Johnson Rd – Join Delicia and Mapleton falls Rds for walkers and cyclists
6	Lack of parking
5	Ageing in place
5	Small units - cluster
5	Encouraging new businesses (eco tourism, weddings, small labs, IT)
5	Street scaping – upgrade public furniture and open space
4	Protect local waterways
4	Community batteries
4	Group come together to develop a Reconciliation Action Plan
3	Bushfire awareness
3	Noise and light pollution
3	Acknowledge aboriginal history
3	Visual amenity
3	BMX facility / track
3	Keep the environment natural
3	Maintain village character and diversity of age groups
3	Value history – community knowledge of our past
2	More use of the Hall – unique events – music
2	Retirement living with aged care
2	Local sewerage facility
2	Extend (improve) transport service – bus and community taxi
2	Traffic calming
2	Community Centre on Delicia /Obi Obi corner
2	Community swimming pool
2	Stronger focus on natural environment
2	Important indigenous area How to get this included in community – Triballink
2	Support youth engagement
1	Local heritage – trees and buildings
1	“Come and say hello” welcoming locals to say hello to groups within the community
1	Extension of Hinteland Great Walk
1	Social housing across spectrum of need
1	Off street parking
1	Increased use of Community Hall and surrounds
1	Possibility of ‘Off Leash’ not be in the Lilyponds – not necessarily best place
1	QCCC – reno improvement of facilities expedition activity / Olympic games
1	Pick up service for hikers
	Cricket ground too small
1	Community collective centre – arts incubation & cooperative, fruit and vege market
1	Encourage farming activities / farm gate sales/ agri business / farm tourism/ eco focused businesses
1	Improved NBN coverage and speed
1	Sub-division of bigger blocks
1	Own identity – natural environment, local community feel
1	More indigenous understanding, acknowledgement + inclusion in community
1	Keep the community with a rural feel
1	Better sharing of information/ attributes of Mapleton – signage, getting message to new residents
1	Capitalise on untouched local talent, knowledge and history
	Embrace new technologies
	Zip line

# votes	Topic
	Open arts trail
	Open garden trail
	Musical event and festivals
	Aged care supported by community
	Whole Blackall Range included in future plans
	NO town water
	Bunya festival
	Welcome to families
	Evening events
	Multi-cultural events
	Support woodies events
	Fund raising event – major
	More engagement of businesses in community events
	Community garden
	Wellness events & centre / retreat
	Better info on community land planning
	Community services and support help line
	Attracting young families
	Water storage for emergencies
	Lighting in the Lilyponds (discrete (sic) bollard – low key)
	More community events
	Cinema in the park
	QCCC integration into community in bigger way
	Meet and greet day for organisations and individuals
	Reach to wider age groups
	Waste management