



FRRR

Foundation for Rural
Regional Renewal

INVESTING IN RURAL COMMUNITY FUTURES VICTORIA

Strengthening local not-for-profits for the vitality of rural
and remote communities



MARYBOROUGH & SURROUNDS COMMUNITY ROADMAP

Year 1





TABLE OF CONTENTS

About FRRR	02
Purpose of this Community Roadmap	02
IRCF Call to Action	03
Maryborough & Surrounds NFP Sector	04
Four Pillars of Capacity Building	05
Maryborough & Surrounds Shared Principles	06
Maryborough & Surrounds Shared Vision	07
Maryborough & Surrounds Community Assets	08
Community Roadmap Goals	09

ACKNOWLEDGEMENT OF COUNTRY

FRRR acknowledges the Dja Dja Wurrung people as the Traditional Custodians of Maryborough and the Central Goldfields region where the Investing in Rural Community Futures (IRCF) Victoria program is occurring.

We pay our respects to Elders past, present, and emerging and are grateful for their continued custodial, cultural, and educational practices, which are so important now and into the future.

The Foundation for Rural & Regional Renewal - FRRR - (phonetically: F-triple-R) - is the only national foundation specifically focused on ensuring the social and economic strength of remote, rural and regional communities. FRRR's unique model of support is more than money - it connects common purposes and investment from government, business, and philanthropy with the genuine needs of rural people and places. Since FRRR's inception in 2000, it has delivered more than \$200 million to more than 15,000 projects.

PURPOSE OF THIS COMMUNITY ROADMAP

This Community Roadmap has been created alongside representatives of not-for-profit (NFP) organisations, community groups, and other key stakeholders connected to the Maryborough region's active NFP sector. The principles, vision, and goals were developed at a Community Roadmap Workshop in May 2025 held in Maryborough with opportunities for feedback through a survey form and online forum in July 2025. This document is for use by the community of Maryborough and nearby townships, and is intended to:

- Inform how the funding and resources available through FRRR's IRCF Victoria program are invested to achieve locally-led impact across the NFP sector and community,
- Help direct community resources and planning towards commonly desired capacity goals for the NFP sector, and
- Continue to adapt and evolve throughout the five-year IRCF Victoria program in Maryborough and surrounding towns.

This Community Roadmap will be publicly available on the FRRR website.



Image 1: Maryborough Community Roadmap workshop, May 2025

IRCF CALL TO ACTION

What can the Maryborough region NFP sector achieve together through the IRCF Victoria program?

FRRR's IRCF Victoria is a grassroots program to strengthen NFP organisations in three partner communities, being Colac, Maryborough, and Swan Hill. Over five years, the program offers flexible and tailored support to the local NFP sector to more effectively advocate on shared issues, contribute to a thriving community, and achieve long-term impact across priority areas.

Leveraging a proven program model incorporating a locally based Community Facilitator, community-led and informed funding, collaborative planning processes, and skill building opportunities, the IRCF program can be game-changing for rural communities to achieve positive change together.

Focused on small to medium-sized NFPs the program progresses at the pace of the community and can contribute to a range of priorities for NFPs, including, but not limited to, governance skills and strategic planning, volunteerism, organisational systems and processes, and local partnerships.

The impact of the IRCF program is demonstrated through the many outcomes achieved in the eight NSW communities FRRR has been working alongside since 2018 (starting in Junee, Leeton, and Nambucca Valley, and expanding further to the South Coast region). The program is expanding to our three Victorian community partners thanks to the support of four philanthropic organisations: Helen Macpherson Smith Trust, The Jack Brockhoff Foundation, The Ross Trust, and The William Buckland Foundation.



Image 2: Maryborough & Surrounds Community Roadmap visual, created and gifted by workshop participant Kim Collins



MARYBOROUGH & SURROUNDS NFP SECTOR

Maryborough, nestled in the heart of Victoria's Central Goldfields, is home to approximately 8,000 people and is an important centre for smaller nearby townships including Carisbrook, Dunolly, Bealiba, and Talbot. It is a proud and resilient community, shaped by a rich history and a strong culture of mutual support. A diverse network of NFPs, grassroots groups, and volunteers works diligently to create a place where everyone feels welcome, valued, and included.



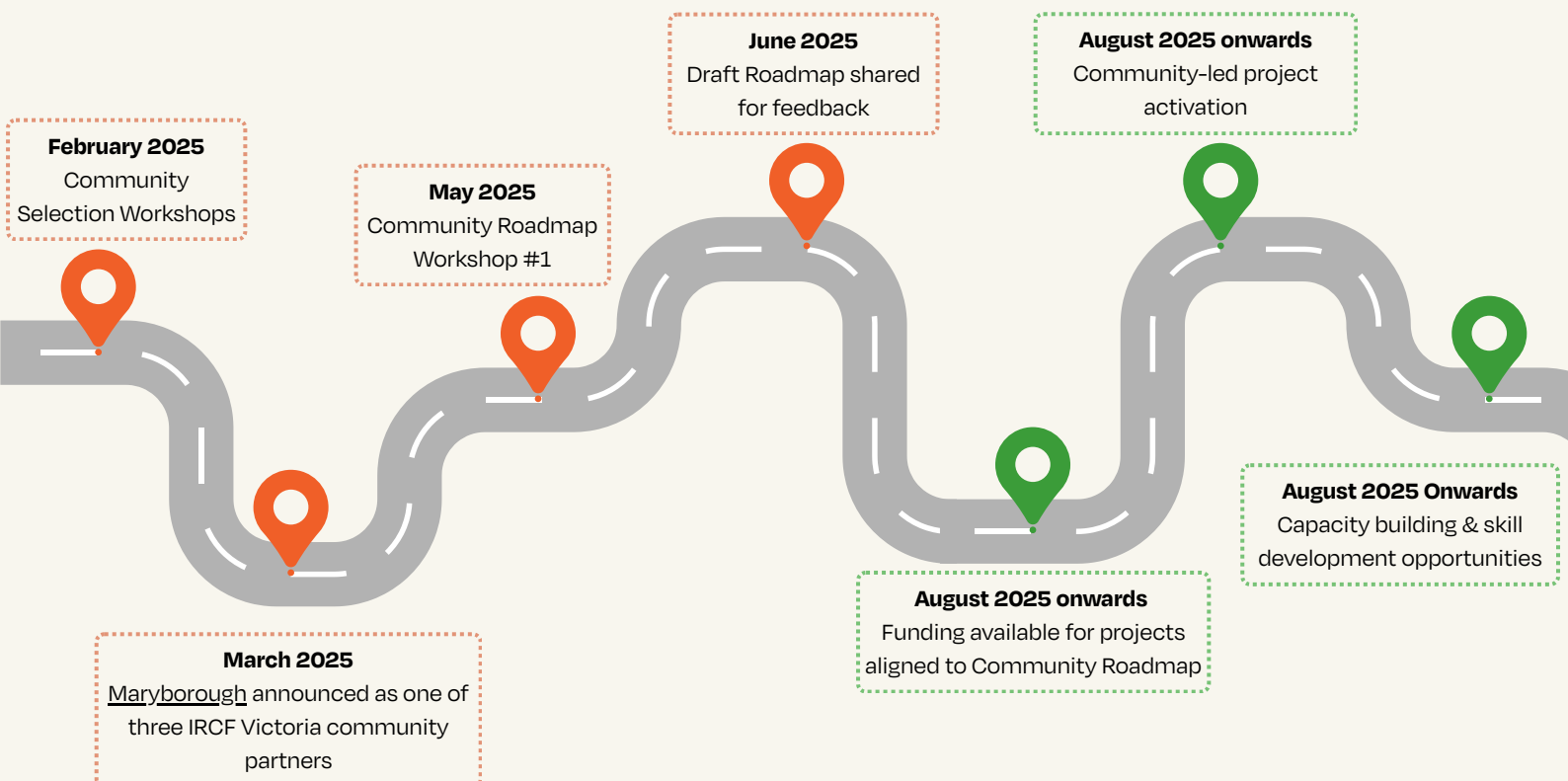
The Maryborough community, nearby townships, and local organisations seek to amplify cross-sector collaboration to tackle shared priorities, increase wellbeing, and continue building a vibrant future together. Actively growing volunteerism, local leadership, and youth engagement are just a few of the strategies to strengthen the impact of the NFP sector.

More than 40 community groups have contributed to this Community Roadmap, reflecting a deep desire to work together with purpose. This Roadmap demonstrates a unified vision for a thriving and sustainable NFP sector, creating lasting, locally-led impact.



Image 3: Maryborough Community Roadmap workshop, May 2025

MARYBOROUGH & SURROUNDS - IRCF JOURNEY YEAR 1



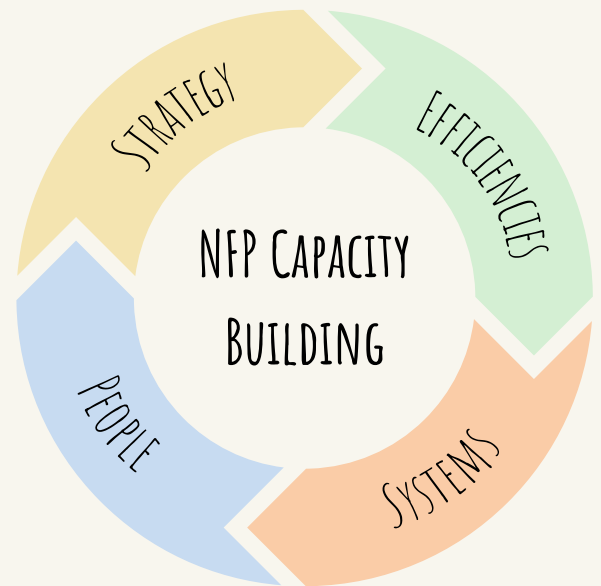


FOUR PILLARS OF CAPACITY BUILDING

These are the IRCF Four Pillars of Capacity Building for NFP organisations. The pillars guide the program and are the focus areas for investment to help strengthen organisational capacity, activate ideas, and achieve community-led change.

The shared goals for the program as outlined in this document align to these pillars. By their nature, the pillars are connected and activity related to one pillar will likely have flow on effects to another pillar.

For example, developing leadership skills under the People pillar may in turn improve collaboration (Efficiencies), strengthen internal processes (Systems), and contribute to long-term organisational sustainability (Strategy).



PEOPLE

Develop leadership capabilities, a renewed sense of community spirit & foster skill development to create strong organisations that bring together various leaders, groups and residents.

- Recruit & train staff & volunteers
- Encourage inclusivity
- Time Management
- Develop Leadership
- Digital Inclusion
- Mentoring



STRATEGY

Provide tools & measures that support & **enable the sustainability** of organisations into the future.

- People & vision development
- Strategic planning & monitoring
- Revenue Strategy
- Grassroots innovation & creativity
- Developing & embedding a framework for change



EFFICIENCIES

Foster relationships & practices that support **efficient and effective collaboration** with other NFPs to amplify community impact.

Such as:

- Partnership development & management
- Collective impact training
- Peer to peer mentoring
- Lead agency support
- Networking & sharing platforms
- Forming a NFP working group



SYSTEMS

Support community leaders to gain new insights & energy by sharing **knowledge, systems & structures** that demonstrate best practice.

- Legal structures, compliance & governance
- Financial management
- Communications & measurement
- Develop Board skills & financial literacy
- IT & Security
- HR & Performance Management

Figure 1: IRCF's Four Pillars of Capacity Building for NFP organisations



MARYBOROUGH & SURROUNDS SHARED PRINCIPLES

These principles outline how we agree to work together:

RESPECT



We value **diversity & respect** all perspectives, grounded in our **shared humanity**. We recognise the **wisdom** of community Elders.

YOUTH ENGAGEMENT



We will engage & empower **young people** as vital contributors to our community's future.

ACCOUNTABILITY



We take **responsibility** for our actions, outcomes, & support for each other.

SUSTAINABILITY



We are committed to **sustainability & future proofing** our NFP sector.

EVIDENCE-BASED



We seek **realistic & evidence-based** outcomes for our NFP sector.

INNOVATION



We are prepared to **challenge the status quo & think outside the box** to encourage new ideas & approaches.

COLLABORATION



We value **open communication, collaboration, & information sharing** to maximise our impact.

INCLUSIVE



We encourage all people to be **represented and heard**, from the very young to the very old.



MARYBOROUGH & SURROUNDS SHARED VISION

This is what a strong and resilient NFP Sector in Maryborough looks like:

COLLABORATION



Our organisations are truly **connected & collaborative** across NFPs, businesses, & government.

UNITY



Our organisations & community thrive on **shared understanding**, mutual support, actively **breaking down barriers** & celebrating our collective efforts.

ADVOCACY



Our NFP sector is a **powerful force** for good, visible, respected, & **continuously advocating** for a **vibrant future** for Maryborough.

SUSTAINABLE



Our organisations are **well-resourced & sustainable**, built on **diversified funding**, shared resources, facilities, & spaces.

CAPABLE



Our organisations **invest** in **learning, mentoring, & skill development** ensuring we **grow & prosper**.

LEADERSHIP



Our organisations are guided by skilled leaders & volunteers who are **diverse in age & background** & are continually growing & learning together.

YOUTH FOCUSED



Our organisations are supported by **young people** whose leadership plays a key role in our success and **sustainability**.

BELONGING



Our organisations & community foster a **caring environment** where people of all ages & backgrounds feels **included & empowered** to contribute their unique talents & shape our shared future.

EQUITY



Our organisations provide **equitable access** to vital services & foster **positive health & wellbeing** for all.

ENVIRONMENTALLY-FOCUSED



Our NFP sector places **environmental sustainability** at the **core** of our actions.



MARYBOROUGH & SURROUNDS COMMUNITY ASSETS

Workshop participants identified some of the local and regional assets available to leverage towards shared community priorities (noting this is not intended to be a complete list).



PEOPLE

- Existing networks of local groups
- Neighbourhood houses
- Very caring community
- Strong community leaders
- Local community newspapers
- Willingness to lead
- Significant retiree population
- Maryborough Volunteer Resource Centre
- Strong community spirit
- Diverse life experiences of community members
- Enthusiasm & goodwill
- Friendly community
- Partnership building
- Digital skills
- Maryborough library
- Diversity of NFPs, experiences & skills
- Professional skills & experience
- Shire supports leadership programs
- Maryborough Community Garden



STRATEGY

- Revenue
 - Some strategies started
 - Street harvest
- Framework for Change
 - FRRR's IRCF Program, Roadmap
 - MURG strategic plan
- Flexibility of organisations
- Schools willing to engage in youth council
- Grass roots advocacy & actions
 - e.g. Pool development, Bristol Hill
- Ease of connecting into community / word of mouth
- Established organisations & groups
 - e.g. Lions, Rotary
- Council planning knowledge
 - Consulting community on strategy
- Reinvesting revenue back into sustaining programs
- Volunteer forums – collective impact & input
- Consultation opportunities
- Existing training & upskilling opportunities
- Involvement of young people
- Climate Action Stewarding Group



EFFICIENCIES

- NFP working group
- Collective impact
- MDHS
- Social media groups
- Maryborough Volunteer Resource Group
- Daisy Hill Community Centre – defib training
- Newsletter & Facebook page
- Partnership with CG Shire
- Volunteer resource centre
- Asset committees e.g. halls, recreational facilities
- Community aid/support agencies
- Bendigo resources
- Goldfields app
- IRCF program
- Bounce Inc
- Community services
 - Rotary, Lions, Zonta
- Committee for Maryborough
- Live4Life
- Schools
- Build your village (needs updating)
- Food Security
 - CG Food System Roadmap
 - CG Food Network



SYSTEMS

- Existing policies & procedures
- Share knowledge across NFPs
- Online resources
- Existing incorporated groups
- Online training for board members e.g. peak bodies, AICD, Institute of Community Directors
- Existing skilled treasurers
- Existing communications
- Technology support
 - Grant applications
- Many groups already incorporated
- Local newspaper support
- Community Bank

MARYBOROUGH & SURROUNDS COMMUNITY ROADMAP GOALS



PEOPLE

Develop **leadership** capabilities, a renewed sense of **community spirit** & foster **skill development** to create strong organisations that bring together various leaders, groups and residents.

- Recruit & train staff & volunteers
- Encourage inclusivity
- Time Management
- Develop Leadership
- Digital Inclusion
- Mentoring

Project Goal Area: Investing in People

Goals	2025	2026	2027
Volunteer organisations have clear succession plans and recruitment processes			
Young people involved in all aspects of local organisations and their impact profiled			
New residents of all backgrounds are welcomed and engaged in local organisations			
Intergenerational programs target skill development (e.g. digital literacy)			
Culture of volunteering is visible, celebrated, and respected			
Organisations model a positive and growth mindset for community			
Mentoring programs upskill staff and volunteers			
Ongoing development and training opportunities for staff and volunteers (including work experience and community service)			

MARYBOROUGH & SURROUNDS COMMUNITY ROADMAP GOALS



STRATEGY

Provide tools & measures that support & **enable the sustainability** of organisation, into the future.

- People & vision development
- Strategic planning & monitoring
- Revenue Strategy
- Grassroots innovation & creativity
- Developing & embedding a framework for change

Project Goal Area: Investing in Strategy

Goals	2025	2026	2027
Organisations are promoted regularly through local media channels (activities, events, opportunities)			
Organisations in surrounding shire towns are engaged and connected with Maryborough organisations			
Funding accessed to maintain The Nest			
Organisations are skilled and prepared to respond quickly and effectively to future shocks			
Organisations embed environmentally sustainable practices in all areas of operations			
Organisations are sustainable with effective fundraising and revenue strategies in place			
Explore and activate alternative volunteering opportunities			

MARYBOROUGH & SURROUNDS COMMUNITY ROADMAP GOALS



SYSTEMS

Support community leaders to gain new insights & energy by sharing **knowledge, systems & structures** that demonstrate best practice.

- Legal structures, compliance & governance
- Financial management
- Communications & measurement
- Develop Board skills & financial literacy
- IT & Security
- HR & Performance Management

Project Goal Area: Systems & Structures

Goals	2025	2026	2027
Governance training framework - skill development, and support available to local organisations and committees			
Effective promotion of local organisations to whole community (roles and services - who, how, why)			
Access to pool of organisational policy and procedure templates			
Access to NFP subject matter experts and information			
Organisations have proficient IT skills and systems			
Groups are equipped to access and manage government funding			

MARYBOROUGH & SURROUNDS COMMUNITY ROADMAP GOALS

EFFICIENCIES

Foster relationships & practices that support **efficient and effective collaboration** with other NFPs to enhance community impact.

- Partnership development & management
- Collective impact training
- Peer to Peer Mentoring
- Lead agency support
- Networking & sharing platforms
- Forming an NFP working group

Project Goal Area: Sector Efficiencies

Goals	2025	2026	2027
A Community Hub supports shared local activities and services			
Lead agency supports effective communication across organisations			
Opportunities for networking and collaboration across organisations and sectors (formal and informal)			
Organisations and community have a clear view of service provision (and gaps)			
Organisations share resources, spaces & assets			
Organisations leverage existing community strategies & plans, partnering to achieve shared aspirations, e.g. Council Plans			