



Creating opportunities for growth, work and involvement

Draft Economic Development Strategy

2025–2035

maitland
CITY COUNCIL



Acknowledgement of Country

We acknowledge the Wonnarua People as the Traditional Owners and Custodians of the land within the Maitland Local Government Area. Council pays respect to all Aboriginal Elders, past, present and future with a spiritual connection to these lands.

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Mayor Philip Penfold



General Manager Jeff Smith

A message from our Mayor and General Manager

Maitland sits at the heart of the Hunter, a central force in the region's future. As one of the fastest growing cities in New South Wales, Maitland is emerging as a powerhouse of opportunity, investment, and innovation. It offers the best of both worlds: the connectedness and capability of a city, with the spirit and liveability of a proud regional community.

Family-friendly, future-focused, and rich in heritage, Maitland is more than just a place to live – it's a place to build, invest, grow and succeed. As we look ahead, our strength lies in being strategically connected – to industry, to ideas, and to the region we call home.

Maitland's strong economic growth is driven by a 2.7 per cent annual population increase, low unemployment, and significant contributions from mining, manufacturing, and construction. While infrastructure investment is on the rise, challenges such as social disparities and a need for broader economic resilience remain.

Our Economic Development Strategy embraces these opportunities and challenges with a vision for inclusive growth. By prioritising community health and wellbeing, enhancing education, and attracting investment in high-value and emerging industries, Maitland aims to ensure prosperity is shared by all residents.

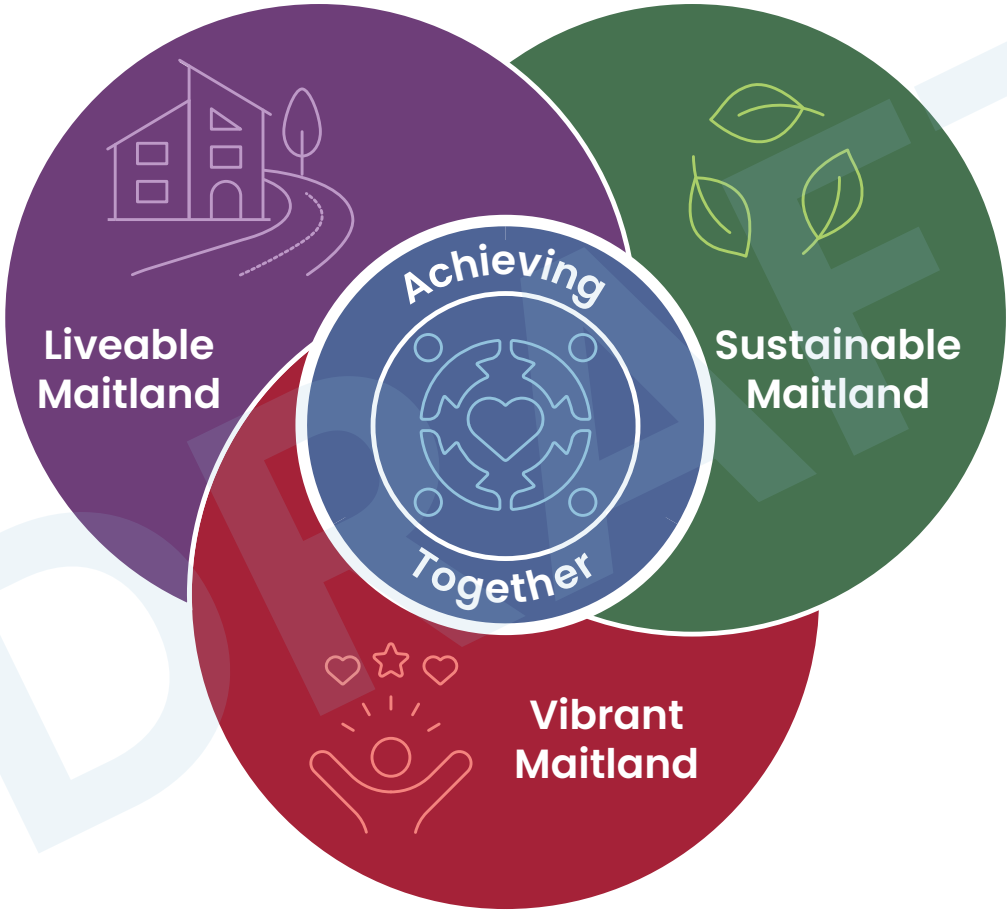
Maitland's unique strengths include a rapidly growing and young workforce, scenic landscapes, and a thriving, desirable place to live. With this comes diverse opportunities, offering potential for transformative, coordinated investment. Enhanced utilisation of underused assets, including Maitland's rich floodplains and iconic riverfront, can boost self-sustainability, create jobs, and strengthen the local economy.

Community feedback highlights the value placed on rural green spaces and the importance of maintaining Maitland's identity amidst growth. While specialisations in construction and population-serving industries are increasing, there's a need to bolster sectors like manufacturing and agriculture to ensure balanced development.

Maitland's rising population and economic momentum present an unparalleled opportunity to shape a sustainable future. Proactive, strategic action now will solidify Maitland's reputation as a premier place to live, work, and invest, addressing current challenges while preparing for a post-mining economy.

This Economic Development Strategy offers a roadmap to improve community wellbeing, preserve and enhance green spaces, and create a vibrant, self-sustaining economy for generations to come.

Introduction to our strategy



Purpose

This Economic Development Strategy has been prepared to enhance the economic viability, liveability and growth of Maitland. The strategy outlines the key programs, policies and activities that we will deliver to improve the economic wellbeing and quality of life of Maitland.

The four focus areas of this strategy that will help to achieve our shared vision of **a connected city with thriving communities** are:

- **People and future skills**
- **Thriving and connected places**
- **Innovative and diverse economy**
- **Productive and equitable partnerships.**

Why this is important

By fostering a diverse local economy and promoting vibrant community life, we aim to shape a city that thrives. Our shared vision creates opportunities for work, personal growth, and engaging activities, enriching our daily experiences and overall wellbeing.

By cultivating partnerships and creating an attractive environment for business and investment, we ensure our community remains a vibrant hub for innovation.

Our commitment to providing a rich array of activities and amenities enhances the quality of life, making Maitland a place where people can live, work and thrive.

Vibrant Maitland

Working together to create opportunities for growth, work and involvement.

- | | | |
|--|---|---|
| 3.1 Diverse local economy <ul style="list-style-type: none">• Investment attraction• Strengthened and diversified precincts• Future skill | 3.2 Vibrant community life <ul style="list-style-type: none">• Diverse heritage and cultures• Precinct activation• City presentation | 3.3 City shaping partnerships <ul style="list-style-type: none">• Growth opportunities• Advocacy and partnerships |
|--|---|---|

Maitland: Local Government Area (LGA)
Maitland City Council (MCC): Organisation
Council: Elected body

Strategy at a glance



People and future skills

Purpose: To provide access to a diverse range of education, lifelong learning and training options to equip Maitland's people with future-ready skills that connect them with local employment opportunities. Actions here support a balanced lifestyle and address local economic and community needs.

- **Knowledge:** Prepare our people for jobs of the future through education, work-integrated learning and training.
- **Skills:** Develop a skilled workforce that contributes and adapts to the needs of the local economy.
- **Movement:** Connect people with more opportunities to work, learn, study, and play close to home.



Thriving and connected places

Purpose: To enhance Maitland's liveability and appeal by improving connectivity, supporting sustainable industries, and creating vibrant, diverse spaces and destination experiences. Actions here aim to foster a thriving and connected community with an enviable lifestyle.

- **Connected:** Enhance liveability through improved connectivity of people and place, day and night.
- **Sustainable:** Drive sustainable and resilient economic growth to support a healthy business ecosystem.
- **Vibrant:** Develop places and experiences that create vibrancy and celebrate diversity.



Innovative and diverse economy

Purpose: To foster creativity, entrepreneurship, and collaboration through strategic marketing, investment attraction, and innovation precincts. Actions here will position Maitland as a thriving hub for economic growth, business opportunities, and technological advancement.

- **Identity:** Raise awareness of our city and build a positive reputation through strategic communications and marketing.
- **Investment:** Leverage Maitland's identity and competitive advantages to attract investment, grow visitation and create employment.
- **Innovation:** Foster creativity and entrepreneurship to establish and accelerate innovative precincts and places.



Productive and equitable partnerships

Purpose: To create a resilient and inclusive economy in Maitland by partnering with local businesses and other key stakeholders to support city-shaping priorities. Actions here will adopt a local-first approach that aims to build community wealth, strengthen identity, and drive sustainable growth.

- **Productivity:** Promote and partner with local businesses to enhance supply chains, stimulate demand and boost the economy.
- **Advocacy:** Secure support for city-shaping priorities that strengthen Maitland's identity and economy.
- **Equity:** Build community wealth to establish a resilient and sustainable economy where all can prosper.



The heart of the Hunter

Who we are

Maitland is a city evolving - family friendly, welcoming, and proud of its heritage. Centrally located in the heart of the Hunter region, we offer the perfect blend of city convenience with a warm country charm.

We embrace new opportunities and growth, making Maitland a dynamic place to live, work, enjoy and succeed.

Almost 96,000 people call Maitland home, and we welcome around 2,000 new people each year. By 2041, we expect about 145,000 people to call our city home.

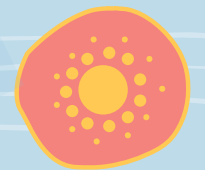
The Wonnarua and Guringai Peoples are the Traditional Keepers and Custodians of the lands within the Maitland LGA.

It is one of the oldest regional centres in Australia, built on the banks of the Hunter River. The Hunter River winds its way through the countryside and the city, offering a beautiful backdrop to our daily lives.

13.1% are born overseas



Aboriginal and Torres Strait Islanders: 7.5%



Area:
396km²



Population density
242 persons/km²

87.3% dwellings are
single detached

Average
people per
household:
2.7



9.4% speak a language
other than English at home



\$15.09bn is our
economic output



6.7% people
with a disability



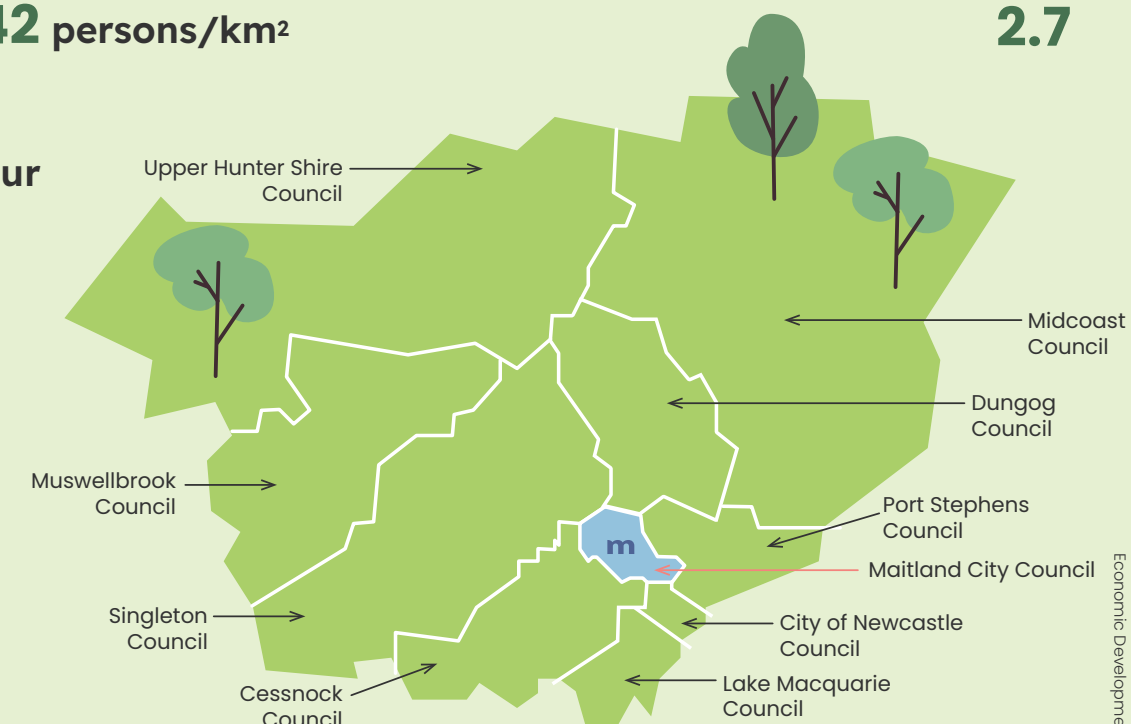
95,957 is the estimated population

144,536 is the projected
2041 population



36

is the median age



Annual growth is
Maitland 2.7% vs NSW 2.1%

Maitland: The economic heart of the Hunter

Our economic identity

Maitland is emerging as one of the most dynamic and fastest-growing economies in regional New South Wales. As the heart of the Hunter, Maitland combines heritage and innovation to create a distinct economic profile, one built on strong population growth, infrastructure investment, diverse industry sectors, and a thriving local business community. This growth is not just about numbers, it's about enabling a better quality of life for our community.

Driving local growth

Maitland's economy is built on a foundation of established and emerging industries. Sectors such as construction, healthcare, retail, professional services, advanced manufacturing, and education continue to expand in response to strong population growth and demand for local services. New and expanding employment precincts are unlocking investment potential, while the city's accessible location, lifestyle appeal, and infrastructure pipeline are attracting a new wave of entrepreneurs, employers, and workers.

The future economy

Our city is ready to evolve into a centre of innovation, creative industries, and knowledge-based jobs. As we grow, we are focused on supporting a future-ready workforce, enabling small business success, encouraging investment, and ensuring local employment opportunities keep pace with community needs. Our economic development priorities are tied to creating liveable, connected places and a resilient economy that supports both productivity and wellbeing.

Education and skills

Maitland is well-positioned to foster the skills and talent needed to meet the demands of a changing economy. With access to nearby tertiary institutions like the University of Newcastle and strong connections with TAFE NSW, our city supports pathways for lifelong learning, vocational training, and workforce development. Local schools and business partnerships help shape the future workforce and foster a culture of learning and innovation.

Strategic connectivity

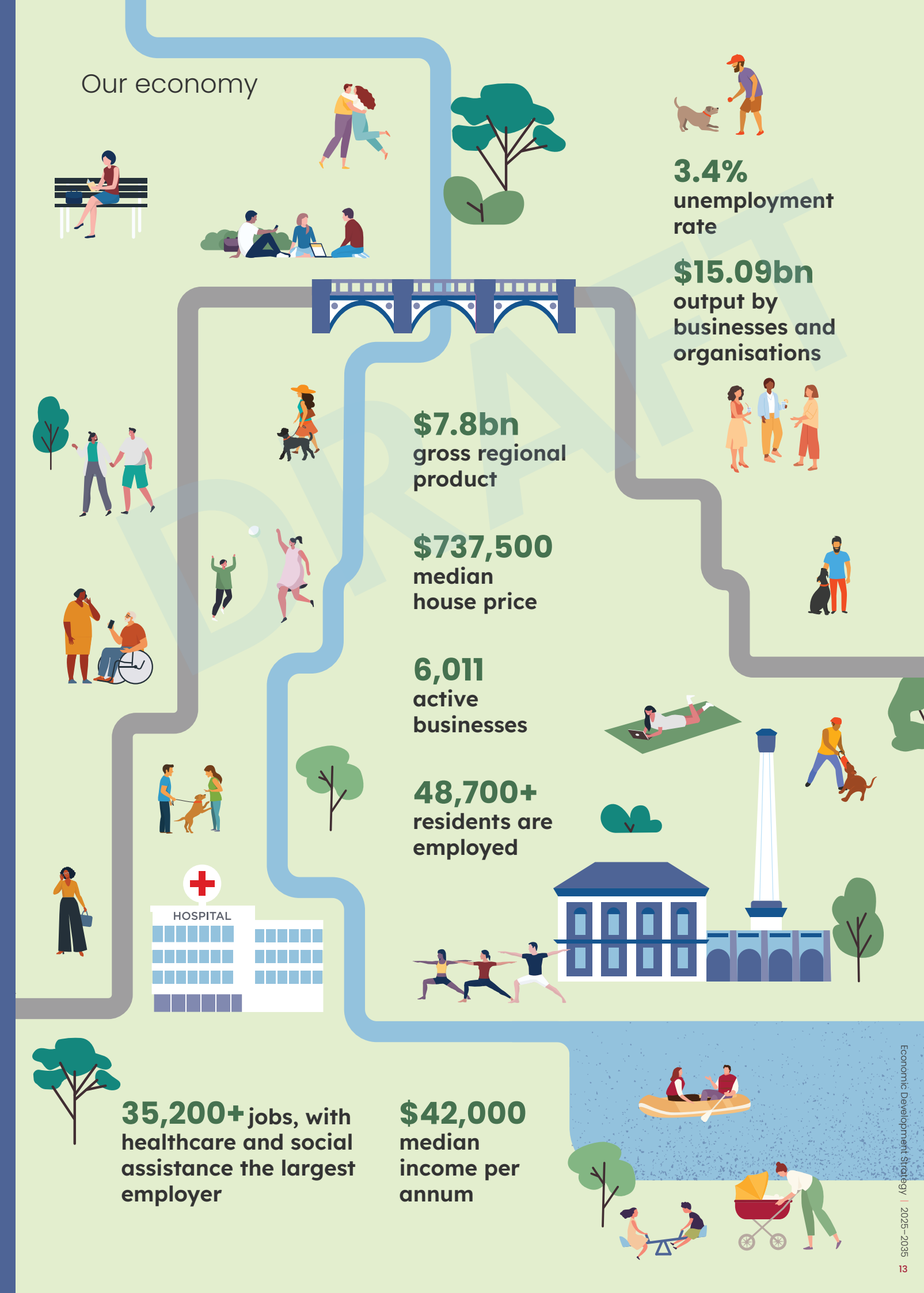
Maitland boasts strong connections with major road and rail infrastructure linking our economy to neighbouring centres, ports, and airports. These connections support freight movement, commuting, and economic exchange, making Maitland a highly sought-after location for business and investment. Within the city, investments in precinct development, active transport, and digital connectivity are shaping the conditions for economic success and ensuring that growth contributes to daily liveability and wellbeing.

A place for business and community

Our direction for Maitland's economy is inclusive and forward focused. We are creating a city where businesses thrive alongside vibrant communities; where jobs are local and diverse; and where economic development supports quality of life. As the heart of the Hunter, Maitland is not just keeping pace with regional change, we are helping to lead it, ensuring that growth goes hand-in-hand with the wellbeing of our people.

Liveable city

Maitland is a liveable city, with a population growth rate of 2.7 per cent, showing that people are choosing to live here for the lifestyle it offers. When residents have access to parks, entertainment, shops and services within walking distance of their homes and workplaces, they are more likely to engage directly with the local economy. Liveability fosters a sense of community, stability and belonging, and helps to support a strong visitor economy. Businesses and companies are more likely to invest in places that offer a high standard of living, places that reflect their values and attract the workforce they need.

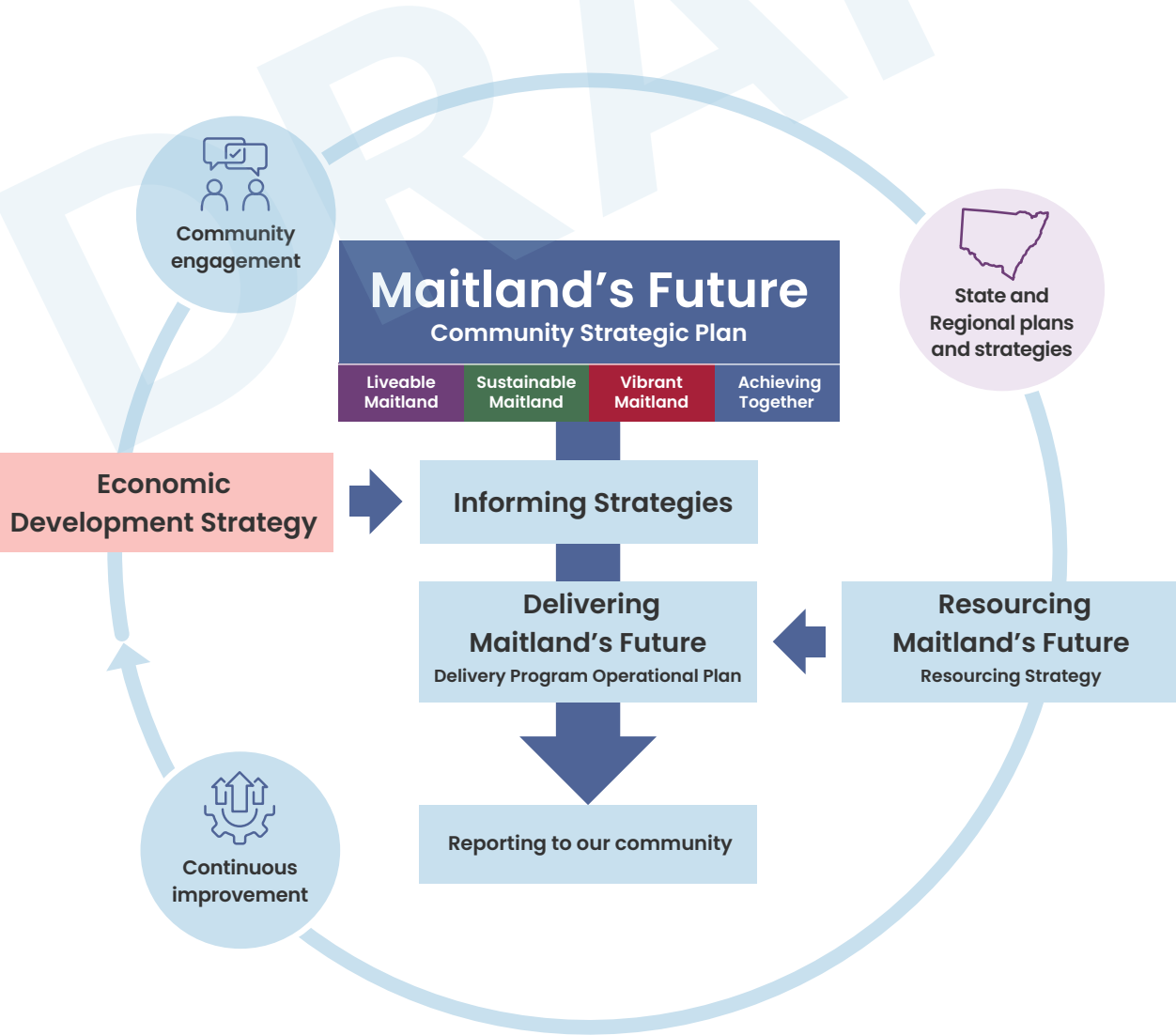


How we plan

This strategy ensures the effective planning of Maitland's economic development to enable delivery of the community's priorities and objectives as identified in Maitland's Future, our Community Strategic Plan. It is a critical part of the Integrated Planning and Reporting (IPR) Framework.

Integrated Planning and Reporting (IPR) Framework

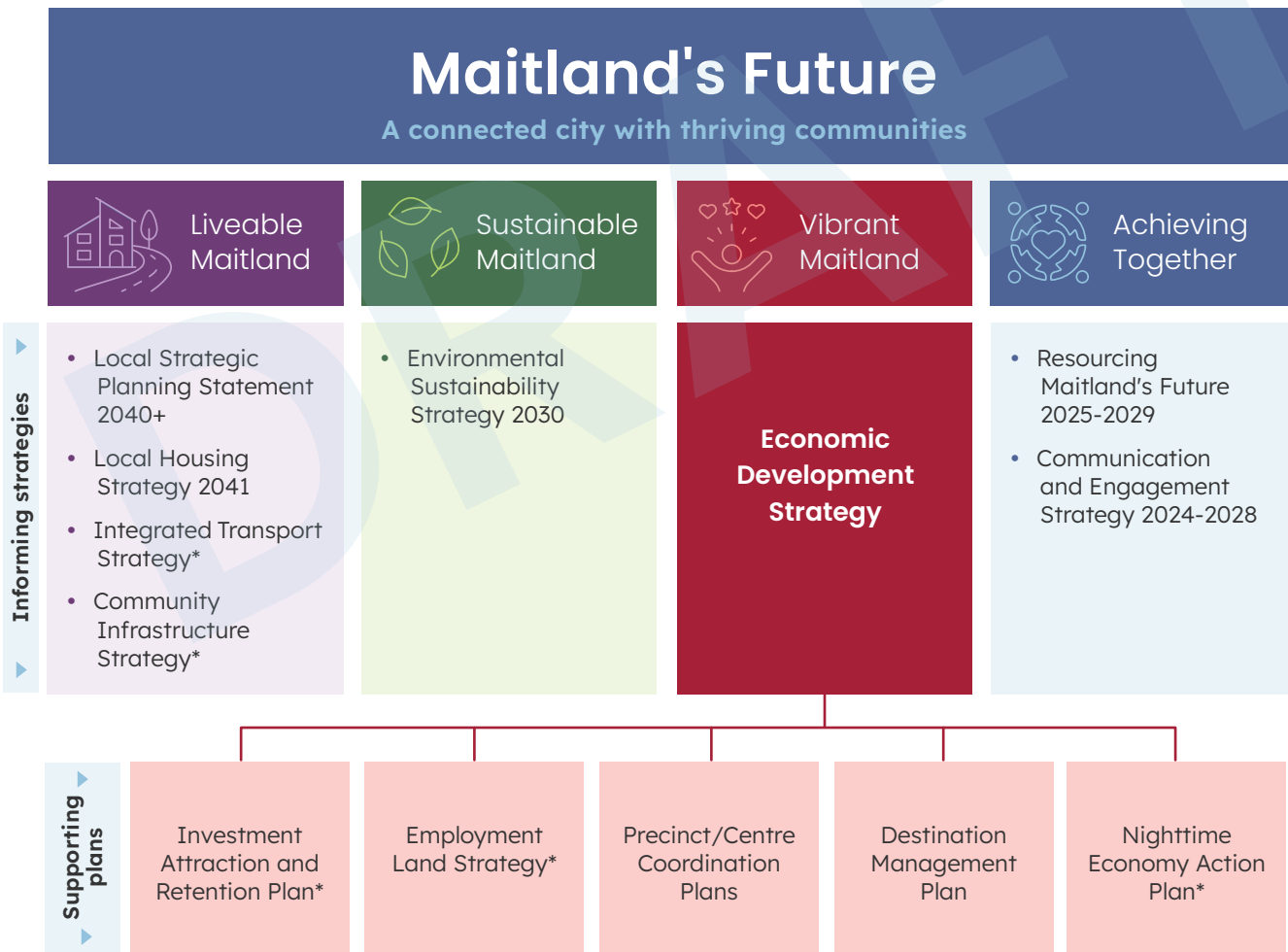
The NSW Government requires local councils to work with their communities to plan for the future. This involves creating long, medium, and short-term plans that reflect the community's vision and priorities. These plans are shaped by community input and supported by informed planning around finances, assets, and resources. This approach under the *Local Government Act 1993*, called the Integrated Planning and Reporting (IPR) Framework, helps councils across NSW to make thoughtful, sustainable decisions for a brighter future.



Strategic alignment

This strategy forms part of Council's broader strategic framework. While it aligns most closely with one focus area, it cannot be delivered in isolation. The success of Maitland relies on how all focus areas — liveability, sustainability, vibrant and achieving together — connect, overlap and support each other.

A city that is truly thriving depends on more than any single effort. Our approach is integrated and future-focused. By achieving together across teams, functions and priorities, we can deliver on our shared vision for a connected city with thriving communities.



"True harmony is not the result of isolated effort, but the synergy created when all parts work together as one."

Unknown

Strategic alignment from local to global

How this strategy fits in with other strategies and plans.



Delivered at the local level

Includes: local roads, parks, waterways, waste, libraries, events, community wellbeing and facilities, development and visitor services.

- Integrated Planning and Reporting Framework (featuring Maitland’s Future Community Strategic Plan)
- Maitland’s informing strategies
- Maitland’s policies, strategies and plans.

Council plans that will be informed by Maitland’s Economic Development Strategy include:

- Investment Attraction and Retention Plan (to be prepared in 25/26)
- Employment Land Strategy (under development)
- Precinct/Place Coordination Plans
- Maitland’s Destination Management Plan (adopted 2020, to be reviewed in 25/26)
- Nighttime Economy Action Plan (to be prepared in 25/26).






Delivered at the regional level

Includes: regional planning, health and wellbeing, and water catchment management.

- [Hunter Regional Economic Development Strategy update 2023](#)
- [Hunter Regional Plan 2041](#)
- [Greater Newcastle Metropolitan Plan 2036](#)
- [Draft Hunter Regional Transport Plan 2041](#)
- [The Hunter New England Health District Strategic Plan 2021-2026](#)
- [Hunter Joint Organisations Strategic Plan 2032](#)
- [Destination Sydney Surrounds North Destination Management Plan 2030](#)
- [Greater Newcastle Future Transport Plan 2056](#)
- [Hunter Export-Ready Tourism Marketing Strategy](#)
- [Hunter Airports’ Strategy](#)
- [NSW Net Zero Plan Stage 1: 2020-2030.](#)



Delivered at the state level

Includes: health, care (aged, child, disability), transport, education, employment, police, development.

- [State Plan NSW Housing](#)
- [NSW State Infrastructure Strategy 2022-2042](#)
- [NSW Disability Inclusion Action Plan 2021-2025](#)
- [NSW Net Zero Plan 2020-2030](#)
- [Transport for NSW: Smart NSW Roadmap 2022-2027](#)
- [Future Transport Strategy 2056](#)
- [NSW State Health Plan: Future Health 2022-2032](#)
- [NSW Government Visitor Economy Strategy 2030](#)
- [NSW State Emergency Service Strategic Plan 2021-2041](#)
- [NSW Waste and Sustainable Materials Strategy 2041](#)
- [NSW Circular Economy Policy Statement 2019](#)
- [Biodiversity Conservation Investment Strategy 2018.](#)



Delivered at the national level

Includes: defence, immigration, taxation, communications, and trade.

- [Australian Modern Manufacturing Strategy 2020](#)
- [National Agreement on Closing the Gap 2020](#)
- [Thrive 2030 Strategy - The re-imagined Visitor Economy](#)
- [Australia’s Biodiversity and Conservation Strategy 2010-2030](#)
- [National Digital Economy Strategy 2030](#)
- [Infrastructure Australia Strategy 2021](#)
- [National Climate Resilience and Adaptation Strategy 2021-2025](#)
- [National Urban Policy 2024](#)
- [National Waste Policy and Action Plan 2019.](#)



Delivered at the global level

Includes: environmental and social issues; political, health or economic crises.

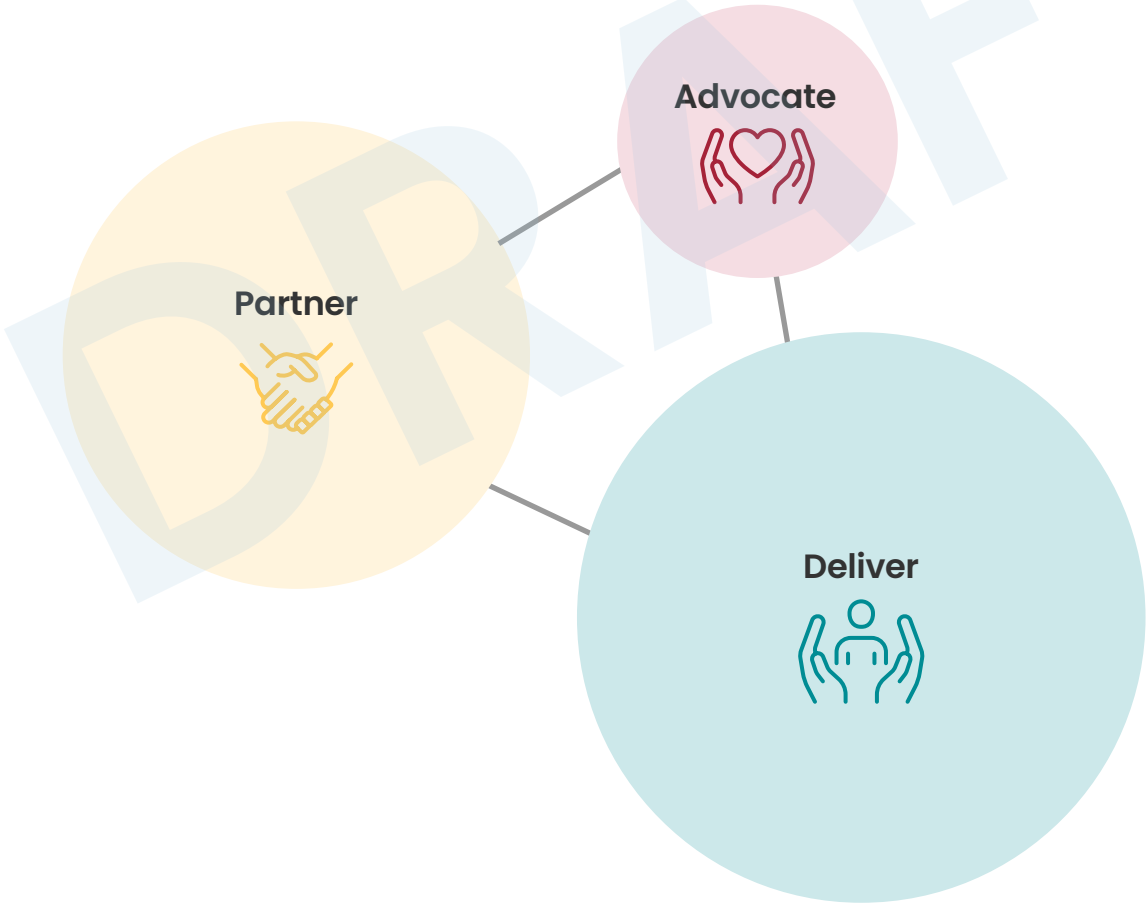
- [United Nations Sustainable Development Goals \(SDG\)](#)
- [Paris Climate Agreement.](#)
- [Global Biodiversity Framework](#)



Our role

Council works with various stakeholders and partners, including other levels of government and their affiliated agencies, local businesses and industry, educational institutions, community groups, and other service providers.

Depending on the activity, Council's role is to deliver, partner and/or advocate. By building partnerships, taking a strong leadership role and delivering on its own commitments, Council plays an important role in shaping our city and making Maitland a place for everyone.



Deliver

We deliver a wide range of programs and services, including waste collection, libraries, childcare, maintenance of local roads and public spaces, recreation facilities and programs, community support, special events and regulatory functions.

Partner

There are areas in which we have partial or shared responsibility or influence. We build strategic partnerships with federal and state government agencies, the private sector, and a range of other stakeholders whose work will contribute to delivering our long-term priorities.

Advocate

Many issues important to the community are outside Council's control. Council gives a voice to the needs and aspirations of the community by advocating for changes in policy and action at relevant levels of government and industry.

Our engagement

What we know from speaking to our community

Community engagement for this strategy was designed to generate interest, cultivate buy-in and formulate a united vision for Maitland's future economy by encouraging the community, including business and industry stakeholders, to be part of the conversation. We connected with close to 800 people face to face and captured over 1,000 responses to a 'Future Maitland' quiz, which resulted in 2,200 ideas and aspirations.

The community value the social, cultural, and environmental aspects of economic development. Although a traditional approach is important, opportunities will be focused on delivering, partnering, and advocating for the wellbeing of Maitland, our people, place and overall prosperity.

What we know from our research

Our economic research was undertaken to measure the current performance of Maitland within a 'people, place, prosperity' framework, known as the Triple Bottom Line. The purpose of this research was to understand the economic capacity of Maitland, determining its relative strengths and potential gaps that could help inform our key areas of focus in driving economic growth.

Our research told us that Maitland's economy is performing well. The city's population is growing with the median age of 36, gross domestic product (GDP) is increasing, the number of businesses and jobs are increasing, and the value of houses is going up. Despite this, compared with New South Wales, Maitland has:

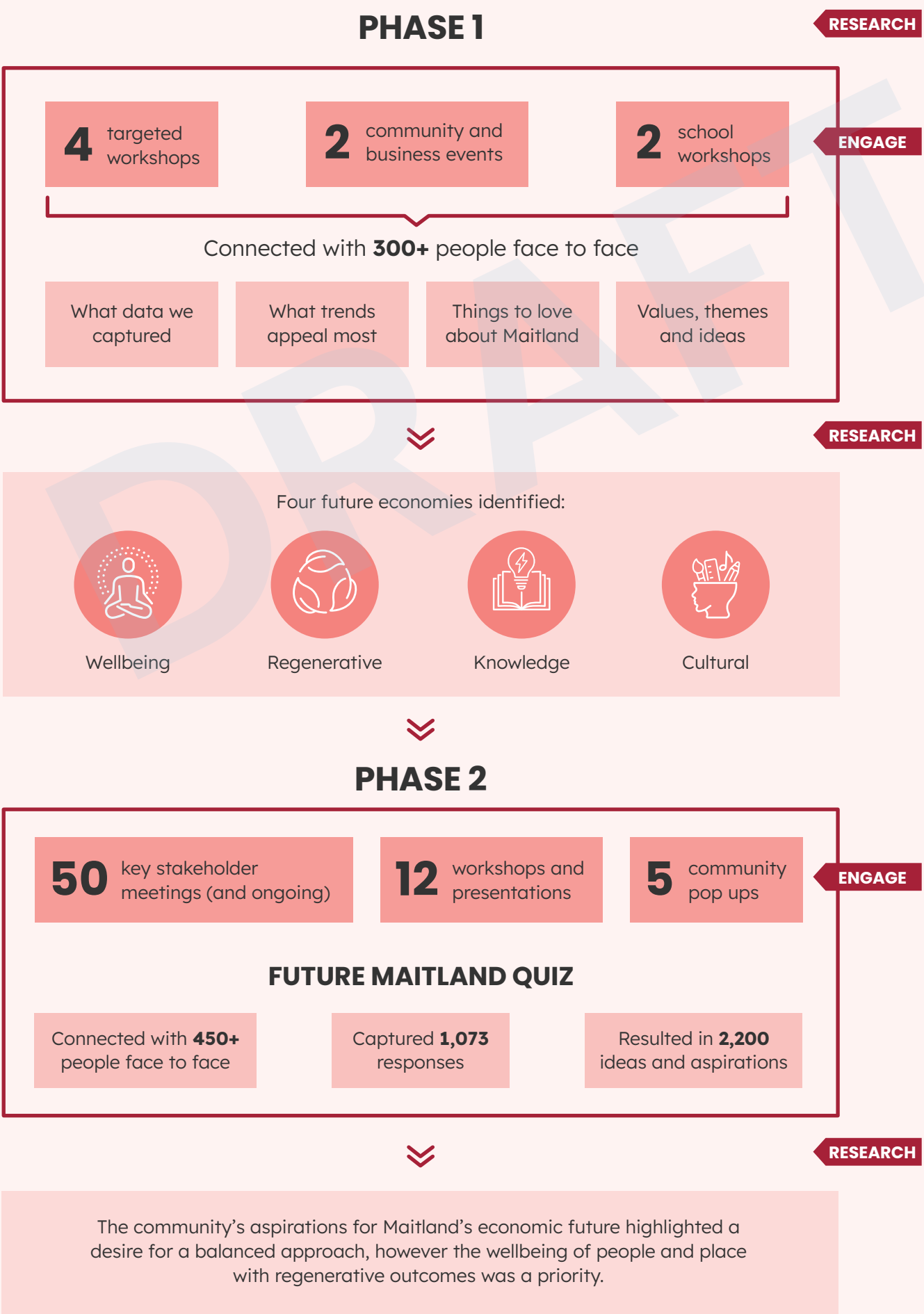
- Increasing levels of disadvantage
- More long-term health conditions
- A more disengaged youth
- Lower comparative education levels
- Lower than average wages.

With a 10-year strategic outlook, this Economic Development Strategy seeks to address these issues under four focus areas:

- **People and future skills**
- **Thriving and connected places**
- **Innovative and diverse economy**
- **Productive and equitable partnerships.**



Research and engagement summary



A wellbeing economy framework

The Wellbeing Economy Alliance defines a wellbeing economy as ‘an economy designed to serve people and the planet’. A wellbeing economy values indicators of wealth beyond gross domestic product, such as equity, happiness and environmental outcomes, which all support a liveable city. Meaningful participation has helped shape the goals we’ve set, which will ultimately provide the community with a more holistic and balanced approach to economic development.

This strategy has been prepared using the Wellbeing Economy Policy Design Guide, created by the Wellbeing Economy Alliance. As a result, Council has designed an Economic Development Strategy that recognises the ultimate measure of success is not wealth, but the health and wellbeing of people and place now and for generations to come.

Strategic principles of a wellbeing economy

These seven wellbeing economy principles from the Wellbeing Economy Policy Design Guide will support us on the journey:

- 1. **Goal oriented** – actions are designed to promote the wellbeing of people and planet.
- 2. **Participation** – policy is created through open, co-creative, and transparent processes. Diverse communities are able to meaningfully engage and contribute throughout the policy design process.
- 3. **Contextual** – There is no ‘one size fits all’ solution. Economic policies are embedded in local values, culture, context, and objectives.
- 4. **Experimental** – Policy processes encourage continuous learning and experimentation to find innovative solutions that foster wellbeing.
- 5. **Holistic** – The economy is part of, and not distinct from, society and the environment.
- 6. **Evidence based** – Policymaking is informed through a systematic use of qualitative and quantitative evidence.
- 7. **Strength based** – Policy recognises the strengths of communities, focusing on achieving the positive aspirations of society rather than purely mitigating negative outcomes.



Maitland’s wellbeing domains

Maitland’s Economic Development Strategy is built on the foundation of community wellbeing. Inspired by the ACT Government’s Wellbeing Framework, these indicators measure wellbeing across 10 domains. These domains reflect what matters most to residents and directly influence the city’s economic strength. Wellbeing drives productivity, attraction and retention, and local economic participation, all critical for a thriving economy.

The Wellbeing Framework recognises accessibility as a foundational principle rather than a standalone domain. This ensures that accessibility is interwoven into all elements of wellbeing, spanning all domains of the framework. Ensuring every resident can participate fully in community life and access the resources they need to connect and thrive.

These wellbeing domains reflect what matters most to our community and the statements below in red highlight how each one also plays a vital role in supporting a strong, resilient local economy.

Health – Includes physical and mental health, access to healthcare, and programs promoting overall wellbeing.

Good health supports workforce participation and boosts productivity across the economy.

Belonging – Focuses on fostering relationships, belonging, and active participation in community life.

A strong sense of belonging attracts and retains talent, encouraging community-driven economic growth.

Education – Covers access to education, skill development, and opportunities for continuous learning throughout life.

Education builds the skills and capabilities needed for a resilient and adaptable local economy.

Housing – Focuses on housing affordability, quality, and overall living conditions.

Affordable and quality housing is essential for attracting and retaining a skilled workforce.

Economic – Encompasses job opportunities, economic development, and financial security for residents.

This domain directly reflects our aim to grow a thriving, inclusive and diverse local economy.

Sustainability – Addresses environmental quality, climate resilience, and access to natural spaces.

Sustainability strengthens long-term economic resilience and supports growth in green industries.

Connection – Ensures access to services, public transport, digital connectivity, and infrastructure linking communities and services.

Strong connections underpin business growth, workforce mobility, and access to markets.

Safety – Measures community safety and emergency preparedness.

Safe communities create a stable environment for businesses and economic confidence.

Governance – Focuses on trust in institutions, transparency, and opportunities for residents to engage in decision-making.

Good governance supports investor confidence and enables collaborative economic planning.

Time – Assesses work-life balance, leisure time, and opportunities for personal and family pursuits.

A balanced lifestyle helps attract a modern workforce and supports local service economies.



Economic analysis



Core economic drivers

The industry sectors and subsectors that play a pivotal role in Maitland’s economy through their contribution to regional exports, employment, value added and local expenditure on goods and services (referred to as backward linkages) are construction, education and training, healthcare and social assistance, and mining. These drivers are instrumental in driving economic growth and development.

These industries may not necessarily make the largest contribution to the region’s economy, however their well-developed supply chains enable them to deliver economic benefits across the region.

Industry sector contribution

	OUTPUT	VALUE ADDED	EMPLOYMENT	WAGES & SALARIES
RANKING ↑ ↓	Construction \$2,634.73 million (17.5% of total output)	Mining \$1,366.24 million (18.9%) of total value-added.	Healthcare and social assistance 6,973 jobs (19.8%) to total employment	Healthcare and social assistance \$780.98 million (22.3%) of total wages and salaries
	Manufacturing \$2,400.92 million (15.9% of total output)	Rental, hiring and real estate services \$1,035.58 million (14.4%) of total value-added	Retail trade 4,387 jobs (12.5%) to total employment.	Construction \$400.01 million (11.4%) of total wages and salaries
	Mining \$2,002.93 million (13.3% of total output)	Healthcare and social assistance \$914.34 million (12.7%) of total value-added	Construction 4,083 jobs (11.6%) to total employment	Education and training \$386.62 million (11.0%) of total wages and salaries
	Rental, hiring and real estate services \$1,399.29 million (9.3% of total output)	Construction \$743.82 million (10.3%) of total value-added	Education and training 3,657 jobs (10.4%) to total employment	Public administration and safety \$309.39 million (8.8%) of total wages and salaries
	Healthcare and social assistance \$1,303.70 million (8.6% of total output)	Education and training \$439.42 million (6.1%) of total value-added	Accommodation and food services 2,609 jobs (7.4%) to total employment	Retail trade \$250.34 million (7.1%) of total wages and salaries

Source: Remplan Economy

Core economic drivers in Maitland

Output - The total value of goods and services produced by an industry, including all intermediate and final outputs.

Value added - The net contribution of an industry to the economy, calculated as output minus the cost of inputs (intermediate goods and services).

Employment - The total number of people employed in an industry, measured in terms of jobs (not necessarily full-time equivalent).

Wages and salaries - The total annual income paid to employees in an industry, excluding superannuation and other on-costs.

Local supply

Maitland’s regional imports show a clear unmet local demand and gaps in supply chains. While overseas imports are often cheaper, there’s a chance to replace some domestic imports with locally made goods and services. Complete substitution is unlikely, but even a small shift in spending back to local suppliers could boost Maitland’s economy and support local industries.

Maitland’s demand for goods and services from the rest of Australia is valued at \$2.4 billion. This figure represents the inputs used by local industries but sourced from elsewhere in the country. Although replacing all imports isn’t realistic, there is an opportunity to expand local supply chain in key sectors. Capturing some of this spending could create local jobs and strengthen the economy.

Opportunities to fill these gaps will be considered when developing an investment attraction strategy.

Population-led growth

Maitland is one of the fastest growing local government areas (LGAs) outside of Greater Sydney and is positioned to supply a significant proportion of future housing for the Hunter region over the long term. The city benefits from multiple urban release areas and development fronts located in the north, south, east and west of the LGA.

The predominant driver of population growth in the city is domestic migration from within the region. People choose to move to Maitland for relative housing affordability in a geographically centralised location.

Maitland’s population growth is also contributing to changes in its demographic profile with an influx of younger people and families moving to the area. Cultural diversification has also increased in recent years resulting in a more dynamic city and community. A growing more diverse population also means an ever-increasing labour force with more diverse ideas, skills, and perspectives.

The city’s continued growth has resulted in an increased demand for not only specialised population-serving industries, but also in the experience economy. Residents demand local experiences as a way to make their neighbourhood a destination. Instead of having to travel far for engaging activities, they want their own area to be a cultural and social hub, drawing visitors from surrounding areas and building a sense of pride within their own community.

Population, labour force growth and diversification coupled with the availability of well-located developable land will continue to be a significant driver for economic development for the city.

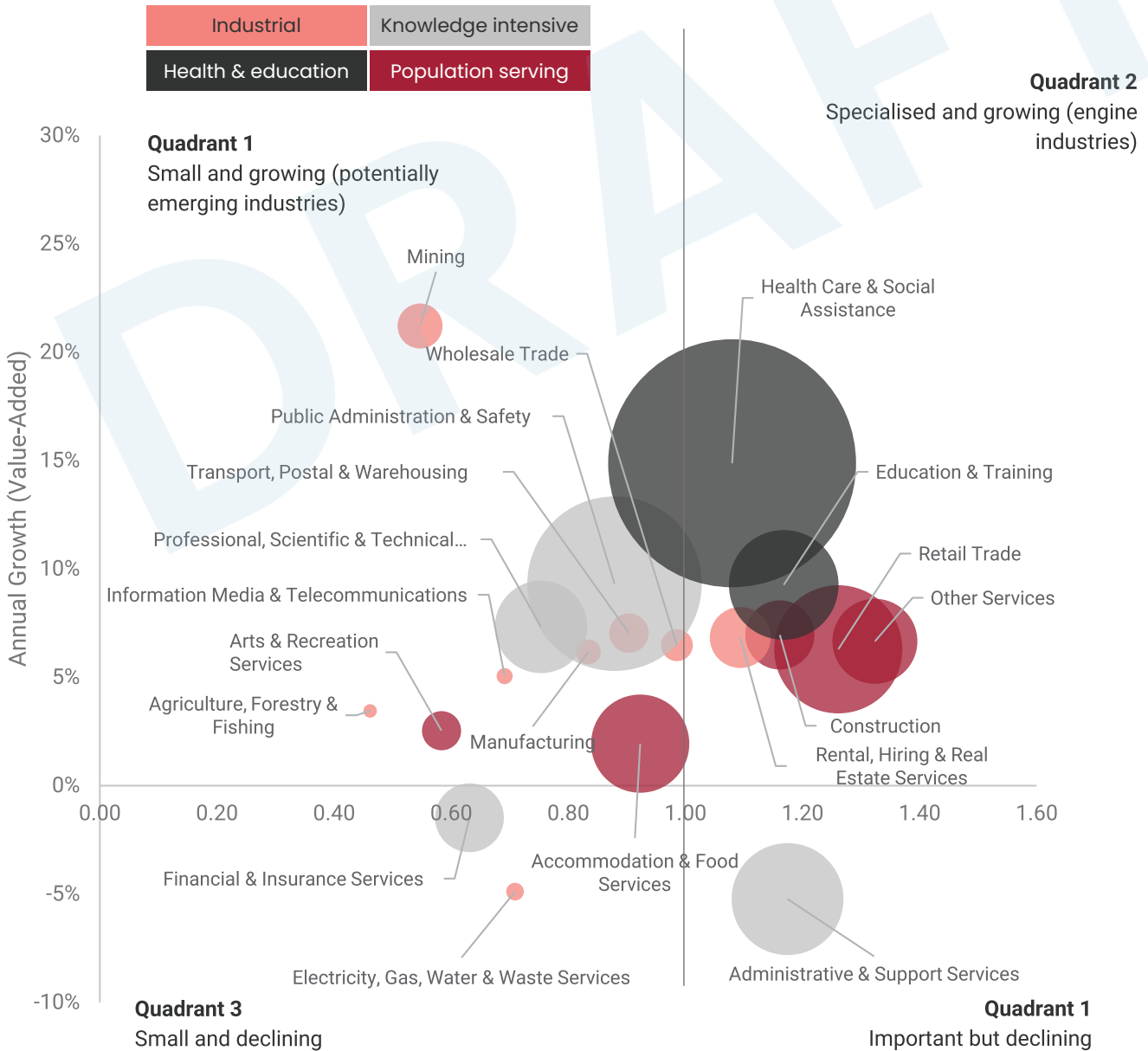


Measuring industry strength

The Hunter region has a well-established history of leveraging its natural endowments to thrive in primary industries and related processing and manufacturing.

The relative strength of each industry is measured using location quotient. Location quotients are a measure of local industry specialisation compared to larger regions. A higher location quotient indicates greater local industry specialisation, though this does not always equate to a significant economic contribution.

Maitland Location Quotient Analysis



- Healthcare and social assistance are Maitland’s largest, most specialised and growing industries (quadrant 2).
- Smaller specialised industries are also seeing an emergence in Maitland including more knowledge intensive industries such as public administration and safety, and professional, scientific and technical services (quadrant 1).
- Industries experiencing contraction include administration and support services, and financial and insurance services (quadrants 3 and 4).

Looking ahead: strength in specialisation

Maitland has an opportunity to build on its strengths and develop its workforce capabilities to take advantage of substantial growth within a number of industries and emerging specialisations. These specialisations also relate to the community's aspiration for an economy more focused on wellbeing.

1. Agricultural Technology (Agtech)

Agtech innovations, including robotics, automation, artificial intelligence, and smart sensors, enhance efficiency, sustainability, resilience and profitability in the agriculture, forestry, and fishing sector.

Integrating these technologies can promote local food security, economic stability, and environmental stewardship, contributing to a wellbeing economy that balances productivity with the health of both people and the land.

2. Circular economy

Taking a circular economy approach in waste management reduces waste generation and maximises resource reuse, promoting sustainability across industries. Embracing circular economy principles can drive local business innovation, reduce environmental impact, and create green jobs.

This contributes to a wellbeing economy by fostering a cleaner, more sustainable environment that benefits the community's health and resilience, while supporting long-term economic growth through more efficient resource use.

3. Clean energy

Renewable energy comes from natural sources like the sun, wind, water, and trees – all of which are abundant and can be renewed naturally. Clean energy options, such as solar, wind, and hydro power, are key to moving towards a more sustainable and low-carbon economy. By switching to renewable energy, the region can cut back on fossil fuel use, reduce emissions, and boost energy security.

There's also potential for battery storage to be used at a commercial or community level, helping to make local energy systems more reliable. This would support industries and households, especially as more businesses and homes take advantage of rooftop solar.

These changes can improve overall wellbeing by protecting the environment, lowering energy costs for everyone, and creating jobs in the renewable energy industry, all while building a more inclusive and sustainable economy.

4. Advanced manufacturing

Advanced manufacturing encompasses all aspects of manufacturing, and involves continuous improvements in the supply chain, making it more responsive to market needs.

Innovation in manufacturing also plays a crucial role in the clean energy sector by improving production processes. It focuses on creating high-quality, sustainable products while also enhancing efficiency and reducing waste. In the renewable energy space, this means developing cutting-edge technologies like solar panels, wind turbines, and energy storage systems. By supporting manufacturing methods that are environmentally responsible, we can lower costs, boost product performance, and ensure that renewable energy solutions become more accessible to communities and industries.

The synergy between manufacturing and innovation in clean energy is key to advancing sustainable technology, driving economic growth, and helping communities transition to a low-carbon economy.

5. Health and innovation

Collaboration between health, education, and research can deliver integrated healthcare services that are more responsive to community needs. By investing in skills and infrastructure for health and medical technology, we can improve health outcomes, access to care, and the overall wellbeing of residents.

This specialisation supports a wellbeing economy by fostering a healthier, more productive population, reducing healthcare costs, and creating high-quality jobs in health services, research, and innovation.

6. Defence and innovation

Investment and expansion of the defence industry in Maitland can be supported through partnerships in innovation, advanced manufacturing, and design.

A focus on innovation not only strengthens local manufacturing capabilities but also contributes to a wellbeing economy by fostering environmentally responsible practices and creating skilled, sustainable employment opportunities that enhance both community resilience and regional prosperity.

7. Tourism

The tourism industry creates significant value add and employment in the Hunter region. While Maitland is still developing as a destination, tourism offers significant opportunities for economic diversification and growth. By marketing Maitland and working cooperatively to promote local attractions, history, arts, culture and heritage experiences, tourism can attract visitors, create jobs, and support small businesses.

A thriving tourism industry also helps build community pride and enhances residents' quality of life. Focusing on eco-tourism, regenerative travel and sustainable practices, and acknowledging the traditional custodians through Aboriginal heritage and cultural experiences, will ensure that tourism growth aligns with the goals of people, place and prosperity. This makes tourism an ideal medium for creating and sustaining a wellbeing economy.

8. Knowledge intensive industries

Knowledge intensive industries play a significant role in enhancing wellbeing outcomes. Economically, they offer high paying, skilled jobs that contribute to prosperity, and help reduce poverty and income inequality.

These sectors often lead to greater employment stability, as they rely on specialised skills that can be in demand across global markets, reducing local susceptibility to economic downturns and supporting sustained personal and community wellbeing. In Maitland, they include:

- Public administration and safety
- Administrative and support services
- Information media and telecommunications
- Professional scientific and technical services
- Financial and insurance services

From a social perspective, these industries foster innovation and attract a highly educated workforce, which in turn promotes a culture of learning and adaptability. This environment encourages not only job growth but also upskilling opportunities for local residents, improving their career prospects and economic resilience. These industries also tend to invest in local infrastructure, contributing to better healthcare, education, and public facilities, which directly improve quality of life.

Knowledge-driven industries typically prioritise sustainable and inclusive growth, often contributing to improved environmental outcomes and community health. For example, industries focused on clean technology or digital solutions can reduce resource consumption and waste. This dedication to innovation promotes a healthier, more inclusive environment that serves both economic and wellbeing goals, creating a prosperous community for current and future generations.



Maitland's economic precincts

Overview

Maitland's economic future is anchored by four priority precincts: Central, Eastern, Western and Hinterland. These precincts have been identified for their potential to generate jobs, enhance connectivity, and foster vibrancy across the city.

Each precinct is unique and offers distinct opportunities that reflect its character and identity, whether through urban renewal, emerging entertainment hubs, infrastructure investments, or improvements in housing, arts, culture, and tourism.

Together with key stakeholders, the strengths, weaknesses, opportunities, and threats will be considered and evaluated for each precinct. This analysis will help shape a unique identity and vision for each precinct and set out clear goals to create thriving spaces that draw people in and contribute to a prosperous and connected city.

A good governance and partnership framework will ensure we are focused on delivering the positive social, economic, and environmental outcomes we are all trying to achieve together. Ultimately, this will ensure each of the economic precincts will deliver lasting benefits for the Maitland community, both now and into the future.

The objective of each precinct is to build depth in the Maitland economy to:

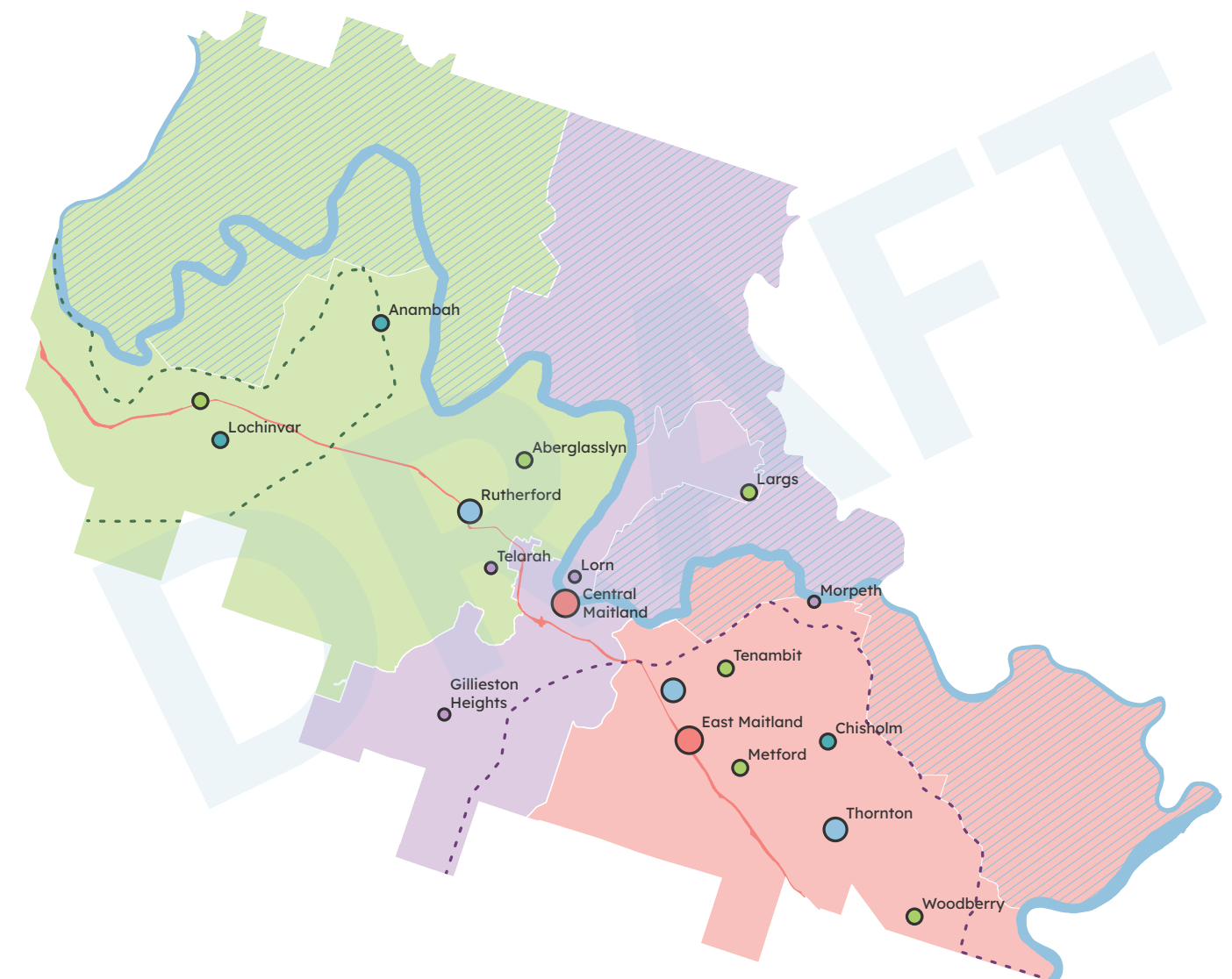
- improve the offerings where there is current gaps and unmet demand
- prevent skilled leakage
- strengthen networking capabilities
- develop a large-scale innovative network.

The actions in this strategy will focus primarily on increasing commercial depth in four priority precincts:

- **Central Precinct:** Maitland, Telarah, Lorn
- **Eastern Precinct:** East Maitland, Thornton, Chisholm, Tenambit
- **Western Precinct:** Rutherford, Lochinvar, Aberglasslyn
- **Hinterland Precinct:** Tocal, Morpeth, Largs, Luskintyre.

It will also look at the strategic planning for two future growth areas:

- Four Mile Creek, National Pinch Point regionally significant growth area
- Anambah to Branxton regionally significant growth area.



- | | | |
|-------------------------|---------------------|-----------------------------|
| • Local Centre | Central Precinct | • Anambah to Branxton RSGA |
| • Neighbourhood Centre | Eastern Precinct | • National Pinch Point RSGA |
| • Strategic Centre | Western Precinct | • Hunter River |
| • Town Centre | Hinterland Precinct | • New England Highway |
| • Town Centre (planned) | | |

Central Precinct

Central Maitland is this precinct’s strategic centre and is supported by Telarah and Lorn.

At the heart of Maitland lies the Central Precinct, a vibrant area steeped in history and culture. Rich in heritage buildings, this precinct offers exciting opportunities for urban renewal, blending the old with the new. By developing an arts and cultural hub, the Central Precinct aims to create a lively, engaging atmosphere that attracts residents, visitors, and businesses alike, becoming a cornerstone of Maitland’s cultural and social identity.

While the economic impact of the heritage sector is often underestimated due to a lack of data, heritage tourists tend to stay longer, visit more locations, and spend significantly more than other tourists, making their economic impact much greater. Benefits can include small business development, city revitalisation, increased property values, and job creation. A Heritage Policy could guide Maitland City Council in the effective management of its heritage items, and which assets could be leveraged for the benefit of the community, economy and environment.

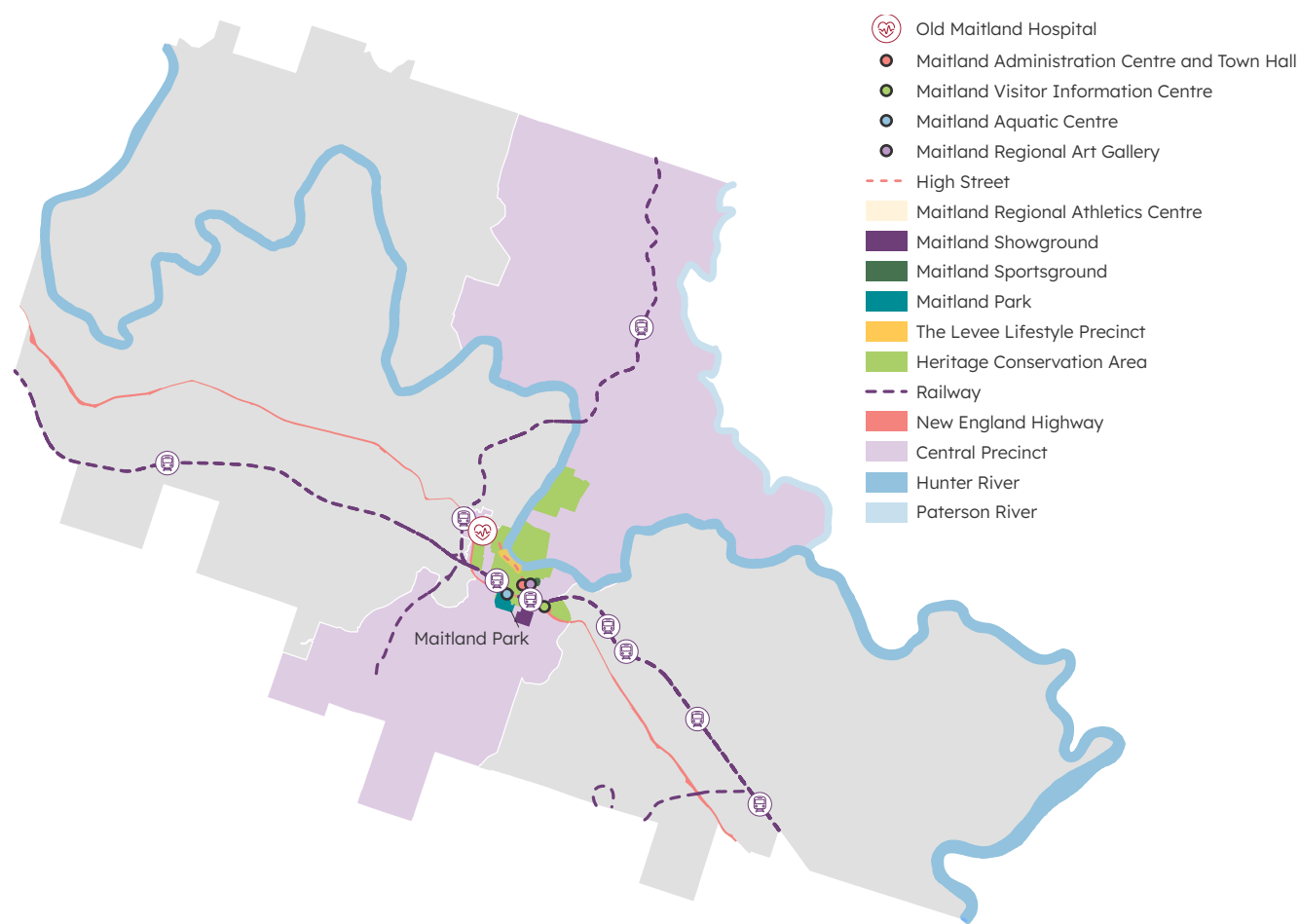
Central Maitland has been identified as a strategic centre in the Hunter Regional Plan 2041. This designation makes Central Maitland a key focus of the NSW Government in the Hunter region, with actions relating to increasing housing and employment, facilitating urban renewal, and

strengthening the area’s role as the focal point for the broader Maitland community. While there are these clear actions, alongside many other opportunities for future economic growth, the Central Precinct faces significant constraints from flooding. Therefore, investment in a high-level flood evacuation route for Maitland is crucial. Until the risks associated with flooding can be adequately managed, it will be difficult to fully realise the opportunities in this precinct.

The Central Maitland Structure Plan sets out a vision and key strategies for this precinct. Several key investigation actions have been carried out; however, the plan now requires a revision to address flooding and the need for a high level evacuation route. Only then can we ‘create a diverse, vibrant community life in Central Maitland and reinforce its role as the major regional centre, second only to Newcastle.’

Connectivity:

- New England Highway connecting to Cessnock, Singleton, Upper Hunter to the north-west and Newcastle to the south-east
- Railway station at High Street, Maitland, Telarah
- Athel D’Ombraín Drive – alternate inner-city route
- MR195 connecting back to the Hunter Expressway



Key endowments of Central Precinct:

CORE ECONOMIC DRIVERS (19 SECTOR LEVEL)	ENDOWMENTS
Public administration and safety	<ul style="list-style-type: none">• Maitland City Council / Maitland Administration Centre• State Government agencies
Education and training	<ul style="list-style-type: none">• Private, Catholic and public primary and secondary schools• Registered training organisations
Healthcare and social assistance	<ul style="list-style-type: none">• Old Maitland Hospital• Social and community service providers
Tourism and lifestyle Retail trade Accommodation and food services Arts and recreation services	<ul style="list-style-type: none">• High Street and The Levee lifestyle precinct• Commercial, retail and hospitality offering• High concentration of experiences, entertainment, events and activations including laneways, businesses in the going out (nighttime) economy• Maitland Visitor Information Centre• Maitland Regional Sportsground and Maitland Regional Athletics Centre and Harold Gregson Reserve (recreational vehicle parking and electric vehicle charging stations)• Maitland Town Hall• Maitland Repertory Theatre• Maitland Regional Art Gallery and private galleries• Grossmann and Brough House• Earth Markets Maitland• Lorn mixed-use precinct, public recreation areas and ‘beach’• River frontage and Riverside Walk• Walka Water Works Recreation Area• Maitland Park• Maitland Aquatic Centre• Maitland Showground• Rural aspect, Hunter River, floodplains and rich alluvial lands• Heritage buildings – heritage items and contributory items register (GML)• Aboriginal heritage• Tourist accommodation for 535 people• Short-term rental accommodation
Professional, scientific and technical services	<ul style="list-style-type: none">• Accounting and financial services• Legal and conveyancing• Real estate agents

Eastern Precinct

East Maitland is this precinct’s strategic centre and is supported by Thornton, Chisholm, and Tenambit.

The Eastern Precinct in Maitland is a gateway to opportunity, with a growing population and strategic location near major transport corridors, the Maitland Hospital, established retail and employment hubs, and an extensive open space network. This area has been identified as a key catalyst area for development in the Hunter region.

While the precinct is well connected from the south-east to the north-west, the New England Highway creates a barrier to active movement due to heavy traffic and complex intersections. Victoria Street and Metford stations offer access to the Hunter railway line, however much of the area is outside a 10-minute walk from these stations. Bus services improve connectivity, but pedestrian and cyclist pathways are often disconnected or unsafe, especially at key intersections. Metford Road and other busy roads like Raymond Terrace and Chelmsford Drive present challenges for safe movement and limited pedestrian facilities.

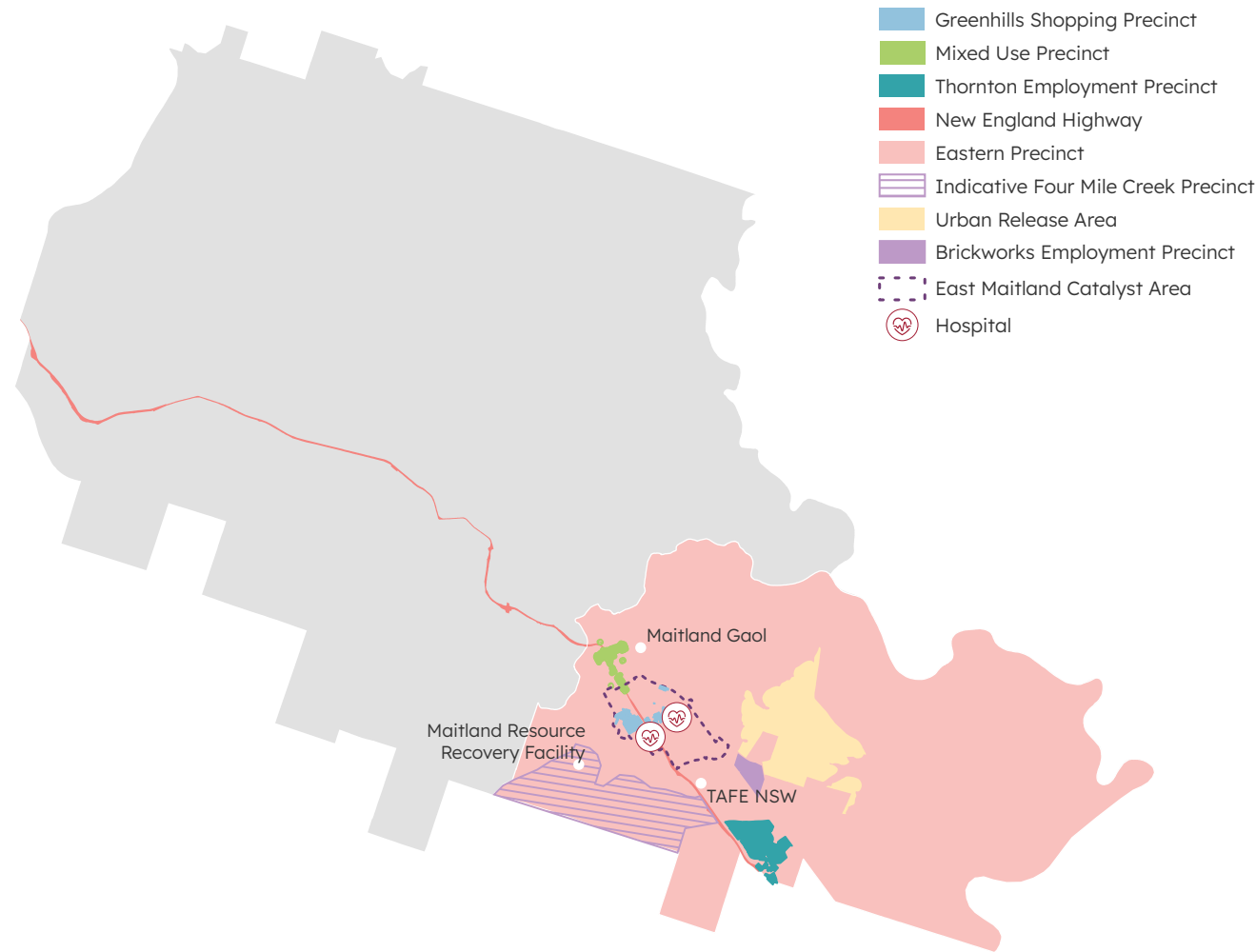
Strategic planning with a holistic approach is crucial for the precinct for it to thrive as an inclusive, connected, safe and sustainable community that balances residential and economic

growth with environmental responsibility. It should feature interconnected neighbourhoods with enhanced employment, recreation, and social centres, alongside protected environmental areas.

Council is supportive of a health and innovation precinct, centred around the new Maitland Hospital, with diverse housing options for all stages of life. Improved infrastructure will support safer movement, while sustainable development will ensure long-term health for both the community and environment. The overall vision fosters a resilient, vibrant, and interconnected community for people to live, work, and prosper.

Connectivity:

- New England Highway
- Weakleys Drive
- Railway stations at Thornton, Metford, Victoria Street, East Maitland
- Major upgrades to the Pacific Highway will help improve connection between Newcastle and Maitland



Key endowments of Eastern Precinct:

CORE ECONOMIC DRIVERS (19 SECTOR LEVEL)	ENDOWMENTS
Education and training	<ul style="list-style-type: none">• TAFE NSW Maitland• Private, Catholic and public primary and secondary schools
Healthcare and social assistance	<ul style="list-style-type: none">• Maitland Hospital• Maitland Private Hospital• Surrounding specialist medical services
Tourism and lifestyle Retail trade Accommodation and food services Arts and recreation services	<ul style="list-style-type: none">• Green Hills retail precinct• Melbourne Street, Lawes Street, High Street (mixed-use precinct)• Short term visitor accommodation• Maitland Gaol (heritage listed)• Tenambit BMX Track• Easts Leisure and Golf Club, East Maitland Bowling Club• Cooks Square Park
Electricity, gas, water and waste services	<ul style="list-style-type: none">• Maitland Resource Recovery Facility• Hunter Renewable Energy Zone
Mining	<ul style="list-style-type: none">• Four Mile Creek
Employment lands	<ul style="list-style-type: none">• Thornton Brickworks Employment Precinct• Thornton Industrial Precinct• East Maitland Catalyst Area
Urban release areas	<ul style="list-style-type: none">• Thornton North and Chisholm (5,000 planned residential lots)

Thornton Brickworks Employment Precinct

Thornton Brickworks Employment Precinct is a 48-hectare site in the Eastern Precinct, adjoining the growing residential areas of Chisholm and Thornton. Formerly the Thornton Clay Quarry and Brickmaking Facility, the site was rezoned in 2023 to E3 Productivity Support and C3 Environmental Management, enabling a mix of business, warehouse, and specialised retail uses while preserving biodiversity and vegetation.

With proximity to the East Maitland Catalyst Area and key transport links, the site is strategically positioned to support employment opportunities for the local and regional community.

Prior to the site being developed, a Development Control Plan (DCP) is required and will be prepared in the short term to provide detailed guidelines for the planning, design and assessment of proposed developments within the precinct.



Timing: Short term

- DCP currently being finalised
- Key consideration - biodiversity corridors
- Development Application expected 2026

Western Precinct

Rutherford is this precinct’s strategic centre and is supported by Lochinvar.

The Western Precinct encompasses established communities such as Rutherford and Telarah, along with urban release areas like Aberglasslyn, Lochinvar, Anambah, and Farley. The population is projected to grow substantially by 2040, to over 40,700. Rutherford town centre provides essential services and has the potential to become a vibrant hub, and presents a canvas for transformation, characterised by its industrial lands and untapped potential.

Through innovative urban renewal projects, this precinct can revitalise underutilised areas, turning them into dynamic economic zones. As a centre for growth and development, the Western Precinct will support new industries, create jobs, and strengthen Maitland’s position as a competitive regional economy.

A precinct plan will guide the development of residential, commercial, and infrastructure projects, shaping the future character of the area and strengthening connections with Maitland’s rural areas and the Upper Hunter Region.

Connectivity:

- New England Highway
- Railway station at Lochinvar
- Hunter Valley Wine Country



Key endowments of Western Precinct:

CORE ECONOMIC DRIVERS (19 SECTOR LEVEL)	ENDOWMENTS
Manufacturing	<ul style="list-style-type: none">• Rutherford industrial estate
Education and training	<ul style="list-style-type: none">• Registered training organisations• Hunter Trade College
Transport, postal and warehousing	<ul style="list-style-type: none">• Maitland Airport• Road freight transport
Tourism and lifestyle Retail trade Accommodation and food services Arts and recreation services	<ul style="list-style-type: none">• Rutherford Marketplace• Rutherford Shopping Centre• Club Maitland City• Short-term visitor accommodation• Rural aspect and access to the hinterland• Sport, recreation and tourism experiences
Employment lands	<ul style="list-style-type: none">• Dalmore Park Business and Innovation Precinct
Zoned urban release areas	<ul style="list-style-type: none">• Lochinvar (5,000 planned residential lots)• Anambah (3,500 planned residential lots)• Farley (1,500 planned residential lots)• Aberglasslyn (1,500 planned residential lots)

Dalmore Park Business and Innovation Precinct

Dalmore Park Business and Innovation Precinct is a 150-hectare site in the Western Precinct, located to the west of the established Rutherford Industrial Park. The site is zoned both E3 Productivity Support and C3 Environmental Management, enabling a diverse mix of business, warehouse and light industrial. A key focus is attracting investment from industries including renewable energy, circular economy, high technology manufacturing, defence, education and healthcare. A key focus is drawing upon the principles of Ecologically Sustainable Development to value add and provide a high-end precinct attracting local, state and national business, investment and talent to the region.

The site has significant strategic merit with 1.5km exposure to the New England Highway and Maitland Airport located immediately opposite. There’s direct rail access to the south, ready access to existing and emerging population catchments and limited development constraints – all within 190km of Sydney.

Prior to the site being developed, a Development Control Plan (DCP) is required and will be prepared in the short term to provide detailed guidelines for the planning, design and assessment of proposed developments within the precinct.

Timing: Short – medium term

- Key consideration – New England Highway intersection
- DCP to be prepared in 2025
- Development application expected in 2026

Hinterland Precinct

The Hinterland follows the river from Morpeth to Largs, north to Tocal and across to Luskintyre.

The Hinterland Precinct combines rich natural assets, a strong agricultural heritage, and significant economic potential. The Hunter River has been the main driver of economic output for the Hunter Region for tens of thousands of years, and Maitland's river plains are some of the richest and most productive soil in NSW.

The precinct supports a variety of activities, including agriculture, tourism, and rural industries, contributing nearly \$33 million to the local economy annually. Maitland is among the top 10 LGAs in NSW for cultivated turf, egg production, and pumpkin farming. It also features livestock farms, grain growers, and key infrastructure that support economic growth and wellbeing.

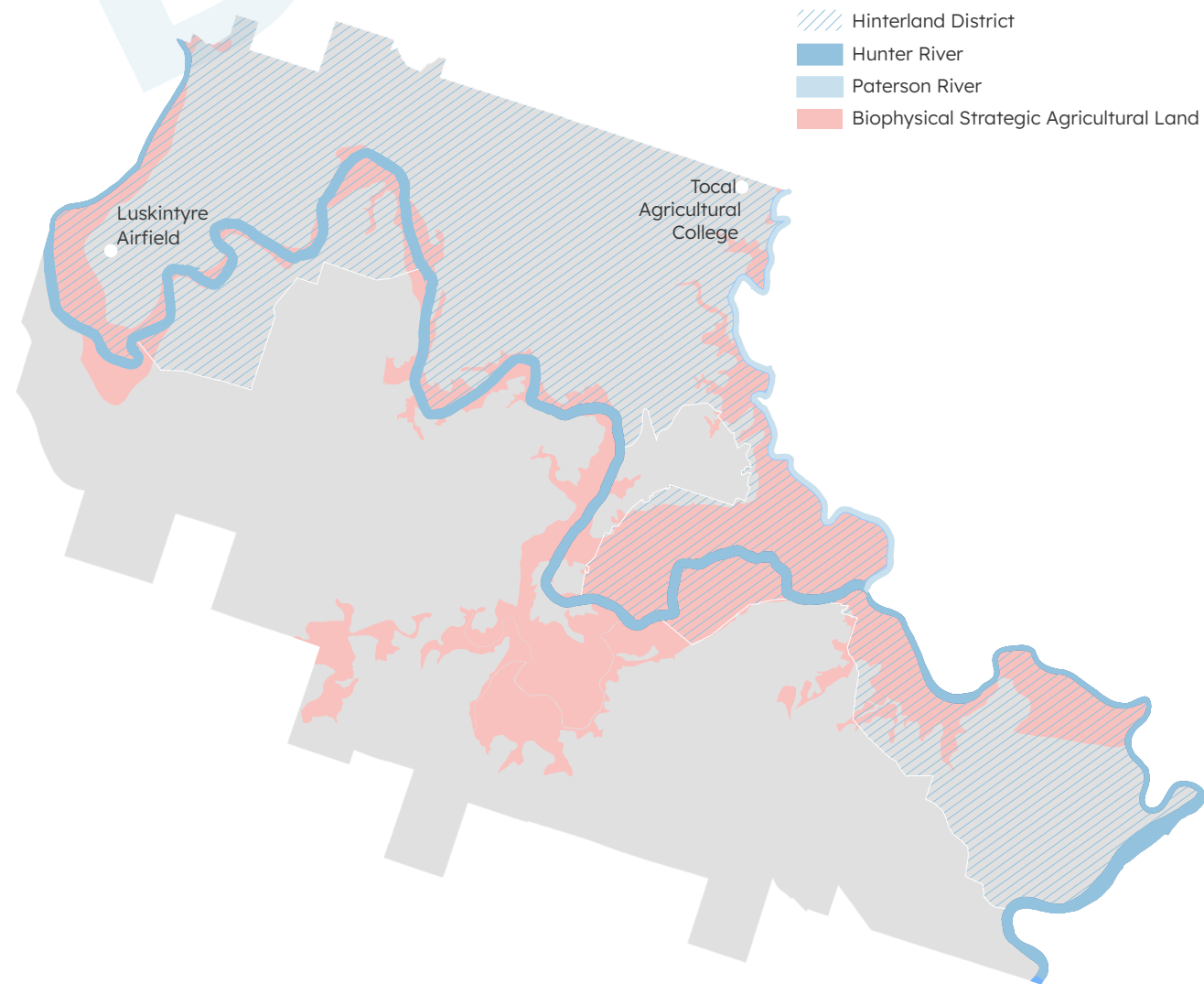
The community values the city's natural assets, so identifying, protecting, and managing the rural and environmental land is a key priority identified in the Maitland Rural Land Strategy. It recognises the important contribution of rural land to the local and regional economy and supports its diversification, particularly employment opportunities.

The development of shared pathways, trails and cycleways will maximise access to key destinations and facilities, while providing a way to experience the local environment and its history. There is also the opportunity to develop agritourism experiences with neighbouring LGA's Dungog and Port Stephens.

Tocal College, located within the precinct, is a NSW Government registered training organisation operated by the NSW Department of Primary Industries and Regional Development (DIPRD). The college plays a pivotal role as a hub for agriculture, education, workforce training and development, and industry diversification through innovation and collaboration.

Connectivity:

- Hunter and Paterson Rivers
- Paterson Road, Tocal Road, Maitland Vale Road
- Dungog and Port Stephens



Key endowments of Hinterland Precinct:

CORE ECONOMIC DRIVERS (19 SECTOR LEVEL)	ENDOWMENTS
Agriculture, forestry and fishing	<ul style="list-style-type: none">• Rural and farmland• Livestock including sheep, beef, dairy cattle, poultry• Grain growing• Turf farms• Market garden and truck farms• Hunter and Paterson Rivers
Education and training	<ul style="list-style-type: none">• Tocal College
Tourism and lifestyle	<ul style="list-style-type: none">• Farm and agritourism experiences including farm gates
Retail trade	<ul style="list-style-type: none">• Farm stay accommodation and nature retreats
Accommodation and food services	<ul style="list-style-type: none">• Eco-tourism and nature experiences
Arts and recreation services	<ul style="list-style-type: none">• Winery and cellar doors• Villages, scenic drives, historic bridges• Luskintyre Airfield• Rural aspect and access to the hinterland• Tocal Homestead



Planning for future precincts

Four Mile Creek National Pinch Point Regionally Significant Growth Area

The Four Mile Creek Growth Area represents a vital corridor for economic and infrastructural evolution, positioned at the intersection of Maitland, Cessnock, and Newcastle. With its strategic location at the convergence of key national road and rail routes - including the M1 Pacific Highway, Hunter Expressway, New England Highway, Main Northern rail line, and the North Coast rail line - this area offers unparalleled connectivity for passenger and freight transport across the Hunter region, Sydney, Brisbane, and beyond.

This growth area aligns with the regional strategy to diversify the economy, leveraging transformative opportunities in mining and energy sectors. Local initiatives will focus on upskilling and reskilling the workforce, creating policies for repurposing mining land and assets, and utilising the Royalties for Rejuvenation Fund to drive economic diversification.

Greenfield areas near this pinch point, such as Thornton, Chisholm, Minmi, Hydro, and Wallsend, will continue to provide housing and employment opportunities, with transport infrastructure playing a critical role in their success. New employment land proposals in this corridor will capitalise on interregional transport links, supporting economic growth and resilience while fostering liveable, sustainable communities.

- Timing:** Medium to long term
- Master plan for the entire precinct
 - Reclassification
 - Site rehabilitation



Anambah to Branxton Regionally Significant Growth Area

The Anambah to Branxton Regionally Significant Growth Area encompasses parts of Maitland, Cessnock, and Singleton. This corridor represents a unique opportunity for coordinated growth, balancing commercial, employment, and residential expansion with strategic infrastructure investment. Positioned at the convergence of the New England Highway, Hunter Expressway, and Main Northern rail line, the area is ideally located for future connectivity and accessibility.

Collaboration between Maitland, Cessnock and Singleton Councils, NSW Government's Planning Group, and other key agencies, will be essential to ensure a cohesive approach to planning. As new town centres emerge and develop, careful consideration of infrastructure capacity and

sequencing will be crucial to support liveable neighbourhoods, optimal housing densities, and reduced car dependency. Updating the Local Housing Strategy and the Local Strategic Planning Statement will further align local and regional objectives, setting a strong foundation for sustainable and integrated growth.

- Timing:** Long term
- Completion of background studies to inform the creation of a structure plan (underway)
 - Structure plan
 - Implementation phase (Planning proposals, contribution plans, development control plans)





Strategic priorities

This strategy embraces the opportunities and challenges with a vision for inclusive growth. By prioritising community health and wellbeing, enhancing education, and attracting investment in high-value and emerging industries, Maitland aims to ensure prosperity is shared by all residents.

By fostering a diverse local economy and promoting vibrant community life, we aim to shape a thriving city. Our shared vision creates opportunities for work, personal growth, and engaging activities, enriching daily experiences and overall wellbeing.

The four focus areas of the Economic Development Strategy that will help to achieve our shared vision for a connected city with thriving communities are:



People and
future skills



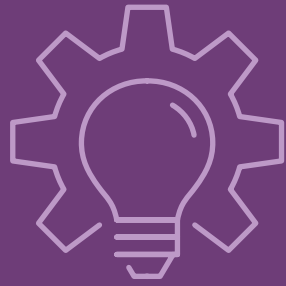
Thriving and
connected
places



Innovative
and diverse
economy



Productive
and equitable
partnerships



People and future skills

Provide access to a diverse range of education, lifelong learning and training options to equip the people of Maitland with future-ready skills that connect them with local employment opportunities. Actions here aim to support a balanced lifestyle and address local economic and community needs.

1.0	PEOPLE AND FUTURE SKILLS	DELIVER	PARTNER	ADVOCATE
1.1	Knowledge: Prepare Maitland's people for jobs of the future by fostering inclusive, well-defined education pathways that align with emerging economic needs and lead to local employment.			
1.1.1	Build partnerships with key education stakeholders to support increase Year 12 or equivalent completion rates among young people.	✓	✓	✓
1.1.2	Attract investment in education facilities to support population growth and meet future skill demands.			✓
1.1.3	Increase youth participation in education through targeted, accessible programs that align with future workforce needs.	✓	✓	✓
1.1.4	Enhance Council's engagement and collaboration with the local Aboriginal community to foster cultural inclusion and skills development.	✓	✓	✓
1.2	Skills: Develop a skilled, adaptable workforce that aligns with the needs of Maitland's economy and fosters capabilities that contribute positively to local wellbeing and prosperity.			
1.2.1	Encourage more people to gain qualifications in engine industries to support emerging markets and skill requirements.			✓
1.2.2	Promote the industry specialisations that align with Maitland's future economic and workforce needs.	✓	✓	✓
1.2.3	Nurture and support innovators, entrepreneurs, and start-ups by providing targeted initiatives that drive skills development and business growth.	✓	✓	✓
1.3	Movement: Expand opportunities for residents to access work, education, and recreation close to home, enhancing community connectivity and fostering a balanced, fulfilling lifestyle in Maitland.			
1.3.1	Advocate for opportunities that support the community's needs for a liveable, walkable city, and improve accessibility, sustainability and quality of life.	✓	✓	✓
1.3.2	Encourage local businesses and educational institutions to establish satellite offices, coworking spaces, and learning hubs in proximity to residential areas, fostering access to skills development and job opportunities.			✓
1.3.3	Develop an integrated transport network that connects neighbourhoods to key destinations, enabling access to education and employment opportunities.	✓	✓	✓
1.3.4	Safeguard employment land and create more opportunities for people to work locally, enhancing skill development and reducing commute times.	✓		✓

Indicators

Indicators are used to track progress and performance against our strategy objectives and to guide our decision-making. They are grouped under each wellbeing domain to help us know where wellbeing improves in Maitland over time. While an indicator sits under one domain, many are also relevant to other domains.

WELLBEING DOMAINS	OBJECTIVE	INDICATORS
	People and future skills	Percentage of residents satisfied with their access to education, training, or skill development programs that align with local employment opportunities.
Education Belonging 	1.1 Knowledge	Percentage of young people staying in school past 15 years (ABS data) Investment in new and existing schools and education institutes through Council's DA tracker. Increase youth participation in Council education and youth development programs. Inclusion of acknowledgement and welcome to country into meetings, gatherings and events.
Education 	1.2 Skills	Percentage of residents over 20 years with qualifications such as a degree, diploma, level of education (REMPAN - Census data) Percentage of the (working) population with relevant skills/field of study required for industry specialisations (REMPAN Community - ABS data) Number of new start-ups registered through Australian Business Register
Connection Economic Time 	1.3 Movement	Percentage of residents living and working in Maitland Reduced travel time, method of travel to work (REMPAN Workforce) Higher employee retention rates (business survey) and fewer people leaving Maitland for work Percentage of housing within 800 metres of a train or bus stop Percentage of residents using active and public transport options

Indicators are currently draft and under review. The indicators may change prior to final adoption of the document.



Thriving and connected places

Enhance Maitland's liveability and appeal by improving connectivity, investing in the environment, and creating vibrant, diverse spaces and experiences that foster community wellbeing and resilience.

2.0	THRIVING AND CONNECTED PLACES	DELIVER	PARTNER	ADVOCATE
2.1	Connectivity: Improve connectivity for people and places both day and night, strengthening business networks and creating opportunities to experience, engage, and move throughout Maitland's community.			
2.1.1	Strengthen and expand economic precincts to enhance local supply chains, boost productivity, and foster sustainable growth.	✓	✓	✓
2.1.2	Facilitate collaboration among tourism operators, arts, cultural, and hospitality businesses to create synergies that contribute to a vibrant local economy.	✓	✓	✓
2.1.3	Increase opportunities for businesses and industries to connect, build capacity, and collaborate, fostering a dynamic and resilient business community.	✓	✓	
2.2	Sustainability: Drive sustainable and resilient economic growth to support a healthy ecosystem and strengthen the wellbeing of people and place.			
2.2.1	Attract investment from green industries, supporting sustainable economic development and environmental responsibility.	✓	✓	✓
2.2.2	Plan and design economic precincts to enhance resilience, reduce vulnerability, and ensure businesses are prepared for natural disasters or economic downturns.	✓		
2.2.3	Encourage businesses to adopt sustainable practices through targeted education programs, driving long-term environmental and economic benefits.	✓	✓	✓
2.3	Vibrancy: Create vibrant communities by developing dynamic spaces and experiences that celebrate diversity and culture and promoting a sense of belonging.			
2.3.1	Grow investment in unique experiences, events, and bookable products, contributing to the vibrancy and sustainability of the destination.	✓	✓	
2.3.2	Promote Maitland to increase visitation and spending in key destinations, enhancing the vibrancy of places and spaces during both day and night.	✓	✓	
2.3.3	Activate public spaces to create safe, inclusive, and welcoming hubs, fostering community engagement and enhancing the vibrancy of economic precincts.	✓	✓	
2.3.4	Facilitate the development of cultural experiences that respect and celebrate diverse heritage, strengthening community identity and pride.	✓	✓	✓

Indicators

Indicators are used to track progress and performance against our strategy objectives and to guide our decision-making. They are grouped under each wellbeing domain to help us know where wellbeing improves in Maitland over time. While an indicator sits under one domain, many are also relevant to other domains.

WELLBEING DOMAINS	OBJECTIVE	INDICATORS
 Connection Economic Belonging Education	Thriving and connected places	Percentage of residents who report improved satisfaction with local connectivity, green spaces, and community amenities in relation to liveability and wellbeing.
	2.1 Connectivity	Industry productivity measured through value-added and output (REMPAN) Number of events delivered, supported, attracted providing businesses with the opportunity to connect, learn and network
	2.2 Sustainability	Number of sustainable businesses registered through ABR (green industries) Are businesses prepared for natural disasters or an economic crisis (business survey) Increase business participation in sustainability education programs Number of commercial solar electricity customers
Sustainability Economic Education Economic Belonging Safety	2.3 Vibrancy	Number of experiences, events and accommodation listed through Australian Tourism Data Warehouse for Maitland each year. Number of events delivered, supported, attracted Track overall visitation and spend through Tourism Research Australia statistics Community survey respondents agreed that public spaces are welcoming, safe and accessible (community satisfaction survey)

Indicators are currently draft and under review. The indicators may change prior to final adoption of the document.



Innovative and diverse economy

Foster creativity, entrepreneurship, and collaboration through strategic marketing, investment attraction, and innovation precincts to position Maitland as a thriving hub for economic growth, business opportunities, and technological advancement.

3.0	INNOVATIVE AND DIVERSE ECONOMY	DELIVER	PARTNER	ADVOCATE
3.1	Identity: Build a strong and positive city identity through strategic marketing and communications to enhance Maitland's reputation and position it as a vibrant, dynamic place to live, work, invest and visit.			
3.1.1	Facilitate meaningful engagement with key stakeholders to shape a strong city identity, foster a sense of belonging, and build community pride.	✓		
3.1.2	Enhance Maitland's identity and awareness to position it as the destination of choice for investors, developers, employers, and visitors.	✓	✓	
3.1.3	Partner with stakeholders to raise Maitland's profile in target markets, driving engagement through collaborative initiatives and shared goals.	✓	✓	
3.2	Investment: Leverage Maitland's unique competitive advantages to attract and enable investment, stimulate visitation, and create diverse employment opportunities, driving sustainable economic growth and enhancing the city's long-term prosperity.			
3.2.1	Attract strategic investment that enables business opportunities, supports economic growth, and increases local job creation.	✓		
3.2.2	Support local businesses to grow, diversify, and increase their output, stimulating economic activity and encouraging increased visitation.	✓	✓	
3.2.3	Protect employment lands and industrial precincts through strategic land-use planning and regulation, ensuring long-term economic sustainability.	✓		
3.3	Innovation: Cultivate creativity and entrepreneurship by establishing collaborative economic precincts that foster innovation and position Maitland as a hub for forward-thinking industries and technological advancement.			
3.3.1	Promote and support innovative technologies and sustainable practices that reduce environmental impact and enhance Maitland's reputation as a forward-thinking city.	✓	✓	✓
3.3.2	Create and deliver business development opportunities that foster innovation, collaboration, and capacity building within key industries.	✓	✓	✓
3.3.3	Facilitate the establishment of innovation hubs within economic precincts, supporting the growth of emerging industries and technological advancements.	✓	✓	✓

Indicators

Indicators are used to track progress and performance against our strategy objectives and to guide our decision-making. They are grouped under each wellbeing domain to help us know where wellbeing improves in Maitland over time. While an indicator sits under one domain, many are also relevant to other domains.

WELLBEING DOMAINS	OBJECTIVE	INDICATORS
	Innovative and diverse economy	Number of new businesses, startups, and creative enterprises established (within Maitland's key economic precincts).
Economic Governance Belonging 	3.1 Identity	Number of people/stakeholders engaged in decision making (community engagement statistics)
		Business survey respondents say Maitland is a great place to invest Community survey respondents note overall quality of life in Maitland (community satisfaction survey)
		Number of cooperative marketing initiatives Level of operator buy in (income generated) Business and community survey respondents are satisfied with the promotion of the city (community satisfaction survey)
Economic 	3.2 Investment	Value of investment in the city Business growth within industry specialisations (Australian Business Register)
		Business survey respondents Economic data including value added and output
		Business survey respondents agreed they feel supported Community survey respondents agreed there are meaningful employment opportunities across Maitland Job creation / jobs available / local jobs ratio Unemployment rate
Economic Sustainability Education 	3.3 Innovation	Increase in the number of start-ups/entrepreneurs (Australian Business Register) Hunter Innovation Festival Awards program
		Number of business development opportunities Business survey respondents are happy with the business development program (business survey)
		Indicators through Strategic Planning, employment land, planning proposals, Development Control Plans Marketing and promotion – leads and investment attraction

Indicators are currently draft and under review. The indicators may change prior to final adoption of the document.



Productive and equitable partnerships

Create a resilient and inclusive economy by partnering with local business and key stakeholders to foster a local-first approach that builds community wealth, strengthens identity, and drives sustainable growth.

4.0	PRODUCTIVE AND EQUITABLE PARTNERSHIPS	DELIVER	PARTNER	ADVOCATE
4.1	Productivity: Stimulate demand and strengthen the local economy through strategic partnerships that drive growth and enhance the competitiveness of Maitland's industries to create lasting economic impact.			
4.1.1	Increase collaboration among local businesses to enhance supply chain efficiency, boost demand, and improve overall productivity.	✓	✓	
4.1.2	Deliver targeted support programs for small businesses that focus on increasing productivity, enhancing skills, and fostering sustainable growth.	✓		
4.1.3	Partner with key stakeholders to position the city as a preferred destination for investment, driving long-term economic growth and opportunity.	✓	✓	
4.2	Advocacy: Seek support for city shaping priorities that strengthen Maitland's identity, foster economic growth, and attract support from key stakeholders to ensure long-term prosperity and enhanced community outcomes.			
4.2.1	Secure funding for city-shaping infrastructure and initiatives that will drive economic development and improve the quality of life for residents.			✓
4.2.2	Develop and implement an Partnerships and Advocacy Action Plan to engage stakeholders and influence positive economic outcomes that benefit the broader community.	✓		✓
4.2.3	Establish an Economic Development Committee/Reference Group to guide decision-making and ensure community-driven approaches to economic growth and equity.	✓		
4.3	Equity: Support a local-first approach that builds community wealth and empowers individuals and businesses to contribute to a resilient, inclusive economy that fosters long-term sustainability and equity for all residents of Maitland.			
4.3.1	Identify, develop, and leverage economic precincts, business networks and community assets to foster a more equitable, inclusive, and sustainable local economy.	✓	✓	✓
4.3.2	Improve engagement with minority groups to ensure that opportunities are accessible, equitable, and tailored to the diverse needs of the community.	✓		
4.3.3	Support and attract investment in Aboriginal-led projects that improve social wellbeing, create economic opportunities, and reduce inequality, ensuring long-term positive impacts.	✓		

Indicators

Indicators are used to track progress and performance against our strategy objectives and to guide our decision-making. They are grouped under each wellbeing domain to help us know where wellbeing improves in Maitland over time. While an indicator sits under one domain, many are also relevant to other domains.

WELLBEING DOMAINS	OBJECTIVE	INDICATORS
	Productive and equitable partnerships	Increased business engagement and participation in partnership program
Economic 	4.1 Productivity	<ul style="list-style-type: none"> Number of strategic partnerships and industry network groups formed that provide opportunities for supply chain collaboration. Increase in productivity measured through value-added data (REMPLAN) Small business participation in programs Participation in promotional activities
Economic Belonging Governance 	4.2 Advocacy	<ul style="list-style-type: none"> Investment value of building approvals Investment value of grant funding awarded Number of diverse industry representatives on the Economic Development Advisory Committee
Governance Belonging Connection Education Sustainability 	4.3 Equity	<ul style="list-style-type: none"> Number of community assets available that can generate economic activity and social development. Acquisition of land and buildings for the benefit of the community Strategic partnerships with anchor institutions Increased engagement with underrepresented groups Number of Aboriginal led projects receiving funding or in-kind support Participation of Aboriginal owned businesses in Council programs

Indicators are currently draft and under review. The indicators may change prior to final adoption of the document.

Appendix

Glossary

ADVOCACY AND PARTNERSHIPS ACTION PLAN – A plan to promote Maitland’s needs and attract funding and support from government and industry.

ADVANCED MANUFACTURING – High-tech production that uses automation, robotics, and digital technologies to improve efficiency and quality.

AGRICULTURAL TECHNOLOGY (AGTECH) – Technology and innovations that improve farming, agriculture, and food production.

CIRCULAR ECONOMY – A system that reduces waste by reusing, recycling, and repurposing materials instead of throwing them away.

CLEAN ENERGY – Energy sources like solar and wind power that do not harm the environment.

ECO-TOURISM – A type of tourism that focuses on experiencing and preserving natural environments in a responsible way.

ECONOMIC DIVERSIFICATION – Expanding Maitland’s economy by developing future industries alongside existing ones to reduce reliance on any single sector.

ECONOMIC PRECINCT – A specific geographic area in Maitland designed to support business growth, jobs, and community development.

ENDOWMENT – The natural resources or characteristics that make a place unique and valuable.

EMPLOYMENT LANDS – Land set aside for businesses, warehouses, and factories to support jobs and economic growth.

EQUITABLE PARTNERSHIPS – Collaboration between businesses, government, and the community to create fair and inclusive economic opportunities.

GAP ANALYSIS – A study that identifies missing industries or services in Maitland and how they can be improved.

GROSS REGIONAL PRODUCT – GRP is the total value of final goods and services produced in the region over the period of one year.

INNOVATION HUB – A place where businesses, researchers, and entrepreneurs collaborate to create new ideas and technology.

KNOWLEDGE INTENSIVE INDUSTRY – Industries that rely on skilled workers, education, and research, such as finance, healthcare, and technology.

LIVEABILITY – The overall quality of life in Maitland, including housing, jobs, transport, and recreation.

LOCATION QUOTIENT – A way to measure how concentrated an industry is in Maitland compared to a larger region.

PRECINCT PLANNING – A detailed plan for how a specific area in Maitland should grow, including housing, transport, and business development.

REGENERATIVE TRAVEL – A sustainable approach to tourism that actively improves the environment, culture, and communities visited.

STRATEGIC INVESTMENT – Targeted funding and resources used to grow key industries and attract new businesses to Maitland.

TRIPLE BOTTOM LINE – A way to measure success based on three factors: economic growth, environmental sustainability, and social wellbeing.

URBAN RENEWAL – Upgrading and redeveloping areas to improve their economic and social value.

VALUE ADDED – The increase in economic worth when a business improves a product or service before selling it.

WELLBEING ECONOMY – An economy that prioritises people’s health, happiness, and environmental sustainability, not just financial growth.

Invest Maitland Heart of the Hunter

References and research

Maitland's strategies and plans

- Maitland's Future Community Strategic Plan
- Resourcing Maitland's Future 2025-2029
- Local Strategic Planning Statement 2040+
- Local Housing Strategy 2041
- Rural Land Strategy 2041
- Environmental Sustainability Strategy 2030
- Disability Inclusion Action Plan 2024-2028
- Destination Management Plan 2030
- Maitland's Economic Future: Research and Engagement Report
- REMPLAN Economic Development Strategy Supporting Economic Analysis
- Development Control Plan (under review)
- Central Maitland Structure Plan
- Draft East Maitland Catalyst Area Structure Plan
- Employment Land Study
- Maitland Social Profile 2025

External resources

- Wellbeing Economy Alliance - Wellbeing Economy Policy Design Guide
- ACT Government's Wellbeing Framework
- Australian Bureau of Statistics 2021
- REMPLAN 2024, Maitland, Hunter and New South Wales profiles
- NSW DPIE 2020, NSW 2023 Population Projections, NSW Department of Planning, Industry and Environment, accessed April 2024



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