

A prosperous and  
vibrant city





Maitland has a wide range of precincts offering a variety of goods and services. The major shopping precincts of Central Maitland, Greenhills and Rutherford, combined with the light industrial and bulky goods centres in Thornton and Rutherford, give locals the opportunity to meet shopping requirements without having to travel beyond the city limits. At the same time, residents can still have the 'small town feel' of local business centres in suburbs such as Morpeth, Thornton, Chisholm, Gillieston Heights and Lochinvar.

During community engagement processes for 'Maitland 2021', the depth of community feeling on the need to reignite the Central Business District was made clear. Achieving a balance between local activity centres and major shopping precincts, ensuring service provision keeps pace with growth, and developing employment to meet the requirements of all local residents requires the ongoing cooperation of Council, state government agencies, local businesses and our residents.

Tourism plays a vital role in our local economy, with the city

having a renowned reputation as a short break destination for both Sydneysiders and visitors from regional NSW. Our events industry is strong and growing, with events including Steamfest, the Bitter & Twisted International Boutique Beer Festival and other smaller events attracting well over 250,000 visitors per year. Maitland is also known as a city proud of its heritage, and this combined with a contemporary lifestyle make it an attractive destination to visit – and then perhaps to stay.

## A prosperous and vibrant city



"I would like to see Maitland be the heart of the City with more restaurants," resident response to draft M2021 plan

### 'WHAT OUR COMMUNITY WOULD LIKE'

Community outcomes as expressed in the ten year community strategic plan 'Maitland 2021'

- Our transport and telecommunications infrastructure is progressive and meets the needs of contemporary businesses and our community
- A unique sense of identity and place is found within our villages, suburbs, towns and City centre
- Our economy is growing and prosperous, offering a diverse range of equitable job opportunities across our City
- 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
- Central Maitland is the vibrant heart of our City, engendering a strong sense of pride within the community.

### COUNCIL'S SERVICES THAT CONTRIBUTE TO MEETING COMMUNITY OUTCOMES

- Economic Development and Marketing
- Planning and Development
- Roads and Transport

### COUNCIL'S RESPONSE TO OUR COMMUNITY PRIORITIES

In developing a program for the next four years, Council has developed a range of objectives to assist in meeting community outcomes and strategies. Our focus areas over the next four years include:

- Ensuring infrastructure supports local economic growth
- Maximising economic growth in activity centres
- Marketing our city
- Maintaining and further developing our tourism industry
- Transforming Central Maitland to a boutique dining and retail destination
- Revitalising key civic sites in the Central Business District

Council has identified 30 objectives in this area, detailed over the following pages. Specific actions for the 2011/12 financial year are also listed.



## HOW WILL WE KNOW IF COUNCIL IS ON TRACK TO MEETING ITS OBJECTIVES IN THIS AREA?

Council will report every six months on its progress toward objectives under 'A prosperous and vibrant city'.

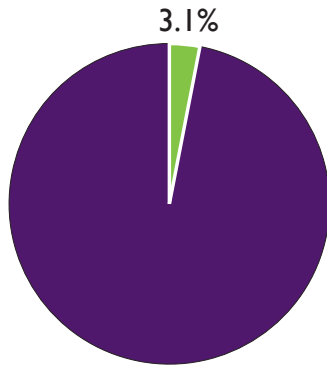
Measures that will be used include:

1. Introduction and roll out of 'Brand Maitland' (Council report)
2. Central Maitland projects updates (Council report)
3. Public art initiatives update (Council report)
4. Participation in employment programs (Council report)
5. Implementation of Economic Development Strategy (Council report)
6. Development Applications (Council statistics/report)
7. Visitor Information Centre and Tourism website (Council statistics/report)
8. Civic sites revitalisation (Council report)
9. River Walk improvements (Council report)

## BUDGET ALLOCATION - A PROSPEROUS AND VIBRANT CITY

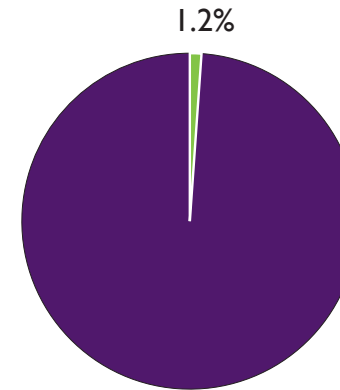
Council's budget has been allocated across our five themes. Expenditure and revenue for the four years of our Delivery Program for A Prosperous and Vibrant City is as follows:

EXPENDITURE 2011/2012



Year	Expenditure		Total Expenditure
2011/2012	\$2,171,000	3.1%	\$71,177,000
2012/2013	\$2,241,000	2.6%	\$85,106,000
2013/2014	\$2,309,000	2.5%	\$91,201,000
2014/2015	\$2,385,000	2.6%	\$93,268,000

REVENUE 2011/2012



Year	Revenue		Total Revenue
2011/2012	\$827,000	1.2%	\$71,183,000
2012/2013	\$849,000	1.1%	\$76,493,000
2013/2014	\$874,000	1.1%	\$80,748,000
2014/2015	\$901,000	1.1%	\$82,071,000

**Revenue sources:**

Rates income - CBD / Mall rates levy

User fees & charges - Rezoning

Other revenues - CBD events - Tourism



**II Community Outcome** **Our transport and telecommunications infrastructure is progressive and meets the needs of contemporary businesses and our community.**

**II.1 Community Strategy** **We will maintain existing and build new infrastructure across the City to stimulate local economic growth.**

4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
<b>II.1.1 To ensure contemporary infrastructure is available to support the economic growth of our city through investigation, planning, advocacy and delivery</b>	Identify and prioritise infrastructure requirements to support the local economy	Investigation complete	Fourth quarter	New initiative	Operating budget	Manager Infrastructure Planning and Administration
	Build relationships and communication with State and Federal Governments to ensure the City is a priority areas for the implementation of regional infrastructure projects	Commence communication with targeted government departments and agencies	Fourth quarter	New initiative	Operating budget	Manager Marketing and Communications
	Undertake needs analysis for wireless infrastructure across the City's community facilities	Needs analysis completed	Fourth quarter	New initiative	Operating budget	Manager IT and Administration



<b>11.2</b>	<b>Community Strategy</b>	<b>The efficient and sustainable movement of people and goods will be at the centre of transport and land use planning.</b>					
	<b>4 year objective 2011-2015</b>	<b>2011/2012 Action</b>	<b>Performance indicator</b>	<b>Target</b>	<b>Status</b>	<b>Funding</b>	<b>Responsibility</b>
<b>11.2.1</b>	<b>To connect land use and transport decisions that affect employment areas</b>	Determine a policy position on highway business activities and appropriate land use zones	Options to Council for consideration	Fourth quarter	Existing program	Operating budget	Manager City Strategy
<b>11.3</b>	<b>Community Strategy</b>	<b>Accessible, connected sustainable transport options will be available across our City.</b>					
<b>11.3.1</b>	<b>To improve accessibility to employment areas and economic centres</b>	Finalise traffic planning associated with developments in the Greenhills Precinct	Agreed solutions through DA processes	Ongoing	Existing program	Operating budget	Manager Infrastructure Planning and Administration
		Implement high pedestrian activity areas speed zone in the CBD, as identified in the Maitland Land Use and Transport Study	Speed zone installed	Fourth quarter	Existing program	Operating budget	Manager Infrastructure Planning and Administration
<b>11.3.2</b>	<b>To encourage transport options compatible with the demands of workers, businesses and shoppers</b>	Investigate and lobby for public transport options that support our identified activity and employment centres	Investigation commenced	Fourth quarter	Existing program	Operating budget	Manager Infrastructure Planning and Administration



**12 Community Outcome** A unique sense of identity and place is found within our villages, suburbs, towns and City centre.

**12.1 Community Strategy** We will maintain and develop a network of vibrant mixed-use centres, creating opportunities for business growth and new services for our community.

4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
<b>12.1.1 To develop productive partnerships with local business and government departments to maximise economic growth in activity centres</b>	Investigate opportunities for the creation of a model business and development plan for activity centres	Model developed and trialled on activity centre	Fourth quarter	New initiative	Operating budget	Manager Marketing and Communications
	Initiate a rolling program for the development and implementation of activity centre sub-brands that complement 'Brand Maitland', in consultation with business and the community	Implementation of program commenced according to project schedule and funding	Fourth quarter	New initiative	Operating budget Grant funding Commercial partnerships	Manager Marketing and Communications
<b>12.1.2 To strengthen activity centres as vibrant areas for residents, workers and visitors</b>	Prepare development controls for Activity Centres in Maitland, consistent with the objectives of the Maitland Activity Centres and Employment Clusters Strategy 2010	Development control plan adopted by Council	Second quarter	Existing program	Operating budget	Manager City Strategy
	Prepare plans for new Activity Centres at Chisholm and Aberglasslyn	Activity Centre plans are adopted by Council	Fourth quarter	Existing program	Operating budget	Manager City Strategy



4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility	
	Investigate opportunities for the development and funding for a 'business health check program' on individual communities	Opportunities identified and report completed	Fourth quarter	Existing program	Operating budget	Manager Marketing and Communications	
	Undertake streetscape improvements at the Telarah shopping centre	Improvements delivered	Fourth quarter	New initiative	SRV	Manager Assets	
<b>12.2</b>	<b>Community Strategy</b>	<b>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.</b>					
<b>12.2.1</b>	<b>To encourage the integration of contemporary and interesting public artworks to enliven the city spaces and create a vibrant public realm</b>	Establish the Public Art Reference Committee as outlined in the MCC Public Art Policy, in conjunction with developers aim to introduce Public Art with new building developments	Public Art Reference Group established	Second quarter	New initiative	Operating budget	Manager Community & Recreation Services
		Identify priority locations and / or projects for Public Art initiatives throughout the City	Priority locations identified	Fourth quarter	Existing program	Operating budget	Manager Community & Recreation Services
		Establish a procedure for the commissioning and siting of Public Art pieces	Procedure established	Fourth quarter	Existing program	Operating budget	Manager Community & Recreation Services



4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility	
	Establish a funding mechanism, or funding options, dedicated to the ongoing development, construction, maintenance and promotion of Public Art initiatives	Funding options identified	Fourth quarter	Existing program	Operating budget	Manager Community & Recreation Services	
	Maintain a public art database for the City	Database established	Fourth quarter	Existing program	Operating budget	Manager Community & Recreation Services	
<b>12.3</b>	<b>Community Strategy</b>	<b>We will ensure planning for the City is focused on improving access to our homes, jobs and services by walking, cycling and public transport.</b>					
<b>12.3.1</b>	<b>To activate centres as nodes for active transport</b>	Assess options to integrate a public transport hub at Rutherford shopping centre	Investigation commenced	Fourth quarter	New initiative	Operating budget	Manager Infrastructure Planning and Administration
		Subject to SRV approval, deliver footpath improvements in Central Maitland, Morpeth and East Maitland	Works completed to schedule	Fourth quarter	New initiative	SRV	Manager Assets Manager Civil and Recreation Works



**13 Community Outcome** **Our economy is growing and prosperous, offering a diverse range of equitable job opportunities and commercial activities across our City.**

**13.1 Community Strategy** **Active partnerships will be established with employers and service providers across the City to enhance learning, training and employment opportunities.**

4 year objective 2011-2015		2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
<b>13.1.1 To identify, promote and partner in programs that enhance life skills and employment opportunities</b>	In collaboration with other government agencies and community-based organisations, support programs that enhance life skills and provide positive mentoring for local young people	No. of partnerships	Fourth quarter	Existing program	Operating budget	Manager Community & Recreation Services	
	Continue to support Mai-Wel e-waste recycling project through HRR	Partnership continues	Ongoing	Existing program	Operating budget	Manager Development and Environment	
	Continue to implement Council's 1 year trainee program, taking four trainees each year	Trainee program implemented	Ongoing	Existing program	Operating budget	Executive Manager Human Resources	

**13.2 Community Strategy** **Our potential for sustainable local food production to meet community needs will be realised.**

<b>13.2.1 To investigate the potential for sustainable local food production</b>	Initiate a survey of existing local food production in Maitland	Commence survey of local food production	Fourth quarter	New initiative	Operating budget	Manager City Strategy
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<b>13.3 Community Strategy</b>		<b>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.</b>					
<b>4 year objective 2011-2015</b>	<b>2011/2012 Action</b>	<b>Performance Indicator</b>	<b>Target</b>	<b>Status</b>	<b>Funding</b>	<b>Responsibility</b>	
<b>13.3.1 To identify and act on all avenues of marketing our city's commercial and industrial land</b>	Develop and implement Year I activities from the Maitland Economic Development Strategy 2011 – 2014	Year I actions achieved	Fourth quarter	Existing program	Operating budget Grant Commercial	Manager Marketing & Communications	
<b>13.3.2 To develop a holistic understanding of the availability and suitability of commercial and industrial sites within the City and the preferred nature of development</b>	Conduct an audit of industrial lands/ centres to inform development of a prospectus	Audit completed	Fourth quarter	Existing program	Operating budget	Manager Marketing & Communications	
	Review Melbourne Street mixed use precinct in response to Enterprise Corridor zoning and impact of Third River Crossing	Review of precinct completed	Second quarter	Existing program	Operating budget	Manager City Strategy	
	Conduct a review of all of Council's operational land holdings	Review completed	Fourth quarter	Existing program	Operating budget	Group Manager Finance and Administration	



13.4 Community Strategy		A diverse range of commercial enterprise is actively encouraged across Maitland, including specialised retail at Greenhills and a health precinct at Maitland Hospital.					
4 year objective 2011-2015		2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
13.4.1	To maintain Greenhills as a regionally significant retail centre	Maintain retail function as the dominant activity in the Greenhills Retail Precinct and ensure it continues to provide a regionally significant level of service	Retail function continues to evolve and expand	Ongoing	Existing Program	Operating budget	Manager City Strategy
		Monitor road network improvements undertaken in Development Application processes to ensure adequate traffic management and reduced traffic congestion within the Greenhills precinct	Monitoring undertaken	Ongoing	New initiative	Operating budget	Manager Infrastructure Planning and Administration
13.4.2	To see a master plan for the Maitland Hospital Precinct finalised by the NSW State Government	Continue and maintain relationship with Hunter New England Health on planning issues	Relationship maintained	Ongoing	Existing program	Operating budget	Manager City Strategy



**14 Community Outcome** 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.

**14.1 Community Strategy** We will work in partnership to actively market our City and our capabilities to existing and potential residents, businesses, visitors and investors.

4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
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<b>14.1.1</b> To develop active and productive cooperative partnerships with local businesses, community groups, government agencies and other stakeholders that market Maitland to potential residents, investors and visitors	Investigate and develop opportunities for partnership in conjunction with both internal and external stakeholders	No of partnerships achieved	Fourth quarter	Existing program	Operating budget/ Commercial	Manager Marketing & Communications
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**14.2 Community Strategy** We will focus on our geographic location and available infrastructure to generate business investment and growth.

<b>14.2.1</b> To maximise the benefits of our geographic location as a key foundation of our marketing effort	Identify and promote the benefits of our geographic location to investors and developers	Benefits identified and articulated	Fourth quarter	Existing program	Operating budget	Manager Marketing & Communications
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**14.3 Community Strategy We will work in partnership to enhance and strengthen our events and tourism facilities.**

4 year objective 2011-2015		2011/2012 Action	Performance indicator	Target	Status	Funding	Responsibility
<b>14.3.1</b>	<b>To ensure that our Visitor Information Centre remains contemporary and relevant</b>	Review current presentation and method of information provision throughout the NSW AVIC network, benchmark the Maitland Visitor Information Centre and report on the outcomes	Review completed	Fourth quarter	Existing program	Operating budget	Manager Marketing & Communications
<b>14.3.2</b>	<b>To ensure that planning policy supports tourism activities and facilities across Maitland</b>	Undertake a review of land use planning frameworks (including strategies, LEP, DCP) to identify opportunities for tourism	Review completed	Second quarter	Existing program	Operating budget	Manager Marketing & Communications
<b>14.3.3</b>	<b>To establish and maintain Maitland Tourism as the peak body for tourism representation in the City</b>	Review existing partnership programs and the role and effectiveness of Maitland Tourism Advisory Group	Review completed	Fourth quarter	Existing program	Operating budget Commercial	Manager Marketing & Communications
<b>14.3.4</b>	<b>To maintain and strengthen Maitland's role as an integral part of the tourism offering of the Hunter Region</b>	Represent Maitland through Tourism Hunter Board, marketing and industry groups	Representation maintained	Ongoing	Existing program	Operating budget	General Manager Manager, Marketing and Communications



**15 Community Outcome** Central Maitland is the vibrant heart of our City, engendering a strong sense of pride within the community.

**15.1 Community Strategy** We will embrace the challenges and opportunities of the City centre and see the CBD reclaim its place as the heart of the City.

4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
<b>15.1.1 To improve visitor experience and movement throughout Central Maitland</b>	Investigate laneway connectivity south of High Street	Investigation commenced	Fourth quarter	New initiative	Operating budget	Manager Infrastructure Planning and Administration
	Review and update pedestrian access management plan for Central Maitland	Review commenced	Fourth quarter	Existing program	Operating budget	Manager Infrastructure Planning and Administration
	Review car parking solutions for Central Maitland	Review commenced	Fourth quarter	Existing program	Operating budget	Manager Infrastructure Planning and Administration
	Complete traffic management measures to improve pedestrian and cycle access to Maitland train station	Review measures identified in Pedestrian Access Management Plans and cycleway plans	Second quarter	Existing program	Operating budget	Manager Infrastructure Planning and Administration
	Develop and commence implementation of the Maitland City Centre Strategic Marketing Plan 2011 – 2014	Plan developed	Second quarter	Existing program	Operating budget	Manager Marketing and Communications



4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
<b>15.1.2 To recognise and respond to flood risks for Central Maitland</b>	Prepare a floodplain risk management study for Central Maitland	Study commenced	Fourth quarter	New initiative	Operating budget	Manager Assets
	Update demographic analysis and forecasts for Central Maitland	Demographic analysis and forecasts completed	Second quarter	Existing program	Developer contribution	Manager City Strategy
<b>15.1.3 To increase the perception of safety and usability of the public realm in Central Maitland</b>	Review safety audits, including investigation of options for improved surveillance	Completion and adoption of audit recommendation	Fourth quarter	New initiative	Operating budget	Manager Community and Recreation Services
	Investigate options to improve the streetscape and appearance of Central Maitland, including street trees, graffiti removal and street cleaning	Improvements identified, prioritised and actioned where possible	Second quarter	New initiative	Operating budget	Manager Assets



15.2	Community Strategy	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.					
4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility	
15.2.1	<b>To assist the transformation of Central Maitland to a boutique retail and dining destination</b>	Commence preparation of a High Street master plan	Master plan finalised	Fourth Quarter	Existing program	Operating budget	Manager City Strategy
		Investigate the potential upgrade or reconfiguration of the Heritage Mall, in line with the preparation of the High Street master plan	Investigation complete	Fourth quarter	Existing program	Operating budget	Manager City Strategy
		Review existing brand for the City Centre and present recommendations for future direction	Review complete	Fourth quarter	Existing program	Operating budget	Manager Marketing & Communications
15.2.2	<b>To increase the number and diversity of employment generating activities in Central Maitland</b>	Review zoning and planning provisions for Maitland Hospital	Review completed	Second quarter	Existing program	Operating budget	Manager City Strategy
		Commit to holding major community events in Central Maitland	Adoption by Council of a long term commitment to hosting events in the City Centre	Fourth quarter	Existing program	Operating budget	Manager Marketing and Communications



4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
	Identify and update opportunities for commercial partnerships for Council properties in Central Maitland	Research completed and promoted	Fourth quarter	New initiative	Operating budget	Manager Marketing and Communications
	Investigate options for the development of a targeted tenanting strategy for Central Maitland	Investigations complete	Fourth quarter	New initiative	Grant	Manager Marketing and Communications
<b>15.2.3 To reinforce Central Maitland as the focal point for governing and civic leadership</b>	Adopt a position and timeline for Council's Administration Building in Central Maitland	Report to Council on preferred option	First quarter	Existing program	Operating budget	Group Manager Assets and Infrastructure Planning
	Investigate opportunities for public space within the Civic Precinct master plan	Opportunities identified in coordination with Civic Precinct master plan review	Fourth quarter	Existing program	Operating budget	Manager City Strategy
	Facilitate discussions with other public service providers regarding office accommodation needs within Central Maitland	Relationships established with target groups	Fourth quarter	New initiative	Operating budget	Manager Marketing and Communications



4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
15.2.4 To create the spark for new development in Central Maitland by revitalising key civic sites	Review Civic Precinct master plan to incorporate the recommendations of the Administration building feasibility and Town Hall CMP review	A cohesive framework for the Civic Precinct is adopted	Fourth quarter	Existing program	Operating budget	Manager City Strategy
15.3 Community Strategy	<b>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.</b>					
15.3.1 To better engage with the banks of the Hunter River and reveal its natural asset	Investigate options for redevelopment of riverside properties for dual frontage	Options investigated	Fourth quarter	Existing program	Operating budget	Manager City Strategy
15.3.2 (1.2.2) To ensure that the Hunter River and its link with the region's heritage is recognised in the revitalisation of Central Maitland	Commence investigations into the development of a master plan for the Hunter River as it flows through the Maitland LGA	Investigations commenced	Fourth quarter	New initiative	Operating budget	Manager City Strategy
	Seek to replace non native vegetation with indigenous vegetation on the river banks as a priority	A program of planting initiated	Fourth quarter	Existing program	Grant	Manager Development and Environment



4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
<b>15.3.3 To improve activity along the River Walk through pedestrian and cyclist activity</b>	Investigate better access opportunities and links to the River Walk to enhance its amenity and increase its usage	Evaluation commenced	Fourth quarter	New initiative	Operating budget	Manager Assets
	Investigate options for the location of new public amenities within the City Centre	Investigations commenced	Fourth quarter	New initiative	Operating budget	Manager Assets
	Identify opportunities for new activities involving the River Walk during the day and night	Investigations commenced	Fourth quarter	New initiative	Operating budget	Manager Marketing and Communications