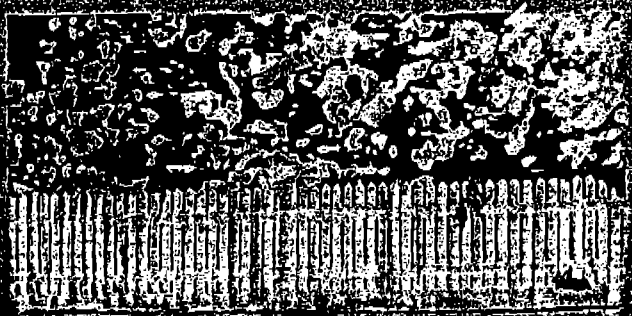


Mount Alexander Shire Council
D0039940



Maldon Economic & Design Strategy

for Mt. Alexander Shire Council



June 1998



MALDON ECONOMIC & PLANNING STRATEGY

June 1998

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CONTENTS

1.0 THE PROCESS	3
1.1 Purpose of the Strategy	3
1.2 Methodology	3
1.3 Outcomes	4
2.0 CONTEXT & CONSULTATION	6
2.1 The Physical, Community and Economic Context	6
2.2 Consultation with the Community	9
3.0 ISSUES AND RECOMMENDATIONS	10
3.1 Organisation & Process	10
3.2 Infrastructure	13
3.2.1 Sewerage	13
3.2.2 Stone Lined Drains	13
3.2.3 Elm Trees	13
3.2.4 Weigh Bridge	15
3.3 Buildings	15
3.4 Museum, Information Centre, Shire Office & Memorial Gardens	15
3.4.1 Museum	15
3.4.2 Information Centre	15
3.4.3 Shire Office	17
3.4.4 Memorial Garden	17
3.5 Retailing & Tourism	17
3.5.1 Tourism	17
3.5.2 Retail Trade	21
3.6 Street Furniture & Signs	23
3.7 Historic Reserve	23
3.8 Other Community Initiatives	24
APPENDIX	25
1 The Survey	25
1 The Survey Format	29
2 The Public Meeting	34
3 Acknowledgments / References	40
3 Project Team	40



Some of the Elm Trees are suffering from root compaction, physical damage and lack of access to water.

1.0 THE PROCESS

1.1 Purpose of the Strategy

The primary purpose of this project is to identify the current issues, to define tasks and the means to complete them and to recommend the overall direction the community and the Mount Alexander Shire Council needs to take in order to ensure that Maldon:

- maintains and enhances the reasons for it being an attractive place in which to live
- is revitalised as a town centre servicing both its residents and visitors, local industries and farmers
- remains an attractive and interesting place to visit

Council needs a comprehensive reference document as a source of advice on matters affecting Maldon. The strategy must reflect the predominant views and aspirations of the community at the time this report is written.

1.2 Methodology

Analysis: The strategy began with a Steering Committee meeting to confirm the desired outcomes, gain knowledge of references, general information and current activities, identify as many issues as possible and establish lines of communication. Contacts and anecdotes, rumours and sacred cows were all passed on to us at this stage.

We then spent a week reviewing reference material and talking with locals, then determined the preferred approach to community consultation.

Consultation: The consultation approach included extensive discussion with Steering Committee members at three meetings and individually; a community survey based on a previously successful format (see Appendix), followed by a well promoted and widely advertised public meeting. The Steering Committee had representation from elected Councillors, traders and tourism interests, heritage and Parks Victoria, community welfare and youth.

We also attempted to meet with secondary and primary school children but only succeeded with the primary level students due to time table problems at the Castlemaine Secondary College (Maldon's Secondary level students are bused to the Castlemaine Secondary College).

We added two additional community representatives to the Steering Committee, following the public meeting, to better address youth and community welfare issues.

Reporting: Following the public meeting we produced a working paper to identify the issues as raised at the meeting and by the Steering Committee. The report also contained a review of both the survey and the public meeting as well as further commentary from us on tourism, retailing and community organisation.

The working paper was then subjected to critique by the Steering Committee.

From the working paper and its critique, we produced a Draft Final report, then following amendment, a Final Economic and Planning Strategy.

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1.3 Outcomes

The Steering Committee and the wider community all expressed concern that there have been many reports and meetings with little outcome on the ground. They also complained about a perceived poor relationship with Mount Alexander Shire Council and a general absence of communication with the various interest groups within the town.

Clearly, one outcome had to be a significant improvement in communication at all levels and a process and management structure able to facilitate a revitalised economy.

A second outcome needed to be a clear definition of issues and the projects which derive from those issues.

A third outcome had to be evidence on the ground that all the talking and writing was leading somewhere.





2.0 CONTEXT & CONSULTATION

Maldon is well known in Victoria because of its intact historic character and appealing ambience. Maldon has been widely written about, photographed, painted and sketched over many years and the gold mining history, the buildings and streetscapes have been well documented by others. This strategy will not attempt to repeat their work. Nonetheless, to put this report into its proper context we strongly advise readers to consult such references as

A Guide to Maldon - Wendy Morris;

The Essential Maldon - Miles Lewis and G.H. Morton - *Greenhouse*;

Australia's First Notable Town - Maldon, Grant Blackman & John Larkin - *Hodder & Staughton*.

Other references are listed in the Appendix.

2.1 The Physical, Community and Economic Context

Physical

Ever since being acknowledged by the National Trust, in 1966, as "Australia's first notable town", Maldon has continued to offer great appeal for its residents and local businesses as well as for visitors, not only because of its intact 19th Century character, its verandah-fronted shops, its shady, tree-lined main street, historic churches, post office and hospital, but also because of its mining history and the many remaining artefacts.

Building restoration works have continued over thirty or more years and now there are shops and houses in good condition which would otherwise have been in a sad state today. Community effort, heritage advisers and the Maldon Restoration Fund and the Fund committee have greatly assisted the Maldon we see today. Nonetheless, the process of conservation of all aspects of the town must go on and there is an obvious need for basic maintenance of buildings as well as the restoration of public assets which often go unnoticed or are taken for granted, such as the stone lined gutters and the Elms, both of which are fundamental parts of Maldon's character and amenity.

The will to go on conserving and maintaining the town hinges on the continuing vitality and enthusiasm of its community and on the support given them at regional, state and federal level especially given Maldon's recognised National status.

Maldon has an asset others don't have and clearly it is also a major asset for Victoria. Rather than lose the benefit of such an asset and commit another town to a ghostly future, Maldon needs a little help. The responsibility for stewardship of the town cannot be carried by the community alone. Many of the town's parts require a level of care well beyond the capacity of community generated funds and beyond the maintenance capacity of Council.

The people

Maldon has a significant number of residents whose ancestors have lived in and around the township for several generations and in some cases since the 19th Century. These families form the backbone of Maldon's community. The town now enjoys a mix of these early families and those who moved to Maldon because of a deliberate "lifestyle" choice. The newer residents moved to the town to enjoy its ambience, its slow pace of life, to escape from the pressures of big city living, or to use it as a "dormitory" from which to access other towns (including Melbourne in some cases) for work or for education.

Some people moved to Maldon in order to establish and run a business, in many cases catering for the tourism industry which has developed over the years. Other people came to retire, after a long period of paid employment; others still need employment and seek it in the town or in surrounding regional centres

The 'new' residents have been readily accepted by the long standing residents and as a result of this mix the town offers a broad range of aspirations, ideas, attitudes and lifestyle preferences. These variations are generally accepted or at least tolerated within the community.

An average 2000 people per week visit Maldon, although there are busy periods and quiet periods which suggests that a mean would be more useful than an average. Some tourists visit Maldon, just to savour its atmosphere, strolling through it, window shopping - occasionally buying something - having a meal or a snack, or following one of the historic walks. They may also visit the mining sites on the edge of town, including the high lookout points from which to view the township and the surrounding district.

Many visit the town specifically to shop, and they have an interesting choice of antiques and old wares to choose from as well as other speciality or gift shops. The shops themselves, with their confined interiors, offer them a distinctive experience, contrasting with contemporary city and suburban shopping.

Some visitors enjoy touring the town in the carriage pulled by Terry and Tangles, the popular Clydesdale horses. Others are attracted by the vintage steam railway which offers trips at weekends, on Wednesdays and on public holidays. Some visit the town to enjoy specific events, such as the Easter Fair and the Folk Festival.

Clearly Maldon offers much to interest the tourist but it does so within a competitive history market place.

Economic

Despite being widely acknowledged for all its unique qualities, Maldon is experiencing the same range of problems facing most country towns in Australia.

Although it still enjoys a steady population growth of around 2% per annum, the town's population mix and local demographics show worrying trends. There is a lower than average proportion of younger people and young families (44.5% under 35, compared with 50.3% elsewhere in Regional Victoria) and a higher than average proportion of the local population aged 60+ (21.1% compared with 17.5% elsewhere in Regional Victoria).

Average household incomes are also noticeably lower than elsewhere in Regional Victoria - 51.3% of Maldon households earn less than \$500 in gross weekly incomes, compared with 43.2% elsewhere in Regional Victoria.

Although a detailed economic survey and analysis has not been conducted for the purposes of this study, it is clear that some business owners are feeling the pinch. Some shops have recently closed and remain empty.

The local economy and retail sector have changed to the extent that Maldon's residents now have to look elsewhere for many of their basic needs. Residents express frustration over the erratic nature of opening hours of some local shops.

The town is presenting a tired image. Walking down the main street, it is impossible to ignore the fact that some of the verandahs and shop exteriors are in need of a coat of paint (and repair in some cases). Given that many buildings were last painted some twenty or more years ago, it is timely that effective follow up is made. This condition is highlighted by the contrast between neighbouring shops, where one has been well-maintained, leaving the other looking neglected.

Yackandandah, a North East Victoria historic town, also a largely intact historic town centre of similar size to Maldon, it does not display the same sense of tiredness and just as Maldon competes with other Goldfields towns, Yackandandah has to compete with Beechworth, Chiltern, Bright, Rutherglen and Milawa for a similar tourist market.

Then why is Yackandandah looking good? The Indigo Shire covers Beechworth, Chiltern and Yackandandah, all significant historic towns, and they have been actively seeking loan funds for building restoration work over recent years. There has been little such application from Maldon, most likely because the overall economy of Maldon is such that even generous loan conditions are unable to be serviced.

In Maldon, the food related businesses serving both community and tourists needs, are generally surviving but, the antique shops and bric a brac shops are in the main experiencing a down turn. People come to look but not to buy.

There is also a dearth of shops offering the entertainment element, further limiting tourist spending. It is likely that the biggest factor effecting tourism in Maldon is Sovereign Hill. The history theme park is more exciting to the tourist, especially children, than the static ambience of Maldon.

The local farming and hobby farm community also find fewer reasons to come to Maldon; there is a hardware store, a garage, hotels and a small supermarket but the banks have gone and most other farm supplies have to be sought elsewhere.

Gold mining is suffering from low world gold prices however, the quarry is operating, supplying stone for Melbourne's City Link project.

Secondary industry is virtually non existent, and so there is a lack of stable, reliable employment opportunities apart from the hospital and the school. Employment in most of the commercial retail, accommodation and food related premises is subject to a fickle tourist trade or it is being weakened by the trend toward shopping in larger regional

centres. The benefits to Maldon from those who have employment outside the town are similarly weakened by the number of purchases made elsewhere. Many residents claim that they buy most of their needs in Maldon; it is possible this has always been the case but as the banks close down and other commodity purchases cannot be made, there is a slow decline in the proportion of community based spending.

Maldon has seen tough times in the past, so for some of the residents, there is nothing new in dealing with another difficult period, but this is different. There are many townships all over Australia dealing with changes in the rural economy, with regional centralisation of commercial and government facilities, especially banking and with the movement of youth away from smaller towns.

In each case trend reversal depends on the sustained enthusiasm and vision of the residents but, encouragement and a little help at state and regional level is essential to demonstrate that not only the residents care about Maldon.

2.2 Consultation with the Community

To effectively consult the community it was essential to begin with a representative body, nominated by Council. Whether such a body can ever be truly representative, or not, is always cause for debate however, to ensure comprehensive and effective community consultation, we devised a questionnaire which was distributed by Australia Post to all households. We then held a public meeting to hear the views of the community, to define the issues and suggestions for their determination.

The survey, a summary of responses and a report on the public meeting are contained in the Appendix.

Children are often overlooked in community consultation process, both in seeking their opinions and in helping them to understand the importance of a project. To ensure they were not overlooked in developing this strategy, Cr Peter Skelbeck and Geoff Sanderson spent some time with the Maldon Primary School children. There was a lively and imaginative exchange which has influenced several aspects of this report.

By the end of the above consultation process we were able to identify two more people to add to the representative Steering Committee and thereby improve its coverage. One person represented youth interests and the other had a thorough knowledge of community welfare matters.

The consultation process was both comprehensive and effective and few stones remain unturned.



3.0 ISSUES AND RECOMMENDATIONS

The Steering Committee, the public meeting and the survey identified a number of issues which have been given priority in terms of the action required to be taken by Mount Alexander Shire Council and the community. Few of the issues require significant external funding and the majority can be resolved at a local level. Those which do require external funding are of an ongoing nature and could be assisted in several ways. Following each issue is a recommendation with explanation where required. Priority recommendations are noted with an asterisk.

The issues and recommendations could be categorised into

- Organisation & Process
- Infrastructure
- Buildings
- Museum, Information Centre, Shire Office, and Memorial Garden
- Retail and Tourism
- Streetscape
- Historic Reserve
- Other Community initiatives

3.1 Organisation & Process

Issue 1: The main concern was the lack of communication amongst the many interest groups and Council and the often confusing and conflicting messages reaching Council.

Recommendation 1: A single representative body be established under section 86 of the Local Government Act .

Explanation:

There is great need for an *umbrella organisation*, representing all the key sections of the local community, working together for the continued preservation and restoration of Maldon's unique qualities, character and lifestyle. Such a body should represent the interests of every interest group without implying that every group should have direct membership. Just as Shire Councils operate, each interest group would need to identify with a person on the umbrella organisation who would be prepared to act as their advocate.

Interest groups would need to include:

- general resident needs covering maintenance and other council services
- government and agency utilities (power, water, sewerage, Vic Roads).
- key community groups - service clubs, sporting organisations etc
- school
- hospital

- tourism and events
- local retailers
- other industries
- community welfare and employment
- heritage and Museum
- Historic Reserve
- railway

We strongly recommend that a working group be formed to prepare the ground for such a body - which could be simply called "The Maldon Association".

We suggest that the convenor of this working party could be the recently-elected Councillor for Maldon. The primary task of this proposed association is to find ways of improving Maldon's local economy, and this would include the need to:

- carry out the projects defined in this report
- appoint a Promotions and Project Coordination Officer
- identify and attract suitable businesses to locate in Maldon
- research appropriate ways of establishing services to support local rural industries
- develop ways of attracting artists, musicians, writers, media professionals - all of whom would add to the reputation of Maldon as a unique place in which to live
- continue to work with local tourism operators to consolidate and build on Maldon's reputation as a special place to visit

In practice, we suggest that the proposed 'Maldon Association' should establish special working parties to work with each project.

Our purpose in making these suggestions is to ensure the maximum level of participation by all sections of the local community - especially young people - so that the projects will have community 'ownership' rather than seeming to be an initiative of outside organisations.

It was clear at the public meeting convened in Maldon at the end of April 1998 that the lack of a coordinated voice for the town is sending mixed and confusing messages to the Shire Council. It is clear that many residents and businesses feel, in effect, disenfranchised by the recent merger of local councils and there is an added feeling that Maldon is being neglected by the new Council. This adds weight to our belief in the need for a strong, united and well-coordinated approach to Council in relation to Maldon's interests.

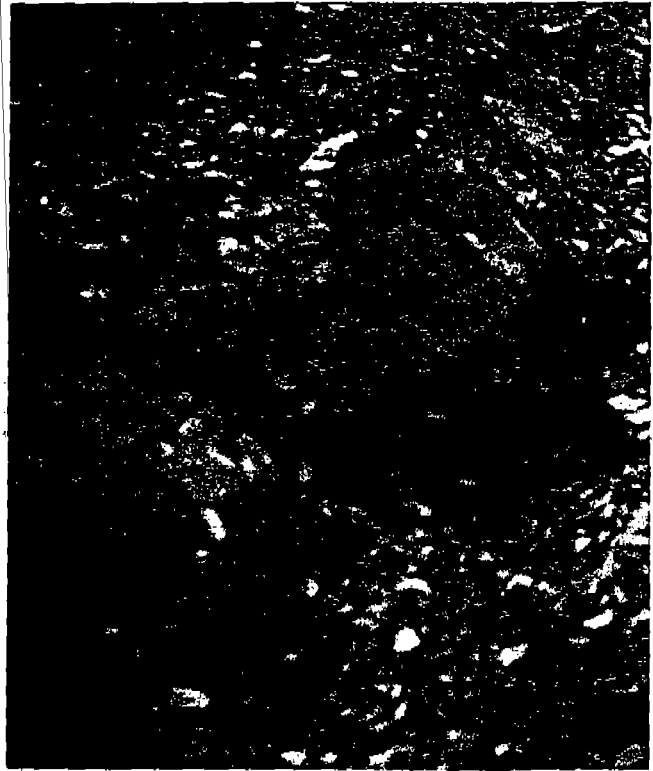
Issue 2: There has been concern expressed by the community regarding communication about what is going on in the town.

Recommendation 2: A community notice board be installed and all groups should use the board for meeting notification, agendas, activities, events and ideas.

Explanation: In this way even the most rudimentary matters will become public knowledge. The location and style of the notice board would need to be referred to the Heritage Adviser. A financial contribution from each community group should be matched dollar for dollar by Council to fund the notice board.



There is severe suckering of Elms on both sides of the main street.



3.2 Infrastructure

3.2.1 Sewerage

Maldon is about to be seweraged which is the first major utility to be reticulated since electricity and telephone cables were installed many years ago. While this is undoubtedly beneficial in terms of water quality and overall environmental management there are some aspects which could be negative unless care is taken at the design stage as well as during installation.

Issue: Installation of sewerage pipes has implications for the Elm trees and for stone lined kerbs and channels as well as for the overall appearance of the road pavement, for private gardens, garden walls, hedges and fences.

Recommendation: A community working group should be established to liaise with Coliban Water as well as Council to reinforce the sensitivity needed with regard to Maldon's heritage and all of the elements which contribute to its historic character.

3.2.2 Stone lined Drains

These drains are an essential historic feature which 'tie' together the Maldon streetscapes. The drains are generally in a poor state of repair and in many places do not function properly.

Issue: the drains cannot continue to deteriorate and need urgent repair

Recommendation: Council seeks funding for the restoration of the stonework.

Further explanation: While sections of drain can be simply lifted, a new sub base laid and the stones replaced, some sections are affected by tree roots and proper tree root work will need to be done by expert tree surgeons to ensure the trees will not suffer and that their roots won't reinvade the 'heaved' area. The drain works must therefore be tied in with remedial and revitalising works on the Elm Trees. Any drain restoration will also require overseeing by heritage advisers.

Local unemployed could be employed to work with groups lifting and stacking stone, excavating, laying sub base and replacing stones under supervision.

3.2.3 Elm Trees

Most of the Elms are in need of maintenance and many are suffering from compaction. The risk of Elm Beetle is also high. Some areas are also overwhelmed by Elm Suckers which needs to be eradicated. All of these works need to be based on a proper assessment of the trees by a well qualified arboriculturist and on the skills of a similarly competent tree surgeon.

Issue: The Elms are one of the most important features of Maldon and are declining due to a general lack of attention.

Recommendation: Council seek funding for the commissioning of a well qualified arboriculturist to assess the trees and the suckers and to recommend appropriate maintenance. An appropriate group of Maldon Community representatives should also be appointed to liaise with Council and the arboriculturist. This should be followed by the tendering of tree surgery and related works.



The Museum Building should be given greater prominence.



The Museum contains some important artefacts such as the above banner that symbolises the close relationship of the employer and employee.

Local unemployed people could be employed to assist with clean up works and could gain some on the job training.

3.2.4 Weigh Bridge

Issue: that the weighbridge be reinstated as an important part of the town's history.

Recommendation: A similar weighbridge, available for purchase be acquired and installed at the old weighbridge site and the weighbridge office (held in storage) be reinstated.

Explanation: This proposal was the subject of an earlier Pride of Place funding application and the Steering Committee want to restate the community's desire to have the weighbridge project implemented. Funding would be required.

3.3 Buildings

Issue: Some commercial buildings are in need of maintenance, especially painting

Recommendation: there should be a coordinated approach to such maintenance, in consultation with the heritage adviser, costs would be borne by the building owners, but some external funding may assist with employment and training of unemployed people.

Further explanation: The heritage committee should assist the building owners to employ a skilled painter and to oversee the work. Such a coordinated approach should enable substantial reduction on paint and labour costs. The painter would benefit from a known work load and local unemployed people could be employed and trained.

3.4 Museum, Information Centre, Shire Office, and Memorial Garden

3.4.1 Museum:

Issue: there is an extremely valuable (Some national importance, some state importance and some local) artefact collection in the museum, some of which is desperately in need of conservation, cataloguing, interpretation and effective display.

Recommendation : That Council seek funding for artefact conservation, cataloguing and display and that a local working group be established to assist with the work.

3.4.2 Information Centre

Issue: with the demolition of the Shire Building, there is a need for an alternative place for the information centre.

Recommendation : the museum building should be carefully restored/altered internally to better display the collection of artefacts and to function as the information centre.

Explanation: The museum and garden should be represented as the civic focal point for the town and as such should be dominated by the Museum building. It is not unreasonable for this building in its garden setting to also accommodate the information centre function, using the museum display as part of the contextual information. Any proposals would require Heritage Adviser input.



The 1960's Shire Building is in conflict with the 19th Century character of Maldon typified in the photo below.



3.4.3 Shire Office

issue: There is a virtual unanimous opinion amongst the Maldon community and Mount Alexander Shire Councillors that the 1960's cream brick shire building is an anathema, a carbuncle, a contradiction to the 19th Century character of Maldon and an insult to the very heart of Maldon, the memorial garden and foreground of the museum and one time market building. Despite its functional value it is a symbol of the bad decision making in a bygone era.

Recommendation: the building be removed at no cost to Council and replaced with garden, paid for by community fund raising from sale of construction materials.

Explanation: The removal of the 1960's building would be a significant gesture by the community, restating its determination to sustain the uncompromising heritage values the town is noted for.

There is a proposal gathering strength, to fund the garden redevelopment of the site via a 'buy a brick' campaign where locals and tourists can buy a brick for say \$2 and the brick can be taken away after the building is demolished or donated to the Council for use in a paving project where heritage is not an issue.

3.4.4 Memorial Garden

issue: At present the garden lacks any sense of order or reason and the memorials are not as well presented as they could be.

recommendation: Council contribute funds for a comprehensive plan for restoration of the garden and for the proper display of its features.

All of the above recommendations should be implemented in liaison with an appropriate working group and Heritage Adviser. Where possible local unemployed people should be employed to assist with demolition, gardening and associated tasks and where possible gain on the job training.

3.5 Retailing and Tourism

3.5.1 Tourism

issue 1: There are local residents who value their lifestyle to the extent that they do not want to share it with 2000 visitors a week. Whilst that may seem selfish, many residents genuinely fear that increasing tourism carries the risk of destroying the character of the town which attracted them in the first place. Others have expressed a fear that modern development would also destroy the town's character.

explanation: These are understandable fears, but we suggest that these risks would be far less if the various interest groups and community leaders in Maldon were to work more closely together towards a common, shared goal.

The starting point for any sustained tourism campaign to successfully attract tourists is to win over the local population. Locals can become the most powerful tourism ambassadors, if only because such a high proportion of tourism is generated by the 'VFR' market - visiting friends and relations.

The most successfully coordinated tourism campaign of recent decades was the *I Love New York* campaign, whose slogan and logo has been shamelessly copied by cities and towns throughout the world over the last 20 years.

What is not commonly known is the fact that the New York tourism authorities devoted most of their marketing budget, in the first year or two, to a constant television campaign aimed at New Yorkers themselves. A large part of this effort was aimed at convincing the city's residents of the importance of tourism to the life of the city. In time, their acceptance of the city's appeal transcended the Atlantic and other oceans and became one of the most successful campaigns of all time.

In some towns and cities, local businesses have to be convinced that they benefit from an influx of tourists. In both New York and London, for instance, there were periods when a large number of theatres were "dark", which resulted in a huge decline in the number of people visiting the city centres. Only then did local shops and restaurants realise the extent to which they depended on the business they derived from these visitors.

These lessons need to be applied in Maldon, because it is clear that many of its residents and some of its business owners do not appreciate the extent to which the town benefits from its visitors.

In the absence of detailed statistics, the argument in support of tourism cannot be supported with facts and figures, but we have no doubt that the evident signs of economic decline currently being experienced in Maldon, whilst arguably not dramatic at this stage, would be greatly accelerated if it were not for the economic contribution made by tourism.

recommendation 1 a: that Maldon's tourism operators should work with local traders and other sections of the community (through the proposed 'Maldon Association') in a joint study (possibly conducted by Victoria University of Technology) to demonstrate the economic benefits of tourism to Maldon. The project should be jointly funded by Maldon's businesses and by Council as well as possible external sources.

further explanation 1a: The scope of this study need not be confined solely to tourism, but what is essential is that an independent body evaluates and quantifies the economic contribution made to Maldon by tourism.

Such a study would have to be conducted in such a way as to ensure full confidentiality for any business taking part, and it must be carried out with integrity and credibility, so that its results will be more readily accepted by any local sceptics.

We recommend that this study should utilise accepted methods which aim to estimate the economic and employment impact of tourism. This involves calculating visitor expenditure, based on the number of visitor nights and average per visitor night expenditure

Applying a value added composite visitor tourism multiplier (which will be known to the regional and state tourism authorities) will provide an estimate of total tourism expenditure in the town. By also applying the known employment multiplier, the



outcome of this study will provide clear and objective estimates of the economic benefits of tourism, including an estimate of the number of jobs created by the tourism dollar.

We believe this is an important exercise, in order to convince those who doubt the value of tourism to the town's economy.

Issue 2: There is a need for better coordination of tourism marketing

Explanation 2 : It is essential that Maldon's tourism operators form their own local tourism association and work with the Mount Alexander Shire regional tourism body to embark on a program of joint promotions to attract more visitors to the town.

We are convinced that much can be achieved if local tourism operators work together. Although Burra, South Australia's premier heritage town, which is similar in size and character to Maldon, still experiences many of the problems being faced in Maldon, it has developed a well-managed tourism industry. Coordinated by the local branch of the National Trust, the Burra Visitor Centre generates a turnover approaching \$300,000 a year, and is able to employ several full-time and part-time staff.

The bulk of this income comes from Burra's unique Passport scheme, which has already been examined by representatives of Mount Alexander Shire.

The Visitor Centre acts as a central booking agency for the bed and breakfast cottages in Burra, and earns a commission for every booking it processes.

Recommendation 2a : Maldon's tourism industry should be represented by a single tourism association and this association should in turn be a part of the shire's regional tourism body in order to present a well managed, well coordinated approach to tourism.

Further explanation 2a: For example, a regional accommodation brochure could be produced, featuring all the properties in the Shire. Given the power of repeat business, and the availability of names and addresses to form a shared database, a copy of this brochure could be mailed to anyone who has stayed in the region within the last two years.

Regional tourism advertising in the Melbourne press and on television can offer readers/viewers a free copy of the brochure - thus benefiting Maldon's tourism operators as a whole, or at any rate those who agree to contribute to this campaign.

The Shires regional tourism body should also develop tourism packages, incorporating different elements of the Maldon experience, as well as working in with other towns in order to have greater impact in the tourism marketplace.

This is not intended to be a quasi-marketing study, but merely to indicate ways in which Maldon's tourism operators can benefit by working at a regional level and locally by working together.

Issue 3: Maldon and other historic towns have difficulty competing with Sovereign Hill with its theme park format.

Recommendation 3: That Maldon deliberately markets its history to complement Sovereign Hill; "you've been to the theme park, now come and see the real thing" .

Explanation 3: To succeed, there is a need to add more entertainment to Maldon town centre- presently it is only Terry and Tangles. We exclude the Steam Railway and the mines because they are not part of the town centre (although significant contributors to the economy).

Greater use of the Theatre Restaurant as an entertainment venue showing archival films; guided tours; audio interpretation of mining sites; and a Parks Victoria funded Interpretation Centre for the Maldon Historic Reserve would add substantially to the visitor experience.

3.5.2 Retail Trade

Issue : retailers are generally experiencing a downward trend in sales.

Recommendation 1 : That traders establish a single representative trader group

Explanation 2: Using similar arguments submitted in the previous section, we believe that Maldon's retailers and other local businesses can benefit by a program of joint action. Unless the early indications of an economic slippage are taken seriously, it is virtually certain that - as in other country towns - the rate of closure of local businesses will accelerate.

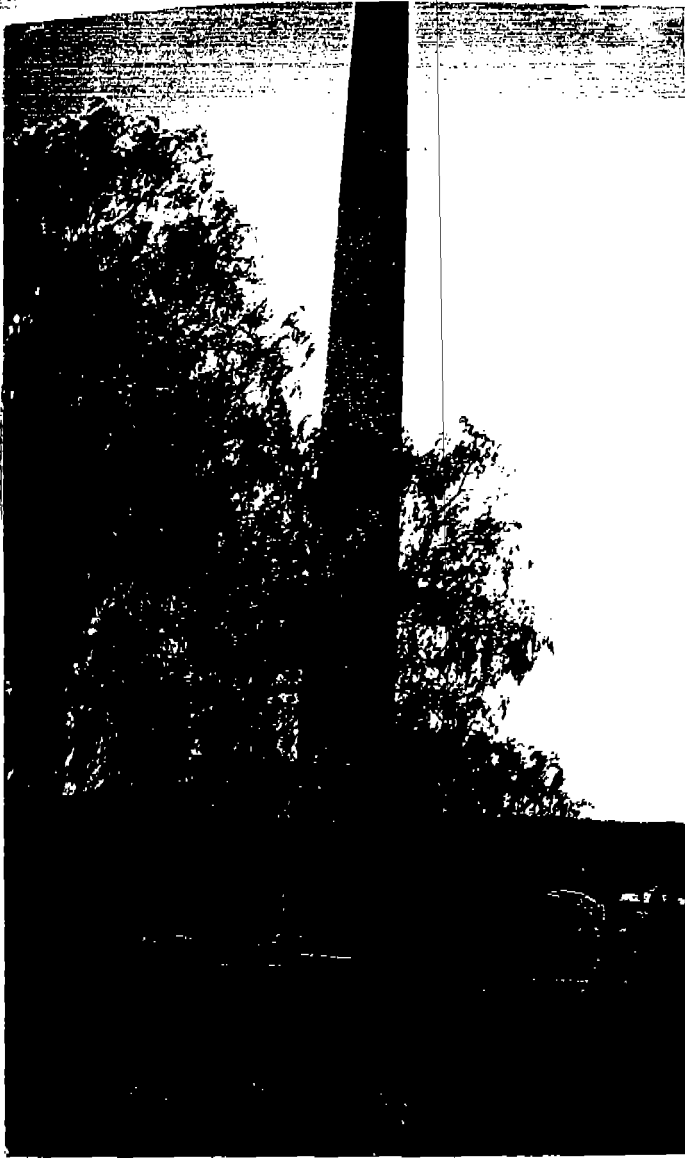
This process can be reversed, and there are many examples of business communities working together to achieve this turnaround.

Although in the recent survey we conducted, there were signs of loyalty towards local traders, this loyalty can be very fickle and it depends on traders offering what people want to buy.

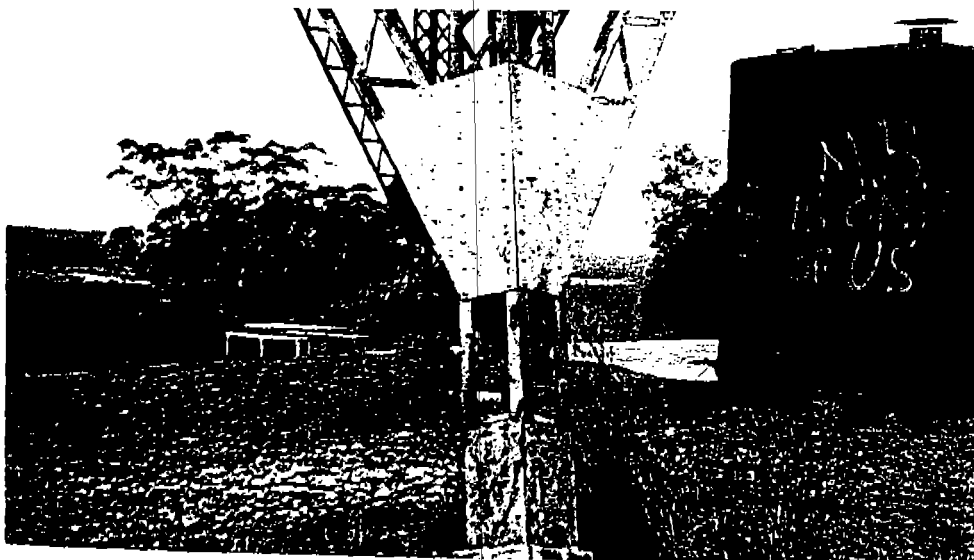
As we said in the previous section, in relation to tourism, we are not seeking to set out a marketing agenda here, but there are a number of ways in which trader groups can generate customer loyalty and much-needed repeat business.

Recommendation 2: Trader groups need to address basic issues like opening hours, providing a service at weekends (especially for visitors), parking for customers - and even commercially sensitive issues like trying to ensure some degree of specialisation, instead of having several shops all seeking to sell the same things. All traders need to review what they are selling and what visitors want to buy. At present too few visitors buy anything but food.

Explanation 2: These are difficult issues, but they are best addressed within the confines of a traders' association - all with the same objective repeated throughout the pages of this report, ie. by working together for a shared and common purpose.



The Historic Reserve, administered by Parks Victoria, contains many mining sites, the Beehive Chimney, Mt. Tarrangower and many other places of interest. Mt. Tarrangower needs extensive upgrading and sites such as the Beehive (above) need proper interpretation to add another dimension to Maldon as a tourist destination.



Many of the traders are catering for the tourist market and via a more effective and properly funded approach to tourism packaging it would be possible to spread the tourist trade over the quiet days and give greater reason for all shops to extend their opening days and hours thereby offering more local employment.

At present, half the main street traders are open all the week and of the remaining half, most are closed on Monday and Tuesday and there are a few who also close on Thursday. There is also a lack of consistency in terms of opening hours, again because the reality is that tourists leave the town at known times and that some traders are more concerned with lifestyle than they are in presenting a unified trading front.

It is often the knowledge that little is open after 5.00 p.m. or on a Monday or such like, that tourists avoid the town on those days or at those times. There is no better way to send tourists packing than by closing the shops and turning off the lights.

We have encouraged Castlemaine to expand its night time attraction and believe Maldon should do likewise. If there are more reasons to stay in the region and to stay longer there are more ways to benefit from tourist dollars. The railway operating at night would be more beneficial for the town's economy if traders responded to its needs and the shops stayed open at night to exploit the trade.

3.6 Street Furniture and signs

issue: there is a continuing need for new and replacement street furniture and signs.

Recommendation: that the Ward report of July 1994 be adhered to for all decisions concerning both street furniture and signs. Departures from the recommendations need to be based on a similarly comprehensive assessment of appropriate details.

3.7 Historic Reserve

issue: Parks Victoria are responsible for management and maintenance of the Historic Reserve which surrounds Maldon and includes Mt Tarrangower, Anzac Hill, Beehive, the various mines and diggings and extensive areas of woodland. The community wishes to be better informed about Parks Victoria activities and wishes to become more involved in management aspects of the reserve.

Recommendation 1: The Maldon Association, in liaison with Parks Victoria, appoint a working group to maintain activity information sheets to be posted on the community noticeboard and to assist in any way to support Parks Victoria.

Explanation: There are a number of projects including archaeological diggings and recording, improvements to the picnic areas (especially Mt Tarrangower), guided trails, site interpretation, weed control and other new works which from time to time could benefit from community assistance. Some projects may attract funds for local employment and training. Often, community lobbying can obtain project funds when internal applications are unsuccessful.

Recommendation 2: Mt Tarrangower be upgraded as a joint Council, Parks Victoria and Maldon Community project. The project should include new picnic settings and litter bins, resurfacing gravel carparks, painting of infrastructure items, hardwood barriers to define the parking areas, interpretation signs, water supply and any other minor needs.

gravel carparks, painting of infrastructure items, hardwood barriers to define the parking areas, interpretation signs, water supply and any other minor needs.

Recommendation 3: Parks Victoria seek funding for a Maldon Historic Reserve Interpretation Centre to be located on Mt Tarrangower.

3.8 Other Community Initiatives

Issue 1: there are too many reasons for young people, in particular, to seek entertainment elsewhere and therefore to spend money outside Maldon.

Recommendation 1: The Maldon Association appoint a working group to investigate the establishment of a cinema facility and complementary kiosk in the traditional style.

Explanation 1: There has been a strong expression of interest amongst the youth and other residents in favour of a cinema. The view is that the community should support the owner of the theatre restaurant to establish a projection facility for showing of films from contemporary (to suit community interests) to archival to suit tourist interests.

Such a facility would add enormously to Maldon's tourist appeal as well as provide much needed entertainment for the community, reducing the need to go elsewhere for 'a night out'.

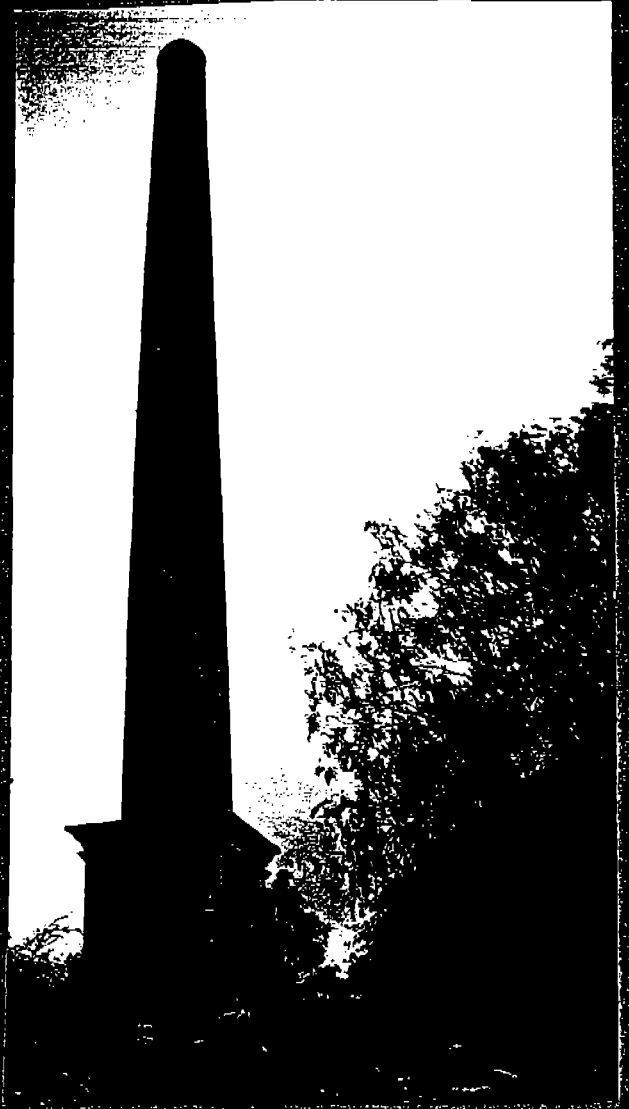
Issue 2: there are activities and services provided in the town which could benefit others, especially the traders, if properly coordinated.

Recommendation 2: The Maldon Association appoint a working party to consider ways in which existing activities could be coordinated to expand their overall value to the community.

Explanation 2: Examples include the genealogy service which could link with the newspaper printer and the photographer. The Railway needs could work in with catering, photographer, newspaper printer and accommodation.



Mt. Tarrangower viewed over the township.



The Backlog Chimney

APPENDIX

Appendix 1

THE SURVEY

We conducted a survey of the local community by means of a self-completion questionnaire. In our experience, surveys of this kind usually generate a fairly limited response, and it is not possible to attach too much statistical credibility to the results.

In Maldon, however, the response rate (25%) was very high indeed, which clearly demonstrates the high levels of interest and concern about the future of the town. Whilst we still cannot attach statistical credibility to these results, they are more than just *indicative* of community perceptions.

Following is a "thematic" summary of the key points made in response to the questions in the survey.

1. Please summarise briefly what you consider to be the main benefits of living in Maldon.
 - fresh air, peace and quiet
 - scenery - trees and countryside
 - the heritage of the town and its historic associations
 - friendly people
 - excellent community services - hospital, doctor, shops etc
 - a good location for services elsewhere, including Melbourne and major towns nearby

2. What are the disadvantages of living in Maldon?
 - sense of isolation from facilities and cultural activities available in larger towns/cities
 - lack of public transport
 - loss of key services in the town - especially banks and government services
 - limited range of shops and other business
 - problems relating to the drains

3. What changes or improvements would you like to see introduced?
 - introduce some form of public transport, linking Maldon to other nearby towns
 - improve sewerage and gutters
 - remove the former shire offices and restore area to parkland (when reported to the public meeting, this suggestion received the greatest round of applause of the whole evening)
 - better parking facilities, especially for visitors

4. Do you shop locally? Please answer with a general picture of your regular shopping habits, i.e. what do you buy in Maldon, and what do you buy in Bendigo or Castlemaine or elsewhere?

- just over half of the respondents do all their shopping in Maldon except for certain speciality items not available in the town, which they buy elsewhere
- one third admit to doing most of their shopping elsewhere
- 15% claim to do all their shopping in Maldon

5. Please indicate what shops/businesses which Maldon currently lacks that you would like to see established in the town - be realistic by not suggesting something the town could not support.

- bank
- shoes, clothes
- electrical
- bulk groceries
- drapery

6. Tell us how you feel about living in a town whose heritage attracts large numbers of visitors. When visitors come to stay with you, what local features/attractions do you enjoy showing them?

- mostly a sense of pride about living in Australia's first notable town
- main attraction for visitors is "the general feel of the town"
- strolling along the main street, shopping and having afternoon tea
- specific attractions: Mount Tarrengower, Carmen's Tunnel, Steam Train, Terry and Tangles and attractions just outside town

7. Do you feel that more could be done to make Maldon more enjoyable/attractive for visitors? Have you have any suggestions for any new attractions or events to increase tourism in the town?

- clean the drains and gutters
- provide more parking spaces
- improve and provide more picnic areas
- provide basic facilities at Beehive site
- provide more public toilets
- extend regular trading hours in the shops

8. List the five most important individual features of Maldon in order of importance.
- most "first preference" features focused on the historic 'intactness' and heritage of the town, with reference to architecture and residence
 - very strong supporting references to preserving the lifestyle of the town and to the people who live in Maldon
 - strong support for preserving character of the main street
 - provision of a varied range of shops and eating houses rated highly
 - basic services - school, hospital, post office, police, doctor, along with community care
 - strong general vote for "tourism ventures", special attention paid to the town's main tourism attractions (Mount Tarrangower, railway, mining heritage, museum etc)
9. What physical additions or changes would you like us to consider, e.g. tree planting, street furnishing, traffic and car parking.
- street furniture: more tables and chairs and trees in main street
 - improved car parking facilities
 - upgrade and extend public parks
 - place powerlines in main street underground
 - clean out the gutters
 - all the above qualified by a plea to preserve the feel of the town
10. What other ideas would you like us to consider in preparing our recommendations?
- maintain authenticity of the town
 - attract new businesses to Maldon, whilst ensuring it is not commercialised
 - utilise the services of local unemployed (especially local youth) and volunteers
 - make better use of the site of the former Council offices - preferably demolition and possibly replaced by bandstand
 - emphasis on reflecting town's heritage, including Aboriginal and Chinese history
11. Would you volunteer to help with projects - any sort of project - a list of possible areas of volunteer help was attached.
- 50% said "maybe" they would volunteer to help
 - a third said definitely yes
 - just over 15% said no
 - main areas in which people were willing to help included:
 - : gardening, painting, handyperson
 - : media/communications
 - : organisational, driving, clerical support
 - : cooking
 - : artistic - including craft and music

12. Are you looking for work? If so, what are you good at?

- very few indicated they were looking towards this program for employment
- many emphatically said no

13. Would you like to talk about the history of Maldon and tell stories about it for students to write down and possibly use the stories in tourism brochures?

- one sixth of respondents indicated interest in this

14. Would you rather that nothing was done to Maldon, the tourists disappeared and left you and the town alone?

- well over 50% emphatically rejected this notion
- only two said 'maybe'
- no one assented to this notion

15. How many years have you lived in Maldon?

- 50% indicated they had been living in Maldon for over 10 years
- 25% said they had been living in Maldon for a period of two to 10 years

16. Please indicate your age group.

- no one under the age of 25 responded (there will be an opportunity for school students to participate in their own consultation process)
- a third were aged 25-49
- a quarter were aged 50-64
- the rest were aged 65+

NB: It was pointed out at the public meeting that most households would have received a single survey form, and it was likely that a "head of household" would have responded. This confirms why these responses cannot be regarded as a genuine sample of the local population, and this also distorts the last two responses.

Appendix 1 (cont)

THE SURVEY FORMAT

Note: the space for answers has been deleted to condense the document.

Maldon's Future is in your hands.

Geoff Sanderson & Associates have been commissioned by Mount Alexander Shire Council to prepare planning, design and economic recommendations for Maldon. The study is funded by the Department of Infrastructure via their Pride of Place Program and is directed at achieving **real** change and toward **real** projects.

It is not just another study to finish on dusty shelves, future project funding will depend to large extent on its outcome..

While we are considering previous studies and recommendations affecting the township, as well as consulting with heritage advisers, representative groups and government agencies, we are especially interested in the opinions of the community concerning, for example,.

- Living in a heritage town has both advantages and disadvantages - *we want to hear about them*
- Maldon's size severely limits the availability of services, especially public transport, banking and government services - *we want to hear about the problems as well as ideas for solving them.*

On Thursday the 30th of April all residents (this includes kids) and traders are invited to attend a public meeting at the Community Centre at 7.30 p.m. to consider and discuss the future of Maldon. Supper will be available

We will be there to listen and to present to you the results of the survey.

The meeting will help Mt Alexander Shire and community organisations to shape recommendations for works, improved services and communications as well as devise ways to help the commercial vitality and employment opportunities.

Based on the work we are doing as consultants to Council, the chances of Government funding for projects will be greatly improved as will employment opportunities.

Projects may include actual capital works or funding for improved services or other initiatives.

The greater your interest and involvement, the greater the chance of attracting funding and improving the way things are done and communicated in Maldon.

If you don't get involved then you need to put your trust and faith in others to make decisions for you.

The Survey

The following pages ask some questions which we would like you to answer.

When you have finished, a collector will pick them up or you could drop them in to the Information Centre

The last day will be Monday 27th April.

There is a \$50 Maldon shopping voucher to be won. All you have to do is complete this survey and be there on Thursday 30th April when the winner's name is drawn. If you are not there, another name will be drawn. The first name drawn who is in attendance will be the winner.

Should you need more information call Nicole at Mt Alexander Shire Council on tel.....

Maldon Community Survey

The following questions are fairly open to allow you to express yourself more freely than a simple yes/no option would permit. If you need more space, please use an attached sheet.

A report on the results will be given at the public meeting on Thursday April 30th at 7.30 pm in the Community Centre.

Please fill in the details for the \$50 shopping voucher

Please summarise briefly what you consider to be the benefits of living in Maldon

What are the disadvantages of living in Maldon?

What changes or improvements would you like to see?

Do you shop locally? Please answer with a general picture of your shopping habits i.e., what do you buy in Maldon and what do you buy in Bendigo or Castlemaine or elsewhere?

Please indicate what shops/businesses which Maldon currently lacks that you would like to see established in the town - be realistic by not suggesting something the town could not support.

Tell us how you feel about living in a town whose heritage attracts large numbers of visitors

When visitors come to stay with you, what local features/attractions do you enjoy showing them?

Do you feel that more could be done to make Maldon more enjoyable/attractive to visitors? Have you any suggestions for any new attractions or events to increase tourism in the town?

List the five most important individual features of Maldon in order of importance

- 1.
- 2.
- 3.
- 4.
- 5.

What physical additions or changes would you like us to consider eg tree planting, street furnishing, traffic and car parking.

What other ideas would you like us to consider when preparing our recommendations

Would you volunteer to help with projects - any sort of project?

YES NO MAYBE

If so, what are you good at eg, gardening, painting, general handyperson, carpentry, stonework, cooking, craft, music, other arts, organisation, media and communication, driving, mechanical, electrical, plumbing, clerical/computing or other.....

Are you looking for work? If so, what are you good at?

Would you like to talk about the history of Maldon and to tell stories about it for students

to write down and possibly use the stories in tourism brochures.

YES

Would you rather that nothing was done to Maldon, the tourists disappeared and left you

and the town alone? -----

How many years have you lived in Maldon-----

Please indicate your age group:

5 to 8 ---- 9 to 14----- 15 to 18----- 19 to 24----- 25 to 34 ----- 35
to 49 -----
50 to 64 ---- 65 to 75 ----- 76 + -----

-----don't tear off-----

Thankyou for completing this questionnaire. Please send or deliver it to the Information Centre or hand it to your collector on or before 5.00 PM on April 27. Please complete the information below if you wish to be included in the \$50 Maldon shopping voucher draw.

Name (Block Letters Please)-----Phone number-----

*Thankyou from
Geoff Sanderson &
Associates*

Appendix 2

THE PUBLIC MEETING

A public meeting was held at the end of April, which was well attended by a cross section of the community, including several local traders.

Opening remarks

Geoff Sanderson introduced the discussion by thanking all those who had taken part in the survey of opinion about Maldon – past, present and future. He was pleased with the response rate, which, he said, boded well for the consultation.

He explained that, as the lead consultant for the project, he had become aware of a noticeable climate of uncertainty for the local residents in Maldon, which had been brought about partly by the recent Council amalgamations (including the loss of a separate Maldon council) and a concern that the new authority may overlook the town.

He reminded the meeting that Maldon was a historically notable town whose population had, since the early 1970's, remained generally static. However there seemed to have been a steady turnover of residents in the period since then.

He urged the current residents to consider themselves as custodians of one of the most important towns in the State or even the country, because of its history and the conserved heritage. He impressed on the meeting the need to share their town and to recognise the subsequent implications for the town of having strong appeal for visitors.

He pointed out there were currently several viable and well-supported groups/committees which were committed to representing the various interest groups. He suggested that the town needed an umbrella organization, equitably representative of these groups, which would have a more audible voice when dealing with local council and government departments.

He stressed that the evening was not solution oriented, but more of a "good ideas" night. He hoped that those attending would make positive suggestions for the enhancement of the community.

He described his role as being to devise a plan that calls for action without compromising the character of the town. Whilst believing that people want to be where there's vitality – lots of activity and life - he stressed the need for equity of interests, especially between the residents, tourism operators and business owners.

Vincent Burke urged the gathering to have an open mind and trust that this exercise will produce tangible results. He anticipated that there might be a sense of disillusion that little appeared to have resulted from a highly successful public consultation which had taken place two years before. He hoped there would be a renewed sense of determination to achieve positive results for the general improvements needed in Maldon.

He referred to the survey results which had indicated that over half of the respondents indicated they would be willing or may be willing to volunteer their time and/or skills for

the general benefit of Maldon. He hoped that consensus would emerge from this process which would inspire this encouraging response into positive action.

He too stressed the need to have an umbrella organization to enable a strong representation of community concerns and needs, so as to avoid mixed messages emanating from the town, thereby reducing their strength.

He also stressed two other things, which he believed should guide the community and its leaders in developing a program for action.

Firstly, whilst a shared vision for the future of Maldon was needed to inspire the community to work together for long-term results, it was essential to start now with some agreed short-term programs. People can quickly become disillusioned with a process which never seems to achieve anything tangible.

Secondly, one way of involving community groups was to invite different groups to adopt different projects. A sense of "ownership" of these projects was essential to ensure long-term commitment and continuing support for this program of action.

He then gave an overview of the survey results. In presenting the results (summarised in the previous section), he referred to similar problems and achievements which had been experienced in Burra, his own home town in South Australia, which had been totally designated as a heritage area.

Like Maldon, there remained certain tensions between those who wanted to maintain its heritage at all costs and those who saw the town's future as being dependent on embracing change and welcoming the tourism dollar. He stressed that the community in Burra had not yet resolved these dilemmas, but there were some useful experiences which could be shared.

For instance, he explained that the visitor centre in Borough, operated as a business in its own right and actively generated its own income through its famous 'Passport' scheme, accommodation booking fees, sales of goods, etc.

He suggested that, given the strong similarities between Maldon and Burra, there was merit in "twinning" the two, both to maintain the exchange of ideas and to embark on a program of mutual promotion.

General discussion

The discussion, comments and questions from the participants at the meeting covered a wide range of topics.

Concern about preserving Maldon's character and lifestyle

"The community is custodian of the town in peculiar and demanding circumstances. We have a duty to try and win progress for ourselves and to be lead by the Shire council."

"We chose to move here, chose to restore our home because of our perceived duty as a resident of the town. I will profit from this when I choose to sell because of an inflated property value."

"We have a duty to completely restore the town in line with its title of being the country's first notable town."

"We need a Heritage Advisor and a Council strong enough to support the planning."

"Maldon is a dormitory town, not dissimilar to outer Melbourne suburbs. Residents restore their homes, with private money, to the tune of tens of millions of dollars. They get nothing back financially from the tourists."

"The tourist trade is highly visible and conspicuous, so it is deemed more important than industry. We need to preserve what is here - to keep it as it is. No more replica buildings should be built."

"Maldon is an attractive retirement town because of the limited changes. A lack of industry forces younger people to leave to attain employment."

"Modern amenities are needed but should not be visible so as not to disturb the atmosphere of the town."

Concerns about tourism

"Whatever new tourist ventures are established, they need to be centres of excellence."

"In preserving the historical nature of the buildings, tourists will be naturally attracted to the town. However, the Shire has not supported the development of the town as a tourist precinct."

"There is a rubbish problem arising from the tourists. The Shire needs to clean up more often, especially on Monday mornings."

"As a tradesperson, I recognise that the tourist dollars support my wage. I actively promote the flavour of the town by driving a vintage vehicle in my business. I encourage others to adopt similar strategies for promoting the historical nature of the town."

"Tourists want a good bed, and a choice of good meals. There is not enough eating establishments open on any given day, they only want to open on the major tourist days. The quality of eateries is not consistent."

"Interpretation signs to be posted around the town with relevant information and explanations of the history should be carefully designed."

Attracting new businesses

"The area has important primary industry benefits, we need to promote reasons to come here to do business. The Shire should ensure places are zoned appropriately to cater for manufacturing and other industry."

"We want real industry. The McPherson Group will need a (book) binding plant to support the Maryborough investment. Crown land could be used to entice them to Maldon. The Shire Council should encourage economic development in the area."

"Rural investment is more economically important to the town than tourism."

Young people

"Teenagers would love to have something to do - somewhere to go in Maldon."

"There is a high proportion of families who are in receipt of the education allowance at the local primary school, indicating a lack of wealth in the community. Kids would like a drop in centre. They want unstructured activities."

"We need to involve younger people in the established organizations of the town."

"Kids have no incentive to join established groups as there is nothing in it for them. They feel that they do not have a voice in these projects."

"Families are moving away when children are old enough to require secondary schooling."

"We need to work out ways to get the young people in the town involved in this planning. There is a high priority for representation on the steering committee. Their needs are changing and their demands from society are different."

"Local children have a head start in life, growing up in Maldon with such close links to their history. It is their heritage and their roots."

"Some children are involved in some community activities but in the main there are no social or recreational facilities here for them."

Development of the Beehive Chimney

"Leave it alone."

"It is a significant site - the smallest national park in Australia."

"It should be beautified and made into a park."

"We don't want toilet blocks and bus stop amenities there. There are problems with ownership."

"It is another example of the Department of Conservation Forests and Lands doing nothing for the town. They never finish the job."

"The shire should be responsible for the beautification of the park."

Trees

"Remove the butchered trees and replant."

"We are lucky to have elms of this size, notwithstanding the problem of suckers."

"Sewerage and power supply should be underground so as to eliminate the need to prune the trees so harshly."

"We want more trees – whatever the type. The town is most impressively enhanced by its greenery."

"Leave the trees and add more."

Geoff Sanderson responded to these comments:

"The elms are viable and it is a major and difficult process to replace them – although they will need to be one day. Services could probably be placed under the centre of the road. The community is in a strong position to negotiate the positioning of the infrastructure."

Public transport needs

"Although there is a midweek service to Castlemaine, there are no weekend services."

"People don't use the midweek service anyway."

"We want a taxi service in Maldon and need to work out a way to subsidize it."

Retail sector

"Traders need to be more responsive to visitors' needs in relation to opening hours."

"Some visitors on some days have the impression that the town is shut down during the week."

"More business are open than you would think, according to our survey. Shops will not open for visitors who only want to have a look."

"The toy shop is open 24 hours a day, having posted signs advertising a contact phone number."

"Package tours would need to co-ordinate with shop opening times."

"The meeting will not hear candid viewpoints in a public meeting. More specific results could be obtained from closed meetings."

Comments by CEO Mount Alexander Shire

Ivan Gilbert, CEO of Mount Alexander Shire Council said the Council had appointed the steering committee aiming for the best representation of community views.

He stressed that the Council supported Maldon as an integral part of the Shire and had recently held a 2 day planning workshop in the town. Staff have been instructed to set their budgets with particular emphasis on the needs of Maldon and Shire Entrances.

He focused on a number of issues which had been raised in the discussion.

The signage project has been approved and will need to be carefully balanced in relation to the look of the town. The project will commence soon.

The recent acquisition of the \$350,000 grant to develop the Diggings Project will encompass things like the Beehive chimney.

In considering how to proceed with these matters and other measures to revitalise Maldon, he strongly echoed the points made at the start of the meeting.

"Unity is strength", he said. In the past Council has received mixed messages from the community of Maldon. Council wanted firm messages representing the majority and community priorities to be put forward.

He advised the community, and especially local traders, to consider what the customers want, rather than what we want to offer them. He stressed the need to finding out their requirements.

No town is an island, Mr Gilbert concluded. We all need to be networking with other towns in the Shire, other Shires and with the tourism and economic plans for the State. We can all benefit when there is a common goal."

The meeting ended on the understanding that the Steering Committee would consider ways of establishing criteria to establish an overall, umbrella organisation. It was reiterated that projects would be identified and local groups, such as the service clubs, would be invited to consider adopting a project and seeing it through.

It was also stressed that better links were needed to improve communication between the local community and the Shire Council. It was noted that an election for a new local councillor was due to take place in a few days. It was strongly recommended that the Shire Council should play a part (perhaps through the involvement of the new councillor) in developing new strategies for the town.

Appendix 3

Acknowledgments

Steering Committee Members

Convened by Cr Peter Skillbeck

Ian Coleman, Heritage Adviser

The staff and children of Maldon Primary School

The staff of Mount Alexander Shire Council, Southern Cross Enterprises and Russell Bullows

References

- Heritage and property valuations in the Shire of Maldon – Country wide Valuers in association with Trevor Budge & Associates
- A Guide To Maldon – Wendy Morris
- Pride of Place Submission – THE MALDON StreetLIFE COMMITTEE
- Advertising Signs and Street Furniture for the Shire of Maldon – July 1994, Andrew Ward.
- The Essential Maldon - Miles Lewis and G.H. Morton – *Greenhouse*;
- Australia's First Notable Town - Maldon, Grant Blackman & John Larkin - *Hodder & Staughton*.
- Marketing Plan for the Promotion of Maldon – Maldon Business and Tourist Association Inc.

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