

Newcastle 2030

Our Vision for a Smart, Liveable and Sustainable City



Draft

Newcastle Community Strategic Plan
(Revised 2013)



**Production**

Newcastle Community Strategic Plan
was prepared by The City of Newcastle Future City Group

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In 2030 Newcastle will be a Smart, Liveable and Sustainable city. We will celebrate our unique city and protect our natural assets. We will build resilience in the face of future challenges and encourage innovation and creativity. As an inclusive community, we will embrace new residents and foster a culture of care. We will be a leading lifestyle city with vibrant public places, connected transport networks and a distinctive built environment. And as we make our way toward 2030, we will achieve all this within a framework of open and collaborative leadership.

“

*Few, if any forces in human affairs
are as powerful as shared vision.*

Peter Senge, The Fifth Discipline

”

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Acknowledgement of Country

"The City of Newcastle acknowledges that we are meeting on the traditional country of the Awabakal and Worimi peoples.

We recognise and respect their cultural heritage, beliefs and continuing relationship with the land, and that they are the proud survivors of more than two hundred years of dispossession.

Council reiterates its commitment to address disadvantages and attain justice for Aboriginal and Torres Strait Islander peoples of this community."

Adopted by The City of Newcastle on 28 October 2003

A message from The City of Newcastle



Newcastle is on its way toward achieving its vision to be a resilient, connected, liveable, vibrant, culturally rich, innovative and balanced city. Since the Newcastle 2030 Community

Strategic Plan was endorsed just two years ago there has been real progress toward changing Newcastle's reputation from steel city to cosmopolitan coastal centre and this hasn't gone unrecognised.

It was recently named one of the top 10 cities in the world in Lonely Planet's 'Best in Travel 2011' guide and was the 2012 recipient of the International Festivals and Events Association's Festival City award.

But Newcastle is not just a pretty face. It is a city with world class industry, business and research, and with hardworking, genuine people who are working collaboratively to get the job done in a city that is always changing.

Using this collaborative approach many major projects have been initiated by government agencies, businesses, community groups and educational institutions that are strengthening our city and making real progress toward our seven strategic directions.

Newcastle is working together to make its vision for the city a reality and it gives me great pleasure to repledge The City of Newcastle's support to the delivery of the Newcastle 2030 Community Strategic Plan.

Cr Jeff McCloy
Lord Mayor of Newcastle



The Newcastle 2030 Community Strategic Plan represents the city's shared vision for the future. Developed with broad community input, it (the Plan) has been recognised

by the Division of Local Government as a model of best practice and continues to be supported by the Newcastle community. A review of the community's priorities and strategic objectives for the city showed that our shared vision for Newcastle still holds strong.

Real progress has been made toward achieving all of the seven strategic directions using a partnership approach.

The NSW Government's Urban Renewal Strategy is a great example of our goal for a connected city. It includes a range of initiatives to help improve links between the city centre and its waterfront. The aim is to revitalise Hunter Street with activity focused on three key hubs to form a dynamic city centre offering a range of experiences for the wider region and eight new crossings to link the city centre with the foreshore.

The City of Newcastle, the NSW Government through the Crown Lands division and Hunter Surf Life Saving are together delivering the Newcastle coastal revitalisation project and the Newcastle Coastal Revitalisation Masterplan Strategy which are big steps toward our vision for a protected and enhanced environment.

Partnerships between government agencies, industry groups and business operators have helped deliver our vision to create vibrant and activated public places in the city. The Walk Smart Initiative has been developed with input from Council, police, liquor accord representatives, Ausgrid, Newcastle NOW, Hamilton Business Improvement Association, local businesses and commercial property owners to improve safety and includes the Newcastle After Dark smart phone app to help display the Walk Smart map, find a bus stop, train station or secure a taxi.

Our Youth Council joined forces with Lake Macquarie's Youth Advisory Council to host the NSW Youth Council Conference in late 2011 – a great move toward our goal for a caring and inclusive community. Attended by 50 young people from across the state, the conference provided young people the opportunity to attain new skills and knowledge to help them run their own Youth Councils or committees more effectively.

The Pride of Place grant program is empowering groups to achieve the goal for a liveable and distinct built environment. In 2012 projects were completed at Adamstown, Broadmeadow, Waratah, Stockton, Lambton and in the city centre.

In a great leap forward toward building a smart and innovative city, the University of Newcastle has announced its intention to locate a campus in the commercial and legal heart of the city that will promote greater opportunities for professional engagement and enhance access, participation and attainment to higher education for Hunter communities.

Continuing our commitment to open and collaborative leadership remained an important tenet for Council and in 2011 set out its guiding principles for communication and consultation with the community in the City Engagement Charter that was adopted after public exhibition and consultation. These principles are to be accessible and inclusive, actively seek input into our decision making and to be open and transparent.

This revised edition of the Newcastle 2030 Community Strategic Plan provides an update on the strategies that will continue to provide progress. However it is important to reiterate that collaboration between the community, government agencies, business and industry is the key to achieving our shared vision for the future. The City of Newcastle reaffirms its commitment to this collaboration and the Newcastle 2030 Community Strategic Plan.

Ken Gouldthorp
General Manager, The City of Newcastle



A Smart, Liveable and Sustainable City

Newcastle 2030

Newcastle 2030 is a shared community vision developed as a guide to inform policies and actions throughout the city for the next twenty years. For all of us who live, work and study in Newcastle, this vision sets the direction for where we want our city to grow. And with direct input from a wide cross-section of the community, it represents what we value in our city and what we want improved.

We will be a better city in 2030 thanks to the input and insight of the many people who took part in this planning process. Newcastle 2030 identifies a vision for a resilient city - smart, liveable and sustainable. It will build on our strengths and unique assets and drive the momentum of commitment we all share for our city.

From this vision, a 10-year Community Strategic Plan has emerged as a blueprint for a better Newcastle. The Plan itself is a working document for us all. Council, residents, the business community, government agencies and community groups will all play a role in implementing the actions within the Plan.

While the development of a long-term strategic plan is a requirement under NSW Government legislation, The City of Newcastle recognises the enormous benefit of planning alongside the community. It helps address social, environmental, economic and civic issues in an inclusive and effective process. Quite simply, it makes good sense for us all as residents, civic leaders and community participants.

Our Vision

In 2030 Newcastle will be a Smart, Liveable and Sustainable City. We will celebrate our unique city and protect our natural assets. We will build resilience in the face of future challenges and encourage innovation and creativity. As an inclusive community, we will embrace new residents and foster a culture of care. We will be a leading lifestyle city with vibrant public places, connected transport networks and a distinctive built environment. And as we make our way toward 2030, we will achieve all this within a framework of open and collaborative leadership.

To guide us forward, we will focus on seven strategic directions that emerged from the shared planning process. These are the qualities we would like for our city as we move towards 2030.

- A Connected City
- A Protected and Enhanced Environment
- Vibrant and Activated Public Places
- A Caring and Inclusive Community
- A Liveable and Distinctive Built Environment
- A Smart and Innovative City
- Open and Collaborative Leadership

All of these qualities work together. They are the vital connections in a visionary plan to meet the social, economic and environmental goals we need to build a resilient city. An adaptable community is better equipped for the challenges of the future with a long-term vision bolstered by clear sustainable guidelines.



Section 1

Creating Our Plan

We all have an important role to play in the Newcastle Community Strategic Plan.

Together, we have developed an ambitious long-term vision that deserves commitment. It requires key actions and pooled resources by all of us across the community to meet our seven strategic directions. Council, residents, community agencies and other government bodies will work within this plan and take responsibility for key areas. The Community Strategic Plan identifies the objectives, strategies and key partnerships necessary to fulfil our vision.



In 2009 new guidelines were legislated by the NSW State Government to help improve the way local government strategically plans for the future. Newcastle 2030 was part of this new reform and Council welcomed the strong focus on integrated planning and community engagement. Our first Newcastle 2030 Community Strategic Plan was endorsed by Council in 2011 and was a key element of Council's Integrated Planning and Reporting Framework.

Reviewing the Plan

The Local Government Act 1993 requires Council to work with the community to review the Community Strategic Plan and other documents within the Integrated Planning and Reporting Framework after the commencement of each four-year elected Council term.

The Newcastle 2030 review program was structured to confirm our aspirations and priorities for Newcastle, amend our shared objectives if required and update the proposed strategies in response to action achieved or changes within our city. The review included the release of the State of

the City Report in August 2012, an update of the challenges and opportunities facing Newcastle and a broad range of community engagement activities seeking feedback on our shared objectives and ideas for the future.

Collaboration and Engagement

Our inaugural Newcastle 2030 Community Strategic Plan was developed through a process of intensive community engagement undertaken in 2009-2011. The focus of these conversations was to identify the needs and aspirations of the community and determine future priorities based on our strengths, challenges and opportunities. Our conversations began at local community events and were followed with a major community forum, surveys, online discussions and focused community workshops. Over 1,500 people directly helped develop the Newcastle 2030 vision with more than 4,000 conversations about our future. This significant engagement process and the resulting Community Strategic Plan have been recognised as models of best practice.

We continued these conversations in 2012-2013 to confirm ongoing support for the Newcastle 2030 vision, the strategic objectives for the city and the strategies to achieve our shared goals. More than 1,100 people participated in the review program through activities including the Newcastle 2030

survey, stakeholder meetings and completion of ideas postcards at community events and libraries. During these engagement activities the Newcastle community continued to demonstrate their passion for where they live and a willingness to engage and help shape the city's future. The outcomes of the engagement activities and broader review indicated strong support for the existing strategic objectives and our shared vision of Newcastle as a smart, liveable and sustainable city.

More detail on the Newcastle 2030 Community Engagement Process can be found in Appendix 1.

Aligning the Plan

As a community, we acknowledge our place within a wider regional and state context with an understanding of our role and networks with other communities, industries and state-wide partners. The review of the Community Strategic Plan included consideration of a range of current strategic documents impacting on Newcastle and was developed with regard to the NSW 2021 State Plan and associated delivery plans including the Hunter Regional Action Plan 2012, Hunter-Central Rivers Catchment Action Plan 2013-2023 and draft Newcastle Urban Renewal Strategy 2012.

The community aspirations and goals reflected in the 10-year Community Strategic Plan reinforce a number of the priorities identified in the State Government objectives for Newcastle including

improved transport networks, revitalisation of the city centre and further growth in our diverse local economy. Linking priorities with the State Government gives Council the opportunity to align strategies and develop stronger partnerships to deliver positive outcomes for the Newcastle community. Partnerships for the delivery of common goals are identified in the action tables within Section 3 and summarised in Appendix 2.

Delivering the Plan

What it means for Council

Council has driven the Newcastle 2030 process and the development of the Community Strategic Plan and acknowledges its role as the leading facilitator and advocate on behalf of the Newcastle community. In delivering the Community Strategic Plan, Council will commit to its responsibility for key areas of the plan and advocate on behalf of the Newcastle community in areas not directly resourced by Council. Important partnerships with residents, government agencies and local organisations will be strengthened as a result of this more cohesive planning approach.

Commitment to the Newcastle 2030 Vision and Community Strategic Plan gives Council a strong foundation to continue more detailed planning tasks and identify future funding priorities and services in consultation with the community. To

manage this process, Council's role and responsibility in working towards the strategic directions for the city are developed in Council's core strategies and associated action plans. The prioritised actions from these plans are included in The City of Newcastle Delivery Plan 2013.

Future plans and subsequent decisions made by Council will also be aligned with the Community Strategic Plan to ensure an ongoing focus on achieving the objectives outlined in the community vision.

What it means for residents and local organisations

The success of Newcastle 2030 relies on the collective commitment of the whole community from individuals, households, community groups and business. Through our Newcastle 2030 conversations we continue to discover that as a community we already contribute to the vision in many sustainable choices we make everyday. Our ongoing commitment can be further supported through changes, both big and small, in the way we go about our lives.

Local organisations will find the shared vision, strategic directions and proposed strategies useful for future decision making and are encouraged to refer to the Community Strategic Plan for their own strategic planning. Many committed people and organisations have already played a crucial role in the Newcastle 2030 process. This engagement process will continue as the current Community Strategic Plan is implemented and reviewed in future years.

For Government agencies

The State Government has committed to deliver integrated strategic planning for land use, transport and infrastructure investment, and to partner with communities to improve social and economic outcomes. The strategic partnership between the State and local governments in NSW aims to work in an open and collaborative manner to achieve strong communities. The Intergovernmental Agreement 2013 that guides this partnership is underpinned by the NSW 2021 State Plan, the Destination 2036 Action Plan for local government in NSW, and local community strategic plans.

The role of State and Federal government agencies in our Newcastle 2030 Community Strategic Plan is to work with Council and the broader community providing advice, support and the delivery of relevant strategies. To a great extent, it provides a strategic guide for other agencies. Many of the community objectives outlined in our Plan align with the priorities in the NSW 2021 State Plan and the Hunter Regional Action Plan so it is appropriate that Newcastle 2030 is considered in future decision making processes for the city. It is an opportunity to pool resources and build on relationships to achieve our common goals.



Resourcing the Plan

Council's Integrated Planning and Reporting Framework is underpinned by the need for an appropriate mix and delivery of infrastructure services combined with sufficient financial and human resources to manage them. Achieving our long-term vision requires formal identification and allocation of resources.

To successfully implement the Community Strategic Plan, Council's long-term resourcing strategy for all Council controlled assets and associated funding has been reviewed.

This resourcing strategy includes:

- The long-term Asset Management Strategy to align Council's asset services with the aims of Newcastle 2030
- The Long Term Financial Plan to ensure sufficient funds are available to meet Council's contribution to achieving initiatives identified through Newcastle 2030 and delivery of asset and related services; and
- A Workforce Management Plan to identify the staff and skills required to resource Council's four-year Delivery Plan 2013.

Monitoring the Plan

The primary purpose of implementing the Newcastle 2030 Community Strategic Plan is to bring about positive change within our community. It is therefore important that we track our progress and the effectiveness of the strategies in moving forward towards our long-term vision.

An update on the initial implementation of the Community Strategic Plan and an assessment framework to effectively measure progress towards achieving our shared vision was provided in the **Newcastle 2030 State of the City Report**, August 2012. This report outlined how Council and other stakeholders have contributed to our shared objectives for Newcastle and initiatives undertaken. The assessment framework contains the community indicators developed to assess the achievement of the outcomes we aspire to within each of our strategic directions. These indicators are shown following the action tables in Section 3 and include community survey assessment of outcomes achieved and monitoring data collected by Council and other government agencies.

The Newcastle 2030 State of the City Report has informed the current review process and provides a baseline document for future reports. Regular updates will be provided on an annual basis with detailed reports completed at the end of each four-year Council term to ensure the integrity of the Newcastle 2030 vision is maintained.





Council's Integrated Planning and Reporting Framework



Section 2

Uniquely Newcastle

To develop a vision for the future, we needed to look at Newcastle as it is now and talk about the things we value most as a community. We needed to identify the potential challenges, opportunities and mechanisms for change and it was important to celebrate, recognise and build on the strengths and assets already at work in the community. Throughout the Newcastle 2030 process, we discussed where we are now and where we want to be in the future. This process provided a platform for a renewed vision for our city.





Newcastle now

Who are we?

Throughout the Newcastle 2030 conversation, the words and images we shared formed a collective picture of Newcastle's unique qualities. And as we progressed, another picture emerged of a city we would be proud of in twenty years.

As Novocastrians, we love the lifestyle and pace of our city yet we also aspire for some of the attributes of a larger city. We would like to find the balance between the liveliness and diversity of a dynamic city and the relaxed pace of Newcastle.

We enjoy easy access to the beauty of beaches and the bush and we believe Newcastle has the potential to be an even better place to live, with improved public transport and vibrant public places.

Newcastle 2030 will retain our unique qualities and strengths.

Newcastle Local Government Area



A working city

The greater Newcastle area is the economic, administrative and cultural centre of the Hunter Region with foundations based on a diverse commercial, cultural, trade and industrial economy. Our robust economy encourages future business investment and facilitates growth for the city.

The Port of Newcastle remains the economic and trade centre for the Hunter Region as well as for much of northern NSW. We are the world's largest coal export port and Australia's oldest and second largest tonnage throughput port. During 2012 over 40 different commodities were handled through the Port including the export of 134 million tonnes of coal.

Over the past decade, Newcastle has maintained an unemployment rate at or lower than the State average. Our two largest single employers, the Hunter New England Area Health Service and the University of Newcastle reflect the city's strengths in knowledge and human service industries.

A city in transition

Like other post-industrial cities, Newcastle has embarked on significant transitional change over the past twenty years. Previously based on heavy industry, Newcastle is now a city with a diverse economy where residents enjoy the benefits and amenity of a large city and the pace and lifestyle of a regional town.

Our education and health care facilities are world class and serve a wider population of approximately 600,000 people and we are a nationally recognised centre for medical and environmental research.

Our credentials and future potential have attracted funding from Federal and State Governments through investments in infrastructure such as the Hunter Expressway on the city's western edge and the Newcastle Inner City Bypass, Intertrade Industrial Park on the former BHP steelmaking site, Newcastle courthouse complex, the Honeysuckle project, Hunter Stadium and the Hunter Medical Research Institute.

Newcastle Airport and surrounding facilities continue to expand to cater for predicted domestic and international aviation growth. Our local transport habits are also changing as we become more aware of the impact of transport choices on our health and environment. The 2011 Census indicates that the number of Novocastrians catching public transport or riding bikes to work has increased over the past few years. These numbers are likely to further increase together with the number of residents choosing to walk to their workplace as we look towards healthier sustainable transport options.

What are our strengths?

A cultural city

We are a contemporary city rich in history, arts and culture. Our public places are culturally significant both locally and nationally. Our story plays an important role in the story of our nation. Newcastle is Australia's second oldest city and home to some of the nation's most significant heritage sites. The city is rich in architectural diversity with a peninsula lauded for its diverse range of architectural styles.

We have a healthy cultural life supported by the performing arts of dance, theatre, and music. Our visual arts projects, initiatives, spaces and practitioners attract widespread acclaim. We have a civic cultural precinct formed around the Newcastle Art Gallery, Conservatorium of Music, Civic Theatre and Playhouse and the Newcastle Museum.

Newcastle hosts a colourful and expansive array of both cultural and sporting festivals. We have a thriving sports culture fuelled by players, spectators and visitors to major national and international events. We are home to two major national teams, the Newcastle Knights Rugby League and Newcastle Jets Football Club. Other major sports include surfing, netball, basketball, soccer, AFL, rugby union and hockey. These activities all play a role in Newcastle's identity, culture and spirit.

We live in a city with a remarkable and diverse natural environment from coastal headlands and beaches to wetlands, mangrove forests, steep ridges and rainforest gullies. For thousands of years, this country was nurtured and protected by local traditional custodians, including the Worimi and Awabakal peoples who lived around the mouth of the Hunter River. They called this place (Newcastle), Muloobinba and the river, the Coquun.

Novocastrians are known as a proud community shaped by our heritage. From the traditional custodians to European settlement, our culture is shaped collectively by our history as a penal settlement and the birthplace of the Australian coal industry. Ships, convicts and coal. These early and difficult beginnings have made us what we are today; a loyal, welcoming and diverse community. We have coped with earthquake, floods and the closure of major industries and we continue to grow and change.

	Newcastle	NSW
Population	154,896	7,211,500
Median age	37	38
Born overseas	12%	26%
Aboriginal population	3%	3%
Completed Year 12 or equivalent	45%	48%
Completed post school qualifications	47%	46%
Take part in voluntary work	16%	17%
Households	60,886	2,471,296
Average household size	2.3	2.6
Couples with children	25%	32%
Lone person household	28%	23%
Households with a mortgage	31%	32%
Households renting	33%	29%
Households with internet connection	71%	73%

Source: Australian Bureau of Statistics Census of Population and Housing 2011 and Estimated Resident Population 2011



Where are we going?

Challenges

A growing and ageing population

Over the past decade our population has surged with significant growth in Newcastle's western corridor. Our future population is predicted to steadily increase to 180,643 by 2036 (id.Forecast, The City of Newcastle, 2013). This figure will represent an increase of 16 per cent on the 2012 estimated population of 154,896.

The largest proportional population increases are forecasted to be among our residents aged 70-74 years and within the 20-34 years age groups as tertiary education opportunities continue to expand. Lone person households are expected to continue to comprise approximately 30 per cent of our households.

Discussion papers supporting the preparation of the revised Lower Hunter Regional Strategy (Planning and Infrastructure NSW) and Newcastle Local Planning Strategy (The City of Newcastle) during 2013 have identified the need to respond to this forecasted growth with the provision of affordable housing stock and ageing appropriate adaptable housing close to services and public transport. It is estimated that 12,900 new dwellings will be required to accommodate an additional 11,900 households by 2036.

Our changing environment

Our environmental challenges include increasing residential and commercial development pressures on our bushland, waterways and coastline alongside increasing demands for recreation opportunities in the natural environment. Protecting and managing the biodiversity and conservation values of key green corridors will continue to be a challenge for the whole region.

The long-term effects of climate change and the impacts of declining global oil reserves known as peak oil are major challenges for all countries. Global climate changes will impact us locally with increased bushfire risk, reduced water supply, sea level changes, risk of flooding and species extinction. The way in which we respond to these challenges now will shape Newcastle in 2030 and for future generations beyond.

Opportunities

Responding to climate change and peak oil

Increased awareness, education and action in response to these threats will strengthen our resilience as a community. Local research organisations and community groups are actively working towards initiatives to minimise energy consumption and greenhouse emissions with a

focus on less oil dependent transport modes, reducing reliance on high-energy consuming appliances and the use of renewable energy. Strategies we can adopt in response to peak oil include higher density living, eating local organically grown food and using non-oil-based materials. We can plan, protect and enhance Newcastle's bushland, waterways and coastline and adopt sustainable technologies addressing water management and climate change processes.

Urban Renewal

Well-planned urban renewal corridors provide opportunities for economic growth alongside housing renewal and intensification. These corridors take advantage of strategic transport routes and link strategic centres. Both the Lower Hunter Regional Strategy and Newcastle Local Planning Strategy are currently being updated and will provide the strategic land use goals to support future growth in Newcastle. A key challenge for these strategies will be meeting the growing need for housing while maintaining land for industry, employment and recreation requirements.

Economic strengths

Along with strong employment in healthcare, human services, education, training and manufacturing, outcomes from the 2011 Census highlight Newcastle's diverse labour force with a broad range of educational levels and qualifications. The growth of the University of Newcastle and Hunter TAFE will reinforce these trends. Increased access to communication services is also expected to benefit both commercial and non-commercial users as the National Broadband Network is rolled out over the next three years. These strengths support our strong economy, providing resilience and the ability to respond to emerging opportunities.

A revitalised city centre

We are already engaged in a process to boost Newcastle's role as the regional capital. Both Council and the State Government are focused on working collaboratively with the business sector to renew our city centre and achieve a great place to live, work and play. Collaboration between the Newcastle Urban Renewal Strategy, City Centre (Hunter St) Revitalisation Project and Newcastle NOW are revitalising the city through strengthened retail, legal, educational and cultural precincts. Increased pedestrian connectivity, vibrant public spaces for the community and key commercial and tourism initiatives are already underway bringing people, life and amenity back into Newcastle's city centre.



“

There is no power greater than a community discovering what it cares about.

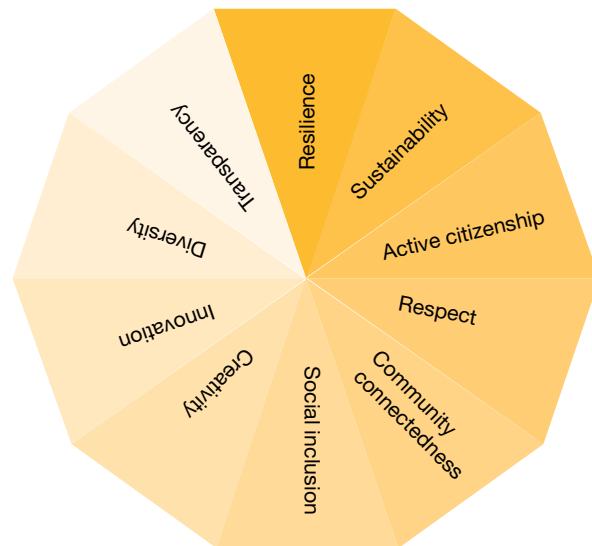
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Margaret Wheatley,
Turning to One Another

Our Community Values

What we value collectively is important to the way we shape our city. Our community values emerged from our 2030 discussions and now help support our shared Vision. Our values describe what is most important to us as Novocastrians. They are the fundamental beliefs reflecting how we would like to live as a community.

As a community we value:



Guiding Principles

Before we embarked on the strategic planning process, we established a set of principles to guide our way. Based on sustainability, social justice and active citizenship, these principles underpin the Community Strategic Plan in addition to future community conversations and Council's decision-making processes.

These community-based guiding principles complement the requirements of the *NSW Local Government Act (1993)* in relation to Ecologically Sustainable Development and the NSW Government Social Justice Directions Statement in the NSW Local Government Charter.

Ecologically Sustainable Development Principles

The Precautionary Principle

Action to prevent environmental damage should not be postponed through lack of scientific certainty.

Inter-generational equity

We need to consider both present and future generations in decisions we make about resource use, the environment and our management of other crucial sustainability values.

Conservation of Biological Diversity and Ecological Integrity

We need to respect and co-exist with the biodiversity of our local area and use natural resources carefully. The conservation of biological diversity and ecological integrity should be a fundamental consideration.

Improved valuation, pricing and incentive mechanisms

When we assess the costs and benefits of our actions, we need to include costs to the environment.

Social Justice

Equity

There should be fairness in decision-making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

Access

All people should have fair access to services, resources and opportunities to improve their quality of life.

Participation

Everyone should have the maximum opportunity to genuinely participate in decisions affecting their lives.

Rights

Equal rights should be established and promoted, with opportunities provided for people with diverse linguistic, cultural and religious backgrounds to participate in community life.

Local Democracy

Transparency

People should have access to the information they need to understand government planning and decision-making processes in order to participate in an informed way.

Active citizenship

People are able to exercise their rights and responsibilities in a balanced way within our democratic society. Individuals and groups are encouraged to take a role in the community and are empowered with the skills, support and the opportunity to shape and influence the decisions that affect our community now and into the future.

Young Visionaries...

The young people of Newcastle had inspiring views for the City's future

What time is it in Newcastle?

to enjoy the city and what it has to offer

time to respect and accept all cultural differences

for growth for more youth facilities

time for more places to chill

for redevelopment and new development

for more live music, arts and theatre

time for live music

for community responsibility

for respect

Time to get serious about the future

for better public transport systems

for meeting more people making new friends and supporting each other

to accept people

for change **time for love**

time for togetherness

for friendship

What else could Newcastle be?

A city which balances heritage and modernity to be unique - A vibrant quality city experience - Brighter - Alive - More supportive and welcoming - New visual image - An alternate arts, music and culture tourist destination - Less shabby Creative arts hub - Safer - Less vandalism and less violence - Leader in social justice - Culturally unique - More opportunity for self expression - More free live music - More fun for under 18s - More vibrant day scene - Rich in heritage and culture - Better nightlife for young and old - Entrepreneurial - Embrace and acceptance of other cultures

Prioritise and restore heritage buildings - Make fresh renovations - More youth friendly spaces - More street art and murals - More homes and shelters - More commercial centres - Renovate rather than pull-down - More accessibility for youth services - Better beach facilities - Better clubs - Free public transport - Make Newcastle bike and public transport friendly - Strongly encourage links between Newcastle and Sydney - Connect the city centre to harbour - Improve transport - Light rail - More appreciation of youth - More attractions in the city - More entertainment - Cleaner

Section 3

Our Strategic Plan

As a community, we explored who we are now, what we value most and the Newcastle we want to be in 2030. We shared what we think is important in our society, the initiatives that make us proud and our aspirations, ideas and goals for the future. These conversations identified seven strategic directions to both guide and inspire us in our vision to be a smart, liveable and sustainable Newcastle.



A guide to our

The Newcastle Community Strategic Plan reflects the community's vision for the city and is our guide for action. It tells us what we are striving to achieve, the strategies we will use to achieve it and the outcomes that will indicate we have reached our goals.

Our Community Strategic Plan contains:

- Seven strategic directions that we want to move towards
- 23 objectives we want to achieve over the next ten years
- Strategies for achieving our goals.

Strategic Plan

The action tables under each strategic direction will guide us towards 2030 with strategies, responsibilities and outcomes against which we can measure our progress. These guidelines demonstrate the collaborative capacity of the whole community to contribute from government, residents, business, community organisations and industry.

Council will action strategies in the Community Strategic Plan through the four-year Delivery Program and one-year Operational Plan. The strategies will be developed in more detail through Council's policies and planning documents.



“

*Vision without action is merely a dream.
Action without vision is just passing time.
Vision with action can change the world.*

Joel Barker, The Power of Vision

”

Our Strategic Directions for Newcastle

Our Objectives

Connected City

Transport networks and services will be well connected and convenient. Walking, cycling and public transport will be viable options for the majority of our trips.

- Effective and integrated public transport
- Linked networks of cycle and pedestrian paths
- A transport network that encourages energy and resource efficiency

Protected and Enhanced Environment

Our unique environment will be understood, maintained and protected.

- Greater efficiency in the use of resources
- Our unique natural environment is maintained, enhanced and connected
- Environment and climate change risks and impacts are understood and managed

Vibrant and Activated Public Places

A city of great public places and neighbourhoods promoting people's health, happiness and wellbeing.

- Public places that provide for diverse activity and strengthen our social connections
- Culture, heritage and place are valued, shared and celebrated
- Safe and activated places that are used by people day and night

Caring and Inclusive Community

A thriving community where diversity is embraced, everyone is valued and has the opportunity to contribute and belong.

- A welcoming community that cares and looks after each other
- Active and healthy communities with physical, mental and spiritual wellbeing
- A creative, culturally rich and vibrant community

Liveable and Distinctive Built Environment

An attractive city that is built around people and reflects our sense of identity.

- A built environment that maintains and enhances our sense of identity
- Mixed-use urban villages supported by integrated transport networks
- Greater diversity of quality housing for current and future community needs
- Best practice energy and water efficient buildings and infrastructure

Smart and Innovative City

A leader in smart innovations with a healthy, diverse and resilient economy.

- A vibrant diverse and resilient green economy built on educational excellence and research
- A culture that supports and encourages innovation and creativity at all levels
- A thriving city that attracts people to live, work, invest and visit

Open and Collaborative Leadership

A strong local democracy with an actively engaged community and effective partnerships.

- Integrated, sustainable long-term planning for Newcastle and the Region
- Considered decision-making based on collaborative, transparent and accountable leadership
- Active citizen engagement in local planning and decision-making processes and a shared responsibility for achieving our goals
- The City of Newcastle: a local government organisation of excellence

Connected City

In 2030 our transport networks and services will be well connected and convenient. Walking, cycling and public transport will be viable options for getting around the city.



Why do we think this is important?

Transport plays a major role in keeping us physically connected to work, leisure and services. Moving around the city with ease is important to the liveability of Newcastle and the sustainability of our environment.

Newcastle is currently serviced by major public transport options however most of us choose to travel by car. While private transport is convenient, we acknowledge the importance of public transport and other alternative methods like walking and cycling. Cycling, in particular, will play an increasingly important role in helping us meet our goals as a sustainable, connected and active community.

In order to improve transport choice, we need to create an environment friendly to cyclists, pedestrians and public transport users. Land use planning needs to encourage people to use sustainable modes of transport.

We also recognise the critical connection between urban development and an integrated transport system and acknowledge the need to increase efficiencies in public transport based on a level of urban density.

What we want as a community

Effective and integrated public transport

To live in a city that is liveable, safe and sustainable, we've made good public transport one of our biggest priorities. We see a future that is less dependent on cars with a reduction in our carbon footprint and our reliance on unsustainable oil-based fuels.

An effective and efficient public transport system is essential to the relationships and connections across diverse but interrelated neighbourhoods throughout the city.

We want more options for accessible, safe and environmentally friendly transport. We also want a quality of service that meets our needs in terms of reliability, efficiency, frequency and convenience.

A Connected City is linked to many of our other strategic directions and the provision of late night transport options is an important element in supporting an active lifestyle for a vibrant and safe city.

Linked networks of cycle and pedestrian paths

Walking and cycling safely on a dedicated and integrated network supports an active and healthy lifestyle.

We want a pedestrian friendly environment with an inter-connected system of pedestrian and bicycle paths supported by appropriate 'end of trip' facilities such as lockers, showers, and bike racks. We would also like extra support and infrastructure on public transport to accommodate bikes.

A transport network encouraging energy and resource efficiency

We would like to plan our transport systems efficiently to address current needs whilst committing to a sustainable transition.

We believe we can reduce congestion and greenhouse gas emissions by increasing the efficiency of the transport network.

"I want a city that is less reliant on cars with better and many bike paths and public transport connecting key areas."

Community Member, Vision Postcard



Our ideas for the future

- Physically separated bike lanes
- City centre cycleway along Hunter or King Street
- Bike rental scheme
- Use of existing rail corridors for parallel cycleways
- A local authority to prepare and deliver an Integrated Transport Plan
- Retain and extend the heavy rail network or integrate a light rail system
- Establish park and ride areas
- Remove car parking on selected recognised road arteries providing bicycles, buses and trams direct links to major employment sites
- Improve public transport options including late night services and free inner city buses
- Safe roads promoting physical health and social connections
- Duplicate Tourle Street Bridge to Kooragang Island

Objective

1.1 Effective and integrated public transport

No.	Strategies	Responsibility	Key Partners	Community Outcomes
1.1a	Develop and implement a regional transport strategy covering all modes	NSW Government	Hunter Councils, Transport providers	<ul style="list-style-type: none">• Reduction in greenhouse emissions• Public transport is a viable alternative to the car• Higher use of public transport• Preparedness for peak oil
1.1b	Undertake service planning on a regional basis to provide public transport services with connectivity, accessibility and frequency to make it more attractive to current and future patrons	NSW Government	Lower Hunter Councils	
1.1c	Introduce integrated fares and ticketing throughout the Lower Hunter Region	NSW Government	Transport providers	
1.1d	Promote the benefits of public transport, walking and cycling	NSW Government	Federal Government, The City of Newcastle	

Objective

1.2 Linked networks of cycle and pedestrian paths

No.	Strategies	Responsibility	Key Partners	Community Outcomes
1.2a	Develop a network of safe, linked cycle and pedestrian paths integrated with key destinations and green space	The City of Newcastle	Lower Hunter Councils	<ul style="list-style-type: none">• A healthy community• Reduction in greenhouse emissions• Reduced congestion• Active transport for work and leisure• Pedestrian and cycle movement integrated with public transport
1.2b	Plan for cyclists and pedestrians in planning for new developments	The City of Newcastle	Developers	
1.2c	Give greater priority to cyclists and pedestrians in transport planning to enhance safety and encourage travel behaviour change	The City of Newcastle	NSW Government	
1.2d	Enhance support infrastructure such as end of trip facilities to encourage walking and cycling	The City of Newcastle	Major employers	

Objective A transport network that encourages energy and resource efficiency

No.	Strategies	Responsibility	Key Partners	Community Outcomes
1.3a	Manage and plan our transport networks to maximise accessibility	NSW Government	Transport providers, The City of Newcastle	<ul style="list-style-type: none">• Reduce congestion• Improved safety• Benefits to the economy by improving the efficiency of the whole transport system
1.3b	Enhance transport links to and within Newcastle including investigation of high speed rail and freight by-pass	NSW Government		
1.3c	Consider the need for all modes of transport in planning for new development and infrastructure networks.	The City of Newcastle	Developers	
1.3d	Maintain and enhance safe local road networks and provide appropriate levels of parking in urban centres	The City of Newcastle		

Measuring our progress towards a Connected City

Community Indicator	Measure	Source
Use of public transport in Newcastle	Percentage of trips to work by public transport	Australian Bureau of Statistics Census
Adequacy of available public transport	Percentage of residents who agree there is enough public transport	The City of Newcastle Community Survey
Use of bicycles for transport	Percentage of trips to work by bike	Australian Bureau of Statistics Census
Registered electric vehicles	Estimated number of registered electric vehicles	The City of Newcastle

A Protected and Enhanced Environment

In 2030 our unique environment will be understood, maintained and protected.



Why do we think this is important?

The natural environment is crucial to our overall wellbeing. It sustains and contains both our society and the local economy.

Newcastle's natural environment is valued highly by the community. Our natural systems are productive and ecologically valuable with habitats rich in a diverse range of flora and fauna.

As a community, we understand the need for careful management of the environment. Good environmental management is a requirement for the sustainability of the region into the future.

Australia is currently one of the highest consuming societies in the world. We need to reverse this trend for the future. Sustainable waste management reduces our use of natural resources through re-use and recycling.

Sustainable waste management is also important in reducing pollution, greenhouse gas emissions and the land required for landfill.

We understand the need to reduce our energy consumption and increase our use of low carbon or renewable energy. In turn, this will reduce our greenhouse gas emissions, reduce our energy bills and decrease our reliance on insecure energy sources.

We acknowledge that water is a valuable resource and planning for the future minimises our impact on the healthy functioning of the water cycle.

In addition to mitigating the impacts of climate change through reduction in greenhouse gases, we also need to adapt by building a resilient community and fostering sustainable development. Adaptation is the process of preparing for and minimising the negative effects of a variety of future environmental stresses.

What we want as a community

Greater efficiency in resource use

We want greater efficiencies in the use of our valuable energy and water resources and a reduction in waste.

We want to reduce our carbon footprint and move towards renewable energy options including wind, solar and the harnessing of landfill gas.

To reduce emissions and strengthen our local economy we want to source our food locally or regionally.

Our unique natural environment is maintained, enhanced and connected

We want a sustainable natural environment with careful use of our resources to improve the quality of life both now and for the future.

We value the biodiversity and ecosystems of our city and want to preserve and enhance our natural attributes and the life within them.

We want a greater connection with nature, with a greener more enriching environment where natural areas are preserved and enhanced and bushland and urban forests maintained and connected.

We want a healthy environment with clean air, access to nature, clean water and fresh food.

Importantly, we would like the environment to be given real significance in future planning to provide for parks and the maintenance of greenbelts and coastline.

Environment and climate change risks and impacts are understood and managed

We want to address our vulnerability to climate change by building resilience.

We recognise the need to understand and proactively address environmental risks like flooding and coastal erosion.

We would like to build on environmental community education to develop skills in sustainable living.

Our ideas for the future

- Improved measurement and education about our carbon footprint
- Expand green corridors
- Grow our canopy cover including appropriate street trees
- Enhance riparian zones
- Regenerate the coastal environment with endemic species
- Education and monitoring of the environment to encourage appropriate behaviour
- Socialising our streets through greening activities e.g. street tree planting
- Plant more vegetation including green roofs and walls and planter boxes
- A strong wetland rehabilitation program
- Support and promote volunteer environmental programs
- Seek solutions to improve air quality
- Be a water sensitive city

“We want a paradigm shift in the use of our natural resources that doesn’t compromise the health and wellbeing of future generations and leads to a resilient community.”

Newcastle 2030 Community Forum



Objective

2.1 Greater efficiency in the use of resources

No.	Strategies	Responsibility	Key Partners	Community Outcomes
2.1a	Improve waste minimisation and recycling practices in homes, work places, development sites and public places	The City of Newcastle	Together Today, NSW Government	<ul style="list-style-type: none">• Sustainable supply and use of water• Improved air quality• Sustainable use of resources• Achieving a reduction in waste generation and turning waste into recoverable resources• Increased use of renewables
2.1b	Investigate and implement alternative energy technologies, such as wind, tidal, solar and harnessing landfill gas	Federal Government	Energy Australia, NSW Government, Energy research organisations	
2.1c	Educate, promote and support low consumption, sustainable lifestyles	The City of Newcastle	Together Today, Transition Towns, NSW Government	
2.1d	Maximise water efficiency and recycling through water sensitive urban design, capturing stormwater, encouraging substitution of potable water with alternative supply and improving water usage behaviour	Hunter Water	The City of Newcastle, NSW Government	

Objective Our unique natural environment is maintained, enhanced and connected

2.2

No.	Strategies	Responsibility	Key Partners	Community Outcomes
2.2a	Encourage and support active community participation in local environmental projects	The City of Newcastle	Landcare NSW	<ul style="list-style-type: none">• Preserved and enhanced natural environment• Protection of biodiversity• Bushland and urban forest maintained• Appropriate access to natural areas
2.2b	Protect and rehabilitate degraded and fragmented natural areas and manage major impacts on corridors, remnant bushland, estuaries and coastal areas	The City of Newcastle	Hunter-Central Rivers CMA	
2.2c	Protect the diversity of flora, fauna and ecological communities, with a particular emphasis on threatened species and endangered ecological communities		Hunter-Central Rivers CMA, NSW Government	
2.2d	Ensure that future land use planning and management enhances and protects biodiversity and natural heritage	NSW Government	The City of Newcastle	
2.2e	Improve environmental monitoring and reporting	NSW Government	Hunter Councils, The City of Newcastle	

Objective Environment and climate change risks and impacts are understood and managed

2.3

No.	Strategies	Responsibility	Key Partners	Community Outcomes
2.3a	Develop and communicate a clear understanding of environmental and climate change risks	The City of Newcastle	Federal Government, NSW Government	<ul style="list-style-type: none">• Reduce vulnerability to climate change• Community awareness and preparedness of potential risks
2.3b	Build community readiness by engaging the community in risk management processes including the development and implementation of action plans	The City of Newcastle	NSW Government	
2.3c	Ensure that all actions, decisions and policy response to climate change remains current and reflects capacity, community expectations and changes in environmental and climate change information	The City of Newcastle	Federal Government, NSW Government	

Measuring our progress towards a Protected and Enhanced Environment

Community Indicator	Measure	Source
Domestic waste diverted from landfill	Percentage of domestic waste diverted from landfill	The City of Newcastle
Household water usage	Annual household water usage	Hunter Water
Household electricity usage	Average daily household electricity consumption	Ausgrid
Air quality	Daily Regional Air Quality Index	NSW Office of Environment and Heritage
Canopy cover	Canopy cover assessed by LIDAR data	The City of Newcastle
Coastal water quality	Water quality at coastal swimming locations	NSW Beachwatch
Migratory shorebirds	Estimated number in the Hunter Estuary	Hunter Bird Observer Club
Greenhouse gas emission from electricity use	Annual carbon emissions	Australian National Greenhouse Accounts

Vibrant and Activated Public Places

In 2030 we will be a city of great public places and neighbourhoods promoting people's health, happiness and wellbeing.



Why do we think this is important?

Our public places are accessible to all and include parklands, squares, reserves, beaches and other lands set apart for public use and enjoyment.

Population and attraction are two key ingredients for a vibrant city. For a place to be vibrant and successful it must be meaningful, engaging and accessible to all.

Attractive and welcoming neighbourhoods invite enjoyment and contribute to community safety and social connectedness.

Increasing the accessibility of our public places for people of all ages and abilities increases the levels of activity and vibrancy of a place and has positive health benefits.

Arts and culture contribute to liveability through vibrant and diverse cultural events. Public art creates attractive places for people to meet and foster new social connections. Arguably it is the quality and diversity of cultural activity that gives a place identity rather than its economic and commercial functions.

What we want as a community

Public places that provide for diverse activity and strengthen our social connections

We believe our city and its neighbourhoods should foster social inclusion through the creation and enhancement of attractive social hubs.

Our public places should encourage social interaction and inclusion with opportunities for people of all ages, ethnicities and abilities.

We appreciate our beautiful parks and want to further enhance these assets with improved amenities for activity and interaction. In pursuit of an active and healthy lifestyle we want maintained and enhanced green spaces linked by accessible cycle and walkways.

We want our open space to be multi-purpose and to encourage active living and facilitate active and passive use.

We value the places around our foreshore and coastline and want to access and enjoy these amenities in ways that do not damage or detract from its natural beauty.

Culture, heritage and place are valued, shared and celebrated

We recognise the cultural value of our city and the historic and cultural aesthetics that make us unique. We want to maintain and enhance these qualities as a reflection of our civic pride and creative expression.

We believe our vibrant arts and cultural community provides multiple benefits including activation of

public spaces generating community pride and attracting visitors to stay longer.

We believe there is need for spaces to be open to cultural and everyday activities with incentives for people to engage with these places. We want public and community art to create places that people enjoy visiting for longer periods.

We want beautiful public places with trees and flowers and we want our parks and open spaces retained and managed with enhanced amenities.

Safe and activated places that are used by people day and night

We want public places and a city centre that is safe, exciting, vibrant and attractive to visitors.

Our public places should cater for a diversity of use activated by inter-generational activities at all times of the day. Younger members of the community in particular want a city with a focus on 'socialising' as opposed to 'drinking' with a greater choice of activities.

We believe local events and festivals will create vibrancy and encourage community interaction.

We would like to see a better range of cultural activities such as outdoor cinema and small cabaret, supported by a diverse hospitality industry with smaller venues open later like wine bars, cafes and restaurants.

We believe students bring life and vitality to the city and a University presence should be encouraged.

“Let’s value charm, beauty and delight as essential elements in the development of our public space and allow them to inspire creativity, innovation and nurture our heart and soul.”

Community Member, Newcastle 2030 Community Forum



Our ideas for the future

- Promote existing mixed use village centres like Mayfield, Lambton, Wallsend
- Public transport that links to public spaces
- Promote Newcastle After Dark safety initiatives
- Use our beautiful parks, beaches and public spaces to house cross-cultural events
- 'Welcome Packs' for new residents with information about public spaces, parks and activities
- Incentives for smaller venues in the city centre and performance opportunities for young musicians
- A light rail loop connecting the city centre with the beaches
- Sensitively designed buildings that open onto the street with active frontages
- Encourage markets, festivals and L!vesites

Objective **Public places that provide for diverse activity and strengthen our social connections**

3.1

No.	Strategies	Responsibility	Key Partners	Community Outcomes
3.1a	Encourage community engagement with public space through place making projects and local initiatives that bring individuals and groups together	The City of Newcastle	Community, Hunter Development Corporation	<ul style="list-style-type: none">Public places encourage activation by all agesCommunity wellbeingActive, healthy communitiesWell planned public places with suitable amenitiesCommunity access and ownership of public space
3.1b	Increase opportunities for active and passive recreational use of the city's parks, inland pools and Blackbutt Reserve through the provision of attractive, safe and accessible spaces and amenities	The City of Newcastle		
3.1c	Work collaboratively to improve and revitalise our beaches, coastal areas and foreshores for everyone to enjoy	The City of Newcastle	NSW Government	
3.1d	Create welcoming and accessible community facilities that support opportunities for people to meet and connect with one another	The City of Newcastle		

Objective **Culture, heritage and place are valued, shared and celebrated**

3.2

No.	Strategies	Responsibility	Key Partners	Community Outcomes
3.2a	Support the delivery of high quality cultural and artistic product from local, national and international sources	The City of Newcastle	Entertainment industry, Arts and cultural communities	<ul style="list-style-type: none">A range of arts, music and cultural destinations and eventsNewcastle is known for its emerging and established artists in all fieldsCommunity pride in the City's heritage and cultureA high level of creative activity and expressionHigh quality public and community art
3.2b	Support the cultural and creative industries to provide opportunities for participation, employment and skill building	Regional/local arts groups	Entertainment industry, NSW Government	
3.2c	Utilise a place making approach to enhance the local identity of each of our urban centres	The City of Newcastle	Community	
3.2d	Develop public art throughout our urban centres that highlights the creativity and stories of Newcastle	Hunter Development Corporation	Newcastle Now, Arts communities	
3.2e	Expand the Newcastle Art Gallery as a major destination in the renewal of our city centre	The City of Newcastle	NSW Government, Federal Government	

Objective **Safe and activated places that are used by people day and night**

3.3

No.	Strategies	Responsibility	Key Partners	Community Outcomes
3.3a	Plan for and appropriately regulate the night time economy to encourage a more diverse mix of activities in the city centre and other commercial centres	The City of Newcastle	NSW Government, Business Improvement Associations, Commercial Centre Committees	<ul style="list-style-type: none">Safe vibrant city centre and neighbourhood centresIntergenerational activity at all times of the dayArts and cultural activity drawing a broad audience
3.3b	Support the renewal of the city centre and the strengthening of other commercial and urban centres	The City of Newcastle	Hunter Development Corporation, Business Improvement Associations, Commercial Centre Committees	
3.3c	Create streetscapes and public places that are clean and attractive, where people feel safe	The City of Newcastle	Newcastle Now, Hunter Development Corporation	
3.3d	Provide welcoming facilities and open space that provide for a range of ages and combination of uses and can be easily adapted to suit the changing need of community over time	The City of Newcastle		
3.3e	Encourage more students living and studying in the city centre	University of Newcastle	The City of Newcastle, Hunter Development Corporation	

Measuring our progress towards Vibrant and Activated Public Places

Community Indicator	Measure	Source
Adequacy of good quality parks and recreation areas	Percentage of residents who agree there are enough good quality parks and recreation areas	The City of Newcastle Community Survey
Adequacy of natural areas for pursuit of leisure time activities	Percentage of residents who agree there are adequate natural environments to pursue leisure time activities	Hunter Valley Research Foundation Wellbeing Research Program
People attending community events	Annual attendance at LIVESite events	LIVESites
Satisfaction with heritage conservation	Percentage of residents satisfied with heritage conservation in Newcastle	The City of Newcastle Community Survey
Cultural participation	Annual attendance at events and exhibitions at Council facilities	The City of Newcastle
Perception of safety in public areas	Percentage of residents who agree public areas in Newcastle were safe	The City of Newcastle Community Survey
Crime rates	Offences recorded occurring outdoors or in public places	NSW Bureau of Crime Research and Statistics

A man and a woman are laughing together outdoors. The woman is in the foreground, wearing a light pink t-shirt and orange pants, with her mouth wide open in a laugh. The man is behind her, wearing sunglasses and a light pink shirt, also laughing. They are both wearing sun hats. The background is a clear blue sky.

Caring and Inclusive Community

In 2030 we will be a thriving community where diversity is embraced, everyone is valued and has the opportunity to contribute and belong.



Why do we think this is important?

A caring and inclusive community values all people and embraces diversity. An inclusive community recognises all people as assets with an understanding that community cohesion owes much to the actions of individuals.

One of the most important aspects of a liveable community is the high level of engagement from participation in social activities, to volunteering and civic participation in community planning and the political process.

Well-connected communities with valued and involved residents are more likely to benefit from lower crime figures, better health, higher education achievement and economic growth.

What we want as a community

A welcoming community that cares and looks after each other

We aspire to be a caring and connected community, where we get to know our neighbours and support each other. We want to build a stronger sense of belonging through a range of opportunities for social interaction.

We want to be an inclusive community where everyone has the opportunity to access services, to learn, work and have a home. We want to see integrated support services for people facing multiple difficulties and facilities to meet the needs of people at all stages of life.

We want to be a welcoming community that embraces and celebrates diversity and provides opportunity for everyone across generations to contribute, shine and belong.

Active and healthy communities with physical, mental and spiritual wellbeing

We recognise the importance of mental, physical and spiritual health to our overall wellbeing. We would like access to formal and informal recreation and health and wellness opportunities supported by local facilities and services.

We would like more activities and facilities for our ageing population.

Younger people are looking to engage in a range of activities with more opportunities in neighbourhood centres as well as the city. This includes more under-18 events, increased

youth facilities and improved sporting ovals and facilities.

We want to see continuous learning for all with the opportunity to acquire knowledge, skills and values in a range of formal and informal settings throughout life.

We would like more opportunities and support for volunteering and a mix of intergenerational activities.

We would like better access to local produce through farmers markets and neighbourhood community gardens.

A creative, culturally rich and vibrant community

We perceive Newcastle as a creative and culturally rich community and would like to build further on this strength. We aspire to be an interesting and vibrant community with creative events and activities that appeal inclusively to all generations.

We want to excite our imagination and experience inspirational cultural events.

We want a greater understanding and respect of the city's indigenous history and community. We would also like to know more about our foundations as a city.

The need for effective communication was clearly identified as key to a better understanding of what is happening across the city. Young people in particular feel a sense of isolation regarding events and available opportunities.

“We aspire to be a city that embraces and celebrates the diversity of the community. We want to create new ways for affirmation and acceptance of people in Newcastle to contribute, shine and belong.”

Newcastle 2030 Community Forum



Our ideas for the future

- More government funding, fundraising and advertising to promote cultural awareness
- One place or source of information to find out about youth events and activities
- A *New Resident's Kit* including activities, local groups and parks
- Places for the arts community and places for young people
- Provide support for grass-roots movements including community gardens, markets and Men's Sheds
- Creative ways to engage local people through informal street parties or 'get to know your park' events
- A touring food market *Moveable Feast* to celebrate and embrace cultural diversity
- A network of community facilities across the city
- An active health and wellness program supported by three levels of government
- A not-for-profit food hub where buyers can access local and regional producers

Objective **A welcoming community that cares and looks after each other**

No.	Strategies	Responsibility	Key Partners	Community Outcomes
4.1a	Provide support to community organisations to improve their ability to plan and deliver appropriate and accessible services to the community	NSW Government	The City of Newcastle, Non-government service providers	<ul style="list-style-type: none">• Appropriate access to community based services• People know their neighbours• Increased community participation and volunteerism
4.1b	Support local community initiatives that encourage citizens to engage collectively for the benefit of their communities, builds community capacity and fosters connectedness	The City of Newcastle	Community	
4.1c	Provide opportunities and information for everyone, especially those that are disadvantaged to participate fully in our community life	NSW Government	The City of Newcastle	
4.1d	Actively foster a spirit of participation and volunteering by addressing key barriers	Hunter Volunteers Centre	The City of Newcastle	

Objective **Active and healthy communities with physical, mental and spiritual wellbeing**

No.	Strategies	Responsibility	Key Partners	Community Outcomes
4.2a	Ensure the community has access to needed services and facilities, particularly those most in need	NSW Government	The City of Newcastle	<ul style="list-style-type: none">• Healthy community• A more informed community• Increased life long learning opportunities• Increase in community gardens and frequency of farmers markets
4.2b	Provide opportunities for formal and informal learning opportunities for residents	Federal Government, NSW Government	The City of Newcastle	
4.2c	Provide a broad range of recreation, health and wellness programs to target the age-specific needs of residents including younger children, older children, adolescents, families and seniors	NSW Government	Non-government service providers	
4.2d	Encourage and promote sustainable food initiatives and access to fresh food locally	Community organisations	The City of Newcastle	
4.2e	Provide events to encourage use of open space and facilities and participation in activities	The City of Newcastle	Community organisations	
4.2f	Upgrade the city's library services to better meet community needs and incorporate new technologies to support community learning, leisure and knowledge	The City of Newcastle		

Objective **A creative, culturally rich and vibrant community**

No.	Strategies	Responsibility	Key Partners	Community Outcomes
4.3a	Provide and support opportunities for participation in a variety of cultural events and activities by people of different age groups and life stages that enhance community wellbeing and social inclusion	The City of Newcastle	Arts community, Hunter Development Corporation	<ul style="list-style-type: none">• Creative, culturally rich community• Increased tolerance and understanding• Dual naming of key locations• More people getting involved with more events/activities
4.3b	Recognise and support creative endeavours that enrich the diverse cultural life of the community	Regional/local arts groups	The City of Newcastle, Community	
4.3c	Acknowledge and respect local Aboriginal history, cultural heritage and peoples	The City of Newcastle	Aboriginal community organisations, NSW Government	
4.3d	Create a live and interactive communication hub for events and activities "what's on in Newcastle" using a range of media to reach a diverse audience	Newcastle Tourism Industry Group	The City of Newcastle	

Measuring our progress towards being a Caring and Inclusive Community

Community Indicator	Measure	Source
Social support	Percentage of adults unable to find support from family or friends in times of need	Hunter Valley Research Foundation Wellbeing Research Program
Australian Early Development Index	Percentage of kindergarten students estimated to be developmentally vulnerable	Australian Early Development Index
Volunteer participation rates	Participation rate	Australian Bureau of Statistics Census
Sense of community	Percentage of residents who agree their neighbourhood has a strong sense of community	Hunter Valley Research Foundation Wellbeing Research Program
Wellbeing Index	Wellbeing Index score	Hunter Valley Research Foundation Wellbeing Research Program
Companion animal ownership	Percentage of residents who own a companion pet	Hunter Valley Research Foundation Wellbeing Research Program
Satisfaction with local arts, entertainment and culture	Percentage of residents satisfied with the provision of arts, entertainment and culture	The City of Newcastle Community Survey

Liveable and Distinctive Built Environment

In 2030 we will live in an attractive city that is built around people and reflects our sense of identity.



Why do we think this is important?

There is a close relationship between our built environment, our health and social wellbeing.

The way we design our cities and neighbourhoods affects how we walk, cycle, and participate in active recreation. It affects how we use public transport and interact with neighbours and other community members. All of these activities contribute to lifelong health and wellbeing.

Our physical environment also contributes to our individual and collective sense of place and community. Built heritage provides communities with a sense of identity and pride and makes an important contribution to the character of neighbourhoods.

Adequate and secure housing is a basic necessity of life and essential to liveability. A lack of suitable housing impacts a person's health, their access to education and employment and their ability to participate in the community. A mix of housing options is important for people to remain within their community.

Accommodating an ageing population requires housing design suitable for physical needs in accessible neighbourhoods. Good planning will ensure people of all abilities can participate in their own communities throughout their lives. Given the ageing population, an increasing proportion of housing will need to be made accessible or adaptable for older people.

The creation of liveable neighbourhoods is key to addressing the challenges of climate change, securing energy and water supplies, reducing greenhouse gas emissions and improving health.



What we want as a community

A built environment that maintains and enhances our sense of identity

We want an attractive city built around people. We want urban form on a human scale providing physical and social connections. We want urban form that supports us in living sustainably, encourages safe activity, invites people in and enhances our sense of place.

We have wonderful assets that we can build on with thought and consideration. We value our heritage places as integral to the city's unique identity and believe they are a rich resource to shape the city's future.

We want to build an attractive and productive city centre with an integrated transport system and maintain the beauty and connections of the city, harbour, foreshore and beaches.

We value our harbour and foreshore and want to further enhance our access to these areas.

High-rise development should be well managed, particularly on the waterfront. We want to ensure good quality development with active publicly accessible frontages and attractive streetscapes.

We want to foster distinctive, attractive communities with a strong sense of place.

Mixed-use urban villages supported by integrated transport networks

We want to protect the character and distinctiveness of our neighbourhoods with local

hubs that contain active community venues and local retail shops. Our neighbourhoods will be linked with an integrated transport network and continue to be sensitively developed in ways that reduce urban sprawl, protect our natural environment and provide active open space.

We want liveable, walkable and sustainable neighbourhoods.

Greater diversity of quality housing for current and future community needs

We would like a choice of housing types. We believe affordable housing that meets the needs of a changing and ageing population is critical to supporting a reasonable quality of life for all in our community.

Best practice energy and water efficient buildings and infrastructure

We support new homes, community assets and commercial developments that reflect sound sustainability principles providing increased energy and water efficiency across all built environments.

To meet the goals of reduced energy and water consumption, we need more innovative approaches to the development, construction and refurbishment of buildings.

"I see Newcastle becoming one of Australia's greenest cities with preservation of wooded areas, incentives for solar power and emphasis on higher density housing to reduce urban sprawl."

Community Member, Vision Postcard

Our ideas for the future

- Encourage community participation and responsibility in heritage conservation and reuse
- Action to preserve, protect, enhance, interpret and present the unique and diverse elements of Newcastle's cultural heritage
- Retrofitting suburban areas to provide footpaths
- A mix of affordable housing which offers choice and supports a reasonable quality of life
- People-focused residential housing and commercial development along our urban corridors
- Suburbs that are planned to encourage walking and cycling to reduce dependency on private cars to get around
- Urban form that builds in the natural environment
- Convert old industrial and commercial sites into apartments and townhouses

Objective **A built environment that maintains and enhances our sense of identity**

5.1

No.	Strategies	Responsibility	Key Partners	Community Outcomes
5.1a	Maintain the unique built and cultural heritage of the city by encouraging the adaptive re-use or recycling of heritage buildings and giving formal protection to those items or areas of major heritage significance	The City of Newcastle	NSW Government, Developers	<ul style="list-style-type: none">• Balance between new development and heritage• Protected green space• Attractive and productive city• Connections of the city to harbour, foreshore and beaches• Retain character of distinct villages• Vibrant and safe streets• Quality and aesthetic built form
5.1b	Ensure good quality, publicly accessible development with active street frontages	The City of Newcastle	NSW Government, Developers	
5.1c	Ensure the protection and enhancement of well located and connected open space with access to the foreshore, harbour and waterways for the use and enjoyment of everyone	The City of Newcastle	NSW Government	
5.1d	Identify, preserve, enhance and promote historic streetscapes, village centres and residential areas	The City of Newcastle	Business Improvement Associations, Commercial Centre Committees	

Objective **Mixed-use urban villages supported by integrated transport networks**

5.2

No.	Strategies	Responsibility	Key Partners	Community Outcomes
5.2a	Plan for the concentrated growth of housing around transport and activity nodes, where there are appropriate services and amenities	NSW Government	The City of Newcastle	<ul style="list-style-type: none">• Walkable neighbourhoods• Safe and engaged communities• Multipurpose facilities• Reduced car dependency• Appropriate transport systems
5.2b	Encourage retail and commercial business to locate and prosper within or adjacent to centres	The City of Newcastle	Business Improvement Associations, Commercial Centre Committees	
5.2c	Cluster community facilities with shops, schools and other activity centres to create community focal points and promote safety	The City of Newcastle	NSW Government	
5.2d	Design adaptable multipurpose community facilities to support a variety of uses and activities during the day and night	The City of Newcastle	Developers	

Objective **Greater diversity of quality housing for current and future communities**

5.3

No.	Strategies	Responsibility	Key Partners	Community Outcomes
5.3a	Provide a mixture of housing types that allow residents to meet their housing needs at different stages of their lives and support affordable living	The City of Newcastle	Developers	<ul style="list-style-type: none">• Greater housing choice• Affordable housing• Appropriate housing mix
5.3b	Ensure new residential development is well designed for people with a disability or limited mobility, the elderly and is adaptable for use by different household types	The City of Newcastle	Developers	
5.3c	Work in partnership with Housing NSW on its public housing renewal projects	NSW Government	The City of Newcastle	

Objective **Best practice energy and water efficient buildings and infrastructure**

5.4

No.	Strategies	Responsibility	Key Partners	Community Outcomes
5.4a	Encourage the implementation of sustainability principles in the development of new homes and improvement of community assets to provide increased energy and water efficiency	NSW Government	The City of Newcastle	<ul style="list-style-type: none">• Energy efficient buildings• A reduced carbon footprint• Sustainable use of water
5.4b	Implement and showcase leading edge clean technologies in Council's facilities and infrastructure that actively reduce Council's carbon and water footprints	The City of Newcastle		

Measuring our progress towards a Liveable and Distinctive Built Environment		
Community Indicator	Measure	Source
Satisfaction with neighbourhood	Percentage of residents who were satisfied with their neighbourhood	Hunter Valley Research Foundation Wellbeing Research Program
Listed heritage items	Number of heritage items listed	Newcastle Local Environmental Plan, State Heritage Register
Reasons for living in neighbourhood	Percentage of residents who nominated proximity to services such as shops, recreation facilities and schools	Hunter Valley Research Foundation Wellbeing Research Program
Range of housing types available in local areas	Percentage of residents who agree the sort of housing they need is in their area	The City of Newcastle Community Survey
Homes with solar photo voltaic systems installed	Number of systems connected	Ausgrid
Council potable water consumption	Annual Council water usage	The City of Newcastle
Council carbon pollution reduction	Electricity consumption and carbon dioxide emissions at key Council sites	The City of Newcastle

Smart and Innovative City

In 2030 we will be a leader in smart innovations with a healthy, diverse and resilient economy.



Why do we think this is important?

The call to be a smart and innovative city is driven with a view to our future sustainability. In the face of climate change and declining global oil reserves, new technologies will be instrumental in transforming our systems to optimise the use of finite resources.

Innovation has the potential to create competitive advantage for the city with the development of new technologies and services.

Despite existing perceptions of coal dependence, Newcastle is a city at the forefront of renewable energy innovations. We have the opportunity to build on our technological assets with partnerships alongside the University of Newcastle and CSIRO.

In addition, it is often said that culture led renewal is key to developing and attracting investment and new residents to a city. An attractive, culturally vibrant city is a place people would like to live, work and invest. It attracts new professional opportunities and creative workers in new innovative market sectors.

What we want as a community

A vibrant, diverse and resilient green economy built on educational excellence and research

We want to be Australia’s leading city in innovative technology. We want to encourage vibrant and environmentally sustainable enterprises and attract inward investment to further develop the knowledge-based aspect of our economy.

We want an economy that is healthy, productive, diverse and resilient; an environmentally and socially responsible economy. We recognise that in order to build resilience we need to transition from a lifestyle and economy heavily dependent on coal to a more sustainable future by pursuing opportunities in the ‘green economy’.

A culture that supports and encourages innovation and creativity at all levels

Our vibrant arts and cultural sector further inspires the creative and innovative aspect of our economy, nurturing and celebrating artistic and intellectual risk-taking and expression of ideas.

We strive for an innovative, sustainable and resilient economy by building capacity through training and education with strong links to community and business.

We acknowledge the need to create a culture for new ideas and fresh thinking and to develop adaptive strategies and technologies to address climate change.

A thriving city that attracts people to live, work, invest and visit

The foundations of our strong local economy will be based on improved engagement and meaningful partnerships between community, local business and government.

We want thriving commercial and retail centres with ‘quirky’ and distinctive spaces and activities emphasising regional food, arts and fashion.

Our city centre will foster business vitality, community wellbeing and promote a safe, diverse nightlife.

We want to encourage tourism as part of our diverse economy, based on our unique heritage, culture and natural environment. As with all sectors, future tourism activities will need to balance economic benefit with the impact on local resources and community. We want to encourage tourism that reflects our lifestyle and natural competitive advantages.

Our city centre will continuously transform itself away from conventional commercial centres towards a precinct integrating residential and commercial interests safely and diversely.

“We would like to see the nurturing and celebration of artistic and intellectual risk-taking with ideas expressed and boundaries pushed so we can be adaptive, resilient, innovative and productive.”

Newcastle 2030 Community Forum



Our ideas for the future

- Grow knowledge based industries
- Use the renewal program to encourage investment in the city
- Encourage small business particularly in our arts and cultural industries
- 50 per cent carbon reduction target
- Fast train between Newcastle Airport, Sydney and Newcastle
- Promote business tourism opportunities
- Expansion of Cruise Hunter and establishment of a permanent cruise terminal
- Additional support for research activities by Hunter Medical Research Institute, University of Newcastle and CSIRO
- Extensive renewal of the city centre
- Distinctive suburban commercial centres

Objective 6.1 A vibrant diverse and resilient green economy built on educational excellence and research

No.	Strategies	Responsibility	Key Partners	Community Outcomes
6.1a	Encourage the development of a renewable energy hub for research and deployment of smart energy technologies	Federal Government	NSW Government, Ausgrid, The City of Newcastle	<ul style="list-style-type: none">• Access to smart energy and contemporary communications services across Newcastle• Increased expertise in specialist service sector• Sustainable regional employment based on a more educated and skilled workforce
6.1b	Provide opportunities for training and skills development in innovation industries	Federal Government	NSW Government, CSIRO University of Newcastle, Hunter TAFE	
6.1c	Install the National Broadband Network across Newcastle and grow the regional digital economy	NBN Co	The City of Newcastle	
6.1d	Encourage completion of Year 12 and post-school education and training	NSW Government	Federal Government	
6.1e	Grow Williamstown Aerospace Centre, the maritime sector, the medical research industry and the film and entertainment industry in Newcastle	NSW Government	Newcastle Airport, Aerospace industry, Hunter Medical Research Institute, The City of Newcastle	

Objective 6.2 A culture that supports and encourages innovation and creativity at all levels

No.	Strategies	Responsibility	Key Partners	Community Outcomes
6.2a	Creation of an Innovation Hub that tests and connects new and emerging technology with local markets	NSW Government	University of Newcastle	<ul style="list-style-type: none">• Widespread innovative projects pioneered in Newcastle• Innovative products, service providers and consumers• Continuous cultural activity across the city• Distinctive suburban commercial centres
6.2b	Support and develop the distinctiveness of businesses, services and visitor experiences within each of Newcastle's suburban commercial centres	The City of Newcastle	Business Improvement Associations	
6.2c	Develop cultural activity clusters to assist in reviving the city centre	The City of Newcastle	Newcastle Now, Regional/local arts groups	
6.2d	Facilitate incubator, mentoring and coaching opportunities for small businesses to support innovation and commercial viability	NSW Government	The Business Centre, Hunter Business Chamber	

Objective 6.3 A thriving city that attracts people to live, work, invest and visit

No.	Strategies	Responsibility	Key Partners	Community Outcomes
6.3a	Investigate and promote tourism experiences and infrastructure including convention centre and cruise ship facilities	Tourism Hunter	The City of Newcastle, NSW Government	<ul style="list-style-type: none">• Growth in attainment of training and tertiary education outcomes• Increased tourist accommodation in the city centre and occupancy and length of stay by tourists• Increased proportion of residential dwellings to other uses in the city centre• Strong business and employment growth• Mix of small and large business activity for a dynamic local economy
6.3b	Support Newcastle as a learning city and the expansion of the Hunter TAFE and University of Newcastle campuses in the inner city	Federal Government, NSW Government	University Of Newcastle, The City of Newcastle	
6.3c	Embed the Newcastle brand to be consistently applied to attract visitors, residents, business and investment	The City of Newcastle	Newcastle Tourism Industry Group, Hunter Business Chamber	
6.3d	Foster a collaborative approach to achieve urban renewal in the city centre	NSW Government, The City of Newcastle	Developers, Hunter Business Chamber, Newcastle Now	
6.3e	Promote residential growth within a revitalised city centre by facilitating achievable mixed used development and adaptive reuse of buildings	The City of Newcastle	NSW Government, Developers	
6.3f	Encourage the relocation of state and federal agencies to Newcastle	NSW Government	Federal Government, The City of Newcastle	

Measuring our progress towards a Smart and Innovative City

Community Indicator	Measure	Source
Research projects undertaken for the green economy	Value of research projects undertaken contributing to a green economy	CSIRO, University of Newcastle
Skills in green economy	Enrolments in courses generating skills in occupations contributing to a green economy	Hunter Institute TAFE NSW
Growth in creative industry occupations	Enrolments in courses generating skills in creative industry occupations	Hunter Institute TAFE NSW
Growth in business tourism	Annual value spend in the region for confirmed bookings	Newcastle Convention Bureau
Economic growth from commercial developments	Estimated value of approved commercial developments	The City of Newcastle
Occupancy of major short term accommodation	Average occupancy rates of major short term accommodation	Australian Bureau of Statistics

Open and Collaborative Leadership

In 2030 we will have a strong local democracy with an actively engaged community and effective partnerships.



Why do we think this is important?

Open and collaborative leadership provides the foundation for excellent governance with a shared approach to delivering strategic outcomes. It helps address social, environmental, economic and civic issues in an inclusive and effective process.

Widespread community involvement in local planning makes good sense for the design and use of assets and services. Services are better suited to community needs and achieved with efficient use of resources.

Open and transparent leadership and true community engagement provides the opportunity for all views to be heard and understood.

Leadership within a healthy and resilient community occurs at many levels. This includes structured government alongside semi-structured leadership within education, businesses and community organisations. Leadership also occurs at a grass-roots level where residents actively undertake volunteering roles and demonstrate initiative in improving their local areas.

Individuals and groups are encouraged to play a role in the community and are empowered with the skills, support and opportunity to shape and influence decisions affecting their community now and into the future.

What we want as a community

Integrated, sustainable long-term planning for Newcastle and the Region

Integrated long-term planning is crucial to the city's future growth locally, regionally and globally. As a community, we acknowledge our place within a wider Regional and State context with an understanding of our role and networks with other communities, industries and statewide partners.

Considered decision-making based on collaborative, transparent and accountable leadership

Leadership for our city must be transparent, open, inclusive, accountable, fair and democratic. These principles will foster ethical and robust decision-making.

Active citizen engagement in local planning and decision-making processes and a shared responsibility for achieving our goals

We want to be an informed and empowered community with the opportunity to make both individual and broader choices towards being a resilient, adaptable and civil society.

We want to be a proactive and engaged community where our participation is encouraged by leaders and underpinned by the values of active citizenship and local democracy.

We want to find creative communication methods and better involvement in decision making for young people in our community.

As a proactive community, we will move towards our shared Vision by building on our city's strengths, looking for opportunities to collaborate and supporting each other in making real change.

The City of Newcastle: a local government organisation of excellence

Well functioning local government is a key element in helping achieve our vision for Newcastle. We encourage The City of Newcastle in striving for its organisational goal of sustainable excellence by identifying further opportunities to improve efficiency and effectiveness of service delivery.

The Business Excellence Framework adopted by The City of Newcastle provides a basis to enhance its commitment to our shared goals by integrating a culture of continuous improvement into normal business operations.

“We want to be a proactive city with a high level of engagement and collaboration that support our intergenerational relationships and grows community leadership.”

Newcastle 2030, Community Forum



Our ideas for the future

- Develop partnerships and networking with community, government and business to build on shared experience
- Actively build capacity for community leadership including mentoring and support
- Provide opportunities for young people to develop their voice and have their say including online collaborations, youth ambassador programs and regular youth forums
- Promote two-way information and feedback hubs to encourage people to maintain their involvement in planning and decision-making activities
- Support decisive, collaborative and proactive leadership
- Hold a Community Trade Day where community based programs and organisations share their objectives, ideas and initiatives

Objective **Integrated, sustainable long-term planning for Newcastle and the Region**

No.	Strategies	Responsibility	Key Partners	Community Outcomes
7.1a	Encourage regional coordination and infrastructure planning between councils and other regional organisations	Hunter Councils	Regional Development Australia, NSW Government Individual councils	<ul style="list-style-type: none">• Clear local and regional priorities• Efficient and effective local and regional networks
7.1b	Build strong partnerships between the community, business and all levels of government to support the implementation of Newcastle 2030	The City of Newcastle	NSW Government Community Business community	
7.1c	Integrate Newcastle 2030 principles, objectives and strategies in Council's Integrated Planning and Reporting Framework	The City of Newcastle		

Objective **Considered decision-making based on collaborative, transparent and accountable leadership**

No.	Strategies	Responsibility	Key Partners	Community Outcomes
7.2a	Maintain an effective monitoring and review process for Newcastle 2030 to support progress towards community goals	The City of Newcastle	NSW Government	<ul style="list-style-type: none">• Transparent, open, inclusive, accountable, fair and democratic leadership• Ethical and robust decision making
7.2b	Provide opportunities for genuine and representative community engagement in local decision-making	The City of Newcastle	Federal Government, NSW Government, Community	
7.2c	Improve the transparency, effectiveness and accountability of all government agencies operating in the Newcastle LGA	NSW Government	The City of Newcastle Federal Government	
7.2d	Promote and celebrate the achievements of Council and the local community	The City of Newcastle	Community	
7.2e	Provide timely and effective advocacy and leadership on key community issues	The City of Newcastle	NSW Government	

Objective **Active citizen engagement in local planning and decision-making processes and a shared responsibility for achieving our goals**

No.	Strategies	Responsibility	Key Partners	Community Outcomes
7.3a	Engage and partner with the community in achieving Newcastle 2030	The City of Newcastle	Community	<ul style="list-style-type: none">• Informed and empowered community• Resilient, adaptable, civil society• High levels of community participation in decision-making
7.3b	Utilise emerging innovative communication technologies to engage, plan and encourage information sharing with all key stakeholders	The City of Newcastle	Hunter Councils	
7.3c	Develop opportunities and build capacity for community leadership especially in young people	The City of Newcastle	NSW Government, Community organisations	

Objective **The City of Newcastle: A local government organisation of excellence**

No.	Strategies	Responsibility	Key Partners	Community Outcomes
7.4a	Improve organisational sustainability through the application of Business Excellence Framework principles	The City of Newcastle	SAI Global, Local Government Business Excellence Network	<ul style="list-style-type: none">• Improved service delivery from Council balancing customer expectation, value of service and organisational capability to deliver• Highly skilled Council workforce delivering community focused outcomes• Provision of sustainable local governance
7.4b	Ensure long-term financial sustainability through short, medium and long-term financial planning	The City of Newcastle	NSW Government	
7.4c	Promote excellence in governance with effective local government support services	The City of Newcastle	NSW Government	
7.4d	Ensure a great place to work by supporting Council employees in maximising their contribution	The City of Newcastle	NSW Government	

Measuring our progress towards Open and Collaborative Leadership		
Community Indicator	Measure	Source
Major infrastructure projects	Value of funds allocated to projects through the Hunter Infrastructure and Investment Fund	Hunter Infrastructure and Investment Fund
Membership of local community organisations	Percentage of residents on a decision making board or local committee	Hunter Valley Research Foundation Wellbeing Research Program
Opportunity to express views on community issues	Percentage of residents who believe they have opportunity to express their views	Hunter Valley Research Foundation Wellbeing Research Program
Council Business Excellence	Organisational Health Check Business Excellence score	The City of Newcastle
Overall Council performance	Percentage of residents who rated Council's overall performance as adequate, excellent or good	The City of Newcastle Community Survey
Council reputation as a good employer	Percentage of residents who agree that Council has a reputation as a good employer	The City of Newcastle Community Survey



Big Moves

Vision - Commitment - Investment

Major projects are currently being planned or commenced for Newcastle. These 'big move' projects occurring across the city will accelerate progress on our Plan over the next ten years. They will help to achieve our strategic objectives with commitment and investment from multiple stakeholders.

- Development of the Hunter Regional Transport Plan including planning for major transport interchanges and replacement of the heavy rail service to Newcastle CBD
- National Broadband Network Rollout providing improved communications and internet access
- Launch site for the National Disability Insurance Scheme
- Revitalising our city centre with the Newcastle Urban Renewal Strategy, City Centre (Hunter St) Revitalisation Project and Newcastle NOW
- Construction of the Newcastle Law Courts complex in the Civic Precinct
- Extension of The University of Newcastle campus in the city centre with the NeW Space Precinct
- Implementation of the Newcastle Coastal Revitalisation Strategy Masterplan providing access to our beaches and coastal areas
- Expansion of the Port of Newcastle including improved freight access and connectivity, and development of freight rail bypass south of Hexham
- Growth in the western corridor under the Lower Hunter Regional Strategy supported by completion of the Hunter Expressway



“
Creating a positive change begins simply with conversation. It is the way that human beings have always thought together and initiated action.
”

Peter Kenyon,
Bank of I.D.E.A.S.

Appendix 1

Newcastle 2030 Community Engagement

The inaugural Newcastle 2030 Community Strategic Plan was developed through an extensive research and consultation process undertaken in 2009-2011. There was overwhelming support from the community during this process with 1,500 people directly participating in shaping Newcastle's future. This engagement process and the resulting Community Strategic Plan have been identified by the Division of Local Government as models of best practice and promoted for use as leading examples to other local councils.

In 2012-2013 a review of the Newcastle 2030 Community Strategic Plan was conducted to ensure it continued to represent the vision of the community. Given the comprehensive engagement undertaken to inform the inaugural Plan the review was structured to confirm our shared commitment to the vision and 23 strategic objectives, and assess the strategies to achieve our goals.

In line with the requirements under the Local Government Act 1993, the review program included:

- development of the Newcastle 2030 State of the City Report
- a review of the emerging issues, trends and future opportunities for Newcastle
- implementation of the Community Engagement Strategy for Review of the Newcastle 2030 Community Strategic Plan and 2013-2017 Delivery Program.

The Newcastle 2030 State of the City Report provided an update on the implementation and progress towards achieving our shared vision as described in the Newcastle 2030 Community Strategic Plan. It outlined how Council and other stakeholders have contributed to the community objectives in the Plan, initiatives undertaken and progress made against community indicators identified under the seven strategic directions for Newcastle.

A review of the strategic information that supported the original Community Strategic Plan and the emerging issues, trends and future opportunities was undertaken to inform discussions with internal and external stakeholders. The outcomes of this review are contained in the Newcastle 2030 Review Background Paper, 2013.

The release of data from the Australian Bureau of Statistics Population and Housing 2011 and forecasted population profiles commissioned from id.Consulting provided updated information regarding our current community and challenges and opportunities for the future.

These documents are available on www.newcastle.nsw.gov.au search 'Newcastle 2030'.

Community Engagement 2012-2013

The Newcastle community continued to demonstrate their passion for where they live and a willingness to engage and help shape the city's future. With direct input from more than 1,100 community members, the outcomes of the engagement activities and broader review indicated strong support for the Newcastle 2030 vision and strategic objectives.

City Expo

More than 150 people attended the City Expo along with Councillors and staff on 1 November 2012 at Wallsend Library to learn more about Council projects, discuss local issues and contribute to the long-term vision for the city. This event launched the community consultation program for the Newcastle 2030 review, raising awareness of the current review and encouraging attendees to participate in the upcoming survey and share ideas on how we can work towards achieving a smart, liveable and sustainable Newcastle.

Idea Postcards

The Newcastle 2030 Idea Postcards invited everyone to join the process of working towards our shared goals. Between November and February the postcards were made available at libraries, cafes and community events such as the City Expo, Art Bazaar and the opening of Islington Park Playground. More than 180 completed cards were submitted at events or returned by mail and email.

Newcastle Voice Survey

This survey assessed current community support for the Newcastle 2030 vision and strategic objectives and gathered ideas to help shape the city's future. It was undertaken through the Newcastle Voice community reference panel and with the wider community. A total of 963 responses were received during the consultation from 12 November to 4 December 2012.

The results indicated continued support for our shared vision of Newcastle as a smart, liveable and sustainable city with 59 per cent of survey respondents indicating the vision reflected their hopes extremely or very well.

Respondents were also highly supportive of the 23 strategic objectives in the Community Strategic Plan with all rated as very or extremely important in working towards our seven strategic directions for the city over the next ten years.

The survey also provided over 2,600 responses to the request for ideas on how we can work together as a community to achieve our seven strategic directions. These ideas were used in the review process to help refine the strategies for achieving our goals.

Newcastle 2030 Website

News and updates continue to be included on the dedicated Newcastle 2030 website raising awareness of events and activities contributing to achieving our shared goals. Information about the review program was posted and a feedback form established to encourage comments and suggestions.



The Big Draw

The Big Draw event was held on 25 January 2013 across the city's cultural precinct. This exciting day encouraged families, adults and children to walk between indoor and outdoor event locations and try a variety of drawing activities. Local author and illustrator Leila Rudge was engaged to help facilitate drawings reflecting participant's ideas and aspirations for how they would like to see Newcastle in 20 years. Forty pictures were submitted and displayed, and the Newcastle 2030 Postbox was available for participants to contribute their written ideas.

Networking and Committees

Raising awareness of the review program and further input was encouraged through existing networks and committees. Presentations, information sessions and feedback forms were provided to students at The University of Newcastle and Hunter TAFE, Newcastle Youth Council and the Newcastle Interagency Network supporting community service providers across the local area.

Community Engagement 2009-2011

To support the development of the inaugural Newcastle 2030 Community Strategic Plan a Community Engagement Strategy was prepared in 2009 to ensure broad community involvement and collaboration. The research and engagement process used was based on best practice processes identified by the Division of Local Government.

Input to identify key directions for the city's future was actively sought from members of the community as well as State and regional agencies, business and community groups, Council's Strategic Advisory Committees, the General Manager's Planning Reference Group, and internal IP&R and Community Strategic Planning Working Groups.

The Community Engagement Strategy and development of the Community Strategic Plan were underpinned by the social justice principles of equity, access, participation and rights. A

staged process based on the Oregon Visioning Model was used for identifying our shared vision, strategic objectives and strategies. The key questions asked within each stage were Where are we now? Where are we going? Where do we want to be? How do we get there?

Discussion papers exploring challenges, opportunities and future priorities for Newcastle were developed as background for our many conversations and to inform the priorities and strategies outlined in the Plan. Papers included:

- Environmental Background Paper, March 2009
- Social Background Paper, March 2009
- Economic Background Paper, March 2009
- Newcastle 2030 Community Discussion Paper, December 2009
- Newcastle 2030 Summary of Community Priorities May 2010.

A range of engagement methods held over 18 months ensured a broad involvement with 1,500 people participating directly in the Newcastle 2030 process. The following outlines the major undertakings which were further supported by workshops with Councillors and council staff. A dedicated Newcastle 2030 website also provided opportunities for input as part of the ongoing conversation.

Community Events

Our 2030 conversation began September-December 2009 at a grass-roots level at a range of community events and festivals across Newcastle and visits to libraries and shopping centres. Postcards were distributed at these events and over 600 entries were submitted from the community with ideas for a 2030 Vision for Newcastle. All of these ideas were compiled and included in the development of the Vision and the Plan.

Talking with Young People

Student workshops were held with senior students from Callaghan College and the University of Newcastle and a series of Art Workshops were held with primary school children to explore creatively what they liked most about Newcastle and what they would like to see for the future.

Community Forum

This was the largest conversation in the 2030 process with 106 people all focused on what kind of city we'd like Newcastle to be in twenty years time. It was an energetic discussion with school students, business owners, councillors, government and non-government agencies and residents. This one-day forum in February 2010 facilitated small group discussions around community nominated topics to capture the preferred vision of the City and to identify key focus areas.

Shout Out Youth Forum

The youth forum was an opportunity for young people to talk about their aspirations for the future of Newcastle. It was a dynamic day of visioning facilitated by young people expressing their ideas through a range of creative mediums from video through to zines, poetry and social media.

On-line discussion forum

Participation was also facilitated through Councils online community portal Newcastle Voice. Over 830 people visited the 2030 discussion site with many comments submitted and included in the development of the Vision and strategies.

Seven Strategic Directions Community Workshops

In developing our shared Vision for Newcastle, seven strategic directions were identified for the City. Our 2030 conversation continued towards developing the Community Strategic Plan with seven community workshops during June-July 2010 themed around these strategic directions. These workshops identified both current initiatives we can build on and future strategies for working towards our shared Vision. Over three hundred people took part in these workshops. The complete results of this engagement and the great ideas we can all adopt in working towards achieving our strategic directions are detailed in the Seven Strategic Directions Community Workshops Report.

State Agencies and Corporations

Success in the delivery of the Community Strategic Plan is reliant on good partnerships across community and government agencies. This workshop focused on the priorities and the proposed strategies outlined by the community in the previous workshops. Representatives from State Agencies and Corporations investigated existing and potential strategies that could support achieving our shared goals for Newcastle.

Wiyala Aboriginal Communities Workshop

Wiyala (lets talk together) was a forum to talk about the future of Newcastle for Aboriginal people living or working in the area. Hosted in conjunction with the Guraki Aboriginal Advisory Committee, it was attended by Aboriginal community, organisational and agency representatives.

Appendix 2

Newcastle Community Strategic Plan contribution to NSW State Plan

NSW 2021 State Plan Goals

Newcastle 2030
Community Objectives

Rebuild the Economy			
1	Improve the performance of the NSW economy		6.1
2	Rebuild State finances		
3	Drive economic growth in regional NSW		6.1
4	Increase the competitiveness of doing business in NSW		6.3
5	Place downward pressure on the cost of living		
6	Strengthen the NSW skill base	6.1	6.2
Return Quality Services			
7	Reduce travel times		1.1
8	Grow patronage on public transport by making it a more attractive choice		1.1
9	Improve customer experience with transport services		1.1
10	Improve road safety		1.3
11	Keep people healthy and out of hospital	1.2	4.2
12	Provide world class clinical services with timely access and effective infrastructure		
13	Better protect the most vulnerable members of our community and break the cycle of disadvantage	4.1	5.3
14	Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential	4.1	5.3
15	Improve education and learning outcomes for all students	4.2	6.1
16	Prevent and reduce the level of crime		3.3
17	Prevent and reduce the level of re-offending		
18	Improve community confident in the justice system		
Renovate Infrastructure			
19	Invest in critical infrastructure		1.1 7.1
20	Build liveable centres	1.3 5.2 5.3 5.4	6.3
21	Secure potable water supplies	2.1	2.3
Strengthen Our Local Environment and Communities			
22	Protect our natural environment		2.2
23	Increase opportunities for people to look after their own neighbourhoods and environments	2.3	7.3
24	Make it easier for people to be involved in their communities	3.1	3.2
25	Increase opportunities for seniors in NSW to fully participate in community life	3.1	4.1
26	Fostering opportunity and partnership with Aboriginal people	4.1	4.3
27	Enhance cultural, creative, sporting and recreation opportunities	3.1 3.2 3.3	4.2 4.3
28	Ensure NSW is ready to deal with major emergencies and natural disasters		2.3
Restore Accountability to Government			
29	Restore confidence and integrity in the planning system	7.1	7.2
30	Restore trust in State and Local Government as a service provider	7.2	7.4
31	Improve government transparency by increasing access to government information		7.2
32	Involve the community in decision making on government policy, services and projects		7.3



