

management plan

2006 - 2009



English

If you do not understand this letter, please come to the Ryde Civic Centre, Devlin Street, Ryde, to discuss it with Council staff who will arrange an interpreter service. Or you may ring the Translating & Interpreting Service on 131 450 to ask an interpreter to contact Council for you. Council's phone number is 9952 8222. Council office hours are 8.30am to 4.30pm, Monday to Friday.

Arabic

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Armenian

Եթէ այս նամակը չէք հասկնար, խնդրեմ եկէք՝ *Րայդը Միվիթ Սենթրը, Տեվլին փողոց, Րայդը*, խօսակցելու Քաղաքապետարանի պաշտօնետաներուն հետ, որոնք թարգմանիչ մը կրնան կարգադրել: Կամ, կրնաք հեռաձայնել Թարգմանութեան Ապասարկութեան՝ 131 450, եւ խնդրել որ թարգմանիչ մը Քաղաքապետարանին հետ կապ հասարարէ ձեզի համար: Քաղաքապետարանի հեռաձայնի թիւն է՝ 9952 8222: Քաղաքապետարանի գրասենեակի ժամերն են՝ կ.ա. ժամը 8.30 - կ.ե. ժամը 4.30, Երկուշաբթիէն Ուրբաթ:

Chinese

如果您看不懂這封信，請到位于 Devlin Street, Ryde 的禮特區市府禮堂 (Ryde Civic Centre) 與區政廳工作人員討論，他們將會給您安排傳譯員服務。或者您自己打電話給“翻譯及傳譯服務”，電話：131 450，請他們替您與區政廳聯係。區政廳的電話號碼是：9952 8222。區政廳工作時間是：周一至周五，上午 8.30 到下午 4.30。

Farsi

اگر این نامه را نمی فهمید لطفاً به مرکز شهرداری رايد در Devlin Street مراجعه کنید. کارمندان شهرداری ترتیب استفاده از يك مترجم را براي شما خواهند داد. یا میتوانید به سرویس ترجمه کتبی و شفاهی شماره 131 450 تلفن بزنیید و بخواهید که يك مترجم از جانب شما با شهرداری تماس بگیرد. شماره تلفن شهرداری 9952 8222 و ساعات کار از 8.30 صبح تا 4.30 بعد از ظهر می باشد.

Italian

Le persone che hanno difficoltà a capire la presente lettera, sono pregate di presentarsi al Ryde Civic Centre in Devlin Street, Ryde, e parlarne con gli impiegati municipali che provvederanno a richiedere l'intervento di un interprete. Oppure possono chiamare il Translating & Interpreting Service al 131 450 e chiedere ad uno dei loro interpreti di mettersi in contatto con il comune di Ryde. Il numero del comune è 9952 8222. Gli uffici comunali sono aperti dalle 8.30 alle 16.30, dal lunedì al venerdì.

Korean

이 편지를 이해할 수 없으시면 Ryde의 Devlin Street에 있는 Ryde Civic Centre로 오셔서 카운슬 직원과 상담하여 주십시오. 저희 직원이 통역 서비스를 연결해 드릴 것입니다. 아니면 131 450번으로 통번역 서비스(TIS)에 전화하셔서 통역사에게 대신 카운슬에 연락해 주도록 부탁하셔도 됩니다. 카운슬 전화 번호는 9952 8222번입니다. 카운슬의 업무 시간은 오전 8:30부터 오후 4:30, 월요일에서 금요일까지입니다.

City of Ryde management plan 2006-2009



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Looking Forward

Our vision for the city

Ryde will be a dynamic and innovative city, a leader in environmental, economic and social sustainability.

Community feedback for the city

The community's City Vision, which was developed in 2003 sets the direction for the City of Ryde for the next 20 years.

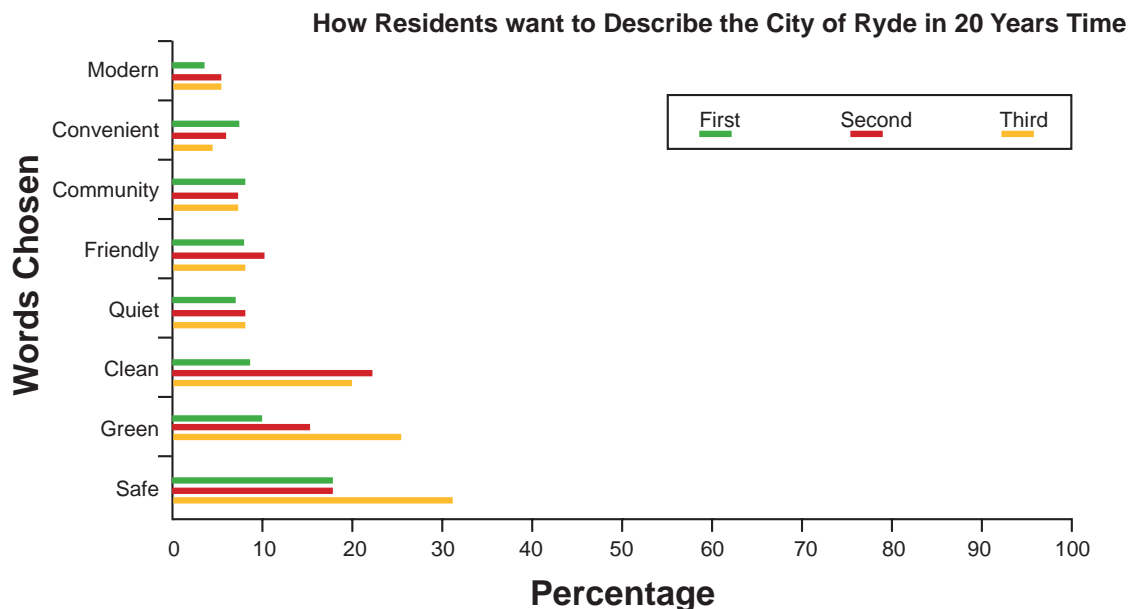
In November 2005 Council conducted a follow up to its City Vision consultation to assess if Council was heading in the right direction and to confirm the Vision for 2026. New questions relating to residents' priorities for Council spending were added to the survey.

The key results were the importance of issues such as infrastructure, parks and transport and that 57% of the community want the council to spend more on existing services. There was some emphasis on the need to increase spending on parks, transport and library services. 50% more people would rather pay for this increased spending by increasing rates, than spending less on other services. Overall, however, people were not keen on increasing rates as the solution and it is clear that Council cannot rely on this as the sole means of increasing revenue.

Interestingly people were far less prepared to have their rates increased to pay for what they perceived would be new services. The responses also indicated that residents chose to live in the City of Ryde because it was centrally located, convenient and housing was relatively affordable.

The changes residents desired were less traffic, better shopping and less high density housing. Additionally, they would like better transport, more green areas, trees and parks in the future. Findings indicate that safety, cleanliness and "greening" are still the highest priorities for the future confirming the outcomes of the 2003 survey.

The following table outlines the top eight (8) words used by respondents to describe the City of Ryde in 2026.



What is the Management Plan?

The City of Ryde Management Plan 2006-2009 provides the direction to the Council and highlights the implementation of key initiatives. The Plan outlines the strategies to achieve a sustainable future by focusing on achieving key outcomes for the diverse community of the City of Ryde. The strategies in our Council Plan will help us to achieve the visions in our 20-year plan City Vision 2026.

The Plan covers the period 2006/2007 in detail including Council's Revenue Policy and a Statement of Council's estimate of Income and Expenditure. It includes the 4 year strategies for each of the key outcome areas and the 4 year program of Capital Works.

The City of Ryde's Key Outcome Areas are:

- People
- Assets
- Environment
- Governance

This Management Plan incorporates information about:

- activities promoting the principles of ecologically sustainable development;
- activities in response to the state of the environment report;
- council's financial strategy;
- capital works projects to be carried out;
- products and services to be provided;
- asset replacement programs to be implemented;
- development and sale of assets to be conducted;
- activities of a business or commercial nature to be undertaken;
- human resource activities to be undertaken and implementation of equal employment opportunity policies;
- social plan implementation; and
- international links.

The Plan is reviewed annually and is placed on public exhibition, allowing the community to assist Council in setting future directions. The success of the plan is monitored through quarterly reports to Council and the Annual Report details our performance to the community in November each year.



City of Ryde



Mayor's Foreword

The City of Ryde 2006-2009 Management Plan is the primary document which guides the decision making and budget allocations of Council for the next 4 years.

It is the result of many months of deliberation and analysis by staff and Councillors and is now on exhibition for our community to comment.

There are many exciting initiatives set out in this plan. In particular, the following major initiatives are proposed and are discussed in more detail throughout the plan:-

- Ryde Park
- Macquarie Park Corridor
- Transport Strategy
- Ryde Town Centre Project
- Shopping Centre Revitalisations
- Brush Farm House
- New Waste Collection Service

Despite increasing demands on our resources we have endeavoured to maintain a strong focus on capital investment in key infrastructure and community assets such as roads, drains, parks, buildings, bikeways and bushland. Based on the preliminary forecasts from our 20 year long term financial strategy however, we do not expect to be able to maintain the level of capital expenditure in future years to meet our basic infrastructure requirements unless new revenue opportunities are found. This issue is discussed in greater detail in this Plan.

A very important part of our local democracy is for citizens to understand and be provided with the opportunity to have a say in the affairs of Council. For this reason, I strongly urge you to read this plan and make a submission to Council if you believe our resources could be better allocated.

Details on how to make a submission are provided in the document and I welcome your views.

Councillor Ivan J Petch
Mayor of the City of Ryde
May 2006



City of Ryde



General Manager's Introduction

This Management Plan represents something new for the City of Ryde. It is a result of a fundamental review of Council's corporate planning process. Extensive consultation has been undertaken to inform this plan. This consultation identified the key issues that Council and the City of Ryde are likely to face in the next 4 years.

This Management Plan focuses our service delivery on 4 key areas:

- People
- Assets
- Environment
- Governance

Community surveys and focus groups involving employees, customers and community leaders have been used to shape the initiatives listed in this document. This Council believes support from business and community groups will be vital to the success of this Plan and I sincerely look forward to this assistance.

The most significant difference between this and previous Management Plans lies in the set of outcome areas. The outcomes enable improved reporting to the community and more effective allocation of resources to deliver services.

This Plan is also the first step in aligning Council's budget and strategic planning processes. This will be finalised in the 2007-2010 Management Plan as part of a transition from 16 areas to 21 programs within the 4 key areas on which Council's organisational structure and budget are based. This will ensure that the strategic direction established through Council's planning process will drive service delivery and budget allocations in an open and accountable manner.

The 21 programs are:

People	Assets	Environment	Governance
• Parks	• Access	• Urban Planning	• Finance & Property
• Library Services	• Catchments and Assets	• Environment	• Human Resources
• Ryde Aquatic Leisure Centre	• Waste and Fleet	• Assessment	• Information Management
• Community Services	• Buildings	• Health and Building	• Customer Service
• Community Relations and Events	• Works	• Regulation	• Councillor and Venue Support

The final program is Strategy and Projects which encompasses the strategic unit, special projects and the General Manager's office.



City of Ryde

The next 4 years will present many challenges for Council. I believe that this document explains how this City will continue to respond to community needs, while making necessary changes in the organisation that will enable value for money services.

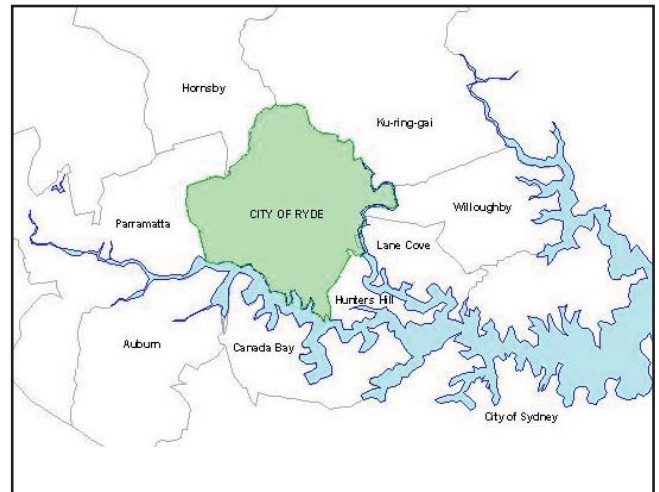
The ultimate success of the City depends upon the achievement of the targets detailed. I urge all customers and employees to become involved in our City by providing feedback on the contents or through assisting in the achievement of the outcomes.

Michael Whittaker
General Manager
City of Ryde
June 2006

Ryde Profile

City of Ryde at a Glance

The City of Ryde lies in the central northern part of the Sydney Metropolitan area, (see map). The City occupies most of the divide between the Parramatta and Lane Cove rivers, and has 16 suburbs within its boundaries. The suburbs that make up the City of Ryde are Chatswood West, Denistone, Denistone East, Denistone West, East Ryde, Eastwood, Gladesville, Macquarie Park, Marsfield, Meadowbank, Melrose Park, North Ryde, Putney, Ryde, Tennyson Point and West Ryde.



Area	40.48 km ²
Population (ABS estimate)	100 317
Properties (residential)	37 025
Number of people per household (average)	2.7
Number of Ryde residents in employment	52 152
Number of vehicles registered to properties in Ryde	73 238
Number of hospitals in Ryde	3
Number of railway stations	7 (3 under construction)
Number of churches and places of worship	53
Educational Facilities	
Kindergartens, pre-schools and child care centres	57
Primary and secondary schools	28
Tertiary education institutions	9
Major Networks	
Road network length (incl State roads)	389 kilometres
Bridge length	174 metres
Drainage network length	275 kilometres
Community land (managed by Council) including the following sites:	366.79 hectares
Sports Grounds	26
Parks	138
Natural Areas	73
General Community Use	9
Uncategorised	11
Library buildings	5
Community buildings	28
Buildings of historical interest	11
Value of Council Assets (cost value)	\$1.7 Billion
Bushland and Open Space (including National Parks)	658 hectares
Waterways (including parts of the Parramatta and Lane Cove Rivers)	196 hectares approx.

The City of Ryde delivers many essential services to our community and the provision of these services is funded primarily through rate income. Our services fall into three broad categories.

Those that:

- care for and protect our environment
- build and maintain our infrastructure and physical assets
- provide services for people

Council is committed to providing these services in a way that makes best use of our resources and responds to our changing environment and the changing needs of our community.



City of Ryde

Being bounded by two rivers, access into and through the City has always been an important issue. Trains, buses and ferries provide transport into and through the area. Victoria, Lane Cove and Epping Roads connect the City of Ryde area with other parts of Sydney as well as carrying high volumes of through traffic. There are a number of excellent education facilities throughout the City including Macquarie University, Meadowbank and Ryde TAFEs together with many other colleges, primary and high schools.

A large number and wide range of medical facilities from hospitals to specialist medical centres are present throughout the area including Ryde Hospital.





City of Ryde

VISION

Ryde will be a dynamic and innovative city, a leader in environmental, economic and social sustainability.

MISSION

The City of Ryde will work with the community to provide essential services and promote a vibrant place to live.

VALUES

Professionalism

We deliver helpful and effective services to the community with honest and consistent decision making

Teamwork

We work together with respect, co-operation, trust and support

Leadership

We promote leadership, clear direction, encouragement and open communication

Ethical

We are ethical, honest, responsible and accountable for our actions

Pride

We take pride and have satisfaction in our work

Recognition

We have a sense of belonging through appreciation and acknowledgement of our achievements



Ryde Park

The redevelopment of Ryde Park will provide the community with a valuable heritage, recreation and open green space resource to complement the revitalisation of Ryde Town Centre.

Following extensive community consultation, the Ryde Park Master Plan and Plan of Management have received enthusiastic support.

The leisure-focused redevelopment will reflect the materials, textures and vibrancy featured in the Town Centre designs. A walking linkage through natural areas along Buffalo Creek will add a unique dimension to the relationship between the Park and the new Town Centre.

Features of the completed Ryde Park include:

- Tree replacements and the establishment of new gardens
- The characteristic palms will be collected and presented in a Palm Garden
- Parking spaces will be reduced and moved to the new parking areas off Princes & Argyle Streets
- A reshaped main oval for cricket and rugby
- The retention of one playing field for sports use
- Increase in areas for casual use for games and other leisure activities.

Initially works will be focused at the 3 entries on Princes and Argyle Streets and the Rotunda area.



Macquarie Park Corridor

The City of Ryde entered a partnership with the State Government to prepare a Master Plan for the Macquarie Park Corridor, North Ryde. This Master Plan identified the future vision for Macquarie Park and took particular account of the proposal for the Chatswood to Parramatta Rail Link (later modified to the Chatswood to Epping Rail Link). The rail link, to be completed by 2008, will bring 3 new railway stations to the Corridor.

The area is central to the regional road network, surrounding the intersections of Lane Cove Road, Epping Road and the M2 Tollway. Its regional accessibility will be greatly enhanced by the creation of 3 new rail stations within the Corridor served by the \$1billion Parramatta Rail Link. A regional cycleway is planned to traverse the Corridor. Bus services currently enter the Corridor from a variety of locations and include regional routes. However, these will need to be reconfigured to connect adjoining residential suburbs to the new rail stations.

Macquarie Park's employment function is dominated by larger commercial enterprises with a focus on research and development in the hi-tech and bio-medical sectors that involves research and development, manufacturing, marketing and retail services. These are supplemented by Macquarie University in the north western sector of the Corridor, a range of light industrial and warehousing land uses and Macquarie Shopping Centre, a regional shopping facility with a wide range of higher order retail and services close to the University. It is now the fourth largest office location in Sydney and is growing at a faster rate than all other centres other than the Sydney CBD and by 2008 may be the second largest office location passing North Sydney and Parramatta.

There is also a significant residential component within the Corridor, focused in the north-west and comprising areas surrounding Macquarie University, colleges and housing within the University itself, and a cluster of medium density housing along Herring Road and public housing in Ivanhoe Place.

The key objectives of the Master Plan are:

- to guide the quality of future development and to implement the vision for Macquarie Park and the Government's strategic objectives.
- reduce car dependency and;
- create opportunities for employment in areas supported by public transport.



Illustration - Future Macquarie Park Station Precinct 2



City of Ryde

A Vision for the Corridor was developed through workshops with Stakeholders in 2001, and has been further developed in the preparation of this Master Plan.

The Vision is :

Macquarie Park will mature into a premium location for globally competitive businesses with strong links to the university and research institutions and an enhanced sense of identity.

The Corridor will be characterised by a high-quality, well designed, safe and liveable environment that reflects the natural setting, with three accessible and vibrant railway station areas providing focal points. Residential and business areas will be better integrated and an improved lifestyle will be forged for all those who live, work and study in the area.'

The Master Plan, Development Control Plan and Local Environment Plan have been approved.

Recently the Sydney Metropolitan Strategy has identified the Macquarie Park Corridor as an integral part of the future economic wealth of the metropolitan Sydney and New South Wales. It is anticipated that the Macquarie Park Corridor will have a working population of 56,000 people by 2021. This will be an increase of 24,000 people over current levels and an increase in floor space from the current existing floor space of 800,000m² to 2.5 million m² of floor space.

The future of the Macquarie Park Corridor is about changing it from a low-density business park to a vibrant urban employment centre: a centre that would take advantage of the opportunities of additional public transport and new infrastructure.

The next major challenge for the City of Ryde is to address the need for substantial investment in public infrastructure for the Corridor. It has been estimated that up to \$600million worth of new or enhanced infrastructure will be required for the area. This includes road and traffic improvements, parks, stormwater and a CBD quality public domain. In addition to reviewing the Section 94 Plan, the City is establishing an Advisory Board with representatives of the land owners to assist the City in the development and implementation of long term strategies to fund this infrastructure and to ensure that the Corridor remains one of the key employment centres in Australia.

Major Initiatives



Transport Strategy

Council has recognised the need to look at effective ways of reducing the growth in car use due to the negative impacts of congestion and reduced air quality on the community. The continued growth for Sydney, as outlined in the Metropolitan Strategy, and the growth of the Macquarie Park Corridor and Ryde Town Centre means there must be a more sustainable transport system implemented if we, and the region generally, are to cater for likely population growth.

There is little doubt that much of our City's present traffic congestion is caused from passing traffic travelling north/south (north shore to southern suburbs of Sydney and back) and east/west (mainly Parramatta to City and back) causing gridlocking on Epping, Lane Cove and Victoria Roads and particularly through Devlin Street.

The promotion of other more sustainable modes of transport, the integration of land use and transport planning and a general reduction in the need to travel have been recognised as ways of contributing to the solution.

In recognition of its prominent location in the northern region, the City has taken a leadership role in transport planning and has commissioned the preparation of an Integrated Transport Strategy

It is intended that this strategy will lead and direct local and regional planning, given the future transport infrastructure enhancements planned for the region, pursuant to the Sydney Metropolitan Strategy.

Already Council has produced a series of local policy documents and plans emphasising the need to promote and plan for alternatives to the private car. Many of Council's recent planning decisions have particularly targeted sustainable transport options in developments planned for the Macquarie Park Corridor and Ryde Town Centre.

By 2011, we aim for a reduction in car use in the City of Ryde and increased use of more sustainable modes, such as public transport, walking and cycling.

Further detailed information regarding Council's transport strategy can be found on The City of Ryde website (www.ryde.nsw.gov.au)



Town Centres and Villages

The City of Ryde urban development policies place particular emphasis on the renewal of existing centres and the creation of sustainable town centres and urban villages. Since 1996 the City has developed key policies and strategies to create a network of key centres in the City of Ryde.

These centres are:

- . West Ryde
- . Meadowbank Employment Area
- . Eastwood
- . Gladesville
- . Ryde

These centres will become urban precincts located around a high frequency public transport node or interchange incorporating:

- . a mix of land uses, including retail, commercial, employment, residential and leisure
- . attractive and well used public spaces
- . a safe and convenient pedestrian environment
- . urban design elements which promote community pride and identity.

West Ryde

What is the Vision?

A planning study in 1996 identified West Ryde's chief economic strength as its local convenience retail role, expressed by convenient and visible car parking and available shopping for small household goods. Although busy Victoria Road divides the centre, it is fortunate to have land on the northern side of the road with potential for expanded convenience retail activities.

Future Character:

The Master Plan developed to guide the centre's growth and change over the next 20 years recommended that:

- . new residential dwellings be developed;
- . higher floor space potential be used as a lure to encourage new investment;
- . public spaces throughout the area be made more safe and attractive;
- . drainage system capacities be amplified to rectify existing stormwater inundation problems;
- . the centre be better managed and be actively marketed.

Fresh development controls have been approved for the centre and renewal of private property will be complemented by public space improvements in the footway and pedestrian areas.

Already there have been substantial changes in the village with the new market place and public library opened in 2005. Over the next 3 years Council will be working to transform it's old car park along Anthony Road into a vibrant mixed use development and to develop new community space on land on the northern side of Anthony Road.

Meadowbank Employment Area & Shepherds Bay

What is the Vision?

Council is working to change the aging industrial area into a vibrant, mixed-use community overlooking the Parramatta River. These changes are now happening.

Future Character:

The area will be socially, economically and environmentally sustainable: a place where people can live, shop, work and play - without using the car.

There will be:

- . housing choice with a substantial increase in medium density housing,
- . river views will be possible from many of the residential areas but the treed ridgeline to the north will be protected and visible from the river.

New Plans are in place to ensure a higher level of environmental sustainability in the area.

For example, a detailed waste management plan will be required for demolition and

redevelopment; new units will have stricter energy requirements and will be naturally ventilated. Deep planting zones will be required on all sites to ensure ground water recharge and long term viability of trees.

A change from heavy to light industrial and commercial uses in key locations is planned. This means that small businesses, e.g. 'high tech' uses, will be possible. In addition there is scope for commercial headquarters located right on the Parramatta River or close to transport.

Council encourages developers to provide community facilities like day care centres, gyms and cafes, deli's and local shops. This includes a new Child Care centre in Bowden Street. Council will also soon open the new Shepherds Bay community facility as part of the Water Point Development on the former Faraday Park site. Last year this development provided a new 5,000m² foreshore park for the community.

Council will use Section 94 monies, provided by new development, to upgrade the streetscapes and parks throughout and to improve access for pedestrians, cyclists and cars.

The result will be an attractive employment centre with a self-supporting community.

Gladesville

Gladesville was once the best shopping spot between Parramatta and the City. It was a traditional village built around a bustling, friendly main street. People walked to the shops, often daily, and enjoyed the wide range of goods and services available. But today the area seems to cater more for the stranger driving through than for local shoppers and residents.

Future Character:

In 2003 the City of Ryde and Hunter's Hill Councils embarked on a joint project to breathe life back into the ailing precinct. Their vision for Gladesville is to create a town centre and business area that will be an attractive place in which to live, visit, invest and work.

With the appointment of consultants Annand Alcock Urban Design, work on a Master Plan got under way. After consultation with diverse community groups, including residents and local retailers, the

Draft Master Plan for the rejuvenation of Gladesville has emerged. The Plan is a vision of where the area could be in 25 years time, what it could look like and a map of how to get there.

The plan includes recommendations for future height controls, pedestrian and vehicular access, and streetscape improvements such as street trees, broad footpaths and the provision of new plazas and squares. Once adopted the plan will form the basis for the preparation of other planning documents.

Eastwood

In the future, Eastwood Town Centre will be a place specifically designed for the enjoyment and utility of pedestrians and a place which allows convenient access for people between home, work, shopping and leisure.

It will also be a place which has a high level of aesthetic amenity at street level; have safe attractive and convenient public spaces; be a vibrant, viable and profitable commercial centre; and contain an appropriate mix and arrangement of uses, which satisfactorily integrate with existing surrounding activities.

Strategies have been developed to guide the future growth of the Eastwood Town Centre. Supporting these strategies is a range of enhancement and infrastructure projects designed to improve the amenity of the area and increase the safety of those using the centre.

Future Character:

There are some opportunities for future growth in the centre, which includes residential, retail and commercial uses. Eastwood must avoid competing with the larger regional centres and establish itself as a niche market. Concentrating on making retailing convenient, has been identified as critical to the economic future of Eastwood Town Centre.

It is likely that the centre will attract office services, with demand likely to come from small to medium sized office firms. To ensure that the village character of the centre is retained, new developments that incorporate office and commercial activities with street activity at ground level should be encouraged.

Residential development should also be encouraged. Shop-top housing should be located

within the centre and medium density on the fringe. High rise residential (not more than 10 storeys) is only considered appropriate where there is existing high rise development and above the rail line.

Eastwood Park

Eastwood Park is a venue for both sports and an open space for reflection and passive recreation. Currently the park hosts croquet, cricket and soccer. It is the venue for community events, such as the Granny Smith Festival and community reflection on Anzac Day and Remembrance Day.

In the coming year Council will recognise the importance of the Park by undertaking a Plan of Management and Master Plan for its development. There is no doubt regarding the park's value as a sports and community venue, however the development of the park as a venue and focus for the community is required. The Plan of Management process will define the design and recreation opportunities.

Drainage

Eastwood is located within the Terry's Creek stormwater catchment, which extends from Carlingford to the Lane Cove River, and includes the local government areas of Parramatta City, Hornsby Shire and the City of Ryde. The creek and several lakes predated the development of the current district centre.

Following the gradual development of the area, and encroachment upon the lakes, it was resolved to fill in the deteriorating lakes and to construct a canal along a section of the Terry's Creek waterway. The building of this open channel was undertaken during the depression years (1929-1935). Owing to the relatively small size of the open channel, and the urbanised nature of the surrounding catchment, the district centre is susceptible to flooding. The catchment has experienced several significant storm events including the 1967, 1984 and 1989 to 1990 storm events.

To address this issue, the City of Ryde proposes to develop a floodplain risk management plan for the Eastwood area, which will support the current drainage amplification strategy. The development of the plan will be supported by the formation of a floodplain risk management committee to oversee and advise Council. Council recognises

the important role that community consultation will have in this project, and our goals for community consultation are to identify community concerns and values; to gather information from the community; to inform the community about possible actions or alternatives and the potential consequences of these; and to improve decision-making.

Streetscape

A jointly financed project between Council and the Owners' Corporation of the Eastwood Village Shopping Centre along Progress Avenue and Lakeside Road is to be undertaken and will improve this local streetscape. The upgrade will entail new paving, street furniture (seats, bins and pedestrian lighting) and street trees, resulting in a larger, more attractive area for outdoor dining and minor traffic improvements. Provision for the future undergrounding of power is also proposed.

Future works at Eastwood Town Centre may include the upgrade of Rowe Street East, with the possibility of outdoor dining areas and new street tree planting. A traffic study is currently being carried out in Rowe Street East to assess the feasibility of various upgrade options. Undergrounding of power in lieu of a streetscape upgrade is also a possibility.



Ryde Town Centre Project

In 2005 Council prepared and exhibited new plans for the revitalisation of the Ryde Town Centre. The exhibited Local Environmental Plan (LEP) and Development Control Plan (DCP) received strong community support and were adopted by Council. Many public submissions for example looked forward to improvements in the Ryde Town Centre.

The redevelopment of the Top Ryde Shopping Centre will be a catalyst for the revitalisation of the Town Centre and the implementation of Council's LEP and DCP, which envisage the creation of a centre that will serve local communities. For example the Ryde Town Centre LEP 143 requires a childcare centre, pedestrian footbridges over Devlin Street and community facilities of 2500m² to be located on the corner of Pope and Devlin Streets. The owners of Top Ryde Shopping Centre have also approached Council and offered to incorporate a library and other civic uses in the proposed redevelopment of the shopping centre.

Known as the City of Ryde Service Centre or COR Service Centre, the new facility will incorporate a 21st century library, Council's Customer Service Centre as well as a multi-purpose area that can be used for a variety of purposes such as meetings and the like. Council's aim is to develop a COR Service Centre that will be easy to access, taking advantage of the latest technology thus better serving residents.

Planning has commenced on the concept design of the facility to enable the owners of the shopping centre to incorporate the features required by Council in the plans to be submitted for development consent. It is envisaged that the facility will be constructed at no cost to Council and that a "turn key" project will eventuate incorporating Council's needs. Some costs will need to be funded by Council and an allowance has been made in the Management Plan, but this will be subject to further negotiations with the owners of the shopping centre.



COR Service Centre Project within the Shopping Centre; artistic impression



City of Ryde

Brush Farm House Restoration



Brush Farm House stands on almost 1 hectare at the corner of Lawson Street and Marsden Road, Eastwood. It is one of the most significant European buildings in the nation. Brush Farm House was constructed, circa 1820, by Gregory Blaxland, following his purchase of the Brush Farm Estate in 1807. Brush Farm House is not only one of Australia's oldest houses but also one of the most substantial houses surviving from the Macquarie period.

A Conservation Management Plan (CMP) was prepared in 2003, and was endorsed by the NSW Heritage Office on 6 July 2004. A team of professional consultants led by Heritage Architects, Tanner Architects, were engaged in January 2005, to prepare the design drawings, Development Application (DA) and tender documentation for the proposed conservation and adaptive works. An integrated DA was lodged and approved by both the NSW Heritage Office (approval granted 19 October 2005) and the City of Ryde (approval granted 13 December 2005). Selective tenders were then called from four (4) short-listed heritage contractors on 16 December 2005. Tenders for these works closed on 21 February 2006 and are presently being evaluated. Conservation and adaptive works are due to commence in April 2006 and Phase 1 of the works are due to be completed in the first quarter of 2007.

The City of Ryde, has allocated funds of \$2.1 million to commence the building restoration which represents a shortfall of \$1.2 million on the total projected costs to restore the building. Therefore it is proposed to undertake the works in two phases. The City of Ryde has also applied under the Federal Government's National Heritage Investment Initiative program for a grant of \$500,000.

Presently, the upper level of Brush Farm House is proposed for occupation by the NSW Department of Corrective Services (DCS), under licence. The DCS proposes to use this area of Brush Farm House for training and meeting purposes. The remainder of Brush Farm House will be available for public use and it is anticipated that, once restored, Brush Farm House will become a popular venue for events and functions and community of the City of Ryde.



Long Term Financial Strategy



In 2005, in the development of the 2005/2006 Management Plan, draft Discussion Papers were prepared to further reinforce issues related to the pressures on Council's Infrastructure that cover the following areas;

- Infrastructure Challenges
- Parks and Open Space
- Traffic Management
- Stormwater Management
- Information Management and Technology
- Macquarie Park Corridor

These papers highlight the growing backlog in each area and indicate the required investment to address the various classes of infrastructure.

Council resolved to prepare a Long Term Financial Strategy (LTFS) to obtain a financial projection that quantifies the operations of Council's services for the next 20 years. It is more comprehensive than a budget and includes a written commentary, sensitivity analysis and scenario options. It examines the impact of Council's revenue, operational and capital expenditure forecasts, taking into account assumptions for economic factors and changes to service delivery levels. A key component of the LTFS is an assessment of the City's infrastructure and the need to quantify the costs in bringing all infrastructure to a satisfactory standard.

A LTFS provides the following benefits for Council:

- it provides an indication of the future financial position of Council based on delivering service levels defined in the Management Plan.
- it allows the costs of long-term strategic decisions to be quantified and discussed.
- it helps Council to determine its financial capabilities, and assess the financial sustainability of its service levels and infrastructure.
- it assists Council in determining the risk of future strategic directions.
- it enables testing of sensitivity and robustness of key assumptions (particularly those behind the LTFS).

As part of the Long Term Financial Strategy, a Financial Asset Gap Analysis has been conducted to assess the current and required levels of Infrastructure Asset operational and capital expenditure. The funding shortfall projected in the LTFS ranges from \$133 M to \$594M. While the LTFS has been initiated during the 2006/2007 financial year it will require a regular and ongoing review to monitor the City's future financial position.



City of Ryde

New Waste Collection Service



In May 2006 a new waste and recycling collection service was introduced to the City of Ryde. Householders received 3 new bins- a 140 litre garbage bin, 240 litre recycling bin and a 240 litre garden vegetation bin. Residents that live in multi-unit dwellings were issued with a 240L garbage bin to share between 2 units or large unit blocks lacking in storage space were issued with either 660L or 1100L bins.

In an attempt to reduce waste to landfill and to encourage residents to reuse and recycle, the 240L garbage bin has been replaced with a 140L garbage bin. Normal household waste only is to be placed into these bins. Residents are encouraged to consider purchasing products with low packaging and to buy in bulk to minimise waste generated in the home.

Recycling will be made much simpler for residents with the introduction of the new service. Each resident will receive a brand new 240L recycling bin with a yellow lid. The biggest change residents will notice is the single lid and the removal of the divider. All recycling will be placed into this bin with out having to separate it. Council has also increased the type of items that can be recycled. All of the recyclables residents are used to recycling such as newspaper, cardboard, milk and juice cartons, bottles and jars, steel and Aluminum cans can still be recycled. Plus now all plastics marked with the recycling symbol 1-7 can be recycled- including ice cream containers, takeaway containers, margarine and yoghurt containers, cordial and detergent bottles, cd and cassette cases.

Residents will be provided with a separate 240L Garden Vegetation bin. Residents will be able to dispose of garden clippings, grass, weeds, small branches and prunnings no thicker than an average human forearm. The contents of garden vegetation bins will be taken to a special composting facility where they are processed into high quality compost. The resulting compost is sold wholesale to landscaping companies.

In an effort to reduce dumping and keep our city clean, the new collection service will provide residents with a household cleanup every ten weeks. The residents will be provided with a waste collection calendar advising them of dates of both their household cleanups as well as their garbage, recycling and organics collection.

The household cleanup will be separated into two piles, one for metals and household waste and one for garden vegetation. This enables Council to continue to recycle the metals and garden vegetation.



Major Initiatives



City of Ryde

Governance & Accountability

Your Council

The City of Ryde Council team was elected to office in March 2004.

Every 4 years elections are held, co-ordinated by the State Electoral Office to elect Councillors for each Council across New South Wales.

The City of Ryde has 12 Councillors with the area broken up into 3 Wards (East, Central and West) with 4 Councillors elected in each Ward.

Meetings and Decision Making

The Elected Councillors meet most weeks, at Committee or Council Meetings.

At Committee Meetings, reports from Council Officers are submitted, with a recommendation, for the consideration of the Committee Members.

Depending on the nature of the issue, the Committee may have delegated authority (in accordance with Council's Code of Meeting Practice and in accordance with the Local Government Act 1993) to make RESOLUTIONS which can be acted upon immediately.

If the Committee does not have the appropriate delegated authority, the Committee usually makes a RECOMMENDATION to be considered at a Council Meeting.

The Council will then make a RESOLUTION which can be acted upon immediately.

Council usually meets on Tuesday at 7.30pm at the Civic centre, 1 Devlin Street, Ryde.



Mayor

Clr Ivan Petch (East Ward)

Years of Service

1977 - 1987

1995 -



Deputy Mayor

Clr Gabrielle O'Donnell

(East Ward)

Years of Service

1995 -



City of Ryde



Clr Tom McCosker
(East Ward)
Years of Service
2004 -



Clr Nicole Campbell
(Central Ward)
Years of Service
2004 -



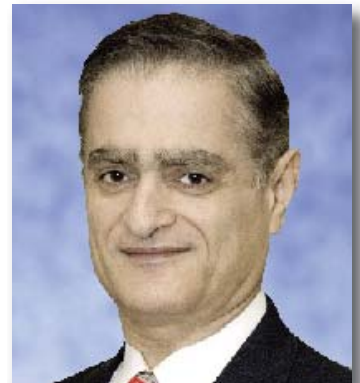
Clr Maha Melhem
(Central Ward)
Years of Service
2004 -



Clr Vic Tagg
(East Ward)
Years of Service
2004 -



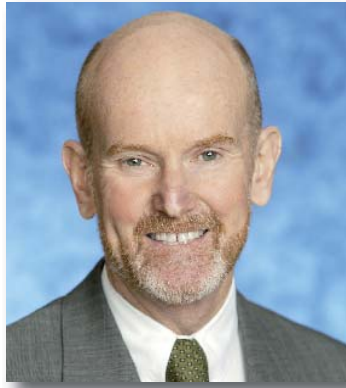
Clr Connie Netterfield
(Central Ward)
Years of Service
1999 -



Clr Sarkis Yedelian
(Central Ward)
Years of Service
2004 -



Clr Michael Butterworth
(West Ward)
Years of Service
2004 -



Clr Terry Perram
(West Ward)
Years of Service
1987 -



Clr Terry Ryan
(West Ward)
Years of Service
2004 -

Role of the Council

The elected Council represents the views of the community and Councillors determine strategic direction and policies.



Clr Edna Wilde OAM
(West Ward)
Years of Service
1974 -

The Mayor and Deputy Mayor are elected annually by the Councillors. The Mayor presides at Council meetings and carries out the duties of civic and ceremonial functions. The Council (all 12 Councillors) is the decision making body.





Council and Committee Meetings

The City of Ryde Council makes its decisions at publicly advertised meetings of Council and its Committees. All members of the public are welcome to attend these meetings. Council meetings are held on the second and fourth Tuesday's of the month at 7.30pm in the Council Chambers. Committee meetings are held on the first and third Tuesday's of the month from 4.00pm in the Civic Centre Committee Rooms.

Development Committee

CHARTER - To adopt and monitor in accordance with established priorities and budgets the policies, plans and procedures for promoting the health of citizens and the creation of an attractive, harmonious living environment, review the execution of such policies and plans and determine local development and rezoning applications.

MEMBERS - Clr Campbell, Clr McCosker, Clr Netterfield, Clr O'Donnell, Clr Tagg and Clr Yedelian.

CHAIRPERSON - Clr Netterfield.

DEPUTY CHAIRPERSON - Clr McCosker.

Public Facilities and Services Committee

CHARTER - To adopt and monitor in accordance with established priorities and budgets the cost effective implementation of:

1. policies and operating plans for infrastructure development and maintenance so that facilities and services are provided to satisfy the needs of the community.
2. programs and services to promote the physical, social, cultural, recreational, spiritual and intellectual well being of individuals and the community.

MEMBERS - Clr Butterworth, Clr Melhem, Clr Perram, Clr Ryan and Clr Wilde OAM.

CHAIRPERSON - Clr Wilde OAM.

DEPUTY CHAIRPERSON - Clr Butterworth.

Committee of the Whole

CHARTER - To address issues relating to the management of Council's financial, human and physical resources through the adoption and monitoring of strategies, policies, budgets and procedures that will enable Council to achieve its visions for the City of Ryde.

To deal with any other matters referred to the Committee by a Councillor or the General Manager and adopt or otherwise determine such matters.

MEMBERS - All Councillors

CHAIRPERSON - Mayor, Clr Petch.

DEPUTY CHAIRPERSON - Deputy Mayor, Clr O'Donnell.

From time to time Council may review its Committee structures. For updated information on Council Committees and meeting dates please visit Council's website www.ryde.nsw.gov.au or phone 9952 8222.

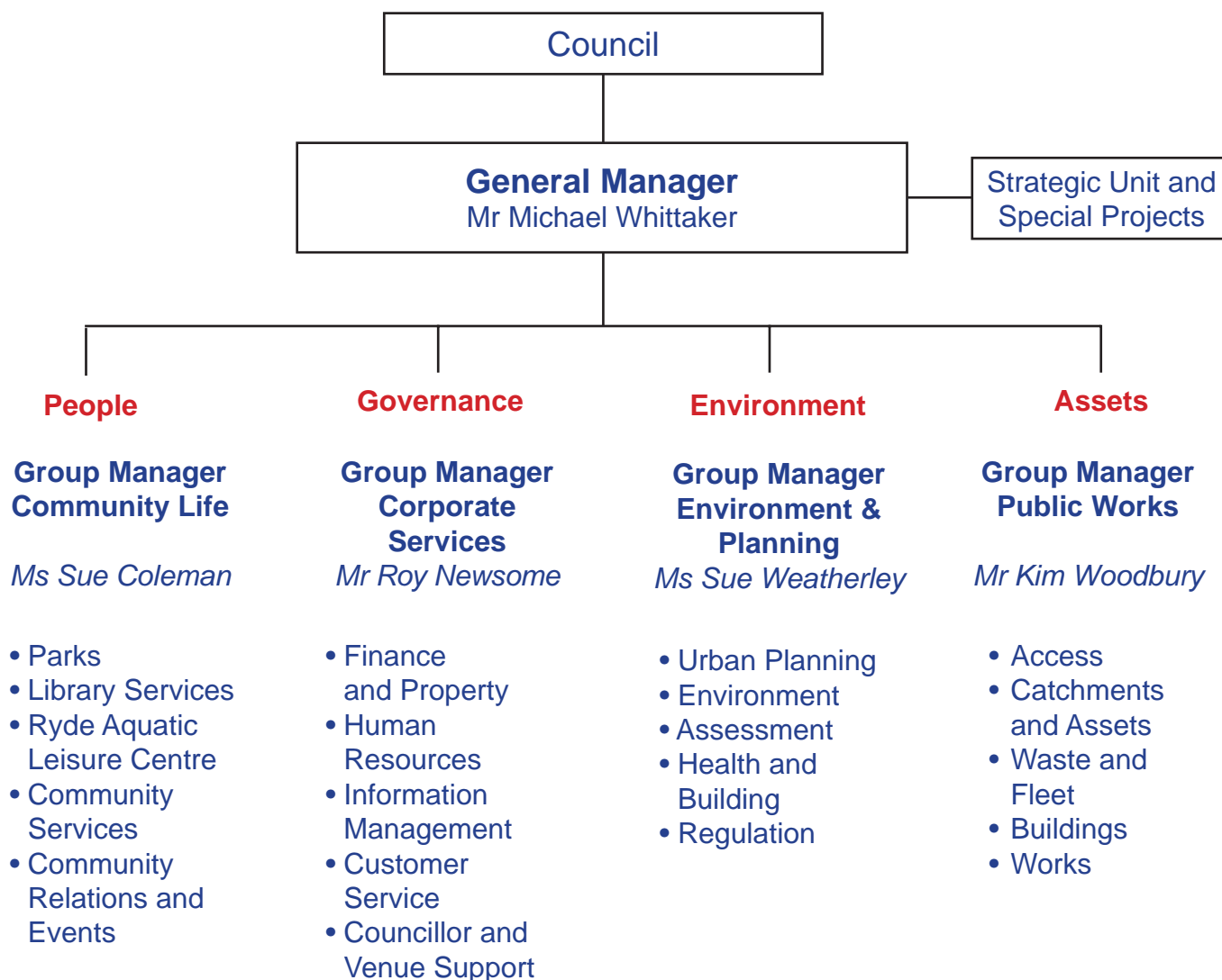


Organisational Structure

The present organisation structure was reviewed by the General Manager, in consultation with the Council and established in May 2005.

The new structure is based on finding the best ways to align Council resources, minimise inefficiency and maximise output. It takes into account 4 major areas: - People, Assets, Environment and Governance and the major challenges confronting the City of Ryde for the next 4 years, for example, Ryde Town Centre, Macquarie Park Corridor, Ryde Park and the development of an integrated Transport Strategy.

The Council, headed by the General Manager, comprises 4 groups.





City of Ryde

Council has developed this Service Delivery Model to deliver the outcomes detailed in this Plan. The Service Delivery Model is aligned to the 4 key outcome areas identified in our strategic planning processes.

Organisation Structure (Service Delivery Model)	Key Areas (Strategic Outcomes)
Community Life	People
Public Works	Assets
Environment and Planning	Environment
Corporate Services	Governance

The Council has designated the following 13 positions as Senior Staff under Section 332 of the Local Government Act 1993:

General Manager

Group Manager (4)

Chief Financial Officer

Information Manager

Human Resources Manager

Chief Information Officer

Parks Manager

Works Manager

Ryde Aquatic Leisure Centre Manager

Development Manager (Ryde Town Centre)

Corporate Governance

Governance Policies

Council has developed a number of policies and codes which have been adopted to guide the behaviour and decision making of Council and staff. A full listing of these codes and policies is available on Council's website at <http://www.ryde.nsw.gov.au/council/documents/policies.htm>.

General Manager

The Council has appointed the General Manager, Mr Michael Whittaker, to be responsible for the overall management of the organisation. In undertaking this role the General Manager has delegated authority to:

- Provide the operational leadership for the City.
- Deliver Council objectives in improving the economic, environmental and social well being for the residents of Ryde.
- Lead the organisation in delivering outcomes and financial sustainability for the City.
- Ensure that the Council is provided with sound policy advice in response to issues.
- Ensure efficient and effective delivery of services which meet the City's needs.
- Ensure that the staff and other resources provide value for money services.

Code of Conduct - Conduct Committee

The City of Ryde Code of Conduct provides the foundation upon which Council's high standards of probity and transparency are built. The Code is reviewed regularly by Council.

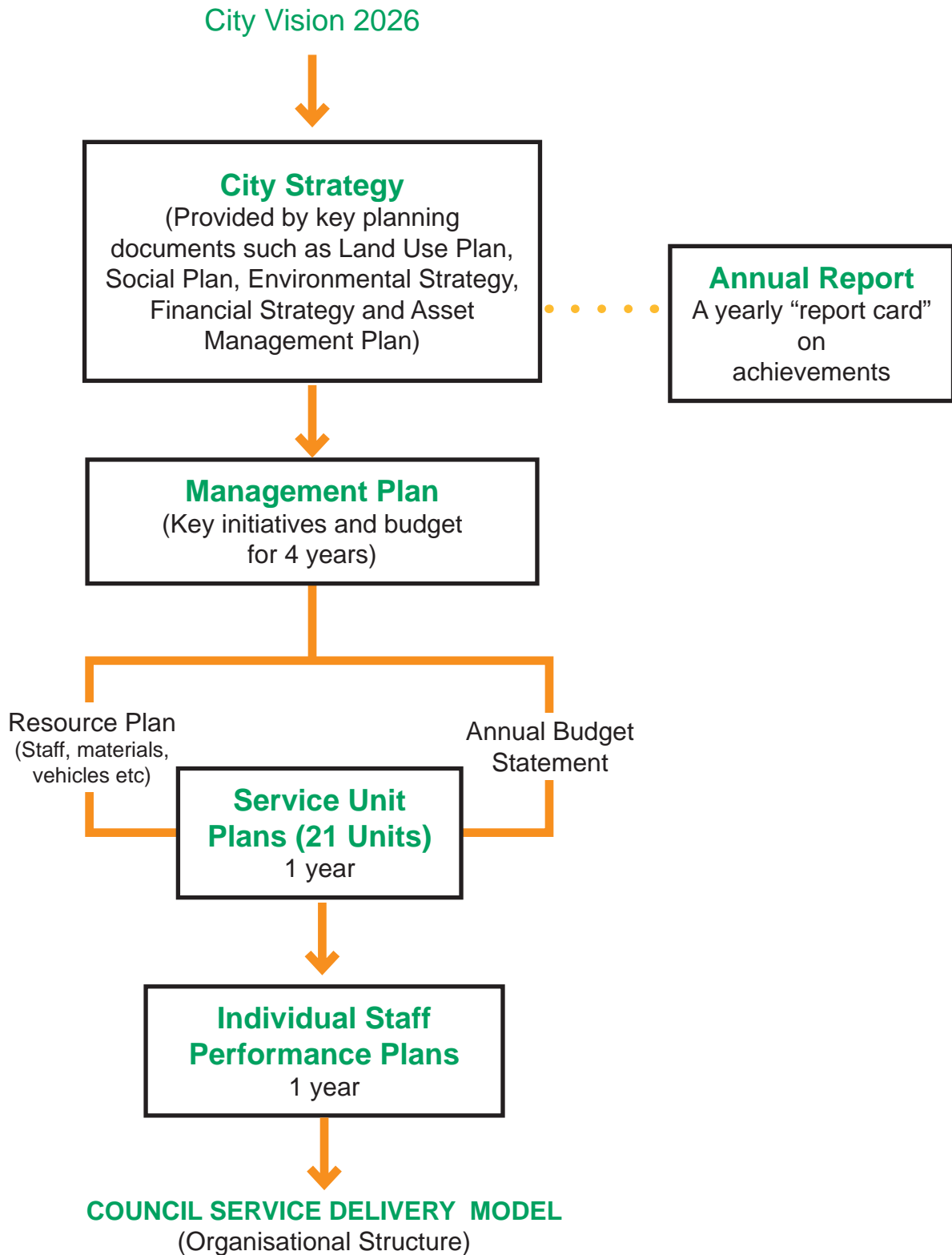
A key element of the Code is that a process is set out for reporting of breaches by Councillors. If an alleged breach of the Code of Conduct is made against any of the Councillors, the allegation is referred to the Conduct Committee. The role of the Conduct Committee is to determine if the matter warrants investigation or to consider any alternate means to handle the matter. The Conduct Committee is required to adhere to rules of procedural fairness.

The Code of Conduct also sets out sanctions which could be imposed against a Councillor if, following the investigation of the Conduct Committee, the Councillor is found to have breached the Code of Conduct.



City of Ryde

Integrated Planning and Service Delivery Framework



2006/2007 Initiatives and Programs

Key Outcome Areas

Including initiatives and key performance indicators

There are 4 Key Outcome Areas that our Management Plan identifies:

1. People
2. Assets
3. Environment
4. Governance

The Management Plan details the Key Outcomes from our City Vision and 4 Year Strategies for each area including the 2006/2007 initiatives, programs/projects and targets. Performance Indicators have been developed to measure Council's progress across the 4 Key Outcome areas. To achieve the City Vision, Council's role is to:

- Provide key services and facilities
- Maintain existing infrastructure and assets
- Provide strong leadership and management
- Provide an efficient and effective integrated regulatory environment
- Advocate the needs of the community
- Sponsor festivals, events and initiatives
- Work in partnership and develop alliance with key stakeholders
- Develop and implement innovative and integrated strategic and corporate planning



1. People

The City of Ryde is committed to being a socially sustainable City through effective community participation and the active application of social justice principles.



Outlook 2006-2009

Community programs that improve the quality of life for residents including implementation of the Social Plan and Disability Action Plan.

Active, healthy lifestyle promoted and a mix of active and passive leisure opportunities provided.

Greater educational and cultural opportunities established that foster life long learning and improved access to information.

City Vision – Outcomes for People

A vibrant city that is healthy, physically attractive, economically strong and engages its community through cultural and social activities.

We have a City that:

- Encourages and harnesses community participation through cultural and social activities.
- Delivers services to provide for its health, economic, social and environmental needs.
- Has extensive social relationships in the area of volunteers, social clubs, associations and vibrant active involvement in local events and festivals.
- Is a positive influence on the arts, culture, economy, environment, housing, leisure, recreation, safety and public health of our community.
- Demonstrates growth and benefits for the community and has economic and academic opportunities.

A city that plans for people by identifying their diverse needs and involving them in decision making to improve their quality of life.

We have quality of life through:

- The provision of facilities and services that meet diverse needs including those of our vulnerable and disadvantaged.
- Decision making that responds to the aspirations of our diverse community.
- A strong sense of belonging and connectedness in the community.
- A community that has equal access to its resources.
- Providing for the social, economic and environmental needs of our community.

- Being secure in the knowledge that our services are responsive to the needs of the community.

A harmonious community through a culturally enriched and respectful society.

We have a community where:

- There is active practice of neighbourliness.
- Cultural values, beliefs, customs, symbols, aspirations and expectations shape community life.
- The local arts and cultural environment celebrates our diversity and encourages community participation.
- The City's natural landscapes, buildings, streets and spaces are a venue for community interaction, cultural activity and for sharing of cultural values.

Key performance Indicators - People	Target 2006/2007
Participation at key events, festivals and programs conducted by the City of Ryde	5% increase on previous year
Increased sponsorship attracted for community events	\$100,000
% of children aged up to 48 months that are fully immunised	92%
Customer Satisfaction with Vacation Care	70%
Customer Satisfaction with Home Modification & Maintenance Services	70%
Facility usage increased at Libraries (visitors per annum)	720,000
Facility usage maintained at RALC (visitors per annum)	760,000
Construction of West Ryde Community Centre completed	30 June 2009



culture

Strategies to achieve outcomes

Four Year Strategy

- 1.1.1 Stimulate cultural vitality by providing opportunities to access information, engage in artistic pursuits and participate in performances and events.
- 1.1.2 Encourage the acknowledgement and respect of traditional indigenous landowners and culture.
- 1.1.3 Ensure people from diverse backgrounds are welcomed and respected.
- 1.1.4 To provide programs that celebrate the character of the City's people and places.

Key Initiatives 2006/2007

- 1. To provide a diverse program of community events
- 2. To develop a Public Art Strategy for the City of Ryde
- 3. To support local community arts activities including the Ryde Eisteddfod through Cultural Grants Program and in-kind support
- 4. To build relationships with Aboriginal community eg. through support for events such as NAIDOC Week



equity

Strategies to achieve outcomes

Four Year Strategy

- 1.2.1 Actively promote Social Justice by ensuring services are accessible.
- 1.2.2 Ensure priority services and resources to disadvantaged target groups.
- 1.2.3 Develop community programs to improve the quality of life of residents.

Key Initiatives 2006/2007

1. To implementation of the Social Plan and Disability Action Plan
2. To provision of targeted community services including
 - Vacation Care Initiatives
 - Home Modification and Maintenance Service



health, recreation & leisure

Strategies to achieve outcomes

Four Year Strategy

- 1.3.1 Promote active healthy lifestyles in the City of Ryde.
- 1.3.2 Provide a mix of active and passive leisure opportunities
- 1.3.3 Enhance community well being through the provision of leisure pursuits and recreational facilities.

Key Initiatives 2006/2007

1. To provide leisure facilities and services through Ryde Aquatic Leisure Centre, Ryde Library Service and the City's parks and bushlands
2. To develop the Parks on Track 2025 Project and implement priority projects
3. To develop the Ryde Community Volunteers Program
4. To develop Sports Council's role as advisory body to the Council

Key Projects 2006/2007

- Continue major upgrade to Ryde Park
- Prepare a Plan of Management for Eastwood Park
- Construct a Skate Park facility
- Create a Shepherds Bay Foreshore Park



community capacity

Strategies to achieve outcomes

Four Year Strategy

- 1.4.1 Improve community cohesion by positively responding to local needs.
- 1.4.2 Promote community well being through the development of a sense of community and place.
- 1.4.3 Enhance educational and cultural opportunities that foster learning and improved access to information.

Key Initiatives 2006/2007

1. To implement Ryde Community Grants Program
2. To regularly produce Community Newsletter
3. To continue development of Community Harmony Reference Group
4. To increase face to face venues for Council Services

Key Projects 2006/2007

- Undertake preliminary planning for the provision of a new Ryde Library
- Develop a Crime Prevention Plan and implement priority projects
- Development of the Customer Service Centre and Library at West Ryde
- Production of annual economic development business and marketing plan
- Hold 2 "Meet the Managers" forums
- Production of annual guidelines to assist small business development



2. Assets

The City of Ryde is committed to continuing the delivery and maintenance of high quality and environmentally friendly buildings and infrastructure.



Outlook 2006-2009

Improve the streetscape and public areas at all shopping centres.

Provide new community facilities through traditional and new funding opportunities.

Optimise the utilisation of public lands for active and passive uses whilst considering prospects for ongoing returns to Council where appropriate.

Review the catchment management needs in relation to water quality, water reuse, potential for flooding and maintenance of existing infrastructure.

City Vision – Outcomes for Assets

Well designed streets and paths where motorists, cyclists and pedestrians feel safe.

We have a City where the roads, cycleways, pathways and footpaths:

- Allow people to safely move around as motorists, cyclists and pedestrians.
- Provide for equity of use and are designed for safety
- Are actively maintained and visually enhanced to encourage use and help us feel safer
- Provide links with our community

Well designed places and spaces that minimise personal harm and where people interact with each other, so that crime is reduced.

We have public places and spaces that:

- Are safe to visit, live and work in.
- Provide enticing venues and open spaces for people to meet, engage and connect.
- Have a safe, creative and vibrant environment that contributes to people's sense of community well-being and provides a sense of place.
- Where we work with our community and key partners for the social and environmental design of our community and in delivery of services.

A high standard of visual appearance as there is no litter or graffiti, and we care for our public infrastructure and public areas.

We have:

- Footpaths, cycleways, roads and public spaces including shopping centres car parks, parks and gardens that are free from litter
- Buildings, structure and spaces that are maintained to be consistently clean, attractive and free from litter or graffiti.

Key performance Indicators - Assets	Target 2006/2007
Asset depreciation fully funded by 2020.	75%
Funding of Capital Expenditure minimum of \$20M per year	\$20M
Review the Asset Management Systems for roads, footpaths and foreshore assets	30 June 2007
Develop an Asset management Plan for building assets	30 June 2007
Commence all capital works projects and complete 80% by value each year	80%
Set up 2 Catchment Risk Management Committees at Eastwood and Macquarie Park	30 June 2007



access

Strategies to achieve outcomes

Four Year Strategy

- 1.5.1 To improve public domain features at all shopping centres.
- 1.5.2 To provide better access to our foreshores and bushland.
- 1.5.3 To engage and inform the community of major projects through the implementation of a public consultation process for major projects.
- 1.5.4 Extend and upgrade bicycle and pedestrian networks.
- 1.5.5 To improve the sustainability and performance of the Council's assets, infrastructure and facilities.

Key Initiatives 2006/2007

1. To review the Asset Management Systems for roads, footpaths and foreshore assets.
2. To increase traffic management installations
3. New footpath program - length of footpath to be constructed - 2065 metres
4. Road Reconstruction Program - road to be reconstructed - 760 metres
5. Road Rehabilitation Program - road to be rehabilitated - 900 metres
6. Road Resheeting Program - length of road to be resheeted - 3700 metres

Key Projects 2006/2007

- Eastwood Town Centre Streetscape Upgrade
- West Ryde Town Centre Streetscape Upgrade
- Gladesville Town Centre Streetscape Upgrade
- Fiveways Shopping Centre Streetscape Upgrade
- Ryde Town Centre Streetscape Upgrade



community buildings

Strategies to achieve outcomes

Four Year Strategy

- 1.6.1 New buildings that are functional, attractive and designed to minimise their impact on the environment.
- 1.6.2 Effectively manage Council's Buildings through the establishment of an Asset Management Strategy

Key Initiatives 2006/2007

1. To develop Conservation Management Plans for all heritage buildings
2. To develop an Asset Management Plan for Council's 110 buildings

Key Projects 2006/2007

- Conservation of Brush Farm House – Phase 1
- Disabled access for buildings program
- Development of West Ryde carpark site and provision of new community facilities
- Development of Shepherds Bay Community Centre



land

Strategies to achieve outcomes

Four Year Strategy

- 1.7.1 To optimise the utilisation of lands under the control of Council for active and passive public uses.
- 1.7.2 Provide investment properties that will provide an ongoing return to Council into the future.

Key Initiatives 2006/2007

1. To identify under-utilised lands
2. To develop an investment property strategy

Key Projects 2006/2007

- Ryde Park Upgrade
- Eastwood Oval Master Plan and Plan of Management
- Tree planting and bush regeneration programs
- Development of Shepherds Bay Foreshore Park
- Establish an investment property portfolio of 3 properties



stormwater infrastructure

Strategies to achieve outcomes

Four Year Strategy

- 1.8.1 Provide improved catchment management in relation to water quality, water reuse, potential for flooding and maintenance of existing infrastructure
- 1.8.2 Encourage water reuse and water quality measures in all stormwater upgrades where appropriate

Key Initiatives 2006/2007

1. To undertake several water re-use projects
2. To review Asset Management Plan
3. To establish Catchment Risk Management Committees

Key Projects 2006/2007

- Water harvesting initiatives in Tuckwell, Waterloo and Peel Parks
- Establishment of Catchment Risk Management Committees for Eastwood and Macquarie Park catchments
- Stormwater upgrade in Ann Thorn (Meadowbank) Catchment to eliminate flooding
- Construction of First Avenue, Eastwood micro-tunnel to eliminate flooding
- Construct, in partnership with the North Ryde Golf Club, a water re-use facility



3. Environment

The City of Ryde is committed to maintaining an ecologically sustainable City through the management of our natural and physical environment.



City Vision – Outcomes for Environment

Clean air through protection of natural resources and better integrated transport systems.

Our City is designed to:

- Promote efficient energy use
- Enable residents and visitors to use all modes of public transport in an efficient way to travel within and beyond the city boundaries.
- Encourage people to be less reliant on their car
- Have locations within the city where people do not need to own a car
- Minimise air pollution

Attractive streets, public places and buildings through better planning and design which is responsive to community expectations and our local environment.

We have:

- Footpaths, cycleways and roads that are attractive for pedestrians, cyclists and motorists
- Public spaces, including shopping centres, carparks, parks and gardens that are well planned and attractive to their users
- New buildings that are stylish, functional, attractive and designed to minimise their impact on the environment

Outlook 2006-2009

Promote a more vibrant, sustainable and accessible City through the development of an integrated transport network, and the creation of a network of town, village and neighbourhood centres.

Improve air quality through control of local specific emissions and the implementation of local and regionally significant greenhouse gas reduction actions.

Place a high priority on conservation and recovery of threatened species, populations and ecological communities through biodiversity planning and management in natural areas.

Improve stream health of local waterways through control of local pollution, increased monitoring and improvements to habitat and water quality to sustain and enhance aquatic life.

Clean water through control of pollution entering our waterways and through protection of these waterways.

We have waterways that:

- Support diverse aquatic life
- Are litter free and have a natural appearance
- Are used for recreation and are safe for swimming

Protected ecological systems and processes that support life and the environment through actions that safeguard them.

We have systems and processes in place that:

- Measure our impact on the environment
- Take action when the environment is threatened
- Restore and repair damage to the natural environment
- Apply precautionary principles in our decision making
- Support, protect and enhance biodiversity and maintain ecological systems

Preserved natural areas which are enhanced and maintained.

We have natural areas that:

- Support a variety of life
- Are not weed infested
- Are treated as precious assets
- Contain significant forms of indigenous remnant vegetation and are vibrant wildlife habitats

A leafy City through parks, gardens, trees and the built environment.

We have well designed accessible parks, green spaces and connecting green corridors that:

- Are green in character and provide passive and active recreational opportunities
- Support biodiversity
- Are attractive, accessible and contribute to the well-being of the community
- Interact with the built form in an environmentally sustainable manner



City of Ryde

Key performance Indicators - Environment	Target 2006/2007
% of tonnes of waste stream to landfill	60%
Number of street trees planted by Council	430
Re-use of Council construction and demolition waste (tonnes per annum)	14,000 t
Gross pollutants removed from gross pollutant traps (tonnes per annum)	80 t
% of Council's vehicle fleet to be 4 cylinder or Hybrid vehicles	30%
Value (\$) of approved development in Town Centres and Macquarie Park	<ul style="list-style-type: none"> • Macquarie Park - \$300 M • Ryde - \$100 M • West Ryde - \$20 M • Eastwood - \$5 M • Meadowbank Employment Area - \$5 M • Gladesville - \$2 M



air quality

Strategies to achieve outcomes

Four Year Strategy

- 1.9.1 Use of public transport systems and integrated transport nodes are supported to reduce air pollution and greenhouse gas emissions.
- 1.9.2 Encourage reduced reliance on the use of the car.
- 1.9.3 Promote alternative modes of transport such as public transport and active transport to minimise air pollution.
- 1.9.4 Encourage walking and cycling by providing appropriately located and attractive facilities as well as programs to promote and encourage their use.
- 1.9.5 Improve air quality in the City of Ryde through local initiatives that will have a positive effect on regional air quality.
- 1.9.6 Reduce greenhouse gas emissions by concentrating on specific sources.

Key Initiatives 2006/2007

1. To complete an integrated transport strategy targeting public transport, community transport, personal transport, a taxi strategy, active transport, a road management strategy, travel demand management, a carparking strategy and integration of land use with the strategy.
2. Conversion to more fuel efficient plant, fleet and equipment to deliver sustainable Council services.
3. To complete Milestones 3 and 4 of Cities For Climate Protection Program to minimise greenhouse gas emissions.
4. To implement BASIX targeting a 40% reduction in greenhouse gas emissions for new residential developments.
5. To undertake sustainability improvement audits of Council building and operations.
6. To implement Local Air Quality Management Plan 2009.

Key Projects 2006/2007

- Integrated Transport Study completed by 1 December 2006.
- Green Purchasing Policy completed by 1 July 2007.
- Milestone 3 Cities For Climate Protection Action Plan by 1 December 2006.
- Milestone 4 Cities For Climate Protection Action Plan by 31 December 2007.
- Conduct 1 Community Sustainability Workshop relating to air quality in conjunction with series of community workshops to be conducted with the Australian Conservation Foundation by 30 June 2007.
- Conduct 3 sustainability improvement audits of Council buildings/operations/facilities by 30 June 2007.



bushland & biodiversity

Strategies to achieve outcomes

Four Year Strategy

- 1.10.1 Protect and preserve native vegetation and biodiversity of high conservation value.
- 1.10.2 Protect and maintain existing natural ecosystems; its flora, fauna and other living organisms; place a high priority on conservation and recovery of threatened species, populations and ecological communities.
- 1.10.3 To protect and maintain native fauna populations and their habitats, and where appropriate, to take steps to increase and enhance fauna habitat.

Key Initiatives 2006/2007

1. Flora and Fauna Survey of significant bushland areas.
2. Complete vegetation mapping of entire local area.
3. Weed management on community land.
4. Weed management education for private owners of land around Darvall Park.
5. Environmentally sensitive riparian drainage and restoration.
6. Pest control targeting non-native fauna including Myrna birds, foxes and rabbits within areas of native vegetation.

Key Projects 2006/2007

- Flora and Fauna Survey and development of species list for each of the ecological communities in the Field of Mars Wildlife Refuge, Brush Farm Park, Darvall Park and Lambert Park bushland areas is completed by 30 June 2007.
- Infrared photography for mapping of vegetation communities and ground truthing is completed by 30 June 2007.
- Darvall Park Noxious Weed Community Education Program is conducted of some 250 private properties by 30 June 2007.
- Pilot Myrna Bird trapping program is conducted at Darvall Park, Eastwood by 30 June 2007.



human settlement & built environment

Strategies to achieve outcomes

Four Year Strategy

- 1.11.1 To provide for a broad range of land uses, employment activities and housing types, which are responsive to the needs and expectations of the local community and improve quality of life and wellbeing.
- 1.11.2 To introduce systems to reduce waste to landfill and to minimise health and safety risks in the City of Ryde.
- 1.11.3 Use of non-renewable resources are minimised.
- 1.11.4 Landfill waste generation is minimised and the rate of recycling is increased.
- 1.11.5 Energy and water consumption is minimised.
- 1.11.6 To manage the development of the City (including its natural and built environment, its people, functions and movement systems) in a just and equitable manner through integrated local and regional planning involving all spheres of government in an open and participatory decision making process.
- 1.11.7 Reduce energy consumption and greenhouse gas emissions through reduced energy use, maximising energy efficiency, improved technology and urban design.
- 1.11.8 Minimise the use of mains water and maximise the reuse of water.
- 1.11.9 To enhance the quality of life of the existing and future community by:
 - Conserving and enhancing the cultural heritage.
 - Locating activities close together on a fine grain permeable street pattern to encourage walking and cycling.
 - Lobbying for good public transport and car-pooling especially for journey to work.
 - Using an urban design methodology as a basis for planning controls so that areas which are undergoing change function well, have a strong sense of place and are beautiful places to be.
 - Providing for a broad range of land uses, employment activities and housing types, which are responsive to needs and expectations.

Key Initiatives 2006/2007

1. To complete Water Savings Action Plan and implement to achieve 20% reduction.
2. To complete Energy Savings Action Plan and implement to achieve 20% reduction.
3. To progress to 4 star in Sydney Waters Every Drop Counts Program.
4. To complete Milestone 3 Cities for Climate Protection Program and implement to achieve 20% reduction in corporate and community greenhouse gas emission levels.
5. To design based Development Control Plans for West Ryde, Eastwood and Neighbourhood Centres.
6. To design based Development Control Plan and Local Environmental Plan for Gladesville.
7. To review Meadowbank Employment Area.
8. To review Macquarie Park Development Control Plan.



City of Ryde

Key Projects 2006/2007

- Ryde Aquatic Leisure Centre Water Saving works by 1 July 2007 to reduce levels below base year 2002/2003 by 27,000kl.
- Complete Energy and Water Savings Plans to DEUS requirements by due dates.
- Implementation of Cities for Climate Protection Milestone 3 Action Plan to agreed targets and performance measures.
- Implementation of Every Drop Counts Management Recommendations to progress to 4 Stars of the Every Drop Counts program by 30 June 2007.





soil & land

Strategies to achieve outcomes

Four Year Strategy

- 1.12.1 To manage development and conservation systems to improve the quality of air, water and soil, so as to minimise the use of non-renewable resources.
- 1.12.2 To control erosion, sediment and dust to maintain amenity and protect water quality.
- 1.12.3 To control development on contaminated land.

Key Initiatives 2006/2007

1. Complete ASS Management Policy and identify affected lands.
2. Review site management requirements in DCP 42A to ensure erosion and sediment controls for building sites are adequate.
3. Complete Contaminated Land DCP for development on contaminated or potentially contaminated land and identify lands.

Key Projects 2006/2007

- Review of 6 construction sites are reviewed for adequacy of sediment controls in place by 30 June 2007 to inform review of DCP.



water quality

Strategies to achieve outcomes

Four Year Strategy

- 1.13.1 To improve water quality of our waterways, including receiving waters.
- 1.13.2 To monitor changes in aquatic health.
- 1.13.3 To promote the retention of native vegetation and natural hydrological processes along watercourses.
- 1.13.4 To increase corporate and community awareness of stormwater pollution.

Key Initiatives 2006/2007

1. Undertake year 3 of City's 7 year Macroinvertebrate Water Quality Monitoring Program targeting Buffalo, Terrys, Porters, Archers and Shrimpton Creek systems and implement improvement measures.
2. To facilitate quarterly meetings of Community Water Quality Management Steering Committee
3. To implement the Stormwater Quality Awareness element of Enviro Ed Team Strategy targeting staff with monthly program and community with sustainability workshops.

Key Projects 2006/2007

- Archers Creek restoration and creek rehabilitation including riparian zones and habitat creation.
- Shrimpton's Creek targeted monitoring to identify improvement targets, particularly to oxygen levels.
- Identify sources of high conductivity levels in Porters Creek and take corrective action to lower these levels.
- Clear out high levels of dead vegetative matter in Buffalo Creek between Cressy Road and Buffalo Road to lower high nutrient levels.
- Build synergy with Hornsby Council water quality program for Terrys Creek.
- Conduct 1 Community Sustainability Workshop relating to water quality in conjunction with series of community workshops to be conducted with the Australian Conservation Foundation by 30 June 2007.



4. Governance

The City of Ryde is committed to effective decision making processes that ensure transparency and involvement of its community.



City Vision - Outcomes for Governance

Improved communication with the community and increased awareness and understanding of Council's decisions by the community.

Members of the community are engaged through involvement in democratic decision making and the promotion of active citizenship.

Incorporation of best practice approaches in the delivery of services to the community.

A safe and harmonious working environment with skilled and motivated staff who embrace the organisation's vision and values.

Compliance with all legislative requirements and statutory obligations.

An efficient and effective regulatory environment.

Outlook 2006/2009

Increase the community awareness and understanding of key issues/projects for the City of Ryde.

Development of a Long Term Financial Strategy for the City of Ryde.

Strengthening the Corporate Governance framework within the organisation in key areas of human resources, information systems and customer service.

Initiate process and information technology improvements



City of Ryde

Key performance Indicators - Governance	Target 2006/2007
Within +/- 5% of Budgeted Operating Revenue	within +/- 5% of approved annual budget
Within +/- 5% of Budgeted Operating Expenditure	within +/- 5% of approved annual budget
Within +/- 5% of Budgeted Capital Expenditure	within +/- 5% of approved annual budget
Debt Service Ratio	3.0%
Outstanding Rates and Annual Charges	2.50%
Return On Investment	Exceed UBSWA Bank Bill Index by 0.25% (Currently at 5.76%)
Achieve satisfaction from 70% of customers who have dealt with the City of Ryde	Initial Result to be established with customer survey in November 2006
% of correspondence acknowledged within 4 working days of receipt	80%
Maintain a balanced budget by providing an operational surplus before allowing for depreciation expense	\$15M per annum
Local Development Application turnaround time	45 days (median)





community consultation

Strategies to achieve outcomes

Four Year Strategy

- 1.14.1 To provide leadership in policy and decision making processes.
- 1.14.2 To maximise opportunities to fulfill a strong advocacy role on behalf of the community.

Key Initiatives 2006/2007

1. To develop and implement a new Community Consultation Strategy
2. To develop and implement a Corporate Communication Plan for the City
3. To enhance Council's website to increase E-business transactions
4. "Council Directions" setting out the City of Ryde's major initiatives prepared and published for the community
5. To develop a Strategy to improve on the level and quality of responses from community groups
6. To undertake a review of all advisory Committees to improve customer service to the Community



business sustainability

Strategies to achieve outcomes

Four Year Strategy

- 1.15.1 To manage Council's resources with integrity and diligence.
- 1.15.2 To continue to improve the transparency of Council's financial performance and operations.
- 1.15.3 To promote a learning organisation approach by maximising personal development opportunities for elected representatives and staff.
- 1.15.4 To provide a positive and safe working environment.
- 1.15.5 To maintain a sound financial position for the City and continue to review Council's short and long term financial plans.

Key Initiatives 2006/2007

1. To develop the Human Resources Strategy 2006-2010
2. To develop and implement a 20 Year Long Term Financial Strategy
3. To establish a Revenue Generation Group and develop options
4. To establish an Internal Audit Committee
5. To develop a Business Risk Framework and Implementation Strategy
6. To proceed with the implementation of the Electronic Document Records Management System
7. To proceed with the installation of a new Customer Request Management System
8. To revise the Corporate Business Continuity Plan
9. To develop a 5 Year Information Technology Strategy
10. To review options for Corporate Management Reporting System



regulatory framework

Strategies to achieve outcomes

Four Year Strategy

- 1.16.1 To work with people to achieve compliance with our Community's standards for land use and development.
- 1.16.2 To provide health and regulatory services to protect the amenity and public health of our community.
- 1.16.3 To provide transparency in the development assessment process.
- 1.16.4 To provide the community with an increased sense of involvement in the development assessment process and its outcomes.
- 1.16.5 To review the development assessment process regularly to ensure best practice features are applied.
- 1.16.6 To increase the market share of certification services by 25% by the year 2010.
- 1.16.7 To provide an efficient and effective Regulatory service to the community of Ryde through the use of technology and community education.

Key Initiatives 2006/2007

- 1. To establish an Independent Review Panel for Development Applications.
- 2. To actively promote Council's certification services.
- 3. To implement the first stage of e-Planning Project.
- 4. To introduce portable/hand held technology for inspectorial and enforcement staff.
- 5. To monitor enforcement services against Council's Enforcement Policy.
- 6. To develop a direct web link for the community to the City of Ryde web site to access up to date Regulatory services information such as Companion Animals, littering, parking and Roads General Legislation.
- 7. To implement a Companion Animals education program into Primary Schools within the City of Ryde.
- 8. To implement a free microchipping program for companion animals within the City of Ryde.



Corporate Directions & Strategies

Key Frameworks and Strategies

Social Justice Principles and Framework

Council has recently adopted a Social Justice Charter and Social Planning Framework for the City.

The objective of the Social Justice Charter is to provide Council with a Social Justice Charter based upon the fundamental principles of equity, access, rights and participation. It is proposed that the Social Justice Charter provide an overarching statement that determines our values and goals and underpins Council's policies and objectives.

The Social Planning Framework is underpinned by a set of principles that will be reflected in all Council's operations and Policies.

The principles are:

- Rights
- Recognition of Indigenous Australians
- Diversity
- Social Capital
- Service Delivery
- Valuing People
- Cultural Vitality
- Participation
- Appropriate Planning
- Community Facilities
- Environmental Sustainability
- Leisure and Recreation
- Safe Community

The development of the Social Plan 2005 has adhered to the Local Government Social

Planning and Reporting Guidelines produced by the Department of Local Government. The Guidelines were produced by the Department of Local Government to provide additional information to assist councils to develop, implement and evaluate their social planning process. The guidelines give clear direction on the relationship between social justice and social planning as a way of ensuring that Local Government responds effectively to social, economic, environmental, cultural and health benefits for their community. A copy of the social planning framework is available on Council's website: <http://www.ryde.nsw.gov.au/services/socialplans.htm>

Asset Management Strategy

The process of Total Asset Management can be broken into 3 fundamental areas:

1. Strategic Planning – a long-term view based on what our desires or expectations are for that particular asset.
2. Tactical Planning – breaking down the strategic view into specific goals for various parts of the organisation. This includes the allocation of resources to meet specific goals through defined levels of service.
3. Operational Planning – detailed action plans with a short-term outlook eg 1-year business plan.

Lifecycle Asset Management looks at the entire life of any asset from planning to disposal in preference to shorter-term considerations. The process can be further generalised into 5 stages

- Planning and design
- Construction or acquisition
- Maintenance and operation
- Refurbish or enhancement
- Disposal

Council is adopting the life cycle approach to the management of our assets. However, this is a long term project involving all levels of the organisation, particularly in the integration and management of data using appropriate asset management technology and systems.

Environmental Commitment

Council is committed to becoming an ecologically sustainable City through the professional management of our City's natural and physical environment and the conservation of natural resources to ensure the health, diversity and productivity of the local environment is maintained and enhanced for the benefit of future generations.

The City will make decisions that:

- Will have considered the principles of ecologically sustainable development and the conservation of biodiversity in all local area decisions, within available resources;
- Will in all our services and functions seek to lead by example and establish appropriate environmental standards

The success of Council's approach relies on community involvement and on environmental awareness and diligence being applied to all of the City's actions. Its implementation is therefore the responsibility of all staff working for and/or interfacing with the City of Ryde.

State of Environment Report

Further information on Council's environmental approach and the State of Environment report can be found at <http://www.ryde.nsw.gov.au/environment.htm>

Governance Principles

Council is committed to good governance through structures, activities and operations that are in accordance with the following principles;

- being totally accountable to the City of Ryde community
- providing leadership and a clear direction for the City
- the community being engaged and consulted on all key decisions
- the Council legally complies with all legislative requirements
- full transparency of decision making while demonstrating fairness, equity and openness in the process

The organisation's adopted values are also fundamental to good governance.

Human Resource Activities

Human Resources Strategy

Council is developing a Human Resources Strategy that will provide a strategic planning framework for the Council to possess a Smart, Safe and Productive workforce. The Strategy aims to identify and present strategic action plans that will ensure that the City of Ryde attracts and retains employees with the right attitude, values and competency to meet the needs of the community.

In formulating the Strategy, the views of key stakeholders have been taken into account and the Strategy has been aligned with the Council's main planning documents such as the 2006-2009 Draft Management Plan and the 2005 Organisational Review.

The Strategy focuses on several key areas



such as Leadership & Management, Employee Relations, Employee Performance, Employee Well-being, Workforce Planning, Employee Attraction & Retention and HR Management Support and Services.

Training and Development

Training and development of staff is a major commitment of the Council. The type and priorities of activities to be delivered each year are established by involving staff and management on an individual basis to contribute to the establishing of an organisation wide Training Agenda. This is achieved by collecting information from individual Training Plans which are updated annually.

Organisational Review

In April 2005 Council completed an Organisational Review, which identified improvement initiatives that were grouped into seven key management areas. These are:

1. Corporate identity and client focus
2. Workforce management
3. Program performance management and reporting
4. Organisational culture
5. Communications
6. Business planning
7. Leadership

The 112 recommendations contained in the report are grouped under these key management areas. The focus of the review is to improve the overall strategic management and operational capability of the Council.

A 3 year Implementation Plan was developed for the 112 recommendations, providing key milestone actions including reviewing Council's services to provide service development and enhanced service delivery.

The recommendations have been integrated into this Management Plan and Service Unit

Plans.

Equal Employment Opportunity (EEO)

Council is committed to achieving a safe and rewarding workplace free from discrimination where all employees and prospective employees are afforded equal access to opportunities and benefits relating to employment, promotion and training.

Our EEO Management Plan contains strategies that form the basis of sound EEO management practices and aim to eliminate all forms of discrimination and/or harassment in the workplace. Such strategies include:

- the on-going promotion of EEO throughout the organisation
- improving staff access to information relating to Human Resources policies and practices
- providing EEO training for selection committee members in relation to best practice recruitment and selection processes
- developing and implementing new EEO related policies in relation to flexible work practices, carer's responsibilities, age discrimination and persons with disabilities
- researching, developing and implementing strategies to improve the employment opportunities of the following target groups:
 - Women
 - Aboriginal people and Torres Strait Islanders
 - People with a disability
 - People of a racial, ethnic and/or ethno-religious minority group

Council has also developed an Access and Equity Strategy with the development of our Multicultural Policy and Disability Discrimination Action Plan. These key documents complement the EEO strategies

detailed within the EEO Management Plan and will assist in ensuring that the services and facilities provided to our community are appropriate and accessible.

Occupational Health and Safety (OHS)

Council is committed to providing a workplace that is safe and without risk to health or the welfare of all employees, contractors and members of the public in our workplaces and complies with all OHS legislation. The Council's OH&S system provides a basis for the effective integration of organisational requirements in OHS through the adoption of uniform approaches to OHS Management.

The OHS System comprises the following key elements;

- Management Responsibility
- Consultation and Communication
- Risk Management and Process Control
- Training, Learning and Skills Development
- Records and Records Management
- Procurement Management
- Injury Management
- Review and Audit

Council is committed to the implementation of a systematic approach to OHS and Injury Management (IM) and to ensure the effectiveness of the development, implementation and continuing management of this approach the organisation has:

- designated a position to provide OHS policy development and implementation, information and training to staff to facilitate safe work practices and procedures;
- designated a member of the Executive Team to be its representative on the OHS Committee;
- promoted consultation between management and employees and providing opportunities for staff to contribute to OHS and IM;

- included OHS provisions in business activities and decisions including procurement and engagement of contractors;
- included OHS as a standard item in Management and staff meetings and information sessions;
- included OHS responsibility statements in Position Specifications;
- established procedures for the ongoing review of the OHS and IM system.

Key initiatives, including policies, procedures and systems have been undertaken in all elements of the system to ensure the OHS system remains relevant to the City's operations and compliant to all OHS legislation.

International Links

In 2001, Council set up an Educational, Business and Cultural Links Taskforce to investigate and analyse potential international links with Jiading in China, an appropriate City in Canada and the Locri Region in Italy.

Later that year a group visited the City of Jiading in China and signed a Friendship Agreement cementing our relationship with this region. A reciprocal visit was arranged for the members of the Jiading community to gain an understanding of our rich and diversified culture. The visits were organised without incurring any costs to the City of Ryde.

In 2002 a delegation from the Locri Region in Italy visited our City and it was agreed to formalise this relationship by exchanging a Friendship and Cultural Agreement. A representative of the City visited the Locri Region in June 2002 and signed the Agreement on behalf of the City. This visit was also organised without incurring any costs to the City of Ryde.

The pursuit of any further links with Canada

or any other City/Region will only occur with appropriate approval of Council. In 2005, Council resolved to adopt formal protocols for the managing of requests from the community, Councillors or staff to establish new international links. These protocols were referred to the Community Harmony Reference Group for review.

The new protocols apply to both “Friendship Agreements” and more substantial “Sister City Agreements” and are based on the principle that future links would only be established at minimal net cost to the city of Ryde.

With such a rich and diverse multi-cultural community in the City of Ryde, it is anticipated that numerous requests to establish new International Links will occur in the future. These requests will be welcomed by Council and assessed according to the new protocols.

Revenue and Financial Policies and Strategies

Long Term Financial Strategy (LTFS)

Council has developed a Long Term Financial Strategy for the next 20 years, that provides a financial projection of the City of Ryde’s anticipated position by the year 2025/2026. It is more comprehensive than a budget and includes, in addition to the financial statements, a written commentary, sensitivity analysis and scenario options. It examines the impact of Councils revenue, operational and capital expenditure forecasts, taking into account assumptions for economic factors and changes to service delivery levels.

A LTFS provides the following benefits for Council:

- It provides an indication of the future financial position of Council based on delivering service levels defined in the Strategic and Management plans.

- It allows the costs of long-term strategic decisions to be quantified and discussed.
- It helps Council to determine its financial capabilities, and assess the financial sustainability of its service levels.
- It assists Council in determining the risk of future strategic directions.
- It allows scenario testing of different policies and service levels.
- It enables testing of sensitivity and robustness of key assumptions (particularly those behind the LTFS).

The LTFS aims to identify the potential impact of the operational and capital decisions that Council may make as part of the budget process.

The LTFS forecasts a base position (continuing along current levels of expenditure and income) ranging between a cash shortage of \$240 million and \$594 million. This shortfall mainly relates to the need to bring Council’s \$1.7 billion of infrastructure up to a satisfactory standard.

Council is making significant cuts of over \$2 million per annum by changing some of its business practices and reducing its full time equivalent staff numbers from 497 to 475. In addition Council has entered into a number of private public partnerships associated with some of its land holdings to increase its revenue stream. Council will also be seeking a special rate increase to specifically deal with the ageing infrastructure in the City.

The LTFS will be required to be reviewed on a regular basis to monitor the City’s Long Term Financial position.

Revenue Policy Principles

Council has adopted a Revenue Policy in accordance with the requirements of Section 404 of the Local Government Act, 1993. This

policy covers Council's planned revenue for the financial year 2005/2006 from the following sources:

- Rates
- Charges
- Fees
- Grants
- Asset Sales

In formulating its revenue policy, Council has balanced the following factors:

- Equity objectives
- User pays principle
- Cross subsidisation objectives (i.e. community service obligations)
- Financial objectives - the need to meet current operating costs as well as providing for future capital asset replacement
- Customer objectives - the provision of quality service on a timely and reliable basis
- Resource use objectives - ensuring that all resources, especially community assets, are utilised effectively

In considering these factors, Council's broad revenue policy principles are:

- To ensure that all revenue is levied equitably
- User pay principle is the basis for setting fees and charges, balanced with considering the needs of those in the community who need Council subsidisation
- All cost effective opportunities to maximise the revenue base will be pursued
- Obtain adequate revenue to meet our expenditure commitments over the period of the Management Plan, manage reserves and ensure long term financial

soundness of Council's operations

- Compliance with government imposed restrictions on the quantum of revenue raised and the manner in which it is raised
- Optimisation of income from interest
- Minimise costs of borrowing over the long term
- Manage and maintain assets to a satisfactory standard

Rating Strategy

Total income that can be raised from levying rates on properties throughout the City of Ryde is capped by the State Government . Each year the Minister for Local Government advises the percentage (%) that Council's total rate income can increase from one year to the next.

Even if the City has a revaluation of properties, which is generally undertaken every 3 years by the Valuer General, this does not affect the total income that can be received by Council. As stated, the total income is capped each year by the Minister for Local Government.

A revaluation of properties may affect how rates are distributed across the City, depending on the valuation movement from one locality to the other. Some property owners may experience slightly higher/lower rates in a revaluation year, however these movements are all within the capped total rate income amount.

Council has adopted the following principles that it believes are a fair and equitable approach in determining how it's total rate income should be structured.

- maximising the income from business properties to ensure they contribute a fair proportion of rates to the City;
- set minimum rates in accordance with the Minister of Local Government's approval.

Where special needs arise for a particular issue or area within the City, Council may decide to raise an additional amount for specific works. Where this decision is made by Council, members of the community will be consulted for feedback to enable the Council to make a decision for a special rate application to the Minister for Local Government.

Applications all require the approval of the Minister before Council can levy the special rate.

Before taking these decisions, Council will fully explore all other options such as reductions in operating costs and additional revenue from other sources. Any funds raised from special rates can only be expended for the specific purpose they were raised.

See page 70 for full details of rates to be levied for 2006/2007.

Interest on Overdue Payments

An interest charge of 9% applies to any rate or charge that is not paid in full by the date that it is due. This is a flat rate charge calculated on a daily basis for the sum outstanding at that time. This is consistent with The Minister for Local Government's determination.

Borrowings

There are no new borrowings included in the proposed 2006/2007 budget.

Development or Sale of Assets

The following properties are being considered for development or disposal in the 2006/2007 financial year.

- (i) 55a Pellisier Road Putney
- (ii) Café space at 100-102 Belmore Street, Ryde
- (iii) Closed section of Well Street, Ryde
- (iv) Ryde Civic Centre
- (v) Anthony Road, West Ryde – Car Park
- (vi) 8 Chatham Road, West Ryde
- (vii) 2 Dickson Avenue, West Ryde

- (viii) 1 – 3 Anthony Road, West Ryde
- (ix) 5 Anthony Road, West Ryde
- (x) 5a Anthony Road, West Ryde
- (xi) Paul Street North, Macquarie Park
- (xii) 1A Station Street, West Ryde
- (xiii) 2 Pittwater Road, Gladesville - Car park
- (xiv) 5 -13 Coulter street Gladesville - Car park
- (xv) Argyle Centre, Blaxland Rd, Ryde
- (xvi) 745 -747 Victoria Road, Ryde
- (xvii) 12-16 Devlin Street, Ryde

Council is currently negotiating with developers regarding the potential for office and library space as part of the redevelopment of the Top Ryde Shopping Centre. If Council is unsuccessful in its negotiations, consideration may be given to the construction of a new library to the north of the existing Civic Centre building. This option was included in the previous 2005 – 2009 Management Plan and the cost and funding of the project would be based on the budgets incorporated in that Management Plan. Commencement of the project would be subject to a formal review of Council's total budget at that time.

Business Activities

Council undertakes activities of a business or commercial nature as determined in accordance with guidelines issued by the Department of Local Government (DLG). These guidelines specify the following tests to be applied to Council's activities:

- Council's intentions in operating the activity – these relate to such things as the pricing policy for the activity (fee for service based, cost recovery, profit), and whether the activity extends beyond the Council boundaries.
- Is private competition present or possible for the activity

In addition to these tests, further tests relating to the scale of the activity within the local

community may determine that:

- If it is small in scale, it may be in competition but its effects are immaterial.
- If it is large in scale, it is more likely to be perceived by competitors as a business activity. The DLG guidelines impose the additional condition, that if revenue exceeds \$2 million per year it is a “category 1” business.

Consideration of these tests resulted in the following activities being identified as businesses:

- Property Leasing – this is the leasing of non-community property owned by Council.
- Ryde Aquatic Leisure Centre. This is a category 1 business activity due to scale (revenue in excess of the prescribed threshold level of \$2 million per annum).
- Domestic Waste Management. Charges are described in section 4. This is a category 1 business activity due to scale (revenue in excess of the prescribed threshold level of \$2 million per annum).
- The Ryde Certification Service. This refers to inspections of property for certification. Charges are based on a scale, which relates to the work involved in inspections.
- Commercial Waste Management. The collection and disposal of waste from commercial properties. Fees are based on a usage charge per garbage bin collection and a service availability charge for garbage and recycle bins. There is no charge for recycle collections.
- Council’s Works Unit. This is Council’s service delivery unit which performs municipal services (e.g. roadworks, design and construction, drainage, street cleaning and urban landscape management) at commercial rates for customers within and outside of Council’s geographic area.

These activities are specifically identified in Council’s Annual Financial Reports and a separate Special Purpose Financial Report is prepared to disclose their results.

Fees for Service in 2006/2007

Fees for services provided by Council are shown in the “City of Ryde Fees for Services 2006/2007”. Each fee that Council sets is categorised as A, B, C, D, E or F. These categories denote the primary policy principle used in setting the fee as follows:

- A The fee charged for this good/service is a statutory charge set by government regulation, and is subject to variation without notice.
- B The fee charged for this good/service is set to derive a partial contribution to the cost of providing the service – a percentage of the cost of the service is met from general income (including special purpose grants).
- C The fee charged for this good/service is set by reference to fees charged for similar goods/services provided by like Councils.
- D The fee charged for this good/service is set to recover the annual and/or maintenance costs. The costs of any assets used in provision of the good/service are met from general income (including general purpose grants).
- E The fee charged for this good/service is set to recover the full cost of its provision, including the cost of replacement of assets and the cost of fixed overheads used in the provision of the good/service.
- F The fee charged for this good/service is set to generate an appropriate rate of return on the capital invested.

Note: The General Manager has the power to reduce or waive fees where there is justification.



Annual Charges for 2006/2007

Council proposes to levy the following charges for the financial year 2006/2007:

(a) Domestic Waste Management Service Charge

The Domestic Waste Management Service charge for 2006/07 is levied under Section 496(1) of the Local Government Act and has been set at \$272.00 per service, per annum.

The Domestic Waste Management Service charge is levied on each rateable residential property within the City of Ryde. This charge will yield estimated total revenue of \$10,143,152.

A standard Domestic Waste Management Service consists of:

- One 140 litre garbage bin collected weekly
- One 240 litre recycling bin collected fortnightly
- One 240 litre green vegetation bin collected fortnightly (alternate to recycle collection)
- One clean up service every 10 weeks
- Mulching and Chipping Service

Unit blocks with a bin bay will share a 240 litre garbage bin and a 240 litre recycling bin between 2 units and receive 1 vegetation bin per unit block or as required.

Services will be provided in addition to the standard service at the following annual charges. The estimated yield from each annual change is shown:

Additional Services	Annual Charge	Estimated Yield
Rateable Properties		
Upgrade from 140L to 240L service	\$200	\$2,000
Additional DWM - 140 litre Garbage Bin	\$210	\$62,580
Additional DWM - 240 litre Garbage Bin	\$410	\$316,930
Additional DWM - Resident RECYCLE	\$31	\$7,595
Additional Rateable GREEN	\$31	\$465
Non-Rateable Properties		
Standard Service	\$272	\$51,680
Upgrade from 140L to 240L NR garbage bin	\$200	\$1,800
Additional NR 140 litre Garbage Bin	\$210	\$12,600
Additional NR 240 litre Garbage Bin	\$410	\$117,670
Additional NR Recycle Bin	\$31	\$3,007
Additional NR Green Bin	\$31	\$0
TOTAL		\$576,327

(b) Stormwater Management Service Charge

This charge is made under the provisions of the new Section 496A of the Local Government Act 1993. This section was included by the Local Government Amendment (Stormwater) Bill 2005 and provides for the charge to be levied in 2006/07. Detailed guidelines and regulations pertaining to the charge are still being finalised by the State Government. At this stage Council understands that it is able to levy charges at the following rates:

Strata titled residential home units	\$12.50 per unit
Other residential property	\$25.00 per rateable property
Business rateable properties	\$25.00 per 350 sq metres of land area

It is estimated that the charge will yield \$1 million in 2006/2007.

(c) Annual Charges

Section 611 of the Local Government Act, 1993 permits Council to charge persons who benefit from having private facilities on, above or under public land. The following charges are to be levied under Section 611 during the 2006/2007 financial year:

(i) Vehicle Overbridge, Herring Road

Council has a legal agreement with the owners of Macquarie Shopping Centre (AMP Society and Perpetual Trustee Company Limited) relating to the use of Council land in Herring Road for the purposes of a concrete access ramp and bridge. The amount charged is based on a fair, commercial rental valuation reviewed every 5 years.

The anticipated revenue for 2006/2007 is \$38,000 (including GST)

(ii) Shell Refining Oil Pipeline

Council has a legal agreement with the Shell Oil Company relating to the use of Council land for an oil pipeline, which travels under public land through a portion of the City. The anticipated lease payment to Council for 2006/2007 is \$51,000 (including GST). The amount payable is based on the following formula:

$$(D/25)*(L/30)*7.5$$

Where, D = diameter of the pipe (304.8 millimetres), and

L = the length of the pipe, (6,858 metres).

The resultant amount is at a 1985 price level and is adjusted annually for movements in the CPI.

(iii) AGL Gas Mains

Based on an annual review by KPMG of AGL's revenue. Anticipated income in 2006/2007 is \$46,000 (including GST).

Grants

Council will be receiving a number of Government grants and contributions towards specific operational and capital projects during 2006/2007. The source of these grants and contributions and the principal activity/project where they are directed is listed below:

Grant	Amount \$	Principal Activity
RTA Bus Route Subsidy	34,000	Access Facilities & Services
Traffic Lighting Subsidy	287,000	Access Facilities & Services
RTA Block Grant Roads M & R	47,000	Access Facilities & Services
RTA Block Grant Traffic M & R	186,000	Access Facilities & Services
Financial Assistance Grant – Roads	660,000	Access Facilities & Services
Immunisation Subsidy	27,500	Community Services
Community Worker	12,000	Community Services
Community Worker – Aged	19,000	Community Services
Community Worker – Youth	12,000	Community Services
Road Safety Officer	46,000	Community Services
Vacation Care Program	53,000	Community Services
Home Maintenance & Modification	152,000	Community Services
Volunteer Referral Agency	48,000	Community Services
Rates – Pensioner Rebate	574,388	General Purpose Revenue
Financial Assistance Grant	1,680,000	General Purpose Revenue
Environmental Grants	205,000	Environment
Regulation Reduction Incentive Fund Program	200,000	Support Services
City Wide LEP	100,000	Urban Planning
Gladesville Master Plan	60,000	Urban Planning
Library Subsidy	220,000	Library Services
Library Local Priority Grant	33,130	Library Services
Domestic Waste Pensioner Rebate	210,351	Domestic Waste Management
Eastwood Flood Plain Risk Management Study	200,000	Stormwater Management
Macquarie Park Flood Plain Risk Management Study	200,000	Stormwater Management
Remediation of Wellington Road Former Depot Site	150,000	Finance and Property
Total	\$5,416,369	



City of Ryde

Capital			
Source	Amount \$	% of Project Cost	Project
RTA – 3X3 Grant	67,000	100	Road Reconstruction Pittwater Rd (Magdala/Carramar)
RTA	50,000	50	Sub Regional Bike Routes
RTA	40,000	50	Traffic Facilities – Station St/Dunmore Rd Roundabout
RTA	40,000	50	Traffic Facilities – Mons Ave/Dunmore Rd Roundabout
Roads to Recovery	138,000	100	Winbourne St (Farnell St – Rutledge St)
Roads to Recovery	238,471	99	Lakeside Ave (Wingate Ave – Hillview Rd)
Dept of Energy, Utilities & Sustainability	200,000	83	UV Systems RALC
Dept of Energy, Utilities & Sustainability	145,000	78	Backwash Water Recovery System
Dept of Corrective Services	200,000	11	Brush Farm House
Dept Infrastructure Planning and Natural Resources	163,000	50	Rothsay Avenue Cycleway and Footpath
Dept Infrastructure Planning and Natural Resources	115,000	50	Parramatta Foreshore Improvement Program
Dept of Lands	20,000	29	Eastwood Oval Master Plan and Plan of Management
Total	\$1,416,471		



Rates to be Levied for 2006/2007

Rates form Council's major source of income and during 2006/2007 will provide approximately 50% of Council's total revenue. This rate income will consist of the following 3 components:

- Ordinary Residential
- Ordinary Business
- Environmental Management Rate

The net estimated yield from each of these rates can be summarised in the following table:

Rate Type	Category	Base Charge \$	Ad Valorem Amount (rate in the \$)	Rate Yield
Ordinary	Residential		0.00150107	\$21,752,851
Ordinary	Business		0.00652430	\$9,878,668
Special	Environmental Management - Base Charge	\$45.00		\$1,743,120
Special	Environmental Management - Ad Valorem		0.00024883	\$3,506,881
TOTAL YIELD				\$36,881,520

Minimum Ordinary Rate - Residential \$379.00

Minimum Ordinary Rate - Business \$379.00

The Environmental Management Rate Base Charge yields 33.2% of the total Environmental Management Rate yield.

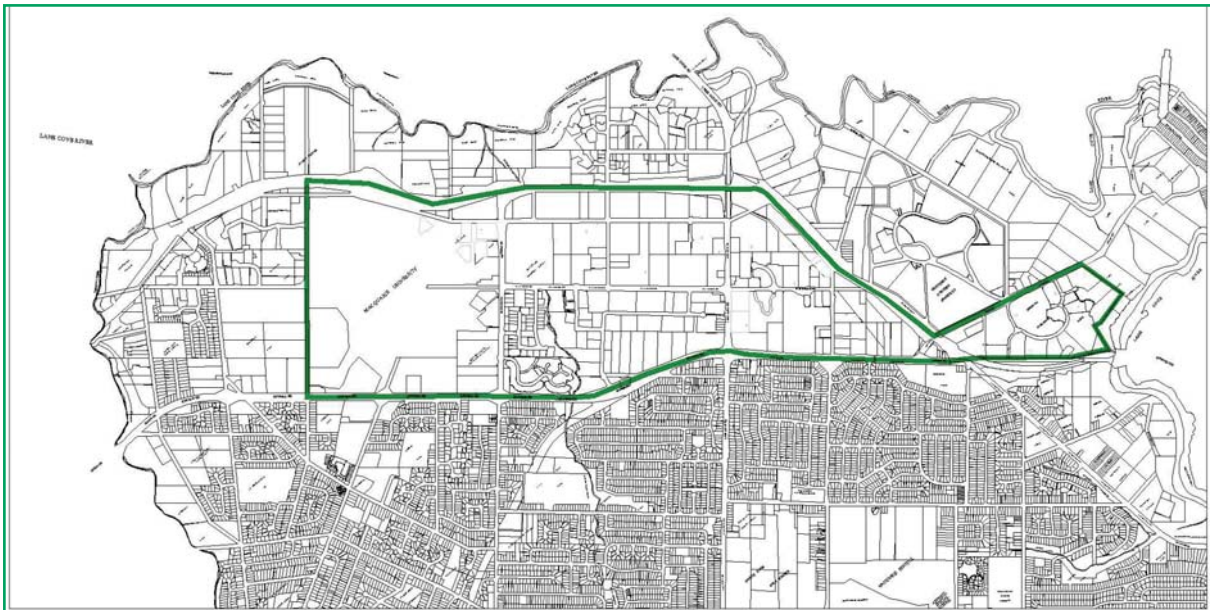
Council provides a rate reduction to eligible pensioners under Sections 575 and 582 of the Local Government Act.



City of Ryde

Special Rate for the Macquarie Park Corridor.

This Special rate will raise \$1M during 2006/2007 and is proposed as a permanent increase for business properties in the Macquarie Park Corridor. At present, 214 business properties are located within this area. This area is identified on the following map:



The funds raised will be used to assist in implementing the Macquarie Park Corridor Master Plan, which has been developed in conjunction with the State Government and community stakeholders in response to the changing nature of business in the Corridor and the construction of the new Chatswood to Epping rail link. The rail link includes 3 new stations within the North Ryde area and is scheduled for completion in 2008. Special rate funds will be used to construct and maintain the public domain infrastructure in the area and improve roads and cycleways as the area changes from a low density business park to an attractive, viable and vibrant urban centre.

Expenditure of all funds received from the Macquarie Park Corridor Special Rate will be separately accounted for and restricted to the projects identified in the Capital Works program section of this Draft Management Plan. Reports will be provided to the Council on a quarterly basis and to the Community on an annual basis regarding expenditure of special rate funds on these projects.

Inclusive of the Special Rates detailed above, the net estimated yield from each of the rates can be summarised in the following table:

Rate Type	Category	Base Charge \$	Ad Valorem Amount (Rate in the \$)	Rate Yield
Ordinary	Residential		0.00150107	\$21,752,851
Ordinary	Business		0.00652430	\$9,878,668
Special	Environmental Management - Base Charge	\$45.00		\$1,743,120
Special	Environmental Management - Ad Valorem		0.00024883	\$3,506,881
Special	Maquarie Park Corridor - Base Charge	\$0.00		\$0
Special	Maquarie Park Corridor - Ad Valorem		0.00139138	\$1,000,000
TOTAL YIELD				\$37,881,520

Minimum Ordinary Rate - Residential \$379.00

Minimum Ordinary Rate - Business \$379.00

The Environmental Management Rate Base Charge yields 33.2% of the total Environmental Management Rate yield.

Council provides a rate reduction to eligible pensioners under Sections 575 and 582 of the Local Government Act.

Subsidies

As part of its operations Council provides subsidised use of several halls and other premises for various community and government organisations. The following is an estimate of the level of the subsidies provided.

Organisation	Premises	Council Subsidy p.a.
Christian Community Aid Service	2 Dickson Avenue, West Ryde	\$22,000
"	10 Lakeside Road, Eastwood	\$25,000
"	12 Lakeside Road, Eastwood	\$25,000
Country Womens Association	Eastwood Womens Rest Centre	\$15,000
Denistone Sports Club	Chatham Road, West Ryde	\$12,500
Denistone East Bowling Club	Salter Crescent, Denistone East	\$8,400
Eastwood Croquet Club	Wingate Avenue, Eastwood	\$12,000
Eastwood Occasional Child Care	55 Hillview Lane, Eastwood	\$25,000
Eastwood Pre-school	2B Rutledge Street, Eastwood	\$25,000
Eastwood RSL Sub Branch	161 Shaftsbury Road, Eastwood	\$8,000
Eastwood Seniors	159 Shaftsbury Road, Eastwood	\$12,000
Goulding Hill Pre-School	2 Hancott Street, Ryde	\$25,000
North Ryde Community Aid Serv	4 Cutler Parade (part), Ryde	\$15,000
North Ryde Comm Pre-school	13 Clermont Avenue, North Ryde	\$25,000
North Ryde Kindergarten	147-151 Cox's Road, North Ryde	\$25,000
NSW Department of Health	26 Argyle Avenue, Ryde	\$22,000
Early Childhood Centres	4 Cutler Parade (part), Nth Ryde	\$13,000
"	167 Shaftsbury Road, Eastwood	\$25,000
"	1A Trafalgar Place, Marsfield	\$25,000
"	5A Anthony Road, West Ryde	\$20,000
Ryde Art Society	North Ryde Community Hall	\$19,000
Ryde Art Society	Willandra (part)	\$20,000
Ryde Eisteddfod	Argyle Centre Hall	\$3,735
"	North Ryde Comm Hall	\$16,272
"	Ryde Civic Hall	\$4,320
	West Ryde Hall	\$10,370
Ryde Historical Society	Willandra (part)	\$20,000
Ryde Lantern Club	Council Chambers	\$7,000
Spastic Centre of NSW	Eastwood Town Hall	\$30,000
St George's Guild	Addington	\$40,000
West Ryde Neigh Child Centre	8 Chatham Road, West Ryde	\$25,000
TOTAL		\$580,597



Section 198 Local Government (General) Regulations 2005 Statement

Statement regarding Council activity for stormwater, coasts and estuaries and waste.

Stormwater

Characteristics

The Ryde local government area is comprised of 14 discrete stormwater drainage catchments, with a total area of over 4000 hectares. With the exception of Macquarie Park, the predominant land use is urban residential, which is characterised by low to medium-density development with significant proportions of private landscape and public open space. Many of the City's catchments are sensitive receiving environments impacted by catchment related activities that have an impact on stormwater quality.

Commercial Pressures

The City of Ryde is one of the high economic growth areas in NSW, being located within the global economic corridor that links Macquarie Park to Port Botany. This corridor is the favoured location for global corporations establishing their regional headquarters in Australia. The area is forecast to experience further development activity, which may lead to an increase in the nutrient and sediment loads entering the City's creeks, estuarine tributaries and rivers.

Assessment

Council has prepared Stormwater Management Plans for the Lower Parramatta River, the Mid Parramatta River and the Lane Cove River Catchments. The preparation of these plans involved extensive stakeholder and community consultation, and resulted in an extensive set of recommended activities and actions to guide the management of stormwater quality throughout the City. The plans detailed short, medium and long-term actions for the City. These actions are being progressively incorporated into the Council's management planning process. In addition, Council has commenced a water quality monitoring strategy for a number of creeks to monitor changes in aquatic health and to guide actions aimed at improving the quality of water in our waterways.

Implications

The ability of Council to implement the various recommended activities and actions is governed by the availability of funding and the prioritisation of measures and actions across the various catchments.

Particulars of the council's evaluation of possible methods of dealing with those pressures, problems and issues.

Increased monitoring of development consent conditions through Council's Environment & Planning Department.

Particulars of the council's membership (or proposed membership) of any bodies relating to the proposed activity, including particulars of any significant variation in the way the activity is proposed to be carried out from any recommendation of such a council or body, and why?

Having recently established a Floodplain Risk Management Committee, Council is considering membership of the NSW Floodplain Management Authority. The Authority involves both local and State government agencies, and assists councils in the discharge of their duties as managers of floodplain environments. Council is also a member of the Stormwater Industry Association.

Particulars of any action to be taken jointly with other councils or bodies, including particulars of any significant variation in the way the activity is proposed to be carried out from any recommendation of such a council or body, and why?

The Stormwater Management Plans were prepared in consultation with the Environment Protection Authority, Sydney Water Corporation, the Department of Land & Water Conservation and the National Parks & Wildlife Service. Completed in 1999, the plans were jointly prepared with the councils of Ashfield, Burwood, Concord, Drummoyne, Hornsby, Hunters Hill, Ku-ring-gai, Lane Cove, Leichhardt, Marrickville, Parramatta, and Willoughby. Council has recently established the Eastwood & Terry's Creek Floodplain Risk Management Committee to assist in the preparation of a Floodplain Risk Management Plan for the study catchment area. The committee includes the elected members and staff of Parramatta City and Hornsby Shire Councils.

Particulars of any significant variation in the council's plan from any guidelines or directions issued by the Director-General, and why?

Nil

Coasts and Estuaries

Characteristics

The Lane Cove River is a tributary of the Parramatta River, which drains to Port Jackson east of Greenwich Point. The river is estuarine to a point approximately 11 kilometres upstream of the confluence of Parramatta and Lane Cove Rivers. Within the City of Ryde, Buffalo Creek, Kitty's Creek and Pages Creek are significant estuarine tributaries of the Lane Cove River.

Commercial Pressures

The City of Ryde is one of the high economic growth areas in NSW, being located within the global economic corridor that links Macquarie Park to Port Botany. This corridor is the favoured location for global corporations establishing their regional headquarters in Australia. While not specifically affecting Buffalo Creek, Kitty's Creek and Pages Creek, the Macquarie Park area is forecast to experience further development activity, which may lead to an increase in the nutrient and sediment loads entering the Lane Cove River.



Assessment

Under the guidance of the Lane Cove River Estuary Management Committee, the City of Ryde participated in the preparation of the Lane Cove River Estuary Management Plan. The preparation of the plan involved extensive stakeholder and community consultation, and resulted in an extensive set of recommended activities and actions to guide the management of the City's estuarine tributaries. The plans detailed short, medium and long-term actions for the City. Upon adoption of the plan by the Council, these actions will be progressively incorporated into the Council's management planning process.

Implications

The ability of Council to implement the various recommended activities and actions is governed by the availability of funding and the prioritisation of measures and actions across the various catchments.

Particulars of the council's evaluation of possible methods of dealing with those pressures, problems and issues.

Increased monitoring of development consent conditions through Council's Environment & Planning Department.

Particulars of the council's membership (or proposed membership) of any bodies relating to the proposed activity, including particulars of any significant variation in the way the activity is proposed to be carried out from any recommendation of such a council or body, and why?

The Lane Cove River Estuary Management Committee.

The Parramatta River Waterway Health Working Group established by the Sydney Metropolitan Catchment Management Authority.

Particulars of any action to be taken jointly with other councils or bodies, including particulars of any significant variation in the way the activity is proposed to be carried out from any recommendation of such a council or body, and why?

Nil

Particulars of any significant variation in the council's plan from any guidelines or directions issued by the Director-General, and why?

Nil



Waste

Characteristics

A new Waste Collection Service is currently being implemented throughout the City. All households located in the City of Ryde will be provided with a weekly waste collection, and an alternating fortnightly recycling and green waste collection service. The collection service also provides residents with a household cleanup every ten weeks. Commercial waste collection services are provided by the City in conjunction with a number of private sector providers.

Commercial Pressures

The expansion of the Macquarie Park employment area provides a particular business challenge to the City, in particular the competitiveness of Council's commercial waste collection service to other private sector providers.

Assessment

A more sustainable management of resources is critical to attaining better environmental and economic outcomes for the City's residents. Waste management indicators reveal that: -

- The total amount of domestic waste collected per household reduced in 2004/2005 reporting period;
- The total amount of recycling waste removed from households increased in the 2004/2005 reporting period;
- The total amount of waste collected as part of the City's household cleanup service increased in the 2004/2005 reporting period;
- The total amount of medical waste collected decreased in the 2004/2005 reporting period; and
- The total amount of material recycled from the Council's outdoor operations increased in the 2004/2005 reporting period.

These indicators are expected to be positively impacted upon by the new Waste Collection Service.

Implications

The current volume of waste disposed to landfill is of some concern for the whole of the City's community. It leads to increased long-term costs in management and potentially greater long-term environmental impacts. Conversely, a well resourced and well planned approach to resource recovery, reprocessing and reuse can lead to a range of significant overall benefits, environmentally, socially and financially.



Particulars of the council's evaluation of possible methods of dealing with those pressures, problems and issues.

- Two Waste & Illegal Dumping Enforcement Officers are to be employed to target illegal dumping and littering, particularly in medium density areas.
- Continue to install Butts Out Bins at various busy bus stops and shopping centres to reduce cigarette butt litter.
- Advertise and distribute education material for Council's new Waste Collection Service.
- Continue to enforce illegal dumping & littering policies, and continue existing waste management plans.
- Implement a trial "Door to Door" chipping and mulching service for residents.

Particulars of the council's membership (or proposed membership) of any bodies relating to the proposed activity, including particulars of any significant variation in the way the activity is proposed to be carried out from any recommendation of such a council or body, and why?

Council is a member of the Waste Management Association.

Particulars of any action to be taken jointly with other councils or bodies, including particulars of any significant variation in the way the activity is proposed to be carried out from any recommendation of such a council or body, and why?

Nil

Particulars of any significant variation in the council's plan from any guidelines or directions issued by the Director-General, and why?

Nil

Local Government Act Index

According to section 403(1) of the Local Government Act 1993, the Draft Management Plan must contain the following:

Statement	Found on Page
Statement of the principal activities that the council proposes to conduct	31
Statement of the objectives and performance targets for each of its principle activities	31-57
Statement of the means by which the council proposes to achieve these targets	31-57
Statement of the manner in which the council proposes to assess its performance in respect of each of its principal activities	31-57
Statements with respect to such other matters (including, but not limited to, social, community and cultural matters) as may be prescribed by the regulations (see below)	58-78
Sections 198 (1), 200 (1) and 200 (A) of the Local Government (General) Regulation 2005 prescribe the following activities in respect of Section 403 (1) of the Local Government Act 1993:	
a.) Stormwater	74
b.) Coasts and Estuaries	75
c.) Sewage	N/A
d.) Waste	77
e.) Access and Equity	58
f.) Stormwater Management Services	67

According to section 403(2) of the Local Government Act 1993, the Draft Management Plan statement of principal activities must include the following particulars:

Particular	Found on Page
Capital works projects to be carried out	Appendix 3
Services to be provided	31-57
Asset replacement programs to be implemented	58
Sales of assets to be conducted	64
Activities of a business or commercial nature to be undertaken	64
Human Resource Activities (such as training programs)	59
Activities to properly manage, develop, protect, restore, enhance and conserve the environment in a manner that is consistent with and promotes the principles of ecologically sustainable development.	59
Activities in response to, and to address priorities identified in, the council's current comprehensive report as to the state of the environment and any other relevant reports.	59
Programs to be undertaken by the council to implement its equal employment opportunity management plan	60
Such other particulars as may be prescribed by the regulations	N/A

According to section 404 of the Local Government Act 1993, the Draft Management Plan must include the following statements with respect to the council's revenue policy for the next year, subject to the regulations:

Statement	Found on Page
Statement containing a detailed estimate of the council's income and expenditure	Appendix 1
Statement with respect to each ordinary rate and each special rate proposed to be levied	69
Statement with respect to each charge proposed to be levied	65
Statement of the types of fees proposed and the amount of such fee	Appendix 2
Pricing methodology for determining the prices of goods and the approved fees under Division 2 of Part 10 of Chapter 15 for services provided by it, being an avoidable costs pricing methodology determined by the council in accordance with guidelines issued by the Director-General	62
Statement of the amounts of any proposed borrowing (other than internal borrowing), the sources from which they are proposed to be borrowed and the means by which they are proposed to be secured	63
Statements with respect to such other matters as may be prescribed by the regulations.	N/A

According to section 404 (2) of the Local Government Act 1993, the statement with respect to an ordinary or special rate proposed to be levied must include the following particulars

Particular	Found on Page
The ad valorem amount (the amount in the dollar) of the rate	69
Whether the rate is to have a base amount and if so: <ul style="list-style-type: none"> • The amount in dollars of the base amount, and • The percentage, in conformity with section 500, of the total amount payable by the levying of the rate, or, in the case of the rate, the rate for the category or sub-category concerned of the ordinary rate, that the levying of the base amount will produce. 	69
The estimated yield of the rate	69
In the case of a special rate, the purpose for which the rate is to be levied	69-71
The categories or sub-categories of land in respect of which the council proposes to levy the rate	69-71

According to section 404 (3) of the Local Government Act 1993 the statement with respect to each charge proposed to be levied must include the following particulars:

Particular	Found on Page
The amount or rate per unit of the charge	66-67
The differing amounts for the charge, if relevant	66-67
The minimum amount or amounts of the charge, if relevant	66-67
The estimated yield of the charge	66-67

According to section 404 (4) of the Local Government Act 1993 a Draft Management Plan must include the following statement:

Statement	Found on Page
Statement containing a general estimate of the council's income and expenditure for the second and subsequent years for which the draft management plan is prepared	Appendix 1

According to section 199 of the Local Government (General) Regulation 2005, a council must do the following when preparing the part of its Draft Management Plan dealing with environmental protection activities:

Action	Found on Page
Apply the principles of ecologically sustainable development	59
Consider its most recent comprehensive State of the Environment Report	59