



## WHAT WE WANT IN 2021

*We are a vibrant river City, with heritage in our heart*

*Our people are caring and active, with access to services and facilities that meet the needs of all of our citizens*

*We are focused on our environment, balancing conservation and development and enhancing where we can*

*Our many leaders work together to see the City prosper and maximise benefits for our people*

*We are a strong and proud community, celebrating together and embracing newcomers*

*together, we make Maitland.*



# MESSAGE FROM THE MAYOR AND GENERAL MANAGER



**Peter Blackmore**  
**Mayor of Maitland**



**David Evans**  
**General Manager**  
**Maitland City Council**

Heritage, pride and a unique sense of local identity – strong foundations for any community, and none more so than our own City of Maitland.

As one of the fastest growing cities in Australia, it's clear Maitland has a lot to offer residents. Our increasing population is both an opportunity and a challenge. There is no doubt that population increases place pressure on our environment, transport corridors and a range of services. It also, however, brings with it opportunities for dynamic initiatives to evolve new and connected communities, enriching the tapestry of our City.

'Maitland 2021 – Ideas and Action' captures these opportunities, setting out what we would like our community to be like in another decade, and the steps we can take to get us there. The plan is a way forward for the whole community including Council, NSW State Government agencies, community groups, non-government organisations, businesses and individuals – all based on the fundamental premise that 'together, we make Maitland'.

Without doubt, the development of 'Maitland 2021' has seen Council's already established connections with our community greatly enhanced, and a range of strong new connections forged. The year 2010 was one of active conversation and the sharing of many great ideas across our community. This opportunity for dialogue was embraced by Council, working alongside local people passionate about the City and creating a vibrant future.

Maitland City Council is not alone in developing a long term plan for the community, with all Councils across New South Wales developing community strategic plans to meet the requirements of new NSW State Government Integrated Planning and Reporting legislation. For us at Council, this has been an opportunity for us to build from and expand the long term planning we have been doing for both the development of the City and Council's own facilities and services over recent years.

'Maitland 2021' highlights what our community wants, and the many contributors that can help get us there. While in many instances a range of partners is required, we as Council have established what we can do to assist in meeting community outcomes. This can be seen in Council's four year Delivery Program and annual Operational Plan.

We congratulate all that have been involved in developing this plan, and are grateful to all residents that took the time to actively contribute. We look forward to creating this future with you.

A handwritten signature in black ink that reads "P Blackmore". The signature is written in a cursive, flowing style.

**PETER BLACKMORE**

A handwritten signature in black ink that reads "D Evans". The signature is written in a cursive, flowing style.

**DAVID EVANS**

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*Council would like to offer sincere thanks to all of the people that contributed to the development of ‘Maitland 2021’. Participants in the process included residents and visitors to the city, community groups, school children, business leaders and business groups. Special mention must go to the members of our community reference panel, who contributed with enthusiasm and vigour. We also thank representatives of State and Federal Government agencies and other organisations who provide services to our community for their contributions. We look forward to collaborating with you all to attain our community’s future goals.*

**Cover:** “My Maitland” planning activity completed by children in August 2010



*Our population is expected  
to be close to 90,000  
people in 2021 -  
20,000 more than today*

Scenic beauty and heritage buildings, unique villages and welcoming people, an attractive lifestyle and convenient location are just some of the factors that have led to Maitland being one of the fastest growing inland cities in Australia.

The local government area covers 396km<sup>2</sup> from Woodberry in the east to Lochinvar in the west, Tocal to the north, and Gillieston Heights to the south. Our nearly 70,000 residents are settled in town centres, new and growing suburbs and quiet rural areas. Our residents come from a broad cross-section of society, and this range will continue to expand as our City grows, adding to our deep-rooted spirit and identity. By 2021, we expect up to 90,000 people to call our City home.

The original inhabitants of this area are the people of the Wonnarua Nation, 'people of the mountains and the plains'. Bordering Nations and Clans include Worimi, Darkinjung, Kamilaroi, Geawegal, Gringai, Awabakal and Wiradjuri.

At the heart of our City is Central Maitland, with its full range of shopping, business and civic functions as well as education, cultural and recreational services. It is one of the oldest regional centres in Australia, built on the banks of the Hunter River, and it continues to be a key centre in the Hunter Region.

If Central Maitland is its heart, the Hunter River is the artery of our City as it meanders through rural and urban areas, providing a scenic backdrop to our everyday lives. Whilst the river's serenity sometimes becomes more turbulent, the flood prone nature of parts of the City has led to a distinctive land use pattern and built form, with urban areas having clear limits that overlook idyllic pastoral areas.

We are a busy and productive community, and we have a prosperous local economy diversified across construction, service and knowledge industries. We are recognised as being rich in a range of natural resources such as coal and extractive mineral deposits as well as fertile agricultural land. Our role in primary industries and the economy it creates will be challenged in coming years, and may provide new opportunities for Maitland to return to its origins as the food bowl of the Region.

While once transportation in Maitland was dominated by punts along the river, development of rail and road corridors has created an abundance of transport options. All routes lead to Maitland and this grants access to employment opportunities, recreational experiences and lifestyle choices within our City.

It is this complex identity which creates the sought-after character of Maitland.

*38% of our population  
is under 25.*

*7.4% of Maitland's population  
was born overseas.*

## Maitland at a glance

Area: 396km<sup>2</sup>

Location: 41km from Newcastle, 170km from Sydney

Rail: located on North Coast and New England rail lines

Road: 12km from junction of F3 Freeway and Pacific Highway, with the New England Highway running through the City

### Demographics

Estimated Residential population 2009	69,154
Projected population in 2021	89,600
Proportion of families with children	17,186
Aboriginal persons	2.7%
Persons born overseas	7.4%

### Lifestyle

Number of parks	53
Number of sports fields	37
Number of schools	33

### Economy

Residents living and working in Maitland	11,722
Total in labour force	27,266
Small Businesses	4,182
Average weekly household income	\$1,025

### Education

Bachelor or Higher degree	9.3%
Advanced Diploma or Diploma	6.4%
Vocational	22.3%
No tertiary qualifications	50.9%

### Environment

Area of native vegetation	7% pre-European bushland remains
Hunter River	Flooding events in 1820, 1809, 1913, 1932, 1949-52, 1955, 1971, 1977, 2007
Flora species	561
Fauna species	36 threatened or endangered fauna and invertebrate species
Greenhouse Pollution	1,120,790tCO <sub>2</sub> e produced annually by the community
Water use	221KL water used by each average household 09/10

### Sources:

Australian Bureau of Statistics, Census of Population and Housing, 2006

Australian Bureau of Statistics, Cat. No. 3235.0 - Population by Age and Sex, Regions of Australia, 2007

The Maitland Greening Plan, 2002

The State of the Environment Report 2009/10

Cities for Climate Protection Milestone Five Inventory Report, 2008



*Sustainability involves thinking about the future and those that will live in the City long after us. It is about leaving the City a better place than it is today.*

Sustainability means diverse things to different people. The word is often used when talking about our environment and ensuring we are protecting habitat for native animals, have clean and healthy water supplies and prevent air pollution. While sustainability requires these things and many more for a healthy and functioning natural environment, sustainability also encompasses many things our community values and needs for daily life including our homes and food, education and jobs, health and community services, cultural and recreational activities, transport, water and energy supplies. Our increasing demand for natural resources such as metals and minerals, materials and land from natural systems like food and timber and the impacts of using energy and water, as well as our waste, is recognised by many as being unsustainable in the long-term.

Sustainability involves thinking about the future and those that will live in the City long after us. It is about leaving the City a better place than it is today.

The development of 'Maitland 2021' has been founded on sustainability principles, and on the 'quadruple bottom line' components of social, economic, environment and governance. The core premise is an ability to meet our community needs now, without compromising the ability of future generations to be able to meet their needs.

Key goals for sustainability include:

- Aiming for intergenerational and intragenerational equity
- Ensuring equality of access, participation and rights for everyone
- Achieving a balance between economic activities and conservation of the environment
- Conserving biological diversity
- Ensuring the value of assets or services includes environmental factors (such as the natural resources required, the damage to the environment and disposal of any waste)
- Recognising the global implications of local decision-making.

*"Voices need to be heard and  
ideas genuinely considered"*  
forum participant

'Maitland 2021' must be a reflection of the aspirations and priorities of the local community, with our engagement strategy in keeping with Council's adopted principles for effective community consultation and engagement.

## **Our engagement principles**

- Inclusiveness and diversity – recognising and valuing the diversity of our local community and the different strengths people and groups bring.
- Openness, respect and accountability – leading to better understanding of issues, a mutual respect for different points of view and workable solutions.
- Leadership – supporting and facilitating discussion, actively seeking support and partnerships and building leadership capacity across the community.
- Purpose – establishing a clear purpose for consultation that provides direction and guidance, creating realistic expectations, understanding and transparency of the consultation process.
- Information Sharing – providing clear and accurate information in a timely manner.
- Feedback and Evaluation – letting participants know how their opinions and information have contributed to decisions.
- Resourcing and Timing – taking time to build relationships, and providing the necessary resources.

Copies of Council's overarching Engagement Strategy, as well as the specific strategy for the development of 'Maitland 2021' can be found at [www.maitland.nsw.gov.au](http://www.maitland.nsw.gov.au)

# WHAT OUR COMMUNITY WANTS

*"Maitland should have more skate parks with half pipes"*

*"More flowers"*

*"Clean water will help our community"*

*"Ponds with wildlife, community gardens and open spaces"*

*"More open land to put farms"*

*"More parks and places to ride bikes"*

Bright ideas from our children,  
August 2010

## Listening to our community - visioning

Active efforts were made to take 'Maitland 2021' directly to the community during the evolution of the plan, the goal being to have conversations with as many of our residents as possible to gain input into issues the community cares about, as well as uncover ideas for the future.

Direct contact and active contributions were made by more than 800 people through a variety of ways. These included:

- Maitland Markets Stall and Survey
- Official launch at Maitland Regional Art Gallery
- Promotion on Household Rates Notice 'tear off' slip
- Media coverage – articles and advertisements in local newspapers, local radio interviews
- Release of key theme information sheets, including links to existing strategies and plans
- Aroma Festival Stall and Survey
- On-line activities – website, survey and forums utilising [www.maitland2021.com.au](http://www.maitland2021.com.au) and [www.maitland.nsw.gov.au](http://www.maitland.nsw.gov.au) and facebook
- Business leaders luncheon presentation and survey
- Business Chamber Breakfast presentation and workshop
- School leaders breakfast survey
- Workshops with our community Reference Panel, staff and Councillors.

Importantly, the development of 'Maitland 2021' was actively informed by Council's recent engagement activities for a number of strategic plans and studies including:

- Maitland Social Plan 2009-2019
- Central Maitland Structure Plan
- 2009 Annual Community Survey

## What our children think ...

A simple planning activity was used to engage children in conversation about the Maitland they would like to see in 2021. Entitled 'My Maitland', the activity involved children selecting a representative icon and placing it on a simple, illustrated map of the City. With a range of icons available, aquatic, sporting and leisure facilities emerged as priorities, while music, friends and family and retail shopping were also favoured. Blank 'light globes' were also available for children to share their bright ideas for the future of the City, see the quotes on the left for examples. A visual sample can be seen on the cover of this plan.

*"We need more parks in the  
CBD"*

*"We've got to do something  
different to everyone else in the  
Hunter to improve the Mall"*

*"Infrastructure needs to keep  
up with our growing  
population"*

*"Connectivity between trains  
stations, shops and rural areas"*

*"More family picnic areas"*

Draft plan feedback, November  
2010 – January 2011

## Engaging with the community – draft 'Maitland 2021' plan

Building on the relationships established and conversations commenced during the drafting of the plan, the release of the draft 'Maitland 2021 – Ideas and Action' was a further opportunity for our residents and visitors to share their views with both Council and one another.

The plan was released for a two month period from mid November 2010 to mid January 2011. Every Maitland household was mailed an invitation to comment on the draft plan – through a postage paid postcard; attending a drop-in session; or via the 'Maitland 2021' forum.

Eight drop-in sessions staged across the city in late November and early December 2010, taking the plan east to west, north to south across the City. Setting up in community halls and libraries, staff welcomed the opportunity to present the plan to the community and have more great conversations on the future of the City. Close to 50 postcards were sent back to Council, while a number of residents also took the opportunity to join the discussion on-line.

Over 200 comments were received on the plan, which resulted in the addition of a new community outcome focused on planning the city's infrastructure needs, and a number of new high level strategies focused on planning for future growth; and commercial and retail development. The plan now truly reflects our community's aspirations and goals for the future.

Importantly for Council, the feedback obtained during this consultation revealed a number of priority areas for the development of our own four year Delivery Program, being roads and other infrastructure; the appearance of the city, in particular our parks, playgrounds, footpaths and cycleways; and addressing issues in Central Maitland.

*Maitland City Council has embraced the opportunities offered by this legislative change to build from past consultative planning efforts, and ensure our planning and reporting is informed, relevant and responsive to community needs.*

## **'Maitland 2021' aims to:**

- Uncover what the community values in our City
- Identify and explore key challenges and opportunities facing our City over the next ten years and beyond
- Agree on the big picture outcomes our community would like to see realised
- Establish high level strategies for moving in the right direction
- Identify who can help in creating the Maitland we want in 2021
- Look at potential targets and indicators for assessing whether we are on track
- Establish mechanisms for the community to continue to be involved in the future of the City
- Ensure Council responds to local community needs and aspirations.

## **Why are we doing it?**

Simply, developing a long term plan for our community, by our community makes good sense. But there is also another reason - the introduction of integrated planning and reporting legislation by the NSW State Government which sets requirements for all Councils to lead the development of long term plans for their City, detailing our community aspirations and strategic directions.

Maitland City Council has embraced the opportunities offered by this legislative change to build from past consultative planning efforts, and ensure our planning and reporting is informed, relevant and responsive to community needs.

# HOW TO READ THE PLAN

*'Our five key themes':*

*Proud place, great lifestyle*

*Our places and spaces*

*Our natural environment*

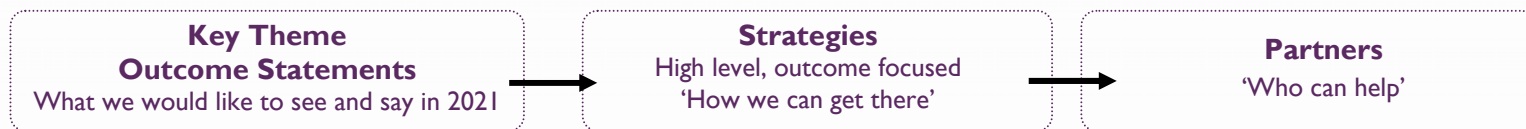
*A prosperous and vibrant city*

*Connected and collaborative  
community leaders*

## 'Maitland 2021' is presented in five key themes:

- Proud place, great lifestyle
- Our places and spaces
- Our natural environment
- A prosperous and vibrant City
- Connected and collaborative community leaders

Within each of these themes, a number of desired outcomes for 2021 are presented, along with some big picture steps we can take to reach our community's outcome. Those that can assist in meeting the goal are also highlighted, along with indicators that could be used to see if we are on track to these goals over the next ten years.



## How 'Maitland 2021' links to Council's plans



# PROUD PLACE, GREAT LIFESTYLE



What our community would like ...	How will we get there?	Who can help?
<p>Our growing community retains our sense of place and pride in our City whilst welcoming diversity and change.</p>	<ul style="list-style-type: none"> <li>• We will welcome new people and develop programs to foster community appreciation and pride in the City’s appearance, rich heritage and our future potential.</li> <li>• Our planning will ensure Central Maitland and our built heritage remains integral to the distinct character of our City, even as our community expands and changes.</li> <li>• As a community, we will identify ways to become better connected with our Aboriginal and Torres Strait Islander people, their history and culture.</li> <li>• We will establish mechanisms to ensure all community members, including children and young people, the elderly, Aboriginal and Torres Strait Islanders and people from non-English speaking backgrounds, feel safe, valued and connected within our community.</li> <li>• Growth and change in the City will be identified, planned for and respected by the community</li> </ul>	<p>Maitland City Council (lead, facilitate and advocate)            State Government Agencies            Community Organisations            Service Providers            Community</p>
<p>Our community and recreation services and facilities meet the needs of our growing and active communities.</p>	<ul style="list-style-type: none"> <li>• Our recreation, sporting and leisure facilities will evolve and change to keep pace with community needs.</li> <li>• Arts and cultural activities will be embraced for their role in sustaining creative and connected communities.</li> <li>• The provision of community services (including health and education) across the City remains effective and meets identified and anticipated needs within our community.</li> <li>• As a community, we are focused on lifelong learning and collaborating to deliver a range of innovative programs and services.</li> </ul>	<p>Maitland City Council (lead, facilitate and advocate)            State Government Agencies            Federal Government            Service providers            Community Organisations            Community</p>
<p>As a community, we join with each other and our visitors to celebrate iconic events and local festivals.</p>	<ul style="list-style-type: none"> <li>• We will stage an annual program of events, festivals, sporting and cultural activities that allows our communities to connect and celebrate with one another.</li> <li>• The City’s capacity for tourism is grown, founded on iconic major events and other distinct local attractions.</li> <li>• The potential for major sporting events and new activities will be actively explored.</li> </ul>	<p>Maitland City Council (lead)            State Government Agencies            Community Organisations            Community</p>

## **How will we know if we are on track?**

- We like how our City looks and feels and are proud to live here.
- We will have more new residents moving to our City, and they will feel welcome.
- We will enjoy and use our local sporting, leisure and cultural facilities and feel they meet our needs.
- We will gather to celebrate a range of festivals each year, joining visitors to our City at iconic events.

## **How might we measure this?**

There are a range of potential measures or indicators we can use to see how we are progressing toward our objectives in this theme. These include the growth of our population; surveying our new residents; the number of events we stage and attendance figures; crime statistics and community perceptions of crime; tourism statistics; the usage of facilities; community participation in cultural and sporting facilities and the educational profile of our residents.

# OUR PLACES AND SPACES



# OUR PLACES AND SPACES

What our community would like ...	How will we get there?	Who can help?
<p>Our infrastructure is well-planned, integrated and timely, meeting community needs now and into the future.</p>	<ul style="list-style-type: none"> <li>• Planning for our roads and public transport infrastructure is integrated and timely, improving the way we move about the City.</li> <li>• Our community's current and future utility infrastructure needs (water, sewer, gas, electricity and telecommunications) are identified and delivered.</li> <li>• New development and infrastructure provision is aligned and meets community needs.</li> </ul>	<p>Maitland City Council (lead, facilitate and advocate)            NSW State Government - RTA            Federal Government            Other infrastructure owners            Community</p>
<p>All residents are able to move around our City in safety and with ease - on foot, bicycle, car, bus or train.</p>	<ul style="list-style-type: none"> <li>• Our roads and other associated infrastructure will be designed and built to ensure connected and efficient movement of people both now and into the future.</li> <li>• We will plan and build footpaths and cycleways across the City to link our activity centres and facilities.</li> <li>• We will work in partnership to explore long term solutions to traffic congestion on our highways and major roads.</li> </ul>	<p>Maitland City Council (lead, facilitate and advocate)            NSW State Government - RTA            Federal Government            Other infrastructure owners            Community</p>
<p>Our unique built heritage is maintained and enhanced, coupled with sustainable new developments to meet the needs of our growing community.</p>	<ul style="list-style-type: none"> <li>• We will encourage and implement progressive urban design, sensitive to environmental and heritage issues.</li> <li>• Adaptive and creative uses for heritage sites and buildings across the City will be explored and promoted.</li> <li>• Our iconic Town Hall will be revitalised to maximise the potential benefits of the building to the community.</li> </ul>	<p>Maitland City Council (lead and facilitate)            NSW State Government            Developers            Investors            Building owners            Business community            Community</p>
<p>Across the City, diverse and affordable housing options are available for our residents throughout all life stages.</p>	<ul style="list-style-type: none"> <li>• The potential of Central Maitland for residential developments will be realised.</li> <li>• Planning and development of our new suburbs will provide for a mix of housing types.</li> <li>• The diverse housing needs of our community will be met through research, active partnerships and development.</li> </ul>	<p>Maitland City Council (lead, facilitate and advocate)            NSW State Government – Housing NSW            Developers            Investors            Building owners            Business community            Community</p>

## **How will we know if we are on track?**

- We will be satisfied with transport infrastructure and transport options across the City.
- More of us will use public transport or walk or cycle for journeys, rather than our personal cars.
- Our City will remain recognised for its unique built heritage.
- We will use our heritage buildings in better and more creative ways.
- We will be satisfied with the range of housing options available.

## **How might we measure this?**

There are a range of potential measures or indicators we can use to see how we are progressing toward our objectives in this theme. These include the growth of our population; population profiles; travel times across our City; traffic congestion; road condition indices; length of roads, footpaths, cycleways; development applications and approvals; use of heritage buildings; community perceptions.

# OUR NATURAL ENVIRONMENT



# OUR NATURAL ENVIRONMENT

What our community would like ...	How will we get there?	Who can help?
<p>The potential impacts of our growing community on the environment and our natural resources are actively managed.</p>	<ul style="list-style-type: none"> <li>• Our remnant native vegetation has been identified, with active efforts made to retain and enhance existing and new areas of native bushland.</li> <li>• Active partnerships will result in the innovative management of our community's waste, with an emphasis on resource recovery and waste minimisation.</li> <li>• We will manage our water wisely, taking active steps to ensure water quality and quantity for our residents, producers and the environment into the future.</li> </ul>	<p>Maitland City Council (lead, facilitate and advocate)            State Government Agencies – Department Environment, Climate Change &amp; Water            Hunter Water            Hunter – Central Rivers Catchment Management Authority (CMA) Authority            Federal Government            Community Organisations            Community</p>
<p>Our local rivers and floodplains are enhanced, utilised and valued.</p>	<ul style="list-style-type: none"> <li>• We will develop active partnerships and implement programs designed to improve the health of our rivers and river banks.</li> <li>• A range of potential uses for the city's floodplains will be realised, from re-establishment to pre-European vegetation, agricultural production, and recreation and leisure.</li> <li>• A focus on native vegetation across the city will see habitat re-established and reconnected, improving local biodiversity.</li> </ul>	<p>Maitland City Council (facilitate and advocate)            NSW State Government – Department Environment, Climate Change and Water; Industry &amp; Investment (Agriculture)            Hunter Water            Hunter – Central Rivers CMA Authority            Federal Government            Community Organisations</p>
<p>Local people are aware of their personal impacts on the environment and take steps to prevent or minimise negative impacts and promote positive action.</p>	<ul style="list-style-type: none"> <li>• Our residents and visitors will better connect with our natural environment through harnessing local environmental features such as wetlands for education and recreation.</li> <li>• Sustainability and environmental education programs will be implemented across the city, from community groups to schools.</li> <li>• As a community, we are aware of our own requirements for food, water and energy and make environmentally-friendly choices.</li> </ul>	<p>Maitland City Council (lead, facilitate and advocate)            NSW State Government – Department Environment, Climate Change and Water            Local schools            Hunter Water            Energy Australia            Hunter – Central Rivers CMA            Federal Government            Community Organisations            Community</p>

# OUR NATURAL ENVIRONMENT

## **How will we know if we are on track?**

- The health of our catchment and local rivers is improved.
- We will value our natural environment and take active steps to prevent, repair or offset any impacts we make on it.
- We will have more native vegetation cover to improve habitat, restore floodplains and enhance river health.

## **How might we measure this?**

There are a range of potential measures or indicators we can use to see how we are progressing toward our objectives in this theme. These include household waste recycling; household waste generation; household energy consumption; greenhouse gas emissions; renewable energy use; household water consumption; native vegetation cover; pests and weeds; carbon sequestration; areas revegetated; air quality; and community perception.

# A PROSPEROUS AND VIBRANT CITY



# A PROSPEROUS AND VIBRANT CITY

What our community would like ...	How will we get there?	Who can help?
<p>Our transport and telecommunications infrastructure is progressive and meets the needs of contemporary businesses and our community.</p>	<ul style="list-style-type: none"> <li>• We will maintain existing and build new infrastructure across the City to stimulate local economic growth.</li> <li>• The efficient and sustainable movement of people and goods will be at the centre of transport and land use planning.</li> <li>• Accessible, connected sustainable transport options will be available across our City.</li> </ul>	<p>Maitland City Council (lead and facilitate)            State Government Agencies            Federal Government            Business community            Service providers</p>
<p>A unique sense of identity and place is found within our villages, suburbs, towns and City centre.</p>	<ul style="list-style-type: none"> <li>• We will maintain and develop a network of vibrant mixed-use centres, creating opportunities for business growth and new services for our community.</li> <li>• Planning and partnerships will enable the residents of new and emerging suburbs and towns to connect and evolve their own distinct neighbourhood spirit and character.</li> <li>• We will ensure planning for the City is focused on improving access to our homes, jobs and services by walking, cycling and public transport.</li> </ul>	<p>Maitland City Council (lead and facilitate)            State Government Agencies            Federal Government            Business community            Service providers            Community organisations            Community</p>
<p>Our economy is growing and prosperous, offering a diverse range of equitable job opportunities across our City.</p>	<ul style="list-style-type: none"> <li>• Active partnerships will be established with employers and service providers across the City to enhance learning, training and employment opportunities.</li> <li>• Our potential for sustainable local food production to meet community needs will be realised.</li> <li>• The availability of commercial and industrial land, coupled with our geographic location, will be maximised and marketed to boost Maitland's capacity for economic growth.</li> <li>• A diverse range of commercial enterprise is actively encouraged across Maitland, including specialised retail at Greenhills, as well as a health precinct at Maitland Hospital.</li> </ul>	<p>Maitland City Council (facilitate and advocate)            State Government Agencies – Industry &amp; Investment NSW            Federal Government            Business community            Farming community            Community</p>

# A PROSPEROUS AND VIBRANT CITY

<p>Maitland is seen as a desirable place to live, an easy place to work, a welcoming place to visit and a wise place to invest.</p>	<ul style="list-style-type: none"> <li>• We will work in partnership to actively market our City and our capabilities to existing and potential residents, businesses, visitors and investors.</li> <li>• We will focus on our geographic location and available infrastructure to generate business investment and growth.</li> <li>• We will work in partnership to enhance and strengthen our events and tourism sector.</li> </ul>	<p>Maitland City Council (lead, facilitate and advocate)            State Government Agencies – Industry &amp; Investment NSW            Maitland Business Chamber            Hunter Business Chamber            Business owners            Investors            Developers            Community</p>
<p>Central Maitland is the vibrant heart of our City, engendering a strong sense of pride within the community.</p>	<ul style="list-style-type: none"> <li>• We will embrace the challenges and opportunities of the City centre and see the CBD reclaim its place as the heart of the City.</li> <li>• A diverse mix of residential, retail, cultural, and other services will be found in the City centre – a vibrant place to visit during the day or night.</li> <li>• The Hunter River will no longer be at the ‘back door’ of Central Maitland, with planning focused on connecting our built and natural environment in this unique riverside setting.</li> </ul>	<p>Maitland City Council (lead)            Maitland Business Chamber            Local businesses            Community organisations            Community</p>

## How will we know if we are on track?

- We are happy with where we live.
- We can get to our homes, shops and places of work safely and easily.
- We are satisfied with the job, training and education opportunities available in the City.
- We have more businesses established in the City, complementing those that have been here a long-term.
- The Central Business District has more residents and more diverse retail, cultural and service opportunities.

## How might we measure this?

There are a range of potential measures or indicators we can use to see how we are progressing toward our objectives in this theme. These include average travel times across City; public transport usage; private vehicle usage; community perception; household internet connection; development applications; length of cycling tracks; length of footpaths/walking tracks; employment; retail spend; workforce profile; investment; education profile; new business registrations; apprenticeships/vocational training enrolments; school leavers/retention; household income; financial stress; vacancies in CBD.

CONNECTED AND COLLABORATIVE  
COMMUNITY LEADERS



# CONNECTED AND COLLABORATIVE COMMUNITY LEADERS

What our community would like ...	How will we get there?	Who can help?
<p>Our community's diverse leaders have been identified and connected, boosting leadership capacity across the community.</p>	<ul style="list-style-type: none"> <li>• Mechanisms will be developed to see our community's leaders connected and collaborating to see best possible results for the community.</li> <li>• Maitland City Council's leadership and decision-making will reflect the diversity of our community.</li> <li>• There will be increased community awareness of Council's elected leaders, with a range of new ways for the community to talk to them.</li> </ul>	<p>Maitland City Council (lead and facilitate)            State Government Agencies            Community organisations            Community</p>
<p>Meaningful, informed and genuine community participation is active in decision-making at all levels of government.</p>	<ul style="list-style-type: none"> <li>• Contemporary models of community engagement will be explored and utilised to ensure local decision-making processes are in keeping with community expectations.</li> <li>• Young people will be actively engaged in the development of plans and programs that impact on the City's young people.</li> <li>• Council's communication with the community will be enhanced to ensure community awareness and understanding of the role Council plays in everyday life in our City.</li> </ul>	<p>Maitland City Council (lead and facilitate)            State Government Agencies            Local schools            Other service providers            Community organisations            Community</p>
<p>Maitland City Council is efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs.</p>	<ul style="list-style-type: none"> <li>• Council's planning is integrated and long-term, based on community desires expressed in the ten year community strategic plan.</li> <li>• Council's decision-making is transparent, accessible and accountable.</li> <li>• Council will continually review its service provision to ensure best possible outcomes for the community.</li> </ul>	<p>Maitland City Council (lead)            Community</p>
<p>Council for now and for future generations.</p>	<ul style="list-style-type: none"> <li>• A strong focus on financial, economic, social and environmental sustainability will flow through all of Council's strategies, plans and decision-making.</li> <li>• The management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future.</li> <li>• Council's workforce, systems and processes will support high performance and optimal service delivery for our community.</li> </ul>	<p>Maitland City Council (lead)</p>

# CONNECTED AND COLLABORATIVE COMMUNITY LEADERS

## **How will we know if we are on track?**

- We will be more aware of our elected leaders.
- More of us will actively participate in discussion and decisions about services, plans and programs.
- We will be satisfied with the performance of Council.

## **How might we measure this?**

There are a range of potential measures or indicators we can use to see how we are progressing toward our objectives in this theme. These include community perception; Council workforce and Councillor demographics; grants; membership of community groups; participation in engagement activities; website statistics; financial management of Council; employee satisfaction; and comparisons with other Councils.

# HOW DOES 'MAITLAND 2021' TIE IN WITH OTHER PLANS?

*In developing this plan with the community, we have remained aware of the other plans and strategies Council and other levels of government have prepared.*

In developing this plan with the community, we have remained aware of the other plans and strategies Council and other levels of government have prepared.

## **NSW State Plan**

'Maitland 2021' contributes to the following NSW State Plan Priorities and Targets:

- Better transport and liveable cities – improving the road network; maintain road infrastructure; increase walking and cycling; increase the number of jobs closer to home; grow cities and centres as functional and attractive places to love, work and visit and; improve housing affordability
- Supporting business and jobs – maintain and invest in infrastructure; increase business investment and support jobs
- Healthy communities – Promote healthy lifestyles
- Green State – Tackle climate change; secure sustainable supplies of water and use our water more wisely; protect our native vegetation, biodiversity, land, rivers and coastal waterways and; reduce waste
- Stronger communities – Improve child wellbeing, health and safety; Strengthen Aboriginal communities; increase participation and recreational and sporting activities; increase participation in the arts and cultural activity
- Keeping people safe – reduce levels of anti-social behaviour.

## **Hunter Local Action Plan**

'Maitland 2021' contributes to the following regional priorities from the NSW State Plan's 'Hunter Local Action Plan'

- Improve public transport across the Hunter
- Further diversify the Hunter economy
- Invest in and maintain public infrastructure.

See [www.stateplan.nsw.gov.au](http://www.stateplan.nsw.gov.au)

# HOW DOES 'MAITLAND 2021' TIE IN WITH OTHER PLANS?

## Other relevant plans

- *Sydney Metropolitan Strategy* (2005) NSW Government is a planning document for the sustained urban growth of the greater metropolitan region, which includes the Maitland LGA [www.metrostrategy.nsw.gov.au/dev/uploads/paper/introduction/images/MetroStrategy\\_\\_0\\_INTRODUCTION.pdf](http://www.metrostrategy.nsw.gov.au/dev/uploads/paper/introduction/images/MetroStrategy__0_INTRODUCTION.pdf)
- *Lower Hunter Regional Strategy* (2006) NSW Department of Planning, contains strategies for a future Lower Hunter that is sustainable, affordable, prosperous and liveable at [www.planning.nsw.gov.au/regional/pdf/lowerhunter\\_regionalstrategy.pdf](http://www.planning.nsw.gov.au/regional/pdf/lowerhunter_regionalstrategy.pdf)
- *Lower Hunter Regional Conservation Plan* (2009) Department of Environment, Climate Change and Water NSW sets a 25-year program to direct and drive conservation planning and efforts in the Lower Hunter Valley [www.environment.nsw.gov.au/resources/protectedareas/09812LHRCP.pdf](http://www.environment.nsw.gov.au/resources/protectedareas/09812LHRCP.pdf)
- *Hunter-Central Rivers Catchment Management Plan* (2007) Hunter–Central Rivers Catchment Management Authority, is a guide for the management of the region's natural resources until 2015 [www.hcr.cma.nsw.gov.au/uploads/res/hcrcma\\_cap.pdf](http://www.hcr.cma.nsw.gov.au/uploads/res/hcrcma_cap.pdf)
- *NSW Greenhouse Plan* (2005), NSW Government, is a plan for the NSW Government to work to reduce emissions [www.environment.nsw.gov.au/resources/climatechange/2811FINALNSWGHPlanweb.pdf](http://www.environment.nsw.gov.au/resources/climatechange/2811FINALNSWGHPlanweb.pdf)
- *NSW Sustainability Policy* (2008), NSW Government, sets targets and strategies for the State Government to lead by example in sustainable water use, reducing greenhouse gas emissions from energy, waste and fleet management and sustainable purchasing [www.environment.nsw.gov.au/resources/government/08453SustainabilityPolicy.pdf](http://www.environment.nsw.gov.au/resources/government/08453SustainabilityPolicy.pdf)
- *NSW Bike Plan* (2010), NSW Government, is a state-wide plan to make cities and towns more sustainable, easier to get around, safer and better connected. [www.pcal.nsw.gov.au/\\_data/assets/pdf\\_file/0009/90837/NSWBikePlan\\_WEB.pdf](http://www.pcal.nsw.gov.au/_data/assets/pdf_file/0009/90837/NSWBikePlan_WEB.pdf)
- *NSW Waste Avoidance and Resource Recovery Strategy* (2007), NSW Department of Environment, Climate Change and Water, details actions for the minimisation of environmental harm from waste disposal and through the conservation and efficient use of our resources [www.environment.nsw.gov.au/resources/warr/07242\\_WARRoverview07.pdf](http://www.environment.nsw.gov.au/resources/warr/07242_WARRoverview07.pdf)

# HOW DOES 'MAITLAND 2021' TIE IN WITH OTHER PLANS?

## Maitland City Council's strategies and plans

A range of Council's own strategies, plans and studies, their background and community engagement results have also been considered in the development of 'Maitland 2021' including:

- *Central Maitland Structure Plan (2009)*, City Plan Urban Design and URAP/TWW for Maitland City Council, is guide for the growth and development of Central Maitland over the next 20 years
- *Comprehensive State of the Environment Report 2008-09 (2009)*, Maitland City Council, is an update on major issues across eight key environmental themes of land, air, water, biodiversity, waste, noise, Aboriginal heritage and non-Aboriginal heritage
- *Integrated Land Use and Transport Study – Maitland CBD (2009)* Urban Research & Planning for Maitland City Council, identifies how land use and transport can be integrated to improve access to housing, jobs and services across the LGA
- *Maitland Activity Centres and Employment Clusters Strategy (2010)*, Maitland City Council, provides a logical hierarchy and network of activity centres and employment clusters to support the growth of the local economy and employment for the next 20 years
- *Maitland Centres Study (2009)*, Hill PDA for Maitland City Council, analysed the future growth of centres within the Maitland Local Government Area, assesses emerging trends and demands generated within the LGA up to 2031
- *Maitland Community Profile and Social Atlas (2010)*, Maitland City Council, provides key demographic datasets to inform community groups, investors, business, students and the general public
- *Maitland Greening Plan (2002)*, Maitland City Council, is a strategic framework for the future management of vegetation in the Maitland Local Government Area
- *Maitland Local Environment Plan 2011 (draft 2010)*, Maitland City Council, is the principle planning document for the Maitland Local Government Area (upon approval, 1993 LEP operational until this time)
- *Maitland Rural Strategy (2005)*, Maitland City Council is a land use planning and management framework to guide future decisions about the use of the City's rural lands
- *Maitland Social Plan 2009-2019 (2009)*, Maitland City Council, addresses the needs of seven target groups within our community (children, youth, older people, people with a disability, people from culturally and linguistically diverse backgrounds, Aboriginal and Torres Strait Islander people and women), identifying strengths and needs for each group
- *Maitland Social Plan Discussion Papers (2009)*, Maitland City Council, prepared to assist in the development of the Social Plan
- *Maitland Urban Settlement Strategy (2008)*, Maitland City Council, ensures an supply of land available across the Maitland local government area to accommodate the anticipated population growth; reflect any policy changes made by Council and/or other levels of government; and reflects new economic and urban development issues
- *Review of Open Space and Recreation (2007)*, Maitland City Council, gives direction regarding the purpose, level of provision, development priorities and management of recreational open space areas.

These documents and further background information can be found at Maitland City Council's website [www.maitland.nsw.gov.au](http://www.maitland.nsw.gov.au)

## THE NEXT STEPS...

With the finalisation of this plan, Maitland City Council will move forward with its four year Delivery Program and annual Operational Plan, based on community desires and directions expressed in 'Maitland 2021'.

It is important that across the community, we are aware of the role that Council, other levels of Government, business and community groups and the community can play in helping to reach community goals.

### **What Council will do**

Maitland City Council will prepare a Delivery Program, covering a four year period, which will detail Council's strategies and actions to assist in meeting outcomes outlined in 'Maitland 2021'. This document will establish clear links to the ten year community strategic plan 'Maitland 2021'. Council will also develop an associated Resourcing Strategy covering the assets, people, dollars and time required to deliver strategies.

Council will:

- Develop a four year Delivery Program and supporting resourcing strategy based on the outcomes and strategies outlined in this plan
- Engage the community in discussion and priority setting for strategies and actions outlined in the Delivery Program 2011-2015
- Develop an annual Operational Plan capturing all of Council's activities for 2011-12
- Report to the community on progress against the plan every four years. This will be done based on a set of Community Indicators, evolved from some of the potential measures highlighted in this plan
- Report annually on Council's progress on its Delivery Program, using a range of performance indicators
- Develop strong relationships with other partners identified in contributing to the success of the plan
- Establish further mechanisms to involve the community in an ongoing basis in discussions on the City's future and Council's contribution to it.

**The 'Maitland 2021' Community Strategic Plan was adopted by Council 22 February 2011.** The draft plan was exhibited for community feedback and submissions from 10 November 2010 to 14 January 2011.

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**Disclaimer:** Every effort has been made to ensure the accuracy of the information herein however Maitland City Council accepts no responsibility for any consequences resulting from mis-description or inadvertent errors. It is recommended that the accuracy of the information supplied be confirmed with the individual contact listed.

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