

# End of Term Report 2018-2022



**m**  
maitland

**+10**





# END OF TERM REPORT

*The City of Maitland has a strong direction, as set by our community and captured in the Community Strategic Plan - Maitland +10. It is this document that underpins Council's Delivery Program and annual Operational Plan.*

*At the end of every term of Council, a review of Maitland +10 is conducted to capture any significant changes to social, environmental, economic or civic leadership factors impacting our community, and to engage our citizens to identify any changes to the community's future vision.*

*As part of this review, Council assesses how the objectives and actions it has delivered have assisted in the achievement of the outcomes identified in Maitland +10.*

*This 'End of Term' report provides information on progress toward achieving the community led goals within Maitland +10 over this term of Council.*

*The report is provided against the five themes of Maitland +10 and prepared in accordance with the provisions of the Local Government Act 1993.*

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.

Maitland Regional Sports Complex



# PROUD PEOPLE, GREAT LIFESTYLE

## OUR COMMUNITY WANT

**Our growing community retains our sense of place and pride in our city whilst welcoming diversity and change**

### SO WE:

- Welcomed around 10,000 new residents to our city, refreshed our residents guide and produced the third edition of our lifestyle magazine Meander, which provides insights into things to do and see in Maitland
- Partnered with our community Access and Inclusion Reference Group to inform and assist Council on matters of access and inclusion, including the Disability Inclusion Action Plan, project ideas and input into land use, customer interaction and tourism strategies, resulting in informed plans and project ideas that will be delivered in collaboration with relevant agencies to meet identified gaps
- Partnered with our Aboriginal Reference Group to inform and assist Council on planning and decision making, including opportunities to develop a Reconciliation Action Plan, and consultation with Mindaribba Local Aboriginal Land Council to review our Welcome to and Acknowledgement of Country Policy
- Pledged to do our part to end homelessness in our city by joining The Big Ideas Homelessness Network, building on current actions, advocating for change and enlisting the support of local businesses and agencies
- Supported community services during the COVID-19 pandemic lockdowns through the creation of an online community notice board, and the Food Assistance Network Program, which was the Community Partnerships category award winner (for populations under 100,000) at the Local Government Professionals awards for the provision and distribution of meals to vulnerable community members
- Enhanced suburb connections through the installation of new signage across 49 suburbs and welcomed people to our city through 14 new gateway signs on the highway and other city entry points
- Delivered a series of community murals: at the O'Hearn Street Park bus shelter, with artist Nina Katzmarski and Tenambit public school children; on rebound walls at Victor Warby

Reserve Gillieston Heights and Ashtonfield Reserve Ashtonfield, with artists Up&Up, creating fun and vibrant spaces

- Received a number of awards including:
  - Architectural awards for the Riverlink Building - the 2018 Blueprint Awards, 2018 Think Brick Awards, 2018 World Architecture Festival, 2019 Good Design Awards, 2019 INDE Awards, 2019 Newcastle Architecture Awards, 2019 Architizer A+Awards and the National Trust Heritage Awards, plus the NSW Architecture Medallion, Sulman Medal for Public Architecture, and the Blacket Prize
  - National Museums and Galleries Award for Interpretation, Learning and Audience Engagement for the 2019 project 'Stories from Wonnarua Country'
  - Architectural awards for the Maitland Regional Athletics Centre – the Award for Public Architecture as part of the Newcastle Architecture Awards 2021, the Australian Institute of Architecture NSW Awards 2021 and the Colorbond Award for Steel Architecture
- Undertook an Aboriginal and Rural Heritage Study to understand and preserve cultural, agricultural and rural places of significance
- Updated the City of Maitland Flag with a simplified design that focuses on the Coat of Arms of the city, creating an enduring civic symbol, relevant both now and into the future.

## OUR COMMUNITY WANT

**Our community, recreation and leisure services and facilities meet the needs of our growing and active community**

### SO WE:

- Enhanced the Maitland Regional Sports Complex:
  - Stage 2: Delivered the state of the art Maitland Regional Athletics Centre, a \$10.5 million project jointly funded by Council and Restart NSW Hunter Infrastructure and Investment Fund that provides Maitland with a world class certified synthetic athletics track

- Stage 3: Progressed upgrade and enhancement works, an \$8.5 million project jointly funded by Council and the NSW Regional Sports Infrastructure Fund, that will provide an exercise circuit and equipment, playground, car parking, spectator seating, field extension, new lighting and LED scoreboard
- Stage 4: Planned to deliver a \$3 million project, funded by the NSW Public Spaces Legacy Program to upgrade Harold Gregson Park, including pathways, recreational spaces, RV parking, a youth space and tree plantings
- Collaborated with Hunter Water on the upgrade of irrigation at various sporting grounds across the city to improve playing surface and water efficiency including Maitland Park Maitland, A&D Lawrence Oval Thornton, Somerset Sports Ground Thornton, Coronation Oval Telarah, John Wilkinson Sports Complex Bolwarra (which was funded through the Federal Government Local Roads and Community Infrastructure Fund)
- Upgraded Maitland Park Netball Courts:
  - Stage 1: completed upgrade of 17 courts through a \$1.35 million project funded jointly by the NSW Stronger Country Communities Fund and Maitland Netball Association which was completed in July 2020
  - Stage 2: project will upgrade the remaining 15 courts and provide LED floodlighting via a \$1 million grant from NSW Regional Sport Facility Fund, \$460,000 from Council and \$300,000 from the Maitland Netball Association, works will provide the only regional standard netball facility outside of Sydney metropolitan area – anticipated completion April 2022
- Provided youth spaces including the user designed East Maitland Skatepark on Lawes Street; and multi-purpose half courts at Norm Chapman Oval Rutherford, Lawes Street Skate Park East Maitland, Victor Warby Reserve Gillieston Heights and Largs Park Largs
- Codeveloped and hosted the Maitland Shred skate competition with the city's youth to provide four competition days at Harold Gregson Skate Park Maitland, Metford Skate Park Metford, Rutherford Youth Space Rutherford and Lawes Street Skate Park East Maitland
- Upgraded children's play areas including installation of inclusive play space at Willow

Drive Metford, jointly funded by Council and the NSW Everyone Can Play Program, inclusive play spaces at Benshulla Drive Bolwarra Heights and Hartcher Field Telarah; renewal of playgrounds at O'Hearn Street Tenambit, Butterfield Close Ashtonfield, Parkview Terrace Thornton and Lena O'Brien Park Tenambit; and shade structures over playgrounds at The Boulevard East Maitland, Somerset Drive Thornton, Lawson Avenue Woodberry, A&D Lawrence Oval Thornton, Heritage Park East Maitland and Swallow Avenue Woodberry funded by the NSW Stronger Country Communities Fund and Council

- Improved Bakers Brickyard Park Raworth through funding from the NSW Stronger Country Communities Fund, providing toilets, car parking, and pathways; plus Council funded barbecue facilities, a fenced playground with shade, and a fenced off leash dog exercise area and equipment
- Installed energy efficient floodlights at the BMX Track and Beryl Humble Sports Complex Tenambit, Tenambit Oval Training Field, Bolwarra Sports Complex, Lochinvar Oval, Maitland Netball Courts Maitland, Metford Recreation Reserve, Lorn Oval and Thornton Netball Courts; plus upgraded lighting at Maitland Croquet Courts Maitland Park funded by the NSW Stronger Country Communities Fund
- Upgraded amenities to be gender inclusive at Lochinvar Sports Complex Lochinvar, funded by the NSW Stronger Country Communities Fund, and at Norm Chapman Oval Rutherford, Fieldsend Oval East Maitland, A&D Lawrence Oval Thornton, Shamrock Hill Oval Ashtonfield, Somerset Oval Thornton and Metford Oval Metford
- Constructed a \$4 million Gillieston Heights Community Hub, providing a modern, adaptable facility for residents and commercial operators
- Upgraded accessibility at Maitland Aquatic Centre through the installation of a pool access sling hoist, mobile sling hoist, mobile shower trolley and modifications to existing accessible amenities to create two accessible toilets; upgraded the Maitland Aquatic Centre kiosk to service visitors using the broader Maitland Park area; provided new family focused events including a Dive in Cinema program and season launch days; introduced new fitness programs and a new squad program for over 100 swimmers
- Continued to provide free, accessible baby immunisation clinics at Council facilities across the city

- Upgraded the Maitland Regional Art Gallery's air conditioning to improve the ability to attract significant exhibitions into the future; received over \$1.8 million in donated art works; provided bursaries for local artists; received award for COVID-19 response program 'MRAG Home Delivery'; and introduced Creative Kids Workshops to connect young people to community, culture and the arts
- Introduced Library Click and Collect services for members during COVID-19 lockdowns; attracted a wide range of speakers through the Maitland Libraries 'Look Who's Talking' program, including Kurt Fearnley, Sandra Hogan, Carly Findlay, Belinda Downes, Stan Grant, Sir Peter Cosgrove, Billy Griffiths, Michael Sala, and more; developed a long term strategic plan for the provision of services; delivered the Write Now writing competition, expanding the program from children to teens and young adults
- Undertook a condition assessment at Walka Water Works, partly funded through the Crown Reserves Improvement Fund, which features picnic and recreation areas, walking trails and a 19th century pumphouse – the assessment is in its final stage and will identify what is required to preserve the site's heritage
- Continued investigations to provide a new sports facility to cater for the current population in the western part of the city, with a site at Weblands Reserve Aberglasslyn under review for its suitability
- Delivered Maitland's first free pet microchipping and vaccination day, in partnership with RSPCA NSW and Greencross Vets, Greenhills Vets and East Maitland Vet practice
- Approved a broad vision and approach that supports the delivery of a diverse, sustainable and contemporary museum experience in Maitland.

## OUR COMMUNITY WANT

**Together we will celebrate a range of community and iconic events**

## SO WE:

- Delivered events to provide opportunities for connection: seven annual flagship events (Maitland Aroma Festival, Burton Automotive Hunter Valley Steamfest, Riverlights Multicultural Festival, Bitter & Twisted Boutique Beer Festival, Australia Day and New Year's Eve celebrations); place

activation activities including after dark events and installations, food trucks, semi-permanent artworks, exhibitions and live music foreign film nights; and our first Winter Solstice festival at The Levee, including fireworks and fire performances

- Adapted events to cater for COVID-19 restrictions where possible, including an online version of the Burton Automotive Steamfest and Live at the Levee
- Supported community celebrations including NAIDOC Week, which recognises Aboriginal and Torres Strait Islander histories, cultures and people; Seniors Week and Youth Week, both supported by a program of community events; Anzac Day; and supported the Morpeth Bicentenary Working Committee on plans to deliver bicentenary celebrations, now deferred to November 2022
- Celebrated the Maitland Regional Art Gallery's 10th anniversary since the visionary redevelopment of the site, showcasing the site's history and modern additions.

## WE MEASURED SUCCESS THROUGH:

- Population growth – approximately 10,000 extra people moved to the area during the period (at a population growth rate of around 2.5% each year)
- 386 Maitland residents became Australian Citizens over the period
- Council delivered immunisation of 1,107 babies between the ages of 0 and 4
- 21 flagship events, including Steamfest, Maitland Taste, Aroma Coffee and Chocolate Festival, Riverlights Multicultural Festival, Bitter & Twisted Boutique Beer Festival and Maitland New Year's Eve, attracting over 213,000 people
- Celebration of over 190 community events, activities and programs, including Seniors Week and Youth Week
- 148 accessible bus stops upgraded or built
- Over 236,000 visitors to the Maitland Regional Art Gallery, 638 active memberships, and 35 participants in the Maitland Regional Gallery Volunteer Program
- Over 794,112 visits to Maitland libraries over the period, with 37,486 registered library members and 58,161 participants in library programs.



*Half court facilities*



# OUR BUILT SPACE

## OUR COMMUNITY WANT

**Our infrastructure is well planned, integrated and timely, meeting community needs now and into the future**

### SO WE:

- Managed over \$1.11 billion in community assets, including roads, buildings, bridges, car parks, shared pathways, drainage and recreation facilities
- Partnered with State Government agencies to progress the development of the Hunter Regional Transport Plan; and the East Maitland Catalyst Area (as identified in the Greater Newcastle Metropolitan Plan) including road and footpath infrastructure for the new Maitland Hospital
- Completed research for a review of flood safe evacuation routes within Central Maitland to establish preferred options, including costing, and a baseline for future works
- Advocated to other levels of government for future infrastructure and service delivery, including public transport, water supply, electricity supply, road and rail networks
- Progressed bus shelter accessibility improvements of 36 bus stops, with upgrades funded through the NSW Country Passenger Transport Infrastructure Grant
- Saw the Hunter Regional Economic Development Strategy 2018-2022 released by the NSW Government, which includes projects in Maitland that support long term economic vision and actions
- Progressed critical infrastructure to support increased population within Thornton and Chisholm including roads, bridges and intersections; 19 projects have been identified, nine have been delivered, five are in progress and five are to be delivered
- Investigated options for the extension of shared pathways, including Belmore Bridge to Walka Water Works and Morpeth Village to Walka Water Works
- Participated in the Maitland Local Area Traffic Committee with local police, transport providers

and NSW government representatives to assess traffic related issues that have been referred to it and reported to Council each month– from placement of pedestrian refuges, implementation of on-street parking changes and reviews of traffic management plans for events and activities.

## OUR COMMUNITY WANT

**All residents are able to move around the city in safety and with ease - on foot, bicycle, car, bus or train**

### SO WE:

- Delivered over \$80 million in programmed capital works on roads, bridges and guardrails, traffic facilities, car park refurbishment, footpaths and cycleways, including:
  - over \$1.5 million in major road works on Melbourne Street East Maitland, including a full pavement reconstruction from New England Highway to Brisbane Street, along with significant drainage improvements
  - \$3.4 million on Abbot Street Maitland encompassing a 400 metre reconstruction from High Street to Rose Street, including intersections at High Street, Ward Street and Rose Street, realignment and widening of Abbot Street, upgrading drainage and lowering a section of road to improve sight distances
  - \$1 million major reconstruction of 500 metres of Allandale Road Allandale, providing significant road shoulder widening, embankment works and a complete reconstruction of the road pavement
  - \$5.6 million for Stage 1 of the Haussman Drive upgrade, including intersection improvements at Government Road and Glenroy Street/Haussman Drive, drainage construction and reconstruction and widening of road pavement in Glenroy Street, Railway Avenue and Haussman Drive
  - over \$14 million on road rehabilitation (correcting road deformation and increasing pavement strength) and road resurfacing works (covering cracks and preventing water from entering the pavement) with a total of 232 resurfacing

- projects undertaken during the period, resulting in 58 kilometres of resurfaced road
- nearly \$4 million into footpath construction and refurbishment works
- major reconstruction of Maitland Vale Road Hillsborough, including 760 meters of widening, improved alignment, drainage upgrades and tree planting

- Delivered additional infrastructure works supported through grant funding including:
  - the \$2.45 million Cessnock Road Cycleway consisting of 2.24 kilometres of path from James Leslie Drive to the pedestrian overpass at the New England Highway near Walker Street, Maitland, joint funded by the NSW Stronger Country Communities Fund
  - progressed the Morpeth to Walka Water Works Shared Pathway grant funded through the receipt of \$1.2 million under the NSW Resources for Regions Fund which will provide a shared path along the waterfront adjacent to the Hunter River, from Robert Street to Morpeth Bridge
  - constructed a 27 bay car park at Bakers Brickyard Park Raworth and a 67 space car park adjacent to the Metford Recreation Reserve on Schanck Drive, funded through the NSW Stronger Country Communities Fund, plus provided 87 car parks at Shamrock Hill Oval Ashtonfield
  - completed works on Stage A of the Queens Wharf Masterplan, partly funded through the NSW Boating Now Program, providing an extension of the existing wharf at multiple levels, boat ramp widening, the addition of a second access ladder, car park and footpath works, and landscaping
- Delivered road safety programs including upgrades to pedestrian crossings and signage, projects to address blackspots, local road speed operations, and education programs including young drivers, fatigue management, safety around schools
- Drafted a Central Maitland Parking study that reviews the parking situation and recommends short to long term actions to optimise existing parking
- Received the Institute of Public Works Engineering Australasia (IPWEA) Engineering Excellence Award for the Abbot Street reconstruction and the Banks Street heritage kerb and gutter renewal works

- Received a highly commended for the Local Government Excellence in Road Safety award for the ‘Motorcycling the Hunter’ road safety program.

## OUR COMMUNITY WANT

**Our unique built heritage is maintained and enhanced, coupled with sustainable new developments to meet the needs of our growing community**

### SO WE:

- Reviewed the Morpeth Heritage Conservation Area, and requested community nomination of new items for inclusion to recognise and protect our local areas of significance
- Refurbished the historic Morpeth School of Arts, dating from 1860’s; restored the Town Hall clock tower, built in 1890, including repairs and maintenance; and completed Stage 2 of the Glebe Cemetery Conservation Program, including maintenance of 40 monuments and 12 corner posts, all works in line with site conservation management plans and aimed at preserving our history
- Undertook historical research and archaeological fieldwork at the site of the new Maitland Administration Centre and Town Hall restoration, including public open days to display findings, to ensure capture of artifacts prior to construction
- Received NSW Heritage Near Me Activation funding to integrate archeological finds in the rear courtyard of Morpeth Museum, preserving for future generations
- Accessed funding under the NSW Public Reserves Management Fund to undertake maintenance works at Maitland Gaol and, as the Crown Land Manager for the site, sought community input into the future direction of the site, resulting in the development of a business plan and site masterplan to guide future development and management
- Approved 4,733 development applications and 1,796 construction certificates from 2017/18 to 2020/21. The total value of all development applications averages over \$400 million each year. 25 development applications were approved for developments over \$5 million in value, including:
  - Waste Transfer Facility at Mount Vincent \$14 million



- Maitland Administration Centre at Maitland \$42 million
- New commercial centre at Chisholm \$29 million
- New commercial centre at Gillieston Heights \$6.8 million
- Works at Ashtonfield Public School \$13 million
- Aged care facility at Morpeth \$31 million
- Motel at Thornton \$8 million
- Medium density housing development at Thornton \$10.5 million
- Approved the Maitland Gaol Development plan and site master plan, which will drive the future development of the site to ensure its long term sustainability and reaffirm the gaol's position as one of the most iconic and unique tourist attractions in regional New South Wales.

## OUR COMMUNITY WANT

**Diverse and affordable housing options available for residents throughout all life stages**

## SO WE:

- Developed a Local Strategic Planning Statement, which sets out a 20 year vision for land use planning in Maitland and considers what land types we will need in terms of housing, employment, community facilities, transport and the environment
- Commenced development of a new Local Housing Strategy, which includes a review of the Maitland Urban Settlement Strategy (MUSS) and Affordable Housing policy and is aimed at ensuring a diverse range of housing types is available to meet the needs of residents at different life stages
- Rezoned the Anambah Urban Release Area which will enable the creation of 3,500 new residential lots as well as new community infrastructure
- Implemented the NSW Planning Portal to enable our community to lodge planning applications online, providing a single source of lodgement and management.

## WE MEASURED SUCCESS THROUGH:

- Maintained 690 kilometres of sealed local roads and 342 kilometres of footpaths/cycleways
- Delivered an average 11.03 kilometres of new road and associated assets per annum
- Increased cycleway and shared pathways by 53 kilometres
- Residential development: 1,166 houses, and a combined total of 114 secondary dwelling, dual occupancy or multi dwelling housing developments approved from 2018/19 to 2020/21
- More than 4,700 development applications approved between 2017/18 and 2020/21
- Total value of all development applications each year averages \$400 million (2017/18 to 2020/21)
- 25 development applications approved for developments valued over \$5 million
- Major urban growth in areas at Thornton North/ Chisholm, Gillieston Heights, Aberglasslyn, Lochinvar and Farley
- Released an average of 701 lots of greenfield development land per year over the last three years.



*The Levee, Central Maitland*



# OUR NATURAL ENVIRONMENT

## OUR COMMUNITY WANT

The potential impacts of our growing community on the environment and our natural resources actively managed

### SO WE:

- Improved energy efficiency through the installation of an additional 56.4 kW of solar panels at the Metford Works Depot, bringing the total capacity of the depot's solar panel installation to 74 kW; increased the Maitland Regional Art Gallery air conditioning capacity and efficiency, and installed a new cooling tower and water chiller, funded through the NSW Heritage Near Me Green Energy Grant program,
- Implemented regional litter and illegal dumping education programs, including increased enforcement for illegal dumping activities; participated in Clean up Australia day activities, with individuals and schools taking part right across the city
- Delivered revegetation activities including support for wildlife linkages through the delivery of over 7,000 native seedlings to residents; environmental restoration activities at ten sites across the city, including Walka Water Works, Tenambit Wetlands, sites at Ashtonfield, and land adjacent to the Mount Vincent Waste Management Centre; completed a three year weeding and revegetation project at Walka Water Works funded through a grant from the NSW Environmental Trust; reviewed past revegetation activities at Tenambit Wetlands, behind Beryl Humble Oval to ensure works were successful in rehabilitating the habitat; celebrated National Tree Day and Biodiversity Month with community planting days and native seedling giveaways
- Received an Environmental Trust Fund of \$100,000 per year over three years to enable the weeding of three Lower Hunter Spotted Gum Ironbark sites at Ashtonfield, Greenhills and land adjacent to Mt Vincent Waste Management Centre
- Established the Maitland Seed Library in partnership with Slow Food Hunter Valley, where seeds are borrowed, planted and enjoyed, then a portion of the crop is left to go to seed, and these are harvested, dried

and returned to the Seed Library for others to borrow and grow

- Delivered our biosecurity weed control strategy, including the commissioning of a specialised drone to spray weeds at the Bolwarra riverbank
- Delivered a regular program street tree planting at locations including Steamfest Park, Abbot Street, Bakers Brickyard, Lawes Street Skate Park and Swallow Avenue Woodberry, Chisholm Road East Maitland, and Mitchell Drive East Maitland
- Used bio sand, a manufactured recycled glass product, on suitable construction works for pipe drainage embedment and backfill across the city
- Received a national award for our 'Explore Walka' project, which celebrates the rich ecology and birdlife of Walka Water Works
- Partnered with Cessnock City and Singleton Shire Councils to deliver the Green Organics kerbside collection service, aimed at reducing greenhouse gases, recover vegetation for processing into quality compost and extend the life span of our local landfill sites
- Planned for improved waste management through progressing plans for the construction of a waste transfer station at Mount Vincent
- Joined the Cities Power Partnership, an initiative of the Australian Climate Council that seeks to accelerate green energy and the sustainability of Australian towns and cities
- Participated in the Water Sensitive Cities Benchmarking and Assessment process with Hunter Water and neighbouring Councils and contributed to the preparation of the Lower Hunter Region 10 point water plan, which ensures our region has a sustainable and resilient water system that can adapt and respond to change
- Delivered a web based Greening Plan Report Card via Council's pilot smart and sustainable city data platform, sharing environmentally sustainable data with the community and providing an update on priority projects to improve data availability and community awareness of Council's environmental work
- Established a Memorandum of Understanding (MoU) between Council and Hunter Region Landcare Network (HRLN) for the purpose

of bringing together the resources and complimentary skills of the respective organisations to strengthen delivery of local natural resource management projects by land carers (HRLN supports the Landcare community in working to improve the natural environment of the Hunter Region).

## OUR COMMUNITY WANT

Our local rivers and floodplains are enhanced, utilised and valued

### SO WE:

- Implemented revitalisation programs at Tenambit wetlands, Walka Water Works and Telarah lagoon, ensuring the local biodiversity of these sites is improved
- Delivered flood studies, including the Wallis and Swamp Fishery Creek Flood Study which investigated the flood behaviour for a range of design flood events over a total area of approximately 400 square kilometres; and the Lochinvar Creek Flood Study as a comprehensive technical investigation of flood behaviour for the entire Lochinvar Creek catchment
- Received NSW Government Department of Planning, Industry and Environment funding to develop the Hunter Estuary Coastal Management Program in partnership with Local Land Services, City of Newcastle, Port Stephens

Council and Dungog Council. The program will review and reset the strategic direction of the estuary management for the Hunter River Estuary.

## OUR COMMUNITY WANT

Local people are aware of their personal impacts on the environment and take steps to prevent or minimise negative impacts and promote positive action

### SO WE:

- Provided education programs to encourage an interest in the environment and improve environmental practices at home through Maitland Green Communities talks and demonstrations in local neighbourhoods (backyard vegetable gardens, waste management, stormwater management, energy and water use, green cleaning, food waste and planting native vegetation); established a quarterly newsletter to provide information on Council's role in protecting the local environment and promote upcoming environmental opportunities; hosted the Environmental Youth Forum, which enables Maitland's students, teachers, and environmental professionals to meet and learn about the environment through information sessions and workshops



Community Street Tree Planting Program



- Managed our waste through the operation of the newly established Community Recycling Centre at Mt Vincent Road Waste Management Centre and diverted approximately 300 tonnes of problem waste from landfill; delivered an 18 month trial of on call bulky waste collection for residents unable to use their annual household tip voucher; provided free waste services including Mattress Musters, drumMuster, Household Chemical Clean Out and free problem waste disposal at the Community Recycling Centre
- Joined the Green Caffeine scheme that encourages local cafes to participate in a coffee cup swap system to reduce waste to landfill by replacing single use cups with reusable cups
- Celebrated as the Maitland Slow Food Earth Markets, which supports local producers, was recognised as the 2018 winner of the International Gigi Frassanito award at the Earth Market Summit, with our market being the first of its kind in Australia
- Developed a water education kit for students to demonstrate how we use water and encourage discussion on water conservation.

- 2020/21 in response to level 2 water restrictions due to drought conditions
- Increased households with a Solar PV Power system by 73% in 2019/20 compared 2015/16
- Estimated emission reduction from Residential Solar PV increased 172% in 2019/20 compared 2015/16
- Daily electricity use per household decreased 4.4% in 2019/20 compared with 2015/16
- Monitored algae bloom in our rivers and waterways.

### WE MEASURED SUCCESS THROUGH:

- Over 7,340 plants given away, and 4,616 physically planted at parks and environmental sites across the city
- Over 45.6 tonnes of unwanted household chemicals collected
- In 2020/21 alone we:
  - Collected 5,107 tonnes of recyclables at the kerbside for processing
  - Collected 10,997 tonnes of organics at the kerbside for processing
  - Collected 24,656 tonnes of waste at the kerbside that went to landfill
  - Had a diversion rate of domestic waste from landfill of 40% in 2020/21
  - Collected over 4,902 mattresses under the Mattress Muster recycling program
- 6,400 waste bins serviced by Council garbage trucks every day
- More than 1,394 illegal dumping incidents investigated (from July 2018 to June 2021)
- Reduced average household water consumption by 16% between 2017/18 and



Tree planting



# A PROSPEROUS AND VIBRANT CITY

## OUR COMMUNITY WANT

**A unique sense of identity and place is found within our villages, suburbs, towns and city centre**

### SO WE:

- Engaged the community, tourism operators, local businesses and the broader industry, receiving over 1,100 ideas on opportunities and challenges to identify key destination themes within our city - that is river activation, arts, heritage and culture, sports and recreation, concerts and events, farmland and nature, connectivity between attractions and accommodation alternatives; developed a Destination Management Plan to capture these ideas and create a plan for building and managing Maitland's visitor economy for our key areas of Morpeth, Central Maitland, Maitland Gaol, Walka Water Works and Tocal
- Unlocked public space in Morpeth through a suite of quick, engaging and high impact temporary interventions, 'Morph It', that built on the unique character of the historic township, enabled by funding secured through the NSW Government's Streets as Shared Spaces grants program
- Provided Quick Response Creative Streets funding through COVID-19 recovery measures for up to \$10,000 per project, to allow local creatives to deliver initiatives that encouraged social connection and could be delivered digitally during COVID-19 restrictions.

## OUR COMMUNITY WANT

**Our growing economy is evolving to become more innovative and diversified to support job growth and economic sustainability**

### SO WE:

- Partnered in the development of the Hunter Regional Economic Development Strategy 2018-2022, covering the local government areas of Maitland, Cessnock, Dungog, Muswellbrook, Port Stephens, Singleton and Upper Hunter, to assist the State Government

allocate funding for infrastructure projects across the region

- Developed a prospectus for Central Maitland and The Levee to inspire interest and attract investment based on the preferences of the community for commercial activities, including more hybrid shops and diverse food and beverage offerings; launched a new business opportunity prospectus for Morpeth to support the township to continue to thrive as a destination
- Continued to provide local employment opportunities through Council's apprenticeship and trainee programs, employing 43 people over the period
- Supported our local businesses through changes associated with COVID-19, providing business development opportunities including the Hunter Regional Business Hub online marketing workshops, regular Business Leaders Lunches and city trader networking. We also:
  - Helped businesses take their business online with the Business Accelerator Program
  - Generated sales in local businesses in The Levee with major promotions and a giveaway of \$90,000
  - Amended Council's Hardship Policy to support local businesses by providing suspension of interest on outstanding rates for a six month period, temporary suspension of debt collection, extended periodic payment plans, provision to defer quarterly rate instalments for Q4 2019/20 and Q1 2020/21 for residential and business land owners, and suspended lease payments on a number of Council owned properties
  - Removed the Mall/Levee special rate from 2020/21 that applied to businesses within the former High Street Heritage Mall
  - Expanded communication to businesses, including electronic data mail, outlining Council's business related response and recovery initiatives and useful resources for local businesses
  - Provided a series of free webinars including grant applications, tackling tenders and business planning through difficult times.

## OUR COMMUNITY WANT

**Maitland is seen as a desirable place to live, an easy place to work, a welcoming place to visit and a wise place to invest**

### SO WE:

- Partnered with Destination NSW to create a digital marketing and public relations campaign, 'Make it Maitland', to build awareness of Maitland and showcase its diverse appeal as a short break destination
- Provided flagship events to grow the visitor economy and support local businesses, attracting more than 213,000 attendees over the period - although COVID-19 impacted our ability to maintain these events through 2020 and 2021 we continued to welcome visitors through new local initiatives and online events
- A Taste of Maitland online promotion encouraged residents to spend locally; up to \$10,000 was provided for local food and beverage businesses to supply restaurant vouchers as prizes for an online competition; an online directory of local restaurants, bars, pubs and cafés offering delivery was developed
- Delivered a 'Street Eats' program at various locations across the city, where food vendors provided opportunities for locals to connect and to activate our local spaces

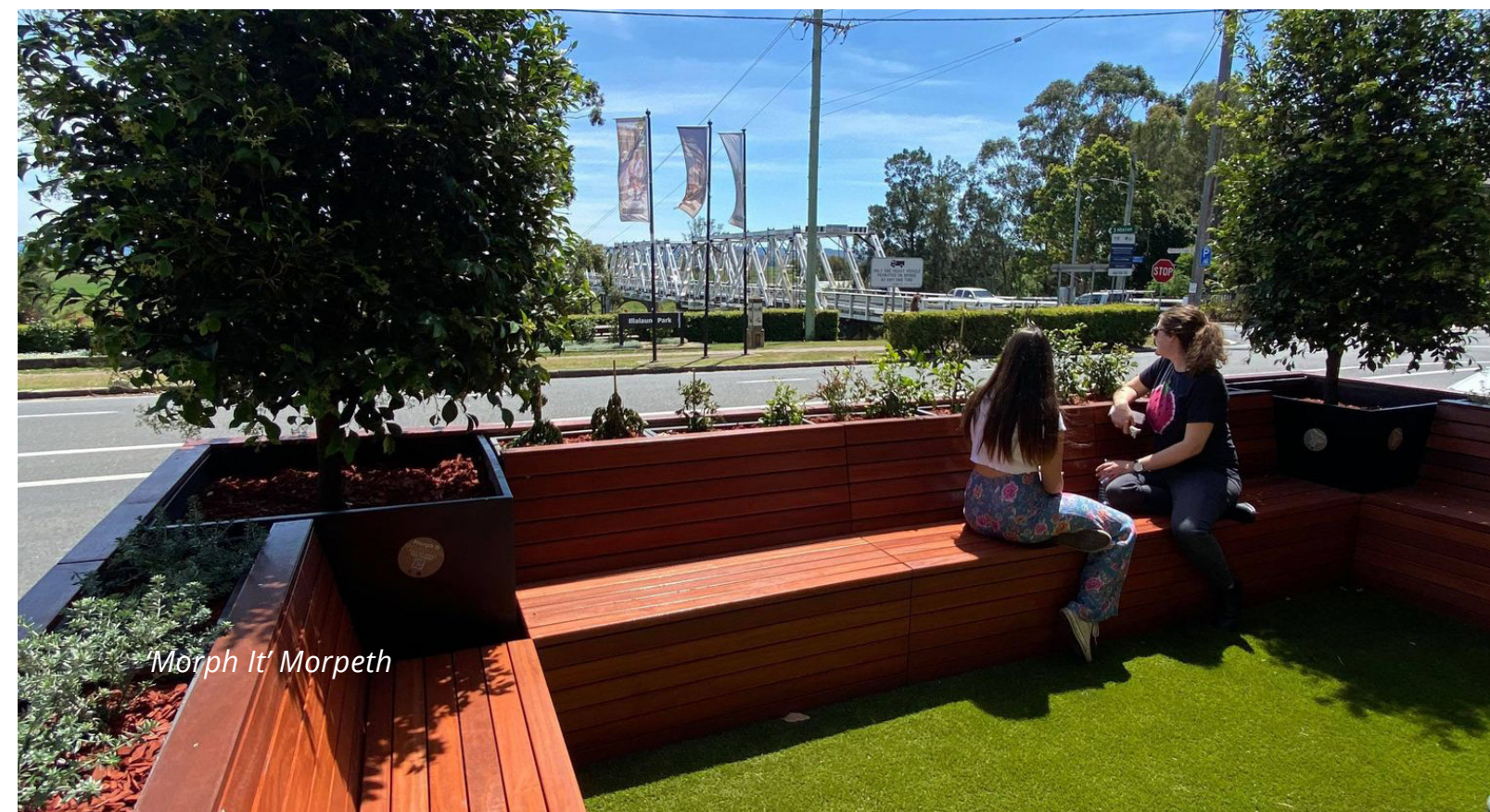
- Developed a Destination Management Plan from the 1,100+ ideas and suggestions from the community, tourism operators, local businesses and visitors on how to enhance and manage Maitland's premier tourist destinations at Morpeth, Central Maitland, Maitland Gaol, Walka Water Works and Tocal
- Delivered a Maitland Visitor Economy Forum and Networking Lunch, hosting over 100 people from local tourism businesses, events and industry leaders and providing an opportunity to learn, network, and engage with fellow industry colleagues and professionals.

## OUR COMMUNITY WANT

**Central Maitland is the vibrant heart of our city, creating a strong sense of pride within the community**

### SO WE:

- Delivered The Levee Marketing Program and Activity Plan with the aim to position The Levee as Maitland's premier lifestyle precinct - including the adaptation of some activities to be delivered in a different format including LIVE at The Levee Home Sessions, a podcast series and school holiday art activities being converted to take home packs
- Supported local businesses following the first COVID-19 lockdown with a 'we're still open' campaign and a major giveaway promotion; in June 2021 over 50 businesses within The Levee participated in The Levee One Day Sale





- Secured \$594,000 in funding as part of the NSW Your High Street grant program to provide more green space and seating in High Street at Central Maitland, between Grant Street and the Ken Tubman Drive roundabout
- Connected The Levee and Hunter River through events (Maitland Aroma, Riverlights, New Year's Eve) that supported businesses at The Levee
- Introduced street art at key locations across Central Maitland including the 'Take Me to The River' mural in Drill Hall Lane, providing an avenue for local artists and enhancing the character of our city
- Activated the exterior wall of Maitland library to highlight programs and events through the Walls that Talk program, featuring 1960s photographs to celebrate Maitland Library's 50th birthday in 2017/18, Magic Pudding' to celebrate the 100th anniversary of the best known book by Norman Lindsay in 2018/19, Moon Phases' to coincide with the 50th anniversary of the first moon landing in 2019/20, as well as '#petsofmaitland' in 2020/21 to recognise pets who comforted residents during COVID-19
- Launched a prospectus for Central Maitland and The Levee, designed to inspire interest and attract investment based on the preferences of the community for commercial activities within Central Maitland, including more hybrid shops and diverse food and beverage offerings
- Continued the delivery of the Central Maitland Structure Plan, which sets out our plan for growth and revitalisation in the Central Maitland Precinct; since 2009 the plan has supported a rise of events in Central Maitland, such as Riverlights and Maitland Taste festival, safer pedestrian movements along High Street and around Maitland Train Station, streetscape improvements and a review of car parking in Central Maitland.

## WE MEASURED SUCCESS THROUGH:

- Achieved a processing timeframe of 21 net median days for development applications
- An estimated 28,318 jobs in Maitland, or the full time equivalent of 26,490 positions as of 2021
- A 13% increase in the number of registered businesses between June 2018 and June 2020, to total of 6,496
- Attracted approximately 801,000 visitors annually, generating \$114 million in expenditure
- Tourism provided an estimated annual output of \$238 million
- 84,529 visitors to Maitland Gaol between 2017/18 and 2020/21
- 47,738 visitors to the Visitor Information Centre between 2017/18 and 2020/21
- 328 businesses registered in Central Maitland between September 2017 and June 2021
- Unemployment rate of 4.8%



*Riverlights Festival Central Maitland*



# CONNECTED AND COLLABORATIVE COMMUNITY LEADERS

## OUR COMMUNITY WANT

**Our community's diverse leaders are identified and connected**

### SO WE:

- Recognised outstanding contributions of local residents through our 'Citizens of the Year': the driving force behind the Earth Markets at The Levee, Amorelle Dempster (2018); local journalist and drought crisis advocate, Belinda-Jane Davis (2019); local resident and tireless volunteer, Wilma Lilley (2020); and Parkinson's awareness and support advocate and artist, Dr Helen Tolhurst (2021)
- Acknowledged outstanding leadership of young people through our 'Young Citizens of the Year'; Christopher Teasdale (2018) for his inspirational leadership qualities; Kelci Brain (2019) who completed over 800 volunteer hours as a member of St John Ambulance (NSW) - Maitland Cadet Division; Hayley Johns (2020) as an Ambassador for Regional Youth and delegate for the Agricultural Societies Council of NSW Next Generation; and Ally Meyn (2021) who is President of the local Business Network International Group, and is passionate about improving the lives of those less fortunate or disadvantaged within the community
- Inducted five local icons into the Maitland Hall of Fame, including Peter Bogan for research and education, Nicholas Enright AM for arts, theatre and literature and Gary Harley, Colin Johnston and Melinda Thompson for sports, showcasing our local talent
- Recognised council's many volunteers who, through their initiative and dedication, made positive contributions to the lives of others. The Maitland City Council Volunteer Service Award went to Therese Scriberras (2018) for her involvement in many of Council's flagship events, Alan Todd (2019) for his long term involvement with Morpeth Museum, Tom Skelding (2020) for his support of heritage projects and as a key contributor to the Steamfest Working Group
- Awarded the 234 Army Cadet Unit with the City of Maitland Medal in 2018, received for the time

and effort spent in supporting young cadets by the predominately volunteer run organisation

- Provided City of Maitland Service Awards to individuals who provided outstanding service to a specific group within the Maitland community, recognising June Gardner from the Maitland CWA, Ian Bell Inness from the Maitland Pipes and Drums Band, Hope Langman from the Maitland City Choir, Dawn Vallance from the Maitland CWA and other community groups, Christine Walmsley as a mentor at Maitland Grossman High and volunteer at Rotary and Maitland Regional Art Gallery, and Corrine Frost from the The Mai-Wel Group.

## OUR COMMUNITY WANT

**Meaningful, informed and genuine community participation is active in decision making at all levels of government**

### SO WE:

- Launched the YEP (Youth Empowering Participation) Project to help shape the way Council talks with and listens to young people, recruiting a group of 12 to 25 year olds to plan and run an event featuring local music, artists, activities and food; the event attracted 150 people and informed Council how young people want to be communicated with around the issues and topics that matter to them
- Advocated for community infrastructure at various regional, state and federal forums, including membership of the Hunter Joint Organisation of Councils which meets bi-monthly to discuss issues in the Hunter area; discussions supported the attainment of over \$21 million in grant funding to deliver community infrastructure and programs
- Endorsed a Community Engagement Framework to guide how, what, when, where and why we will engage with the community, including a Community Engagement Policy and a Community Engagement Strategy and Action Plan supported by an internal toolkit for staff
- Undertook our biennial community survey to understand the levels of satisfaction with council

services and facilities, which saw 31 services either retain or exceed satisfaction results compared with 2016

- Consulted with the community on 67 engagement projects resulting in 14,897 community engagement responses between 2017/18 and 2020/21
- Developed a Community Participation Plan (CPP) to provide Council's approach for encouraging the community to have their say on planning matters where Council is the consent authority.

## OUR COMMUNITY WANT

**An efficient and effective Council that listens and responds to community needs**

### SO WE:

- Reviewed and implemented a new customer focused set of Guiding Principles which underpin everything we do and put the customer at the heart of decisions and service improvements so that we can help customers and our people thrive
  - Developed a Customer Experience Plan with a range of service model concepts to improve the overall customer experience to meet the growing needs and expectations of the community, with a focus on doing it all from
- our website, responsive social media and email, expanded hours for specialists and contact centre, and an empowered customer service with the right tools and knowledge to better serve customers and increase the number of 'first call resolutions'
  - Implemented a review of digital services across the organisation and developed a Digital Transformation Strategy and Roadmap to support improved customer experience through using digital technologies to make experiences with Council easier
  - Embarked on a Customer Driven Transformation program that will change the way we work, the way we deliver services and inform and the way we operate to deliver 'uncouncil like' service; the Customer Experience Plan and Digital Transformation Strategy are at the core of our transformation and outline the range of projects we wish to achieve over a three year period
  - Supported 11 local organisations through the new Vibrant City Sponsorship Program, providing a total of \$47,747 in funding to deliver opportunities to community, industry groups, events and organisations for initiatives that create a vibrant city for the community and deliver tangible and measurable benefits to Council. Beneficiaries included Artastique a ten-day art exhibition and festival; Maitland Garden Ramble an event staged by the Maitland Black & White Committee to raise money for Vision





Australia; Maitland River Run, showcasing The Levee and riverbank across three courses; Maitland Triathlon celebrating its 21st event; The Real Film Festival a pop up event celebrating storytelling through film; Maitland Heritage Festival promoting local heritage; Maitland Skate Space filming Maitland Shred; IF Maitland Indie Writers Festival celebrating independent writing and publishing; IF Maitland Art Fest replacing the former Artastique; The Church Street Spring Fair welcoming Spring to the historic Church Street Maitland precinct; and Maitland Steamfest Podcast capturing the sounds, rhythms and glory of steam trains.

## OUR COMMUNITY WANT

**A reputable and performance driven Council focused on the future of our city**

### SO WE:

- Delivered Council's COVID-19 Response and Recovery Grant Program which committed funding to local not for profit organisations/ groups, sporting groups and associations, service clubs and businesses, for projects and initiatives that addressed community needs and encouraged community reconnection
- Responded to amendments to the Local Government Act and Public Health Orders through revised Code of Meeting Practice to provide for Councillor attendance at meetings via audio visual links, and accessibility to the public via live streaming
- When able under Public Health Orders, relocated Council meetings to larger spaces to enable appropriate social distancing and in person attendance
- Introduced a rates subsidy for community groups policy to halve the rates paid by qualifying community organisations
- Provided executive support to the Maitland Local Emergency Management Committee in response to COVID-19
- Councillors signed the National Communications Charter to guide discussion on mental health and wellbeing, social and emotional wellbeing, mental ill health and suicide prevention with each other and the community in 2019
- Commenced construction of the Maitland Administration Centre which will link to Town Hall across the ground and first floors,

providing better accessibility to the Council Chamber and community connectivity to the upgraded facilities in Town Hall

## WE MEASURED SUCCESS THROUGH:

- A 2018 independent community survey showed overall community satisfaction with Council is 3.5 out of 5
- 20,387 followers on Council's Facebook page
- 6,532 followers on Council's Instagram account
- 3,549 followers on Council's Twitter account
- Responded to over 16,200 live chat enquiries on our website
- Managed an average 1,780 citizen service requests per annum over the period, handling approximately 5,800 phone calls each month, and responding to approximately 380 live chats per month
- Over 60 engagement opportunities with over 14,800 responses received
- Over \$28 million received in grants for operational programs such as road safety, noxious weed spraying, community services and infrastructure renewal
- Over \$21 million received in grants for community infrastructure projects such as the Athletics Centre, play spaces and shared pathways
- Council meetings adapted to meet COVID-19 safety requirements by allowing for remote participation of Councillors via Zoom
- Mayor Cr Loretta Baker became the first female mayor in Maitland's history in September 2017.

Data referenced throughout this report is sourced from a combination of Remplan community and economic data, Council data, tourism data, unemployment data ,



*Maitland volunteers*





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