

Maitland Community Engagement Strategy 2009



Community Engagement Strategy

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GLOSSARY of TERMS and ABBREVIATIONS

<i>Capacity Building</i>	The ongoing development of awareness, knowledge, skills and capability by certain groups and individual, normally the community, to achieve their purpose.
<i>Community Consultation</i>	The process of informed communication between Council and the local community on an issue prior to the Council making a decision or determining a direction on those issues. Consultation is a process, not an outcome and recognizes that Council has the mandate to be the decision-maker.
<i>Community Engagement</i>	The broad and ongoing range of interactions between Council and the whole of the local community to build capacity and partnerships. Community engagement is an outcome and is characteristic of democratic governance.
<i>Communities of Interest</i>	A community of people who share a particular experience, common interest or characteristic. This could include but is not limited to: young people, gender and faith groups; indigenous people, resident groups, environmental groups, social groups and sporting groups.
<i>Communities of Place</i>	A community of people within a defined geographical area, such as East Maitland, Rutherford
<i>Local Community</i>	The term 'local community' refers to all residents, interest groups, community organisations, business persons and those who have a vested interest in the future direction of the Maitland LGA.
<i>Partnership</i>	The process whereby parties work collectively towards an agreed objective or aim. This might include the community, government and non-government organisations.
DA	Development Application
DCP	Development Control Plan
LGA	Local Government Area

REFERENCES

This strategy has been based on research and the varied experience of staff. A number of community engagement strategies from Councils, both national and international were also used as a guide of best practice in the preparation of this strategy.

- Bang the Table 2008 '*Why Engage On-line*' <http://corporate.bangthetable.com/howtoguides> Access 30 March 2009.
- International Association for Public Participation (2004) '*IAP2 Public Participation Spectrum*' www.iap2.org Accessed 31 March 2009
- Victorian Department of Sustainability and Environment (2007) '*Effective Engagement*' <http://www.dse.vic.gov.au/DSE/wcmn203.nsf/childdocs/-0B996EB412EAB883CA2570360014F01A-6BC40C338B25036ECA257036001555F2?open>. Accessed 31 March 2009.
- Victorian Local Government Association (VLGA) 2006 '*Best Value Victoria Community Consultation Resource Guide*'

Executive Summary

- i. Community engagement and consultation is a regular and important part of Council's everyday services, involving the interaction of Council, partners and the local community in a variety of settings and circumstances. The Community Engagement Strategy aims to:
 - Provide a consistent approach across Council departments as to how Council engages with the local community;
 - Strengthen the partnership between Council, government stakeholders, service providers, local organisations and the local community through ongoing community engagement;
 - Improve knowledge and skills of Council staff and to improve internal coordination; and
 - Be proactive and open to innovative ways to consult with the whole of the community.
- ii. For the purpose of this strategy, the term 'Community Engagement' is used to describe the overall outcome that Council is aiming to achieve. While the term 'Consultation' is used to describe the actual practice and tools used to engage with the community.
- iii. Effective community consultation should be a first thought, not an afterthought for any project. This strategy is based around a set of principles to ensure Council engages with and encourages the local community to participate in consultation processes that influence our enjoyment of this City as residents, workers, investors and visitors. The seven principles of this strategy are:
 - *Inclusiveness and Diversity* – Council recognises and values the diversity of its local community and the different strengths each group and individual has to offer.
 - *Openness, Respect and Accountability* –To ensure consultation processes and engagement with the local community is approached in an open and respectful manner with clear lines of accountability.
 - *Leadership* –Council taking the initiative for engagement, seeking support and partnerships. To support and facilitate discussion which represents the wider community interests and encouraging leadership within Council and the local community.
 - *Purpose* – To provide clear direction and guidance for the local community, key stakeholders and Council itself as to the reason for the consultation being conducted.
 - *Information Sharing* – Providing clear, easy to understand information in a timely manner and sharing information that is as accurate as possible. Information sharing also relies on the involvement of participants and a commitment to be open to different views.
 - *Feedback and Evaluation* –Informing participants as to how their opinions and information have contributed to the preparation and decision of Council is vital and understanding the views of participants specific to the consultation process itself is a valuable learning tool.
 - *Resourcing and Timing* – Staff training requirements and the physical and financial resources involved in conducting consultation must be considered both for the individual project and the overall needs of Council departments.
- iv. The Community Engagement Strategy is an evolving document. It will be reviewed regularly to ensure the strategy and allocation of resources reflects current best practice and current legislative requirements. Where appropriate, the level of engagement, the appropriate method of consultation and the financial, timing and resource implications for each project will be noted in a report to Council.

1. Strategic Context

Introduction

- 1.1. Maitland City Council aims to inform, involve and effectively engage with the local community in the preparation of strategies, plans and policies, the implementation of projects and Council activities.
- 1.2. The preparation of this Community Engagement Strategy demonstrates a clear commitment of Council to actively engage the local community through best practise consultation methods. It also sets out Council's approach by identifying a set of principles that will shape how to encourage government partners and the local community to play an active role in the way it plans for the future of Maitland and its community.
- 1.3. This document outlines an understanding of community engagement. The adoption of the stated principles as a consideration for all consultation processes enables Council to engage more effectively with the local community.
- 1.4. Various legislation, such as the Local Government Act (1993) and the Environment Planning and Assessment Act (1979) set out minimum standards for community consultation and engagement. Therefore, community consultation is an integral component in the preparation of a variety of Council's strategic and corporate documents and plans and the delivery of Council's programs and services.
- 1.5. Council recognises the importance of internal consultation between Council departments. Maintaining a high level of communication between Council departments will ensure effective and coordinated engagement. The role of Councillors is a link to and advocate for the local community. This also emphasises the importance of openness and an agreed process for sharing information.
- 1.6. Maitland City Council's Community Engagement Strategy is an evolving document. It will change over time in response to legislation and to reflect best practice consultation guidance. Once adopted, it will be reviewed regularly to ensure the strategy and allocation of resources reflects current best practice techniques and current legislative requirements.

Aims of this Strategy

- 1.7. Maitland City Council aim to build a cohesive and sustainable community by being responsive to the needs of our community; to engage and encourage the local community to participate in activities that influence our enjoyment of this City as residents, workers, investors and visitors.
- 1.8. The overall aims of this strategy are to:
 - Provide a consistent approach across Council departments and ensure that all consultation processes and community engagement activities are conducted according to the adopted 'Principles of Effective Consultation and Community Engagement';
 - Strengthen the partnership between Council, government stakeholders, service providers, local organisations and the local community through ongoing engagement. Also to encourage partners to be well informed and proactive about the issues that may directly affect them;
 - Facilitate an environment in which Council and the local community can exchange views, ideas and information, therefore resulting in policies, projects and Council activities that are more responsive to local needs, concerns and priorities;
 - Improve communication and information sharing between Council and the local community;
 - Improve knowledge and skills of Council staff and to improve internal coordination between Council

departments; and

- Be proactive and open to new and innovative ways to consult and maintain ongoing engagement with the whole of the community.

Relationship with Council's Notification Policy

- 1.9. A Development Control Plan (DCP) has been place since 2000 which relates to consultation for Development Applications (DAs). The objectives of the Advertising/Notification of Development Applications DCP (as amended 13 November 2007) are to:
- Clearly defined the types of development which will be advertised and/or notified in accordance with this policy;
 - Adopt a format in which that advertisement/notification will take place;
 - Identify land which will be considered as "adjoining" for the purposes of this plan; and
 - Explain the process of determining an application, which is the subject of a submission.
- 1.10. As clearly outlined in the DCP, in some instances, adjoining landowners will also receive individual written notice of development proposals.
- 1.11. This Community Engagement Strategy does not overrule the provisions of Council's Advertising/Notification of Development Applications DCP. In most circumstances, consultation specific to DAs will conform to the requirements of that plan. However, in situations when it is deemed necessary for wider consultation to occur on a development proposal, the process would need to demonstrate adherence to the principles of this strategy.

What do we mean by 'Community Engagement' and 'Consultation'?

- 1.12. "Community engagement is achieved when the local community is and feels part of the overall governance" (VLGA 2006: 5). The International Association of Public Participation define community engagement as: *"any process that involves the public in problem-solving or decision-making and uses the public input to make more informed decisions"*
- 1.13. The terms 'community engagement' and 'community consultation' mean a variety of things to different people. For the purpose of this strategy, '**community engagement**' is used as a generic, inclusive term to describe the broad and ongoing range of interactions between Council and the whole of the local community. (*DSE 2007: 'What is Community Engagement'*). Therefore, by this definition, community engagement is an outcome.
- 1.14. The term '**consultation**' is used in this strategy to describe the actual practice and tools used to engage with the community and are part of the overall concept of community engagement. Consultation includes a variety of approaches and/or methods to achieve outcomes, such as information delivery, involvement and collaboration in decision-making and empowered action in informal groups or formal partnerships.
- 1.15. Engagement with the local community is a regular and important part of Council's everyday services and involves the interaction of Council and stakeholders in a variety of settings and circumstances. Whether it is as simple as a telephone enquiry, an over-the-counter discussion, or a letter regarding a specific policy or project, all of these situations aim to better inform residents and engage with the local community.
- 1.16. Formal consultation processes are conducted for a variety of projects and Council activities and will take a number of forms depending on the desired outcome of the particular policy, project and/or activity and consideration of any relevant legislative requirements.

- 1.17. The methods of formal consultation can range from the public exhibition of a Council strategy, plan or policy; focus groups, online or written surveys; workshops, e-forums, newsletters and media releases. The use of particular consultation methods will depend on the purpose, timing and resources available.

Model of Community Engagement

- 1.18. Community engagement occurs for a variety of levels for public influence. The Public Participation Spectrum developed by the International Association for Public Participation (IAP2) identifies the possible methods of consultation relative to the level of impact that the community would have on decision-making.
- 1.19. The types of engagement include inform, consult, involve, collaborate and empower. Figure 1 shows the type of engagement, the engagement purpose or promise and some examples of consultation methods that could be used to achieve the goals and promises.

INCREASING LEVEL OF PUBLIC IMPACT				
INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the Public:	Promise to the Public:	Promise to the Public:	Promise to the Public:	Promise to the Public:
We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example Tools:	Example Tools:	Example Tools:	Example Tools:	Example Tools:
<ul style="list-style-type: none"> • fact sheets • web sites • open houses. 	<ul style="list-style-type: none"> • public comment • focus groups • surveys • public meetings. 	<ul style="list-style-type: none"> • workshops • deliberate polling. 	<ul style="list-style-type: none"> • citizen advisory committees • consensus-building • participatory decision-making. 	<ul style="list-style-type: none"> • citizen juries • ballots • delegated decisions.

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Figure 1: Public Participation Spectrum (International Association for Public Participation)

Source: International Association for Public Participation (2004) IAP2 Public Participation Spectrum (www.iap2.org)

- 1.20. Council will require different levels of engagement depending on the project or the issue, and its impact on the local community. Table 1 uses the types of engagement within the public participation spectrum and identifies the level of engagement based on its goal.
- 1.21. Where appropriate, the identified level of engagement, the appropriate method of consultation and the financial, timing and resource implications for each project will be noted in a report to Council.

- 1.22. Maitland City Council aims to identify genuine opportunities for the opinions, expertise and concerns of the community to play a part in our activities and projects. For this to occur, we must ensure that the consultation methods used are appropriate to the stated purpose or goal; deliver on what we said we would do and preserve the Council's Principles of Effective Consultation and Community Engagement.

Level 1	Inform	Giving information to the local community.
Level 2	Consult	Seeking feedback from the local community.
Level 3	Involve	Working directly with the local community.
Level 4	Collaborate	Creating partnerships with the local community to produce recommendations and solutions.
Level 5	Empower	Putting the final decision making in the hands of the local community.

Table 1: Levels of Community Engagement

How we will consult

- 1.23. Council will utilise a range of consultation methods to engage with the community. This also includes ensuring that effective internal consultation occurs. To assist in determining the specific method, resources and evaluation appropriate for the consultation process each Council department, where appropriate will outline specific consultation plan which support the principles within this strategy and the level of community engagement (see Table 1). Other resources, such as consultation toolkits may be developed to support the preparation of these plans.
- 1.24. Effective internal consultation is important to the outcome of many projects. Coordinated service planning and consultation within Council will ensure quality information is shared between department to help make informed decisions and make certain that consultation processes are coordinated, resourced and timely. This will avoid the local community feeling fatigued whilst building capacity and strengthening partnerships to ensure services and programs are delivered effectively and efficiently.
- 1.25. Informed communication with Councillors is also important to achieve more effective consultation. Local Councillors are a vital link between the local community and Council. Council officers must ensure that Councillors are informed about the policies and projects that Council are consulting on and the program for engagement with the community.
- 1.26. How Council will consult the local community will depend on the purpose, stage and desired outcomes of the consultation program for the particular policy or project. Where appropriate, consultation may occur as part of, though not limited to:
- Planning the strategic direction of Council;
 - Developing Council policies and plans;
 - Changes to a site or facility that may have an impact on the community or service delivery; and
 - When issues are brought to Council.
- 1.27. Some common forms of informing and engaging with the community that Council will continue to use include, but not limited to:
- Letters – are an effective method to provide information regarding the preparation and/or implementation of specific policies or projects. When informing the local community about specific consultation, they should include information on how and where people can obtain copies of the document and the way in which comments can be submitted.

- Leaflets, Flyers and Newsletters – are a way to provide information in an ‘eye-catching’, easy to read summary. They are used to highlight the main issues and let the local community know how to be involved in the consultation program. Both are also a way to regularly keep the local community up to date via electronic means or post about the activities of Council;
- Notices in local newspaper and media releases –can be used to regularly keep the local community informed about specific policies and projects. Media releases allow for more information to be provided while notices are to inform the local community about consultation events and specific details on the consultation of specific policies and projects.
- Maitland City Council Website and E-mail – is a valuable communication tool. It enables information to be provided to a large number of people which is cost effective and environmentally sustainable.

E-Consultation

- 1.28. E-Consultation or electronic consultation is the use of the internet, e-mail and other web tools to enable participation in, and sharing of ideas regarding specific policy issues and the preparation of strategies and/or projects. Importantly, the use of e-consultation methods is an effective way of maintaining ongoing engagement with the local community.
- 1.29. The most ardent of community members are much easier to engage with and will always find a way to make comment. However, there are many other community members that wish to participate but who are unable to access or are uncomfortable in environments created by traditional consultation methods. E-consultation encourages informed public participation and engagement between Council and the local community, while also allowing the individual to choose when and where they are engaged.
- 1.30. Used in conjunction with existing consultation methods and techniques, e-consultation is the way forward in terms of ‘bringing more people into the conversation’. Like all other consultation methods, the use of e-consultation must establish parameters for the discussion upfront. This includes moderation rules, closing dates, how this sits with the decision process and what feedback people should expect.
- 1.31. Maitland City Council is already using e-consultation methods simply by providing documents and information on line, utilising e-mail to inform the local community and receiving comments on specific policy issues via email. The next step is for Council to move e-consultation tools from a way to inform and encourage its use as a way to interact and open a new dialogue with the local community.
- 1.32. Some advantages of e-consultation include, but are not limited to:
 - The potential to reach, quickly and easily a wide and diverse audience;
 - The opportunity for people to participate and provide input at a time which is convenient to them and to respond interactively and register their views via email, rather than by post;
 - The opportunity for more informed consultation and ongoing engagement, by providing access to further information through links to online resources;
 - The opportunity to filter and analyse responses automatically as they are received electronically;
 - The ability to conduct sustained discussion over time, allowing ideas to grow and develop which is not always possible in a one-off, face-to-face consultation. It is also an effective way of maintaining an open line of communication to foster ongoing engagement with the local community; and
 - The opportunity to generate feedback and to provide them with a flow of information and updates through email alerts when future, similar consultation programs are launched.

- 1.33. Some of the common e-consultation tools include:
- | | |
|--|---|
| Internet forums (also known as “e-forums”); | Webinars (online seminars or meetings); |
| Blogging and the use of social networking sites; | Webcasting meetings; |
| Online polls; | Podcasting; and |
| Online Surveys; | Electronic Voting; |
| Online feedback forms; | |
- 1.34. Despite the significant increase in the number of households in the Maitland LGA with access to a computer and the internet, Council also acknowledges that not all people in the local community have access to or ability to use the internet. Therefore, e-consultation should be used in conjunction with a range of consultation methods to make sure engagement with the community is inclusive.

Who we will consult

- 1.35. Maitland is a mosaic of individuals, groups and communities. Communities can be defined as *communities of place* and also as *communities of interest* (as defined in the glossary). Maitland City Council is committed to encourage participation of these communities and individuals to ensure that we are effective engaging with the community as a whole.
- 1.36. Government Department and Agencies are key partners with Council in preparing and implementing a number of policies and projects. For project with large scale infrastructure and other complex planning matters, Council will ensure that the relevant government departments and agencies are consulted to make certain that funding is available, proposals are supported and that they can be delivered to the local community in a reasonable timeframe.
- 1.37. Most people do not associate with the administrative boundaries of local authorities. Therefore, ongoing engagement and partnership with adjoining LGA's is vital. This enables cross boundary collaboration to resolve issues and plan in the context of the wider community.
- 1.38. Many residents and organisations have had varying experience and have different capabilities to participate in consultation processes. Community groups, local organisations, advisory groups and societies often represent many local residents, landowners, business owners and workers. Building partnerships allow for greater inclusion and can reach people that may not have otherwise participated.
- 1.39. These groups include, but are not limited to:
- Environmental groups;
 - Social groups and service clubs;
 - Businesses, Chambers of Commerce and other business/commercial network groups;
 - Volunteer and Not For Profit organisations; and
 - Community and sporting groups.
- 1.40. Using legitimate local groups and community organisations to reach individuals, particularly from disadvantaged backgrounds is an effective approach. This approach to community engagement is particularly valuable for more complex or technical consultations where individuals may not feel confident to express their views.

- 1.41. Council acknowledges that there is a need to specifically reach out to people who are less likely to participate in conventional methods of consultation or have been traditionally 'hard to reach'. The Council continues to work hard to develop initiatives to improve community engagement with these groups.
- 1.42. Some of these groups include, but are not limited to:
- Youth and Children;
 - People with a disability;
 - People with carer's responsibilities;
 - Older people;
 - People from Aboriginal or Torres Strait Islander (ATSI) backgrounds; and
 - People from Culturally and Linguistically diverse (CALD) backgrounds.
- 1.43. It is expected that all consultation processes will ensure that specific consultation requirements as set out in relevant government legislation are adhered to. This may relate to how we consult with specific groups, the minimum length of time required for an exhibition and which individuals and/or groups we are required to engage with.

2. Principles for Effective Community Consultation and Engagement

- 2.1. Effective consultation should be a first thought, not an afterthought for the preparation of any strategy, policy or project of Council. Maitland City Council's Community Engagement Strategy is based around a set of principles to ensure that these are embedded in the consultation processes that Council implement to effectively engage with the local community.
- 2.2. To be effective, consultation programs must be based on openness, trust, integrity, mutual respect for the legitimacy and point of view of all participants. How to effectively consult and engage with the local community will be considered in the initial stages of planning for any policy, project and/or activity of Council according to the following principles.
- 2.3. Maitland City Council's seven principles for effective community consultation are:
 - Inclusiveness and Diversity;
 - Openness, Respect and Accountability
 - Leadership
 - Purpose
 - Feedback and Evaluation;
 - Information Sharing; and
 - Resourcing and Timing.

Inclusiveness and Diversity

- 2.4. Council recognises and values the diversity of its local community and the different strengths each group and individual brings to the implementation of Council projects and activities as well as the preparation of Council strategies and policies.
- 2.5. Council will work to promote equality of opportunity and empower people to have their voices heard through effective, appropriate and safe consultation practices. Council aims to proactively reach out to better engage with the whole of the community and seek to widen participation by taking steps to be accessible and inclusive.
- 2.6. To achieve this, Council will:
 - Ensure that all consultation programs use accessible venues for participants and where possible, consultation methods facilitate equal access for individuals and groups;
 - Seek to identify, empower and protect stakeholder groups and individuals that experience barriers to participation or have traditionally been challenging to engage (such as people with a disability, young children and people who speak a language other than English);
 - Ensure written information provides reasonable opportunities for participation (eg. providing translated information, large print, audio etc). All written materials should provide clear and easy to understand information, considering the differences of the intended audience (eg. literacy and education levels; age; cultural background);
 - Be proactive in identifying the demographic and cultural changes that occur over time and be responsive to change. This means that Council will aim to anticipate the need for supporting new groups that arise from any demographic changes, aiding participation and representation from the whole of the local community; and
 - Seek to engage and empower communities and individuals from under-represented groups directly, particularly where they do not have the necessary infrastructure and groups to articulate and promote their interests.

Openness, Respect and Accountability

- 2.7. Maitland City Council aims to ensure consultation processes and engagement with the local community is approached in an open and respectful manner with clear lines of accountability.
- 2.8. This does not mean that consultation will always lead to agreement or that decisions are subject to consensus; however, it should lead to a better understanding of the issues, a mutual respect for different points of view and contribute to secure workable solutions.
- 2.9. To maintain the integrity of all Council's consultation processes, it is vital that the outcome of any consultation is not predetermined. Council will ensure that all consultation with the community is conducted as openly as possible to preserve credibility with both the local community and of the document, project and/or activity itself.
- 2.10. The understanding of project and consultation objectives, purpose, and expectations of both Council and the local community is essential; the agenda and process should be clear and any constraints should be considered from the outset of the project.
- 2.11. To achieve this Council will:
- Communicate clearly and promptly with the local community the aims; intended process of consultation and reporting/feedback mechanisms by using appropriate communication methods and establishing clear and consistent lines of communication;
 - Inform participants how and where feedback and results of the consultation process will be published and in what format they will be available.
 - Council will respect and acknowledge the accepted cultural practices and values of its diverse community;
 - Be open and honest about the level of engagement and the influence that they may have over the outcome (see table 1). Where a specific reference group or targeted consultation is being conducted, Council will have an agreed and well publicised process for selecting participants;
 - Ensure that participation in consultation processes is accessible to those who wish to be involved, is voluntary and that participants can withdraw at any time;
 - Ensure that all personal information gathered is subject to the *'Privacy and Personal Information Protection Act 1998'* and other relevant privacy and freedom of information legislation. Council must also respect the trust that participants bestow when they are actively engaged with Council; and
 - Ensure that community engagement with minors will adhere to relevant Child Protection legislation, best practice and duty of care guidelines.

Leadership

- 2.12. Leadership is not about telling others what to do. Rather it is the ability to support and facilitate discussion through best practise consultation and engagement to represent the wider community interests and ensure that recommendations do not only represent specific sectional interests.
- 2.13. Leadership involves taking the initiative for the activity and seeking support and partnerships. It also involves ensuring that consultation promotes the building of leadership within Council and the local community.
- 2.14. Effective and ongoing engagement with the local community aims to create strong partnership. This helps to build capacity between Council and the local community and creates a shared ownership and commitment to specific consultation processes.
- 2.15. To achieve this Council will:
- Ensure that all of Council's consultation processes and community engagement activities are

conducted within the endorsed community engagement framework;

- Provide a well planned and resourced approach for all consultation processes and community engagement activities;
- Be prepared to tackle difficult issues and ensure that the consultation method chosen is flexible to facilitate discussion of these issues and employ good conflict resolution skills as required;
- Be proactive in developing and strengthening partnerships with all levels of government, service providers, and the local community. Council will also seek to better understand the strengths, aspirations and issues of the local community through the variety of consultation and community engagement activities;
- Assess the needs of the strategy and/or project and consult all relevant stakeholders and members of the local community. Where deemed appropriate, Council will conduct wider consultation in developing the future direction and purpose of any strategy and/or project; and
- Employ a logical methodology when trying to resolve and represent conflicting interests. Whether individuals, legitimate local community groups and/or other interested stakeholders all views deserve equally consideration; and
- Ensure that Council, for all consultation processes adhere to best practise health and safety principles and legislation. Council must also recognise the risk management issues and acts on its duty of care to all participants.

Purpose

- 2.16. It is critical that a clear purpose is established for all community consultation activities. It provides a sound foundation for the planning, review and evaluation of all projects, and ensures that the types of consultation methods employed are appropriate to the project outcomes.
- 2.17. Having a clear purpose provides direction and guidance for the local community, key stakeholders and Council itself as to the rationale for the consultation being conduct. When clearly communicated to all participants, it also provides realistic expectations, understanding and transparency of the consultation process.
- 2.18. To achieve this Council will:
- Provide a clear purpose statement for all community consultation and engagement activities. It is critical to consider how to engage with individuals and groups to whom the issue is most relevant; plan who should be involved, at what stage and set the parameters for how the information will be used.
 - Conduct a thorough identification of key stakeholders with regard to the policy and/or project that is being consulted on. It is important to also include other Council departments who can contribute to or who are affected by the outcome of the consultation process;
 - Clearly communicate the specific purpose of the consultation to ensure participants have a understanding as to their participation and an expectation as to their involvement in the decision making process; and
 - Ensure that the most appropriate method of consultation is being used for the prescribed purpose and develop strategies to ensure that purpose is achieved in an appropriate manner with participants and other stakeholders.

Information Sharing

- 2.19. Providing clear, 'jargon-free' information in a timely manner is the basis of quality engagement and effective consultation with the local community and stakeholders. Well communicated information can motivate, increase interest and a willingness to be engaged in a specific project.

- 2.20. Critical to making informed decisions, information shared and gathered should be as accurate as possible and true. Information sharing must be reciprocal and relies on the involvement of participants in maintaining a flow of information and the commitment to be open to different views and issues.
- 2.21. Information can be provided in a number of formats such as written and verbal submissions; through group discussions; e-consultation; statistical information; maps and plans; graphs; photographs; narratives and art.
- 2.22. Information sharing between Council departments is critical. Decisions by all parties to the project will be determined by the quality and timing of the information obtained and shared.
- 2.23. To achieve this Council will:
- Ensure participants have timely access to relevant information that is accurate and unbiased, providing opportunities for them to form sound opinions and decisions;
 - Will ensure that participants are provided with relevant background information prior to any consultation and the way in which information is shared between Council and the local community is appropriate to the particular project and is in place during the early stages;
 - Provide information that is concise, written clearly and is in plain English. In particular, where the information is technical in nature, supporting explanatory information will be provided in an easy to read format;
 - Endeavour to provide all reasonable opportunities for access to information in other formats (eg: large print, audio, electronically etc) and community languages;
 - Consider a range of information and formats as well as written to encourage wide participation and engage with new or previously disengaged groups and individuals;
 - Provide reasonable timeframes that accommodate effective information sharing, analysis and feedback; and
 - Provide guidelines and ethical parameters, in line with the *'Privacy and Personal Information Protection Act 1998'* and other relevant legislation for the process of information sharing and gathering.

Feedback and Evaluation

- 2.24. Closing the 'consultation loop' and informing participants as to how their opinions and information have contributed to the preparation and decision of Council is vital. Providing participants with feedback is important in respecting the partnership and maintaining ongoing engagement with the local community.
- 2.25. The views and comments of participants specific to the consultation process itself is a valuable learning tool. Candid evaluation at the conclusion of each consultation program will ensure that Council continues to improve how consultation is carried out in the future. It should include questions regarding the values of the process; whether the stated objectives and purpose was clear and achieved and whether the methods used were suitable.
- 2.26. To achieve this Council will:
- Aim to include details about the evaluation component in the planning of the project. This will ensure that issues are given due consideration in a methodical manner and where appropriate changes be made to the strategy and/or project to reflect the needs and priorities expressed by the local community;
 - Clearly outline and communicate the evaluation/feedback mechanisms and decision-making process with participants at the earliest possible stage of the project;
 - Use feedback and evaluation to review and improve the planning, design and delivery of

community engagement and consultation practices;

- Provide regular project updates and/or feedback on how decisions were made in a timely manner. Within a reasonable timeframe at the conclusion, Council will ensure that the results and reports are made available in a range of formats and in a variety of venues as determined at the commencement of the project; and
- Provide, where appropriate, opportunities for feedback through a variety of means. This could include written submission via post or email; feedback forms; verbally through meetings and workshops or web-based methods, such as discussion boards or e-forums etc.

Resourcing and Timing

- 2.27. Building capacity may take time, particularly in engaging those who are “hard to reach” and disengaged. Council and the local community may require time to develop relationships, and the consultation methods and approach must consider this.
- 2.28. It is important that participants have a realistic idea of how much time consultation is likely to take in the overall preparation and implementation of the specific project. Timing of consultation also ensures quality feedback and engagement with the local community. In terms of gaining maximum participation possible, the local community should be advised of any consultation at the earliest possible stage of the project. It is important that the timing of any consultation process must consider previous, current and future engagement activities of other departments to avoid consultation fatigue by the local community.
- 2.29. The specific financial costs involved in conducting consultation must be understood when planning any consultation process or activity. Where practical, consideration should be given to the coordination between Council departments for the coordination of consultation processes. The sharing of information and resources can provide a reduction in financial costs while still achieving positive outcomes and wide participation.
- 2.30. To achieve this Council will:
- Provide the necessary resources and support to ensure the principles of the Community Engagement Strategy are implemented throughout the various departments of Council engaged in consultation;
 - Ensure that the Community Engagement Strategy is regularly reviewed and evaluated to ensure best practice community engagement and consultation methods are being considered;
 - Ensure each project includes appropriate resource allocation and appropriate timeframes to deliver the stated goals and objectives of its consultation process;
 - Identify what skills are required to devise and conduct consultation and engagement activities and to provide opportunities for staff training to build organisational capacity and the necessary skills to effectively engage with the local community through the use of best practice community consultation methods.
 - Facilitate good governance through the commitment of adequate resources to effective engagement with the local community. These include, but are not limited to financial resources; time; staff experience and expertise; quality information; corporate systems and policies and adequate materials. Once identified, resource requirements should be explored fully as part of Council's consultation processes and engagement activities.



COMMUNITY STRATEGIC PLAN

FEBRUARY 2011

WHAT WE WANT IN 2021

We are a vibrant river City, with heritage in our heart

Our people are caring and active, with access to services and facilities that meet the needs of all of our citizens

We are focused on our environment, balancing conservation and development and enhancing where we can

Our many leaders work together to see the City prosper and maximise benefits for our people

We are a strong and proud community, celebrating together and embracing newcomers

together, we make Maitland.



MESSAGE FROM THE MAYOR AND GENERAL MANAGER



Peter Blackmore
Mayor of Maitland



David Evans
General Manager
Maitland City Council

Heritage, pride and a unique sense of local identity – strong foundations for any community, and none more so than our own City of Maitland.

As one of the fastest growing cities in Australia, it's clear Maitland has a lot to offer residents. Our increasing population is both an opportunity and a challenge. There is no doubt that population increases place pressure on our environment, transport corridors and a range of services. It also, however, brings with it opportunities for dynamic initiatives to evolve new and connected communities, enriching the tapestry of our City.

'Maitland 2021 – Ideas and Action' captures these opportunities, setting out what we would like our community to be like in another decade, and the steps we can take to get us there. The plan is a way forward for the whole community including Council, NSW State Government agencies, community groups, non-government organisations, businesses and individuals – all based on the fundamental premise that 'together, we make Maitland'.

Without doubt, the development of 'Maitland 2021' has seen Council's already established connections with our community greatly enhanced, and a range of strong new connections forged. The year 2010 was one of active conversation and the sharing of many great ideas across our community. This opportunity for dialogue was embraced by Council, working alongside local people passionate about the City and creating a vibrant future.

Maitland City Council is not alone in developing a long term plan for the community, with all Councils across New South Wales developing community strategic plans to meet the requirements of new NSW State Government Integrated Planning and Reporting legislation. For us at Council, this has been an opportunity for us to build from and expand the long term planning we have been doing for both the development of the City and Council's own facilities and services over recent years.

'Maitland 2021' highlights what our community wants, and the many contributors that can help get us there. While in many instances a range of partners is required, we as Council have established what we can do to assist in meeting community outcomes. This can be seen in Council's four year Delivery Program and annual Operational Plan.

We congratulate all that have been involved in developing this plan, and are grateful to all residents that took the time to actively contribute. We look forward to creating this future with you.

A handwritten signature in black ink, reading 'P Blackmore'.

PETER BLACKMORE

A handwritten signature in black ink, reading 'D Evans'.

DAVID EVANS

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Council would like to offer sincere thanks to all of the people that contributed to the development of ‘Maitland 2021’. Participants in the process included residents and visitors to the city, community groups, school children, business leaders and business groups. Special mention must go to the members of our community reference panel, who contributed with enthusiasm and vigour. We also thank representatives of State and Federal Government agencies and other organisations who provide services to our community for their contributions. We look forward to collaborating with you all to attain our community’s future goals.

Cover: “My Maitland” planning activity completed by children in August 2010



*Our population is expected
to be close to 90,000
people in 2021 –
20,000 more than today*

Scenic beauty and heritage buildings, unique villages and welcoming people, an attractive lifestyle and convenient location are just some of the factors that have led to Maitland being one of the fastest growing inland cities in Australia.

The local government area covers 396km² from Woodberry in the east to Lochinvar in the west, Tocal to the north, and Gillieston Heights to the south. Our nearly 70,000 residents are settled in town centres, new and growing suburbs and quiet rural areas. Our residents come from a broad cross-section of society, and this range will continue to expand as our City grows, adding to our deep-rooted spirit and identity. By 2021, we expect up to 90,000 people to call our City home.

The original inhabitants of this area are the people of the Wonnarua Nation, 'people of the mountains and the plains'. Bordering Nations and Clans include Worimi, Darkinjung, Kamilaroi, Geawegal, Gringai, Awabakal and Wiradjuri.

At the heart of our City is Central Maitland, with its full range of shopping, business and civic functions as well as education, cultural and recreational services. It is one of the oldest regional centres in Australia, built on the banks of the Hunter River, and it continues to be a key centre in the Hunter Region.

If Central Maitland is its heart, the Hunter River is the artery of our City as it meanders through rural and urban areas, providing a scenic backdrop to our everyday lives. Whilst the river's serenity sometimes becomes more turbulent, the flood prone nature of parts of the City has led to a distinctive land use pattern and built form, with urban areas having clear limits that overlook idyllic pastoral areas.

We are a busy and productive community, and we have a prosperous local economy diversified across construction, service and knowledge industries. We are recognised as being rich in a range of natural resources such as coal and extractive mineral deposits as well as fertile agricultural land. Our role in primary industries and the economy it creates will be challenged in coming years, and may provide new opportunities for Maitland to return to its origins as the food bowl of the Region.

While once transportation in Maitland was dominated by punts along the river, development of rail and road corridors has created an abundance of transport options. All routes lead to Maitland and this grants access to employment opportunities, recreational experiences and lifestyle choices within our City.

It is this complex identity which creates the sought-after character of Maitland.

*38% of our population
is under 25.*

*7.4% of Maitland's population
was born overseas.*

Maitland at a glance

Area: 396km²

Location: 41km from Newcastle, 170km from Sydney

Rail: located on North Coast and New England rail lines

Road: 12km from junction of F3 Freeway and Pacific Highway, with the New England Highway running through the City

Demographics

Estimated Residential population 2009	69,154
Projected population in 2021	89,600
Proportion of families with children	17,186
Aboriginal persons	2.7%
Persons born overseas	7.4%

Lifestyle

Number of parks	53
Number of sports fields	37
Number of schools	33

Economy

Residents living and working in Maitland	11,722
Total in labour force	27,266
Small Businesses	4,182
Average weekly household income	\$1,025

Education

Bachelor or Higher degree	9.3%
Advanced Diploma or Diploma	6.4%
Vocational	22.3%
No tertiary qualifications	50.9%

Environment

Area of native vegetation	7% pre-European bushland remains
Hunter River	Flooding events in 1820, 1809, 1913, 1932, 1949-52, 1955, 1971, 1977, 2007
Flora species	561
Fauna species	36 threatened or endangered fauna and invertebrate species
Greenhouse Pollution	1,120,790tCO ₂ e produced annually by the community
Water use	221KL water used by each average household 09/10

Sources:

Australian Bureau of Statistics, Census of Population and Housing, 2006

Australian Bureau of Statistics, Cat. No. 3235.0 - Population by Age and Sex, Regions of Australia, 2007

The Maitland Greening Plan, 2002

The State of the Environment Report 2009/10

Cities for Climate Protection Milestone Five Inventory Report, 2008



Sustainability involves thinking about the future and those that will live in the City long after us. It is about leaving the City a better place than it is today.

Sustainability means diverse things to different people. The word is often used when talking about our environment and ensuring we are protecting habitat for native animals, have clean and healthy water supplies and prevent air pollution. While sustainability requires these things and many more for a healthy and functioning natural environment, sustainability also encompasses many things our community values and needs for daily life including our homes and food, education and jobs, health and community services, cultural and recreational activities, transport, water and energy supplies. Our increasing demand for natural resources such as metals and minerals, materials and land from natural systems like food and timber and the impacts of using energy and water, as well as our waste, is recognised by many as being unsustainable in the long-term.

Sustainability involves thinking about the future and those that will live in the City long after us. It is about leaving the City a better place than it is today.

The development of 'Maitland 2021' has been founded on sustainability principles, and on the 'quadruple bottom line' components of social, economic, environment and governance. The core premise is an ability to meet our community needs now, without compromising the ability of future generations to be able to meet their needs.

Key goals for sustainability include:

- Aiming for intergenerational and intragenerational equity
- Ensuring equality of access, participation and rights for everyone
- Achieving a balance between economic activities and conservation of the environment
- Conserving biological diversity
- Ensuring the value of assets or services includes environmental factors (such as the natural resources required, the damage to the environment and disposal of any waste)
- Recognising the global implications of local decision-making.

WHAT OUR COMMUNITY WANTS

*"Voices need to be heard and
ideas genuinely considered"*
forum participant

'Maitland 2021' must be a reflection of the aspirations and priorities of the local community, with our engagement strategy in keeping with Council's adopted principles for effective community consultation and engagement.

Our engagement principles

- Inclusiveness and diversity – recognising and valuing the diversity of our local community and the different strengths people and groups bring.
- Openness, respect and accountability – leading to better understanding of issues, a mutual respect for different points of view and workable solutions.
- Leadership – supporting and facilitating discussion, actively seeking support and partnerships and building leadership capacity across the community.
- Purpose – establishing a clear purpose for consultation that provides direction and guidance, creating realistic expectations, understanding and transparency of the consultation process.
- Information Sharing – providing clear and accurate information in a timely manner.
- Feedback and Evaluation – letting participants know how their opinions and information have contributed to decisions.
- Resourcing and Timing – taking time to build relationships, and providing the necessary resources.

Copies of Council's overarching Engagement Strategy, as well as the specific strategy for the development of 'Maitland 2021' can be found at www.maitland.nsw.gov.au

WHAT OUR COMMUNITY WANTS

"Maitland should have more skate parks with half pipes"

"More flowers"

"Clean water will help our community"

"Ponds with wildlife, community gardens and open spaces"

"More open land to put farms"

"More parks and places to ride bikes"

Bright ideas from our children,
August 2010

Listening to our community - visioning

Active efforts were made to take 'Maitland 2021' directly to the community during the evolution of the plan, the goal being to have conversations with as many of our residents as possible to gain input into issues the community cares about, as well as uncover ideas for the future.

Direct contact and active contributions were made by more than 800 people through a variety of ways. These included:

- Maitland Markets Stall and Survey
- Official launch at Maitland Regional Art Gallery
- Promotion on Household Rates Notice 'tear off' slip
- Media coverage – articles and advertisements in local newspapers, local radio interviews
- Release of key theme information sheets, including links to existing strategies and plans
- Aroma Festival Stall and Survey
- On-line activities – website, survey and forums utilising www.maitland2021.com.au and www.maitland.nsw.gov.au and facebook
- Business leaders luncheon presentation and survey
- Business Chamber Breakfast presentation and workshop
- School leaders breakfast survey
- Workshops with our community Reference Panel, staff and Councillors.

Importantly, the development of 'Maitland 2021' was actively informed by Council's recent engagement activities for a number of strategic plans and studies including:

- Maitland Social Plan 2009-2019
- Central Maitland Structure Plan
- 2009 Annual Community Survey

What our children think ...

A simple planning activity was used to engage children in conversation about the Maitland they would like to see in 2021. Entitled 'My Maitland', the activity involved children selecting a representative icon and placing it on a simple, illustrated map of the City. With a range of icons available, aquatic, sporting and leisure facilities emerged as priorities, while music, friends and family and retail shopping were also favoured. Blank 'light globes' were also available for children to share their bright ideas for the future of the City, see the quotes on the left for examples. A visual sample can be seen on the cover of this plan.

*"We need more parks in the
CBD"*

*"We've got to do something
different to everyone else in the
Hunter to improve the Mall"*

*"Infrastructure needs to keep
up with our growing
population"*

*"Connectivity between trains
stations, shops and rural areas"*

"More family picnic areas"

Draft plan feedback, November
2010 – January 2011

Engaging with the community – draft 'Maitland 2021' plan

Building on the relationships established and conversations commenced during the drafting of the plan, the release of the draft 'Maitland 2021 – Ideas and Action' was a further opportunity for our residents and visitors to share their views with both Council and one another.

The plan was released for a two month period from mid November 2010 to mid January 2011. Every Maitland household was mailed an invitation to comment on the draft plan – through a postage paid postcard; attending a drop-in session; or via the 'Maitland 2021' forum.

Eight drop-in sessions staged across the city in late November and early December 2010, taking the plan east to west, north to south across the City. Setting up in community halls and libraries, staff welcomed the opportunity to present the plan to the community and have more great conversations on the future of the City. Close to 50 postcards were sent back to Council, while a number of residents also took the opportunity to join the discussion on-line.

Over 200 comments were received on the plan, which resulted in the addition of a new community outcome focused on planning the city's infrastructure needs, and a number of new high level strategies focused on planning for future growth; and commercial and retail development. The plan now truly reflects our community's aspirations and goals for the future.

Importantly for Council, the feedback obtained during this consultation revealed a number of priority areas for the development of our own four year Delivery Program, being roads and other infrastructure; the appearance of the city, in particular our parks, playgrounds, footpaths and cycleways; and addressing issues in Central Maitland.

WHAT THIS PLAN IS ABOUT

Maitland City Council has embraced the opportunities offered by this legislative change to build from past consultative planning efforts, and ensure our planning and reporting is informed, relevant and responsive to community needs.

‘Maitland 2021’ aims to:

- Uncover what the community values in our City
- Identify and explore key challenges and opportunities facing our City over the next ten years and beyond
- Agree on the big picture outcomes our community would like to see realised
- Establish high level strategies for moving in the right direction
- Identify who can help in creating the Maitland we want in 2021
- Look at potential targets and indicators for assessing whether we are on track
- Establish mechanisms for the community to continue to be involved in the future of the City
- Ensure Council responds to local community needs and aspirations.

Why are we doing it?

Simply, developing a long term plan for our community, by our community makes good sense. But there is also another reason - the introduction of integrated planning and reporting legislation by the NSW State Government which sets requirements for all Councils to lead the development of long term plans for their City, detailing our community aspirations and strategic directions.

Maitland City Council has embraced the opportunities offered by this legislative change to build from past consultative planning efforts, and ensure our planning and reporting is informed, relevant and responsive to community needs.

HOW TO READ THE PLAN

'Our five key themes':

Proud place, great lifestyle

Our places and spaces

Our natural environment

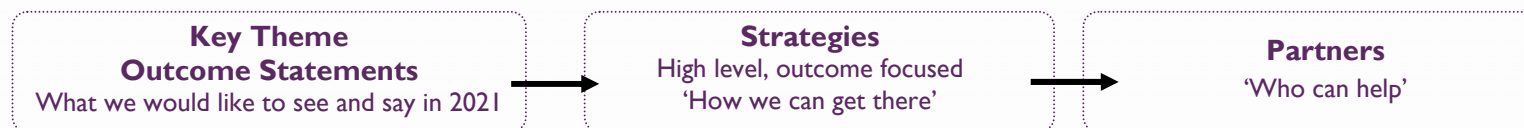
A prosperous and vibrant city

*Connected and collaborative
community leaders*

'Maitland 2021' is presented in five key themes:

- Proud place, great lifestyle
- Our places and spaces
- Our natural environment
- A prosperous and vibrant City
- Connected and collaborative community leaders

Within each of these themes, a number of desired outcomes for 2021 are presented, along with some big picture steps we can take to reach our community's outcome. Those that can assist in meeting the goal are also highlighted, along with indicators that could be used to see if we are on track to these goals over the next ten years.



How 'Maitland 2021' links to Council's plans



PROUD PLACE, GREAT LIFESTYLE



What our community would like ...	How will we get there?	Who can help?
Our growing community retains our sense of place and pride in our City whilst welcoming diversity and change.	<ul style="list-style-type: none"> • We will welcome new people and develop programs to foster community appreciation and pride in the City's appearance, rich heritage and our future potential. • Our planning will ensure Central Maitland and our built heritage remains integral to the distinct character of our City, even as our community expands and changes. • As a community, we will identify ways to become better connected with our Aboriginal and Torres Strait Islander people, their history and culture. • We will establish mechanisms to ensure all community members, including children and young people, the elderly, Aboriginal and Torres Strait Islanders and people from non-English speaking backgrounds, feel safe, valued and connected within our community. • Growth and change in the City will be identified, planned for and respected by the community 	<p>Maitland City Council (lead, facilitate and advocate) State Government Agencies Community Organisations Service Providers Community</p>
Our community and recreation services and facilities meet the needs of our growing and active communities.	<ul style="list-style-type: none"> • Our recreation, sporting and leisure facilities will evolve and change to keep pace with community needs. • Arts and cultural activities will be embraced for their role in sustaining creative and connected communities. • The provision of community services (including health and education) across the City remains effective and meets identified and anticipated needs within our community. • As a community, we are focused on lifelong learning and collaborating to deliver a range of innovative programs and services. 	<p>Maitland City Council (lead, facilitate and advocate) State Government Agencies Federal Government Service providers Community Organisations Community</p>
As a community, we join with each other and our visitors to celebrate iconic events and local festivals.	<ul style="list-style-type: none"> • We will stage an annual program of events, festivals, sporting and cultural activities that allows our communities to connect and celebrate with one another. • The City's capacity for tourism is grown, founded on iconic major events and other distinct local attractions. • The potential for major sporting events and new activities will be actively explored. 	<p>Maitland City Council (lead) State Government Agencies Community Organisations Community</p>

How will we know if we are on track?

- We like how our City looks and feels and are proud to live here.
- We will have more new residents moving to our City, and they will feel welcome.
- We will enjoy and use our local sporting, leisure and cultural facilities and feel they meet our needs.
- We will gather to celebrate a range of festivals each year, joining visitors to our City at iconic events.

How might we measure this?

There are a range of potential measures or indicators we can use to see how we are progressing toward our objectives in this theme. These include the growth of our population; surveying our new residents; the number of events we stage and attendance figures; crime statistics and community perceptions of crime; tourism statistics; the usage of facilities; community participation in cultural and sporting facilities and the educational profile of our residents.

OUR PLACES AND SPACES



OUR PLACES AND SPACES

What our community would like ...	How will we get there?	Who can help?
Our infrastructure is well-planned, integrated and timely, meeting community needs now and into the future.	<ul style="list-style-type: none"> Planning for our roads and public transport infrastructure is integrated and timely, improving the way we move about the City. Our community's current and future utility infrastructure needs (water, sewer, gas, electricity and telecommunications) are identified and delivered. New development and infrastructure provision is aligned and meets community needs. 	<p>Maitland City Council (lead, facilitate and advocate)</p> <p>NSW State Government - RTA</p> <p>Federal Government</p> <p>Other infrastructure owners</p> <p>Community</p>
All residents are able to move around our City in safety and with ease - on foot, bicycle, car, bus or train.	<ul style="list-style-type: none"> Our roads and other associated infrastructure will be designed and built to ensure connected and efficient movement of people both now and into the future. We will plan and build footpaths and cycleways across the City to link our activity centres and facilities. We will work in partnership to explore long term solutions to traffic congestion on our highways and major roads. 	<p>Maitland City Council (lead, facilitate and advocate)</p> <p>NSW State Government - RTA</p> <p>Federal Government</p> <p>Other infrastructure owners</p> <p>Community</p>
Our unique built heritage is maintained and enhanced, coupled with sustainable new developments to meet the needs of our growing community.	<ul style="list-style-type: none"> We will encourage and implement progressive urban design, sensitive to environmental and heritage issues. Adaptive and creative uses for heritage sites and buildings across the City will be explored and promoted. Our iconic Town Hall will be revitalised to maximise the potential benefits of the building to the community. 	<p>Maitland City Council (lead and facilitate)</p> <p>NSW State Government</p> <p>Developers</p> <p>Investors</p> <p>Building owners</p> <p>Business community</p> <p>Community</p>
Across the City, diverse and affordable housing options are available for our residents throughout all life stages.	<ul style="list-style-type: none"> The potential of Central Maitland for residential developments will be realised. Planning and development of our new suburbs will provide for a mix of housing types. The diverse housing needs of our community will be met through research, active partnerships and development. 	<p>Maitland City Council (lead, facilitate and advocate)</p> <p>NSW State Government – Housing NSW</p> <p>Developers</p> <p>Investors</p> <p>Building owners</p> <p>Business community</p> <p>Community</p>



OUR PLACES AND SPACES

How will we know if we are on track?

- We will be satisfied with transport infrastructure and transport options across the City.
- More of us will use public transport or walk or cycle for journeys, rather than our personal cars.
- Our City will remain recognised for its unique built heritage.
- We will use our heritage buildings in better and more creative ways.
- We will be satisfied with the range of housing options available.

How might we measure this?

There are a range of potential measures or indicators we can use to see how we are progressing toward our objectives in this theme. These include the growth of our population; population profiles; travel times across our City; traffic congestion; road condition indices; length of roads, footpaths, cycleways; development applications and approvals; use of heritage buildings; community perceptions.

OUR NATURAL ENVIRONMENT



OUR NATURAL ENVIRONMENT

What our community would like ...	How will we get there?	Who can help?
The potential impacts of our growing community on the environment and our natural resources are actively managed.	<ul style="list-style-type: none"> Our remnant native vegetation has been identified, with active efforts made to retain and enhance existing and new areas of native bushland. Active partnerships will result in the innovative management of our community's waste, with an emphasis on resource recovery and waste minimisation. We will manage our water wisely, taking active steps to ensure water quality and quantity for our residents, producers and the environment into the future. 	<p>Maitland City Council (lead, facilitate and advocate)</p> <p>State Government Agencies – Department Environment, Climate Change & Water</p> <p>Hunter Water</p> <p>Hunter – Central Rivers Catchment Management Authority (CMA) Authority</p> <p>Federal Government</p> <p>Community Organisations</p> <p>Community</p>
Our local rivers and floodplains are enhanced, utilised and valued.	<ul style="list-style-type: none"> We will develop active partnerships and implement programs designed to improve the health of our rivers and river banks. A range of potential uses for the city's floodplains will be realised, from re-establishment to pre-European vegetation, agricultural production, and recreation and leisure. A focus on native vegetation across the city will see habitat re-established and reconnected, improving local biodiversity. 	<p>Maitland City Council (facilitate and advocate)</p> <p>NSW State Government – Department Environment, Climate Change and Water; Industry & Investment (Agriculture)</p> <p>Hunter Water</p> <p>Hunter – Central Rivers CMA Authority</p> <p>Federal Government</p> <p>Community Organisations</p>
Local people are aware of their personal impacts on the environment and take steps to prevent or minimise negative impacts and promote positive action.	<ul style="list-style-type: none"> Our residents and visitors will better connect with our natural environment through harnessing local environmental features such as wetlands for education and recreation. Sustainability and environmental education programs will be implemented across the city, from community groups to schools. As a community, we are aware of our own requirements for food, water and energy and make environmentally-friendly choices. 	<p>Maitland City Council (lead, facilitate and advocate)</p> <p>NSW State Government – Department Environment, Climate Change and Water</p> <p>Local schools</p> <p>Hunter Water</p> <p>Energy Australia</p> <p>Hunter – Central Rivers CMA</p> <p>Federal Government</p> <p>Community Organisations</p> <p>Community</p>



OUR NATURAL ENVIRONMENT

How will we know if we are on track?

- The health of our catchment and local rivers is improved.
- We will value our natural environment and take active steps to prevent, repair or offset any impacts we make on it.
- We will have more native vegetation cover to improve habitat, restore floodplains and enhance river health.

How might we measure this?

There are a range of potential measures or indicators we can use to see how we are progressing toward our objectives in this theme. These include household waste recycling; household waste generation; household energy consumption; greenhouse gas emissions; renewable energy use; household water consumption; native vegetation cover; pests and weeds; carbon sequestration; areas revegetated; air quality; and community perception.

A PROSPEROUS AND VIBRANT CITY



A PROSPEROUS AND VIBRANT CITY

What our community would like ...	How will we get there?	Who can help?
Our transport and telecommunications infrastructure is progressive and meets the needs of contemporary businesses and our community.	<ul style="list-style-type: none"> We will maintain existing and build new infrastructure across the City to stimulate local economic growth. The efficient and sustainable movement of people and goods will be at the centre of transport and land use planning. Accessible, connected sustainable transport options will be available across our City. 	Maitland City Council (lead and facilitate) State Government Agencies Federal Government Business community Service providers
A unique sense of identity and place is found within our villages, suburbs, towns and City centre.	<ul style="list-style-type: none"> We will maintain and develop a network of vibrant mixed-use centres, creating opportunities for business growth and new services for our community. Planning and partnerships will enable the residents of new and emerging suburbs and towns to connect and evolve their own distinct neighbourhood spirit and character. We will ensure planning for the City is focused on improving access to our homes, jobs and services by walking, cycling and public transport. 	Maitland City Council (lead and facilitate) State Government Agencies Federal Government Business community Service providers Community organisations Community
Our economy is growing and prosperous, offering a diverse range of equitable job opportunities across our City.	<ul style="list-style-type: none"> Active partnerships will be established with employers and service providers across the City to enhance learning, training and employment opportunities. Our potential for sustainable local food production to meet community needs will be realised. The availability of commercial and industrial land, coupled with our geographic location, will be maximised and marketed to boost Maitland's capacity for economic growth. A diverse range of commercial enterprise is actively encouraged across Maitland, including specialised retail at Greenhills, as well as a health precinct at Maitland Hospital. 	Maitland City Council (facilitate and advocate) State Government Agencies – Industry & Investment NSW Federal Government Business community Farming community Community

A PROSPEROUS AND VIBRANT CITY

<p>Maitland is seen as a desirable place to live, an easy place to work, a welcoming place to visit and a wise place to invest.</p>	<ul style="list-style-type: none"> • We will work in partnership to actively market our City and our capabilities to existing and potential residents, businesses, visitors and investors. • We will focus on our geographic location and available infrastructure to generate business investment and growth. • We will work in partnership to enhance and strengthen our events and tourism sector. 	<p>Maitland City Council (lead, facilitate and advocate) State Government Agencies – Industry & Investment NSW Maitland Business Chamber Hunter Business Chamber Business owners Investors Developers Community</p>
<p>Central Maitland is the vibrant heart of our City, engendering a strong sense of pride within the community.</p>	<ul style="list-style-type: none"> • We will embrace the challenges and opportunities of the City centre and see the CBD reclaim its place as the heart of the City. • A diverse mix of residential, retail, cultural, and other services will be found in the City centre – a vibrant place to visit during the day or night. • The Hunter River will no longer be at the ‘back door’ of Central Maitland, with planning focused on connecting our built and natural environment in this unique riverside setting. 	<p>Maitland City Council (lead) Maitland Business Chamber Local businesses Community organisations Community</p>

How will we know if we are on track?

- We are happy with where we live.
- We can get to our homes, shops and places of work safely and easily.
- We are satisfied with the job, training and education opportunities available in the City.
- We have more businesses established in the City, complementing those that have been here a long-term.
- The Central Business District has more residents and more diverse retail, cultural and service opportunities.

How might we measure this?

There are a range of potential measures or indicators we can use to see how we are progressing toward our objectives in this theme. These include average travel times across City; public transport usage; private vehicle usage; community perception; household internet connection; development applications; length of cycling tracks; length of footpaths/walking tracks; employment; retail spend; workforce profile; investment; education profile; new business registrations; apprenticeships/vocational training enrolments; school leavers/retention; household income; financial stress; vacancies in CBD.

CONNECTED AND COLLABORATIVE COMMUNITY LEADERS



CONNECTED AND COLLABORATIVE COMMUNITY LEADERS

What our community would like ...	How will we get there?	Who can help?
Our community's diverse leaders have been identified and connected, boosting leadership capacity across the community.	<ul style="list-style-type: none"> • Mechanisms will be developed to see our community's leaders connected and collaborating to see best possible results for the community. • Maitland City Council's leadership and decision-making will reflect the diversity of our community. • There will be increased community awareness of Council's elected leaders, with a range of new ways for the community to talk to them. 	<p>Maitland City Council (lead and facilitate)</p> <p>State Government Agencies</p> <p>Community organisations</p> <p>Community</p>
Meaningful, informed and genuine community participation is active in decision-making at all levels of government.	<ul style="list-style-type: none"> • Contemporary models of community engagement will be explored and utilised to ensure local decision-making processes are in keeping with community expectations. • Young people will be actively engaged in the development of plans and programs that impact on the City's young people. • Council's communication with the community will be enhanced to ensure community awareness and understanding of the role Council plays in everyday life in our City. 	<p>Maitland City Council (lead and facilitate)</p> <p>State Government Agencies</p> <p>Local schools</p> <p>Other service providers</p> <p>Community organisations</p> <p>Community</p>
Maitland City Council is efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs.	<ul style="list-style-type: none"> • Council's planning is integrated and long-term, based on community desires expressed in the ten year community strategic plan. • Council's decision-making is transparent, accessible and accountable. • Council will continually review its service provision to ensure best possible outcomes for the community. 	<p>Maitland City Council (lead)</p> <p>Community</p>
Council for now and for future generations.	<ul style="list-style-type: none"> • A strong focus on financial, economic, social and environmental sustainability will flow through all of Council's strategies, plans and decision-making. • The management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future. • Council's workforce, systems and processes will support high performance and optimal service delivery for our community. 	<p>Maitland City Council (lead)</p>



CONNECTED AND COLLABORATIVE COMMUNITY LEADERS

How will we know if we are on track?

- We will be more aware of our elected leaders.
- More of us will actively participate in discussion and decisions about services, plans and programs.
- We will be satisfied with the performance of Council.

How might we measure this?

There are a range of potential measures or indicators we can use to see how we are progressing toward our objectives in this theme. These include community perception; Council workforce and Councillor demographics; grants; membership of community groups; participation in engagement activities; website statistics; financial management of Council; employee satisfaction; and comparisons with other Councils.

HOW DOES 'MAITLAND 2021' TIE IN WITH OTHER PLANS?

In developing this plan with the community, we have remained aware of the other plans and strategies Council and other levels of government have prepared.

In developing this plan with the community, we have remained aware of the other plans and strategies Council and other levels of government have prepared.

NSW State Plan

'Maitland 2021' contributes to the following NSW State Plan Priorities and Targets:

- Better transport and liveable cities – improving the road network; maintain road infrastructure; increase walking and cycling; increase the number of jobs closer to home; grow cities and centres as functional and attractive places to love, work and visit and; improve housing affordability
- Supporting business and jobs – maintain and invest in infrastructure; increase business investment and support jobs
- Healthy communities – Promote healthy lifestyles
- Green State – Tackle climate change; secure sustainable supplies of water and use our water more wisely; protect our native vegetation, biodiversity, land, rivers and coastal waterways and; reduce waste
- Stronger communities – Improve child wellbeing, health and safety; Strengthen Aboriginal communities; increase participation and recreational and sporting activities; increase participation in the arts and cultural activity
- Keeping people safe – reduce levels of anti-social behaviour.

Hunter Local Action Plan

'Maitland 2021' contributes to the following regional priorities from the NSW State Plan's 'Hunter Local Action Plan'

- Improve public transport across the Hunter
- Further diversify the Hunter economy
- Invest in and maintain public infrastructure.

See www.stateplan.nsw.gov.au

HOW DOES 'MAITLAND 2021' TIE IN WITH OTHER PLANS?

Other relevant plans

- *Sydney Metropolitan Strategy* (2005) NSW Government is a planning document for the sustained urban growth of the greater metropolitan region, which includes the Maitland LGA www.metrostrategy.nsw.gov.au/dev/uploads/paper/introduction/images/MetroStrategy__0_INTRODUCTION.pdf
- *Lower Hunter Regional Strategy* (2006) NSW Department of Planning, contains strategies for a future Lower Hunter that is sustainable, affordable, prosperous and liveable at www.planning.nsw.gov.au/regional/pdf/lowerhunter_regionalstrategy.pdf
- *Lower Hunter Regional Conservation Plan* (2009) Department of Environment, Climate Change and Water NSW sets a 25-year program to direct and drive conservation planning and efforts in the Lower Hunter Valley www.environment.nsw.gov.au/resources/protectedareas/09812LHRCP.pdf
- *Hunter-Central Rivers Catchment Management Plan* (2007) Hunter–Central Rivers Catchment Management Authority, is a guide for the management of the region's natural resources until 2015 www.hcr.cma.nsw.gov.au/uploads/res/hcrcma_cap.pdf
- *NSW Greenhouse Plan* (2005), NSW Government, is a plan for the NSW Government to work to reduce emissions www.environment.nsw.gov.au/resources/climatechange/2811FINALNSWGHPlanweb.pdf
- *NSW Sustainability Policy* (2008), NSW Government, sets targets and strategies for the State Government to lead by example in sustainable water use, reducing greenhouse gas emissions from energy, waste and fleet management and sustainable purchasing www.environment.nsw.gov.au/resources/government/08453SustainabilityPolicy.pdf
- *NSW Bike Plan* (2010), NSW Government, is a state-wide plan to make cities and towns more sustainable, easier to get around, safer and better connected. www.pcal.nsw.gov.au/_data/assets/pdf_file/0009/90837/NSWBikePlan_WEB.pdf
- *NSW Waste Avoidance and Resource Recovery Strategy* (2007), NSW Department of Environment, Climate Change and Water, details actions for the minimisation of environmental harm from waste disposal and through the conservation and efficient use of our resources www.environment.nsw.gov.au/resources/warr/07242_WARRoverview07.pdf

HOW DOES 'MAITLAND 2021' TIE IN WITH OTHER PLANS?

Maitland City Council's strategies and plans

A range of Council's own strategies, plans and studies, their background and community engagement results have also been considered in the development of 'Maitland 2021' including:

- *Central Maitland Structure Plan (2009)*, City Plan Urban Design and URAP/TWW for Maitland City Council, is guide for the growth and development of Central Maitland over the next 20 years
- *Comprehensive State of the Environment Report 2008-09 (2009)*, Maitland City Council, is an update on major issues across eight key environmental themes of land, air, water, biodiversity, waste, noise, Aboriginal heritage and non-Aboriginal heritage
- *Integrated Land Use and Transport Study – Maitland CBD (2009)* Urban Research & Planning for Maitland City Council, identifies how land use and transport can be integrated to improve access to housing, jobs and services across the LGA
- *Maitland Activity Centres and Employment Clusters Strategy (2010)*, Maitland City Council, provides a logical hierarchy and network of activity centres and employment clusters to support the growth of the local economy and employment for the next 20 years
- *Maitland Centres Study (2009)*, Hill PDA for Maitland City Council, analysed the future growth of centres within the Maitland Local Government Area, assesses emerging trends and demands generated within the LGA up to 2031
- *Maitland Community Profile and Social Atlas (2010)*, Maitland City Council, provides key demographic datasets to inform community groups, investors, business, students and the general public
- *Maitland Greening Plan (2002)*, Maitland City Council, is a strategic framework for the future management of vegetation in the Maitland Local Government Area
- *Maitland Local Environment Plan 2011 (draft 2010)*, Maitland City Council, is the principle planning document for the Maitland Local Government Area (upon approval, 1993 LEP operational until this time)
- *Maitland Rural Strategy (2005)*, Maitland City Council is a land use planning and management framework to guide future decisions about the use of the City's rural lands
- *Maitland Social Plan 2009-2019 (2009)*, Maitland City Council, addresses the needs of seven target groups within our community (children, youth, older people, people with a disability, people from culturally and linguistically diverse backgrounds, Aboriginal and Torres Strait Islander people and women), identifying strengths and needs for each group
- *Maitland Social Plan Discussion Papers (2009)*, Maitland City Council, prepared to assist in the development of the Social Plan
- *Maitland Urban Settlement Strategy (2008)*, Maitland City Council, ensures an supply of land available across the Maitland local government area to accommodate the anticipated population growth; reflect any policy changes made by Council and/or other levels of government; and reflects new economic and urban development issues
- *Review of Open Space and Recreation (2007)*, Maitland City Council, gives direction regarding the purpose, level of provision, development priorities and management of recreational open space areas.

These documents and further background information can be found at Maitland City Council's website www.maitland.nsw.gov.au

THE NEXT STEPS...

With the finalisation of this plan, Maitland City Council will move forward with its four year Delivery Program and annual Operational Plan, based on community desires and directions expressed in 'Maitland 2021'.

It is important that across the community, we are aware of the role that Council, other levels of Government, business and community groups and the community can play in helping to reach community goals.

What Council will do

Maitland City Council will prepare a Delivery Program, covering a four year period, which will detail Council's strategies and actions to assist in meeting outcomes outlined in 'Maitland 2021'. This document will establish clear links to the ten year community strategic plan 'Maitland 2021'. Council will also develop an associated Resourcing Strategy covering the assets, people, dollars and time required to deliver strategies.

Council will:

- Develop a four year Delivery Program and supporting resourcing strategy based on the outcomes and strategies outlined in this plan
- Engage the community in discussion and priority setting for strategies and actions outlined in the Delivery Program 2011-2015
- Develop an annual Operational Plan capturing all of Council's activities for 2011-12
- Report to the community on progress against the plan every four years. This will be done based on a set of Community Indicators, evolved from some of the potential measures highlighted in this plan
- Report annually on Council's progress on its Delivery Program, using a range of performance indicators
- Develop strong relationships with other partners identified in contributing to the success of the plan
- Establish further mechanisms to involve the community in an ongoing basis in discussions on the City's future and Council's contribution to it.



The 'Maitland 2021' Community Strategic Plan was adopted by Council 22 February 2011. The draft plan was exhibited for community feedback and submissions from 10 November 2010 to 14 January 2011.

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Disclaimer: Every effort has been made to ensure the accuracy of the information herein however Maitland City Council accepts no responsibility for any consequences resulting from mis-description or inadvertent errors. It is recommended that the accuracy of the information supplied be confirmed with the individual contact listed.

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CONSULTATION DRAFT

COMMUNITY
STRATEGIC PLAN

NOVEMBER 2010

WHAT WE WANT IN 2021

We are a vibrant river City, with heritage in our heart

Our people are caring and active, with access to services and facilities that meet the needs of all of our citizens

We are focused on our environment, balancing conservation and development and enhancing where we can

Our many leaders work together to see the City prosper and maximise benefits for our people

We are a strong and proud community, celebrating together and embracing newcomers

together, we make Maitland.



A word cloud of various terms representing community values and aspirations. The words are arranged in a dense, overlapping cluster. The most prominent words, shown in larger fonts, include 'river', 'community', 'celebration', 'prosporous', 'unique', 'passionate', 'sustainable', 'proud', 'vibrant', 'tourism', 'safe', 'action', 'welcoming', 'transport', 'friendly', 'thriving', 'engaging', 'cultural', 'river city', 'convenient', 'suburbs', 'ideas', 'festivals', 'clean', 'heritage', 'local', 'growing', 'rural', 'connected', 'informed', 'great lifestyle', 'healthy', 'villages', 'fun', 'adaptive', and 'welcoming'. The words are colored in a variety of shades including purple, blue, green, yellow, orange, and red.

MESSAGE FROM THE MAYOR AND GENERAL MANAGER



Peter Blackmore
Mayor of Maitland



David Evans
General Manager
Maitland City Council

Heritage, pride and a unique sense of local identity – these strong foundations of our community soon emerged during the development of ‘Maitland 2021 – Ideas and Action’. It was a great privilege for our staff to work with the community to develop this draft ten year plan, talking with and working alongside passionate locals with great ideas for the future of our City. It is this collaboration that makes ‘Maitland 2021’ so special and quite distinct from plans that have gone before it – this plan is a genuine effort to capture the community’s aspirations and map a way forward for Council and others in our community (including NSW State Government Agencies, community groups, non-government organisations, businesses and individuals) to get there.

Maitland is amongst the fastest growing cities in Australia, with our increasing population being both an opportunity and a challenge. There is no doubt that population increases place pressure on our environment, transport corridors and a range of services. It also, however, brings with it opportunities for dynamic initiatives to evolve new and connected communities, enriching the tapestry of our City. Quite simply, our City offers a great lifestyle, one that we can enhance over upcoming years.

Maitland City Council is not alone in developing a long term plan for the community, with all Councils across New South Wales developing community strategic plans to meet the requirements of new NSW State Government Integrated Planning and Reporting legislation. For us at Council, this has been an opportunity for us to build from and expand the long term planning we have been doing for both the development of the City and Council’s own facilities and services over recent years.

‘Maitland 2021’ highlights what our community wants, and the many contributors that can help get us there. While in many instances a range of partners is required, we as Council have established what we can do to assist in meeting the proposed outcomes and the people, infrastructure and funding required to deliver it. We encourage you to read the section of the plan on Council’s contribution, as it highlights many of the challenges we face as an organisation delivering services to a rapidly growing regional City, rich in built heritage.

We commend this plan to you, and look forward to further comments and contributions from the community.

A handwritten signature in black ink, reading 'P Blackmore'.

PETER BLACKMORE

A handwritten signature in black ink, reading 'D Evans'.

DAVID EVANS

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Council would like to offer sincere thanks to all of the people that contributed to the development of 'Maitland 2021'. Participants in the process included residents and visitors to the city, community groups, school children, business leaders and business groups. Special mention must go to the members of our community reference panel, who contributed with enthusiasm and vigour. We also thank representatives of State and Federal Government agencies and other organisations who provide services to our community for their contributions. We look forward to collaborating with you all to attain our community's future goals.

Cover: "My Maitland" planning activity completed by children in August 2010



*Our population is expected
to be close to 90,000
people in 2021 –
20,000 more than today*

Scenic beauty and heritage buildings, unique villages and welcoming people, an attractive lifestyle and convenient location are just some of the factors that have led to Maitland being one of the fastest growing inland cities in Australia.

The local government area covers 396km² from Woodberry in the east to Lochinvar in the west, Tocal to the north, and Gillieston Heights to the south. Our nearly 70,000 residents are settled in town centres, new and growing suburbs and quiet rural areas. Our residents come from a broad cross-section of society, and this range will continue to expand as our City grows, adding to our deep-rooted spirit and identity. By 2021, we expect up to 90,000 people to call our City home.

The original inhabitants of this area are the people of the Wonnarua Nation, 'people of the mountains and the plains'. Bordering Nations and Clans include Worimi, Darkinjung, Kamilaroi, Geawegal, Gringai, Awabakal and Wiradjuri.

At the heart of our City is Central Maitland, with its full range of shopping, business and civic functions as well as education, cultural and recreational services. It is one of the oldest regional centres in Australia, built on the banks of the Hunter River, and it continues to be a key centre in the Hunter Region.

If Central Maitland is its heart, the Hunter River is the artery of our City as it meanders through rural and urban areas, providing a scenic backdrop to our everyday lives. Whilst the river's serenity sometimes becomes more turbulent, the flood prone nature of parts of the City has led to a distinctive land use pattern and built form, with urban areas having clear limits that overlook idyllic pastoral areas.

We are a busy and productive community, and we have a prosperous local economy diversified across construction, service and knowledge industries. We are recognised as being rich in a range of natural resources such as coal and extractive mineral deposits as well as fertile agricultural land. Our role in primary industries and the economy it creates will be challenged in coming years, and may provide new opportunities for Maitland to return to its origins as the food bowl of the Region.

While once transportation in Maitland was dominated by punts along the river, development of rail and road corridors has created an abundance of transport options. All routes lead to Maitland and this grants access to employment opportunities, recreational experiences and lifestyle choices within our City.

It is this complex identity which creates the sought-after character of Maitland.

*38% of our population
is under 25.*

*7.4% of Maitland's population
was born overseas.*

Maitland at a glance

Area: 396km²

Location: 41km from Newcastle, 170km from Sydney

Rail: located on North Coast and New England rail lines

Road: 12km from junction of F3 Freeway and Pacific Highway, with the New England Highway running through the City

Demographics

Estimated Residential population 2009	69,154
Projected population in 2021	89,600
Proportion of families with children	17,186
Aboriginal persons	2.7%
Persons born overseas	7.4%

Lifestyle

Number of parks	53
Number of sports fields	37
Number of schools	33

Economy

Residents living and working in Maitland	11,722
Total in labour force	27,266
Small Businesses	4,182
Average weekly household income	\$1,025

Education

Bachelor or Higher degree	9.3%
Advanced Diploma or Diploma	6.4%
Vocational	22.3%
No qualifications	50.9%

Environment

Area of native vegetation	7% pre-European bushland remains
Flora species	561
Fauna species	36 threatened or endangered fauna and invertebrate species
Greenhouse Pollution	1,120,790tCO ₂ e produced annually by the community
Water use	221KL water used by each average household 09/10

Sources:

Australian Bureau of Statistics, Census of Population and Housing, 2006

Australian Bureau of Statistics, Cat. No. 3235.0 - Population by Age and Sex, Regions of Australia, 2007

The Maitland Greening Plan, 2002

The State of the Environment Report 2009/10

Cities for Climate Protection Milestone Five Inventory Report, 2008



SUSTAINABILITY AND OUR COMMUNITY – NOW AND INTO THE FUTURE

Sustainability involves thinking about the future and those that will live in the City long after us. It is about leaving the City a better place than it is today.

Sustainability means diverse things to different people. The word is often used when talking about our environment and ensuring we are protecting habitat for native animals, have clean and healthy water supplies and prevent air pollution. While sustainability requires these things and many more for a healthy and functioning natural environment, sustainability also encompasses many things our community values and needs for daily life including our homes and food, education and jobs, health and community services, cultural and recreational activities, transport, water and energy supplies. Our increasing demand for natural resources such as metals and minerals, materials and land from natural systems like food and timber and the impacts of using energy and water, as well as our waste, is recognised by many as being unsustainable in the long-term.

Sustainability involves thinking about the future and those that will live in the City long after us. It is about leaving the City a better place than it is today.

The development of 'Maitland 2021' has been founded on sustainability principles, and on the 'quadruple bottom line' components of social, economic, environment and governance. The core premise is an ability to meet our community needs now, without compromising the ability of future generations to be able to meet their needs.

Key goals for sustainability include:

- Aiming for intergenerational and intragenerational equity
- Ensuring equality of access, participation and rights for everyone
- Achieving a balance between economic activities and conservation of the environment
- Conserving biological diversity
- Ensuring the value of assets or services includes environmental factors (such as the natural resources required, the damage to the environment and disposal of any waste)
- Recognising the global implications of local decision-making.

WHAT OUR COMMUNITY WANTS

*"Voices need to be heard and
ideas genuinely considered"*
forum participant

'Maitland 2021' must be a reflection of the aspirations and priorities of the local community, with our engagement strategy in keeping with Council's adopted principles for effective community consultation and engagement.

Our engagement principles

- Inclusiveness and diversity – recognising and valuing the diversity of our local community and the different strengths people and groups bring.
- Openness, respect and accountability – leading to better understanding of issues, a mutual respect for different points of view and workable solutions.
- Leadership – supporting and facilitating discussion, actively seeking support and partnerships and building leadership capacity across the community.
- Purpose – establishing a clear purpose for consultation that provides direction and guidance, creating realistic expectations, understanding and transparency of the consultation process.
- Information Sharing – providing clear and accurate information in a timely manner.
- Feedback and Evaluation – letting participants know how their opinions and information have contributed to decisions.
- Resourcing and Timing – taking time to build relationships, and providing the necessary resources.

Copies of Council's overarching Engagement Strategy, as well as the specific strategy for the development of 'Maitland 2021' can be found at www.maitland2021.com.au

WHAT OUR COMMUNITY WANTS

"Maitland should have more skate parks with half pipes"

"More flowers"

"Clean water will help our community"

"Ponds with wildlife, community gardens and open spaces"

"More open land to put farms"

"More parks and places to ride bikes"

Bright ideas from our children,
August 2010

Listening to our community

Active efforts were made to take 'Maitland 2021' directly to the community during the evolution of the plan, the goal being to have conversations with as many of our residents as possible to gain input into issues the community cares about, as well as uncover ideas for the future.

Direct contact and active contributions were made by more than 800 people through a variety of ways. These included:

- Maitland Markets Stall and Survey
- Official launch at Maitland Regional Art Gallery
- Promotion on Household Rates Notice 'tear off' slip
- Media coverage – articles and advertisements in local newspapers, local radio interviews
- Release of key theme information sheets, including links to existing strategies and plans
- Aroma Festival Stall and Survey
- On-line activities – website, survey and forums utilising www.maitland2021.com.au and www.maitland.nsw.gov.au and facebook
- Business leaders luncheon presentation and survey
- Business Chamber Breakfast presentation and workshop
- School leaders breakfast survey
- Workshops with our community Reference Panel, staff and Councillors.

Importantly, the drafting of 'Maitland 2021' was actively informed by Council's recent engagement activities for a number of strategic plans and studies including:

- Maitland Social Plan 2009-2019
- Central Maitland Structure Plan
- 2009 Annual Community Survey

What our children think ...

A simple planning activity was used to engage children in conversation about the Maitland they would like to see in 2021. Entitled 'My Maitland', the activity involved children selecting a representative icon and placing it on a simple, illustrated map of the City. With a range of icons available, aquatic, sporting and leisure facilities emerged as priorities, while music, friends and family and retail shopping were also favoured. Blank 'light globes' were also available for children to share their bright ideas for the future of the City, see the quotes on the left for examples. A visual sample can be seen on the cover of this plan.

WHAT THIS PLAN IS ABOUT

Maitland City Council has embraced the opportunities offered by this legislative change to build from past consultative planning efforts, and ensure our planning and reporting is informed, relevant and responsive to community needs.

‘Maitland 2021’ aims to:

- Uncover what the community values in our City
- Identify and explore key challenges and opportunities facing our City over the next ten years and beyond
- Agree on the big picture outcomes our community would like to see realised
- Establish high level strategies for moving in the right direction
- Identify who can help in creating the Maitland we want in 2021
- Look at potential targets and indicators for assessing whether we are on track
- Establish mechanisms for the community to continue to be involved in the future of the City
- Ensure Council responds to local community needs and aspirations.

Why are we doing it?

Simply, drafting a long term plan for our community, by our community makes good sense. But there is also another reason - the introduction of integrated planning and reporting legislation by the NSW State Government which sets requirements for all Councils to lead the development of long term plans for their City, detailing our community aspirations and strategic directions.

Maitland City Council has embraced the opportunities offered by this legislative change to build from past consultative planning efforts, and ensure our planning and reporting is informed, relevant and responsive to community needs.

OUR BIGGEST ISSUES

*"The river district should be
livened up with quality
restaurants of both affordable
and expensive levels of dining"*

*"Getting the community
actively involved is essential to
the success of Maitland"*

*"Maitland has great potential as
a growth area, however like
nationally infrastructure
hasn't kept up"*

*"Just hoping Maitland doesn't
lose its rural atmosphere
and get too big"*

Comments from the 'Maitland
2021' survey and on-line forum

Through our consultation processes, the following issues emerged as priorities the community would like to see addressed in long term plans for the future:

- The Hunter River, our floodplains and the possibilities this offers for our City and community
- The revitalisation of Central Maitland, addressing its many documented challenges ranging from pedestrian and vehicle access, addressing anti-social behaviour, and ensuring a value offering for shoppers and the community
- Making sure our City looks good – for example making sure our buildings are maintained and that graffiti and litter are proactively tackled
- Our ageing infrastructure, and in particular meeting current community expectations of what our roads, footpaths and cycleways should be like
- Population growth (currently over 2% per annum) and managing its impacts on the proud and unique character of the City
- Planning, developing, managing and enhancing new and existing local facilities to meet community needs now and into the future – including a new aquatic centre, Maitland No.1 Sportsground, Maitland Park and Walka Water Works
- Ensuring our transport and other hard infrastructure keeps pace with both business and community needs
- Community engagement, community leadership and collaboration between government, service providers, business and the community
- Employment opportunities and ensuring accessible, equitable and diverse jobs for our local people
- Ensuring a range of retail, cultural, service and residential opportunities are available across Maitland, building on our own unique form of 'country cosmopolitanism'
- Continued expansion of our tourism and events capabilities
- Addressing traffic congestion on our major roads and highways, as well as parking issues
- Planning and implementing sustainable and integrated transport solutions.

HOW TO READ THE PLAN

'Our five key themes':

Proud place, great lifestyle

Our places and spaces

Our natural environment

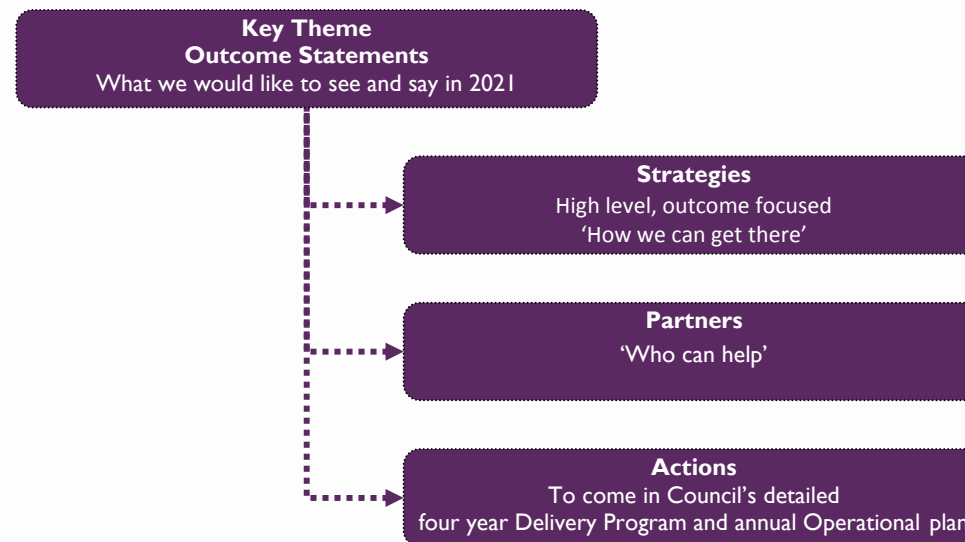
A prosperous and vibrant city

*Connected and collaborative
community leaders*

'Maitland 2021' is presented in five key themes:

- Proud place, great lifestyle
- Our places and spaces
- Our natural environment
- A prosperous and vibrant City
- Connected and collaborative community leaders

Within each of these themes, a number of desired outcomes for 2021 are presented, along with some big picture steps we can take to reach our community's outcome. Those that can assist in meeting the goal are also highlighted, along with indicators that could be used to see if we are on track to these goals over the next ten years.



Partners and our responsibilities

Council's role will vary in assisting to deliver our proposed strategies. These have been indicated within each theme and include:

- Lead – Council will drive the development and implementation of strategies, plans and actions.
- Facilitate – Council will facilitate or partner in the development and implementation of strategies, plans and actions.
- Advocate – Council will advocate in the development and implementation of strategies, plans and actions.

PROUD PLACE, GREAT LIFESTYLE



What our community would like ...	How will we get there?	Who can help?
Our growing community retains our sense of place and pride in our City whilst welcoming diversity and change.	<ul style="list-style-type: none"> We will welcome new people and develop programs to foster community appreciation and pride in the City's rich heritage and our future potential. Our planning will ensure Central Maitland and our built heritage remains integral to the distinct character of our City, even as our community expands and changes. As a community, we will identify ways to become better connected with our Aboriginal and Torres Strait Islander people, their history and culture. We will establish mechanisms to ensure all community members, including children and young people, the elderly, Aboriginal and Torres Strait Islanders and people from non-English speaking backgrounds, feel safe, valued and connected within our community. 	<p>Maitland City Council (lead, facilitate and advocate) State Government Agencies Community Organisations Service Providers Community</p>
Our community and recreation services and facilities meet the needs of our growing and active communities.	<ul style="list-style-type: none"> Our recreation, sporting and leisure facilities will evolve and change to keep pace with community needs. Arts and cultural activities will be embraced for their role in sustaining creative and connected communities. The provision of community services (including health and education) across the City remains effective and meets identified and anticipated needs within our community. As a community, we are focused on lifelong learning and collaborating to deliver a range of innovative programs and services. 	<p>Maitland City Council (lead, facilitate and advocate) State Government Agencies Federal Government Service providers Community Organisations Community</p>
As a community, we join with each other and our visitors to celebrate iconic events and local festivals.	<ul style="list-style-type: none"> We will stage an annual program of events, festivals, sporting and cultural activities that allows our communities to connect and celebrate with one another. The City's capacity for tourism is grown, founded on iconic major events and other distinct local attractions. The potential for major sporting events and new activities will be actively explored. 	<p>Maitland City Council (lead) State Government Agencies Community Organisations Community</p>

How will we know if we are on track?

- We like how our City looks and feels and are proud to live here.
- We will have more new residents moving to our City, and they will feel welcome.
- We will enjoy and use our local sporting, leisure and cultural facilities and feel they meet our needs.
- We will gather to celebrate a range of festivals each year, joining visitors to our City at iconic events.

How might we measure this?

There are a range of potential measures or indicators we can use to see how we are progressing toward our objectives in this theme. These include the growth of our population; surveying our new residents; the number of events we stage and attendance figures; crime statistics and community perceptions of crime; tourism statistics; the usage of facilities; community participation in cultural and sporting facilities and the educational profile of our residents.

OUR PLACES AND SPACES



OUR PLACES AND SPACES

What our community would like ...	How will we get there?	Who can help?
All residents are able to move around our City in safety and with ease - on foot, bicycle, car, bus or train.	<ul style="list-style-type: none"> Our roads and other associated infrastructure will be designed and built to ensure connected and efficient movement of people both now and into the future. We will plan and build footpaths and cycleways across the City to link our activity centres and facilities. We will work in partnership to explore long term solutions to traffic congestion on our highways and major roads. 	Maitland City Council (lead, facilitate and advocate) NSW State Government - RTA Federal Government Other infrastructure owners Community
Our unique built heritage is maintained and enhanced, coupled with sustainable new developments to meet the needs of our growing community.	<ul style="list-style-type: none"> We will encourage and implement progressive urban design, sensitive to environmental and heritage issues. Adaptive and creative uses for heritage sites and buildings across the City will be explored and promoted. Our iconic Town Hall will be revitalised to maximise the potential benefits of the building to the community. 	Maitland City Council (lead and facilitate) NSW State Government Developers Investors Building owners Business community Community
Across the City, diverse and affordable housing options are available for our residents throughout all life stages.	<ul style="list-style-type: none"> The potential of Central Maitland for residential developments will be realised. Planning and development of our new suburbs will provide for a mix of housing types. The diverse housing needs of our community will be met through research, active partnerships and development. 	Maitland City Council (lead, facilitate and advocate) NSW State Government – Housing NSW Developers Investors Building owners Business community Community

How will we know if we are on track?

- We will be satisfied with transport infrastructure and transport options across the City.
- More of us will use public transport or walk or cycle for journeys, rather than our personal cars.
- Our City will remain recognised for its unique built heritage.
- We will use our heritage buildings in better and more creative ways.
- We will be satisfied with the range of housing options available.

How might we measure this?

There are a range of potential measures or indicators we can use to see how we are progressing toward our objectives in this theme. These include the growth of our population; population profiles; travel times across our City; traffic congestion; road condition indices; length of roads, footpaths, cycleways; development applications and approvals; use of heritage buildings; community perceptions.

OUR NATURAL ENVIRONMENT



OUR NATURAL ENVIRONMENT

What our community would like ...	How will we get there?	Who can help?
The potential impacts of our growing community on the environment and our natural resources are actively managed.	<ul style="list-style-type: none"> Our remnant native vegetation has been identified, with active efforts made to retain and enhance existing and new areas of native bushland. Active partnerships will result in the innovative management of our community's waste, with an emphasis on resource recovery and waste minimisation. We will manage our water wisely, taking active steps to ensure water quality and quantity for our residents, producers and the environment into the future. 	<p>Maitland City Council (lead, facilitate and advocate)</p> <p>State Government Agencies – Department Environment, Climate Change & Water</p> <p>Hunter Water</p> <p>Hunter – Central Rivers Catchment Management Authority (CMA) Authority</p> <p>Federal Government</p> <p>Community Organisations</p> <p>Community</p>
Our local rivers and floodplains are enhanced, utilised and valued.	<ul style="list-style-type: none"> We will develop active partnerships and implement programs designed to improve the health of our rivers and river banks. A range of potential uses for the city's floodplains will be realised, from re-establishment to pre-European vegetation, agricultural production, and recreation and leisure. A focus on native vegetation across the city will see habitat re-established and reconnected, improving local biodiversity. 	<p>Maitland City Council (facilitate and advocate)</p> <p>NSW State Government – Department Environment, Climate Change and Water; Industry & Investment (Agriculture)</p> <p>Hunter Water</p> <p>Hunter – Central Rivers CMA Authority</p> <p>Federal Government</p> <p>Community Organisations</p>
Local people are aware of their personal impacts on the environment and take steps to prevent or minimise negative impacts and promote positive action.	<ul style="list-style-type: none"> Our residents and visitors will better connect with our natural environment through harnessing local environmental features such as wetlands for education and recreation. Sustainability and environmental education programs will be implemented across the city, from community groups to schools. As a community, we are aware of our own requirements for food, water and energy and make environmentally-friendly choices. 	<p>Maitland City Council (lead, facilitate and advocate)</p> <p>NSW State Government – Department Environment, Climate Change and Water</p> <p>Local schools</p> <p>Hunter Water</p> <p>Energy Australia</p> <p>Hunter – Central Rivers CMA</p> <p>Federal Government</p> <p>Community Organisations</p> <p>Community</p>

How will we know if we are on track?

- The health of our catchment and local rivers is improved.
- We will value our natural environment and take active steps to prevent, repair or offset any impacts we make on it.
- We will have more native vegetation cover to improve habitat, restore floodplains and enhance river health.

How might we measure this?

There are a range of potential measures or indicators we can use to see how we are progressing toward our objectives in this theme. These include household waste recycling; household waste generation; household energy consumption; greenhouse gas emissions; renewable energy use; household water consumption; native vegetation cover; pests and weeds; carbon sequestration; areas revegetated; air quality; and community perception.

A PROSPEROUS AND VIBRANT CITY



A PROSPEROUS AND VIBRANT CITY

What our community would like ...	How will we get there?	Who can help?
Our transport and telecommunications infrastructure is progressive and meets the needs of contemporary businesses and our community.	<ul style="list-style-type: none"> We will maintain existing and build new infrastructure across the City to stimulate local economic growth. The efficient and sustainable movement of people and goods will be at the centre of transport and land use planning. Accessible, connected sustainable transport options will be available across our City. 	<p>Maitland City Council (lead and facilitate) State Government Agencies Federal Government Business community Service providers</p>
A unique sense of identity and place is found within our villages, suburbs, towns and City centre.	<ul style="list-style-type: none"> We will maintain and develop a network of vibrant mixed-use centres, creating opportunities for business growth and new services for our community. Planning and partnerships will enable the residents of new and emerging suburbs and towns to connect and evolve their own distinct neighbourhood spirit and character. We will ensure planning for the City is focused on improving access to our homes, jobs and services by walking, cycling and public transport. 	<p>Maitland City Council (lead and facilitate) State Government Agencies Federal Government Business community Service providers Community organisations Community</p>
Our economy is growing and prosperous, offering a diverse range of equitable job opportunities across our City.	<ul style="list-style-type: none"> Active partnerships will be established with employers and service providers across the City to enhance learning, training and employment opportunities. Our potential for sustainable local food production to meet community needs will be realised. The availability of commercial and industrial land, coupled with our geographic location, will be maximised and marketed to boost Maitland's capacity for economic growth. 	<p>Maitland City Council (facilitate and advocate) State Government Agencies – Industry & Investment NSW Federal Government Business community Farming community Community</p>
Maitland is seen as a desirable place to live, an easy place to work, a welcoming place to visit and a wise place to invest.	<ul style="list-style-type: none"> We will work in partnership to actively market our City and our capabilities to existing and potential residents, businesses, visitors and investors. We will focus on our geographic location and available infrastructure to generate business investment and growth. We will work in partnership to enhance and strengthen our events and tourism sector. 	<p>Maitland City Council (lead, facilitate and advocate) State Government Agencies – Industry & Investment NSW Maitland Business Chamber Hunter Business Chamber Business owners Investors Developers Community</p>

A PROSPEROUS AND VIBRANT CITY

Central Maitland is the vibrant heart of our City, engendering a strong sense of pride within the community.	<ul style="list-style-type: none">• We will embrace the challenges and opportunities of the City centre and see the CBD reclaim its place as the heart of the City.• A diverse mix of residential, retail, cultural, and other services will be found in the City centre – a vibrant place to visit during the day or night.• The Hunter River will no longer be at the ‘back door’ of Central Maitland, with planning focused on connecting our built and natural environment in this unique riverside setting.	Maitland City Council (lead) Maitland Business Chamber Local businesses Community organisations Community
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How will we know if we are on track?

- We are happy with where we live.
- We can get to our homes, shops and places of work safely and easily.
- We are satisfied with the job, training and education opportunities available in the City.
- We have more businesses established in the City, complementing those that have been here a long-term.
- The Central Business District has more residents and more diverse retail, cultural and service opportunities.

How might we measure this?

There are a range of potential measures or indicators we can use to see how we are progressing toward our objectives in this theme. These include average travel times across City; public transport usage; private vehicle usage; community perception; household internet connection; development applications; length of cycling tracks; length of footpaths/walking tracks; employment; retail spend; workforce profile; investment; education profile; new business registrations; apprenticeships/vocational training enrolments; school leavers/retention; household income; financial stress; vacancies in CBD.

CONNECTED AND COLLABORATIVE COMMUNITY LEADERS



CONNECTED AND COLLABORATIVE COMMUNITY LEADERS

What our community would like ...	How will we get there?	Who can help?
Our community's diverse leaders have been identified and connected, boosting leadership capacity across the community.	<ul style="list-style-type: none"> • Mechanisms will be developed to see our community's leaders connected and collaborating to see best possible results for the community. • Maitland City Council's leadership and decision-making will reflect the diversity of our community. • There will be increased community awareness of Council's elected leaders, with a range of new ways for the community to talk to them. 	<p>Maitland City Council (lead and facilitate)</p> <p>State Government Agencies</p> <p>Community organisations</p> <p>Community</p>
Meaningful, informed and genuine community participation is active in decision-making at all levels of government.	<ul style="list-style-type: none"> • Contemporary models of community engagement will be explored and utilised to ensure local decision-making processes are in keeping with community expectations. • Young people will be actively engaged in the development of plans and programs that impact on the City's young people. • Council's communication with the community will be enhanced to ensure community awareness and understanding of the role Council plays in everyday life in our City. 	<p>Maitland City Council (lead and facilitate)</p> <p>State Government Agencies</p> <p>Local schools</p> <p>Other service providers</p> <p>Community organisations</p> <p>Community</p>
Maitland City Council is efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs.	<ul style="list-style-type: none"> • Council's planning is integrated and long-term, based on community desires expressed in the ten year community strategic plan. • Council's decision-making is transparent, accessible and accountable. • Council will continually review its service provision to ensure best possible outcomes for the community. 	<p>Maitland City Council (lead)</p> <p>Community</p>
Council for now and for future generations.	<ul style="list-style-type: none"> • A strong focus on financial, economic, social and environmental sustainability will flow through all of Council's strategies, plans and decision-making. • The management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future. • Council's workforce, systems and processes will support high performance and optimal service delivery for our community. 	<p>Maitland City Council (lead)</p>



CONNECTED AND COLLABORATIVE COMMUNITY LEADERS

How will we know if we are on track?

- We will be more aware of our elected leaders.
- More of us will actively participate in discussion and decisions about services, plans and programs.
- We will be satisfied with the performance of Council.

How might we measure this?

There are a range of potential measures or indicators we can use to see how we are progressing toward our objectives in this theme. These include community perception; Council workforce and Councillor demographics; grants; membership of community groups; participation in engagement activities; website statistics; financial management of Council; employee satisfaction; and comparisons with other Councils.

The connection between Council and everyone who lives in, works in or visits our City is often subtle, but always present.

Services we provide to our community

Council provides a range of services to the community. The connection between Council and everyone who lives in, works in or visits our City is often subtle, but always present.

Council's services are broadly as follows:

- **Asset Construction and Maintenance** – We plan, build and manage a range of community assets including roads, footpaths, car parks, stormwater drains, recreation facilities and cemeteries to meet the needs of a growing community.
- **City Appearance** – We plan and deliver a range of activities that contribute to the unique appearance and special character of our City, from open parklands to street trees, signage and flags to street sweeping, graffiti removal and litter collection.
- **City Leadership** – We steer the development of a contemporary City and desirable community through the leadership of our elected Councillors and senior staff. Together, these groups represent community interests, making decisions, setting policies and delivering services.
- **Community Services** – We enhance and support our community and the many groups within it through active planning, partnerships and provision of high quality and accessible services.
- **Cultural and Educational Services** – We contribute to our community's cultural development and learning through the management and promotion of our libraries, art gallery and museum in addition to cultural planning initiatives like public art.
- **Economic Development and Marketing** – We contribute to the growth of our local economy through efficient and timely approvals processes, marketing and tourism, as well as supporting high profile events and developing Maitland Gaol as an iconic tourist destination.
- **Environmental Management** – We help protect and enhance our natural environment through planning, partnerships and the delivery of a range of programs.
- **Health and Safety** – We enhance community health and safety through the delivery of a range of programs, as well as help protect our community in times of emergency or disaster.
- **Planning and Development** – We plan and manage the sustainable growth and development of our City, whilst respecting our heritage rich built environment.
- **Recreation and Leisure** – We manage our City's recreation areas including parks, sportsgrounds and green space, as well as aquatic facilities and a range of community buildings including neighbourhood centres and Town Hall.
- **Roads and Transport** – We provide transport routes for vehicles, bicycles and pedestrians through planning and management of road and related transport networks in the City.
- **Waste Management and Recycling** – We manage the collection and disposal of our community's waste, as well as recovering recyclable materials.



COUNCIL'S PART IN RESOURCING THIS PLAN

Changing our service mix, service levels or service delivery

Through the evolution of 'Maitland 2021', Council has heard from the community about a range of issues and priorities for action, many of them falling within Council's area of responsibility. Not unexpectedly, there is no real indication or suggestion that Council's current range of services or levels of service should be reduced.

The challenge for us as a community is to not only agree that these are priorities, but also agree on how these might be delivered and understand the consequences for this change. The consequences may range from a change to service levels (for example, reduced or extended opening hours at Council facilities) or a change to the service delivery model (for example, moving toward more on-line services or more face-to-face delivery); or introducing a whole new service or facility (for example a year round aquatic centre).

Should we as a community agree we would like to increase existing services or introduce new facilities, we need to look at how we can generate the additional revenue needed to fund these changes. While options for grants, increased borrowings and developer contributions can play a role, an obvious consequence will be the need to generate additional rate revenue.

These issues will be further explored with the community during our engagement processes for the development of Council's four year Delivery Program, flowing from the agreed community priorities from 'Maitland 2021'.



MANAGING OUR ASSETS TO DELIVER SERVICES

Council manages a large range of infrastructure assets for the people of Maitland. These assets are vital in the provision of a range of services for the community in areas like recreation and leisure, planning and development, roads and transport, waste management, culture and education, and environmental management. The successful delivery of these services relies on providing and managing a broad range of infrastructure assets. Specifically, it is physical infrastructure that assists in the delivery of these services and includes community buildings, roads, drainage, property, parks and sportsgrounds, and plant and equipment.

Managing Council's assets to assist in meeting ten year goals

There are a range of issues facing Council and the community in the management of our assets and infrastructure. These include:

- Population growth
- Funding pressures
- Shifting of State and Federal responsibilities to local government
- Increasing community expectations
- Changing community demographics, for example an increasing number of older residents.

These issues are essentially about change, finance and the new way that society is functioning. How will we build, maintain and finance the current and next generation of local government infrastructure?

What is our current situation?

Over recent years Maitland has continued to experience solid population growth. The current growth rate of 2.5% is one of the highest of all NSW local government areas. The City has reached a point where a substantial increase in infrastructure expenditure is required.

To address this, the first step is to obtain a clear picture of Council's asset position. Council's approach to asset management has been to initially develop a basic asset management plan and through a process of continuous review and improvement, upgrade the plan to meet the changing needs of the organisation and our community.

Our existing Council-owned assets

The following tables provide a summary of Council-managed assets, and estimates of costs to improve and maintain them. These tables tell us:

1. Council's assets represent significant community investment over a long period of time;
2. Council has a backlog of almost \$50 million to bring assets to a satisfactory condition;
3. Over the long term this position is not sustainable if current levels of service are to be maintained.

MANAGING OUR ASSETS TO DELIVER SERVICES

MAITLAND CITY COUNCIL ASSET CATEGORIES & QUANTITIES

Asset Category	Type	Qty	Total Replacement Value
Roads	Road Pavement	624 km	\$424,992,000
	Kerb & Gutter	720 km	
	Footpath/Cycleway	166 km	
	Signs	5500+	
	Lines	170km	
Drainage	Conduits & Culverts	280.8 km	\$108,767,000
	Pits	10706	
	Headwalls	503	
	Flood Gates	33	
	Detention Basins	73	
	Gross Pollutant Traps	50	
Bridges	Concrete Steel & Timber	44	\$31,833,000
Buildings	District (Administration Building, Art Gallery, Morpeth Court House Museum, Town Hall and Visitors Centre)	5	\$90,037,000
	Child Care Centres	4	
	Libraries	4	
	Community Halls	12	
	Amenities Buildings	31	
	Toilet Blocks	12	
	Grandstands	9	
	Kiosks	11	
	Equipment Sheds	15	
	Works Depot	1	
	Miscellaneous	5	
Recreation	Playgrounds	70	\$19,529,000
	Tennis Courts/netball	43/34	
	BBQ	20	
	Picnic Tables	120	
	Park Benches	65	
	Mowing	450 Ha	
	Garden Beds	140	
	Floodlighting (Sports)	156	
Pools	Pools	5	\$14,800,000

"We have 70 playgrounds spread across the city, over 40 tennis courts, 140 flower beds and 44 bridges"

MANAGING OUR ASSETS TO DELIVER SERVICES

ASSET SUMMARY (DOLLAR VALUE)

Asset Category	Current Written Down Value (09/10)	Current Replacement Value (09/10)	Estimated Cost to Bring to Satisfactory Condition	Estimated Maintenance Required 2010/11	Estimated Capital Required 2010/11
Roads (Pavement)	\$282,402,000	\$357,788,000	\$33,000,000	\$2,000,000	\$2,865,000
Road Inventory	\$51,172,000	\$67,204,000	\$6,204,000	\$1,050,000	\$467,000
Buildings¹	\$38,527,000	\$90,037,000	\$3,219,000	\$824,000	\$693,000
Bridges	\$26,539,000	\$31,833,000	\$1,100,000	\$85,000	\$229,000
Drainage	\$95,288,000	\$108,767,000	\$2,299,000	\$650,000	\$450,000
Footpaths/Cycleways	\$22,460,000	\$31,596,000	\$840,000	\$400,000	\$250,000
Recreation	\$12,581,200	\$19,529,000	\$1,071,000	\$2,670,000	\$467,063
Pools	\$10,300,000	\$14,800,000	\$1,190,000	\$135,407	\$156,996
TOTAL	\$538,869,200	\$721,554,000	\$48,923,000	\$7,814,407	\$5,578,059

The scenario above is essentially an optimum position, based on maintaining current service levels, fully funding asset replacement reserves and maintaining current levels of maintenance expenditure. The outcome - for the existing asset base alone - is a projected shortfall of close to \$50 million over the next ten years. This result is neither unexpected nor unique – it is a situation faced by local Councils and their communities across NSW. Assets are fundamental to Council service delivery however, so it is important that our ten year plan include a considered and pragmatic approach to the issue of asset management.

¹ Maitland Gaol, Walk Water Works, Mt Vincent landfill excluded

MANAGING OUR ASSETS TO DELIVER SERVICES

Other assets owned or managed by Council

In addition to assets listed in the tables, there are a number of significant buildings and sites Council manages on a long-term basis. These include:

- Maitland Gaol - this iconic site of heritage significance is managed by Council on a long-term lease basis, greatly enhancing our local tourism profile. A significant capital investment is required to improve facilities at the Gaol, however, as Council runs the facility on a cost neutral basis further developments at the Gaol need to be funded outside of Council's annual budget.
- Walka Water Works and Recreation Reserve - this 64 hectare site just 3km from the CBD is managed by Council at a cost of more than \$200,000 each year. It is the site of a 19th century water pumping station and includes park lands, playground and picnic facilities, as well as a train track and a small lake.
- Street lights - with 7,500 street lights across the city, Council is responsible for annual payment for these lights to Energy Australia, projected to be \$1.4 million in 2010/11.
- Mount Vincent Waste Facility - the cost of managing our community's waste is a significant component of Council's annual budget. An annual waste levy is imposed by the NSW State Government, which totalled \$4.5 million in 09/10. The Mount Vincent facility is expected to reach capacity within the next five to ten years, requiring a solution.

How will we get the assets we want?

The way forward is determined by comparing the current situation with where Council and our community want to be. From this, shortcomings become clear and options for change identified. Whilst focusing on a 'back to basics' approach, we must deliver tangible improvements to infrastructure.

Any proposed actions must consider the following principles:

1. Maintenance of the existing infrastructure without the acquisition of additional assets or major upgrades except via developer contribution or grant funding
2. Continued focus of asset management on the core infrastructure that underpins Council services
3. Provision of funding for replacement of the asset
4. Service levels remaining the same, with a gradual and sustainable improvement from a funded replacement program
5. Meeting all statutory and duty-of-care requirements
6. Minimising whole-of-life costs
7. Recognising that any one off major capital projects such as new facilities will have to be funded by loan borrowing, active partnerships with other agencies/service providers and community collaboration
8. Ensuring community views are an integral part of the service planning process.



MANAGING OUR ASSETS TO DELIVER SERVICES

Council's asset management strategy must align with the community and Council's priorities and goals. Likewise these goals whilst challenging, must be accurately informed and achievable. The avenues open to Council to address our community's asset issues are limited, however the areas of revenue, rationalisation, efficiency and service levels are considered to be where the greatest opportunities lie.

The need for Council to grow its revenue base to invest in infrastructure is critical; however the opportunities to do so are limited. To this end, Council has developed and adopted a revenue strategy encompassing all of the Council's revenue streams, and a long term financial model/plan to facilitate discussion and inform decision-making in relation to resourcing issues.

MANAGING OUR REVENUE

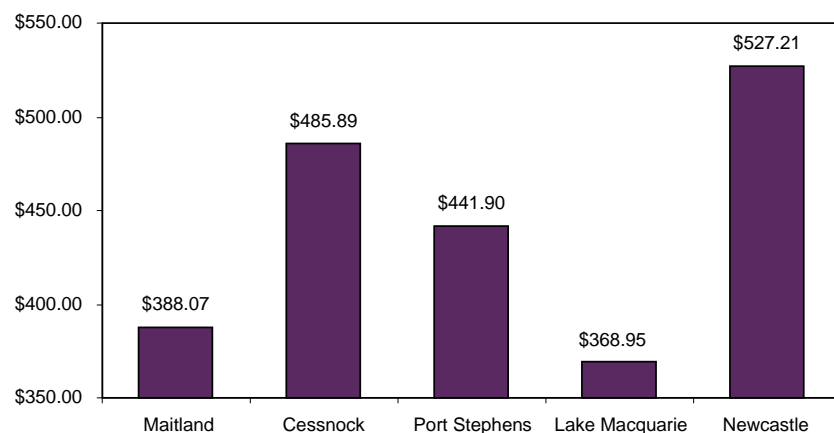
Council's revenue streams are determined largely by the NSW Local Government Act. These streams include rates, fees and charges for particular services, grants and subsidies from higher levels of government, loans taken up by Council, income from interest on invested funds, and occasional revenue from the sale of unwanted assets or business activities. Either directly or indirectly, almost all these revenue streams are regulated in some way. All however, are important to Council and particularly in the context of their capacity to generate additional revenue for increased levels of service or new services.

Rating

Income from rates generally forms the largest single portion of a Council's total overall revenue, and for 2010/11 Maitland City Council's rating revenue as a proportion of total revenue is estimated to be 45%, a figure that has remained consistent over the past five years. Put differently, this means that rates fund less than half of Council's operations and services in any year.

An important statistic is revealed when comparing the ordinary rate revenue per capita that each of the Lower Hunter Councils receives. On a per capita basis, Maitland City Council's rate revenue is the second lowest of the five Council areas, being approximately \$54.00 lower than Port Stephens Council, \$98.00 lower than Cessnock City Council and \$139.00 lower than Newcastle City Council. This is shown in the chart below.

ORDINARY RATE REVENUE PER CAPITA (2009/10)



COMPARATIVE RATES – POTENTIAL INCOME

Council	Average Rate Per Capita	Additional Rate Per Capita over Maitland	Total additional potential rate revenue
Port Stephens	\$441.90	\$53.83	\$3,725,036
Cessnock	\$485.89	\$97.82	\$6,769,144
Newcastle	\$527.21	\$139.14	\$9,628,488

These figures are not provided as sole cause for Council to increase its rates revenue. Rather, they are a consideration, along with indicators such as average per capita income, of the community's capacity to accommodate additional rate revenue to help fund increased service levels and/or new services and facilities. An analysis of the average annual wage and salary income of the Lower Hunter Councils, based upon the latest available Australian Bureau of Statistics figures, reveals that for the year ended 30 June 2007, the average annual wage for a resident of Maitland was \$42,647, compared to the average of the five Lower Hunter Councils of \$40,808. The average wage in Maitland was, in fact, the highest of all the Lower Hunter Councils.

Based upon its population of approximately 69,200 at 30 June 2009, if Maitland City Council received the same ordinary rate per capita in 2009/10 as Cessnock, Port Stephens or Newcastle Councils, the additional income raised would have been as shown in the table on the previous page.

Discretionary versus non-discretionary spending

While Council's adopted budget for 2010/11 shows a total cash revenue of more than \$64 million dollars, there are a range of costs that Council must pay that take up a significant proportion of the budget.

These items are seen as 'non discretionary' and include:

- Payments to NSW State Government agencies of close to \$5.3 million dollars (eg State Government waste levy and NSW Fire Brigade/NSW Rural Fire Service contributions)
- Payments to Energy Australia for street lighting of more than \$1 million
- Loan repayments of close to \$2.5 million
- Employee and Councillor costs of more than \$25 million, inclusive of commitments to core service delivery
- Insurances and legal fees of close to \$1.2 million
- A range of other smaller amounts including printing of rates notices and hire purchase payments of close to \$1.4 million dollars
- Waste and recycling costs of more than \$4.7 million
- Section 94 developer contributions linked to future related projects of more than \$9 million
- Expenditure of grant and levy funding for their specific purpose of over \$5.6 million

The net result is non-discretionary spending of more than \$55 million, leaving less than \$9 million available for allocation to Council's capital works and other programs.

Fees and charges

Each year the Council sets fees and charges where the benefit of the service links to the individual, rather than the broader community. These fees and charges see a partial recovery of the cost of the service in many cases, rather than a full recovery of the costs involved. Under Council's adopted revenue strategy, all fees and charges are being reviewed to establish an appropriate level of cost recovery which better reflects individual versus wider community benefit. This will ensure that the wider community is not unreasonably subsidising services that do not benefit the wider community. Additional revenue generated through equitable fees and charges releases general Council revenue for services benefiting the wider community.

Grants and subsidies

Council receives specific grants from the Federal and State Governments to support the funding of a range of Council services and major capital projects, including environmental projects, community service programs, road safety programs, public library operations and road construction works. Council's grant funding is made up of annual grants which remain reasonably consistent, and discretionary grants which must be identified and pursued by Council. Whilst all grants are at the discretion of the higher levels of government, they remain a key source of revenue for Council. For this reason, Council will continuously and actively identify and seek additional grant funding that may be available from various sources to fund projects.

Borrowings

It is recognised that long term borrowings can be a useful tool for funding the development of major new assets. However, the limiting factor on how much money should be borrowed is Council's ability to repay the debt. Council's current annual loan drawdown is \$1 million, and this maintains Council's debt service ratio at approximately 5%. The acceptable range for debt service ratio is between 5% and 10%, so Council's current ratio is at the low end of this range.

If Council were to aim for a debt service ratio of 10%, Council's total debt service cost would increase by \$2.7 million to approximately \$5.2 million per year. These additional repayments would finance a loan of \$18 million repaid over 10 years, or a loan of \$22 million repaid over 15 years. The extra funds would enable a significant portion of Council's assets works to be undertaken immediately, with the costs spread over a number of years in order to facilitate inter-generational equity. Absent of any opportunity to cut services, additional revenue would be needed to service the additional loan repayments.

Investments

At any point in time, the Council can hold a significant amount of cash as a result of grant monies paid to Council, works contributions paid by the development industry and general income from rates, fees and charges. Whilst the money is committed to expenditure on various works and services through Council's annual budget, there is often a period of time between the receipt of the money and its expenditure.

Council therefore invests the cash it does not need immediately to generate additional income through the interest received from these cash investments. Council's income from these investments varies depending on the interest rates and the amount invested, but can range from \$1.5 million to \$2.0 million per year.

Asset sales

Council has a significant asset base, with the written down value of its land and buildings at 30 June 2010 totalling \$251 million. Council will undertake a review of its operational holdings, for both land and buildings, to assist in identifying opportunities to dispose of assets no longer needed for service delivery. Any asset that can be sold, generates revenue from the sale, but also reduces the maintenance cost associated with continued ownership of the asset, will be examined.

Entrepreneurial activities

Council's entrepreneurial activities are currently limited to the generation of rental and lease income from property, merchandise sales and some tourism activities. Council will canvass community support for its involvement in other activities that may generate sustainable net income for Council, mindful however, that any such activity would require merit-based assessment including the level of risk to the public resources redirected to such activities.

Our financial model and plan

In developing expenditure forecasts, it is important to consider not only Council's ongoing commitments, but also new expenditure items that may be proposed as part of the Maitland 2021 planning processes. To assist with this process, Council has commenced and/or completed a number of key strategies already mentioned in this plan, and others that will assist it in determining its immediate future priorities, including:

- Asset Management Strategy
- City Wide Section 94 Plan
- Aquatic Feasibility Study
- Library Strategic Plan
- Central Maitland Structure Plan
- Community Facilities Review
- Open Space Review
- Major Plans of Management (Walka Water Works/ Maitland Park / Maitland No.1 Sportsground Precinct)
- Administration Building Feasibility and Investigation
- Waste Management Plan
- Maitland Comprehensive LEP 2011
- Workforce Plan.

These strategies collectively identify a range of major projects likely to be needed by a growing community over the next ten years and beyond.

The long term financial plan allows for the modelling of different scenarios that will be prepared, based upon the outcome of this community strategic planning process. These models are important to demonstrate to the community the financial implications of their aspirations, particularly in the development of Council's four year Delivery Program and the additional resources that may be required to meet aspirations.

Workforce planning

Council has given active consideration to the people it might require to deliver community outcomes over the next ten years and has embarked on a process of workforce planning to determine the current state of the organisation's workforce and key issues for meeting Council's required service delivery now and into the future.

A phased Workforce Plan for Council will enable us to:

- Strengthen Council's workforce capability to support the achievement of business outcomes now and in readiness for the future
- Facilitate strategic responses to change
- Develop staff with the knowledge critical for effective and efficient business operations in Council
- Proactively manage an ageing workforce
- Effectively identify and manage the issue of skill gaps within Maitland City Council
- Introduce a succession management process for identified critical positions.

What have we found so far?

Council is increasingly experiencing difficulty in the attraction and engagement of new staff and also the retention of current staff particularly in critical roles within City Works & Services, Assets Infrastructure & Planning and Service Planning & Regulation. Specifically, the Council has identified the following challenges in relation to its workforce over the next ten years:

- a rapidly growing population
- low growth in overall employment of staff at Council over the last five years
- an ageing workforce with the potential of several staff looking to transition to retirement in the next one to five years
- skills shortages particularly in areas such as project engineering
- significant innovation to technology
- an increase in the participation rates of women changing lifestyles/family structures, which has contributed to the demand for more flexible working arrangements
- staff needing to fulfil parenting responsibilities and/or caring for aged family members
- turnover of staff with between one and three years of service
- budgeting and affordability
- managing organisational change.



MANAGING OUR PEOPLE TO DELIVER SERVICES

What are we going to do about it?

A workforce analysis has been undertaken with senior staff which will enable Council to determine the priorities for short, medium and long term workforce strategies. The workforce plan strategies will need to address areas of:

- Managing a changing environment
- Resourcing Maitland City Council to achieve an innovative and skilled workforce for the future
- Development and up skilling of staff to address skills gaps
- Maintaining a ageing workforce through injury prevention management
- Innovation to technology and
- Flexible work arrangements.

HOW DOES 'MAITLAND 2021' TIE IN WITH OTHER PLANS?

In developing this plan with the community, we have remained aware of the other plans and strategies Council and other levels of government have prepared.

In developing this plan with the community, we have remained aware of the other plans and strategies Council and other levels of government have prepared.

NSW State Plan

'Maitland 2021' contributes to the following NSW State Plan Priorities and Targets:

- Better transport and liveable cities – improving the road network; maintain road infrastructure; increase walking and cycling; increase the number of jobs closer to home; grow cities and centres as functional and attractive places to love, work and visit and; improve housing affordability
- Supporting business and jobs – maintain and invest in infrastructure; increase business investment and support jobs
- Healthy communities – Promote healthy lifestyles
- Green State – Tackle climate change; secure sustainable supplies of water and use our water more wisely; protect our native vegetation, biodiversity, land, rivers and coastal waterways and; reduce waste
- Stronger communities – Improve child wellbeing, health and safety; Strengthen Aboriginal communities; increase participation and recreational and sporting activities; increase participation in the arts and cultural activity
- Keeping people safe – reduce levels of anti-social behaviour.

Hunter Local Action Plan

'Maitland 2021' contributes to the following regional priorities from the NSW State Plan's 'Hunter Local Action Plan'

- Improve public transport across the Hunter
- Further diversify the Hunter economy
- Invest in and maintain public infrastructure.

See www.stateplan.nsw.gov.au

HOW DOES 'MAITLAND 2021' TIE IN WITH OTHER PLANS?

Other relevant plans

- *Sydney Metropolitan Strategy* (2005) NSW Government is a planning document for the sustained urban growth of the greater metropolitan region, which includes the Maitland LGA www.metrostrategy.nsw.gov.au/dev/uploads/paper/introduction/images/MetroStrategy__0_INTRODUCTION.pdf
- *Lower Hunter Regional Strategy* (2006) NSW Department of Planning, contains strategies for a future Lower Hunter that is sustainable, affordable, prosperous and liveable at www.planning.nsw.gov.au/regional/pdf/lowerhunter_regionalstrategy.pdf
- *Lower Hunter Regional Conservation Plan* (2009) Department of Environment, Climate Change and Water NSW sets a 25-year program to direct and drive conservation planning and efforts in the Lower Hunter Valley www.environment.nsw.gov.au/resources/protectedareas/09812LHRCP.pdf
- *Hunter-Central Rivers Catchment Management Plan* (2007) Hunter–Central Rivers Catchment Management Authority, is a guide for the management of the region's natural resources until 2015 www.hcr.cma.nsw.gov.au/uploads/res/hcrcma_cap.pdf
- *NSW Greenhouse Plan* (2005), NSW Government, is a plan for the NSW Government to work to reduce emissions www.environment.nsw.gov.au/resources/climatechange/2811FINALNSWGHPlanweb.pdf
- *NSW Sustainability Policy* (2008), NSW Government, sets targets and strategies for the State Government to lead by example in sustainable water use, reducing greenhouse gas emissions from energy, waste and fleet management and sustainable purchasing www.environment.nsw.gov.au/resources/government/08453SustainabilityPolicy.pdf
- *NSW Bike Plan* (2010), NSW Government, is a state-wide plan to make cities and towns more sustainable, easier to get around, safer and better connected. www.pcal.nsw.gov.au/_data/assets/pdf_file/0009/90837/NSWBikePlan_WEB.pdf
- *NSW Waste Avoidance and Resource Recovery Strategy* (2007), NSW Department of Environment, Climate Change and Water, details actions for the minimisation of environmental harm from waste disposal and through the conservation and efficient use of our resources www.environment.nsw.gov.au/resources/warr/07242_WARRoverview07.pdf

HOW DOES 'MAITLAND 2021' TIE IN WITH OTHER PLANS?

Maitland City Council's strategies and plans

A range of Council's own strategies, plans and studies, their background and community engagement results have also been considered in the development of 'Maitland 2021' including:

- *Central Maitland Structure Plan (2009)*, City Plan Urban Design and URAP/TWW for Maitland City Council, is guide for the growth and development of Central Maitland over the next 20 years
- *Comprehensive State of the Environment Report 2008-09 (2009)*, Maitland City Council, is an update on major issues across eight key environmental themes of land, air, water, biodiversity, waste, noise, Aboriginal heritage and non-Aboriginal heritage
- *Integrated Land Use and Transport Study – Maitland CBD (2009)* Urban Research & Planning for Maitland City Council, identifies how land use and transport can be integrated to improve access to housing, jobs and services across the LGA
- *Maitland Activity Centres and Employment Clusters Strategy (2010)*, Maitland City Council, provides a logical hierarchy and network of activity centres and employment clusters to support the growth of the local economy and employment for the next 20 years
- *Maitland Centres Study (2009)*, Hill PDA for Maitland City Council, analysed the future growth of centres within the Maitland Local Government Area, assesses emerging trends and demands generated within the LGA up to 2031
- *Maitland Community Profile and Social Atlas (2010)*, Maitland City Council, provides key demographic datasets to inform community groups, investors, business, students and the general public
- *Maitland Greening Plan (2002)*, Maitland City Council, is a strategic framework for the future management of vegetation in the Maitland Local Government Area
- *Maitland Local Environment Plan 2011 (draft 2010)*, Maitland City Council, is the principle planning document for the Maitland Local Government Area (upon approval, 1993 LEP operational until this time)
- *Maitland Rural Strategy (2005)*, Maitland City Council is a land use planning and management framework to guide future decisions about the use of the City's rural lands
- *Maitland Social Plan 2009-2019 (2009)*, Maitland City Council, addresses the needs of seven target groups within our community (children, youth, older people, people with a disability, people from culturally and linguistically diverse backgrounds, Aboriginal and Torres Strait Islander people and women), identifying strengths and needs for each group
- *Maitland Social Plan Discussion Papers (2009)*, Maitland City Council, prepared to assist in the development of the Social Plan
- *Maitland Urban Settlement Strategy (2008)*, Maitland City Council, ensures an supply of land available across the Maitland local government area to accommodate the anticipated population growth; reflect any policy changes made by Council and/or other levels of government; and reflects new economic and urban development issues
- *Review of Open Space and Recreation (2007)*, Maitland City Council, gives direction regarding the purpose, level of provision, development priorities and management of recreational open space areas.

These documents and further background information can be found at Maitland City Council's website www.maitland.nsw.gov.au



THE NEXT STEPS...

Following community consultation and feedback on this draft plan, Maitland City Council will move forward with its four year Delivery Program and annual Operational Plan, based on community desires and directions expressed in 'Maitland 2021'.

It is important that across the community, we are aware of the role that Council, other levels of Government, business and community groups and the community can play in helping to reach community goals.

What Council will do

Maitland City Council will prepare a Delivery Program, covering a four year period, which will detail Council's strategies and actions to assist in meeting outcomes outlined in 'Maitland 2021'. This document will establish clear links to the ten year community strategic plan 'Maitland 2021'. Council will also develop an associated Resourcing Strategy covering the assets, people, dollars and time required to deliver strategies.

Council will:

- Develop a four year Delivery Program and supporting resourcing strategy based on the outcomes and strategies outlined in this plan
- Engage the community in discussion and priority setting for strategies and actions outlined in the Delivery Program 2011-2015
- Develop an annual Operational Plan capturing all of Council's activities for 2011-12
- Report to the community on progress against the plan every four years. This will be done based on a set of Community Indicators, evolved from some of the potential measures highlighted in this plan.
- Report annually on Council's progress on its Delivery Program, using a range of performance indicators.
- Develop strong relationships with other partners identified in contributing to the success of the plan
- Establish further mechanisms to involve the community in an ongoing basis in discussions on the City's future and Council's contribution to it.

What we would like from you

Council wants the plan to be reflective of our whole community, and is seeking active contribution on the draft plan.

Tell us what you think at our community drop-in sessions; online at our forums on www.maitland2021.com.au, email 2021@maitland.nsw.gov.au or in written form to 'Maitland 2021 Project Team', Maitland City Council, PO Box 220, MAITLAND NSW 2320



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Disclaimer: Every effort has been made to ensure the accuracy of the information herein however Maitland City Council accepts no responsibility for any consequences resulting from mis-description or inadvertent errors. It is recommended that the accuracy of the information supplied be confirmed with the individual contact listed.

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A COMMUNITY NEEDS AND ATTITUDES SURVEY
conducted on behalf of:



THE COUNCIL OF THE CITY OF MAITLAND
Overall Findings & Trends

McGregor Tan Research
August 2009

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EXECUTIVE SUMMARY

Introduction

The findings presented here are based on 622 telephone interviews with residents of the Maitland City Council LGA. Households for interview were selected randomly. The objective of the research is to survey, analyze and report on a random cross-section of residents of the Maitland City Council Local Government Area in terms of their usage of Council services, their satisfaction with the provision of those services, overall perceptions and imagery of the Council and resident priorities of Council planning and budgeting.

Priorities

When asked to rate issues on a ten-point scale in the 2009 survey, residents give the highest priority to road maintenance, traffic flow, road safety, community safety and security, and employment growth.

Ratings out of ten (Row percentages)		10	7 to 9.5
Road maintenance	%	47.4	37.8
Traffic flow	%	47.1	37.3
Road safety	%	42.5	38.3
Community safety and security	%	41.3	40.1
Employment growth	%	37.8	44.4
Financial management	%	35.1	40.1
Encouraging business and investment	%	31.9	48.7
Water and rivers	%	28.3	45.0
City appearance and development	%	28.0	46.9
Quality of the environment	%	25.8	48.2
Council communication with residents	%	25.0	47.2
Customer service	%	25.0	45.5
Waste management	%	24.6	44.0
Parking facilities	%	23.6	46.0
Footpaths and guttering	%	23.4	43.5
Environmental management	%	22.8	47.9
Development of tourism	%	21.4	51.4
Parks/playgrounds	%	19.2	47.9
Sporting facilities	%	16.9	47.6
Dog control	%	15.0	30.0

Overall Council Performance

Overall measures of the performance of the Maitland City Council are relatively positive.

Rating		Positive	Somewhat positive	Neutral	Negative (combined)
Overall performance (satisfaction)	%	7.6	54.5	23.4	12.7
Council efficiency in meeting needs	%	20.1	32.4	25.8	11.8
Optimism about Council in next 12 months	%	21.7	29.2	26.3	15.0

The rating of overall satisfaction with Council performance is, at a mean score of 7.10, lower than 2006 (7.24), 2005 (7.45), and 2004 (7.64).

Community facilities and services

Similar to 2006, opinion is highest for libraries, visitor information centres and the art gallery, and, as in 2006, lowest for off-street car parking.

		Very satisfied	Satisfied	Neither	Dissatisfied	Very dissatisfied	MEAN SCORE
Libraries	%	23.8	41.8	5.4	2.9	0.3	8.32
Visitor Information Centres	%	17.7	33.4	6.4	0.6	0.6	8.28
Art Gallery	%	10.7	22.3	4.7	1.4	1.6	7.92
Parks/recreation areas	%	17.8	55.0	10.5	6.9	1.2	7.78
Senior citizen activities	%	3.8	13.2	4.6	0.7	0.2	7.76
Sporting facilities	%	14.0	41.8	10.0	4.3	1.9	7.72
Swimming pools	%	12.9	42.6	7.8	4.6	2.4	7.68
Community halls	%	6.0	35.4	11.1	2.7	0.2	7.60
Playgrounds	%	10.2	39.6	10.5	8.0	1.0	7.44
Youth activities	%	4.1	21.0	7.3	6.9	2.3	6.84
Off-street car parking	%	7.8	43.3	15.4	18.5	5.7	6.64

Comparison of this year's data with that from 2006 indicates that opinion ratings have decreased slightly for all community facilities and services with the exception of sporting facilities which recorded a marginal increase.

Roads and Traffic

The findings indicate that 21.9% (27.9% in 2006) of these residents are aware of Council's strategy for addressing the condition of the road network; 78.1 (72.1% in 2006) are not.

Very few residents are entirely satisfied with any issues relating to roads or traffic, although satisfaction is highest with cycleways and lowest with traffic flow:

		Very satisfied	Satisfied	Neither	Dissatisfied	Very dissatisfied	MEAN SCORE
Cycleways	%	3.5	24.9	14.0	19.3	10.9	7.46
Road & traffic safety	%	2.8	45.5	20.1	23.2	6.9	6.38
Footpaths	%	2.6	38.4	16.8	29.6	8.8	6.16
Road construction	%	1.7	31.5	19.6	27.6	13.3	6.00
Overall conditions	%	2.2	30.8	20.2	32.0	14.6	5.50
Road maintenance	%	2.6	23.4	18.0	37.8	17.5	5.16
Traffic flow	%	1.9	23.8	12.2	35.1	26.4	4.84

On the three issues that have been tracked over time, the 2009 averages for safety, maintenance and flow have declined.

Over half (58.1%, 48.7% in 2006) of the residents surveyed are aware of cycleways within the City of Maitland.

Environmental Services

Ratings on all environmental issues are positive, in particular for environmental protection, disabled access and heritage management. There are, however, many residents dissatisfied with drainage.

		Very satisfied	Satisfied	Neither	Dissatisfied	Very dissatisfied	MEAN SCORE
Environmental protection	%	5.0	41.4	16.6	10.1	3.0	8.14
Disabled access	%	4.5	42.5	13.5	11.7	3.3	8.14
Heritage management	%	9.1	48.3	12.9	8.1	3.7	8.10
Food shop cleanliness	%	8.9	68.2	12.6	5.0	0.9	7.86
Tree preservation	%	7.4	49.7	14.3	10.7	3.8	7.78
Garbage services	%	20.7	59.0	7.3	10.7	2.0	7.74
Dog control	%	8.7	54.0	12.2	9.2	4.5	7.74
Street cleanliness	%	8.8	62.2	13.4	10.5	4.1	7.28
Overall City appearance	%	8.8	58.5	16.2	13.4	2.7	7.16
Drainage	%	4.3	46.5	15.4	21.0	6.8	6.76

The 2009 ratings for environmental issues are equal or above those achieved in 2006 with the exception of garbage services, City appearance and drainage.

Planning and Management Issues

Higher ratings are given for financial management, support for culture, industrial development management, the encouragement of industry and business, and planning for the City's future. While lower scores are given for Council communication with residents and public, information provided to residents, and CBD management.

		Very satisfied	Satisfied	Neither	Dissatisfied	Very dissatisfied	MEAN SCORE
Financial management	%	3.0	27.1	15.3	8.7	3.4	8.90
Support for culture	%	6.4	40.9	16.2	6.1	1.3	8.64
Industrial dev. Management	%	4.4	46.2	11.5	8.7	2.5	8.44
Encouragement of industry and business	%	7.6	45.9	12.3	7.0	3.2	8.40
Planning for City's future	%	3.9	27.2	17.1	14.9	4.2	8.18
Commercial and retail development management	%	3.7	37.0	19.0	14.6	3.4	7.80
Encouragement of tourism	%	7.7	52.6	13.8	10.6	3.4	7.72
Residential development management	%	4.5	44.0	14.5	17.0	5.6	7.36
Council communication – Public	%	4.0	41.4	16.0	24.1	7.0	6.68
Information provided	%	4.3	40.9	17.1	25.1	5.9	6.66
CBD management	%	3.1	33.8	20.1	24.0	8.5	6.60
Council communication - Residents	%	3.8	38.4	17.9	25.9	7.5	6.50

The 2009 ratings for planning and management issues increased from 2006 for all attributes tested.

Staff and Contact Issues

Approximately one third (32.4%, 31.1% in 2006) are positive about Council staff, 22.3% (32.9% in 2006) are somewhat positive, and 17.9% (11.0% in 2006) do not know enough about them to form an opinion.

Where residents are negative about Council staff, they consider they are poor communicators, they don't listen, disinterested, apathetic, and bureaucratic. One in ten of this group indicated that Council staff never got back to them.

39.2% (40.9% in 2006) of these residents claim to have had telephone contact with Council staff over the previous 12 months, 34.5% (41.9% in 2006) have had face-to-face contact, and 21.3% (19.0% in 2006) have had written or email contact.

Ratings for telephone and face-to-face contact are higher than those given for written contact. Ratings for telephone and face-to-face contact are lower in 2009 than in 2006, while written or email contact is higher.

The preferred means of contact with Council is telephone 42.3% (38.0% in 2006) or face-to-face 35.0% (45.7% in 2006).

Tourism and Recreation Issues

Regional features considered by residents to be most attractive to visitors include heritage and history 28.8% (28.1% in 2006), vineyards 19.5% (15.8% in 2006), Morpeth 17.4% (10.3% in 2006), rural character 17.3% (13.6% in 2006), parks and gardens 15.0% (11.9% in 2006), and river features 13.8% (11.2% in 2006).

Those features of the region considered by residents to be most in need of improvement in order for the region to be more attractive for visitors, include roads 15.5% (8.3% in 2006), the CBD 14.4% (4.7% in 2006), river banks/access 8.8% (4.1% in 2006), fix up/clean up the mall 7.8% (2.7% in 2006), and infrastructure needs improving/upgrade – not keeping up 7.2% (4.7% in 2006).

Perceptions of living in the Maitland region

Overall, residents are positive about the outlook for the Maitland region over the next 12 months, with 30.6% 'optimistic' and 33.8% 'somewhat optimistic'. With a maximum positive score of 10, the mean score is 7.74, down from 7.88 in 2006, 8.21 in 2005, 8.58 in 2004, and 8.65 in 2003.

As in the 2006 survey, the key features residents like about living in the Maitland area include its rural atmosphere, the convenience of the area's location to Sydney and Newcastle, the facilities, and that the area is quiet.

Of those surveyed, 79.1% (73.8% in 2006) of residents have some general improvement they would like to see in the area, principally improvement to the quality of roads, crime, lack of infrastructure, and the poor public transport.

Residents' unprompted comments focus on more parking 23.9% (23.3% in 2006), to do something with the Mall 19.8% (13.4% in 2006), fix potholes/roads 19.3% (15.6% in 2006), more information from Council 18.0% (25.8% in 2006), and traffic flow problems 17.7% (19.6% in 2006).

Long Term Directions and Priority for the Council and the Community

New to the 2009 survey, residents were asked what they believe to be the key social, environmental, economic, and leadership and governance issues that Maitland Council must address over the next 10 years.

Among those surveyed, the key social issue to be addressed is youth programs and activities (22.9%).

Residents' comments regarding environmental issues focus on waste management (15.7%), maintenance/preservation of parks, trees etc (14.5%), and river issues (13.6%).

Key economic issues among residents are employment/maintain employment/create more jobs (19.2%) and encourage the development of business and industry (12.1%).

Leadership and/or governance issues that Maitland Council needs to address over the next ten years include communication/consultation – engage with community (8.3%), effective/efficient/strong leadership (6.7%), no politics or infighting/more ethics – they are there for the community (6.5%), and Council structure/members (6.4%).

INTRODUCTION

This report on community needs and attitudes has been prepared on behalf of the Council of the City of Maitland by McGregor Tan Research.

The broad objective of the research is to survey, analyze and report on a random cross-section of residents in the Maitland City Council Local Government Area in terms of:

- their usage of Council services
- their satisfaction with the provision of those services
- overall perceptions and imagery of the Council
- resident priorities in terms of Council planning and budgeting.

As part of the analysis and reporting, comparison has been made with previous studies conducted by the Council over the past ten years.

RESEARCH OBJECTIVES

The principle behind this research is to survey residents of the Maitland City Council area in order to measure their experience, opinion and perceptions of the Council and of the services it provides.

To a large extent, the issues which need to be covered in research have been outlined through the question areas in previous questionnaires:

- satisfaction with each of the service areas provided by the City Council
- usage and frequency of usage of Council services
- perceptions of Council in terms of efficiency, responsiveness, Council staff, contact with Council staff
- the balance of priorities which residents believe the Council needs to address.

In order for the data from the current study to be comparable with that from previous studies, elements of questionnaire design, methodology and analysis remain consistent with these processes in previous years. A copy of the questionnaire is included at the end of this report.

METHODOLOGY

This project has proceeded through the following stages:

1. Finalization of the questionnaire and the methodology, including sampling procedure
2. Conduct of the fieldwork
3. Collation of results
4. Analysis
5. Reporting.

The results presented here include 622 completed interviews with residents in the Maitland City Council LGA. The approach was made by telephone in order to be compatible with previous studies. Households to be approached were selected randomly from directories. As in previous studies, the household member to be interviewed was aged 18 years and over and who had the next or the most recently passed birthday. For numbers which, on initial contact, were engaged, connected to an answering machine or fax, or which rang out or where no adults were available, three attempts were made at different times of the week for contact. Such numbers were not discarded until after the three attempts.

Fieldwork was conducted during June 2009.

ANALYSIS AND REPORTING

The current report includes the detailed findings of the research with key analyses and summaries.

The overall sample size of 622 offers a maximum probable error of around 4% at the 95% confidence level. This error level broadly takes into account some factors which may preclude the sample drawn from being entirely random. Obviously, the approach excludes residents in the Maitland City Council area who have no access to a telephone, who were away for the survey period, who have a silent number or who refused to take part in the survey.

The data reported on here has been left unweighted since, subject to the limitations above, it has been randomly drawn. Based on data on households (since the sampling unit here is primarily the household and secondarily the person within the household), a comparison of dwellings with sample achieved indicates a reasonable match between the two sets of data:

Figure 1: Comparison of Populations with Sample

	"Population" %	Sample %
East Maitland	21.1	19.0
Rutherford	12.1	12.1
Maitland (Central)	9.6	8.0
Thornton	7.9	9.0
Telarah	5.6	5.0
Metford	5.1	9.0
Tenambit	4.0	5.0
Woodberry	3.6	5.0
Morpeth	2.9	3.1

THE DETAILED FINDINGS OF THE RESEARCH

SAMPLE PROFILE

The key suburbs or areas where interviewing has been conducted generally reflect the population profile of the LGA. Areas generating most interviews include East Maitland, Rutherford, Thornton, Metford, Maitland and Ashtonfield.

Figure 2: Geographic Location of Sample

	Total %
East Maitland	19.0
Rutherford	12.1
Thornton	9.0
Metford	9.0
Maitland (Central)	8.0
Ashtonfield	6.1
Tenambit	5.0
Aberglasslyn	5.0
Bolwarra/Heights	5.0
Telarah	5.0
Woodberry/Millers Forest	5.0
Morpeth/Largs/Raworth	3.1
Lochinvar/Greta/west	3.1
Lorn	1.9
Louth Park/Gilleston Heights	1.7

Question: Could you please tell me the area or suburb and the postcode that your home is in?

The analysis by postcode indicates that, as in previous years, the majority of respondents live in postcodes 2320 or 2323:

Figure 3: Sample by Postcode

	2009	2006	2005 %	2004 %	2003 %	2002 %	2001 %
2320	39.2%	40.6	35.7	33.4	37.9	36.8	36.7
2321	7.7%	6.6	10.3	5.5	7.7	11.2	8.0
2322	13.2%	13.4	13.2	14.1	14.5	12.2	14.5
2323	39.1%	38.8	40.8	46.4	39.5	38.8	39.5
2324	0.8%	0.5	0.0	0.5	0.3	0.8	1.3

Question: Could you please tell me the area or suburb and the postcode that your home is in?

The demographic profile of the sample indicates:

- more females than males participating in the survey
- the majority of respondents aged between 25 and 65 years and an average age of 50 years
- a range of occupational groups, with professionals/management, sales/marketing/service, trades and technical workers and retired people comprising the largest single groups
- in over 80% of households the person who took part in the survey was the ratepayer for that household.

Figure 4: Demographic Profile of Sample

		2009 %	2006 %	2005 %	2004 %	2003 %	2002 %	2001 %
Gender	Male	46.9	46.1	46.1	40.1	46.8	45.2	42.2
	Female	53.1	53.9	53.9	59.9	53.2	54.8	57.8
Age	Under 25 years	6.3	4.8	4.8	4.1	5.9	8.4	6.9
	25 to 34 years	10.7	13.7	13.7	18.1	13.4	16.9	15.2
	35 to 44 years	20.8	17.4	17.4	17.1	21.6	24.1	22.2
	45 to 54 years	20.6	19.8	19.8	20.6	24.7	18.9	22.3
	55 to 64 years	20.7	19.8	19.8	17.3	16.9	17.6	16.6
	65 to 74 years	13.7	14.5	14.5	11.1	11.0	11.3	12.0
	75 years and over	7.2	9.9	9.9	11.7	4.5	4.8	4.8
Occupation	Executive/Upper Mgt	5.5	8.3	8.3	6.9	9.5	7.2	8.0
	Professional/Management	30.4	16.3	16.3	16.0	24.2	19.0	19.9
	Sales/Marketing/Service	14.4	6.0	6.0	5.5	5.0	10.0	10.0
	Tourism/Hospitality	2.1	5.0	5.0	7.8	5.0	4.8	2.0
	Self-Employed	5.9	4.3	4.3	7.8	8.7	8.3	8.0
	Trades/Technical	22.6	23.9	23.9	27.2	23.4	26.5	19.9
	Retired	27.6	27.4	27.4	23.6	17.0	16.3	25.5
	Unemployed/Pension	6.9	7.7	7.7	13.0	7.1	7.8	6.6
Whether Ratepayer in Household	Yes	81.1	81.1	81.1	80.9	77.7	80.6	79.4
	No	18.9	18.9	18.9	19.1	22.3	19.4	20.6

Question: Record gender. What is your age? What are the occupations of the main breadwinners in your household? And are you the ratepayer within this household?

On average, these householders have lived for 16 years at their current address and 23 years in the Maitland region. The average number of years lived at current address is two years more than in 2006 (14 years), while the average number of years in the Maitland region remains unchanged. There are a relatively small proportion of newcomers, with 3.2% (3.3% in 2006) arriving in the region in the past year.

Figure 5: Length of time lived at current address and in Maitland area

	At current address %	In MCC area %
One year or under	7.7	3.2
Over one to three years	7.8	3.5
Over three to five years	10.7	5.1
Over five to 7.5 years	10.6	7.4
Over 7.5 to ten years	11.8	8.5
Over ten to fifteen years	13.8	9.7
Over fifteen to twenty years	8.6	10.2
Over twenty to 25 years	6.7	7.8
Over 25 years	22.3	44.6

Question: How long have you lived at your current address? And how long have you lived in the Maitland City Council area?

EXPECTATIONS OF THE COUNCIL OF THE CITY OF MAITLAND

Residents were asked to assign the priorities which they would like to see the Council address over the next year through rating a series of prompted issues out of ten.

When asked to rate issues on a ten-point scale, residents gave the highest priority to:

- road maintenance
- traffic flow
- community safety and security
- road safety
- employment growth
- Making Maitland attractive for business and investment

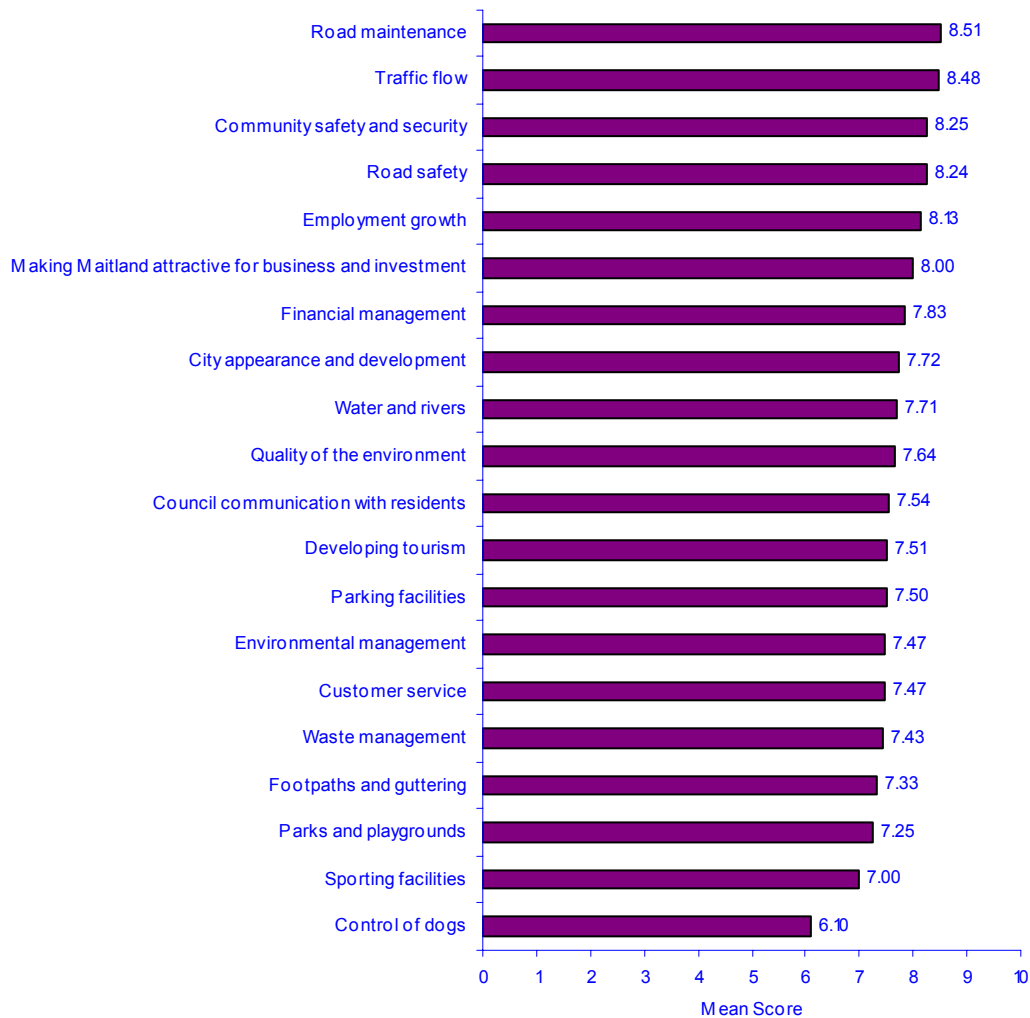
With lowest priority given to:

- control of dogs

Road maintenance, traffic flow, community safety and security, road safety, and employment growth have all remained high priorities, while also recording an increase in ratings among the residents surveyed. However, water and rivers, which was a high priority in 2006, has dropped off the list and been replaced with making Maitland attractive for business and investment.

Figure 6: Assignment of priorities for Council over next year (prompted)
[Mean Score: Highest = 10, Lowest = 0]

Question: I'd like to ask you a bit more about what you think should be the priorities for Council over the next year. For each of the service areas I read out please tell me the priority you would assign it by giving it a score out of ten, where ten means you believe it to be of the very highest priority, zero means you consider it of no priority whatsoever and five would mean you consider it a moderate priority. You may give any rating between 0 and 10 to express your opinion



Grouped frequency scores indicate a similar set of priorities:

Figure 7: Assignment of priorities for Council over next year (prompted)
[Frequencies]

Ratings out of ten (Row percentages)		10	7 to 9.5	3.5 to 6.5	0.0 to 3.0
Road maintenance	%	47.4	37.8	11.8	3.0
Traffic flow	%	47.1	37.3	12.1	3.5
Road safety	%	42.5	38.3	16.9	2.4
Community safety and security	%	41.3	40.1	15.7	2.9
Employment growth	%	37.8	44.4	15.2	2.7
Financial management	%	35.1	40.1	20.6	4.2
Encouraging business and investment	%	31.9	48.7	15.9	3.5
Water and rivers	%	28.3	45.0	22.8	3.9
City appearance and development	%	28.0	46.9	21.8	3.4
Quality of the environment	%	25.8	48.2	21.9	4.0
Council communication with residents	%	25.0	47.2	23.8	4.0
Customer service	%	25.0	45.5	26.3	3.2
Waste management	%	24.6	44.0	26.7	4.7
Parking facilities	%	23.6	46.0	26.0	4.4
Footpaths and guttering	%	23.4	43.5	28.8	4.2
Environmental management	%	22.8	47.9	26.0	3.4
Development of tourism	%	21.4	51.4	23.4	3.7
Parks/playgrounds	%	19.2	47.9	28.7	4.2
Sporting facilities	%	16.9	47.6	30.2	5.4
Dog control	%	15.0	30.0	38.8	16.2

The ranking order of the top five issues changed in 2009 with road maintenance replacing road safety (which has fallen to fourth spot) as the top priority. Traffic flow remained a high priority in second position, while employment growth rated higher than in 2006. Community safety and security remained constant in third spot.

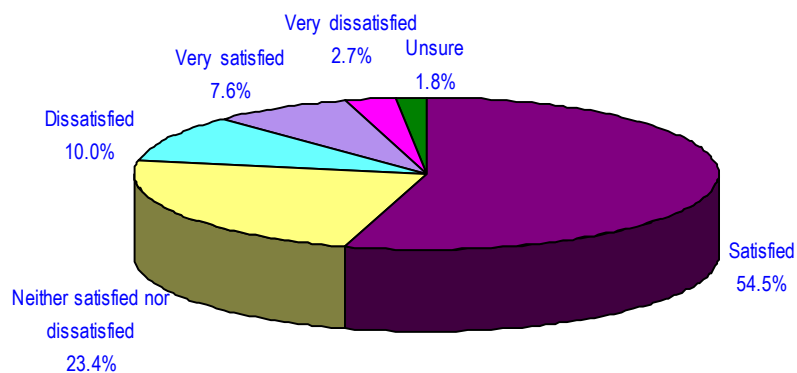
Figure 8: Ranking of priorities for Council over next year (prompted)

	Ranking						
	2009	2006	2005	2004	2003	2002	2001
Road maintenance	1	4	1	4	1	5	1
Traffic flow	2	2	7	8	10	8	9
Community safety and security	3	3	5	2	2	1	2
Road safety	4	1	3	5	4	4	3
Employment growth	5	6	2	1	14	16	13
Encouraging business & investment	6	8	6	6	6	7	5
Financial management	7	10	14	11	11	2	6
City appearance & development	8	12	9	10	7	12	12
Water & rivers	9	5	4	3	3	3	4
Quality of environment	10	7	8	7	5	6	11
Communication with the community	11	13	11	15	9	9	7
Development of tourism	12	17	16	14	12	18	16
Parking facilities	13	18	10	13	15	14	10
Customer service	14	15	18	18	17	19	15
Environmental management	15	9	13	9	8	13	14
Waste management	16	11	15	12	13	11	17
Footpaths and guttering	17	14	12	16	16	10	8
Parks/playgrounds	18	16	17	17	18	17	19
Sporting facilities	19	20	19	19	20	20	20
Dog control	20	19	20	20	19	15	18

OVERALL OPINION OF THE COUNCIL

Overall, 7.6% (8.3% in 2006) of residents are 'very satisfied' with the performance of the City Council, 54.5% (58.5% in 2006) are 'satisfied', and 1.8% (1.4% in 2006) are unable to offer an opinion:

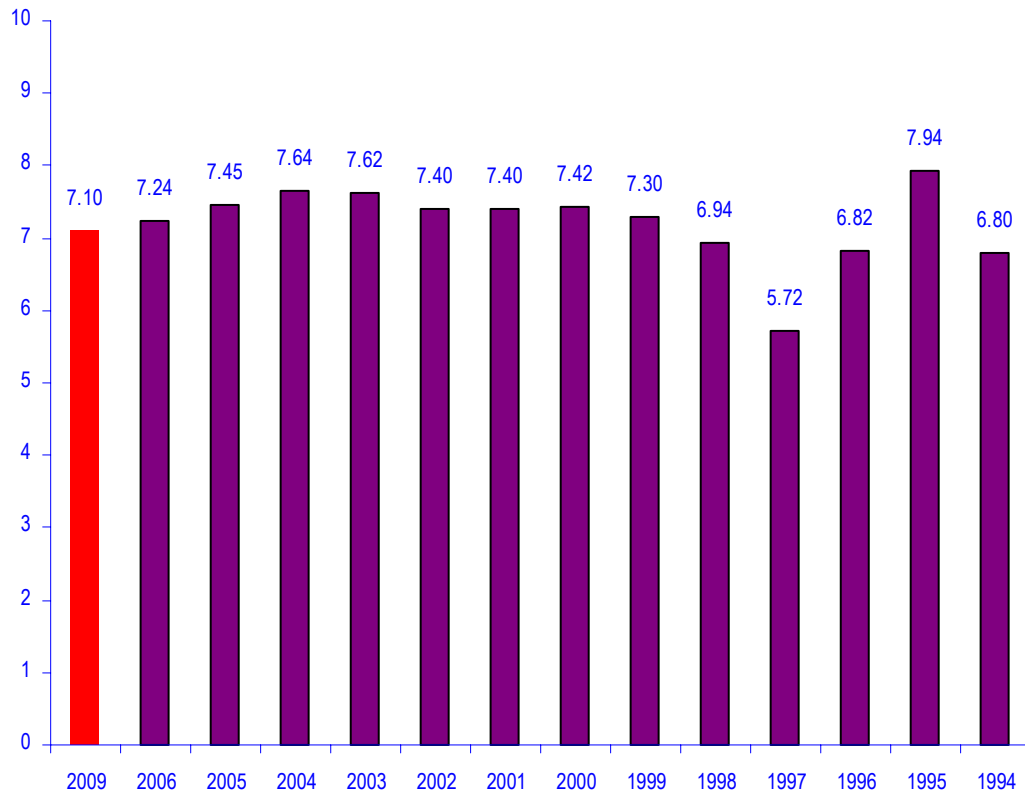
Figure 9: Overall satisfaction with the Council



Question: Overall, how satisfied are you with the performance of the Maitland City Council?

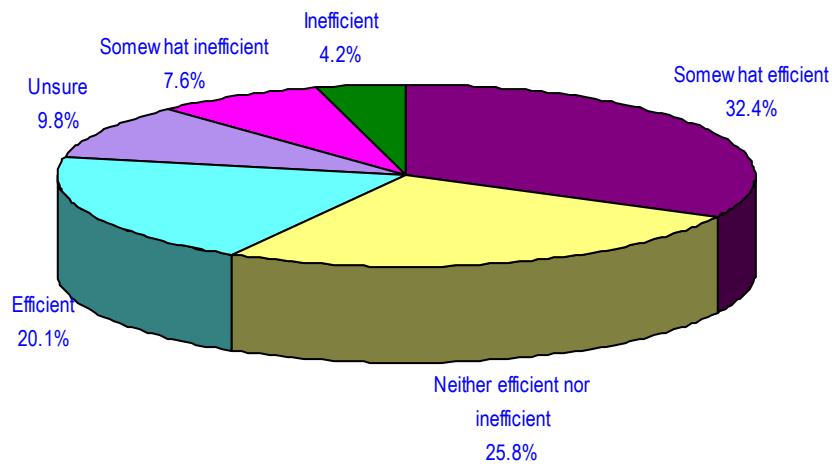
The mean score for overall satisfaction with the Council's performance is 7.10 (from a maximum of 10). This represents a slight decline from the mean score of 7.24 in 2006.

Figure 10: Trends in overall satisfaction with the Council



Of those surveyed, 52.5% (61.4% in 2006) considered the Council to be efficient 20.1% (26.4% in 2006) or somewhat efficient 32.4% (35.0% in 2006) in carrying out its responsibilities.

Figure 11: Opinion of the Council's efficiency

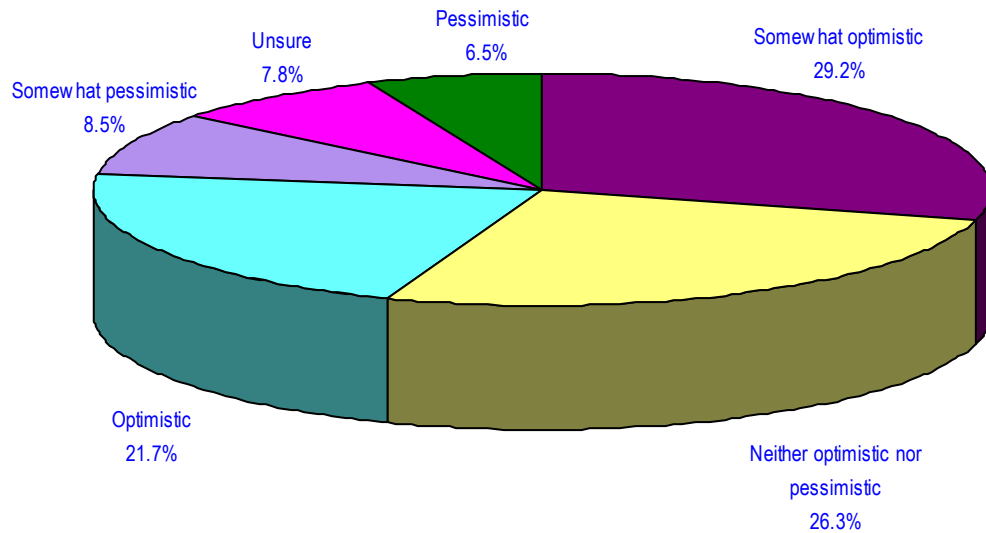


Question: And how efficient do you consider the Maitland City Council to be in carrying out its community responsibilities?

The mean score is 7.26 (out of 10), a slight decrease from 7.56 in 2006 and 7.83 in 2005.

Of those surveyed, 21.7% (26.2% in 2006) are optimistic about the performance of the City Council over the next twelve months, 29.2% (33.3% in 2006) are somewhat optimistic, and 7.8% (5.6% in 2006) have no opinion:

Figure 12: Optimism about the Council's performance over the coming 12 months



Question: How optimistic are you about the performance of Maitland City Council over the next 12 months?

On a scale where 10 equals 'optimistic', the mean score is 7.10. This represents a marginal decline from 7.36 last year.

OPINION OF THE COUNCIL'S PERFORMANCE IN SPECIFIC SERVICE AREAS

COMMUNITY FACILITIES AND SERVICES

The facility used most frequently across the sample is off-street car parking which is used at least weekly by 69.6% (70.8% in 2006) of residents. This is followed by sporting facilities 35.2% (30.8% in 2006), parks and recreational areas 24.6% (25.1% in 2006), playgrounds 15.1% (15.8% in 2006), swimming pools 15.0% (14.2% in 2006) and libraries 13.5% (13.9% in 2006).

Figure 13: Usage of Facilities and Services

		Weekly or more	Monthly	Every six months	Annually	Never
Off-street car parking	%	69.6	12.9	2.4	0.8	14.3
Sporting facilities	%	35.2	9.0	5.3	3.5	47.1
Parks/recreation areas	%	24.6	30.5	20.1	7.3	17.6
Playgrounds	%	15.1	18.1	10.5	2.9	53.4
Swimming pools	%	15.0	10.4	11.7	7.0	55.8
Libraries	%	13.5	24.7	15.1	7.9	38.7
Youth entertainment and activities	%	10.2	10.9	4.8	4.1	70.0
Community halls	%	8.4	3.8	11.6	13.7	62.4
Senior citizen activities	%	2.8	2.5	1.6	0.5	92.5
Visitor Information Centres	%	0.9	5.1	17.3	16.2	60.5
Art Gallery	%	0.7	4.1	9.8	13.0	72.3

Question: For each one of the community facilities I read out please tell me how often you use this facility or service

The average frequencies in 2009 are similar to those in previous years, however average usage of sporting facilities has risen the most in comparison to the other facilities and services:

Figure 14: Usage of Facilities and Services

[AVERAGE calculated on number of times per year]

	Average						
	2009	2006	2005	2004	2003	2002	2001
Off-street car parking	38	38	38	36	40	41	37
Sporting facilities	20	17	15	13	13	16	16
Parks/recreation areas	16	17	17	17	15	17	18
Playgrounds	11	11	11	11	10	10	12
Libraries	10	11	11	11	13	10	12
Swimming pools	9	9	9	8	10	12	9
Community halls	5	5	4	5	3	4	4
Youth entertainment and activities	6	5	3	3	3	5	4
Senior citizen activities	2	2	2	4	2	3	2
Visitor Information Centres	2	2	2	2	2	2	2
Art Gallery	1	1	1	2	1	<1	1

Overall, satisfaction is highest for libraries and visitor information centres, and lowest for off-street car parking.

Figure 15: Opinion of Facilities and Services
[MEAN SCORE based on maximum rating of 10]

		Very satisfied	Satisfied	Neither	Dissatisfied	Very dissatisfied	MEAN SCORE
Libraries	%	23.8	41.8	5.4	2.9	0.3	8.32
Visitor Information Centres	%	17.7	33.4	6.4	0.6	0.6	8.28
Art Gallery	%	10.7	22.3	4.7	1.4	1.6	7.92
Parks/recreation areas	%	17.8	55.0	10.5	6.9	1.2	7.78
Senior citizen activities	%	3.8	13.2	4.6	0.7	0.2	7.76
Sporting facilities	%	14.0	41.8	10.0	4.3	1.9	7.72
Swimming pools	%	12.9	42.6	7.8	4.6	2.4	7.68
Community halls	%	6.0	35.4	11.1	2.7	0.2	7.60
Playgrounds	%	10.2	39.6	10.5	8.0	1.0	7.44
Youth activities	%	4.1	21.0	7.3	6.9	2.3	6.84
Off-street car parking	%	7.8	43.3	15.4	18.5	5.7	6.64

Question: I would like to ask your satisfaction with the provision of these services and facilities by the Maitland City Council. Please tell me whether you are very dissatisfied, dissatisfied, neither satisfied or dissatisfied, satisfied or very satisfied with [service]. If you have no experience or opinion of that service please say so ...

.....

Comparison of this year's data with that from previous years indicates that ratings have decreased for all facilities and services with the exception of sporting facilities.

Figure 16: Trends in Opinion of Facilities and Services

[MEAN SCORE based on maximum rating of 10]

	2009	2006	2005	2004	2003	2002	2001
Libraries	8.32	8.42	8.39	8.13	8.19	7.62	7.83
Visitor Information Centres	8.28	8.46	7.94	8.29	8.61	8.44	8.23
Art Gallery	7.92	8.24	8.15	8.18	8.15	7.14	7.20
Parks/recreation areas	7.78	7.94	8.12	7.88	7.87	8.00	7.95
Senior citizen activities	7.76	8.00	8.51	8.22	8.00	7.38	7.17
Sporting facilities	7.72	7.70	7.89	7.79	7.98	7.84	7.72
Swimming pools	7.68	7.84	8.22	8.17	7.97	7.80	7.76
Community halls	7.60	7.56	7.73	7.86	7.70	7.64	7.46
Playgrounds	7.44	7.54	7.57	7.69	7.71	7.32	7.53
Youth activities	6.84	6.98	7.11	7.68	6.98	7.18	6.71
Off-street car parking	6.64	6.92	6.93	6.91	6.84	7.04	6.55
	2000	1999	1998	1997	1996	1995	1994
Libraries	7.98	7.97	7.96	7.98	7.92	7.92	7.40
Visitor Information Centres	8.13	8.06	NA	NA	NA	NA	NA
Art Gallery	7.61	8.00	7.76	7.58	7.82	8.16	7.20
Parks/recreation areas	7.84	7.75	7.74	7.58	7.74	8.14	7.60
Senior citizen activities	7.52	8.24	7.52	7.70	7.64	7.88	7.20
Sporting facilities	7.71	7.83	7.66	7.62	7.66	8.00	7.40
Swimming pools	7.91	7.82	7.94	7.96	7.80	7.88	7.80
Community halls	7.57	7.74	7.70	7.56	7.74	8.02	7.00
Playgrounds	7.30	7.61	7.44	7.30	7.42	7.56	7.00
Youth activities	6.31	6.81	5.70	5.30	5.52	5.78	5.20
Off-street car parking	6.36	6.55	5.98	5.56	5.80	6.54	6.20

ROADS AND TRAFFIC

Of those surveyed, 76.5% (74.5% in 2006) use a private motor vehicle daily and 14.0% (14.8 in 2006) use one a couple of times a week. Public transport is used by 4.1% (3.0% in 2006) weekly while 56.0% (unchanged from 2006) never use public transport.

Figure 17: Usage of private motor vehicle and public transport

	Private Vehicle %	Public Transport %
Daily	76.5	2.5
A couple of times a week	14.0	6.3
Weekly	2.4	4.1
Less often	1.5	31.1
Never	5.6	56.0
Average (times per month)	22.8	1.4

Question: How often do you drive a private motor vehicle in the Maitland area? And how often do you use public transport in the Maitland area?

On average Maitland residents use a private vehicle three days out of four and public transport at least once a month.

More than one in five, 21.9% (27.9% in 2006) of these residents are aware of Council's strategy for addressing the condition of the road network; 78.1% (72.1% in 2006) are not.

Satisfaction with cycleways has improved from 2006 while satisfaction with traffic flow has decreased significantly. However, very few residents are entirely satisfied with the remaining issues relating to roads or traffic

Figure 18: Opinion of Road and Traffic Conditions

[MEAN SCORE based on maximum rating of 10]

		Very satisfied	Satisfied	Neither	Dissatis- fied	Very dissatis- fied	MEAN SCORE
Cycleways	%	3.5	24.9	14.0	19.3	10.9	7.46
Road & traffic safety	%	2.8	45.5	20.1	23.2	6.9	6.38
Footpaths	%	2.6	38.4	16.8	29.6	8.8	6.16
Road construction	%	1.7	31.5	19.6	27.6	13.3	6.00
Overall conditions	%	2.2	30.8	20.2	32.0	14.6	5.50
Road maintenance	%	2.6	23.4	18.0	37.8	17.5	5.16
Traffic flow	%	1.9	23.8	12.2	35.1	26.4	4.84

On the three issues that have been tracked over time, the 2009 averages for safety, maintenance, and traffic flow have all decreased from 2006.

Figure 19: Trends in Opinion of Road and Traffic Conditions

[MEAN SCORE based on maximum rating of 10]

	2009	2006	2005	2004	2003	2002	2001
Road & traffic safety	6.38	6.54	6.33	6.44	6.86	6.90	7.05
Traffic flow	4.84	5.40	5.73	5.92	6.32	6.28	6.47
Road maintenance	5.16	5.44	5.09	5.09	5.14	5.34	5.21
	2000	1999	1998	1997	1996	1995	1994
Road & traffic safety	7.19	6.88	7.26	7.32	7.20	7.52	6.80
Traffic flow	6.85	6.65	6.68	6.58	6.40	7.20	6.40
Road maintenance	5.24	5.00	4.88	5.28	5.90	6.38	5.80

Cycleways

Residents were asked if they are aware of any cycleways within the City of Maitland, and if so, to outline which ones they are aware of. Over half (58.1%, 48.7% in 2006) of the residents surveyed indicated that they are aware of cycleways within the City of Maitland.

Cycleways Named		
Along the river/river bank	%	10.3
East Maitland	%	8.8
Maitland	%	7.4
New England Highway	%	3.9
Marked on the side of roads	%	3.1
Rutherford	%	3.0
Metford	%	2.9
Law Street	%	2.9
Lorne	%	2.8
Telarah	%	2.8
Ashtonfield	%	2.7
Aware but can't say where	%	2.6
Bolwarra	%	2.3
Greenhills	%	2.2
Aberglassyn	%	1.8
Thornton	%	1.8
Along the Hunter river	%	1.7
High Street	%	1.7
Morpeth	%	1.3
Near Water Works	%	1.0

Question: Are you aware of any cycleways within the City of Maitland?

Along the river/river bank (10.3%), East Maitland (8.8%), and Maitland (7.4%) were the most frequently named cycleways within the city of Maitland.

ENVIRONMENTAL ISSUES

Ratings on all environmental issues are positive, in particular for environmental protection, disabled access and heritage management.

Figure 20: Opinion of Performance on Environmental Issues

[MEAN SCORE based on maximum rating of 10]

		Very satisfied	Satisfied	Neither	Dissatis- fied	Very dissatis- fied	MEAN SCORE
Environmental protection	%	5.0	41.4	16.6	10.1	3.0	8.14
Disabled access	%	4.5	42.5	13.5	11.7	3.3	8.14
Heritage management	%	9.1	48.3	12.9	8.1	3.7	8.10
Food shop cleanliness	%	8.9	68.2	12.6	5.0	0.9	7.86
Tree preservation	%	7.4	49.7	14.3	10.7	3.8	7.78
Garbage services	%	20.7	59.0	7.3	10.7	2.0	7.74
Dog control	%	8.7	54.0	12.2	9.2	4.5	7.74
Street cleanliness	%	8.8	62.2	13.4	10.5	4.1	7.28
Overall City appearance	%	8.8	58.5	16.2	13.4	2.7	7.16
Drainage	%	4.3	46.5	15.4	21.0	6.8	6.76

Question: I would like to ask your satisfaction with the provision of environmental services by the Maitland City Council

The 2009 ratings for environmental issues are higher or equal to the 2006 ratings with the exception of overall City appearance and drainage which are lower.

Figure 21: Trends in Opinion of Environmental Issues
[MEAN SCORE based on maximum rating of 10]

	2009	2006	2005	2004	2003	2002	2001
Environmental protection	8.14	6.96	7.18	6.99	7.32	7.39	7.21
Disabled access	8.14	6.70	6.74	6.98	6.96	6.66	6.43
Heritage management	8.10	7.42	7.26	7.42	7.45	7.07	7.46
Food shop cleanliness	7.86	7.62	7.80	7.75	7.88	7.66	7.50
Tree preservation	7.78	7.04	7.89	6.84	7.23	6.95	6.96
Garbage services	7.74	7.84	8.09	8.04	8.16	8.43	7.96
Dog control	7.74	7.04	7.09	7.36	7.21	6.92	7.00
Street cleanliness	7.28	7.28	7.46	7.38	7.61	7.37	7.40
Overall City appearance	7.16	7.54	7.79	7.65	7.87	7.78	7.68
Drainage	6.76	7.06	7.14	7.09	6.98	6.73	6.82
Rural Fire Services	NA	NA	8.33	8.15	8.24	8.65	8.04
	2000	1999	1998	1997	1996	1995	1994
Environmental protection	7.12	7.47	7.24	7.16	7.30	7.54	6.80
Disabled access	6.21	6.94	6.62	6.64	6.40	7.94	6.20
Heritage management	7.42	7.47	7.26	7.30	7.42	7.88	7.60
Food shop cleanliness	7.51	7.47	7.62	7.76	7.56	8.10	7.80
Tree preservation	7.04	7.34	7.30	7.14	7.32	7.62	7.00
Garbage services	8.21	8.16	8.56	8.36	8.40	7.58	7.60
Dog control	6.70	6.97	6.68	6.42	6.38	6.94	6.40
Street cleanliness	7.14	7.34	7.42	7.26	7.30	7.90	7.20
Overall City appearance	7.62	7.78	7.64	7.70	7.76	8.34	7.60
Drainage	7.01	6.97	7.04	7.30	7.24	7.66	6.60
Rural Fire Services	7.84	8.00	NA	NA	NA	NA	NA

PLANNING AND MANAGEMENT ISSUES

Higher ratings are given for financial management, support of culture, industrial development management, encouragement of industry and business, and planning for the City's future. While lower scores are given for Council communication with the public, information provided, CBD management, and Council communication with residents.

Figure 22: Opinion of Performance on Planning and Management Issues
[MEAN SCORE based on maximum rating of 10]

		Very satisfied	Satisfie d	Neither	Dissatis -fied	Very dissatis- fied	MEAN SCORE
Financial management	%	3.0	27.1	15.3	8.7	3.4	8.90
Support for culture	%	6.4	40.9	16.2	6.1	1.3	8.64
Industrial dev. Management	%	4.4	46.2	11.5	8.7	2.5	8.44
Encouragement of industry and business	%	7.6	45.9	12.3	7.0	3.2	8.40
Planning for City's future	%	3.9	27.2	17.1	14.9	4.2	8.18
Commercial and retail development management	%	3.7	37.0	19.0	14.6	3.4	7.80
Encouragement of tourism	%	7.7	52.6	13.8	10.6	3.4	7.72
Residential development management	%	4.5	44.0	14.5	17.0	5.6	7.36
Council communication – Public	%	4.0	41.4	16.0	24.1	7.0	6.68
Information provided	%	4.3	40.9	17.1	25.1	5.9	6.66
CBD management	%	3.1	33.8	20.1	24.0	8.5	6.60
Council communication - Residents	%	3.8	38.4	17.9	25.9	7.5	6.50

Question: I would like to ask your satisfaction with Maitland City Council's overall planning and management

The 2009 ratings increased for all planning and management issues. No declines were recorded.

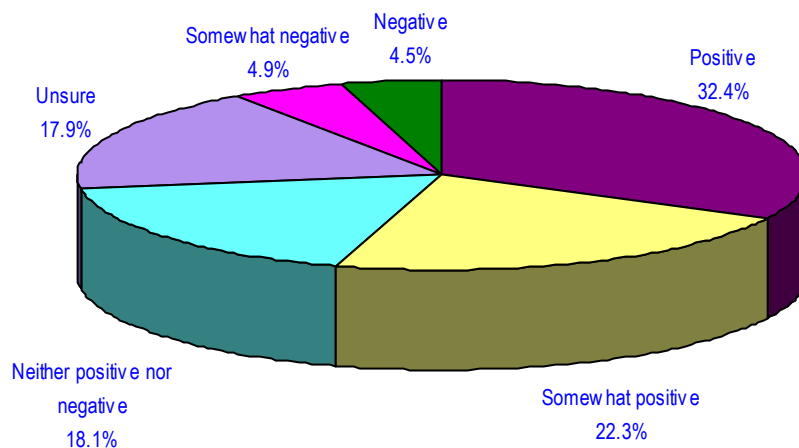
Figure 23: Trends in Opinion of Council Management and Planning
[MEAN SCORE based on maximum rating of 10]

	2009	2006	2005	2004	2003	2002	2001
Financial management	8.90	6.92	6.59	7.02	6.80	6.35	6.57
Support for culture	8.64	7.38	7.40				
Industrial development Management	8.44	7.20	7.22	7.26	7.39	6.88	7.24
Encouragement of business	8.40	7.56	7.15	7.29	7.32	6.99	6.93
Planning for City's future	8.18	6.50	6.45	6.78	7.11	6.79	6.84
Commercial development Management	7.80	6.74	6.76	6.90	7.03	6.72	6.87
Encouragement of tourism	7.72	7.44	7.50				
Residential development Management	7.36	6.66	6.63	6.78	6.99	6.91	6.94
Council communication – Public	6.68	6.36					
Information provided	6.66	6.44	5.96	6.50	6.08	6.19	6.08
CBD management	6.60	6.30	6.37	6.36	6.76	6.43	6.89
Council communication - Residents	6.50	6.34					
	2000	1999	1998	1997	1996	1995	1994
Financial management	6.31	6.47	6.68	5.56	6.80	7.40	6.40
Support for culture							
Industrial development Management	7.15	7.13	7.12	7.02	7.00	7.40	6.20
Encouragement of business	6.66	6.86	6.42	6.44	6.74	6.90	6.20
Planning for City's future	6.67	7.02	6.70	6.28	6.80	7.42	6.60
Commercial development Management	6.79	6.97	7.12	6.96	7.20	7.60	6.60
Encouragement of tourism							
Residential development Management	6.93	7.07	6.92	6.92	7.34	7.44	6.80
Council communication – Public							
Information provided	6.34	6.48	6.28	5.84	6.32	6.74	6.00
CBD management	6.61	7.03	7.10	6.92	7.10	7.60	7.00
Council communication - Residents							

STAFFING AND CONTACT ISSUES

Just under one third (32.4%, 31.1% in 2006) of respondents are positive about Council staff, 22.3% (32.9% in 2006) are somewhat positive about them, and 17.9% (11.0% in 2006) do not know enough about them to form an opinion:

Figure 24: Overall Opinion of Council Staff



Question: Would you describe your overall impression of Maitland City Council staff as ... [as above]

The average rating (out of 10) is 7.78 (down from 7.86 in 2006). This is also below 2005's average of 8.40, 2004's average of 8.49, 2003's average of 8.45 and 2002's average of 7.94.

When residents are negative about Council staff, the more frequently cited reasons why included they are poor communicators, they do not listen, disinterested/apathetic, bureaucratic and they never got back to me.

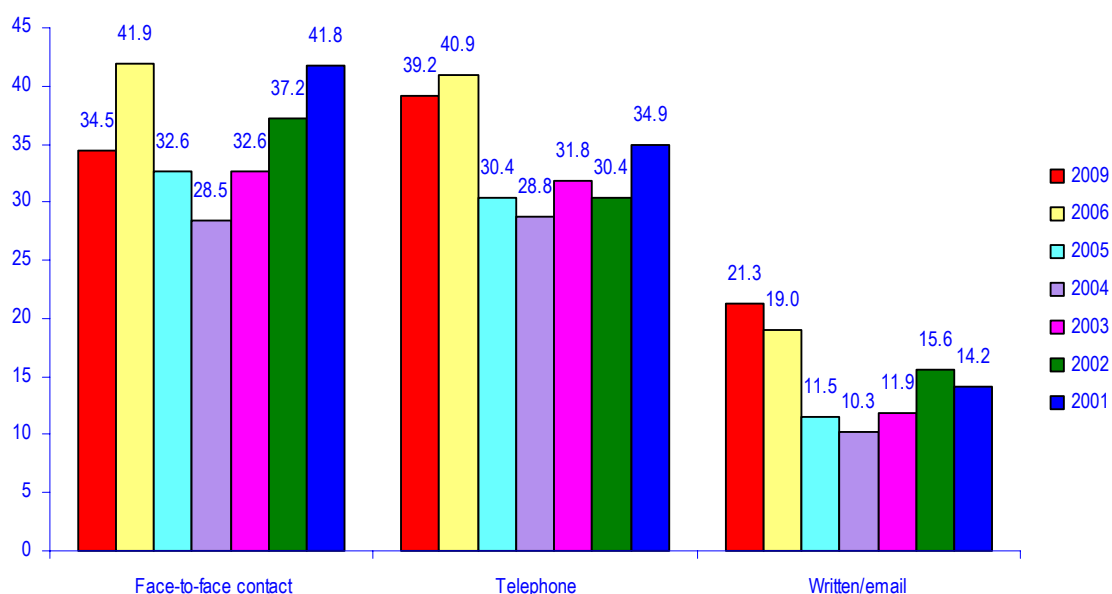
Figure 25: Reasons for negativity about Council staff

	All with negative perception N=171 %
Don't have or haven't had contact with staff	29.8
Other comments	24.3
Poor communicators, they don't listen	18.3
Disinterested/ apathetic	14.1
Bureaucratic	13.7
Never got back to me	10.8
Unfriendly/rude	8.8
Too slow	8.7
Lazy	7.5
No particular reason	7.3

Question: For what particular reasons would you describe your overall impression of Maitland City Council staff as [negative/indifferent]

Of those surveyed, 39.2% (40.9% in 2006) have had telephone contact, 34.5% (41.9% in 2006) have had face-to-face contact and 21.3% (19.0% in 2006) have had written or email contact with Council staff over the previous 12 months:

Figure 26: Contact with the Council in previous 12 months



Question: Which of the following forms of contact have you had with Council staff over the last 12 months?

Ratings for face-to-face and telephone contact are higher than those given for written or email contact. Ratings for telephone and written contact are higher in 2009 than in 2006, however, face-to-face contact is lower in comparison to 2006.

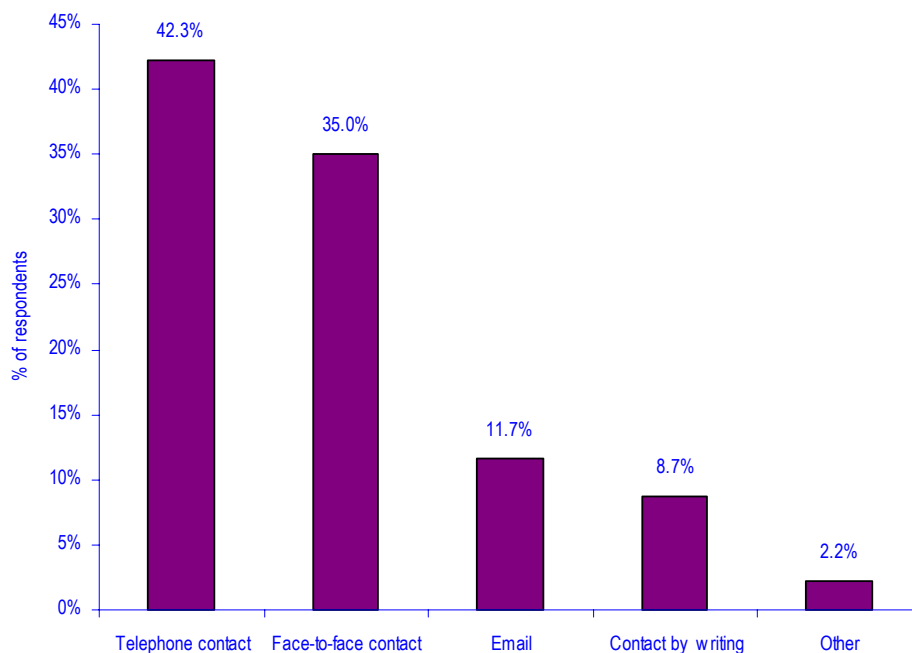
Figure 27: Satisfaction with Council Contact

		Very satisfied	Satisfied	Neither	Dissatisfied	Very dissatisfied	2009 Mean Score	2006 Mean Score	2005 Mean Score	2004 Mean Score	2003 Mean Score	2002 Mean Score	2001 Mean Score
Handling of contact													
Face-to-face	%	38.1	40.7	6.1	8.7	5.9	7.96	7.98	7.46	7.58	8.21	7.16	7.40
Telephone	%	33.7	43.4	6.0	9.7	6.4	7.82	7.50	7.12	7.46	7.16	7.14	6.98
Written	%	21.3	44.8	9.7	14.0	9.5	7.14	7.04	5.81	7.17	7.23	6.36	7.14
Time taken													
Face-to-face	%	34.5	41.5	6.4	8.2	8.5	7.76	7.88	7.39	7.24	7.91	7.30	7.58
Telephone	%	30.9	43.3	6.3	9.5	8.7	7.64	7.18	6.83	7.24	7.16	7.08	7.10
Written	%	19.5	43.3	11.3	10.1	13.3	7.06	6.80	5.87	7.14	6.54	6.34	7.00

Question: Please tell me how satisfied you were with the way the [Contact] was handled And please tell me how satisfied you were with the time taken to deal with the matter you made your inquiry about ...

The preferred means of contact with Council is telephone 42.3% (38.0% in 2006) or face-to-face 35.0% (45.7% in 2006):

Figure 28: Preferred means of contact with Council



Question: What is your preferred way of communicating with Council?

TOURISM, HERITAGE AND RECREATIONAL ISSUES

Regional features considered by residents to be most attractive to visitors include heritage and history (28.8%), vineyards (19.5%), Morpeth (17.4%), rural character (17.3%), parks and gardens (15.0%), river features (13.8%), and scenic/attractive areas/clean and pretty area (11.6%).

Figure 31: Regional features considered attractive to visitors

	2009	2006 %	2005 %	2004 %	2003 %	2002 %	2001 %
Heritage	28.8	28.1	31.9	26.8	27.9	37.2	34.5
Vineyards	19.5	15.8	15.2	13.5	12.6	17.6	13.6
Morpeth	17.4	10.3	22.6	15.8	15.8	27.6	21.4
Rural character	17.3	13.6	14.1	22.6	15.8	19.2	12.9
Parks/gardens	15.0	11.9	23.3	17.0	11.6	14.0	12.1
River features	13.8	11.2	14.4	10.0	11.6	11.2	5.9
Scenic/ attractive areas/ clean and pretty area	11.6	6.6					
Other features	9.4	10.7	3.3	7.8	5.6	3.8	4.5
Maitland Park	8.8	8.1	11.2	12.8	8.4	7.6	13.3
Steamfest	8.5	6.6	8.1	7.9	5.8	5.6	3.5
Conveniently located	8.3	10.7	4.4	6.5	7.9	6.8	2.3
Unsure	7.5	5.6	5.2	5.6	14.1	3.2	9.1
Shopping in CBD	7.0	6.9	3.7	3.0	1.6	7.2	12.4
Water Works	6.1	4.5	11.5	6.0	6.3	6.0	7.4
Green Hills	5.8	1.2	4.8	6.3	6.3	9.2	0.0
Events/ cultural activities held	5.4	3.9					
Close to coastline bay and beach	5.0	3.6					
The whole area	4.1	2.1	0.0	4.2	3.2	2.0	3.9
Crafts/markets	3.8	2.4	5.2	3.7	2.6	5.6	3.1
Friendly	3.6	3.3	0.0	0.9	6.7	2.4	2.2
Jail	3.1	3.5	5.9	1.4	2.6	6.4	2.6
Visitor Information Centre	2.0	2.6	2.2	1.6	0.0	1.2	2.0
Sporting facilities	1.9						
Art Gallery	1.8	2.4					

Question: What are the features or characteristics of the Maitland area that you believe to be the most attractive to visitors to Maitland?

Those features of the region considered by residents to be most in need of improvement in order for the region to be more attractive for visitors include roads (15.5%), the CBD (14.4%), the Mall needs livening up (10.2%), river banks/access (8.8%), fix/clean the Mall (7.8%), and infrastructure needs improving/upgrade – not keeping up (7.2%).

Figure 32: Regional features considered in need of improvement

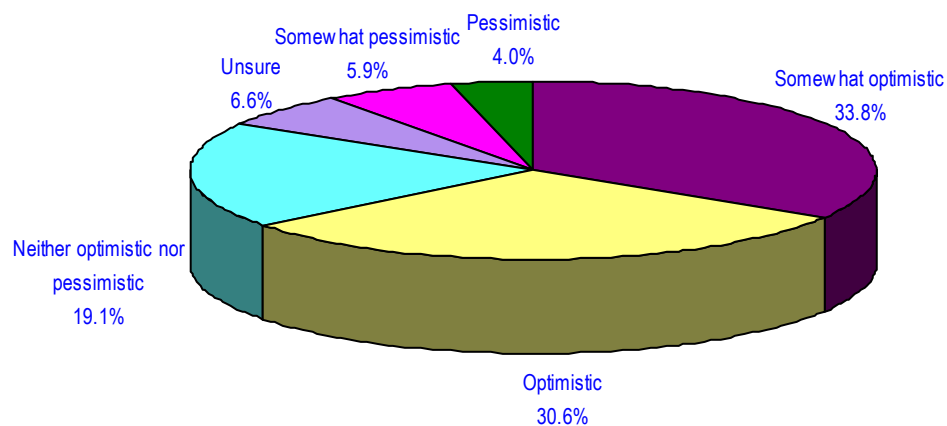
	2009 %	2006 %	2005 %	2004 %	2003 %	2002 %	2001 %
Roads	15.5	8.3	4.4	10.0	7.9	8.8	10.1
CBD comments	14.4	4.7					
The Mall needs livening up	10.2	0.9	5.2	12.1	7.9	6.8	14.2
River banks/access	8.8	4.1	3.7	4.4	3.7	6.4	9.4
Fix up/ clean the Mall	7.8	2.7					
Infrastructure needs improving/ upgrade – not keeping up	7.2	4.7					
Other improvements	6.7	11.0	2.2	3.7	3.4	7.2	6.5
Get rid of the Mall/ open it up to traffic	6.4	1.5					
Area needs tidy up	6.1	10.3	2.6	6.5	8.3	12.0	3.2
Better shopping	6.0	2.6	4.1	2.1	4.2	1.6	0.0
Park maintenance	5.9	5.6	1.1	3.3	0.0	0.0	0.0
Presentation of heritage	5.6	4.1	1.5	4.4	1.6	4.0	3.3
Places to eat	5.1	3.5	4.1	3.3	8.4	2.4	3.5
Vandalism/crime	4.9	0.8	3.0	1.9	0.5	1.6	1.7
Parking	4.9	2.3	5.9	2.1	2.1	3.2	3.5
More accommodation	4.5	7.1	9.3	5.5	6.8	8.0	1.6
More trees/ bushland	4.2	6.2	1.9	4.7	2.6	3.2	0.0
Cycle and walk paths - upgrade/ increase	3.8	0.9					
More things for families to do	3.7	0.9	9.3	4.9	3.2	4.4	0.0
More advertising	3.7	6.0	6.7	5.8	5.8	8.0	4.9
Put on more events	3.2	2.4	3.0	1.2	3.2	4.4	1.1
Better signage for attractions	2.9	2.4					
Minimize development	2.7	0.9	1.1	3.7	2.6	4.0	1.1
Better public transport	2.2	2.6	0.0	3.3	0.0	0.0	0.0
Better/ more sporting facilities	1.7	2.4					
More activities for youth/more nightlife	1.6						
Steamfest comments	1.2						
City entry statement	1.1	1.5	4.1	3.0	0.0	0.0	0.0
Improve facilities/public toilets	1.0						
Railway improvements/comments	1.0						
Unsure		12.2	31.9	30.0	35.3	20.4	35.5

Question: And what features of the Maitland area do you believe could be improved to ensure that Maitland is attractive to visitors?

PERCEPTIONS OF LIVING IN THE MAITLAND AREA

Overall, residents are positive about the outlook for the Maitland region over the next 12 months, with (30.6%) 'optimistic' and 33.8% 'somewhat optimistic'. With a maximum positive score of 10, the mean score is 7.7 (down from 7.9 in 2006, 8.21 in 2005, 8.58 in 2004, and 8.65 in 2003).

Figure 34: Outlook for Maitland area over next 12 months



Question: And how optimistic are you about the overall outlook for the Maitland area for the next 12 months?

As in the 2006 survey, the key features liked about living in the Maitland area include its rural atmosphere, the convenience of the area's location to Sydney and Newcastle, the facilities, that the area is quiet and good shopping.

Figure 35: Positives about living in the Maitland area

	Total %
Rural atmosphere	26.6
Close to Sydney and Newcastle	26.5
All facilities here	23.4
Quiet area	19.0
Shopping	17.1
Close to vineyards/ Hunter Valley	13.6
Close to public transport – bus, train	13.5
Close to beach, ocean and coast	13.4
Friendly area	13.0
Grew up here	9.0
Good family area	7.8
Close to work/ work opportunities	7.4
Parks, gardens and lakes	6.2
Good schools	6.1
Central location/close to everything	5.7
Like everything	5.5
Clean/fresh air	4.4
Nothing in particular	4.3
Country/community feel with facilities of the city	2.9
Other positives	2.7
Cheap housing/ cheaper to live (cost of living)	2.4
Low crime, safe environment	1.9
Good sporting facilities	1.6
Family lives here	1.3
Heritage	1.1
Good hospital/medical service	1.0
Good weather	1.0
No traffic problems	0.7
Good infrastructure	0.6

Question: What to you are the good aspects of living in this area? What do you enjoy about living in the Maitland area?

Of those surveyed, 79.1 (73.8% in 2006) of residents have some general improvements they would like to see to the area, principally improvement to the quality of roads, traffic congestion, crime, and lack of infrastructure.

Figure 36: Negatives about living in the Maitland area

	Total %
Nothing in particular	20.9
Quality of roads	20.1
Other negatives	19.1
Traffic congestion	19.0
Crime	7.4
Lacking infrastructure	7.2
Poor public transport	6.6
Lack of facilities for teenagers	5.7
Over-developed	5.2
Rubbish collection – hard refuse/ tip costs	4.5
Entertainment options/ restaurants	4.2
General upkeep of the area	3.4
Need a swimming pool	2.6
Improved health facilities	2.0
Vandalism	2.0
Upkeep of parks	2.0
Upgrade/fix mall	1.9
Poor shopping	1.7
Sporting facilities	1.7
Lack of parking	1.7
Footpaths – poor condition, need cleaning and repairs	1.3
Council comments – lack of communication/ action	1.2
Increase/improve weekly rubbish collection	1.2
Awful City Centre	1.0
Bridges over the river	1.0

*Question: And what aspects of living in this area do you not feel so positive about?
What generally would you like to see improved or changed?*

LONG TERM DIRECTION AND PRIORITIES OF THE COUNCIL AND COMMUNITY

New questions were asked in 2009 in relation to the new community strategic plan which the Maitland Council is currently in the process of preparing. This strategic plan, which focuses on the four key elements of social, environmental, economic and civic leadership, will guide the long term direction and priorities of the Council and Community.

Social Issues

Almost one quarter (22.9%) of residents see youth programs and activities as the key social issue that Maitland Council must address over the next ten years.

Figure 37: Key social issues to be addressed over the next 10 years

	2009 %
Youth programs and activities	22.9
Infrastructures	9.8
Violence/anti-social behavior/gangs	8.7
Growth/development/CBD	8.0
Drugs/alcohol	7.9
Jobs – employment/unemployment	7.5
More activities, entertainment facilities needed	7.3
Vandalism/graffiti	7.0
Policing/law & order/safety - security	6.8
Crime	5.7
More/better services – medical – hospitals, schools - education	4.7
Aged Care – facilities and activities	4.4
Housing/homelessness	2.9
Public transport	1.5
Environment	1.3
Other (not coded)	7.6
No/nothing/no comment	7.9
Don't know	19.1

Question: Therefore over the next 10 years, what do you see as being the key Social Issue that the Maitland Council must address?

Environmental Issues

The key environmental issues named by residents that Maitland Council must address over the next 10 years included waste management (15.7%), maintenance/preservation of parks, trees etc (14.5%) and river issues (13.6%).

Figure 38: Key environmental issues to be addressed over the next 10 years

	2009 %
Waste management	15.7
Maintenance/preservation of parks, trees etc	14.5
River issues	13.6
Improve waterways and catchment areas	11.9
Water/waterways pollution	10.4
Flood issues	8.8
Improve infrastructure – roads, traffic, bridges	8.2
Development comments	6.4
Air pollution	5.6
Environmental comments	5.3
Energy comments – renewable/solar power/carbon imprint	2.8
Other (not coded)	4.0
No/no comment/none/nothing	9.4
Don't know/not sure	15.2

Question: Therefore over the next 10 years, what do you see as being the key Environmental Issue that the Maitland Council must address?

Economic Issues

Employment/maintain employment/create more jobs (19.2%) and encourage more development of business and industry (12.1%) are the key economic issues that residents believe Maitland Council must address over the next 10 years.

Figure 39: Key economic issues to be addressed over the next 10 years

	2009 %
Employment/maintain employment/create more jobs	19.2
Encourage more development of business and industry	12.1
Better management/planning of budget/prioritize finances	10.6
Make it easier for rate payers/don't increase rates	3.6
Better infrastructure	3.5
Development of schools, shops, hospitals to cater for the increased population	3.4
Better roads/maintenance	2.7
Promote tourism	2.6
Get more people into the CBD/redevelop the CBD	1.8
Encourage small businesses/give incentives	1.4
Better management of mall/fill empty shops	1.3
Other (not coded)	8.6
No comment/no/no opinion/not concerned	12.5
Don't know	16.3

Question: Therefore over the next 10 years, what do you see as being the key Economic Issue that the Maitland Council must address?

Leadership and/or Governing Issue

Communication/consultation – engage with community (8.3%), effective/efficient/strong leadership (6.7%), no politics or infighting/more ethics – they are there for the community (6.5%), and Council structure/members (6.4%) are the key leadership and/or governance issues that residents believe Maitland Council must address over the next 10 years.

Figure 40: Key leadership and/or governance issues to be addressed over the next 10 years

	2009 %
Communication/consultation – engage with community	8.3
Effective/efficient/strong leadership	6.7
No politics or infighting/more ethics – they're there for the community	6.5
Council structure/members	6.4
Development/growth	4.8
Infrastructure	4.7
Financial management	4.5
Honesty/transparency/accountability	3.8
Currently doing a good job – continuing this	2.5
Youth issues	2.0
Be forward thinking/proactive	1.5
Other (not coded)	5.1
Nothing/no opinion	16.4
Don't know/not sure	39.6

Question: Therefore over the next 10 years, what do you see as being the key Leadership and/or Governance Issue that the Maitland Council must address?

LONG TERM FUTURE DIRECTION FOR THE MAITLAND COUNCIL

Residents surveyed were asked if they have any other comments in relation to the long term future direction of the Maitland Council.

The overwhelming majority of respondents (67.2%) are happy with the way things are.

Figure 41: Any other comments in relation to the long term future direction of the Maitland Council

	2009 %
No/happy with the way things are	67.2
Maintenance of roads/fix roads	3.5
Better communication with community/inform rate payers of changes	2.4
Council needs to be more educated and work together/have Maitland's best interests at heart	2.4
Keep development balanced with infrastructure	1.9
Address traffic flow problems	1.7
Keep heritage/stop over development	1.6
Develop community activities/attract tourism	1.4
Upgrade public transport/retain train lines	1.3
Listen to ratepayers/respond to complaints in a timely manner	1.2
Better community services and schooling/education	1.2
Other (not coded)	10.7
No comment	4.3
Don't know/not sure	1.5

Question: Do you have any other comments in relation to the long term future direction of the Maitland Council?

PRIORITIES FOR IMPROVEMENT

This final section covers unprompted resident comments made through the course of the survey.

Residents' unprompted comments focus on more parking 23.9% (23.3% in 2006), to do something with the Mall 19.8% (13.4% in 2006), fix potholes/roads 19.3% (15.6% in 2006), more information from Council 18.0% (25.8% in 2006), traffic flow problems 17.7% (19.6% in 2006), and more footpaths/cycleways 15.1% (10.9% in 2006).

Figure 42: Unprompted improvements nominated by residents

	2009 %	2006 %	2005 %	2004 %	2003 %	2002 %	2001 %
More parking	23.9	23.3	31.2	26.9	28.7	21.4	26.4
Do something with Mall	19.8	13.4	10.1	23.1	17.6	13.4	13.1
Fix potholes/ roads	19.3	15.6	13.4	10.4	19.6	14.7	8.5
More information from Council	18.0	25.8	25.7	25.8	23.5	21.0	23.6
Traffic flow problems	17.7	19.6	4.6	4.8	1.7	3.8	0.0
More footpaths/ cycleways	15.1	10.9	10.6	5.3	5.1	9.7	3.6
Better upkeep of parks	14.8	16.9	8.0	9.0	8.8	8.8	8.0
Drainage problems	12.9	8.9	9.7	8.0	8.8	14.7	12.8
Better/ heated pools	11.3	7.9	7.2	6.4	3.7	8.4	6.6
Better street cleaning	10.3	15.6	10.1	13.3	14.0	10.9	9.8
More parks	9.3	10.9	7.6	5.1	3.8	2.5	3.7
More public toilets	8.7	7.2	3.4	1.3	3.5	4.2	3.1
Better playgrounds	8.6	11.2	8.4	7.2	2.9	4.6	8.7
More youth centres	7.9	6.0	6.8	2.9	10.3	2.1	7.8
Encourage more business	7.9	5.9	5.1	4.8	1.2	3.8	7.9
Better sports facilities	7.7	10.2	4.6	4.0	4.4	4.2	2.5
More recycling	7.4	7.4	16.5	11.7	8.8	5.0	10.4
Plant more trees	7.4	13.2	13.5	19.7	11.8	13.9	14.1
Council more accountable	6.9	13.6	4.6	0.5	1.7	2.9	3.4
Better disabled/ elderly access	6.8	12.4	16.5	9.6	10.1	12.2	13.5
Pick up of large items	6.6	7.7	3.4	7.7	0.0	0.0	0.0
Communication – Council publications	6.1	0.0	0.0	0.0	0.0	0.0	0.0
Environment – Hard rubbish pick up	5.8	0.0	0.0	0.0	0.0	0.0	0.0
Better control of dogs	5.8	8.4	10.1	10.1	19.1	15.5	11.4
More playgrounds	5.1	6.7	7.6	5.1	5.4	3.2	4.9
Reduce crime	5.1	3.4	6.8	1.3	4.4	4.6	5.1

Figure 42: Unprompted improvements nominated by residents

	2009 %	2006 %	2005 %	2004 %	2003 %	2002 %	2001 %
CBD Improvements	4.8	0.0	0.0	0.0	0.0	0.0	0.0
More heritage protection	4.7	6.2	0.4	4.0	5.1	5.0	8.6
Infrastructure improvements – before development	4.7	0.0	0.0	0.0	0.0	0.0	0.0
Better retail	4.3	6.4	3.4	4.8	0.0	0.0	0.0
More entertainment/activities for young children and families	4.1	0.0	0.0	0.0	0.0	0.0	0.0
Better maintenance of ponds, rivers, wetlands	4.0	0.0	0.0	0.0	0.0	0.0	0.0
Encourage tourism	3.6	5.4	2.1	2.7	5.7	3.6	4.0
Less development	3.4	8.5	8.4	13.8	14.4	13.4	7.4
Better green waste management	3.2	0.0	0.0	0.0	0.0	0.0	0.0
Communication - mail	2.8	0.0	0.0	0.0	0.0	0.0	0.0
Clean up verges and median strips	2.8	0.0	0.0	0.0	0.0	0.0	0.0
Public transport	2.5	0.0	0.0	0.0	0.0	0.0	0.0
Reduce dump fees	2.4	0.0	0.0	0.0	0.0	0.0	0.0
More money for libraries	2.4	2.7	4.2	5.3	7.4	17.5	9.9
Library - more books/better selection	2.4	0.0	0.0	0.0	0.0	0.0	0.0
Cleaner food shops	2.3	3.4	3.4	1.6	1.5	1.7	2.2
Less tree protection	2.2	2.3	8.4	3.2	5.1	11.2	2.3
Clean up broken glass in parks and sport areas	2.1	0.0	0.0	0.0	0.0	0.0	0.0
Better hall maintenance	1.8	3.9	2.5	2.9	2.2	1.7	1.9
Clean up graffiti	1.6	0.0	0.0	0.0	0.0	0.0	0.0
Skate park comments	1.6	0.0	0.0	0.0	0.0	0.0	0.0
Less stringent on heritage	1.4	2.0	3.8	1.9	5.1	5.0	0.0
Quicker garbage pick up/clean up rubbish they cause	1.4	0.0	0.0	0.0	0.0	0.0	0.0
Communication – Internet/email	1.2	0.0	0.0	0.0	0.0	0.0	0.0
Communication - newspapers	1.2	0.0	0.0	0.0	0.0	0.0	0.0
Cat control	1.1	0.0	0.0	0.0	0.0	0.0	0.0
Communication – other media, TV, radio etc.	0.8	0.0	0.0	0.0	0.0	0.0	0.0
Shade in parks	0.5	4.2	7.2	6.9	3.3	5.5	0.0
Improve smell of industrial areas	0.3	0.0	0.0	0.0	0.0	0.0	0.0
Other responses	25.5	22.6	9.3	15.7	16.3	12.6	13.3

Question(s): What improvements would you like to see occur to any of these services or facilities?

MAITLAND CITY COUNCIL QUESTIONNAIRE 2009



Project: 8740

MAITLAND CITY COUNCIL QUESTIONNAIRE 2009

Good morning/afternoon/evening. My name is from McGregor Tan Research. We are conducting a survey on behalf of Maitland City Council to find out what residents of the City Council area are looking for from their Council and their opinions of the services it provides. Can I please speak with the person in this household who is 18 years or older, who usually lives here and who has the next or most recent birthday (If none available) When would be a good time to call back and talk to? **(Record on contact sheet and call back at that time)**

THIS QUESTION (1B) NEEDS TO BE ASKED FIRST FOR CATI

Q1b) (Refer to map for adjacent Council areas) Is where you live within the Maitland City Council area or is it within the (Adjacent Council) area?

Yes

Continue

Q1a) I just need to check first that where you live falls within the Maitland City Council area. Can you please tell me the area or suburb and the Postcode that your home is in - **Write in**

Area/Suburb:	Postcode:
---------------------	------------------

Suburb Code of Sample

Suburb	
Aberglasslyn	01
Ashtonfield	02
Bolwarra/Heights	03
East Maitland	04
Lochinvar/Greta/west	05
Lorn	06
Louth Park/Gilleston Heights	07
Maitland (Central)	08
Metford	09
Morpeth/Largs/Raworth	10
Rutherford	11
Telarah	12
Tenambit	13
Thornton	14
Woodberry/Millers Forest	15
Largs	16

Demographic Area of Sample

Demographic Area	
Ashtonfield	01
North	02
South	03
Morpeth/Raworth	04
East Maitland	05
Lorn	06
West	07
Maitland (Central)	08
Metford	09
Rutherford	10
Telarah	11
Tenambit	12
Thornton	13
Woodberry	14

Sample by Postcode

2320	1
2321	2
2322	3
2323	4
2324	5

I would like to start by asking you a couple of questions about your overall perceptions of living in this area ...

Q2a) Firstly, how long have you lived at your current address? **Write in**

	years/months
--	---------------------

Q2b) And how long have you lived in the Maitland City Council area? **Write in if necessary refer to map for definition of area**

	years
--	--------------

Length of time lived at current address and in Maitland area

One year or under	1
Over one to three years	2
Over three to five years	3
Over five to 7.5 years	4
Over 7.5 to ten years	5
Over ten to fifteen years	6
Over fifteen to twenty years	7
Over twenty to 25 years	8
Over 25 years	9

Q3a) What to you are the good aspects of living in this area? **Probe:** What do you enjoy about living in the Maitland area? **Write in**

--

Positives about living in the Maitland area

All facilities here	1
Clean/fresh air	2
Close to Sydney and Newcastle	3
Friendly area	4
Good family area	5
Good schools	6
Grew up here	7
Like everything	8
Quiet area	9
Rural atmosphere	10
Shopping	11
Other positives	12
Nothing in particular	13

Q3b) And what aspects of living in this area don't you feel so positive about? **Probe:** What generally would you like to see improved or changed by Maitland City Council? **Write in**

--

Negatives about living in the Maitland area

Awful City Centre	1
Crime	2
Lack of facilities for teenagers	3
Lack of parking	4
Lacking infrastructure	5
Over-developed	6
Poor public transport	7
Poor shopping	8
Quality of roads	9
Traffic congestion	10
Upkeep of parks	11
Other negatives	12
Nothing in particular	13

Q4a) I would now like to ask you some questions about your usage and opinion of the services provided by Maitland City Council. For each one of the community facilities I read out please tell me how often you use this service or facility **Read out, ROTATE and mark start point; write in number for each; Frequency:- 1 = Once a week or more often, 2 = Once a month, 3 = Once every 6 months, 4 = Once every 12 months, 0= Never**

Q4b) I would like to ask your satisfaction with the provision of these services and facilities by Maitland City Council. Please tell me whether you are (1) very dissatisfied, (2) dissatisfied, (3) neither satisfied nor dissatisfied, (4) satisfied or (5) very satisfied (**make sure respondent understands scale**) with (**Ask for each**). If you have no experience or no opinion of that service (= 0), please say so **Write in one code for each as above**

		Frequency	Satisfaction
Start		Write in no.	Write in no.
	Off-street car parking		
	Parks & recreation areas		
	Sporting facilities		
	Swimming pools		
	Libraries		
	The Art Gallery		
	Community halls		
	Playgrounds		
	Youth entertainment & activities		
	Senior Citizen activities		
	Visitor Information Centres		

Q4c) What improvements would you like to see occur to any of these services or facilities?
Write in

Unprompted improvements nominated by residents

Better control of dogs	1
Better disabled/elderly access	2
Better hall maintenance	3
Better playgrounds	4
Better retail	5
Better sports facilities	6
Better street cleaning	7
Better upkeep of parks	8
Better/heated pools	9
Cleaner food shops	10
Council more accountable	11
Do something with Mall	12
Drainage problems	13
Encourage more business	14
Encourage tourism	15
Fix potholes/roads	16
Less development	17
Less stringent on heritage	18
Less tree protection	19
More footpaths/cycleways	20
More heritage protection	21
More information from Council	22
More money for libraries	23
More parking	24
More parks	25
More playgrounds	26
More public toilets	27
More recycling	28
More youth centres	29
Pick up of large items	30
Plant more trees	31
Reduce crime	32
Shade in parks	33
Traffic flow problems	34
Other responses	35

Q5a) I would now like to ask you about your opinion of Council services in the area of roads and traffic. Firstly, are you aware of Council's long-term strategy for addressing the condition of its road network?

Yes, aware of it	1
No, not aware of it	2

Q5b) I would like to ask your satisfaction with the provision of road and traffic facilities by Maitland City Council. Please tell me whether you are (1) very dissatisfied, (2) dissatisfied, (3) neither satisfied nor dissatisfied, (4) satisfied or (5) very satisfied (**make sure respondent understands scale**) with (**ROTATE** start point and mark; Ask for each). If you have no experience or no opinion of that service (= 0), please say so **Write in one code for each as above**

Start		Write in no.
	Road construction	
	Road maintenance	
	Footpaths	
	Cycleways	
	Traffic flow	
	Road & traffic safety	
	The overall condition of the road network in the Maitland area	

Q5c) Are you aware of any cycleways within the City of Maitland?

	Yes – specify which	
	Don't know/ unsure	
	No	

Q6a) I would like to ask your satisfaction with the provision of environmental services by Maitland City Council. Please tell me whether you are (1) very dissatisfied, (2) dissatisfied, (3) neither satisfied nor dissatisfied, (4) satisfied or (5) very satisfied (**make sure respondent understands scale**) with (**ROTATE** start point and mark; Ask for each). If you have no experience or no opinion of that service (= 0), please say so **Write in one code for each as above**

Start		Write in no.
	Garbage services	
	Heritage management	
	Dog control	
	Tree preservation	
	Council's efforts to protect the environment	
	Drainage	
	Access for people with disabilities	
	Food shop cleanliness	
	Street cleanliness	
	Overall appearance of the City	

Q6b) What improvements would you like to see occur to any of the services in the area of the environment? Write in

Unprompted improvements nominated by residents

Better control of dogs	1
Better disabled/elderly access	2
Better hall maintenance	3
Better playgrounds	4
Better retail	5
Better sports facilities	6
Better street cleaning	7
Better upkeep of parks	8
Better/heated pools	9
Cleaner food shops	10
Council more accountable	11
Do something with Mall	12
Drainage problems	13
Encourage more business	14
Encourage tourism	15
Fix potholes/roads	16
Less development	17
Less stringent on heritage	18
Less tree protection	19
More footpaths/cycleways	20
More heritage protection	21
More information from Council	22
More money for libraries	23
More parking	24
More parks	25
More playgrounds	26
More public toilets	27
More recycling	28
More youth centres	29
Pick up of large items	30
Plant more trees	31
Reduce crime	32
Shade in parks	33
Traffic flow problems	34
Other responses	35

Q7a) And finally in this section, I would like to ask your satisfaction with other areas of Maitland City Council responsibility. Please tell me whether you are (1) very dissatisfied, (2) dissatisfied, (3) neither satisfied nor dissatisfied, (4) satisfied or (5) very satisfied (**make sure respondent understands scale**) with (**ROTATE** start point and mark; Ask for each). If you have no experience or no opinion of that service (= 0), please say so **Write in one code for each as above**

		Satisfaction
Start		Write in no.
	Council support of cultural activities	
	Management of the CBD	
	Management of residential development	
	Management of industrial development	
	Management of commercial & retail development	
	Council's planning for the City's future	
	Council communication with residents	
	Information provided to residents about Council activities	
	Council communication with the public	
	Encouragement of industry & business	
	Encouragement of tourism	
	Council's financial management	

Q7b) What improvements would you like to see occur . to any of these areas of Council activity? **Probe:** What would be the best way for Council to communicate with you? **Write in**

Unprompted improvements nominated by residents

Better control of dogs	1
Better disabled/elderly access	2
Better hall maintenance	3
Better playgrounds	4
Better retail	5
Better sports facilities	6
Better street cleaning	7
Better upkeep of parks	8
Better/heated pools	9
Cleaner food shops	10
Council more accountable	11
Do something with Mall	12
Drainage problems	13
Encourage more business	14
Encourage tourism	15
Fix potholes/roads	16
Less development	17
Less stringent on heritage	18
Less tree protection	19
More footpaths/cycleways	20
More heritage protection	21
More information from Council	22
More money for libraries	23
More parking	24
More parks	25
More playgrounds	26
More public toilets	27
More recycling	28
More youth centres	29
Pick up of large items	30
Plant more trees	31
Reduce crime	32
Shade in parks	33
Traffic flow problems	34
Other responses	35

Q8a) Overall, how satisfied are you with the performance of Maitland City Council? Are you ... **Read out**

Very dissatisfied	1
Dissatisfied	2
Neither satisfied nor dissatisfied	3
Satisfied	4
Very satisfied	5
Unsure	6

Q8b) Would you describe your overall impression of Maitland City Council staff as ... **Read out**

Negative	1	Ask 8c
Somewhat negative	2	Ask 8c
Neither positive or negative	3	Ask 8c
Somewhat positive	4	Go to 8d
Positive	5	Go to 8d
Unsure	6	Go to 8d

Q8c) For what particular reasons would you describe your overall impression of Maitland City Council staff as [response at Q8b] ... **Try to get respondent to be specific**

Bureaucratic	1
Lazy	2
Never got back to me	3
Too slow	4
Unfriendly/rude	5
Other comments	6
No particular reason	7

Q8d) (Ask all) And how efficient do you consider Maitland City Council to be in carrying out its community responsibilities? Do you consider it to be ... **Read out**

Inefficient	1
Somewhat inefficient	2
Neither efficient nor inefficient	3
Somewhat efficient	4
Efficient	5
Unsure	6

Q8e) How optimistic are you about the performance of Maitland City Council over the next 12 months? Are you ... **Read out**

Pessimistic	1
Somewhat pessimistic	2
Neither optimistic or pessimistic	3
Somewhat optimistic	4
Optimistic	5
Unsure	6

Q8f) And how optimistic are you about the overall outlook for the Maitland area for the next 12 months? Are you ... **Read out**

Pessimistic	1
Somewhat pessimistic	2
Neither optimistic or pessimistic	3
Somewhat optimistic	4
Optimistic	5
Unsure	6

Q9a) Which of the following forms of contact have you had with Council staff over the last 12 months? **Read out - circle if contact made If 'none' go to Q9d)**

Q9b) (Ask for each at a) Please tell me how satisfied you were with the way the (Contact) was handled Were you (1) very dissatisfied, (2) dissatisfied, (3) neither satisfied nor dissatisfied, (4) satisfied or (5) very satisfied (**make sure respondent understands scale**) with (Contact) **Write in one code for each as above**

Q9c) (Ask for each at a) And please tell me how satisfied you were with the time taken to deal with the matter you made your inquiry about Were you (1) very dissatisfied, (2) dissatisfied, (3) neither satisfied nor dissatisfied, (4) satisfied or (5) very satisfied (**make sure respondent understands scale**) (**Write in one code**)

	a) Contact	b) Overall	c) Time
Face-to-face contact	1		
Telephone contact	2		
Contact by writing	3		
Other contact (Specify)	4	-	-
None	5	-	-

Q9d) Which is your preferred way of communicating with Council? **Do not read out**

Contact by writing	1
Email	2
Face-to-face contact	3
Telephone contact	4
Other	5

Q10a) What are the features or characteristics of the Maitland area that you believe to be the most attractive to visitors to Maitland? **Write in:**

Regional features considered attractive to visitors

Conveniently located	1
Crafts/markets	2
Friendly	3
Green Hills	4
Heritage	5
Jail	6
Maitland Park	7
Morpeth	8
Parks/gardens	9
River features	10
Rural character	11
Shopping in CBD	12
Steamfest	13
The whole area	14
Vineyards	15
Visitor Information Centre	16
Water Works	17
Other features	18
Unsure	19

Q10b) And what features of the Maitland area do you believe could be improved to ensure that Maitland is attractive to visitors? **Write in:**

Regional features considered in need of improvement

Area needs tidy up	1
Better public transport	2
Better shopping	3
City entry statement	4
Minimize development	5
More accommodation	6
More advertising	7
More things for families to do	8
More trees/bushland	9
Park maintenance	10
Parking	11
Places to eat	12
Presentation of heritage	13
Put on more events	14
River banks/access	15
Roads	16
The Mall needs livening up	17
Vandalism/crime	18
Other improvements	19
Unsure	20

Q11) I'd like to ask you a bit more about what you think should be the priorities for Council over the next year. For each of the service areas, I read out please tell me the priority you would assign it by giving it a score out of 10, where 10 means you believe it to be of the very highest priority, 0 means you consider it of no priority whatsoever and 5 would mean you consider it a moderate priority. You may give any rating between 0 and 10 to express your opinion. Firstly please give me a rating out of ten for the priority you would assign to.....**ROTATE** start point and mark, read out, obtain response for each

Start		Write in no.
	Traffic flow	
	Parking facilities	
	Road maintenance	
	Footpaths and guttering	
	Road safety	
	Customer service	
	Financial management	
	Council communication with residents	
	Quality of the environment	
	City appearance and development	
	Developing Tourism	
	Sporting facilities	
	Parks and playgrounds	
	Community safety and security	
	Waste management	
	Control of dogs	
	Environmental management	
	Making Maitland attractive for business and investment	
	Water and rivers	
	Employment growth	

And finally a couple of questions about you and your household. I do stress that these are for analysis purposes only and to check that we are talking to a valid cross section of Maitland area residents

Q12) Record gender

Male	1
Female	2

Q13) What is your age? Write in

	Years
--	-------

Under 25 years	1
25 to 34 years	2
35 to 44 years	3
45 to 54 years	4
55 to 64 years	5
65 to 74 years	6
75 years and over	7

Q14) What are the occupations of the main breadwinners in your household? Write in

--

This needs to be checked with the client. Are we using these codes during interviewing? Or does the client need the VERBATIM captured – this question needs to be asked of client.

Executive/Upper Management	1
Professional/Management	2
Sales/Marketing/Service	3
Tourism/Hospitality	4
Self-Employed	5
Trades/Technical	6
Retired	7
Unemployed/Pension	8

Q15a) How often do you drive a private motor vehicle in the Maitland area?

Q15b) And how often do you use public transport in the Maitland area?

Public	a) Motor vehicle	b) Public transport
Daily	1	1
A couple of times a week	2	2
Weekly	3	3
Less often	4	4
Never	5	5

Read out: The Maitland Council is currently preparing a new community strategic plan which will guide the long term direction and priorities of the Council and the Community. This plan has 4 key elements - being social, environmental, economic, civic leadership.

Q16a) Therefore over the next 10 years, what do you see as being the key **Social Issue** that the Maitland Council must address? **Open ended**

Q16b) Therefore over the next 10 years, what do you see as being the key **Environmental Issue** that the Maitland Council must address? **Open ended**

Q16c) Therefore over the next 10 years, what do you see as being the key **Economic Issue** that the Maitland Council must address? **Open ended**

Q16d) Therefore over the next 10 years, what do you see as being the key **Leadership and/or Governing Issue** that the Maitland Council must address? **Open ended**

Q17) Do you have any other comments in relation to the long term future direction of the Maitland Council? **Open ended**

Q18) Which streets form the intersection nearest your home? **Write in**

Q19) And are you the rate payer within this household?

Yes	1
No	2

Q20) We may be conducting Community focus groups on behalf of Maitland City Council at some stage over the next few months. These groups would involve 8-10 residents who would be paid an incentive to attend and would be used to cover topics of interest and debate in a more detailed manner than is possible over the telephone.



Would you be interested in being re-contacted to take part in the Community focus groups some stage in the future?

Yes	1
No	2

Name: Phone No:

That's all the questions I needed to ask you. Thank you for your help. The information from this survey will assist the Maitland City Council in providing better services for you and in planning for the future of our area.

.....
Interviewer's Signature	Date

5.1 SPECIAL RATE VARIATION APPLICATION**File No:** 117/41/3**Attachments:** 1. **Special Rate Variation Proposed Projects and Initiatives****Responsible Officer:** David Evans - General Manager**Author:** Leah Flint - Manager Corporate Planning

EXECUTIVE SUMMARY

At its meeting of 25 January 2011, Council resolved to advise the Independent Pricing and Regulatory Tribunal (IPART) of its intention to seek a Special Rate Variation (SRV). Special variations provide an opportunity for councils to increase their general revenue by an amount greater than the annual rate peg (set at 2.8% for 2011/12).

The decision to signal a potential SRV was considered appropriate in the context of Council's ongoing implementation of the NSW Government's Integrated Planning and Reporting (IP&R) framework. In implementing IP&R, Council is developing a Resourcing Strategy, incorporating a review of its long term financial plan, asset management strategy and workforce plan.

The development of the Resourcing Strategy, which has also given consideration to community priorities expressed during the IP&R process, provides Council with a sound rationale for seeking a potential variation to rates. Such a variation would move Council toward financial sustainability, tackle infrastructure works, and also address community priorities expressed during the development of the ten year community strategic plan, 'Maitland 2021'.

While the Resourcing Strategy identifies the costs of infrastructure improvement works at \$67 million, a revenue increase funded entirely by an increase in rates is not considered appropriate at this time. Council is cognisant of external factors financially impacting on the City's ratepayers such as rising utility costs and mortgages. To address the full extent of identified infrastructure works, as well as identified community priorities, a rates increase of 12% over and above the State Government rate peg each year for four years, would be required.

Thus, a more moderate percentage increase of 7% above the rate peg each year for two years is now proposed for consideration by Council and the community.

These amounts would generate an additional \$2.1 million in Year 1 and \$4.4 million in Year 2 and beyond, to fund a range of projects including roads, footpaths and community buildings, as well as fund efforts to improve the appearance of the City through increased maintenance of open space and streetscapes.

These percentage increases would mean an increase of \$57 on the average residential rate in Year 1, and \$118 in Year 2.

To enable community engagement to proceed, Council must now agree to a proposed percentage increase (above the rate peg of 2.8%) and the period of any application to be made.

SPECIAL RATE VARIATION APPLICATION (Cont.)

Following adoption of the percentage increase and years, Council will proceed with the further roll out its community engagement strategy. The results of community engagement will be provided to IPART as part of Council's application for a Section 508A Special Variation.

OFFICER'S RECOMMENDATION**THAT**

- 1. Council make formal application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation under S.508A of the NSW Local Government Act, 1993;**
- 2. Council's application be for:**
 - i. 9.8%, including the IPART rate peg of 2.8%, in 2011/12;**
 - ii. 10%, including the IPART rate peg in 2012/13 (assumed at 3%); and**
- 3. Council endorse the community engagement actions identified in the report.**

REPORT

In June 2010, the State Government announced a number of changes to the regulation of local government rates and charges. These changes included the transfer of responsibility to the Independent Pricing and Regulatory Tribunal (IPART) for the setting of the "annual rate peg" and the assessing and determining of special rate variations. The Minister for Local Government has delegated to IPART the appropriate powers to undertake these local government functions.

Council has indicated to IPART and the community its intention to seek a special variation to rates (as per Council resolution of 25 January 2011). Following this, there are a number of steps Council must take to evolve and finalise an application for an SRV, in particular in regard to community consultation.

The purpose of this report is to:

1. Outline the percentage increase and period for the variation and the type of projects to be funded
2. Give an overview of community engagement activities planned
3. Formalise the proposed percentage increases for the purposes of Council's application to IPART and related community engagement.

BACKGROUND

Maitland City Council is in the process of implementing the NSW Governments Integrated Planning and Reporting Framework. The outcome will be:

- 10 Year Community Strategic Plan - 'Maitland 2021'

SPECIAL RATE VARIATION APPLICATION (Cont.)

- 4 Year Delivery Program
- Resourcing Strategy
- an Operational Plan adopted for the 2011/12 financial year.

These plans will reflect the range and level of services that have been identified during the extensive community engagement and strategic planning processes undertaken by Council.

In implementing the IP&R framework, Council has reviewed its long term financial plan, asset management strategy, workforce requirements and revenue strategy to inform the required Resourcing Strategy.

The development of the Resourcing Strategy, which has also given consideration to community priorities expressed during the IP&R process, provides Council the rationale for seeking a variation to rates. Such a variation would move Council toward sustainability, tackle infrastructure works and address community priorities that have emerged during the development of the ten year community strategic plan, 'Maitland 2021'.

While the Resourcing Strategy identifies the costs of infrastructure works at \$67 million, a revenue increase funded entirely by an increase in rates is not considered appropriate at this time. Council is cognisant of external factors financially impacting on the City's ratepayers such as rising utility costs and mortgages. To address the full extent of identified infrastructure works, as well as identified community priorities, a rates increase of 12% over and above the rate peg each year for four years, would be required.

Under IPART guidelines for the assessment of a Special Rate Variation Application, Council must demonstrate adequate community consultation regarding the reasons for the variation and its impact on ratepayers.

Council is embracing the opportunity to further continue discussion with the community on issues and priorities, building on engagement activities that occurred over the course of 2010. Information on Council's challenges in terms of revenue and asset management was released to the community during this process, signalling the need to consider options for increasing revenue to address works on aging infrastructure.

IMPLICATIONS FOR REVENUE

A rating increase of 7% each year for two years would generate an additional \$2.1 million in 2011/12 and \$4.4 million in 2012/13.

These funds would enable Council to begin to address needed community infrastructure works, and increase levels of service identified by the community through the 'Maitland 2021' planning process.

It should be noted that such works would be in addition to Council's regular capital and recreational works and maintenance programs. These programs will be detailed in Council's four year Delivery Program.

IMPLICATIONS FOR RATEPAYERS

Under the rating proposal, the average residential rate would be as follows:

SPECIAL RATE VARIATION APPLICATION (Cont.)

2011/12	2012/13
\$860	\$945

Under the rating proposal, the average business rate would be as follows:

2011/12	2012/13
\$4512	\$4963

Under the rating proposal, the average farmland rate would be as follows:

2011/12	2012/13
\$2299	\$2529

Council has considered a range of factors in determining this potential increase is affordable for Maitland's ratepayers, including the average household income of our residents and comparative rates in both neighbouring LGAs and in cities with a similar demographic and local government profile.

WORKS TO BE FUNDED UNDER THE SRV PROPOSAL

Attachment 1 to this report provides a list of works and initiatives proposed for consideration by Council and the community, to be specifically funded by additional revenue generated under the SRV.

The progress of these works would be reported to Council and the community over the two years of the variation.

RELATED CONSIDERATIONS

Council's Asset Management Strategy (adopted in 2005) and associated Plans have given a thorough and accurate understanding of the condition of all of Council's infrastructure assets. The Strategy highlights the need to begin infrastructure works immediately, as any delay exponentially increases the scope and cost of works.

Council is also giving further consideration to all revenue streams (including borrowings, investments and asset sales) available to Council, as per the adopted Revenue Strategy. While Council is aware of the need for a significant and long lasting increase to its revenue base, it is important that all revenue streams are considered in achieving this increase. Thus, Council is seeking a variation for only two years, while further options are explored by Council and the community.

Additionally, Council has embarked on a series of organisational reviews. These processes have included an examination of service levels across Council; a review of the efficiency of a range of core activities that underpin much of Council's services; and the roll out of an extensive operational service review process, which will continue for the next two years.

COMMUNICATIONS AND ENGAGEMENT STRATEGY

SPECIAL RATE VARIATION APPLICATION (Cont.)

In applying for a special variation, IPART expects:

“Councils must show adequate community consultation regarding the reasons for the variation and its impact on ratepayers.”

A communications and engagement strategy has been developed for the rate Variation Application that outlines how the community will be informed of Council's proposal and be engaged in discussion.

The goal is to ensure community awareness of the need for additional revenue; the impacts of rises on residents' rates, as well as the services provided by Council; and explore community support for the potential work to be carried out with the additional funding.

The strategy will be founded in the principles of Councils adopted 'Community Engagement Strategy 2009', and include:

- telephone and on-line surveys
- face-to-face opportunities
- static displays at Council facilities
- website and on-line forum
- media releases
- information sheets
- special edition of 'Momentum' to all households.

The results of the engagement processes will be reported to Council and form a part of the Application for a Special Variation submitted to IPART.

CONCLUSION

To enable community engagement to proceed, Council needs to present the community with factual information as to the percentage and dollar value of the special rate variation proposed, the timing of the variation, and the proposed projects and initiatives to be funded by the additional revenue.

Importantly, Council's action in pursuing the Special Rate Variation in terms of the percentages and amounts outlined in the report - should the application be successful - will allow the Council and the community to take a timely and very important first step in recognising and acting on the infrastructure issues facing the City as we move into the next ten years and beyond, and in addressing community aspirations and priorities under 'Maitland 2021'. It is however, only the first step toward financial sustainability for the Council, and the dialogue and discussion that it brings will continue beyond this application as we look to the capacity of the Council to maintain and improve levels of service and the standard of the City's assets in the context of 'Maitland 2021' and our adopted Asset Management Strategy.

FINANCIAL IMPLICATIONS

SPECIAL RATE VARIATION APPLICATION (Cont.)

Should the SRV application be successful, then additional revenue as outlined in the report would be generated in 2011/12 and in 2012/13 and beyond. Should the SRV application not be successful, Council's financial plan and model indicates that Council will have very limited (if any) ability to increase service levels, and no ability to seriously address improvements needed to the City's assets and infrastructure, as identified in the adopted Asset Management Strategy.

POLICY IMPLICATIONS

This matter has no specific policy implications for Council.

STATUTORY IMPLICATIONS

There are no statutory implications under the Local Government Act 1993 with this matter.

ATTACHMENT 1

Special Rate Variation Proposal Projects and Initiatives

PROJECTS	TOTAL PROJECT COST	2011/12	2012/13	2013/14	2014/15
Increased service levels to address issues of City Appearance, including street cleaning, litter collection and park/open space maintenance	\$2,000,000	\$500,000	\$500,000	\$500,000	\$500,000
Increase heavy patching of roads (citywide)	\$850,000		\$250,000	\$350,000	\$250,000
Cycle/walk way at Maitland Park, and associated and fencing	\$600,000		\$500,000		\$100,000
Replace kitchens in community buildings at Metford, Tenambit and Rutherford	\$150,000	\$150,000			
Town Hall refurbishments such as floor coverings, internal paintwork, window sills and roof	\$500,000		\$500,000		
Four disabled toilets, including at Maitland Library and No. 1 Sportsground	\$600,000	\$150,000	\$150,000	\$150,000	\$150,000
Rutherford Shopping Precinct - Arthur, Weblands and Hillview Streets	\$2,000,000		\$1,000,000	\$1,000,000	

Lawes St, East Maitland Shopping Centre - Reconstruct footpath	\$500,000	\$500,000			
Lawes St East Maitland Shopping Centre- Reconstruct Road	\$250,000		\$250,000		
Swan Street Morpeth - Kerb and Gutter & Footpaths	\$500,000	\$300,000	\$200,000		
Green Street, Telarah - Reconstruction	\$2,000,000		\$500,000	\$500,000	\$1,000,000
Metford Road, Metford- Reconstruction	\$1,500,000			\$1,000,000	\$500,000
Improved appearance of Lorn Shopping Area	\$100,000			\$100,000	
Improved appearance Telarah Shopping Area	\$100,000	\$100,000			
Central Maitland Footpath Refurbishments	\$450,000	\$250,000		\$200,000	
Riverside Walk Carpark Reconstruction	\$250,000		\$250,000		
Refurbish and Paint recreation buildings across the city	\$300,000		\$50,000	\$200,000	\$50,000

East Maitland Library Car Park/Fencing Greenhill Gardens	\$250,000			\$250,000	
McKimms Road, Largs, Roadworks	\$500,000				\$500,000
Storage - rec & community (4)	\$200,000	\$50,000	\$50,000	\$50,000	\$50,000
Shade at various sports and playgrounds citywide	\$400,000	\$100,000	\$100,000	\$100,000	\$100,000
Replace older Playground Equipment	\$350,000		\$50,000	\$50,000	\$250,000
Recreation Carparks & Access	\$200,000				\$200,000
Maitland Park Amenities Building	\$1,000,000				\$1,000,000
Floodlighting	\$300,000			\$150,000	\$150,000
Maitland Park Fencing	\$100,000		\$100,000		
Totals	\$15,950,000	\$2,100,000	\$4,450,000	\$4,600,000	\$4,800,000



MAITLAND CITY COUNCIL

EXTRAORDINARY MEETING MINUTES

15 FEBRUARY 2011

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PRESENT

Clr Loretta Baker
Clr Peter Blackmore
Clr Paul Casey
Clr Ray Fairweather
Clr Peter Garnham
Clr Bob Geoghegan
Clr Henry Meskauskas
Clr Stephen Mudd
Clr Philip Penfold
Clr Steve Procter
Clr Lisa Tierney
Clr Ken Wethered

1 INVOCATION

The General Manager read the customary prayer at the commencement of the meeting.

2 APOLOGIES

COMMITTEE RECOMMENDATION

THAT the apologies received from Clr Humphery be accepted.

Moved Clr Tierney, Seconded Clr Procter

CARRIED

3 DECLARATIONS OF PECUNIARY INTEREST

Nil.

4 PUBLIC ACCESS

Nil.

5 OFFICERS REPORTS

5.1 SPECIAL RATE VARIATION APPLICATION

File No: 117/41/3

Attachments: 1. Special Rate Variation Proposed Projects and Initiatives

Responsible Officer: David Evans - General Manager

Author: Leah Flint - Manager Corporate Planning

EXECUTIVE SUMMARY

At its meeting of 25 January 2011, Council resolved to advise the Independent Pricing and Regulatory Tribunal (IPART) of its intention to seek a Special Rate Variation (SRV). Special variations provide an opportunity for councils to increase their general revenue by an amount greater than the annual rate peg (set at 2.8% for 2011/12).

The decision to signal a potential SRV was considered appropriate in the context of Council's ongoing implementation of the NSW Government's Integrated Planning and Reporting (IP&R) framework. In implementing IP&R, Council is developing a Resourcing Strategy, incorporating a review of its long term financial plan, asset management strategy and workforce plan.

The development of the Resourcing Strategy, which has also given consideration to community priorities expressed during the IP&R process, provides Council with a sound rationale for seeking a potential variation to rates. Such a variation would move Council toward financial sustainability, tackle infrastructure works, and also address community priorities expressed during the development of the ten year community strategic plan, 'Maitland 2021'.

While the Resourcing Strategy identifies the costs of infrastructure improvement works at \$67 million, a revenue increase funded entirely by an increase in rates is not considered appropriate at this time. Council is cognisant of external factors financially impacting on the City's ratepayers such as rising utility costs and mortgages. To address the full extent of identified infrastructure works, as well as identified community priorities, a rates increase of 12% over and above the State Government rate peg each year for four years, would be required.

Thus, a more moderate percentage increase of 7% above the rate peg each year for two years is now proposed for consideration by Council and the community.

These amounts would generate an additional \$2.1 million in Year 1 and \$4.4 million in Year 2 and beyond, to fund a range of projects including roads, footpaths and community buildings, as well as fund efforts to improve the appearance of the City through increased maintenance of open space and streetscapes.

These percentage increases would mean an increase of \$57 on the average residential rate in Year 1, and \$118 in Year 2.

To enable community engagement to proceed, Council must now agree to a proposed percentage increase (above the rate peg of 2.8%) and the period of any application to be made.

Following adoption of the percentage increase and years, Council will proceed with the further roll out its community engagement strategy. The results of community engagement will be provided to IPART as part of Council's application for a Section 508A Special Variation.

OFFICER'S RECOMMENDATION

THAT

- 1. Council make formal application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation under S.508A of the NSW Local Government Act, 1993;**
- 2. Council's application be for:**
 - i. 9.8%, including the IPART rate peg of 2.8%, in 2011/12;**
 - ii. 10%, including the IPART rate peg in 2012/13 (assumed at 3%); and**
- 3. Council endorse the community engagement actions identified in the report.**

COUNCIL RESOLUTION

THAT

- 1. Council make formal application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation under S.508A of the NSW Local Government Act, 1993;**
- 2. Council's application be for:**
 - i. 9.8%, including the IPART rate peg of 2.8%, in 2011/12;**
 - ii. 10%, including the IPART rate peg in 2012/13 (assumed at 3%); and**
- 3. Council endorse the community engagement actions identified in the report.**

Moved Cllr Penfold, Seconded Cllr Geoghegan

CARRIED UNANIMOUSLY

6 CLOSURE

The meeting was declared closed at 5:55 pm.

.....
General Manager

.....
Chairperson

9.2 ADOPTION OF TEN YEAR COMMUNITY STRATEGIC PLAN 'MAITLAND 2021'

File No: 29/41

Attachments: 1. Consultation Summary
2. State Agency Submissions

Responsible Officer: Graeme Tolhurst - Group Manager Finance and Administration
David Evans - General Manager

Author: Leah Flint - Manager Corporate Planning

EXECUTIVE SUMMARY

At its meeting of 9 November 2010, Council agreed to the exhibition of the draft ten year community strategic plan 'Maitland 2021', in accordance with the statutory requirements of the Local Government Amendment (Planning and Reporting) Act 2009.

The plan, drafted following a period of community consultation founded in Council's past strategic planning and engagement principles, was exhibited until 14 January 2011.

As a result of active engagement efforts and community feedback, a small number of amendments have been made to the plan. The most significant change is the addition of a high level community outcome and associated strategies to ensure all of the city's present and future infrastructure is well-planned, integrated and meets community needs now and into the future. This revision was made based on the breadth and extent of community feedback on ensuring the range of infrastructure assets required by a growing city like Maitland (from all providers, not only Council) is identified and provided.

In accordance with the Local Government Amendment (Planning and Reporting) Act 2009, this report presents to Council the final community strategic plan 'Maitland 2021' for adoption. This plan will provide the framework under which Council will develop and finalise its Delivery Program 2011-15, and annual Operational Plan 2011/12.

A copy of the adopted plan will be provided to the Division of Local Government within NSW Department of Premier and Cabinet within 28 days of adoption. The plan will also be published for the community on Council's website.

OFFICER'S RECOMMENDATION**THAT**

- 1. The Community Strategic Plan 'Maitland 2021' be adopted by Council**
- 2. The Division of Local Government within NSW Department of Premier and Cabinet be provided with a copy of the document within 28 days, meeting statutory requirements.**

ADOPTION OF TEN YEAR COMMUNITY STRATEGIC PLAN 'MAITLAND 2021' (Cont.)**REPORT**

The development and adoption of a long term community strategic plan is a requirement of the NSW Government's new Integrated Planning and Reporting legislation.

Council is in the process of implementing the Integrated Planning and Reporting Framework. The outcome will be:

- 10 Year Community Strategic Plan - 'Maitland 2021'
- 4 Year Council Delivery Program 2011-15
- Resourcing Strategy (incorporating asset, financial and workforce strategies and plans)
- an Operational Plan for Council, adopted for the 2011/12 financial year.

These plans will reflect the range and level of services that have been identified during the extensive community engagement and strategic planning processes undertaken by Council.

Council has embraced the opportunities offered by Integrated Planning and Reporting to further work with the community in exploring both issues of strategic importance to our residents, as well as those relating to Council's own operational service delivery.

BACKGROUND

The draft ten community strategic plan, 'Maitland 2021' was released for community consultation for a period of two months from mid November 2010. The plan had been developed following four months of active community engagement that included face-to-face and on-line surveys, booths at a number of key events across the city, presentations to a range of community groups, and a series of workshops with the Community Reference Panel, Councillors and staff. These activities resulted in more than 800 responses to the preparation of the draft plan.

The development of the plan was also informed by Council's past strategic planning efforts, including the draft Maitland Social Plan 2009-2019, Central Maitland Structure Plan, and other key strategies and studies, as well as Council's annual Community Survey 2009.

Following the adoption of 'Maitland 2021', Council will finalise a four year Delivery Program and supporting Resourcing Strategy, in addition to an annual Operational Plan. Council must have the full suite of plans adopted and in place for 1 July 2011.

'Maitland 2021' has been founded on the legislation's key quadruple bottom line components of social, environmental, economic and civic leadership. It contains a community vision statement; five key themes, a number of key outcomes within each theme (19 in total), high level strategies; partners; and potential indicators and measures.

COMMUNITY ENGAGEMENT

ADOPTION OF TEN YEAR COMMUNITY STRATEGIC PLAN 'MAITLAND 2021' (Cont.)

Following the release of the draft ten year plan, Council staff undertook a number of engagement and communications processes to ensure broad community awareness and ownership of the plan.

These steps included:

- Media releases/articles
- Website content and on-line forum
- Mailout to all households in the LGA, including and invitation to comment via face-to-face attendance or postage paid mail back
- Eight drop-in sessions staged across the city
- Correspondence with major stakeholders, seeking feedback.

Over 200 formal comments were received on the plan, which resulted in some slight revisions to the document.

The consultation summary is attached as Attachment 1 to this report.

The most significant change is the addition of a high level community outcome and associated strategies to ensure all of the city's present and future infrastructure is well-planned, integrated and meets community needs now and into the future. This revision was made based on the breadth and extent of community feedback on ensuring the range of infrastructure assets required by a growing city like Maitland (from all providers, not only Council) is identified and provided.

A number of new high level strategies were also added, focused on planning for future growth; and commercial and retail developments outside of the city centre.

Submissions were received from a number of government agencies and infrastructure providers including; Population, Health, Planning and Performance Hunter New England Health; Land and Property Management Authority; Australian Rail Track Corporation; Roads and Traffic Authority; and Industry and Investment. The letters expressed support for the draft plan and are provided as Attachment 2.

CONCLUSION

The community strategic plan 'Maitland 2021' reflects our community's aspirations and goals for the future.

The adoption of 'Maitland 2021' is key to the continued evolution of Council's required plans for the 2011/12 financial year.

Importantly for Council, the feedback obtained during this consultation has revealed a number of priority areas for the community for consideration during the development of the four year Delivery Program, being roads and other infrastructure; the appearance of the city, in particular our parks, playgrounds, footpaths and cycleways; and addressing issues in Central Maitland.

FINANCIAL IMPLICATIONS

ADOPTION OF TEN YEAR COMMUNITY STRATEGIC PLAN 'MAITLAND 2021' (Cont.)

This matter has no direct financial impact upon Council's adopted budget or forward estimates. These are matters that will be addressed through the development and finalisation of Council's Delivery Program and Operational Plan.

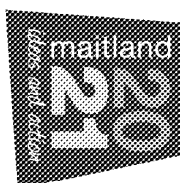
POLICY IMPLICATIONS

This matter has no specific policy implications for Council.

STATUTORY IMPLICATIONS

The finalisation of a long term community strategic plan is a requirement of the Local Government Amendment (Planning and Reporting) Act 2009.

MAITLAND 2021 CONSULTATION SUMMARY



Thank you for all the comments received and the time that was taken to share your views on the draft plan. We have analysed the comments received from the forum, formal submissions, postcards and drop-in session to provide you with this consultation summary. Stay tuned for a revised, final plan soon.

PROUD PLACE GREAT LIFESTYLE	
Our growing community retains our sense of place and pride in our City whilst welcoming diversity and change	6 comments
Our community and recreation services and facilities meet the needs of our growing and active communities	36 comments
As a community, we join with each other and our visitors to celebrate iconic events and local festivals	3 comments
OUR PLACES AND SPACES	
All residents are able to move around our City in safety and with ease – on foot, bicycle, car, bus or train	58 comments
Our unique built heritage is maintained and enhanced, coupled with sustainable new developments to meet the needs of our growing community	10 comments
Across the City, diverse and affordable housing options are available for our residents throughout all life stages	3 comments
OUR NATURAL ENVIRONMENT	
The potential impacts of our growing community on the environment and our natural resources are actively managed	15 comments
Our local Rivers and floodplains are enhanced, utilised and valued	11 comments
Local people are aware of their personal impacts on the environment and take steps to prevent or minimise negative impacts and promote positive action	4 comments
A PROSPEROUS AND VIBRANT CITY	
Our transport and telecommunications infrastructure is progressive and meets the needs of contemporary business and our community	1 comment
A unique sense of identity and place is found within villages, suburbs, towns and City centre	5 comments
Our economy is growing and prosperous, offering a diverse range of equitable job opportunities across our City	10 comments
Maitland is seen as a desirable place to live, an easy place to work, a welcoming place to visit and wise place to invest	5 comments
Central Maitland is a vibrant heart of our City, engendering a strong sense of pride within the community	25 comments
CONNECTED AND COLLABORATIVE COMMUNITY LEADERS	
Our community's diverse leaders have been identified and connected, boosting leadership capacity across the community	2 comments
Meaningful, informed and genuine community participation is active in decision-making at all levels of government	5 comments
Maitland City Council is efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs	5 comments
Council for now and for future generations	1 comment
Total comments	200 comments

PROUD PLACE, GREAT LIFESTYLE	
Our growing community retains our sense of place and pride in our City whilst welcoming diversity and change	<ul style="list-style-type: none"> • With an aging population and the elderly being robbed in broad daylight. Churches rarely get a mention in Council publicity; they are and have been important to our City. • Character of Maitland being lost with growth – needs to be fostered - community spirit. • Many comments have been made on the state of our gorgeous heritage buildings in our City. We are an area built on a VERY strong historical background and with many generations of family remaining in Maitland I feel the LGA would benefit from a Museum of local stories, artefacts and general knowledge on how we became to be the city we are today. I have learned through local history books of not only our rich floods and agricultural past but the people behind it. The convict treatment and land distribution. The importance of the Port of Morpeth to the entire Hunter being born. I have a passion for local history and have to search long and hard to gather information. If we have a central point for all to learn and share a great compassion would be born among locals, our children would have access to a great education source in their back yard and more importantly a tourism injection to city. • More street lights and security would be good so people can walk safely at night without the fear of being mugged, at least in side streets around High Street Maitland. • It is pleasing to note that Maitland City Council will work more closely with Aboriginal and Torres Strait Islander communities through future planning processes, but consultation could also be expanded to other vulnerable groups.
Our community and recreation services and facilities meet the needs of our growing and active communities	<ul style="list-style-type: none"> • Doesn't provide enough opportunities for tourism, especially 'grey nomads' and their motor-homes. These people are spending their children's inheritance seeing our country and need a quiet place to stay overnight that's inexpensive so that they do STAY in our area and not move on as at present. • An entertainment centre/performing arts centre like the one Cessnock with theatre style seating. • Performance Centre with tier seating like Cessnock – available for events. <p>RECREATION:</p> <ul style="list-style-type: none"> • Maitland Park is a testament to the imagination of our forebears. It needs to be replicated in each of the community districts in Maitland - East Maitland has a series of parks between Melbourne St and arcing around to Newcastle Road. These can be developed in a similar fashion to Maitland Park. We may have missed the boat in Ashtonfield/Morford. The Radburn style development in Thornton can be upgraded with community facilities. Not sure about Aberglasslyn and planning for Gillieston Heights, Lochinvar and Bolwarra/Largs needs to take large community areas into the planning - with probably 70% set down for undetermined future community involved development - all we do is make the space available. There are other areas that can be developed too e.g. the parkland between East Maitland and Greenhills, the park on Maize St Tenambit, Morpeth Common etc. • More parks on this side (Maitland) of the train line.

	<ul style="list-style-type: none"> • Grassed area near the train line is good and I use this a lot for walking. • There should be more parks with playgrounds in Rutherford and Aberglasslyn as there is nowhere to take the children to play. • I would love a swing set up near the skate park at Rutherford for the young kids. I'd also like a swing set up (like Norm Chapman oval) at the Telarah 'swamp'/picnic area. • Please reinstate children's playground on Regiment Road, Rutherford. Our little children have no equipment. • Proposed charges on sporting fields are unfair and impact on participation as clubs will have to raise charges. • Few playgrounds with accessible toilets in Aberglasslyn area. • More parks in CBD. • Open up Smythe Field – buy ex-car yard block to link High Street to field and build an old pavilion style facility to make it more visually appealing. • Little facilities (parks) spread locally. • Split rentals into smaller units for businesses to spread costs. • Additional play equipped playgrounds in Ashtonfield. • More family picnic areas. • New units in Brooks Street Telarah - could the small park on corner be updated and improved to attract more use. I agree - noticed plants/trees added to Rutherford - an addition to the local infrastructure would seem reasonable for an extra couple of 100 residents. • I notice that another resident has mentioned that parks such as Maitland Park should be replicated in each of the main areas. I second this, Maitland Park is fantastic, but is often overcrowded, especially on nice days. A few more parks of this calibre, with similar facilities, such as children's play areas, bbqs etc, scattered around the area would be fantastic. • My young family and I had just returned to the area from a stint in Canberra as we wanted to be near out extended family. We love the area, but feel it lacks nice, clean parks, lacks footpaths and cycle ways. I was impressed with the upgrades to Maitland Park and would really like to see something similar in Ashtonfield. There are a number of park areas, but I wouldn't be prepared to take my child to most of them. We need shade, play equipment and lawn that is maintained regularly. • I think there is too much proposed developments along the railway corridor. Leave this as a park/open space. Protect what little parks are left in Central Maitland. • Another substantial sized park in the Rutherford/Aberglasslyn area would be really good, with BBQ's and play equipment, it does not necessarily need to be as big as Maitland Park but something similar. • Improved parks • I live in West Maitland at Aberglasslyn. Would love to see more parkland designed as 'dog friendly',
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	<p>rather than just houses. There is a large block of land on top of the hill at Aberglasslyn that all residents are using for off leash area and for walking. All we require is the council to slash the grass occasionally - even after a recent bush fire, grass is still not slashed. Only area available for people to exercise their animals. All the other available parkland is sports ovals.</p> <ul style="list-style-type: none">• I loooooe Maitland Park and any opportunity I get to show it off I do. I would love something similar over on the Western side.
	<p>POOLS:</p> <ul style="list-style-type: none">• Indoor swimming pool – like Foster’s Aquatic and Leisure Centre. In Foster, Great Lakes Council works in conjunction with YMCA to provide an Aquatic and Leisure Centre.• A heated swimming pool e.g. East Maitland pool could have solar heating.• Indoor aquatic centre – people are travelling elsewhere to use pools i.e Kurri Kurri.• An indoor swimming centre is needed.• We would be greatly helped if a heated pool could be made available in Maitland that would be available for public use throughout the entire year.• I live in West Maitland at Aberglasslyn. Would love to see a pool complex near the major high school. <p>HEALTH/EDUCATION:</p> <ul style="list-style-type: none">• Health system needs to improve and grow with the City.• Health system – hospitals need looking at.• More schools on the west side of Maitland (Rutherford and Aberglasslyn)• Learning to ride a bike in schools – offer courses.• There are so many new estates opened up from Thornton, up how is Maitland Hospital supposed to cope? We need to have a new hospital built.• Enhance access to health services, particularly for vulnerable groups, such as the aged, Aboriginal people and young people.
<p>As a community, we join with each other and our visitors to celebrate iconic events and local festivals</p>	<ul style="list-style-type: none">• Events and entertainment in the Mall to give the Mall more life.• Steamfest – to link/come back to the Mall via Church Street.• Maitland Markets – you can’t beat that (for meeting food, locals)

<p>OUR PLACES AND SPACES</p> <p>All residents are able to move around our City in safety and with ease – on foot, bicycle, car, bus or train.</p>	
<p>CAR, BUS OR TRAIN:</p> <ul style="list-style-type: none"> Infrastructure (NE HWY) needs improving between Rutherford to East Maitland. Third river crossing is not good and will cause traffic delays at Melbourne Street lights – we should build a bridge in Morpeth to replace the Morpeth Bridge and have that road to link straight to the freeway. F3 bypass is needed and transport looked at. The bridge at Melville Ford needs improving or replacing and traffic management needs to be looked at in this area. Remove the Long Bridge and make it a road. Central Maitland should have satellite parking with public transport to the shops. Do something about parking in Regent Street and Bonnel Street. Hospital staff should be provided with car spaces, these streets are not for parking over driveways or close to corners. Send Rangers up and book them. Bad luck if you wish to visit friends. Overpass/ flyover needed ASAP at Maitland Station and hospital roundabouts - Branxton Link Road will not take away local traffic jams, plan for the future growth. Too many people living in Maitland. No infrastructure (EG roads to handle traffic, turning rural areas into high density housing areas, we don't want another West Sydney) too many light industry areas. Leave Maitland a rural City not a slum suburb of Newcastle. Ease up on new housing developments until the traffic problems are sorted out please!! Pedestrian bridge from the end of The Avenue to High Street near the Post Office over Hunter River. Also fix River bank on north side of the Hunter River (Lorn side). Rail line: Maitland to Newcastle, the rail corridor should be kept open. Bus transport needs to be improved. We need a railway station at Rutherford/Aberglasslyn. Infrastructure needs to keep up with the growing population. Infrastructure in regards to roads needs to be managed to keep up to the growing population. The two round-a-bouts are an issue and need to be reviewed. Infrastructure to be improved to move a the City. A proper railway station at Oakhampton and Mindaribba. We need better roads without potholes between Bolwarra Heights and Belmore Bridge. Infrastructure not meeting demands of rapidly growing suburbs. Make it 'no right turn' from Highway to South Street Rutherford and extended Aberglasslyn turn lane and speed humps in Elizabeth Street and Junction Street Telarah. 	

	<ul style="list-style-type: none"> • Bus transport to rural areas so we don't have to move when older and can't drive. Connectivity between train station, shops and rural areas. • Transport: Newcastle to Maitland and environs improved (train in particular and buses following) • Car traffic congestion through Maitland on Highway and other roads etc e.g. Raymond Terrace Road. • High Street Station to be upgraded and made more inviting. • Railway service improved between Maitland, Muswellbrook and Scone, Dungog – can't do daily trips. • Reduce time traffic East - West. • More public parking in shopping/service areas. • Do not open Bourke, Catherine or Charles Streets to through traffic from Ken Tubman Drive. We need another by-pass, as proposed by the Mayor. • I also think that the rail line needs a station in Rutherford/Aberglasslyn to accommodate for all the people who live on that side of town. • The roads leading into Maitland from Pokolbin also need to be fixed. The countless potholes have made them a nightmare to navigate. • Fix the hospital & Railway round-a-bout. Put back the lights to get the traffic flowing again until a decision is made about an overpass or the proposed bypass going from Beresfield to other side of Rutherford. • I note Medicare is moving to Centrelink premises. What happens with the parking and convenience for customers? Maybe off street parking needs to be investigated. • Key factors that need to be addressed in the plan include public transport links to acute and community health services, as access to public transport is a major barrier to people accessing health services. Other barriers include the location of health services, the lack of affordable transport, and the decreasing mobility of older people. • Hunter Development Corporation has a general interest in managing rapid population growth and delivering supporting infrastructure..
	<p>ON FOOT & BICYCLE</p> <ul style="list-style-type: none"> • More footpaths around Tenambit area. • Please put more walkways and cycleways as a matter of URGENCY! (not just lines on the side of the road either) • As a resident of Tenambit I would suggest walking path around the wetlands. How wonderful that would be, to be able to exercise, enjoying the sunrises, the landscape and birds. Proper bike track from Tenambit to Greenhills via Morpeth Road. • There are walking tracks through East Maitland (Shamrock Lane, Maitland linkages: Rathluba - Greenhills) that have been left alone and become overgrown and in places a little unsafe - I'd like to see these tracks restored.

	<ul style="list-style-type: none"> • Bike paths around the City but not on the Roads. • Bike racks for leaving bikes – encourage people to leave bikes. • Cycleways are too narrow to ride on as they are now and need improving. • Cycleways and walking paths around the city. • Link all of the LGA with bike paths like Canberra. • Cyclists should be made to have a bell to warn pedestrians. • Education for motorists around bike riding and cyclists' rights on the roads. • Bike paths connecting across the City for pleasure and commuting - not just narrow edges on roads marked for bikes. • Sustainable footpaths. • Along railway – not buildings but green corridor walkway. • Cycleway from stations. • Maitland is a great place but could be even better with cycleways connecting many of the small towns surrounding the Maitland City Centre. • More dedicated bike paths. Extension of river bank cycleway from Maitland to Morpeth (not just signs on the side of the road). • Rathuba is a great place to live and is so close to Greenhills that it could be easy to walk/cycle there. However a lack of suitable walking/bicycle paths make this difficult and even dangerous at times. I have noticed one track that leads from Turnbull Dr to Brunswick St, but this is overgrown and not suitable for those of limited mobility or with prams. A simple strategy of building walking tracks could encourage residents to walk rather than take the car such a short distance. • Bicycle/walking tracks linking all the suburbs would be great, particularly if they were marked out with 1 KM signs so that people have an indication of how far they have travelled. • Bicycle/walking tracks. • I am still waiting for the proposed bike/walking track down to the River at Aberglasslyn. Would love to not have to walk the roads and actually have a footpath to walk on. • Maitland needs a cement path all the way around Maitland Park, just like the Warners Bay (walk/cycle) path. This would draw the community to be more active, mums pushing prams for fitness, walkers/joggers - Put km markers on like Surfers Paradise so people know how far they have walked.
Our unique built heritage is maintained and enhanced, coupled with sustainable new developments to meet the needs of our growing community.	<ul style="list-style-type: none"> • Retain heritage in the main street of Maitland. • Heritage buildings in Central Maitland should be made as a feature. • No real benefit from rural zoned land – holdings are too small – nonsense to preserve for amenity or food production. • Revamp/ retain heritage buildings. • Ensure new developments marry with heritage – look similar.

	<ul style="list-style-type: none"> • Town Hall – not open to people enough, promoted better and do a lot more. • Future home sites with different areas not just the one. • Do not let the business area into residential/historical area. • Upgrading buildings that have been crying out for restoration for decades
<p>Across the City, diverse and affordable housing options are available for our residents throughout all life stages.</p>	<ul style="list-style-type: none"> • Problem, the ever increasing number of motor vehicles being parked on footpaths and kerbs due to insufficient garaging facilities being built into the housing infrastructure. How to overcome? • Community housing to collectively look after land for the elderly. • With a large increase to the aged population, 65-84 years and the over 85 year age group special there should be special consideration to the need for additional residential aged care places.
<p>OUR NATURAL ENVIRONMENT</p> <p>The potential impacts of our growing community on the environment and our natural resources are actively managed.</p>	<ul style="list-style-type: none"> • Would love Hunter Water to get sewer connected to the residents in Raworth - this is long overdue!!! • Isn't it about time that our waste disposal can be improved by the addition of another bin for 'green waste' which the Council can recycle into mulch for gardens - considering this, there should then be no charge for that removal as the Council will make money on it. • Retain more natural bush around new subdivisions. • Waste management similar to Wyong Shire seems to work well - green waste bins are excellent & profitable. • There appears to be a lot of garbage dumped in our bushland areas, I have noticed this particularly in the bushland around Ashtonfield. I believe that Maitland Council should increase the one free waste depot (garbage dump) pass per year in line with other councils. I note that Cessnock Council provides four passes per annum and Newcastle Council provides two kerbside waste collections in each suburb per year. The waste depot fees are quite high here (though probably inline with industry standards) and I believe this is why people take the option of dumping their garbage in our 'backyard'. Increase the number of passes per year and you encourage the community to use the facility provided! • I moved to Rutherford in early 2010, and was surprised that there were no 'green' waste bins for residents. I was more surprised - actually shocked - to discover that there was a hefty charge associated with taking green waste to the Greenhills rubbish dump. For an LGA which features a rapidly expanding population - and if these blogs are anything to go by, it's an LGA which is attracting residents who appreciate and value greenspace - the lack of green waste bins is extremely disappointing. I don't think too many residents would argue against a small increase in rates to accommodate green waste bins; it would certainly be less expensive than paying almost \$30 per load to deposit green waste at the dump. • Preservation of stands of timber fast giving way to streets of houses. One such street of bushland, a stand of Ironbark and Spotted Gum with a varied understorey, exists behind houses on Paterson Road between Wesley Street and Largs Ave. Another area of bushland stand at the end of The Boulevard in

	<ul style="list-style-type: none">Green Hills and there are may others in danger of disappearing.I have read through most of the consultation draft community strategic plan and I have a couple of my own opinions. It says on the 'Maitland at a glance' page that we have only "7% of pre-European bushland remaining" and that there are "36 threatened or endangered fauna and invertebrates species" in Maitland alone. Most of these would be residing in the Ashtonfield, Four Mile Creek, the bies and pieces next to Thornton and in small parts divided out amongst Maitland's urban sprawl and agricultural farms. Yet we are clearing this area with endangered animals in it for houses and recreational areas? I thought on page 21 of the community strategic plan in the first table section of 'Our Natural Environment' that the "potential impacts of our growing community on the environment and our natural resources are actively managed". Well I'll be. I didn't know allowing the removal of native vegetation, of that which we only have 7% left of in our whole Maitland area, is considered to be "actively managing" the potential impacts on our environment. We should be increasing the amount of volunteer or paid groups throughout the town, group efforts that can be designed to restore the natural environment with native planting days and seriously re-think the building and destroying of those pristine areas left. Again another point that can be made about the community strategic plan is the "A Prosperous and Vibrant City" and how, on page 24, "Maitland is seen as a desirable place to live, an easy place to work" Maitland will not be as desirable to live in when all its native plant life is gone, this will effect house prices also, so the impacts won't only be environmental but also economical. Yes there have been some great efforts done in this 'Maitland 2021' plan, but there are still some big areas that remain in the draft that still require a lot more planning with the community before the 14th January.Lower the cost of removing green waste to dumps, increased presence of green bins and green waste removal services.We have overlooked a large part. But shockingly enough there are many environmental threats that are posed to the remaining native vegetation which many people are over looking or not caring about. Maitland has lost much of it's once great and wide native vegetation and along with it the sounds, the smells and the aw-inspiring atmosphere that once hung among the trees and animals that once flourished here. Despite all this there are some areas of reassembly well intact dry and wet sclerophyll native vegetation chunks left in Maitland. These divided ecosystems still are very important to the survival of many animals, perhaps even threatened species. The solution is to make property builders construct on land that has already been cleared. They should be made to buy and compensate the farmers who owned the land they need to build their property on, not being able to clear regions of crown land with valuable vegetation still remaining on it. The main focus that Maitland has to give it's attention to is where it is allowing property developers to build their houses. The bottom line is that if these houses go ahead, Ashtonfield in the next couple of years will be a distant memory of what it is today and so will Maitland.I am originally from the area, family going back to original settlement, and I have lived all over the state
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	<p>with my career. All my family have houses in the area & hence are committed to this town. I agree with the comments about green waste bins. Newcastle & Lake Macq Councils have started doing this. Isn't it about time we did. Further, if the Council is not going to collect from the kerb big throw outs, like they do in other Councils, maybe they should increase the current once a year free permit to rate payers to each household twice a year.</p> <ul style="list-style-type: none"> Newcastle has a program created called 'Living Streets' which is the re-vegetation of kerb side and nature strip sections with native vegetation. It is designed to bring more color and more variety, both fauna and flora, back to the much needed areas in the streets. It will also create great noise barriers and provide food, and in some districts, suitable habitats for native animals with much needed homes. This is a great idea for Maitland because we have already lost 93% of all our native vegetation here, so this would be a great initiative to have set up and brought into Maitland. It will also undoubtedly increase property value so there is more than just an environmental gain to be had from this. Relocation of where the approved houses in Ashtonfield and Four mile creek will be built. Instead of clearing great environmentally rich ecosystems with many species of fauna and flora still remaining in the relatively intact native vegetation, property developers should be made to buy land that has already been cleared. Many sections throughout Maitland such as Anambah, Oakhampton, Windella or even Gillieston Heights plus many more already cleared areas across Maitland should be the relocated planned building sites. Property developers need to be made to buy already cleared land and compensate the farmers or families that owned the land before efficiently. I understand that Maitland is growing and more people are coming into our town which requires more living spaces be created for them, but I don't understand why they have to be built on such vulnerable and valuable areas. In general, problem with developments in heavily treed areas – would like to see more on new developments. Have re-established trees – on own property. No new developments on heavily treed land – no clearing for developments. Only on already cleared land i.e. paddocks. Roadside trash or recycle pickup for items that won't fit into garbage bins as lots of widows, etc can't get to the dump.
<p>Our local rivers and floodplains are enhanced, utilised and valued.</p>	<ul style="list-style-type: none"> River walk – top of the river bank is paved to Hunter Street – paving to be extended and ground levelled. Hunter River should be used for concert with a pontoon on the river and seating along the river bank. Anything and everything to make river banks user friendly and beautify. River bank under utilised, could be a great money spinner. Just a thought - gardens are a good thing but I've always felt community gardens are excellent - encourages people to work, tend something together and also get to eat the rewards - fun & healthy. Examples of these are found in Sydney City. Access to the river needs to be improved so that the river can better utilised for recreation for example canoes.

	<ul style="list-style-type: none"> • Other income subsidises their 'hobby' farming – not real agricultural land as you can't make a living out of it. • River – keep as it is – at the back. • The river is just for water – not recreation. • Encouragement for small boating here to Paterson or Morpeth – Maitland as point to embark Telarah lake, would be idea to set up boating, canoeing, even a small restaurant/cafe (same as Royal National Park) to attract people to stop and have a break from driving the New England Hwy. Ideal for a secondary info booth / rest stop. • Hunter River should be used for concert with a pontoon on the river and seating along the river bank.
Local people are aware of their personal impacts on the environment and take steps to prevent or minimise negative impacts and promote positive action.	<ul style="list-style-type: none"> • I am planting in my garden and would prefer to put down natives, but I don't know what is native to this area. Can council draw up lists and descriptions of plants that originally existed in the various vegetation districts and give information about access to seedlings etc? • Stop the toxic exhaust/ emissions in Ruthersford. Subtle but measurable! Especially noted when air had high moisture content. Usually released late night, more common early mornings (on the hour). Move them elsewhere. Noted regularly in Lorn and Maitland. Highest record of all known cancers in NSW. Check it out yourself. Fix industry to move away from water tables and population - high concern. • Trees, please plant more. We have seen in other streets trees being planted by Dept Housing. Can the council extend this to all suburbs. Adds shade & street appeal. • Increased amount of volunteer support information available to the public. Also so they can then try and participate in such groups if they have been looking for similar likeminded people with common causes.

A PROSPEROUS AND VIBRANT CITY

Our transport and telecommunications infrastructure is progressive and meets the needs of contemporary business and our community.	<ul style="list-style-type: none"> • Free Wifi in the mall. I would visit and sit in a cafe more often if I had Internet access to check my email and other websites. This would help attract more people.
A unique sense of identity and place is found within villages, suburbs, towns and City centre.	<ul style="list-style-type: none"> • I see Maitland as developing "Cahberra" style with many city/community centres and no one major centre. I see about eight centres being Thornton/Morpeth, Metford/Ashtonfield, East Maitland/Tenambit, Louth Park/Central Maitland/Lorn, Bolwarra/Largs, Gillieston Heights/Farley, Telarah/Ruthersford/Aberglasslyn, and Windella/Lochinvar. Each area has unique qualities that can be exploited. • Decentralise community centres having one in each suburb but still have a "heart" in the City. • Bolwarra/Largs – a shopping centre is required, if there is another flood Bolwarra/Largs will be cut off

	<ul style="list-style-type: none"> • and who will feed them i.e. shop in this area need forward planning. • Another area that I see has potential is the East Maitland Shopping precinct of Lawes and High Streets. I believe that restaurants and cafes should be encouraged to this area as I think with a bit of imagination and passion it could be Maitland's answer to Beaumont and Darby Streets. • Rutherford Mall - It needs help. Crime is an issue, as it is too open in the old section and Coles is completely isolated from the rest of the centre. Not sure how this can be fixed. Can a link bridge be installed between Harvey Normans complex and the complex with the gyms, would make access a lot easier for customers.
<p>Our economy is growing and prosperous, offering a diverse range of equitable job opportunities across our City.</p>	<ul style="list-style-type: none"> • Major department store. • Major department stores like D.J's or Myers. • Greenhills shopping centre needs to be extended. • Local produce in terms of fruit and vegetables is more readily available. • Farmers markets with local produce. • In regard to rural land – rather than large production of produce rural land, have smaller allotments of land and produce should be grown on this land as a hobby. Local produce should not be seen as a main form of income, as it is not viable or sustainable for farmers to do this – likes the ideas of community gardens. • Getting people to bring their business into the CBD. • Greenhills is the 'new' heart, CBD is the old – need to harness unique offerings in CBD – Boutiques, restaurants 'Village feel'. Love the country town feel, would like to see it retained. Lots of convenience here – easy to purchase business/ industrial requirements. • Sustainable employment and economic growth is a vitally important component of providing long-term sustainability for the community of Maitland. As such, L&I NSW is particularly eager to work closely with Council in facilitating the achievement of these long-term goals and to continue its involvement in the development of more detailed action plans under the Maitland 2021 Plan. • Hunter Development Corporation has a general interest in implementation of the Lower Hunter Regional Strategy with emphasis on delivering employment lands.
<p>Maitland is seen as a desirable place to live, an easy place to work, a welcoming place to visit and wise place to invest.</p>	<ul style="list-style-type: none"> • Location works to our advantage, being able to travel to the beach, shops, jobs and Sydney is a draw card for people to live in Maitland. • Maitland is the hub of the Hunter. • Take vacant blocks in CBD for commercial rather than take residential blocks. • We need to keep our quaint side street in CBD – ultra modern go to Rutherford. • NYE – shops weren't open – do something in the mall to keep revellers to stay until midnight.
<p>Central Maitland is a vibrant heart of our City, engendering a strong sense of pride</p>	<ul style="list-style-type: none"> • The main street (mall) of Maitland should be more like Foster (mall), open one way for traffic. • Would like to see Maitland be the heart of the City with more restaurants.

<p>within the community.</p>	<ul style="list-style-type: none"> Central Maitland is a heritage feature of Maitland Council area. Thornton and the Racecourse Road precincts are the 'vibrant' hearts of production, Greenhills and Rutherford are the vibrant commercial hearts with Central Maitland coming in third (or so I imagine). Why try to prop up an unreal situation. Central Maitland is the heritage centre - along with Morpeth. Exploit the exploitabel! Central Maitland as a shopping experience can be cold, windy, and with difficult parking, however it has some unique shops and is a great place for festivals etc. But it is not "the vibrant heart of our city". Turn the shops around to face the river i.e. restaurants. My suggestion concerns the riverside car-park near the Belmore Bridge. I'd love to see the present ugly car-park disappear underground, to be replaced by a pleasant park with grass, shrubs and a few picnic tables that would match the ones already along the riverside walkway. An underground car-park at that spot might not be possible (geology and other considerations) but I'm encouraged to suggest it by the presence of other underground car-park not far away. The shrubs chosen for the new park, of course would be Australia native species, preferably local to the area, and would be decided on only after consultation with experts in the field. Need to attract people to our beautiful Mall. With buskers every Sunday, markets with high quality, (not crap like the Maitland markets) look at Fremantle and let's replicate that culture with music, café strip, street art, markets EVERY WEEKEND. Open up the City to new developments. More restaurants, events and entertainment in the Mall to give the Mall more life. More femininity added to CBD. Make High Street more inviting from VIC end. Change management of Mall – to change minimum notice, no vacating unless they have a replacement tenant. Empty shops a worry. Mall – if opened – one way only Concorde West Mall as an example – bring out food vendors onto the street – outdoor eating, restaurants. Improve car park near K-mart. Central Maitland – cheap restaurants/cafes Mall should be more professionally managed like a shopping centre – stricter management. Ken Tubman Drive – open up Bourke Street – No – stay strictly residential. More parks. CBD should be retained as the heart. Night life – need food. We have got to do something different to everyone else in the Hunter to improve the mall. I agree with the plan re: Central Maitland is the vibrant hart of our city. I would like to see more
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	<ul style="list-style-type: none"> restaurants/cafes and boutique shops along High street. Take advantage of our beautiful built heritage in Central Maitland, restore it and show it off. I would also like to see a better dining experience available on the west side of the City. The beautiful old buildings down the Council end of High Street are desperately crying out for new businesses to open, such as architects, lawyers, consultancy firms. This would bring more economic benefits to the area. The large vacant buildings could even be renovated for boutique hotels to assist in coping with the large demand for accommodation out of Pokolbin and other areas hosting concerts or large events. We also need to look at the discount shops in Heritage Mall and consider whether more appropriate shops that might otherwise retail out of Green Hills would sit better and attract more willing customers. Some of the shops have the right idea, but the lack of pedestrian traffic limits their growth potential. Birkenhead Point in Sydney is a great example of how outlet shopping can work outdoors. There are home wares, clothing, footwear and many other varieties of retail outlets there, and they work because people are still willing to spend. At the moment, Heritage Mall looks run down and parking isn't convenient. Simple steps to improve this would be great. Opening a Witchery, or Country Road for example, would instantly lift the tone of the Mall and provide employment opportunities, as well as keep potential customers in Maitland rather than leaving to go to Newcastle or Sydney for their shopping expeditions. Since that (East end of High Street Maitland) is considered the quiet end of town, maybe look at attracting cafes, restaurants, entertainment into that area, with links down to the River. Hunter Development Corporation has a general interest in revitalisation initiatives for Central Maitland
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CONNECTED AND COLLABORATIVE COMMUNITY LEADERS

<p>Our community's diverse leaders have been identified and connected, boosting leadership capacity across the community.</p>	<ul style="list-style-type: none"> Overall I think council is doing a pretty good job. Would just like to actually see one of my reps outside an election booth so that I can have a chat about the Wests' issues and where my reps stand.
<p>Meaningful, informed and genuine community participation is active in decision-making at all levels of government.</p>	<ul style="list-style-type: none"> Really liked the idea of Council connecting to the community I recently moved here from Sydney and as a young adult, I feel there are many opportunities for Maitland to engage my age group, but fear the lack of enthusiasm has been absent for quite some time. I work long hours at work each day, so advertising at Libraries plans don't work for me. Print them in the Sat paper or post them online. I prefer maps so I can clearly understand what is being discussed. Rutherford shopping areas are improving, but most residents have no idea what is proposed. Most of my news comes from the Media or local gossip. We know Woolies is building a Hardware store for women, but no idea where. Can you give us better information? Maybe put up info booths in the

	shopping centres of proposals so that people know what will be residential, old age care homes, & shops/ major dept stores.
Maitland City Council is efficient and effective in it's operations, actively listening to the community and anticipating and responding to community needs.	<ul style="list-style-type: none"> • Dog control – dogs run free in neighbourhood • Mowing being kept up to date. • Council wastes time on consultants. • We address the cleanliness of the City around the highway • What you plan for the future might be good, but I think it would be a good idea to repair all the roads in Maitland, Telarah, East Maitland so that when it rains we don't have pot holes and you do them properly you wouldn't have to send the trucks to fill up the holes.
Council for now and for future generations.	<ul style="list-style-type: none"> • Rates – Understand that we have to spend money to make money and if we want all these extra services rates may increase.

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13 January 2010

Mr David Evans
General Manager
Maitland City Council

Email: mcc@maitland.nsw.gov.au

Dear Mr Evans,

Re: Draft 'Maitland 2021' Community Strategic Plan

Thank you for the opportunity to comment on the *Consultation Draft Maitland 2021 Community Strategic Plan (November 2010)*. We commend your unique approach used in the development of this Plan, with the local community identifying their aspirations for the City of Maitland for the next ten years.

Hunter New England (HNE) Health acknowledges that the Community Strategic Plan is required under the Local Government Amendment (Planning and Reporting) Act 2009 and must be developed with reference to the NSW State Plan 2010 and Lower Hunter Regional Strategy 2006-2031. HNE Health recognises that the 10 year Community Strategic Plan will guide the development of the 4 year Delivery Program and the Annual Operational Plans. As such, the Community Strategic Plan has significant potential to affect the health and wellbeing of the community through initiatives that impact on: access to health services; the social determinants of health (including housing, education and employment); health risk behaviours (including participation in physical activity and consumption of healthy food); and exposure to environmental health risks.

HNE Health Population Health, Planning and Performance Division have prepared this response to the draft Plan, with recommendations included to positively influence the health and well being of the Maitland community into the future.

Access to Health services

HNE Health is committed to building healthier communities and working with the community to deliver quality health services. It is noted that Maitland City Council's Draft Community Strategic Plan will work with partners to plan for the community's needs and this should include enhancing access to health services, particularly for vulnerable groups, such as the aged, Aboriginal people and young people.

NSW Department of Planning population projection data indicates that overall the population of the Maitland LGA will increase by 40% to 2021. The greatest increases will be in the 65 to 84 years age group (102%) and in the over 85 year age group (123%). We recommend that there be special consideration in the Community Strategic Plan given to older people (including the need for additional residential aged care places), as they are the biggest users of health and other aged related services. Maitland is also experiencing an influx of younger people and families, who also are frequent users of health services.

Hunter New England Local Health Network
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Health
 Hunter New England
 Local Health Network

It must also be acknowledged that the Lower Hunter Regional Strategy, covering the five local government areas of Newcastle, Lake Macquarie, Port Stephens, Maitland and Cessnock, projects even greater population increases in the Maitland area, as well as identifying Maitland (and Cessnock) as major regional centres. With the increasing population in neighbouring areas, such as Cessnock and Port Stephens, it is also important to recognise this impact on a range of services currently provided in Maitland.

The projected population growth overall will also have a significant impact on demand for, and access to public health services. HNE Health is currently reviewing health services across all of the Hunter New England area (including the Maitland area), to ensure that we are well placed to meet future health needs.

Key factors that also need to be addressed in the Plan include public transport links to acute and community health services, as the availability of, and access to public transport is a major barrier to people accessing health services. Other barriers include the location of health services, the lack of affordable transport, and the decreasing mobility of older people.

Strategic planning also needs to consider that there are pockets of socio-economic disadvantage in the Maitland LGA. In addition to this, the Maitland LGA has 1,715 Aboriginal people, with 31% of them being less than 19 years (compared to 16% in the non-Aboriginal cohort). These demographic characteristics need to be considered in view of poorer health outcomes, which is also influenced by generally poorer housing, lower levels of education and reduced access to health services. Therefore, services for these vulnerable target groups must also be considered in any planning activity. It is pleasing to note that Maitland City Council will work more closely with Aboriginal and Torres Strait Islander communities through future planning processes, but consultation could also be expanded to other vulnerable groups.

In addition, consideration must be given to planning for expansion of a range of health and related services, including those provided by General Practitioners, private healthcare providers (such as physiotherapists, pharmacists, podiatrists and dentists), and aged care providers, in locations close to where the community live, and can easily access. We recommend that Maitland City Council consult with a wider range of key stakeholders including the Division of General Practice, private healthcare providers and other related agencies (such as aged care, welfare and transport groups), in their next round of community consultation.

Health promotion – health risk behaviours and social determinants of health

There is an increasing acceptance that health is not only influenced by biological, behavioural and genetic factors, but also by the 'Social Determinants of Health'. These determinants include provision of adequate employment and housing, access to education and health services, supportive communities and a safe environment. It is widely acknowledged that improvements in these areas will result in a healthier community and HNE Health encourages Maitland City Council to ensure that the Community Strategic Plan provides a framework for creating a healthier community by 2021 by addressing these determinants.

Hunter New England Local Health Network
 ABN 63 598 010 203

Population Health, Planning and Performance
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Population Health, Planning and Performance

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 Email kaye.burns@hnehealth.nsw.gov.au



Health
 Hunter New England
 Local Health Network

In the resource '*Building Liveable Communities in the Lower Hunter Region*'¹ four principles for the development of a Liveable Community are established. These principles are connectivity, sustainability, accessibility and flexibility. It is pleasing to note a significant synergy between these four principles and the 5 Themes as outlined in the *Consultation Draft Community Strategic Plan*.

HNE Health is encouraged to note that Maitland City Council recognises the provision of sustainable and integrated transport solutions and footpaths and cycle ways which meet 'current community expectations' as some of the most important issues to be addressed (page 12). HNE Health advocates for the creation of active and public transport infrastructure which meet the best practice standards as outlined in '*Building Liveable Communities in the Lower Hunter Region*' or the Premiers Council for Active Living's '*Development and Active Living*' (2010).

HNE Health recognises social inclusion as a key determinant of health and is pleased to note that Maitland City Council has recognised the importance of acknowledging the historical and contemporary Aboriginal presence in the Local Government Area (page 5). HNE Health supports the development and implementation of strategies which lead to increased connection with Aboriginal and Torres Strait Islander People (page 15).

The availability of local and diverse employment options ensures adequate access to goods and services for all community members, increases social connectivity and inclusion and decreases sedentary travel times. HNE Health notes Maitland City Council's commitment to providing 'a diverse range of equitable job opportunities' (page 24) and would further encourage Maitland City Council to promote the creation of local and accessible employment opportunities. This can be achieved by planning for mixed use centres which include affordable housing, flexible public space and access to goods and services. The focus on sustainable and local food production has the potential to meet these employment goals and provide access to local, affordable and high quality fresh fruit and vegetables.

Based on the principle of participation, it is encouraging to note that Maitland City Council has consulted widely via a range of mediums including the Maitland Markets Stall and Survey, at various public events, via rates notices, through the local media and online. It is particularly encouraging that Maitland City Council has consulted with children and young people. HNE Health encourages specific consultation with other key stakeholder groups such as State Agencies and the Aboriginal and Torres Strait Islander communities.

The Hunter Regional Managers Network and HNE Health are currently working in partnership with Local Governments in the Lower Hunter Region, including Maitland City Council, on the Liveable Communities project. This work supports the creation of healthier communities by advocating for the inclusion of the principles outlined in *Building Liveable Communities in the Lower Hunter Region* in Local Government strategic plans and policies. The Liveable Communities project has conducted community consultation with residents across the Maitland LGA, the results of which are included in the '*Lochinvar Liveable Communities Assessment Final Report*'. HNE Health is confident that these recommendations will be useful in informing both the Community Strategic Plan and the Delivery Program. Furthermore, HNE Health suggests that the Liveability Indicators

¹ Wells, V., Licata, M., Mackenzie, A., Gillham, K., Hodder, R., & Butterworth, I. (2007). (http://www.hnehealth.nsw.gov.au/hneph/liveable_communities)

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Health
Hunter New England
Local Health Network

developed as part of the Liveable Communities Project, be used by Maitland City Council to monitor the progress of measures in the Community Strategic Plan.

Environmental Health

Consideration should also be given to protecting the health of the community from potential environmental health hazards, which may be created through the future development of Maitland. As illustrated in the *'Healthy Urban Development Checklist'*, health is influenced by the quality of our environments (natural, built, social and cultural) and how they are managed and maintained is paramount in protecting human health and the health of the environment. To alleviate the key environmental and public health concerns the following recommendations need to be considered. These include:

- To provide an appropriate reticulated water supply and sewerage system. The reticulated water supply must meet water quality standards that are presented in the Australian Drinking Water Guidelines and should be of sufficient quantity and quality for the population size.
- A mosquito risk assessment should be included in the planning of the city to ensure any potential mosquito breeding sites are identified in Maitland's terrain. Furthermore, a mosquito management plan should also be developed which will reduce both nuisance biting and disease transmission to the local population. Consideration should be given to including the requirement for a vector management strategy in Development Consent Applications.
- To minimise the potential impacts of air and noise pollution that may arise mainly through future residential and industrial growth.

Please feel free to contact me if you would like any further information.

Yours sincerely

Kim Browne
Director, Population Health, Planning and Performance

Hunter New England Local Health Network
ABN 63 598 010 203

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Land & Property
Management Authority
Hunter Development Corporation

File No: AD3535J1

14 January 2011

Mr David Evans
General Manager
Maitland City Council
PO Box 220
MAITLAND NSW 2320

Draft Maitland 2021 Community Strategic Plan

Dear Mr Evans

Thankyou for the invitation to comment on the Draft Maitland 2021 Community Strategic Plan. By way of background, the Hunter Development Corporation (HDC) is a NSW Government agency that seeks to facilitate growth, investment and renewal in the eleven (11) Hunter local government areas that constitute the Corporation's Growth Centre, which includes the Maitland LGA.

The draft Maitland 2021 plan provides clear direction for the next 10 years and will assist Council and the community to prioritise actions and allocate resources to achieve the community's goals. The Corporation would also like to provide the following comments.

The draft plan identifies the need to seek out partners "who can help" the Maitland community achieve its goals through "collaboration between government, service providers, business and the community". With this in mind, HDC is keen to understand more about Maitland's specific needs with the view to exploring potential opportunities and projects that could deliver tangible outcomes that benefit the Maitland community and the wider Hunter region. The Corporation has a strong track record in delivering a range of challenging renewal, rehabilitation and place making projects which have enhanced the quality of life for the Hunter community.

As a guide, HDC has general interests in:

- Implementation of the Lower Hunter Regional Strategy with emphasis on delivering employment lands
- Revitalisation initiatives identified for Central Maitland
- The urban growth corridor, generally extending from Thornton to Rutherford; and
- Managing rapid population growth and delivering supporting infrastructure

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Tel 02 4904 2750
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ABN 94 688 782 083

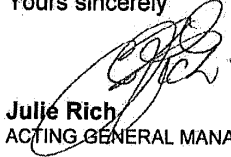
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HDC is also open to considering other opportunities where Maitland City Council considers the Corporation may be able to play a role and value add to a specific project.

If you have any questions concerning this submission please do not hesitate to contact Scott Anson, Senior Development Manager – Development Planning on 49042766 or via email scott.anson@hdc.nsw.gov.au.

Yours sincerely



Julie Rich
ACTING GENERAL MANAGER

(02) 4904 2770

Julie.Rich@hdc.nsw.gov.au

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**AUSTRALIAN RAIL TRACK CORPORATION LTD**

Reference 65/285/2611

21 December 2010

The General Manager
Maitland City Council
PO Box 220
MAITLAND NSW 2320

DOC No. _____
REC'D 22 DEC 2010 MCC
FILE No. _____
REFER _____

Dear Mr Evans

Re: Draft 'Maitland 2021' Community Strategic Plan released for comment

I refer to your letter dated 15 November 2010 regarding 'Maitland 2021' Community Strategic Plan which has been released for further community input.

ARTC supports the intent of the Community Strategic Plan, and transport as discussed in the Plan.

As you are probably aware ARTC is undertaking various rail infrastructure projects within the Hunter Valley to increase the capacity of the rail network for freight services. It is appropriate that the Community Strategic Plan takes into account the increases of available and planned services.

Should you require any further information please do not hesitate to contact me.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Vicki Webster'.



Vicki Webster
Property Manager, Newcastle

AUSTRALIAN RAIL TRACK CORPORATION LTD ABN: 75 081 455 754
5/33 Newton Street, Broadmeadow NSW 2292, Locked Bag 1, Broadmeadow
NSW 2292

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The General Manager
 Maitland City Council
 P.O. Box 220
 MAITLAND NSW 2320

Attention: Mr David Evans

DOC No. _____
REC'D 23 DEC 2010 MCC
FILE No. _____
REFER _____

DRAFT MAITLAND 2021 COMMUNITY STRATEGIC PLAN

Dear Mr Evans,

I refer to your letter dated 15 November 2010 regarding the draft Maitland 2021 Community Action Plan, which was forwarded to the Roads and Traffic Authority (RTA) for comment. Please accept my apologies for the delay in responding.

The RTA has reviewed the information and provides the following comment on the draft Maitland 2021 Community Action Plan for your consideration:

- Traffic studies and appropriate transport / traffic modelling should be undertaken for the strategic land use developments and individual development applications that have traffic generating impacts on the classified road network. Council should ensure that any such studies include the investigation and assessment of issues such as road hierarchy, strategic access controls, intersection locations types and treatments to be provided for these connections and ultimate mid block capacity requirements. The cumulative impacts of all future potential development should also be considered in the traffic studies together with any staging. Any traffic study should be undertaken in accordance with the RTA's *Guide to Traffic Generating Developments* and take into account both the construction and operational impacts on the road network.
- Section 117 (2) direction 3.4 (*Integrating Land Use Development and Transport*) under the *Environmental Planning and Assessment Act 1979*, should be taken into account in relation to the provision of adequate access to public transport, especially for the elderly and opportunities for pedestrians and cyclists connections in the draft LEP. The provision of alternative transport modes to private motor vehicles and the facilities required to encourage the use of these modes should be included in the redevelopment of existing and development of new urban areas.
- Future developments should be designed such that the road traffic noise from classified (State) roads is mitigated in accordance with the Department of Environment and Conservation's (DEC) criteria for new developments (*Environmental Criteria for Road Traffic Noise*). The RTA's *Environmental Noise Management Manual* provides practical advice for selecting noise mitigating treatments. In this regard, the future developers, not the RTA, are responsible for providing noise attenuation

Roads and Traffic Authority

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www.rta.nsw.gov.au | (02) 4924 0240

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measures in accordance with the Environmental Protection Authority's Environmental Criteria for Road Traffic noise.

Thank you for the opportunity to comment. The RTA would appreciate continued consultation during development of the Maitland 2021 Community Action Plan.

Please contact me on (02) 4924 0240 if you require further advice.

Yours sincerely,



Dave Young
Manager, Land Use Development
Infrastructure Services
Hunter Region

21
20 December 2010

Melissa Allen

From: Aaron Spadaro [Aaron.Spadaro@business.nsw.gov.au]
Sent: Friday, 14 January 2011 1:08 PM
To: 2021 Maitland
Cc: Tony Sansom
Subject: Maitland 2021 | Comments from Industry & Investment NSW

Good afternoon,

I&I NSW wishes to congratulate Maitland City Council on the 'Maitland 2021' strategic planning initiative. The Department is particularly supportive of Council's commitment to economic development and sustainable employment growth, as documented through the plan's major theme for developing "A Prosperous and Vibrant City".

Sustainable employment and economic growth is a vitally important component of providing long-term sustainability for the community of Maitland. As such, I&I NSW is particularly eager to work closely with Council in facilitating the achievement of these long-term goals and to continue its involvement in the development of more detailed action plans under the Maitland 2021 Plan.

Thank you for providing opportunity to comment on the consultation draft and we look forward to working closely with Council during 2011 and beyond.

Regards,

Aaron Spadaro | Community Economic Development Manager | Hunter & Central Coast | Industry & Investment NSW | Level 3 | 251 Wharf Road | Newcastle NSW 2300
T: 02 4908 7353 | M: 0457 568 163 | F: 02 4929 7096 | E: aaron.spadaro@business.nsw.gov.au
W: www.industry.nsw.gov.au | www.business.nsw.gov.au | www.regionalcommunities.nsw.gov.au

16/02/2011

9.2 ADOPTION OF TEN YEAR COMMUNITY STRATEGIC PLAN 'MAITLAND 2021'

File No: 29/41

Attachments: 1. Consultation Summary
2. State Agency Submissions

Responsible Officer: Graeme Tolhurst - Group Manager Finance and Administration
David Evans - General Manager

Author: Leah Flint - Manager Corporate Planning

EXECUTIVE SUMMARY

At its meeting of 9 November 2010, Council agreed to the exhibition of the draft ten year community strategic plan 'Maitland 2021', in accordance with the statutory requirements of the Local Government Amendment (Planning and Reporting) Act 2009.

The plan, drafted following a period of community consultation founded in Council's past strategic planning and engagement principles, was exhibited until 14 January 2011.

As a result of active engagement efforts and community feedback, a small number of amendments have been made to the plan. The most significant change is the addition of a high level community outcome and associated strategies to ensure all of the city's present and future infrastructure is well-planned, integrated and meets community needs now and into the future. This revision was made based on the breadth and extent of community feedback on ensuring the range of infrastructure assets required by a growing city like Maitland (from all providers, not only Council) is identified and provided.

In accordance with the Local Government Amendment (Planning and Reporting) Act 2009, this report presents to Council the final community strategic plan 'Maitland 2021' for adoption. This plan will provide the framework under which Council will develop and finalise its Delivery Program 2011-15, and annual Operational Plan 2011/12.

A copy of the adopted plan will be provided to the Division of Local Government within NSW Department of Premier and Cabinet within 28 days of adoption. The plan will also be published for the community on Council's website.

OFFICER'S RECOMMENDATION**THAT**

- 1. The Community Strategic Plan 'Maitland 2021' be adopted by Council**
- 2. The Division of Local Government within NSW Department of Premier and Cabinet be provided with a copy of the document within 28 days, meeting statutory requirements.**

COUNCIL RESOLUTION

THAT

- 1. The Community Strategic Plan 'Maitland 2021' be adopted by Council**
- 2. The Division of Local Government within NSW Department of Premier and Cabinet be provided with a copy of the document within 28 days, meeting statutory requirements.**

Moved Cllr Geoghegan, Seconded Cllr Tierney

CARRIED

9.1 DRAFT DELIVERY PROGRAM AND OPERATIONAL PLAN 2011/2015**File No:** 35/33/18**Attachments:**

1. Draft Delivery Program 2011/2015 and Draft Operational Plan 2011/2012 (under separate cover)
2. Resourcing Strategy (under separate cover)

Responsible Officer: David Evans - General Manager**Author:** David Evans - General Manager

EXECUTIVE SUMMARY

Council at its meeting held on 22 February, 2011, adopted the City's ten year community strategic plan, 'Maitland 2021', as the first and most significant step toward implementation of the Integrated Planning and Reporting requirements of the amended NSW Local Government Act.

This report now presents for Council's formal consideration and endorsement, the following related documents:

1. *Council's 'Resourcing Strategy', as required under Section 403 of the Act, to support delivery of the outcomes identified in Maitland 2021;*
2. *Council's draft four year 'Delivery Program 2011/2015' as required under Section 404 of the Act, identifying the activities to be undertaken by Council over the next four years in order to implement the strategies established by Maitland 2021; and*
3. *Council's draft 'Operational Plan 2011/2012' as required under Section 405 of the Act, identifying activities to be engaged in by Council during that year as part of the Delivery Program 2011/2015. The Operational Plan also includes Council's Revenue Policy for the 2011/2012 year covering rates, fees and charges.*

Under the provisions of the Local Government Act, 1993, both the delivery program and operational plan must be exhibited for public comment for a period of not less than 28 days, and submissions must be considered prior to their adoption by Council.

The final documents have been compiled following various briefings with Councillors and Council's Maitland 2021 Community Reference Panel, to ensure that there are clear and tangible linkages between the delivery program, operational plan and Maitland 2021. Both the delivery program and operational plan also incorporate Council's proposal for a special rate variation, subject to the final determination of the Council, and ultimately, the approval of the Independent Pricing and Regulatory Tribunal.

This report recommends that the Council publicly exhibit both the draft Delivery Program 2011/2015 and Operational Plan 2011/2012 for a minimum of 28 days and seek submissions on the documents.

OFFICER'S RECOMMENDATION**THAT**

- 1. The Draft Delivery Program 2011/2015 and Draft Operational Plan 2011/2012 be exhibited for public comment in accordance with the requirements of the NSW Local Government Act, 1993;**
- 2. Council convene a public presentation of the draft program and plan during the exhibition period to assist community response to the draft program and plan; and**
- 3. A further report be presented to Council upon completion of the formal exhibition period.**

REPORT

In 2010, changes to the NSW Local Government Act, 1993, introduced 'Integrated Planning and Reporting' requirements in place of the annual management plan process used by Councils to prepare their annual budgets and program of works. The implementation of the integrated planning and reporting legislation is being phased in over three years with Maitland City Council having self nominated to implement the legislation from the 2011/2012 financial year.

Fundamentally, the legislation requires:

- the development and adoption of a 10 year community strategic plan;
- the development and adoption of a delivery program for the first four years of the 10 year strategic plan, supported by a resourcing strategy covering council's asset strategy, workforce plan and financial plan;
- the development and adoption of an operational plan and revenue policy annually, for each year of the four year delivery program.

Council has completed the first step in the implementation process with the recent adoption of 'Maitland 2021', our ten year community strategic plan. This report now presents the three further documents required for this Council's implementation of the Act's integrated planning and reporting requirements, and importantly, to take our first steps toward the community outcomes identified and expressed in Maitland 2021. These documents are:

1. Council's Resourcing Strategy, that identifies the funding and resources needed by Council to implement the strategies the Council is responsible for under 'Maitland 2021'. The strategy incorporates Council's:
 - Asset Management Strategy for the next ten years;
 - Workforce Plan, addressing issues of sourcing and retaining the workforce skills and capability needed over the next four years; and
 - Financial Plan for the next ten years, addressing Council's revenue streams, pricing policy, assumptions, risks and forecasts.

DRAFT DELIVERY PROGRAM AND OPERATIONAL PLAN 2011/2015 (Cont.)

2. Council's draft Delivery Program 2011/2015 which identifies objectives to be completed over the next four years in relation to each of outcome and supporting strategies of Maitland 2021; and
3. Council's draft Operational Plan 2011/2012 which identifies the specific actions to be completed in 2011/2012 under each of the four year objectives expressed in the delivery program.

The draft Delivery Program 2011/2015 and the draft Operational Plan 2011/2012 must now be publicly exhibited for a period of 28 days and any submissions received must be considered by Council in the process of finalisation and adoption of the draft plans.

KEY ISSUES FOR 2011/2012**BUDGET SUMMARY**

For 2011/2012 Council's budget will be broadly allocated across the five key themes of Maitland 2021 as follows:

Key Theme	Cash Payments \$'000	Cash Revenue \$'000	Net Result \$'000
Proud place, great lifestyle	19,716	11,536	(8,180)
Our places and spaces	22,808	5,274	(17,534)
Our natural environment	12,279	12,132	(147)
A prosperous and vibrant city	2,171	827	(1,344)
Connected and collaborative community leaders	14,203	41,414	27,211
Total	71,177	71,183	6

Council's overall predicted budget position in the draft operational plan is a cash surplus of approximately \$6000. This result is influenced in the year ahead by the following significant factors relative to the current financial year:

Income	
Rates (excluding SRV proposal)	\$1,151,000 increase
Tipping fees	\$85,000 increase
Development services revenue	\$188,000 increase
Interest revenue – general fund	\$180,000 increase
Financial assistance grant	\$260,000 increase
Section 94 revenue	\$250,000 increase
SRV revenue (subject to approval)	\$2,100,000 increase

DRAFT DELIVERY PROGRAM AND OPERATIONAL PLAN 2011/2015 (Cont.)

Expenditure	
Street lighting costs	\$706,000 increase
Salaries and wages	\$617,000 increase
Superannuation	\$275,000 decrease
State Government waste levy	\$585,000 increase
Loan repayments	\$30,000 increase
Contribution to NSW Fire Brigade	\$100,000 increase

Overall, payments to State Government agencies in 2011/2012 will include:

Street lighting	\$1,722,000
NSW Fire Brigade contribution	\$536,000
NSW Rural Fire Service contribution	\$130,000
Waste levy	\$5,146,000
Valuer General	\$135,000
Total	\$7,669,000

STATEMENT OF RATING STRUCTURE

Council's rate income will generally equate to approximately half of the total annual revenue required by Council to maintain current services and service levels.

The current rating structure contains the four primary categories of ordinary rate, being:

- Farmland
- Residential
- Mining
- Business

1. The Farmland category has two (2) sub-categories, being:

- Farmland High Intensity
- Farmland Low Intensity

The rating structure for each of the Farmland sub-categories is based on a combination of a base amount and an ad valorem (amount in the dollar) component. The level of the base amount has been set to achieve 10% of total rate income of each Farmland sub-category, with the ad valorem component raising 90% of the total income from each sub-category.

2. The Residential category has two (2) sub-categories, being:

- Residential Non Urban
- Residential Urban

The rating structure for each of the Residential sub-categories is based on a combination of a base amount and an ad valorem component. The level of the base amount for the Residential Non Urban sub-category has been set to

DRAFT DELIVERY PROGRAM AND OPERATIONAL PLAN 2011/2015 (Cont.)

achieve 10% of total rate income of that sub-category, with the ad valorem component raising 90% of the total income from that sub-category. The level of the base amount for the Residential Urban sub-category has been set to achieve 35% of total rate income of that sub-category, with the ad valorem component raising 65% of the total income from that sub-category.

3. The Mining category has no sub-categories. The rating structure for the Mining category is based wholly on an ad valorem component.

4. The Business category has five (5) sub-categories, being:

- Business Ordinary
- Business Thornton
- Business Rutherford
- Business Metford / East Maitland
- Business Green St, Telarah

The rating structure for each of the Business sub-categories is based wholly on an ad valorem component.

Land has been categorised for rating purposes in accordance with Sections 515 to 519 of the Local Government Act 1993.

GENERAL RATE INCREASE

The Independent Pricing and Regulatory Tribunal (IPART) sets a limit on the total amount of income a council can raise from rates. It should be noted, however, that even within rate pegging, the rates on some properties may go up while others may go down, depending on the distribution of rates payable by the different rating categories.

The Operational Plan 2011/2012 provides for a 2.8% increase in total rate income, with Council taking up the full rate pegging limit for 2011/2012 allowable by IPART, as announced on 10/12/2010.

Council also proposes to alter the rates distribution between the business and residential categories by 1% in 2011/2012 and to reduce the amount payable by the Business Ordinary sub-category by 9%, with this amount being added to the rates payable by the other Business subcategories.

TABLE OF PROPOSED RATING STRUCTURE

Under the rate peg increase of 2.8% rates in 2011/2012 would be as follows:

Rate Type	Category	Sub-Category	Ad Valorem Cents in \$	Base Amount		Estimated Rate Yield \$
				\$	% of Rate Payable	
Ordinary	Farmland	High Intensity	0.2769	226.05	10%	1,155,219
Ordinary	Farmland	Low Intensity	0.3596	184.56	10%	352,122

DRAFT DELIVERY PROGRAM AND OPERATIONAL PLAN 2011/2015 (Cont.)

Ordinary	Residential	Non Urban	0.4100	134.08	10%	1,245,595
Ordinary	Residential	Urban	0.3646	296.11	35%	20,743,227
Ordinary	Mining	N/a	8.7801	0.00	0%	238,116
Ordinary	Business	Ordinary	1.4850	0.00	0%	3,611,013
Ordinary	Business	Thornton	1.3003	0.00	0%	1,152,351
Ordinary	Business	Rutherford	1.3003	0.00	0%	2,132,682
Ordinary	Business	Metford / East Maitland	1.3003	0.00	0%	146,804
Ordinary	Business	Green St, Telarah	1.3003	0.00	0%	55,029
Special	Mall	See Note 1	1.8597	0.00	0%	198,540
Special	CBD	See Note 2	0.7544	0.00	0%	279,329

Notes

1. The Mall Rate is levied for the purpose of promoting and managing the High Street Heritage Mall.
2. The CBD Rate is levied for the purpose of promoting the Maitland City Centre.

SPECIAL RATE VARIATION

Council has notified, and will make formal application to, IPART, for approval of a special rate variation (SRV) to increase its total rate revenue by 9.8% in 2011/2012 and 10% in 2012/2013, inclusive in both cases of the IPART determined rate peg increase. The purpose of the SRV is to provide additional revenue to Council as a first step towards improving the standard and condition of the City's infrastructure, and reviewing and revitalizing the overall appearance and presentation of the City. If approved, the SRV will generate an additional \$16 million over the four years of the draft delivery program.

The specific works / projects to be undertaken with this additional revenue have been separately identified in Council's four year works program presented as part of the delivery program and operational plan.

Under Council's SRV proposal of 9.8%, rates in 2011/2012 would be as follows:

Rate Type	Category	Sub-Category	Ad Valorem Cents in \$	Base Amount		Estimated Rate Yield \$
				\$	% of Rate Payable	
Ordinary	Farmland	High Intensity	0.2957	241.44	10%	1,233,674
Ordinary	Farmland	Low Intensity	0.3808	197.12	10%	373,200
Ordinary	Residential	Non Urban	0.4379	143.21	10%	1,330,361
Ordinary	Residential	Urban	0.3895	316.27	35%	22,158,332
Ordinary	Mining	N/a	9.3778	0.00	0%	254,326

DRAFT DELIVERY PROGRAM AND OPERATIONAL PLAN 2011/2015 (Cont.)

Ordinary	Business	Ordinary	1.5683	0.00	0%	3,813,570
Ordinary	Business	Thornton	1.4049	0.00	0%	1,245,049
Ordinary	Business	Rutherford	1.4049	0.00	0%	2,304,241
Ordinary	Business	Metford / East Maitland	1.4049	0.00	0%	158,613
Ordinary	Business	Green St, Telarah	1.4049	0.00	0%	59,455
Special	Mall	See Note 1	1.9864	0.00	0%	212,066
Special	CBD	See Note 2	0.8058	0.00	0%	298,360

Notes

1. The Mall Rate is levied for the purpose of promoting and managing the High Street Heritage Mall.
2. The CBD Rate is levied for the purpose of promoting the Maitland City Centre.

HUNTER CENTRAL RIVERS CATCHMENT MANAGEMENT AUTHORITY

Council includes on its rate notice a catchment contribution collected on behalf of the Hunter Central Rivers Catchment Management Authority. The Authority sets the rate in the dollar in June each year after receiving Ministerial approval. Catchment contributions are collected under the Catchment Management Authorities Act 2003, and are all passed on to the Authority. All rateable land with a land value exceeding \$300 within the defined catchment area is subject to the contribution.

PROPOSED FOUR YEAR CAPITAL WORKS PROGRAM 2011/2015

Council's principal mechanism for carrying out capital works is a four year rolling works program incorporated into the Delivery Program 2011/2015.

The Capital Works Program details the individual projects and works that will be undertaken each year to achieve the commitments made in the delivery program.

The program:

- Defines the capital projects that will help ensure the continued delivery of Council services;
- Allows advance planning of projects, including investigation, design and documentation;
- Is a key component of Council's infrastructure financing, planning maintenance and replacement strategy;
- Is an information source for the community;
- Allows integration of issues where projects have a wide-ranging impact across the community.

Each program has been developed from analysis, inspection and prioritisation of needs across our local government area. The program comprises the following areas:

- Bridges and Guardrail Improvement Program
- Building Works
- Carpark Refurbishment

DRAFT DELIVERY PROGRAM AND OPERATIONAL PLAN 2011/2015 (Cont.)

- Cycleway
- Footpath Construction
- Drainage Construction
- Footpath Refurbishment
- Major Road Construction – Roads to Recovery
- Major Road Construction – ULR + Sec 94
- New Works Urban
- Recreation Facilities
- Road Rehabilitation
- Reseals
- Rural Reconstruction/Rehabilitation
- Traffic Management and Facilities

While inevitably refinements to the program will be made, it is appropriate and necessary to have the basis of a longer term schedule to allow appropriate planning both within the community and Council.

A full listing of works including their staging is included in the Delivery Program. It should be noted that the program includes a list of works and initiatives proposed to be specifically funded by additional revenue generated through a Special Rate Variation (SRV). The undertaking of these works will be subject to the success of the SRV application which will not be known until June 2011.

The proposed expenditure over the four years is as follows, noting that the funding is expressed in current dollars and does not include a CPI component.

Year	Capital Works Program	Special Rate Variation	Total
2011 -2012	\$8,271,945	\$2,100,000	\$10,371,945
2012 -2013	\$8,271,945	\$4,450,000	\$12,721,945
2013 -2014	\$8,271,945	\$4,600,000	\$12,871,945
2014 -2015	\$8,271,945	\$4,800,000	\$13,071,945
Totals	\$33,087,780	\$15,950,000	\$49,037,780

Notes in relation to our individual capital works programs follow.

Access Priority

The Access Priority Program targets the physical access inequities throughout the City. The program is developed from the actions recommended in the Access Priority Study and the Central Maitland Pedestrian Access Mobility Plan.

Bridge Replacement & Refurbishment

The bridge refurbishment works Program is determined from an inspection and testing regime with the goal of minimising structural deterioration and improving the overall condition of the existing bridges. Typical activities include major repairs, rehabilitation and replacement of components such as guardrails. In addition, Council's bridges are progressively being upgraded or replaced. This repair /

DRAFT DELIVERY PROGRAM AND OPERATIONAL PLAN 2011/2015 (Cont.)

replacement cycle is managed through a strategic program of routine maintenance, rehabilitation and ultimately construction of a new bridge.

Buildings

The Building Program has been developed from analysis of condition assessments and inspections of operational and community buildings. Areas reviewed include the physical structure and fit out, operation, health, safety and security. The purpose of the program is to bring Council's buildings up to a satisfactory standard. The definition of "satisfactory" is taken as being generally fit for intended purpose and structurally sound. This is a base standard and works outside this program may be required to meet specific user requirements.

Drainage

Drainage works are prioritised using a methodology that takes into account factors such as effect on property, road safety, depth of inundation and cost.

Major Construction Works

Projects selected for inclusion in this program include:

- Roads where the pavement has reached the end of its working life and rehabilitation is not an option;
- Roads requiring upgrading to a more appropriate standard to cater for increased traffic demand;
- Roads to Recovery (R2R) - Projects are typically roads of significance and/or of high use;
- Urban Local Roads (ULR) - Projects are typically collector and distributor type roads.

Road Rehabilitation & Reseal

The Reseal and Rehabilitation programs are determined on the basis of the adopted Asset Management Strategy. Council's Pavement Management System is the primary analysis tool for optimising expenditure of the road maintenance allocation. The roads in the program have been assessed on the basis of information readily available at the time of development, however minor changes to the program may be required following detailed investigation.

Cycleway

The 2010/11 program of works is based on the Maitland Bike Plan 2005. The Plan promotes a hierarchy of trunk, collector and scenic routes. Taking into account local and regional cycleway planning to ensure an integrated approach to the provision of facilities for cyclists.

Cycleways have traditionally been funded from S94 funds with the funds collected on a citywide basis for works of a regional and trunk route nature. Cycleway grants are also available from the State Government for selected projects.

Footway Paving

Council's approach to this area uses risk management and level of service principles, combined with a broad range of remediation techniques ranging from minor adjustments to full replacement.

Recreation

Recreation capital works include major repairs, rehabilitation or replacement of recreation facilities and supporting infrastructure. Projects areas include playground equipment, fencing, floodlights, amenities and playing surfaces.

STORMWATER MANAGEMENT

Drainage asset management (through maintenance and replacement of drains and stormwater treatment measures) and the harvesting and reuse of stormwater is becoming increasingly important.

Stormwater management involves the use of structural (eg. physical infrastructure and treatment techniques) and non-structural (eg. education programs and monitoring) measures to both improve stormwater quality and mitigate excessive flows. This contributes to pollution abatement, protection of aquatic ecosystem health and flood mitigation.

In recognition of Councils' key role in stormwater management and the need for ongoing funding for stormwater management, the NSW Government amended the Local Government Act in October 2005 to allow councils the option of levying a stormwater management service charge. Amendments to the Local Government (General) Regulation 2005 provide supporting detailed requirements for this charge. These amendments came into force in April 2006.

Maitland City Council proposes to levy the following stormwater management service charges. In relation to these charges it should be noted that:

- Stormwater management service charges do not apply to vacant, rural or mining land, land exempt from rates or to Department of Housing properties
- The charge can be spent on both maintenance and capital works including:
 - drainage systems (e.g. pipes, channels, retarding basins);
 - stormwater treatment measures (e.g. gross pollutant traps and constructed wetlands);
 - stormwater harvesting projects; and
 - stormwater education programs.

The estimated income for 2011/12 from the Stormwater charge will be \$629,113 to be expended on the following services.

Maintenance				
Urban Drainage Type	Network Size	Stormwater Management Activity/ Goal	Stormwater Service Outcome	Service Charge Funded
Conduits and Culverts	280.8km	Maintenance: Inspection, Monitoring & Cleaning	Additional to existing service level that manages both water quantity and quality	\$100,000
Pits and Headwalls	12015	Maintenance: Inspection, Monitoring	Additional to existing service level that	\$125,000

DRAFT DELIVERY PROGRAM AND OPERATIONAL PLAN 2011/2015 (Cont.)

		& Cleaning	manages both water quantity and quality	
MCC Flood gates	33	Maintenance: Annual Inspection, testing & operational maintenance	Additional to existing service level that manages both water quantity and quality	\$22,011
Detention Basins	71	Maintenance: Desilt and water quality control	Additional to existing service level that manages both water quantity and quality (non riparian)	\$50,000
Gross Pollutant Traps/Trash	50	Maintenance: Clear, clean & maintain	Additional to existing service level that manages both water quantity and quality (non riparian)	\$120,000
Natural Creeks	9km	Maintenance: Desilt, weeding and maintenance	Additional to existing service level that manages both water quantity and quality (non riparian)	\$20,000
Constructed Wetlands	100km	Maintenance: Access for maintenance activities, desilting and public safety	Additional to existing service level that manages both water quantity and quality (non riparian)	\$20,000
Total Maintenance Works				\$457,011

Capital				
Urban Drainage Structures	Capital Works	Replacement – as per Council's Asset management Plan	Additional to existing service level that manages and improves both water quality and quantity	\$100,000
Urban Drainage Structures	Capital Works	Drainage System Modifications	Additional to existing service level that manages and improves both water quality and quantity	\$72,102
Total Capital Works				\$172,102
Total Drainage Works				\$629,113

CONCLUSION

These draft plans are the culmination of a very substantial change away from the management planning process required of Council's and relied on since the introduction of the NSW Local Government Act in 1993. Whilst the integrated

DRAFT DELIVERY PROGRAM AND OPERATIONAL PLAN 2011/2015 (Cont.)

planning and reporting requirements now in place under the Act are the catalyst to the change, the key driver of the change has been the community engagement underpinning and expressed through Maitland 2021, and the framework this provides for the objectives and actions expressed in both the delivery program and operational plan. The result is a very comprehensive and clear statement of the direction and activities of the Council over the next four years, and the beginning of an integrated and more effective approach to the delivery of services by Council. All stakeholders – the community, councillors and staff – are to be commended for their engagement in and commitment to the processes that have delivered Maitland 2021 and the first draft delivery program and draft operational plan that set us on our path to the Maitland we would all like to experience in ten years time.

FINANCIAL IMPLICATIONS

This report is to allow exhibition of Council's draft delivery program and draft operational plan for 2011/2012, and as such raises no implications for Council's current management plan.

POLICY IMPLICATIONS

This matter has no specific policy implications for Council.

STATUTORY IMPLICATIONS

There are no statutory implications under the Local Government Act 1993 with this matter.

1 GENERAL MANAGER'S REPORTS

9.1 DRAFT DELIVERY PROGRAM AND OPERATIONAL PLAN 2011/2015

File No: 35/33/18

Attachments:

1. Draft Delivery Program 2011/2015 and Draft Operational Plan 2011/2012 (under separate cover)
2. Resourcing Strategy (under separate cover)

Responsible Officer: David Evans - General Manager

Author: David Evans - General Manager

EXECUTIVE SUMMARY

Council at its meeting held on 22 February, 2011, adopted the City's ten year community strategic plan, 'Maitland 2021', as the first and most significant step toward implementation of the Integrated Planning and Reporting requirements of the amended NSW Local Government Act.

This report now presents for Council's formal consideration and endorsement, the following related documents:

1. Council's 'Resourcing Strategy', as required under Section 403 of the Act, to support delivery of the outcomes identified in Maitland 2021;
2. Council's draft four year 'Delivery Program 2011/2015' as required under Section 404 of the Act, identifying the activities to be undertaken by Council over the next four years in order to implement the strategies established by Maitland 2021; and
3. Council's draft 'Operational Plan 2011/2012' as required under Section 405 of the Act, identifying activities to be engaged in by Council during that year as part of the Delivery Program 2011/2015. The Operational Plan also includes Council's Revenue Policy for the 2011/2012 year covering rates, fees and charges.

Under the provisions of the Local Government Act, 1993, both the delivery program and operational plan must be exhibited for public comment for a period of not less than 28 days, and submissions must be considered prior to their adoption by Council.

The final documents have been compiled following various briefings with Councillors and Council's Maitland 2021 Community Reference Panel, to ensure that there are clear and tangible linkages between the delivery program, operational plan and Maitland 2021. Both the delivery program and operational plan also incorporate Council's proposal for a special rate

variation, subject to the final determination of the Council, and ultimately, the approval of the Independent Pricing and Regulatory Tribunal.

This report recommends that the Council publicly exhibit both the draft Delivery Program 2011/2015 and Operational Plan 2011/2012 for a minimum of 28 days and seek submissions on the documents.

OFFICER'S RECOMMENDATION

THAT

1. The Draft Delivery Program 2011/2015 and Draft Operational Plan 2011/2012 be exhibited for public comment in accordance with the requirements of the NSW Local Government Act, 1993;
2. Council convene a public presentation of the draft program and plan during the exhibition period to assist community response to the draft program and plan; and
3. A further report be presented to Council upon completion of the formal exhibition period.

COUNCIL RESOLUTION

THAT

1. The Draft Delivery Program 2011/2015 and Draft Operational Plan 2011/2012 be exhibited for public comment in accordance with the requirements of the NSW Local Government Act, 1993;
2. Council convene a public presentation of the draft program and plan during the exhibition period to assist community response to the draft program and plan; and
3. A further report be presented to Council upon completion of the formal exhibition period.

Moved Clr Tierney, Seconded Clr Geoghegan

CARRIED

9.1 IPART NOTIFICATION OF INTENTION TO APPLY FOR SECTION 508A SPECIAL VARIATION

File No: 117/41/1
Attachments: Nil
Responsible Officer: Chris James - Acting General Manager
Author: Chris James - Acting General Manager

EXECUTIVE SUMMARY

Maitland City Council is in the process of implementing the NSW Governments Integrated Planning and Reporting (IP&R) Framework. In implementing the IP&R Framework, Council will be developing a Resourcing Strategy, incorporating a review of its long term financial plan, asset management strategy, and workforce plan.

Subject to the outcomes from community consultation processes for IP&R and the review of its plans and strategies, Council may consider an application for a Special Rate Variation to assist in funding the City's 10 Year Community Strategic Plan – 'Maitland 2021'. Special variations provide an opportunity for councils to increase their general revenue by an amount greater than the annual rate peg.

For this option to be available to Council and the community to consider as part of its preparation of the 4 Year Delivery Program and Operational Plan, it must advise the Independent Pricing and Regulatory Tribunal (IPART) of its intention to submit an application. The deadline for the notification is 28 January 2011.

This report discusses the purpose and type of special variations available and recommends that Council advise IPART of its intention to seek a section 508A Special Rate Variation.

In this 'notification of intention' to IPART, Council will indicate the type of Special Rate Variation to be made and include:

- a brief statement outlining the purpose of the special variation*
- an estimate of the proposed percentage increase(s).*

This is essentially a procedural step, with the application itself to be made by 25 March 2011; all supporting documentation required by 3 June 2011; and a determination announced 10 June 2011.

OFFICER'S RECOMMENDATION**THAT**

- 1. Council advise the Independent Pricing and Regulatory Tribunal (IPART) of its intention to apply for a Special Variation in its general income under section 508A of the *Local Government Act 1993*;**
- 2. IPART be provided indicative increases based on**
 - a. Preventing a deficit budget position**

b. Addressing infrastructure works**c. Addressing community priorities from 'Maitland 2021'.****REPORT**

In June 2010, the State Government announced a number of changes to the regulation of local government rates and charges. These changes included the transfer of responsibility to the Independent Pricing and Regulatory Tribunal (IPART) for the setting of the "annual rate peg" and the assessing and determining of special rate variations. The Minister for Local Government has delegated to IPART the appropriate powers to undertake these local government functions.

In December 2010, the Division of Local Government issued to all Councils in NSW DLG Circular 10-29 "Guidelines for the preparation of a special rate variation" and "Guidelines for the preparation of an application to exceed the minimum rate statutory limit – 2011/12".

These guidelines have implications for Council in the finalisation of 'Maitland 2021' and the preparation of Councils first 4 year Delivery Program and Operational Plan, and, in particular, the tight timeframe for any special variation applications to IPART.

The purpose of this report is to:

1. Outline the implications of the guidelines for Council and its Integrated Planning and Reporting process;
2. Discuss the purpose and type of special variations available; and
3. Recommend that Council give consideration to advising IPART of its intention to seek a Special Rate Variation.

BACKGROUND

Maitland City Council is in the process of implementing the NSW Governments Integrated Planning and Reporting Framework. The outcome will be:

- 10 Year Community Strategic Plan - 'Maitland 2021'
- 4 Year Delivery Program
- Resourcing Strategy
- an Operational Plan adopted for the 2011/12 financial year.

These plans will reflect the range and level of services that have been identified during the extensive community engagement and strategic planning process. This discussion with our community is progressing well with the exhibition of the draft 10 Year Community Strategic Plan (concluded 14 January 2011), community reference panels and forums.

In implementing the IP&R framework, Council will be reviewing its long term financial plan, asset management strategy, and revenue strategy. Following the drafting of this Strategy and Delivery Program, Council will engage with the community, sharing

IPART NOTIFICATION OF INTENTION TO APPLY FOR SECTION 508A SPECIAL VARIATION (Cont.)

information, outlining challenges, and posing options. Subject to the outcomes of this consultation process to inform the development of the Resourcing Strategy, Council may consider an application for a special rate variation to assist in funding the City's 10 Year Community Strategic Plan – 'Maitland 2021'.

SPECIAL RATE VARIATION

Special variations provide an opportunity for Councils to increase their general revenue by an amount greater than the annual rate peg.

Each year the NSW State Government establishes a maximum percentage by which Councils can increase their rates. This is known as the 'rate peg' amount, and for 2011/12 this has been set at 2.8% by IPART.

Councils can make an application to IPART to seek an additional percentage increase to the rate peg amount for a period of up to seven years. Councils must determine the amount of funding required over the proposed rating period (for example, four years) and then equate this to an annual percentage increase.

For this option to be available to Council and the community to consider as part of the preparation of Councils 4 Year Delivery Program and Operational Plan, it must advise IPART of its intention to submit an application. The deadline for the notification is 28 January 2011.

In this 'Notification of Intention' to IPART, Council will need to indicate the type of Special Rate Variation to be made and include:

- a brief statement outlining the purpose of the special variation
- an estimate of the proposed percentage increase.

This is essentially a procedural step with the application itself to be made by 25 March 2011; all supporting documents required by 3 June 2011 and a determination announced 10 June 2011.

It must be emphasised that a Council application will only be made after the completion of the community strategic planning process. A report will be prepared for Council to consider at its meeting on 22 March 2011 which allows sufficient time for a rate variation submission should Council resolve that way.

PURPOSE AND TYPES OF SPECIAL VARIATIONS

Councils may apply for a special variation for a range of purposes. These include:

- new or enhanced community services
- essential new infrastructure
- infrastructure backlogs such as asset maintenance and renewal
- cost pressures associated with high levels of urban growth or other circumstances
- special projects.

IPART NOTIFICATION OF INTENTION TO APPLY FOR SECTION 508A SPECIAL VARIATION (Cont.)

There are two special rate variations options available to Council under the *Local Government Act 1993*:

- a one-off percentage increase under section 508(2)
- multi-year percentage increases (of between two and seven years) under section 508A.

The type of special variation that Council may choose to apply for will depend upon a number of factors, including:

- reasons for the variation
- Council's financial position and objectives both short and long term
- demands and expectations of the community with regard to services and infrastructure
- infrastructure delivery timeframes
- willingness and ability of the community to pay rates at levels above the projected rate peg.

A special variation may have a temporary or ongoing impact on Councils rate revenue. The scenarios available to Council are:

Section 508A – Successive annual percentage increases (for between 4 and 7 years), which remains in the rate base permanently with rate pegging applying from the finish of the nominated 4 to 7 year period. Increases under this variation are cumulative and compounding.

Section 508(2) ongoing - A one-off single year increase that raises the rate base permanently in Year 1 with rate pegging applying from then on. The increase under this variation is compounding.

Section 508(2) fixed for x years – A one-off single year increase that remains in the rate base for a fixed number of years. At the end of the fixed period the rate base reverts back to the rate peg path that would have applied if a special variation had not been implemented.

It should be noted that any percentage increase either one-off or for a predetermined period will include the rate peg for that year.

An application to exceed the rate-pegging limit under section 508A will only be considered where a Council has fully implemented the Integrated Planning & Reporting reforms. For 2011/12, Maitland, being a nominated Group 2 Council, will be in a position to apply for a section 508A variation.

The need to advise IPART by 28 January 2011 of Councils intention to apply for a special rate variation only applies for section 508A applications.

IPART NOTIFICATION OF INTENTION TO APPLY FOR SECTION 508A SPECIAL VARIATION (Cont.)

SEEKING A SPECIAL RATE VARIATION FOR MAITLAND CITY COUNCIL

Maitland continues to be one of the fastest growing cities in Australia with a current growth rate of 2.5%. Population projections for 2021 are in the vicinity of 90,000 people – some 20,000 more people than today.

Council manages a large range of infrastructure assets for the people of Maitland. These assets are vital in the provision of a range of services for the community in areas like recreation and leisure, planning and development, roads and transport, waste management, culture and education, and environmental management. The successful delivery of these services relies on providing and managing a broad range of infrastructure assets. Specifically, it is physical infrastructure that assists in the delivery of these services and includes community buildings, roads, drainage, property, parks and sports grounds, and plant and equipment.

There are a range of issues facing Council and the community in the management of our assets and infrastructure. These include:

- Population growth
- Funding pressures
- Shifting of State and Federal responsibilities to local government
- Increasing community expectations
- Changing community demographics, for example an increasing number of older residents.

The City has reached a point where a substantial increase in infrastructure expenditure is required.

Additionally, community engagement has revealed the community would like to see a number of other issues addressed by Council, including increasing service levels for parks and playgrounds, and overall lifting the appearance of the city, as well as addressing a range of issues with Central Maitland.

Council's operations have been underpinned by a long-term financial plan and asset management strategy since 2005, and this has revealed a shortfall in funding required to maintain or renew assets into the future.

Income from rates generally forms the largest single portion of a Council's overall revenue, and for 2010/11 Maitland City Council's rating revenue as a proportion of total revenue is estimated to be 45%. Rates fund less than half of Council's operations and services each year.

The 2011/12 year is the most challenging year Council will face to maintain a balanced budget and continue to meet service expectations. Without additional revenue, Council will need to cut services or significantly reduce service levels. Additionally, Council has a projected \$49 million cost to bring its assets portfolio to a contemporary, satisfactory condition. Additional revenue is required and in accordance with council's adopted Revenue Strategy, all revenue streams are under review and consideration. Rating however remains the council's most substantial single revenue stream, and special rate variation options must now be given serious consideration by Council.

COMMUNICATIONS AND ENGAGEMENT STRATEGY

In applying for a special variation, IPART expects:

“Councils must show adequate community consultation regarding the reasons for the variation and its impact on ratepayers.”

Council is developing a communications and engagement strategy that outlines how the community will be informed of Council’s proposal and be engaged in discussion. The goal is to ensure community awareness of the need for additional revenue; the impacts of rises on residents’ rates, as well as the services provided by Council; and explore community support for the potential work to be carried out with the additional funding.

The strategy will be founded in the principles of Councils adopted ‘Community Engagement Strategy 2009’.

CONCLUSION

Without pre-empting the outcome of the strategic planning process, the indications from consultation to-date plus Councils strategies and previous budget deliberations highlight the need for a useful and lasting increase in its annual rating income.

Given Councils financial position, existing infrastructure backlog, the expressed community priorities, the projected growth in population and the need for the necessary infrastructure to support this growth, the section 508A variation is considered to be the most appropriate rate variation process to adopt.

FINANCIAL IMPLICATIONS

This matter has no direct financial impact upon Council's adopted budget or forward estimates.

POLICY IMPLICATIONS

This matter has no specific policy implications for Council.

STATUTORY IMPLICATIONS

There are no statutory implications under the Local Government Act 1993 with this matter.

1 GENERAL MANAGER'S REPORTS

9.1 IPART NOTIFICATION OF INTENTION TO APPLY FOR SECTION 508A SPECIAL VARIATION

File No: 117/41/1
Attachments: Nil
Responsible Officer: Chris James - Acting General Manager
Author: Chris James - Acting General Manager

EXECUTIVE SUMMARY

Maitland City Council is in the process of implementing the NSW Governments Integrated Planning and Reporting (IP&R) Framework. In implementing the IP&R Framework, Council will be developing a Resourcing Strategy, incorporating a review of its long term financial plan, asset management strategy, and workforce plan.

Subject to the outcomes from community consultation processes for IP&R and the review of its plans and strategies, Council may consider an application for a Special Rate Variation to assist in funding the City's 10 Year Community Strategic Plan – 'Maitland 2021'. Special variations provide an opportunity for councils to increase their general revenue by an amount greater than the annual rate peg.

For this option to be available to Council and the community to consider as part of its preparation of the 4 Year Delivery Program and Operational Plan, it must advise the Independent Pricing and Regulatory Tribunal (IPART) of its intention to submit an application. The deadline for the notification is 28 January 2011.

This report discusses the purpose and type of special variations available and recommends that Council advise IPART of its intention to seek a section 508A Special Rate Variation.

In this 'notification of intention' to IPART, Council will indicate the type of Special Rate Variation to be made and include:

- a brief statement outlining the purpose of the special variation*
- an estimate of the proposed percentage increase(s).*

This is essentially a procedural step, with the application itself to be made by 25 March 2011; all supporting documentation required by 3 June 2011; and a determination announced 10 June 2011.

OFFICER'S RECOMMENDATION

THAT

- 1. Council advise the Independent Pricing and Regulatory Tribunal (IPART) of its intention to apply for a Special Variation in its general income under section 508A of the *Local Government Act 1993*;**
- 2. IPART be provided indicative increases based on**
 - a. Preventing a deficit budget position**
 - b. Addressing infrastructure works**
 - c. Addressing community priorities from 'Maitland 2021'.**

COUNCIL RESOLUTION

THAT

- 1. Council advise the Independent Pricing and Regulatory Tribunal (IPART) of its intention to apply for a Special Variation in its general income under section 508A of the *Local Government Act 1993*;**
- 2. IPART be provided indicative increases based on**
 - a. Preventing a deficit budget position**
 - b. Addressing infrastructure works**
 - c. Addressing community priorities from 'Maitland 2021'.**

Moved Cllr Fairweather, Seconded Cllr Procter

CARRIED

9.2 ADOPTION OF DRAFT COMMUNITY STRATEGIC PLAN 'MAITLAND 2021' FOR COMMUNITY CONSULTATION

File No: 29/41
Attachments: Nil
Responsible Officer: Graeme Tolhurst - Group Manager Finance and Administration
David Evans - General Manager
Author: Leah Flint - Manager Corporate Planning

EXECUTIVE SUMMARY

In accordance with the Local Government Amendment (Planning and Reporting) Act 2009, this report presents to Council the Draft Community Strategic Plan 'Maitland 2021', and seeks approval to publicly exhibit the plan to actively seek community feedback and submissions on the document.

It is proposed to exhibit the draft plan from 10 November 2010 – 14 January 2011. During the exhibition period, the plan will be available to all residents via the Maitland Council and Maitland 2021 websites, customer service centre, libraries and visitor information centre. Council will also actively consult with the community, with drop-in sessions scheduled during November/December at eight locations across the city.

OFFICER'S RECOMMENDATION**THAT**

- 1. The Draft Community Strategic Plan 'Maitland 2021' be exhibited for public comment in accordance with the statutory requirements of the Local Government Amendment (Planning and Reporting) Act, 2009.**
- 2. A further report be presented to Council upon completion of the formal exhibition period.**

REPORT

The draft ten year community strategic plan, 'Maitland 2021', has been prepared for community consultation. The plan has been developed following a period of community engagement that included face-to-face and on-line surveys, booths at a number of key events, presentations to key groups, and a series of workshops with the Community Reference Panel, Councillors and staff.

The development of the plan has also been informed by Council's past strategic planning efforts, including the Maitland Social Plan 2009-2019, Central Maitland Structure Plan, and other key strategies and studies, as well as Council's annual Community Survey 2009.

The development of the plan and its exhibition for a minimum of 28 days is a requirement of the NSW Government's Integrated Planning and Reporting

ADOPTION OF DRAFT COMMUNITY STRATEGIC PLAN 'MAITLAND 2021' FOR COMMUNITY CONSULTATION (Cont.)

legislation. Following the adoption of the ten year community strategic plan, Council must develop its own four year Delivery Program and supporting Resourcing Strategy, in addition to an annual Operational Plan. Maitland City Council must have these plans adopted and in place for 1 July 2011.

'Maitland 2021' has been developed on the legislation's key quadruple bottom line components of social, environmental, economic and civic leadership. It contains a community vision statement; five key themes, a number of key outcomes within each theme; high level strategies; partners; and potential indicators.

The implications of the desired community outcomes and high level strategies expressed in the plan for Council's own operations will be actively considered during the development of the Delivery Program. This four-year program must provide details on the strategies and actions Council will take to help deliver desired community outcomes.

It is during the development of this Delivery Program that Council will need to consider service levels, service mix and service delivery models, and further consult with the community on options. It is anticipated that this will involve the development of a number of scenarios for service provision and associated revenue requirements, including potential implications on rates. This will occur in early 2011.

CONCLUSION

The release of a consultation draft of 'Maitland 2021' is key to the continued evolution of Council's required plans for the 2011/12 financial year, as Council moves into the new era of Integrated Planning and Reporting.

FINANCIAL IMPLICATIONS

This matter has no direct financial impact upon Council's adopted budget or forward estimates.

POLICY IMPLICATIONS

This matter has no specific policy implications for Council.

STATUTORY IMPLICATIONS

Development of the ten year community strategic plan and community consultation is in accordance with the statutory requirements of the Local Government Amendment (Planning and Reporting) Act, 2009.

9.2 ADOPTION OF DRAFT COMMUNITY STRATEGIC PLAN 'MAITLAND 2021' FOR COMMUNITY CONSULTATION

File No: 29/41
Attachments: Nil
Responsible Officer: Graeme Tolhurst - Group Manager Finance and Administration
David Evans - General Manager
Author: Leah Flint - Manager Corporate Planning

EXECUTIVE SUMMARY

In accordance with the Local Government Amendment (Planning and Reporting) Act 2009, this report presents to Council the Draft Community Strategic Plan 'Maitland 2021', and seeks approval to publicly exhibit the plan to actively seek community feedback and submissions on the document.

It is proposed to exhibit the draft plan from 10 November 2010 – 14 January 2011. During the exhibition period, the plan will be available to all residents via the Maitland Council and Maitland 2021 websites, customer service centre, libraries and visitor information centre. Council will also actively consult with the community, with drop-in sessions scheduled during November/December at eight locations across the city.

OFFICER'S RECOMMENDATION**THAT**

- 1. The Draft Community Strategic Plan 'Maitland 2021' be exhibited for public comment in accordance with the statutory requirements of the Local Government Amendment (Planning and Reporting) Act, 2009.**
- 2. A further report be presented to Council upon completion of the formal exhibition period.**

COUNCIL RESOLUTION**THAT**

- 1. The Draft Community Strategic Plan 'Maitland 2021' be exhibited for public comment in accordance with the statutory requirements of the Local Government Amendment (Planning and Reporting) Act, 2009.**
- 2. A further report be presented to Council upon completion of the formal exhibition period.**

Moved Cllr Tierney, Seconded Cllr Casey

CARRIED

