



Creating shared places and spaces to connect, socialise and thrive

Community Infrastructure Strategy

2025–2045

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 in the heart of the Hunter, and at the heart of Maitland is its community. Council plays a pivotal role in providing community infrastructure, which are the places, spaces and facilities that help create a connected city with thriving communities.

Family-friendly, future-focused and welcoming, Maitland is more than just a place to live, it's a place to build, play, grow and succeed. As we look to the future, we need to make sure we're planning for flexible and multi-use spaces that provide our growing community with opportunities to connect, socialise and thrive.

Community infrastructure is an important foundation for our community and it's more than just buildings. Community infrastructure includes our open spaces, playspaces, aquatic centres, public toilets and sports facilities. While the Community Infrastructure Strategy doesn't include our roads and paths, it will link closely with our Integrated Transport Strategy and Active Transport Plan to ensure we're building a more connected city.

We talked with you, our community, and we heard that our green and open spaces, recreation spaces, parks, sports facilities and aquatic centres are important to you. This was a key driver for us to develop Maitland's first Community Infrastructure Strategy with a focus on planning and delivering the community infrastructure that matters most to you, in an achievable and sustainable way.

There are challenges and opportunities that we experience in planning and delivering community infrastructure. As we experience significant growth in our region, the wants and needs of our community shift and grow as well. Our community infrastructure portfolio also grows, meaning we need to balance the management and maintenance of existing infrastructure with planning and delivering new infrastructure. Through this strategy, Council is taking a renewed focus on long-term planning and shifting from reactive to proactive provision of community infrastructure.

The Community Infrastructure Strategy serves as a roadmap to improve community wellbeing, preserve and enhance green spaces and create a connected city with thriving communities.

Introduction to our strategy

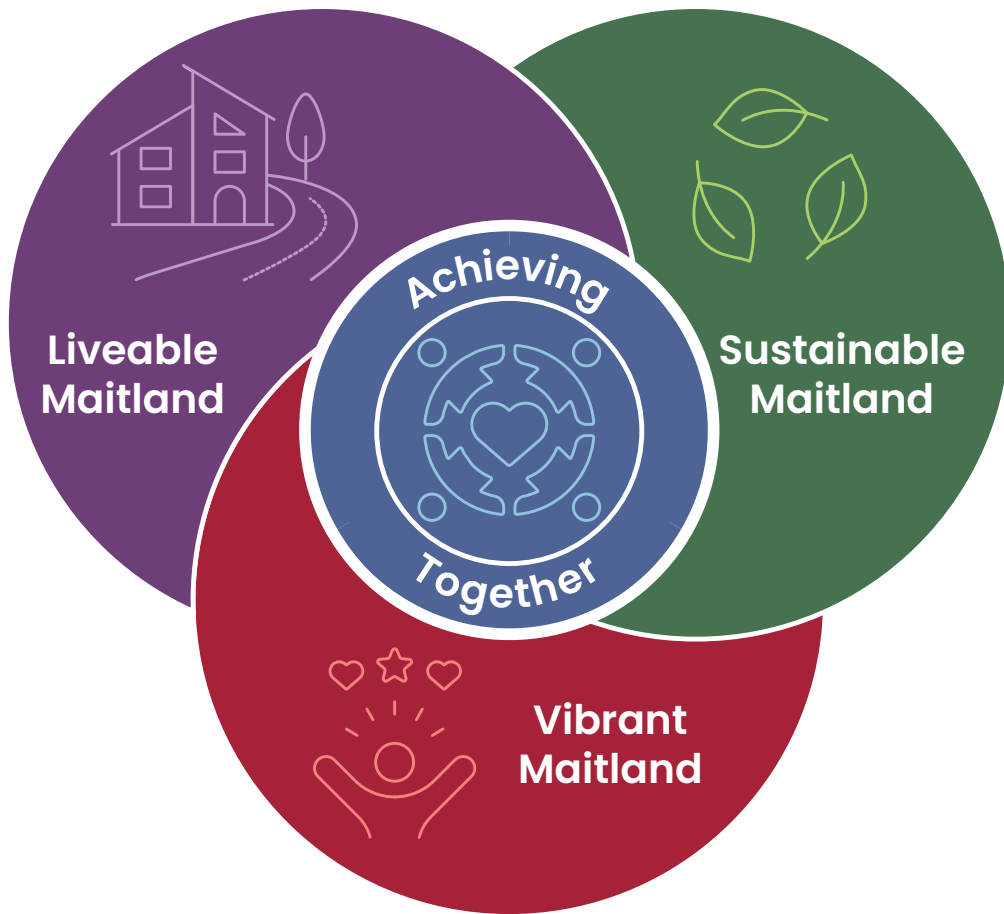
Purpose

The Community Infrastructure Strategy (CIS) provides a pragmatic, feasible, achievable roadmap for the equitable long-term provision (20 years) of community infrastructure over which Council has primary responsibility, plays a role in delivering, or seeks to advocate for on behalf of the community.

The CIS guides a holistic, integrated and evidence-based approach to the prioritisation, planning, design and provision of community infrastructure to meet the changing needs of a growing population efficiently, effectively and responsibly, without compromising the ability of future generations to meet their own needs.



Our shared vision: A connected city with thriving communities



Liveable Maitland

Working together to foster strong connections, quality infrastructure, and efficient mobility. Enhancing how we live, move, and connect with people and place.

1.1 Great neighbourhoods

- Quality open space network
- Connected living
- Housing diversity
- Inclusive public places and spaces

1.2 Integrated movement

- Efficient and sustainable movement
- Connected active transport
- Safe and efficient road networks

Strategy at a glance



Community identity

Purpose: understanding our unique, diverse and evolving communities

- **Captured:** community characteristics help us understand evolving needs.
- **Engaged:** communities share their needs, aspirations, and expectations.
- **Anchored:** communities are connected to and supported by services that enhance quality of life and wellbeing.



Thriving communities

Purpose: promoting liveability, quality of life and wellbeing for all ages and life stages

- **Partnered:** place-based planning benefits from local community knowledge.
- **Coordinated:** ensuring we have the right infrastructure at the right time and in the right place.
- **Designed:** new infrastructure meets evolving community needs.
- **Optimised:** existing infrastructure continues to support service delivery.



Partnerships

Purpose: working collaboratively to secure resources and support for our city and the region

- **Leveraged:** a united voice improves our ability to secure investment, funding or support to deliver community infrastructure priorities.
- **Renewed:** existing assets meet acceptable standards of performance and condition and continue to support service delivery.





Shaping a shared future

Purpose: considered, careful decision-making optimises community benefit now and into the future

- **Aligned:** supports a connected city with thriving communities.
- **Informed:** communities share their experiences, insights and perspectives.
- **Prioritised:** our focus will be on infrastructure that is critical for community wellbeing.
- **Planned:** sustainable, resilient infrastructure networks serve community needs within, across and beyond the city.
- **Resourced:** decisions to maintain existing or construct new infrastructure are made with a full understanding of the cost over their useful life and sufficient resources are allocated.
- **Sustainable:** today's decisions do not compromise the ability of future generations to meet their own needs.



Delivering quality services

Purpose: community assets are efficiently and responsibly managed over their lifecycle

- **Managed:** over their useful life, community assets support high-quality services.
- **Contemporary:** business intelligence informs decision-making.
- **Responsible:** asset custodians ensure assets support quality service delivery.



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.

Approximately 100,000 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



9.4% speak a language other than English at home



6.7% people with a disability



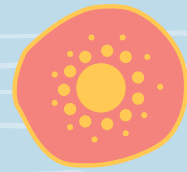
100,439 is the estimated population

144,536 is the projected 2041 population

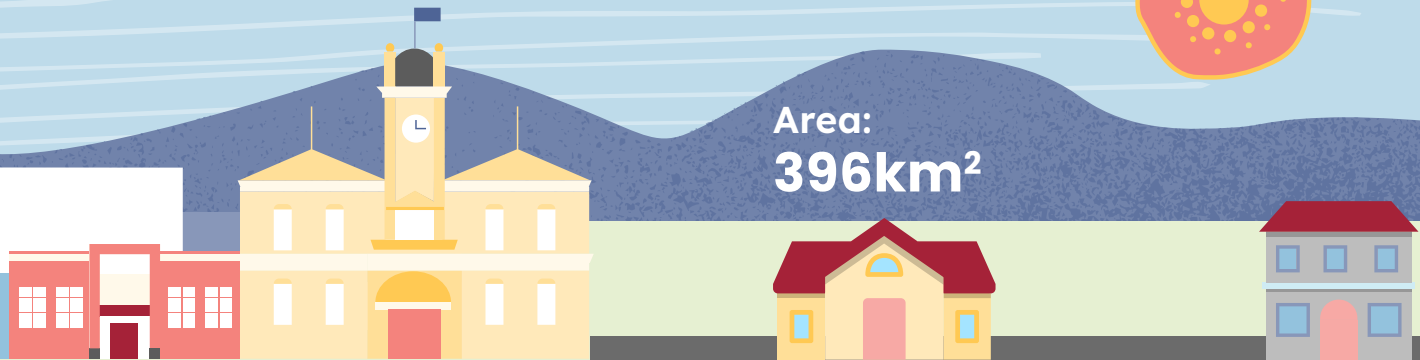




7.5% Aboriginal and Torres Strait Islanders



Area:
396km²

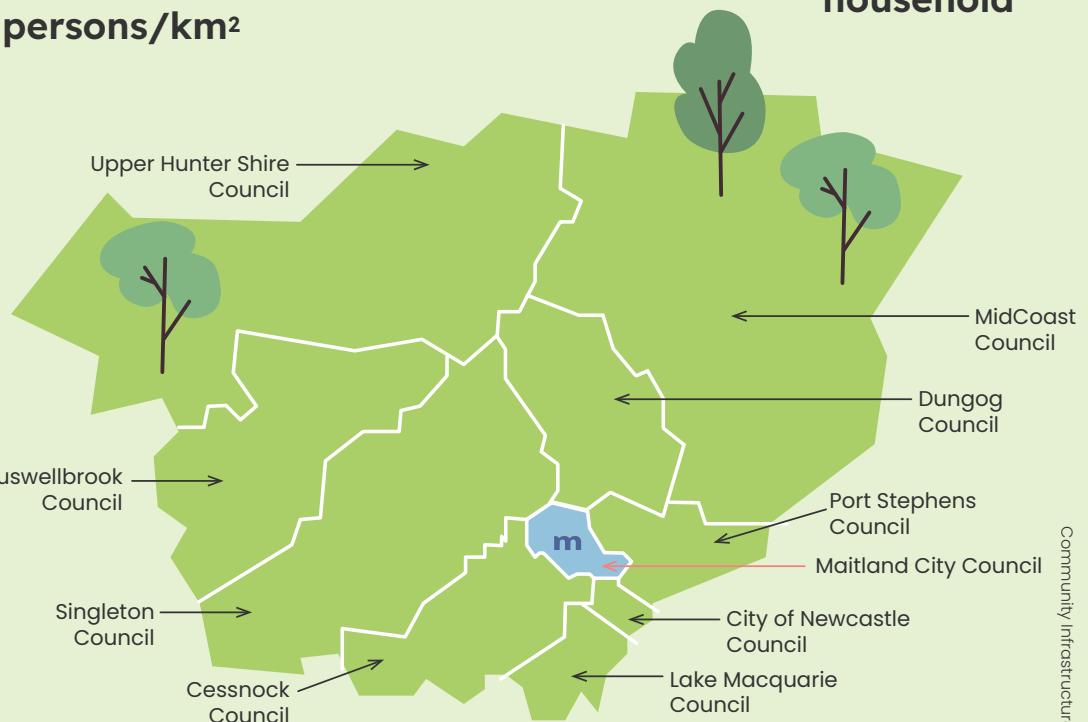


87.3% dwellings are single detached

2.7 average people per household

Population density
248 persons/km²

\$16.22bn is our economic output



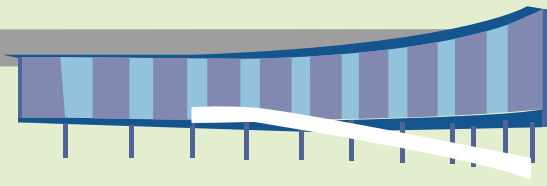
Population

36

is the median age

Annual growth is
Maitland 2.3% vs **NSW 1.6%**

Our community assets



4 public libraries

1 regional art gallery

1 federation centre

1 regional sports complex

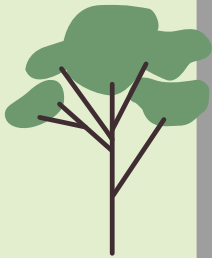
10 community facilities

1 museum



82 playspaces

8 skate parks



We manage over **\$2.15bn** worth of infrastructure assets including our community infrastructure.





33 public toilets

1 Walka Water Works

2 aquatic centres

48 sports venues

7 dog off leash areas

2 pump tracks

1 BMX facility

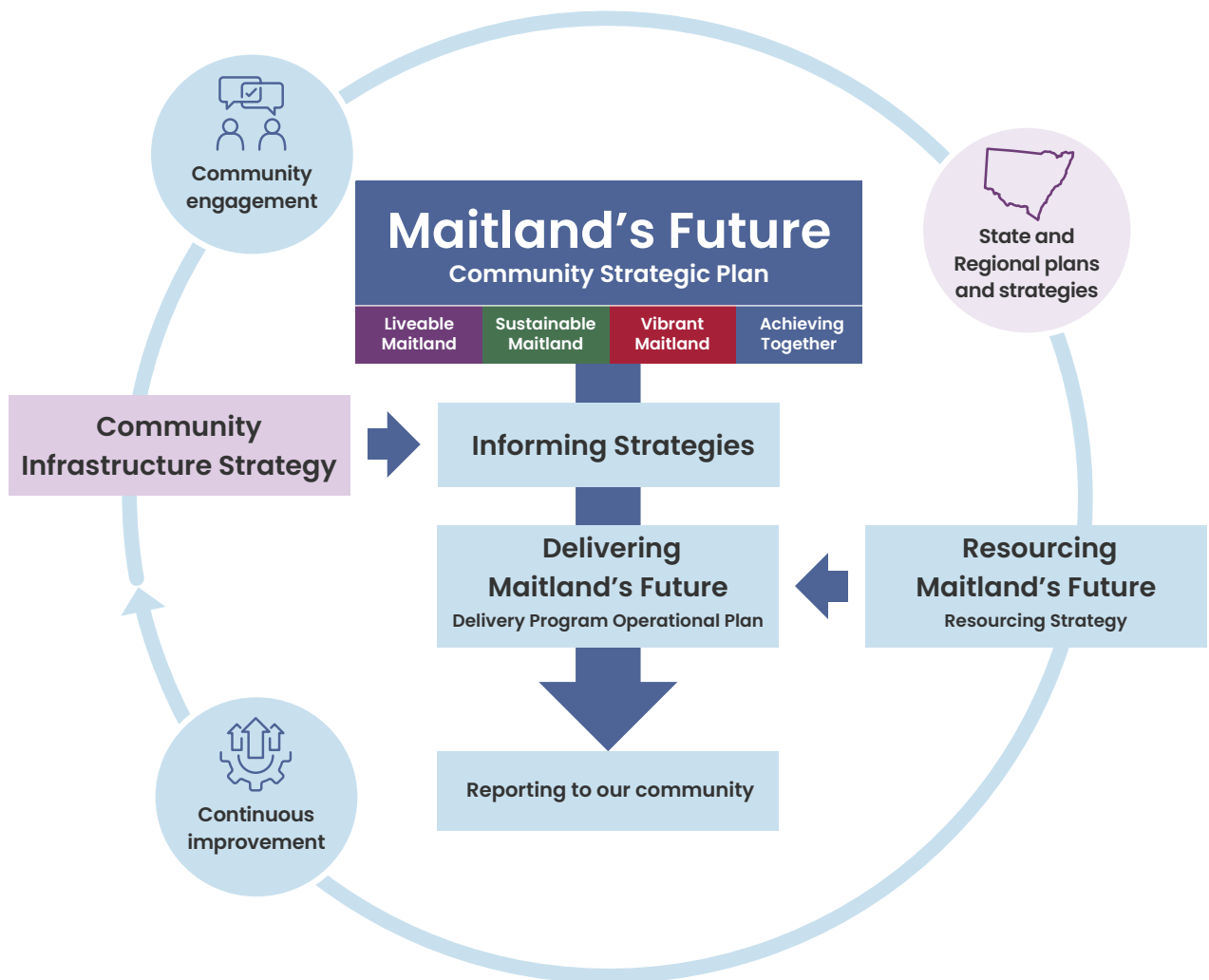
450ha
passive and open spaces

How we plan

This strategy ensures the effective planning of Maitland’s community infrastructure 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 Framework

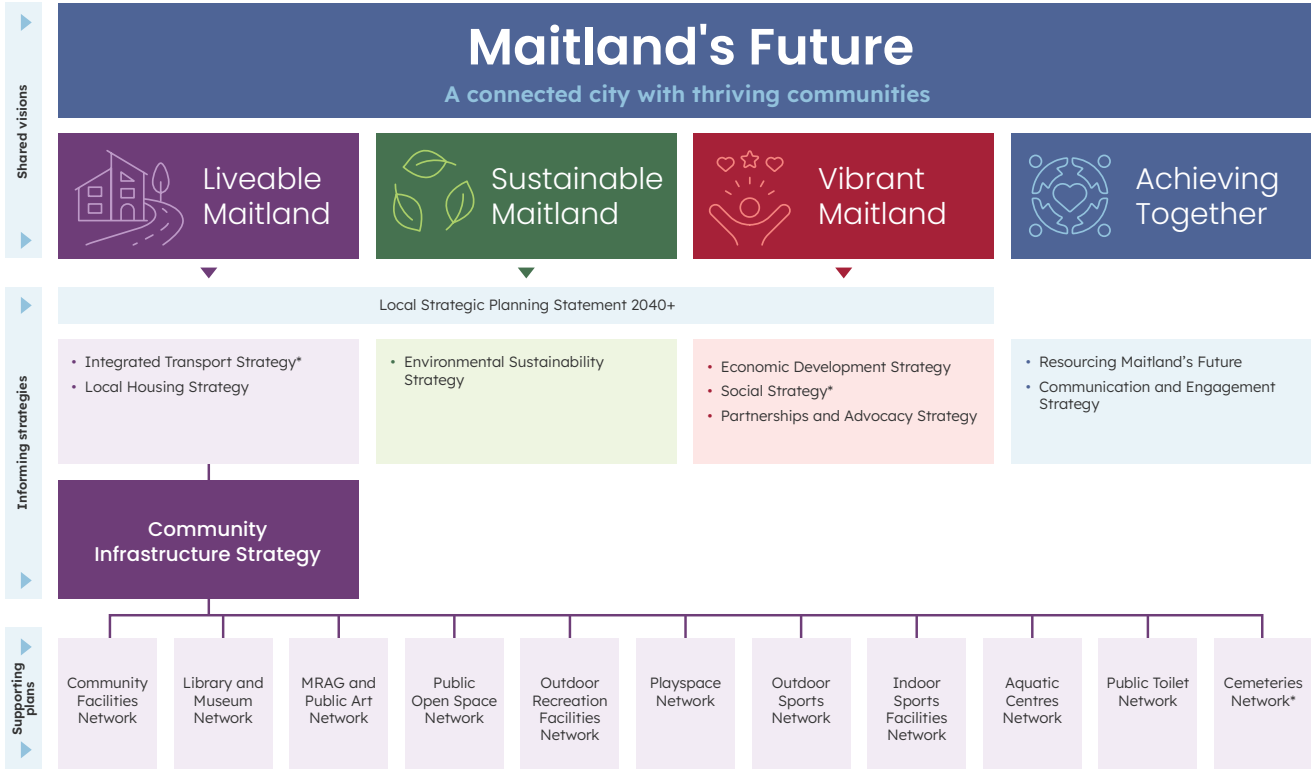
The NSW Government requires local councils to work with their communities to plan for the future. This involves creating long, medium, and short-term plans that reflect the community’s vision and priorities. These plans are shaped by community input and supported by informed planning around finances, assets, and resources. This approach under the *Local Government Act 1993*, called the Integrated Planning and Reporting 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, vibrancy 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.

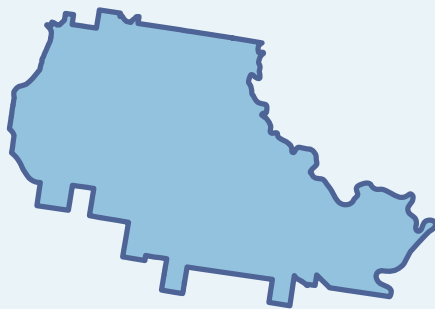


"True harmony is not the result of isolated effort, but the synergy created when all parts work together as one."

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.

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



Delivered at the regional level

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

- [Hunter Regional Plan 2041](#)
- [Greater Newcastle Metropolitan Plan 2036](#)
- [The Hunter New England Health District Strategic Plan 2021-2026](#)
- [Hunter Joint Organisations Strategic Plan 2032](#)
- [Greater Hunter Regional Water Strategy 2018](#)
- [Hunter Regional Economic Development Strategy update 2023](#)
- [Destination Sydney Surrounds North Destination Management Plan 2030](#)
- [Greater Newcastle Future Transport Plan 2056](#)
- [NSW Flood Prone Land Policy within the NSW Flood Risk Management Manual.](#)





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.

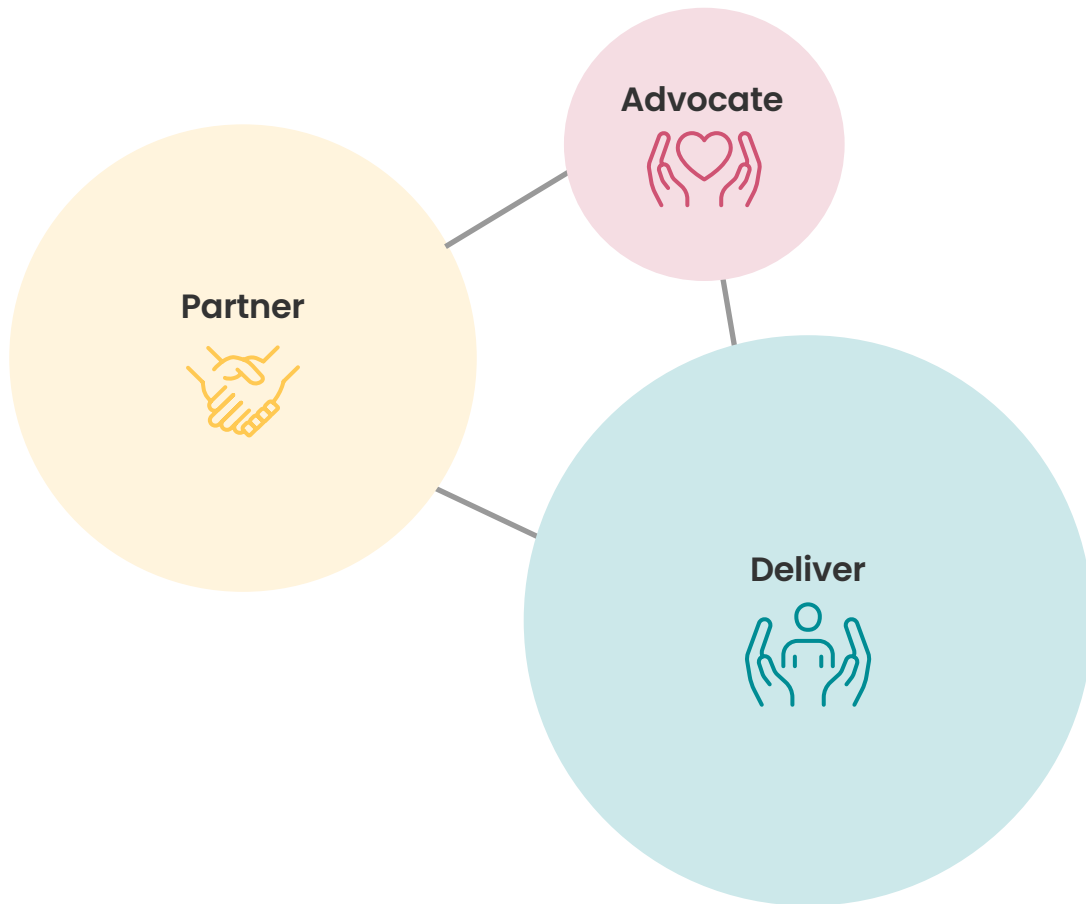
- [United Nations Sustainable Development Goals \(SDG\)](#)
- [Paris Climate Agreement](#)
- [Global Biodiversity Framework.](#)



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, 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 strategy

Overview

Community infrastructure refers to the natural, semi-natural and built environment, or the open space, recreation and community facilities which provide places and spaces for people to meet, be active, connect, create and learn. These include:

- Aquatic centres
- Community facilities
- Indoor sports
- Libraries and museum
- Maitland Regional Art Gallery (MRAG) and public art
- Outdoor recreation
- Outdoor sports
- Playspaces
- Public open spaces
- Public toilets

Why is this strategy important?

Maitland is a rapidly growing city, with increasing demands on the community infrastructure the community relies on every day. Whether for recreation, lifelong learning, entertainment, social connection, or essential services, community infrastructure supports activities which build a sense of place and help make Maitland a more desirable place to live, work and invest.

As our population grows and changes, so too will our needs. In new growth areas, it is important to set aside sufficient land for community infrastructure. In established areas, planning decisions must consider the extent and quality of legacy community infrastructure and its capacity to meet the needs of existing and future residents.

Investment for the construction of new community infrastructure, or to upgrade or repurpose existing community infrastructure is substantial, as is funding infrastructure maintenance and upkeep over its lifetime.

For these reasons, planning for and providing community infrastructure is one of Council's most important roles, as it is essential to create a connected city with thriving communities. However, it is not enough to plan for sustainability. Council must also plan for a resilient future, to be able to anticipate and be ready to respond.

Focusing on the long term, the CIS ensures Maitland's community infrastructure supports the city's growth while delivering the services that enhance the quality of life for all who live, work, enjoy and succeed in Maitland.

Most importantly, by aligning community infrastructure prioritisation, planning and provisioning decisions with community needs, the strategy ensures reliable, equitable, sustainable and resilient services support Maitland's growing and changing population by:

- Prioritising community infrastructure needs to support wellbeing and quality of life
- Informing land use planning processes, ensuring community infrastructure is integrated into the broader development landscape
- Outlining how community infrastructure related decisions will be made, incorporating financial, environmental and community considerations
- Providing adequate community infrastructure in the right locations, at the right time and in the right quantities to meet evolving community needs
- Identifying key priorities, processes and resources to achieve sustainable community infrastructure management outcomes
- Promoting long-term sustainability and cost-effective outcomes by balancing community needs with investment, renewal and maintenance activities.



Research and engagement

The places and spaces used in daily life should enable our communities to be socially connected and supported, and to access the services, activities and programs that foster community resilience, quality of life and wellbeing.

To achieve our shared vision of a connected city with thriving communities, it is critical we understand what is needed. We do this through research and genuine community engagement to inform the form, function and location of community infrastructure across the city, now and into the future.

Together, research and community input improves decision-making, planning and delivery to optimise community wellbeing and quality of life by ensuring community infrastructure is:

- Aligned with our shared vision of a connected city with thriving communities
- Informed by robust research and genuine community engagement
- Prioritised to enhance community wellbeing and quality of life
- Planned to ensure infrastructure networks serve community needs
- Resourced for the long term
- Sustainable, so that today's decisions do not compromise future needs

Research coupled with community experiences, insights and perspectives have been invaluable in the development of Council's first Community Infrastructure Strategy, which will guide planning and investment for the next 20 years.



Community engagement

We strive for inclusive and accessible engagement. Our communities are empowered to use their voice in decisions that affect them, ensuring diverse perspectives are heard.

Working collaboratively and using a range of approaches — online, in-person and telephone surveys, community pop-ups, focus groups, interviews, listening sessions and public exhibition — builds trust and results in informed and effective outcomes.

Between 2022 and 2025, Council engaged the community in 19 conversations about community

infrastructure. Some have been specific, such as Harold Gregson Park youth space (2022), aquatics (2023), Maitland Park play spaces (2024) and libraries (2025).

Others have been broader conversations about community infrastructure, such as Maitland’s Future Community Strategic Plan (2025), or more generally about community satisfaction, such as the Australian Liveability Census (2023) and Community Satisfaction Survey (2024).

Community Satisfaction Survey



90%

of residents rated their quality of life living in the Maitland LGA as good to excellent



72%

of residents agreed there are plenty of accessible open spaces in their neighbourhoods



60%

of residents agreed that their community spaces and facilities were welcoming



46%

of residents agreed it is easy for individuals with a disability to access public spaces and facilities



88%

satisfaction with provision and maintenance of local parks and gardens



86%

satisfaction with provision and maintenance of playgrounds

A good performance score of 80 or greater was received for:



Swimming pools



MRAG



Maitland Regional Sports Complex (MRCS)



Libraries



Community halls and centres



Other sports grounds and ovals

We **engaged** with over **2,000** people

receiving **3,745** contributions

What's most important to the community

We heard that four of the 12 most important community matters directly related to community infrastructure.



Greener, more open spaces



Recreation spaces, parks, and sports and aquatic centres



Arts and cultural programs



Access to neighbourhood services and facilities

Engagement

Ongoing conversations with the community about community infrastructure between 2022 and 2025 saw over 5,000 contributions. These contributions have informed and shaped the Community Infrastructure Strategy and supporting plans.

During broader engagement on the Community Infrastructure Strategy from May to July 2025, Council engaged with over 670 community members, generating more than 1,100 contributions. Broadly, the engagement sought to understand community infrastructure needs, and priorities for the future.

We heard from a cross-section of our community, capturing all age groups, Aboriginal and Torres Strait Islander voices, people with disability, and culturally and linguistically diverse and LGBTIQ+ communities.

We heard that:

- Indoor sports facilities are the top priority
- Balanced infrastructure is critical
- Outdoor recreation and green space matter
- Aquatic centres are under pressure
- Public toilets are a consistent frustration
- Equity gaps exist across the city.



What we need

- ✓ Multi-use and co-located hubs that combine libraries, halls, childcare, and playspaces
- ✓ Sustainability and smart design, including solar, rainwater storage, Wi-Fi, and online booking systems
- ✓ Accessible and inclusive design, all-ages playspaces and dedicated youth and senior spaces
- ✓ Heritage and cultural identity, with strong calls for a cultural hub in Maitland and better preservation of Maitland's heritage, including its Aboriginal and Torres Strait Islander history and stories

Top FIVE

community infrastructure needs are:



- Indoor sports facilities
- Outdoor recreation spaces
- Public open space
- Aquatic centres
- Public toilets.

Research

Research has informed the development of the Community Infrastructure Strategy by providing a data-driven foundation for decision-making. It gives Council an understanding of:

- Community needs and demographics
- Existing infrastructure supply, demand, quality and suitability
- Future trends and priorities
- Risks and opportunities
- Accessibility and inclusivity.

This information helps Council understand the current landscape and forecast future community needs. Research is also an important input into investment decisions, delivery and partnership options and ensuring the CIS is integrated with other strategies that enhance liveability and quality of life.

Our research included:

- Australian Standards
- Best practice guidelines
- Industry standards, guidelines and specifications
- Trends shaping recreation, culture, lifelong learning and social pursuits
- Community usage patterns
- Asset audits and assessments
- Approaches taken by other councils.

Trends being seen across community infrastructure planning include, but are not limited to:

- Priority for green, open spaces
- Co-location, and increased land requirements
- Multi-use and flexible spaces
- Increase in unstructured recreation such as walking and swimming
- Quality over quantity
- Focus on foundational infrastructure requirements
- Technology.

Council will continue to monitor trends, adapting community infrastructure planning in line with these trends.

How we use research and community feedback

We collate and identify themes, sentiment, issues and priorities, using the data to inform decision-making and where appropriate incorporating community ideas and suggestions into decision-making, planning and provisioning processes.

How we will keep you informed

We will make community engagement a priority throughout the the life of the strategy, openly and transparently sharing progress and success, along with the challenges of meeting evolving community needs. We will also continue to seek your feedback and input using a range of approaches that encourage and promote information accessibility and the inclusion of diverse community voices.



Current state

Challenges

Population growth

Maitland is one of the fastest growing inland cities in Australia and is home to approximately 99,163 residents (ABS ERP 2024). Our population has grown by 60 per cent between 2001 and 2021 and is forecast to grow by an additional 54,800 residents between 2021 (89,750) and 2041 (144,550). This represents a forecast population growth of 61 per cent in the city over the 20-year period.

Rapid growth creates challenges that are already clear to existing residents across the city with the lack of passive and active open spaces and community facilities raised as key issues during community engagement. Maitland will continue to grow, and it needs to be planned and managed to meet the community infrastructure needs of our current and future residents, and to improve the efficiency of how our city functions.

Shifting community demographics and changing needs

Maitland's population is growing and changing, with all age groups expected to increase substantially over the next 20 years. Specifically, the proportion of residents aged over 65 will grow, as will families with children, young people, and working-age adults. This means Council must plan for a balanced mix of community infrastructure that supports people of all ages and life stages.

As the community grows and diversifies, expectations of how people access, use, and value public places, spaces and facilities are also changing. Shifting service needs, higher accessibility standards, and increasing sustainability goals mean Council must continue to adapt how community infrastructure is designed, delivered, and managed to meet the needs of current and future residents.

Pressure on shared resources

Council provides a range of community facilities across the city including aquatic centres, parks, playspaces and libraries to meet community needs. As our population grows, the demand on existing infrastructure increases and in some instances has reached, or is reaching, its capacity to serve community need.

Community engagement highlighted the community feel that the provision of community infrastructure has not kept pace with the rate of development in some areas. Our Western Precinct is generally lacking in community facilities, recreational opportunities and open space. The Central and Eastern Precincts are at or near capacity with limited space to grow, and our libraries are small relative to their population.

Funding city growth

Council manages over \$2.15 billion in infrastructure assets, including community infrastructure. These assets vary significantly in age, condition and location, ranging from contemporary infrastructure in new suburbs to ageing infrastructure, provided when land was initially developed, in other areas of the city.

Council faces challenges in funding the community facilities needed to support our growing population, which is influenced by state government rules that limit how much councils can collect from new development through contributions. If Council wants to charge above the set cap, the plan must be reviewed by the Independent Pricing and Regulatory Tribunal (IPART) and approved by the Minister for Planning before it can be used.

When a plan exceeds the cap, councils are also limited to funding only certain types of infrastructure listed on the Essential Works List. The Essential Works List allows contributions to be used for things like roads, drainage, open space land and base-level embellishments for open space and community facilities land but not for most community buildings, indoor recreation centres, or cultural facilities that help make connected cities with thriving communities. These limits mean Council cannot collect enough money to pay for all the community facilities needed as Maitland continues to grow. Council will need to explore other funding options, partnerships, and careful project planning to meet



the community's future needs.

Rising costs

Investment for the construction of new community infrastructure, or to upgrade or repurpose existing community infrastructure, is substantial. In addition, ongoing funding is required to maintain and manage community infrastructure throughout its lifecycle.

Increasingly frequent and severe climate events are intensifying these challenges, as existing and new infrastructure must be designed or redeveloped to higher, more resilient standards.

Currently, Council permits the location of community infrastructure below the 1 per cent flood planning level. However, with the increasing frequency and intensity of flood events, this approach is leading to significant ongoing costs in repairs, clean up, and restoration to return them to operational condition. The planning of new facilities will need to weigh this increased financial burden with the additional costs of locating facilities above the flood planning level.

Infrastructure condition and backlog

Maitland is one of the oldest regional centres in Australia. It has a network of ageing community infrastructure assets within established urban areas that need to be maintained and upgraded to keep up with population growth and community expectation.

Council manages over \$2.15 billion in infrastructure assets, including community infrastructure. These assets vary significantly in age, condition and location. In some established areas, community

infrastructure is reaching the end of its functional life, requiring replacement. As the city continues to grow, ageing community infrastructure increasingly limits the level of service that can be delivered. This has resulted in a substantial backlog of works, limiting the potential for future growth opportunities.

While Council invests an average of \$25 million annually in capital works relating to community infrastructure, made up of approximately 40 per cent asset renewal and 60 per cent new assets, most of this has been reactive. Council's infrastructure backlog ratio has consistently failed to meet the Office of Local Government benchmark, reinforcing urgent need for a more strategic and sustained approach to asset renewal.

Addressing the challenge will require a renewed focus on long-term planning and investment, shifting from reactive to a proactive, service-based renewal program for community infrastructure.

Historic challenges in planning

Previously Council hasn't had sufficient guidance to ensure that land that is fit for purpose is dedicated to Council. This has resulted in the delivery or provision of community infrastructure in locations that may not work as well for the community or may not provide the opportunity to expand a facility to meet the growing needs of our community. This has contributed to the challenge of our community infrastructure not growing with our community.

This is evidenced also through community feedback during our Community Satisfaction Survey where we heard that our community's satisfaction with planning for population growth and development



"Our public spaces are as profound as we allow them to be. They are our shared spaces and reflect what matters to us as a community and as individuals."

- Candy Chang

Opportunities

Planning for sustainable growth

Sustainability is a way of considering how our economy, natural environment, social interactions and governance structures interact to define the world we live in, with the aim of improving them all through our decision-making.

Shaped by community input, and state and regional plans, and supported by informed planning around finances, assets and resources, Council's informing strategies are integrated and holistic. In this context, the planning, delivery and management of community infrastructure will be the result of long-term coordinated and collaborative partnerships within and external to Council.

Of critical importance is the relationship between land use, environmental, integrated public and active transport, and community infrastructure planning and provision. This approach ensures Maitland grows in a sustainable way, socially, economically and environmentally. This is critical for liveability, quality of life and wellbeing.

Our approach to community infrastructure planning, provision and management will focus on balancing the social, environmental and economic needs of present generations without compromising future generations.

Leveraging our strategic advantage

Maitland's unique characteristics – central location, supply of employment lands, population, lifestyle, housing, access to metropolitan markets, transport and economic infrastructure links – foster a diverse local economy and promote vibrant community life.

Being close to the Pacific, New England and Golden Highways and Hunter Expressway means that our industries and business have access to resource regions, the major metropolitan markets of Newcastle and Sydney, and economic infrastructure such as the Port of Newcastle and Newcastle Airport. These areas are also linked to Maitland via the rail line.

Additionally, the city's continued population growth is an important strength for the local economy. It enables industries and business access to broad workforces within our city and draws from the neighbouring areas due to its central location in the region. Growth, coupled with the lifestyle benefits of our city, attract and retain workforces to support the key industries that drive our economy.

Adequate community infrastructure, services and amenities play a pivotal role in our success. Connecting people and places, well-planned and designed community infrastructure, situated within or close to innovation hubs, economic precincts or neighbourhoods, underpins investor, visitor and resident choices about where they live, work, play or invest.

Advocacy and partnerships

We understand the only way to move forward is to develop and strengthen our relationships, our voice, and our approach to collaboration with partners and stakeholders. Something that is vital to achieving our shared vision of a connected city with thriving communities.

Our partnerships and advocacy focus will be with other levels of government, neighbouring councils, individuals, industry, community organisations and our Local Aboriginal Land Council, Mindaribba. We will seek to align shared goals, leverage grant funding and drive initiatives that enhance the liveability, sustainability and vibrancy within our city and across the region, together.

Our partnership projects include the delivery of community infrastructure that is within the capability of Council to deliver, if funding or grants become available. This includes Lochinvar Sports Complex/ Community Centre, the expansion of Maitland Aquatic Centre, and a new clubhouse for Cooks Square Park.

Our advocacy agenda covers key improvements to areas for our community that are outside Council's control and ability but would help to deliver our shared vision. We will advocate for projects that support liveability, quality of life and community wellbeing. These will include complementary infrastructure such as public and active transport networks, education and healthcare, as well as community infrastructure such as green spaces. Advocacy highlights specific community priorities to meet the evolving needs of our growing population. By advocating for the necessary infrastructure, Council is able to plan for future population growth, economic transition and long-term resilience and sustainability.

Community infrastructure-first planning

As a growing LGA and through the development of the CIS, we have a unique opportunity to, where possible, apply a community infrastructure-first planning approach. This approach means that we are considering the best community infrastructure outcomes in decision-making around new growth areas to ensure we receive quality land in the right locations. While this approach does not necessarily mean we can deliver on community infrastructure before housing for example, it does mean that when community infrastructure is delivered, it is fit for purpose and has increased benefit for community.

Contemporary business intelligence systems

Council is underway with establishing contemporary business intelligence systems that capture and make available accurate, up-to-date data and insights about infrastructure usage, performance and condition, population demographics, user experience, community needs and community satisfaction.

This approach will support timely, evidence-based decision-making about the maintenance, upgrade or replacement of existing community infrastructure, including funding. It will also provide a sound basis for directing investment in new community infrastructure, or optimising existing infrastructure through improvements, maintenance or upgrades that will bring the most community benefits.







Strategic priorities

Future state – Where do we want to be?

Valued by the community, an integrated network of natural, semi-natural and built environments are conveniently located, sustainable, resilient, and accessible for a wide range of activities, programs, services and experiences. Meeting diverse and evolving needs, community infrastructure:


- fosters vibrant, connected and inclusive communities
- strengthens community pride, belonging and identity
- enhances quality of life and wellbeing.




Community identity




Thriving communities



Partnerships



Shaping a shared future



Delivering quality services



Community identity

Understanding our unique, diverse and evolving communities

Objectives

Understand evolving community needs to inform community infrastructure planning



Capture demographic data

Captured quantitative demographic data describes the characteristics of our communities over time.



Engaged communities

Work collaboratively to craft their unique and evolving stories, providing insights, experiences and perspectives about their needs.





Socially connected

In the places and spaces used as part of daily life, our communities are socially connected and supported, able to access the services, activities and programs that enhance resilience, quality of life and wellbeing.



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 	PRIORITY	COMMUNITY INDICATORS	DESIRED TREND	OUR ROLE			BASELINE
				DELIVER	PARTNER	ADVOCATE	
Connection Belonging Safety 	Community identity	Survey respondents agreed that community spaces, neighbourhoods, and facilities are welcoming to all	Increasing	▲	✓		68%
		Survey respondents were satisfied with place activation	Maintain	▶	✓	✓	87%
		Survey respondents agreed there are plenty of accessible open spaces in the neighbourhood	Increasing	▲	✓		72%
		Survey respondents agreed that it is easy for individuals with disability to access our public spaces, facilities, and programs	Increasing	▲	✓		46%





Thriving communities

Promoting liveability, quality of life and wellbeing for all ages and life stages

Objectives

Plan for the provision of community infrastructure to enhance wellbeing



Partnered place-making approaches

Approaches to infrastructure planning and design, harnessing the knowledge, insights and collaborative endeavours of local communities, responding to local needs, and improving quality of life and community wellbeing.



Coordinated community infrastructure networks

Networks are strategically located and delivered in a timely, sequenced manner across the Central, Western and Eastern Planning Precincts to support service delivery.



Designed for convenience

With service integration, safety, accessibility, adaptability and sustainability, new infrastructure accommodates diverse communities and their changing needs, maximises utilisation and resource sharing, and reduces maintenance costs.




Optimised

Optimised for functionality, amenity and longevity, well-located existing community infrastructure improves access to services for our community.



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	PRIORITY	COMMUNITY INDICATORS	DESIRED TREND	OUR ROLE			BASELINE
				DELIVER	PARTNER	ADVOCATE	
Connection Health Belonging Safety 	Thriving communities	Percentage of deemed quality open space	Increasing	▲	✓		This is a new measure, and work will need to be completed within the Community Infrastructure Strategy to define quality standards before it can be assessed.
		Overall quality of life in Maitland	Increasing	▲	✓	✓	90%
		Community infrastructure index score	Increasing	▲	✓	✓	Within 1.2km: Community facilities such as libraries, community centres and senior citizen centres (38%) Recreation facilities including sportsgrounds, skateparks, playgrounds and pools (83%) Local centres such as retail areas (56%) Parks and reserves (96%) Within 400m: Public transport options including rail, ferry, bus and light rail (91% as at March 2022)
		Survey respondents agreed that sporting facilities and active lifestyle opportunities in the areas meet their needs	Increasing	▲	✓	✓	69%
		Survey respondents agreed that they feel safe in their local neighbourhoods	Increasing	▲	✓	✓	66%
		Number of strategic and business hubs	Increasing	▲	✓	✓	4
		Survey respondents agreed they are satisfied with their mental and physical health	Maintain	▶			✓



Partnerships

Working collaboratively to secure resources and support for our city and the region

Objectives

Secure investment, funding or support to deliver community infrastructure



Infrastructure priorities

Leveraged city-shaping advocacy and partnerships optimise funding and investment, drive regional collaboration and unite our local voice to address future community infrastructure priorities.





Renewed community assets

Meet acceptable standards of performance and condition, supporting the delivery of essential community services and outcomes.



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 	PRIORITY	COMMUNITY INDICATORS	DESIRED TREND	OUR ROLE			BASELINE	
				DELIVER	PARTNER	ADVOCATE		
Economic 	Partnerships	Value of grant investment in the city	Increasing	▲	✓	✓	✓	\$31 million for FY2024-25
		Number of meetings held by our community committees	New	★	✓	✓	✓	New
		Number of meetings held to discuss our advocacy position	New	★	✓	✓	✓	New
		Number of Hunter Joint Organisation meetings attended	New	★	✓	✓		New





Shaping a shared future

Considered, careful decision-making optimises community benefit now and into the future

Objectives

Apply an integrated decision-making framework to optimise community benefit



Aligned

Aligned to our shared vision, community infrastructure supports a connected city with thriving communities.



Community engagement

Informed by genuine community engagement, the form, function and location of community infrastructure across the city meets community need, now and into the future.



Prioritised community infrastructure

Prioritising community infrastructure that is critical for wellbeing adds value to social, cultural, and recreational services delivery and is feasible over the longer term.



Resourced

Asset lifecycle management informs decisions about the acquisition, operation, maintenance, renewal and disposal of community infrastructure.

Financial modelling and forecasting informs the establishment of funding strategies and reserves, ensuring sufficient financial resources are available to responsibly meet community needs over the long-term.

Workforce resourcing requirements relating to the ongoing operation and maintenance of community infrastructure are incorporated into operating budgets.





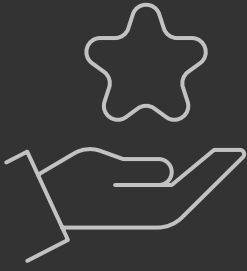
Sustainable

Decisions balance the social, environmental and economic needs of present generations without compromising the ability of future generations to meet their needs.

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 	PRIORITY	COMMUNITY INDICATORS	DESIRED TREND	OUR ROLE			BASELINE
				DELIVER	PARTNER	ADVOCATE	
Governance 	Shaping a shared future	Employee satisfaction with cross-knowledge sharing and collaboration	New	★	✓	✓	New
		Number of information-sharing sessions and collaboration opportunities within internal panels and committees	New	★	✓		New
		Survey respondents agreed that Council effectively understands and responds to the needs of the community	Increasing	▲	✓		36%
		Survey respondents agreed that Council provides them with opportunities to participate in planning and decision-making processes	Increasing	▲	✓		35%
		Number of new initiatives, projects, or ideas aimed at process or service improvement within a specific period	New	★	✓		New
		Percentage of projects that use sustainable practice	New	★	✓		New
		Survey respondents were satisfied with long-term planning for the city	Increasing	▲	✓		68%



Delivering quality services

Community assets are efficiently and responsibly managed over their lifecycle

Objectives

Manage community assets efficiently and responsibly over their lifecycle



Managed proactively

Through their lifecycle (acquisition, operations, maintenance, renewal, upgrade, decommission and disposal) community assets deliver high-quality services to our growing and changing communities.



Asset management

Contemporary asset management systems and tools capture performance, functionality and condition data to inform asset management decision-making.




Asset responsibility

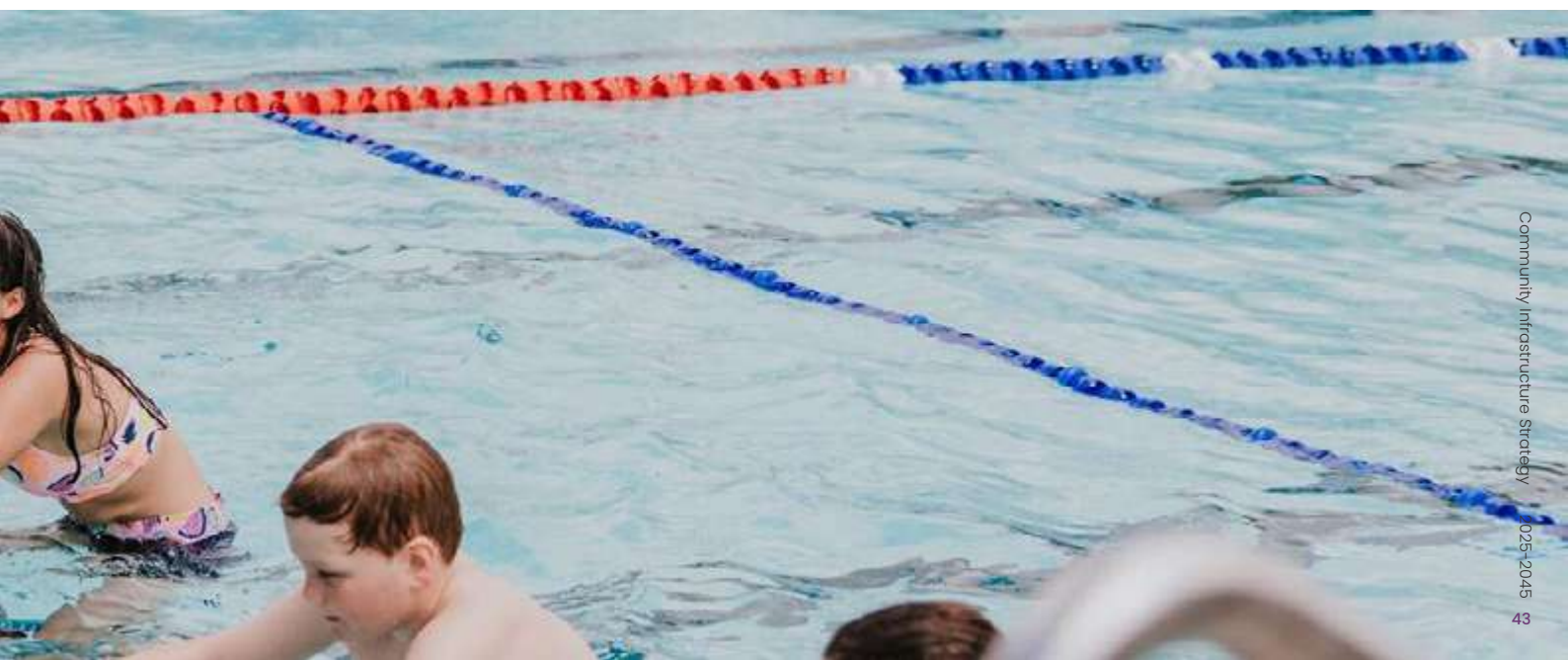
Responsible for the day-to-day management, maintenance and operational oversight of assets under their control, asset custodians ensure community infrastructure is functional and meets services levels.



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	PRIORITY	COMMUNITY INDICATORS	DESIRED TREND	OUR ROLE			BASELINE
				DELIVER	PARTNER	ADVOCATE	
Sustainability 	Delivering quality services	Survey respondents agreed that natural environments and green spaces are well preserved	Increasing	▲	✓		55%
		Survey respondents were satisfied with the maintenance of local parks and gardens	Maintain	▶	✓		88%
		Employee satisfaction with technology	New	★	✓		New



Our plan

Approach

Place-based planning

Strengthening the connection between people and the places they share, placemaking is a collaborative process that prioritises the human experience in public spaces, considering how people interact with and feel about their environment. Placemaking pays particular attention to the physical, cultural and social identities that define a place and support its ongoing evolution.

With community-based participation at its centre, an effective placemaking process capitalises on a local community's assets, inspiration and potential. It also involves the collaborative efforts of diverse stakeholders such as Council, governments and businesses. Collectively, we can reimagine, reinvent or re-shape the future of our public spaces to be the heart of our communities and, in doing so contribute to our overall quality of life and wellbeing.

Seeking to improve the physical and social experience of a place, placemaking aims to create

community spaces that are not just functional but also inviting, engaging, enjoyable, accessible, and reflective of local culture and identity. More than just promoting better urban design, placemaking builds stronger communities through the spaces they share at a local, citywide or regional level. The focus is on creating context-specific destinations that are inclusive, sociable, adaptable and flexible, putting their function (services, activities and events) before form (design and amenity).

Placemaking means that our community infrastructure is accessible and well-connected to other important places in the area and creates sociable environments where people want to gather and visit again and again.

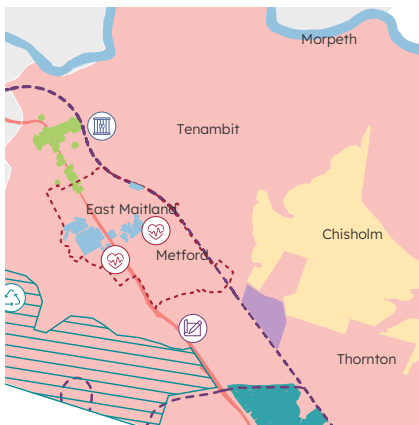
Planning precincts

To plan and manage future growth within the city three distinct local planning precincts have been identified:



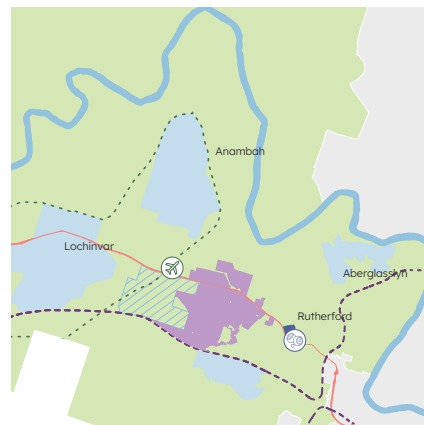
Central Precinct

Bolwarra, Bolwarra Heights, Cliftleigh, Gillieston Heights, Horseshoe Bend, Largs, Lorn, Louth Park, Maitland, Phoenix Park, Pitnacree, South Maitland, Woodville



Eastern Precinct

Ashtonfield, Berry Park, Chisholm, Duckenfield, East Maitland, Metford, Millers Forest, Morpeth, Raworth, Tenambit, Thornton, Woodberry



Western Precinct

Aberglasslyn, Allandale, Anambah, Bishops Bridge, Farley, Gosforth, Harpers Hill, Hillsborough, Lochinvar, Luskintyre, Maitland Vale, Melville, Mindaribba, Mount Dee, Oakhampton, Oakhampton Heights, Oswald, Rosebrook, Rutherford, Telarah, Tocal, Windella, Windermere

The local precinct approach will be guided by walkable neighbourhood principles where our residents can access most of their daily needs locally, without using a car. This approach aims to gradually shift away from a continuously expanding urban footprint to a focus on revitalising our existing centres and neighbourhoods.

Planning for these precincts will be undertaken by using a place-based planning approach. This approach enables Council, state government departments and service providers to focus on the outcome of a place rather than an individual project or service. It leads to a more inclusive dialogue about the future of a place and ensures that community priorities are reflected in future community infrastructure and service delivery.

A place-based planning approach allows for more tailored responses to specific local needs and opportunities, enhancing active community involvement and collaboration and improving access to facilities and open spaces through more efficient and integrated infrastructure.



Community infrastructure network

A community infrastructure network is a system of connected, interconnected and coordinated community places, spaces and facilities.

Strategically located networks are designed to align community infrastructure — libraries, playspaces, community halls, public toilets, outdoor sports, disaster centres — with community growth, demand and changing needs. Rather than isolated assets, networks link complementary activities, resources and services, ensuring equitable access for all residents.

Communities with strong infrastructure networks are better equipped to respond to and recover from challenges, acting as critical supports during disasters.

Similarly, networks provide shared spaces for people to gather, socialise and participate in events, activities and programs which strengthens bonds and helps integrate different groups within our community.

Infrastructure networks that include resources and services such as arts and culture, recreation, community events, lifelong learning and green space improve quality of life and support community wellbeing.

Cumulatively, these activities, places and destinations are what make our city great.

Community hubs in district locations

There has been a move away from traditional stand-alone, single purpose community infrastructure in residential areas, which is often poorly utilised.

Additionally, community facilities designed for a single purpose have been found to lack the flexibility to respond to changing needs or to accommodate more than one type of service, program or activity at a time.

Lastly, it is no longer financially viable to build and maintain separate, single-use community infrastructure when trying to address the wide range of demands evident in a community like Maitland.

Leading practice favours the clustering of community infrastructure in 'hubs'. Community hubs bring services into a single footprint in central locations across the city, making them an effective solution for service coordination and delivery, resource efficiency and adaptability for a growing and changing population.

Community hubs reflect community identity, deliver social, recreational, cultural and lifelong learning

services and resources and help attract new residents, businesses and investment. Attractive, vibrant and convenient, community hubs improve service variety and availability, accessibility, community connection and quality of life.

Provisioning hierarchy

Hierarchy-based planning guides where and what type and scale of community infrastructure is most needed.

The hierarchy typically involves levels such as local, district, citywide and regional. It is used alongside industry standards and guidelines and service catchment and demand analysis.

This approach ensures local facilities remain accessible whilst higher-order facilities are strategically placed to meet evolving community needs. Most importantly, the hierarchy supports transparent and effective planning and serves our communities by:

- Distributing community infrastructure equitably
- Aligning provision with sound planning principles
- Meeting community expectations and demand
- Aligning current trends and guidelines
- Allowing consolidation and upgrades
- Reducing long-term asset maintenance by addressing oversupply
- Ensuring community infrastructure is sustainable and resilient long term.

HIERARCHY LEVEL	DESCRIPTION
Local	<ul style="list-style-type: none">• Located within a five- to 15-minute walk of residences
District	<ul style="list-style-type: none">• Located within a 3km radius or a 10- to 15-minute drive of most residences
Citywide	<ul style="list-style-type: none">• Serves the whole Maitland LGA and is a 30- to 45-minute drive of most residences
Regional	<ul style="list-style-type: none">• Key destination spaces that serve our communities and attract visitors from outside the Maitland LGA

Working with other levels of government, not-for-profit organisations, and the private sector helps achieve infrastructure provision goals.

Regulations, industry standards and guidelines

Each community infrastructure network will be guided by a regulatory framework, industry standard or guideline relating to its design, safety, care or operation. These promote better practices and are an essential element of the planning, design and provisioning process.

Council utilises these tools to ensure appropriate consideration is given to the various types of community infrastructure it provides for the community. In addition to planning, standards and guidelines will serve as tools for the delivery, monitoring and evaluation of community infrastructure.

To ensure a balanced approach, it is important that wherever possible a variety of tools are used to determine the appropriate level and standard of community infrastructure within a given service catchment area.

Council will also refer to the Connecting with Country Framework when planning, designing and delivering community infrastructure.





Maitland's wellbeing domains

Maitland's Community Infrastructure 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 community infrastructure. Community infrastructure plays a critical role in wellbeing for our community by providing places and spaces for community to connect, socialise and thrive.

The Wellbeing Framework recognises accessibility as a foundational principle, rather than a standalone domain. Accessibility spans all domains of the framework and is interwoven into all elements of wellbeing, 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 purple highlight how each one influences the planning and delivery of community infrastructure.

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

Varied participation opportunities improve mental, physical and social wellbeing.

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

Co-designed places reflect and respond to all cultures, backgrounds and abilities.

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

Continued learning found in everyday community activities strengthen resourcefulness and resilience.

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

Valued community infrastructure networks enhance neighbourhood appeal and liveability.

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

Enhanced community spaces foster a resilient economy and vibrant community life.

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

Minimised environmental impacts ensure people, flora and fauna thrive.

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

Integrated community, civil and transport infrastructure link communities to services.

Safety – Measures community safety and emergency preparedness.

Prepared community places, spaces and facilities create a sense of safety and security.

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

Trusted conversations improve community confidence in Council decision-making.

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

Clustered community facilities reduce travel to and from everyday services.



Appendix

Glossary

ABS – Australian Bureau of Statistics.

ADVOCACY – The act of speaking or arguing in favour of something, such as a cause, idea, or policy. In the context of the strategic priorities, it refers to another sphere of government or organisation delivering a service or outcome for the city.

ASSET – A physical component of a facility, which has value, enables services to be provided, has potential value to an organisation such as land, plant, machinery, buildings etc and has an economic life greater than 12 months.

ASSET LIFECYCLE – The series of stages involved in the management of an asset. It starts with the planning stages when the need for an asset is identified and continues all the way through an asset’s useful life and eventual disposal.

ASSET MANAGEMENT – The high-level long-term approach to asset management, including objectives for managing the assets.

ASSET MANAGEMENT SYSTEM – A comprehensive process and set of tools, often including software, used to track, manage, and optimise assets throughout their lifecycle.

COMMUNITY – A community is a diverse and dynamic network encompassing residents, businesses, sporting groups, cultural organisations, and other stakeholders who live, work, and engage in shared activities within Maitland.

COMMUNITY HUB – A central, place-based facility where community members can access a variety of resources, services, and social activities in one location.

COMMUNITY INFRASTRUCTURE – Open space, recreation and community facilities which provide places and spaces for people to meet, be active, connect, create and learn.

COMMUNITY INFRASTRUCTURE NETWORK – An interconnected system of public buildings, spaces, and facilities that provide services, activities, and opportunities to support social needs and community wellbeing.

CIS – Community Infrastructure Strategy.

DELIVER – To successfully provide or complete a task, service, or outcome according to set expectations, timelines, and standards.

DEMOGRAPHIC – Statistical data relating to the population and specific groups within it, including characteristics like age, sex, marital status, country of birth, income and education.

DEVELOPMENT CONTRIBUTIONS PLAN –

A statutory document that identifies infrastructure needs for an area and sets out how developer contributions will fund those works.

ESSENTIAL WORKS LIST –

The Essential Works List is set by IPART and is relevant only to contribution plans that propose a contribution level above the relevant threshold. It outlines what infrastructure is considered essential works.

FIT FOR PURPOSE – Ensuring that the right land is provided for open space and recreation in the right places. This can also refer to ensuring that places, spaces and facilities are designed to meet current and future community needs.

FOCUS AREAS – Core focus areas that support and guide the achievement of our vision.

INFRASTRUCTURE ASSETS – See ASSET.

INFRASTRUCTURE BACKLOG – The accumulated cost of all the maintenance, renewal, and upgrade projects required to bring a community's assets up to an acceptable condition.

IPART – Independent Pricing And Regulatory Tribunal.

INDUSTRY STANDARDS AND GUIDELINES –

A common benchmark for products, services, and operations, ensuring they are safe, reliable, and consistent.

IPR – Integrated Planning and Reporting.

LAND USE PLANNING – The process of creating long-term plans for development and land use that guide future decisions to ensure sustainable and thriving communities, balancing various needs while specifying what types of development can occur on particular land.

LOCAL GOVERNMENT AREA (LGA) – Maitland LGA covers an area of 392sqkm.

MAINTENANCE – The routine work required to keep assets in a serviceable condition, including repairs and updates to certify that they continue to meet performance standards.

MAITLAND'S FUTURE – This is our integrated Community Strategic Plan which provides clear strategic direction for the long term, and identifies the main priorities, aspirations and shared vision of the community.

OBJECTIVE – A specific and measurable outcome that supports the achievement of a priority, providing clear direction for actions and initiatives.

PARTNERING – A structured approach to working together with other parties to achieve a mutually beneficial outcome.

PLACE-BASED PLANNING – Working with the local community and stakeholders to create a shared vision for a place's future, ensuring that response to growth and change is contextual, sustainable and tailored to local needs.

PLANNING PRECINCTS – Established to guide development, ensuring a more coordinated approach to growth, infrastructure, and the built environment by outlining objectives and providing tools for its implementation.

PRIORITY – A key area of focus within a focus area that defines what needs to be addressed to drive progress and deliver meaningful outcomes.

PROVISION – The action of providing or supplying something.

REGULATION – Authoritative rules accompanied by a mechanism for monitoring and ensuring compliance, often administered by a public agency.

RESILIENCE – Resilient communities have the ability to resist, absorb, accommodate, recover, transform and thrive in a timely, effective manner in response to the effects of shocks and stresses to enable positive economic, social, environmental and governance outcomes (definition from Infrastructure Australia).

RISK MANAGEMENT – A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events.

SUMMARY DOCUMENT – A summary of the supporting plans.

SUPPORTING PLAN – Internal documents that provide a detailed view of each community infrastructure asset category.

SUSTAINABILITY – The ability to meet current needs without compromising the ability of future generations to meet their own needs, especially in the context of financial, environmental and social factors.

TARGET – A goal to be reached by a specific date which may be higher than the forecasted performance. It aims to continually improve performance.

WE/OUR/US – In this document this refers collectively to the community of Maitland and Maitland City Council.

WELLBEING DOMAIN – Key factors that impact the quality of life of Maitland's community.

References and research

Maitland's strategies and plans

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