



End of Term Report 2012 - 2016



A Report against the Community Strategic Plan,
Ryde 2025

Contents

Introduction	3
Our City	4
Our Challenges and Opportunities	5
Our Vision	7
Our Mission	7
Our Values	7
Our Outcomes	8
Progress Report: A City of Liveable Neighbourhoods	9
Progress Report: A City of Wellbeing	15
Progress Report: A City of Prosperity	24
Progress Report: A City of Environmental Sensitivity	28
Progress Report: A City of Connections	37
Progress Report: A City of Harmony and Culture	43
Progress Report: A City of Progressive Leadership	51
Future Directions for a new Community Strategic Plan	59

Introduction

The End of Council Term Report (2012-2016) has been prepared to meet the Integrated Planning and Reporting requirements of the Local Government Act 1993. It is a report from the outgoing Council to the community on its achievements and effectiveness over the past four years in meeting the objectives of its Community Strategic Plan - Ryde 2025. The legislative purpose of the report is to inform the review and update of the Community Strategic Plan by the incoming Council.

This report is organised and presented in the seven outcomes of Ryde 2025 that include;

A City of Liveable Neighbourhood

A City of Wellbeing

A City of Prosperity

A City of Environmental Sensitivity

A City of Harmony and Culture

A City of Progressive Leadership

Against each of these outcomes this report outlines:

- Council's Goals and Strategies for meeting each of the seven outcomes
- What were the key challenges that formed these outcomes
- Tracking Council's progress in helping the community achieve the outcomes in Ryde 2025 by **highlighting key achievements by Council and our partners from 2012-2016**
- Council's performance against the set targets.

Our City

The City of Ryde has a rich history with the traditional Aboriginal owners of the land being the Wallumedegal clan of the Dharug people.

Our City is located in Sydney's north-western suburbs, 12 kilometres from the Sydney CBD. Set in scenic surrounds between the Parramatta and Lane Cove River, we are connected to other parts of metropolitan Sydney via major road systems, rail, bus and ferry services and bounded by neighbouring councils.

The City of Ryde neighbours, Hornsby Shire and the Ku-ring-gai council area in the north, Willoughby City, the Lane Cove River and the Hunters Hill Municipality in the east and Parramatta City in the west. Our City includes 16 suburbs; Chatswood West (part), Denistone, Denistone East, Denistone West, East Ryde, Eastwood (part), Gladesville (part), Macquarie Park, Marsfield, Meadowbank, Melrose Park (part), North Ryde, Putney, Ryde, Tennyson Point and West Ryde.

The City of Ryde encompasses around 40 square kilometres, including:

- Macquarie Park, at the northern end of the Global Economic Corridor
- the internationally acclaimed Macquarie University
- two colleges of TAFE
- two major rivers
- 16 suburbs
- four town centres
- 29 neighbourhood centres
- 200 hectares of natural areas
- 60 hectares of playing fields
- 207 parks including 99 playgrounds
- 10,000 businesses
- five public libraries
- 24 primary schools
- five high schools
- five hospitals
- One aquatic and leisure centre.

The City of Ryde is an integrated and integral major centre of Sydney and faces the same challenges as detailed in the Department of Planning & Environment's 'A Plan For Growing Sydney.' Our City is part of an ever changing dynamic global market, and our economic development, particularly the Macquarie Park Corridor, contributes significantly to the State and National economy, with a Gross Regional Product of over \$14 billion per annum.

Our Challenges and Opportunities

Meeting the needs of a growing population

Sydney's population is expected to grow to six million people by 2036, with an average annual rise of 56,650 people. As of 30 June 2013 the population of Ryde was estimated to be 110,157. By 2031 that figure is forecast to reach an estimated 135,508. While these are the forecasted figures, Ryde's popularity is likely to bring even stronger growth than predicted.

Our challenge was:

To meet the increasing pressure and needs of a growing population and changing demographics, while maintaining the prosperity, uniqueness and liveability of our City.

Addressing the needs of a changing population

We are living longer with an ever increasing life expectancy. By 2036 the number of people across Sydney over the age of 65 will more than double, to just over one million people, or 17 percent of the overall population. In keeping with national predictions of an ageing population, figures provide clear predictions of an ageing population in Ryde. It is estimated the number of people aged over 65 will increase, and represent 16% of the population by 2031. We also anticipate an influx of younger residents moving closer to employment and education opportunities, together with our multicultural population continuing to grow.

Our challenge was:

To continually meet the community's expectations in providing appropriately targeted support services, well maintained and targeted recreational and cultural facilities and services, and accessible public domain areas, to ensure that we are responding to our changing community's needs and demographics.

Offering suitable housing options while maintaining the characteristics of our suburbs

In 2013 there were 42,148 dwellings in the City of Ryde. The State Government has indicated that Ryde will need to provide an additional 12,000 dwellings by 2031. We are witnessing an increasing demand for villas, units and rental properties. We are also moving towards smaller households, projections show that from 2007 to 2027 there will be a 43.8 percent increase in lone person households, making this the dominant housing type within six years.

Our challenge was:

To offer a range of affordable and varied accommodation options, through strategic forecasting and planning, that meets the changing needs and demands of our growing and diverse community while maintaining the character of our many suburbs.

Creating a strong economy and employment closer to home

There are over 10,000 businesses operating in the City of Ryde. Our growing City is predicted to create over 21,000 new jobs, amounting to around 80,000 people working in our City by 2031. With increasing opportunities across our booming City, we anticipate this predicted number to rise even further. Of the 69,480 people who currently work in the City of Ryde, 13,643 or 19.6 percent also live in the area. By 2031 and beyond this is expected to rise significantly as people seek opportunities closer to home.

Our challenge was:

To plan for sufficient land and infrastructure for business. As Sydney's transport systems and road networks are placed under increasing pressure we need to accommodate this growth and encourage people to live closer to their place of employment.

Managing the pressure of population growth on our amenity

As already noted, the population of Ryde is expected to exceed 135,508 by 2031. Currently, Ryde's population is estimated to be approximately 114,598 across four town centres, 29 neighbourhood centres, and a number of key transport corridors including Victoria Rd, Lane Cove Rd, the M2 Motorway, and the Sydney Metro Northwest. We also currently have 200 hectares of natural areas, 60 hectares of playing fields that make up over six percent of our land use and used by over a million people annually, Indoor Recreation Centre with over 750,000 users per annum, one central and four branch libraries that have one million borrowers per annum, 207 parks that include 99 playgrounds, and we have access to both the Parramatta and Lane Cove Rivers. The State Government has also approved the renewal of Shepherds Bay and identified two Urban Activation Precincts around Macquarie University Station and North Ryde Station, each expected to deliver significant residential developments.

Our challenge was:

To plan and design a growing and liveable city though considered urban renewal and land use, while protecting and enhancing our natural assets and keeping abreast of demand for passive and active recreation opportunities from our community and visitors.

Adapting to climate change

There are many natural and human challenges that confront our city and region including the potential impact of changes to our climate. The CSIRO, the insurance industry and relevant agencies, predict that these changes have the potential to threaten the future health and liveability of our community especially for those that live in vulnerable areas.

Our challenge was:

To collaborate with all our partners to address the predicted long term effects of climate change such as higher frequencies of extreme weather patterns, bushfires, storm surge and flood inundation.

Remaining competitive

Macquarie Park is the northern anchor of the Global Economic Corridor, and the most prominent business and employment centre in the City of Ryde. It provides around 40,000 jobs, predicted to double by 2031, and 32,500 student places, expected to grow beyond 50,000 students by 2031, making it, the third largest concentration of jobs and students in NSW. It has unique opportunities being located next to Macquarie University, which sees collaborative partnerships with progressive innovative industries as part of its future.

Macquarie Park is identified as a Specialised Centre in the NSW Government's Metropolitan Strategy, with its promotion as Australia's leading Business Park a key priority, with an estimated \$3 billion in commercial property investment anticipated over the next 10 years.

Our challenge was:

To reinvigorate Macquarie Park, address its traffic management issues and utilise all the opportunities that a close association between a university and business park bring, so that it remains competitive and nationally significant.

Whilst also supporting the continued growth within the corridor. Council resolved in September 2015 to partner with the Department of Planning and Environment to undertake a strategic review of the corridor with the aim of ensuring a viable commercial and mixed use centre supported by the necessary infrastructure.

Our Vision

Our vision will respond to and deliver on the aspirations of our community.

City of Ryde: The place to be for lifestyle and opportunity @ your doorstep.

Our Mission

Our mission is Council's response and commitment to deliver on our vision.

To work with our community and partners to provide strategic leadership, effective projects and quality customer services.

Our Values

Ssafety

We are committed to preventing injury to ourselves, our team and our community

Teamwork

We work together with respect and support

Ethics

We are honest, responsible and accountable for our actions

Professionalism

We deliver effective services to the community with consistent decision making



Our Outcomes

A City of Liveable Neighbourhoods

A City of Wellbeing

A City of Prosperity

A City of Environmental Sensitivity

A City of Connections

A City of Harmony and Culture

A City of Progressive Leadership



Progress Report: A City of Liveable Neighbourhoods

A range of well-planned clean and safe neighbourhoods, and public spaces, designed with a strong sense of identity and place.

Goal One	Goal Two	Goal Three
All residents enjoy living in clean, safe, friendly and vibrant neighbourhoods.	Our community has a strong sense of identity in their neighbourhoods and are actively engaged in shaping them.	Our neighbourhoods thrive and grow through sustainable design, planning and regulation that support community needs.
Strategies		
<p>To create welcoming neighbourhoods that are inviting, safe and enjoyable.</p> <p>To support a variety of uses and activities in our neighbourhoods, which contribute to a desirable lifestyle.</p> <p>To collaborate with our partners to increase social and recreational opportunities in our neighbourhoods.</p>	<p>To plan and design our neighbourhoods in response to our community's needs, wants and sense of belonging.</p> <p>To encourage and support local identity and character in our suburbs and neighbourhoods and protect our local heritage.</p>	<p>To design our city to reflect the unique character, identity and housing needs of our community.</p> <p>To pursue sustainable design and adopt best practice in the planning of our suburbs and neighbourhoods.</p> <p>To create active public places and spaces through good planning and design.</p>

What we said we would do

Our outcome of Liveable Neighbourhoods aims to create places that are designed for the enjoyment of our residents so that they are able to experience the lifestyle and opportunities that the City of Ryde has to offer close to their homes.

As our city grows, pressure will be placed on our existing neighbourhoods to adapt to the increasing numbers of residents, as well as meet the changing needs of those who already live here. Our population is ageing and more of our residents are choosing to live alone in villas and apartments instead of traditional free-standing homes.

Research by Housing NSW puts City of Ryde in the highest category of need for affordable housing and we must address this by providing affordable housing choices which do not detract from the character of our neighbourhoods. These changes in housing mix require careful urban design and regulation, at both the state and local level, to maintain the character of our city. We will work collaboratively with other levels of government and the development sector to achieve this.

We will plan for growth, placing increased density around our transport hubs, retail centres and employment centres. We will work together with our community to find solutions for growth while maintaining the strong sense of neighbourhood identity that is so important. Allowing for growth and change, we will maintain local identity, protect our heritage and encourage sustainable urban design which provides safety and accessibility for all.

We will protect commercial zonings and industrial lands so that a healthy mix of small and medium industries can provide convenient services and employment locally.

Our neighbourhoods will be well-planned to maximise existing public transport links, and where possible, provide multiple options to live, work and play within walking distances of our homes. We will work to revitalise our smaller local centres to support local retailers, create more appealing people places, and ensure that local identity is celebrated in all of our design and planning approaches.

Tracking our progress

Adopted a new Local Environment Plan

After seven years of preparation, community consultations and review, the City of Ryde's new Local Environment Plan (LEP) 2014 came into force on Friday 12 September 2014. The new Ryde Development Control Plan (DCP 2014) also came into effect on that day. The LEP 2014 and DCP 2014 bring together controls for land in the City of Ryde, based on a citywide study that researched future housing, environmental, transport and employment needs.

The plan and controls encourage sustainable and responsible development in key growth areas including town centres in Ryde, Meadowbank, Eastwood, Gladesville, Macquarie Park and West Ryde, while protecting the character of neighbourhood suburbs.

Hosted an Affordable Housing Summit and Developed an Affordable Housing Policy

In response to research showing that the Ryde statistical area was among the least affordable in Greater Sydney, in November 2014 we hosted an Affordable Housing Summit to bring together members of the community, government agencies, not-for-profit organisations and local council experts to discuss housing affordability in the City of Ryde. Talks on various aspects of housing affordability and the role local government can play in easing the affordability crisis were given, followed by a Question and Answers session with a panel of experts. Based on these discussions the City of Ryde has developed an Affordable Housing Policy.

The Affordable Housing Policy was adopted by Council in April 2016 and aims to deliver 750 affordable housing dwellings by 2031.

Reduced red tape with an Express DA Service

We introduced a new Express Development Application Service in late 2011/12, to help reduce red tape. This saw a significant reduction in the processing time of simpler applications of various types, including residential and commercial developments.

Approved new dwellings and commercial premises

There has been a steady increase in the development sector over the past four years. The first significant increase was recorded in 2013/14 with a 25.5 percent surge from the previous year, with the trend continuing

in 2014/15 with confidence in the sector producing a healthy 6.7 percent increase in the number of development applications.

Almost \$2 billion in development applications were approved over the four-year reporting period, with 4979 dwellings and 84,727m2 of commercial floor space approved.

In 2016/17 the Assessment Unit is currently processing a further \$1.2 billion worth of development throughout the City, both residential and commercial, representing sustained growth, improved housing choice and future employment opportunities for our community.

Upgraded public domain

Our ongoing program of neighbourhood centre renewals saw public domain around most of the City of Ryde upgraded, including the Agincourt Road shopping strip, Boronia Park shopping centre, Church Street, Quarry Road and Sager Place which saw the installation of new paving, street furnishings, landscaping, signage, bike racks and other infrastructure upgrades. The public toilets in Cox's Road were renewed, while public domain in Waterloo Road was extensively upgraded, including the completion of entry works at Elouera Reserve and installation of granite paved shared user pathways.

Work commenced on the renewal of the public domain in a masterplan for the West Ryde Town Centre which was finalised and will build on the existing character of the area to create attractive and useful public spaces for those who live, work and visit the centre. Key public domain areas will be improved by the creation of a series of 'green links' that extend both towards and through the town centre core. Rowe Street East, Eastwood was also renewed and upgraded with the introduction of street trees, banners and a public art centre entry statement.

Upgraded playgrounds and received funding for a new park

In 2015/16 we received almost \$6 million in grant funding for a new 7,000 square metre park on Waterloo Road, Macquarie Park. The grant comes from the State Government's Precinct Support Scheme as a result of the North Ryde Urban Activation Precinct. Plans for a new park were identified in 2007 as a much-needed open space for workers and, increasingly, residents in the booming area. The park will offer the community a relaxing green haven with a cafe and a variety of environments where workers and families can come to relax, socialise and attend events. We also received a \$1.52 million contribution under the NSW Local Infrastructure Renewal Scheme to renovate and improve playgrounds across the City, with the upgrades delivered under the City of Wellbeing Outcome.

Managed boarding houses

Following the NSW Parliamentary Inquiry into International Student Accommodation the State Government passed new Boarding House legislation at the end of 2012. The City of Ryde had experienced a proliferation of unlicensed boarding houses, and following the passage of the Act, we developed a Boarding Houses Policy. In 2012/13, we conducted a workshop with our community and from that we developed a series of boarding house community information and education documents.

Managed food premises and regulated cooling towers

The City of Ryde has conducted over 3,500 risk-based food shop inspections over the past four years to ensure the highest possible food hygiene and handling standards for local consumers. In addition, it has inspected over 450 cooling tower systems over the same period to ensure proper operation and maintenance of those systems and minimise the risk of Legionnaires' disease.

Stamped out graffiti

Each year we remove thousands of graffiti hits from private and Council-owned properties. Rapid removal is a vital element in our strategy to combat graffiti and we are committed to removing offensive and highly visible graffiti within 24-72 hours of it being reported. All other reported graffiti is removed within five days. We revamped our Graffiti Action Plan to focus on building stronger partnerships between key organisations including the local police, community organisations and the Ryde Youth Council, as well as more education programs, better use of technology and a refined tracking and reporting system.

As part of our Graffiti Action Plan we built two new vandal-proof bus shelters – one opposite Ryde Park and the other on Herring Road near the Macquarie University station – that include decorative treatments, artwork and protective coatings to prevent scratching and graffiti attacks. The City of Ryde was the first council in NSW to trial this innovative approach in preventing vandalism at bus shelters.

Total Capital Works Spend

Outcome	2012/13 \$ Actual	2013/14 \$ Actual	2014/15 \$ Actual	2015/16 \$ Actual	Total\$ Actual
A City of Liveable Neighbourhoods	641,737	764,557	759,867	328,319	2,494,480

Capital Works Highlights 2012-2016

Project	2012/13 \$ Actual	2013/14 \$ Actual	2014/15 \$ Actual	2015/16 \$ Actual
Street Tree Planting Program	-	30,383	113,487	79,407
Boronia Park Centre	392,713	93,381	282	-
Elouera Reserve Upgrade	12,000	259,834	202,759	-
Personal Audio/Video Devices	19,950	-	-	-
Lighting & CCTV in Eastwood - Safer Streets	-	-	-	157,152
Neighbourhood Centre Renewal	216,973	380,960	443,339	91,760

Performance Indicators

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	Comments
Regulatory Program						
% applicants satisfied with development assessment service	74%	N/A	73%	83%	74%	
Total development value of approved development applications (in \$million – cumulative)	n/a	\$408 million	\$446 million	\$544.4 million	\$1.5 billion	
Mean number of DAs processed per person	>=57	62	75	99	84	Note – target is reviewed annually in accordance with the results for Group 3 Councils
DA assessment time (days) - against the Group 3 benchmark (Mean Gross	<=95	70	76	74	74	Note – target is reviewed annually in accordance with the results for

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	Comments
Assessment Time)						Group 3 Councils
Mean gross DA determination times: Residential alterations and additions (against Group 3 Average)	<=77	53	60	60	61	Note – target is reviewed annually in accordance with the results for Group 3 Councils
Mean gross DA determination times: Single new dwelling (against Group 3 Average)	<=105	88	98	86	81	Note – target is reviewed annually in accordance with the results for Group 3 Councils
Mean gross DA determination times: Commercial, retail, office (against Group 3 Average)	<=91	60	60	72	72	Note – target is reviewed annually in accordance with the results for Group 3 Councils
No. of DAs in each category - residential	n/a	164	231	211	240	
No. of DAs in each category - single new dwelling	n/a	75	131	166	195	
No. of DAs in each category - commercial, retail, office	n/a	124	144	104	115	
No. of food premises inspections	850	1,006	811	823	854	

Progress Report: A City of Wellbeing

A healthy community, with all supported throughout their life by services, facilities and people.

Goal One	Goal Two	Goal Three
Our residents are encouraged and supported to live healthy and active lives.	All residents feel supported and cared for in their community through the provision of ample services and facilities.	Residents feel secure and included in an environment where they can connect socially and are supported by their neighbours.
Strategies		
To offer a range of cultural, sport, recreational and leisure facilities to meet the needs of all.	To provide services and facilities that meets the needs and challenges of all our community, throughout the cycles of their life.	To encourage a healthy, happy, inclusive and active community where neighbours look out for each other.
To provide a variety of activities that encourage social interaction and stimulate every day wellbeing.	To collaborate with our partners to offer the whole community a range of quality services and facilities.	To provide safe community spaces and places for people to meet and get to know each other.
To collaborate with our partners to encourage more people to lead healthy and active lives locally.	To influence decision makers to provide health and welfare services that meet the needs of all our community.	

What we said we would do

Our outcome of a City of Wellbeing will ensure that we create a city that supports the physical and emotional health of all of our community.

The City of Ryde benefits from a strong sense of community, with our residents actively participating in community life. This is demonstrated through our high percentage of volunteers (17.2% of the population), the high numbers of people who use our playing fields (around one million people every year) and a higher level of workforce participation than the national rate. Our city is also one of the safest in NSW, with low rates of crime. While our population appears affluent, we do have pockets of less advantaged residents who experience distinct and varied needs through their life stages; from young families to older residents living alone.

Residents have access to a range of specialised support services including nursing homes, general and specialist hospitals (including one of the worlds' most modern hospitals), area health services, specialist employment centres and a range of major charities which operate in Ryde to support people who rely on their services.

We will work in partnership to retain and strengthen this community life to ensure we have the services, facilities and support mechanisms in place, from all levels of government and from our partners, our community and the non-profit sector.

Our network of volunteer sporting groups and associations will be supported with sports amenities which are optimised across the region in collaboration with our neighbouring council areas (Northern Sydney Regional Organisation of Councils) and educational institutions. As our population ages we will ensure that active living reaches all generations in the way that we design our active and passive recreational facilities.

We will encourage volunteering opportunities, street parties and local events so that neighbours can connect with and look after each other to offer a better and richer quality of life for all. We recognise that wellbeing stems from interaction, participation and support for individuals, and we want to make sure that the City of Ryde provides opportunity for a sense of wellbeing for all our community, at their doorstep.

Tracking our progress

Developed a Sports and Recreation Strategy for the City

The City of Ryde has recently engaged the services of the Strategic Leisure Group to work with Council to develop a Sport and Recreation Strategy. The purpose of the Strategy is to identify the current and likely future sport and recreation needs of the City of Ryde community. It will also provide a framework for the Council to plan and manage sport and recreation facilities over the next decade.

Endorsed a Synthetic Sports Surfaces Action Plan

Councillors voted unanimously in favour of the staff recommendation for a 10 year Synthetic Surfaces Program as part of the draft Sport and Recreation Strategy that went on public exhibition in early 2016. ELS Hall Park No. 1 and Christie Park Nos 1 and 2 will be developed with all-weather synthetic playing surfaces to meet the soaring demand for sporting fields in the City of Ryde.

Council staff will now continue planning for:

- Construction of synthetic surface fields at Christie Park 1 and 2 and relocation of grandstand by 2017
- Construction of a synthetic surface field at ELS Hall Park No 1 (requiring relocation of the turf cricket wicket to Marsfield Park and possible relocation for rugby user group) by 2016.

Consultation with sporting groups and residents has been undertaken as part of this planning and this commenced in 2016.

Made road safety a priority

Adopted by Council in 2016, the City of Ryde Road Safety Plan (RSP) sets out the intended actions and activities that are necessary to reduce the number of crashes and the level of road trauma within the Ryde Local Government Area (LGA).

The RSP complements the City of Ryde's Integrated Transport Strategy by providing the framework to ensure that the Strategy is implemented with full regard to the safety of everyone interacting with the road network of the City of Ryde.

Inspired our community

Across the four-year reporting period we offered hundreds of educational initiatives aimed at everyone from school children to major corporations. Initiatives included workshops, regular nature walks, public lectures and other events as well as sustainability workshops that covered everything from composting, to natural baby care and green renovating.

Opened a new community hub at West Ryde

Opened in March 2012, the West Ryde Community Centre provides a one-stop shop for parenting and family needs. It offers subsidised tenancies for child and family focused organisations to deliver coordinated services, including Ryde Family Support Services, West Ryde Early Childhood Health Centre, West Ryde Neighborhood Children's Centre, Relationships Australia, Good Beginnings, Korean Lifeline and the Benevolent Society.

Improved disability awareness

In addition to partnering with disability service organisations to raise awareness of disability in the Ryde area, City of Ryde staff took a hands-on approach to improving access for people with a disability. Following a hands-on experiment by City of Ryde staff, where they experienced travelling by bus, taxi and along footpaths from Putney to Top Ryde City Shopping Centre while confined to a wheel chair, the taxi rank at Top Ryde City was upgraded to make it safer for wheel chair users and others.

We upgraded bus stops throughout the City of Ryde to comply with Disability Standards for Accessible Public Transport, involving the installation of seating, concrete slabs and tactile pavers for the visually impaired. Seats were also installed at dozens of additional bus stops and a new bus shelter constructed on the west side of Badajoz Road, opposite a retirement village.

Celebrated our seniors

With a significant percentage of our community aged over 65, the City of Ryde runs a popular program of activities for older residents throughout the year. In March each year we invite local organisations to publicise the activities they offer for older people and host other events to celebrate Seniors Week. Activities include classes introducing social media, Pilates, and Feng Shui to seniors, cooking classes for Men, guided walks in the area, author talks, and other events that always prove very popular with the City of Ryde's diverse and growing group of senior citizens.

As part of ongoing efforts to make our City age-friendly, we hosted an Age Friendly Communities Workshop and Networking Event. Seniors were invited to participate in a survey to assist the City of Ryde and Hunters Hill Councils make Gladesville a better place for older people to live and visit.

Finally, the Ryde/Hunters Hill Home Modification and Maintenance Service assisted people with access, safety and independence in daily living activities, so that they can remain living in their own home or with their carer.

Became a White Ribbon campaign partner

The City of Ryde has actively supported the White Ribbon campaign since 2009, playing a community leadership role and taking a stand on issues both in terms of the Council's operations and by partnering with businesses, community groups and others to create awareness, support and action at the local level. On Tuesday 5 June 2012 the City of Ryde signed a Memorandum of Understanding (MOU), formalising our relationship with the White Ribbon Foundation. We have followed up the signing with a series of organisational and community workshops including a domestic violence forum, White Ribbon Day breakfast

and other annual events to help ensure ongoing Council and community commitment to anti-violence awareness and actions.

Helped develop our community service sector

To support the not for profit service sector and to create collaborative partnerships with business and government for positive social change in Ryde, in 2012 we initiated a four-year Sector Development program. The program strengthened the community service sector in Ryde by supporting development activities through Training Workshops and Sector Development Partnership Projects.

As part of this program, we awarded \$478,119 in community grants for local community, cultural and sporting organisations over the past four years. During 2014/15 we undertook a significant review of the Community Grants Program to provide greater transparency and equity in the grant approval process and also to make the grant scheme accessible to a wider range of groups.

One of the most significant outcomes of the review was the establishment of a new category in the grants program that supports capacity building in small or emerging groups, rather than offering only project-based financial support. Recipients of grants in this category have access to training for their board members and advice on business planning that will help them become sustainable for the long term – and better able to apply for project funding in the future. A small grant's category was also established providing organisations three opportunities a year to apply for funds for a program or event.

Planned our open spaces

Demand for recreation spaces will continue to increase with our growing population. In 2010/11, we completed the Integrated Open Space Plan that, in addition to key land use planning documents, will set the course for the way our neighbourhoods will develop.

Following on from the completion of the Open Space Plan, we have been undertaking a program of sportsground upgrades, including drainage improvements, returfing, improving irrigation, installation of cricket nets and amenities.

Lighting has been identified as a priority to extend the use of existing sports fields for night training and matches and spread the wear on fields across the LGA. Floodlights have been installed in Waterloo Park and at Magdala Park, in partnership with Gladesville Ryde Magic Football Club.

Upgraded Ryde Aquatic Leisure Centre (RALC)

The Ryde Aquatic Leisure Centre is one of a handful of council-owned pools to operate at a surplus for the community, and has undergone an ongoing program of upgrades over the past four years to ensure it keeps its appeal. Both the competition and leisure pools were upgraded as were the program pool change rooms. New water features were installed at the beach entry end of the Leisure Pool (wave pool), including a series of three arches with spray coming from under each arch for patrons to run through, tipping buckets and a hammerhead shark water feature.

To further reduce our electricity consumption and reduce our carbon footprint, we installed a cogeneration plant, which will generate heat as well as power. The plant has provided a 10 percent reduction in electricity consumption and subsequent reduction in greenhouse gas emissions, as well as an overall reduction in energy costs to the Centre. In addition, solar hot water systems have been installed throughout the centre to further save energy costs and reduce greenhouse gas emissions.

2013/14 also saw the construction of a new open-air surf simulator, making the RALC the first community aquatic centre in New South Wales to offer the thrill of riding a surfboard all year. The surf simulator can accommodate up to 48 riders an hour of all ages and skill levels and was built on underutilised land at the Victoria Road side of the aquatic centre. Waste energy from the cogeneration plant is being used to power a part of the surf simulator to fully utilise the benefits of cogeneration.

The Centre has continued working to reduce tap water usage from a high of 146.6KL per day before water efficiency measures were implemented reducing it down to 67.8 KL per day consistently over the past 2 years – a reduction of 53.7 percent through improved sub-metering, the fitting of water saving appliances, increased water recycling and rainwater harvesting initiatives.

Encouraged volunteering

We support our culturally and linguistically diverse community volunteers by providing culturally and linguistically sensitive materials translated for our Chinese, Korean, Armenian and Arabic speakers. We have provided volunteer fundamentals training for our Culturally and Linguistically Diverse (CALD) Community, aimed at building engagement, participation and integration of new migrants into the community through volunteering.

Each year we refer more than 300 enquiries to volunteer organisations including Easy Care Gardening, Royal Rehab, Hunter's Hill Ryde Community Services, Achieve Australia, Christian Community Aid, North Ryde Community Aid and Ryde Hunter's Hill Community Transport. Most referrals came from the CALD community who are seeking voluntary positions as a way both of improving their English and gaining local experience that would help them in their quest to find a job.

The City of Ryde Bushcare Program is also supported by more than 150 volunteers, who offer their time every month to participate in environmental restoration within the City's natural areas, and collectively contribute more than 4,000 hours each year.

In 2014/15 we also introduced a trial volunteer program at our libraries. We now have over 20 enthusiastic volunteers helping library staff with the management and delivery of events, and we will be continuing with the volunteer program for the foreseeable future.

Encouraged active lives

Our always popular Active in Ryde program provided a range of opportunities for all members of our community, irrespective of age, to join in programs that boost both their physical and mental wellbeing.

School holiday activities included school holiday scooter and skate clinics, Go4Fun School Holiday sessions, craft activities, guided walks, surf masterclasses, film nights, skate and scooter clinics.

Seniors and retirees were offered preventative health exercise programs, including Lift for Life and Heartmoves as well as guided walks.

Other programs include the Go4Fun 10 Week program and targeted families with children aged 7 – 13 years of age who are above a healthy weight range (based on BMI calculations), and BRAVE, which targets young people who have disengaged, or are at risk of disengaging, in education, physical activity, their health and wellbeing. Live Life Get Active provides the community with access to free outdoor fitness and activity sessions during lunchtimes in Macquarie Park.

Each year we host a range of guided walks to promote our local natural areas and open spaces and encourage active recreation and return visits to these areas. Many walks were held to coincide with other celebrations in our City, such as the Granny Smith Festival, NAIDOC Week and National Biodiversity Month.

Over the past two years, guided walks have been an integral part of organised World Environment Day celebrations and have been particularly well received by participants.

The demand for the Guided Walks program has continued to increase with the majority of the walks now reaching capacity well in advance of the scheduled date. Many community groups become involved in specific walks as a way to showcase their activities. They include Bushcare, the Sydney Live Steam Locomotive Society, Sydney Wildlife Rescue and The Habitat Community Nursery.

To encourage workers to use more sustainable forms of transport, we have expanded and enhanced our footpath network, while an upgrade to Shrimpton's Creek features improved signage, bicycle racks and tree planting, creating a new space for workers and local residents to enjoy.

Brought our play spaces to life

Following the development of our comprehensive Children's Play Implementation Plan (known as the Play Plan) in 2013, the City of Ryde engaged in an ongoing program of playground upgrades to ensure there are sufficient and suitable spaces and facilities for children to play freely across the City. The upgrades provide new play and landscaped areas for families and ensure access to safe, accessible and high quality playgrounds.

One of the highlights of the upgrade program was the opening of Livvi's Place at Yamble Reserve. The \$1.5 million all-abilities playground combines traditional play equipment with purpose built play and landscape elements, providing a safe, outdoor environment for children and carers. Themed play zones that stimulate, calm and provide sensory interest for children with physical, intellectual and emotional disabilities are a feature of the design. The playground at Yamble Reserve (Livvi's Place) won the Premier's People Choice Award and the NSW Minister for Planning and Infrastructure's Sydney Green Space Award. We have upgraded playgrounds at Yamble Reserve, Australia II Park, Quandong Park, Meadowbank Park, Putney Park, Holt Park, Community Park, Fontenoy Park, Jordan Park, Melrose Park, and Dunbar Reserve.

Completed the Ryde River Walk

The final stages of the Ryde River Walk between Bill Mitchell Park and Banjo Paterson Park were completed in 2014/15. The 10km pedestrian pathway along the northern shore of the Parramatta River was created to improve the community's enjoyment of the unique attractions along the waterway. The upgrade includes new waterfront seating in Bill Mitchell Park and new access stairs, a boardwalk along the riverfront, a recreational walking trail through Looking Glass Bay, and an upgrade to the walking trail in Glades Bay Park.

Connected community members with service organisations

Each year the Community Information Expo brings increasing amounts of information about services available to people from diverse backgrounds. Held in Eastwood Plaza as part of Harmony Week celebrations, the event provides information in community languages including English, Korean, Cantonese, Mandarin, Armenian, Dari and Farsi. Stall holders provide information about aged care, health, housing, immigration, education, legal and other community services that are available in the City of Ryde.

Went smoke free

During the past four years 'Smoke Free' banners were displayed around our local sporting fields to promote the smoking ban that applies to both covered and uncovered spectator areas while they are being used for an organised sporting event. With ongoing efforts to help make Eastwood a more attractive place to live, work and visit, and to address the adverse effects of smoking, a six month smoking ban was also trialled in Eastwood Plaza. This decision was confirmed by Council in 2016, to maintain the Eastwood plaza smoke free. Making the entire Plaza a smoke-free zone creates a consistent, positive health message in this busy community hub.

Developed a community buildings licensing policy

We have developed a community buildings licensing policy to ensure that we are able to provide consistent, equitable and transparent processes in the management of our community buildings, these facilities provide subsidised accommodation to not-for profit organisations to deliver services for our community.

Kept our community safe

Our Crime Prevention Plan has been rolled out across the area with messages designed to make the community more aware of what they can do to reduce criminal activity in the area. Campaigns included 'Is Your Stuff Safe?', designed to raise awareness of theft occurring around our town centres, libraries and car parks, with signs in Eastwood created in English, Korean and Mandarin.

In partnership with the Federal Government, through a Federal Government Grant the City of Ryde has upgraded the lighting in and around the Glen Street Car Park Eastwood, and installed CCTV cameras, to enhance the safety of our community.

Immunised our community

The City of Ryde's Immunisation Service supports local families with children aged up to five years old. The majority are referred to our service by local Early Childhood Health Centres, however, many families from other suburbs outside the LGA also attend the clinics. Other clients include new residents, either migrants or refugees, many of whom do not yet possess Medicare cards and find the cost of attending a GP prohibitive. More than 1300 children are vaccinated each year by the clinic.

Created a Community Nursery and Food Garden

The City of Ryde, in conjunction with The Habitat Network, initiated a Community Nursery and Food Garden, known as "The Habitat" at the southern end of Santa Rosa Park, Quarry Road. It includes a plant nursery that propagates local native plants for purchase by the general public, as well as seedlings to be used in the Community Food Garden.

Total Capital Works Spend

Outcome	2012/13 \$ Actual	2013/14 \$ Actual	2014/15 \$ Actual	2015/16 \$ Actual	Total\$ Actual
A City of Wellbeing	5,310,175	5,562,871	6,216,850	3,728,483	20,818,379

Capital Works Highlights 2012-2016

Project	2012/13 \$ Actual	2013/14 \$ Actual	2014/15 \$ Actual	2015/16 \$ Actual
Ryde Parramatta River Walk (POT p.43/57)	382,838	75,694	1,776,964	-
Yamble Reserve- All Abilities Playground	1,580,527	-	-	-
Addington House - Renovation	57,504	156,005	-	-
Installation Cogeneration Plant - RALC	38,918	577,340	-	-
Surf Attraction Equipment - RALC	323,123	2,521,378	376,693	-
Park Irrigation Renewal Chrsitie Park	22,848	-	-	-
Digital enhancement for Libraries	14,638	6,225	42,660	24,844
Implementation of Children Play Plan	-	257,940	1,170,285	65,600
ELS Hall Park #1 - Synthetic Surface	-	-	238,559	118,236
Implementation of Children Play Plan -P2	-	-	226,464	408,863
Sportsfield Floodlighting Renewal	-	32,176	15,130	325,777
Sportsfield Renewal & Upgrade	694,958	605,445	475,941	561,178
RALC Asset Renewal	294,055	118,258	148,924	143,818
Community Buildings Renewal	112,924	98,998	202,740	277,092
Sportsground Amenities Renewal & Upgrade	99,096	193,305	975,728	320,509
Playground Construction & Renewal	277,468	654,514	212,445	384,094
Community Buildings Renewals - Libraries	237,632	122,161	95,028	336,518
Sportsfield Floodlighting Expansion	222,108	29,892	108,165	203,283
Sportsground Amenities Upgrades Expansion	140,466	16,664	31,443	109,169

Performance Indicators

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	Comments
Open Space Sport and Recreation Program						
% compliance with pool water bacteriological criteria at the RALC	100%	100%	100%	100%	100%	
No. of visitors to RALC	>=715,000	716,462	713,227	728,481	755,737	
No. of organised sport participants using Council's active open space areas	>=500,000	-	-	523,500	613,000	This kpi was introduced in 2014/15
Community and Cultural Program						
No. of new clients using the home modification service	250	331	190	260	199	
No. of children immunised	>=1,600	1,557	1,424	1,321	1,300	
% capacity of leased halls booked (capacity based on 8 hour booking per day)	>=60%	61%	65%	72%	75%	
% capacity of meeting rooms booked (capacity based on 8 hour booking per day)	>=45%	48%	49%	52%	50%	
% customers satisfied with road safety programs and workshops	80%	-	-	95%	93%	This kpi was introduced in 2014/15.

Progress Report: A City of Prosperity

Creating urban centres which champion business, innovation and technology to stimulate economic growth and local jobs.

Goal One	Goal Two	Goal Three
Our Community and businesses across the city flourish and prosper in an environment of innovation progression and economic growth.	Our city is well-designed and planned to encourage new investment, local jobs and business opportunities.	Macquarie Park is recognised globally and locally as an innovative education and technology hub.
Strategies		
<p>To create a strong economic direction, with incentives that encourages new and diverse business investment and opportunities.</p> <p>To work with relevant partners to share our brand, provide facilities and services to attract and retain local business in our city.</p> <p>To share growth, prosperity and opportunities across the whole community.</p>	<p>To respond in our planning, now and in the future, to global and metropolitan trends.</p> <p>To provide innovative and integrated solutions to locate jobs, transport and housing together, to reduce time and travel costs and improve amenity.</p> <p>To design retailing places that encourage and attract a diversity of business opportunities and jobs.</p>	<p>To brand, design and activate Macquarie Park as a distinctive, attractive and sustainable high technology centre of regional excellence.</p> <p>To take a leadership role to improve movement to, from, through and within Macquarie Park.</p> <p>To optimise and promote Macquarie Park's distinctive qualities, to attract and create new and ongoing investment, assisting business to contribute to the Ryde community.</p>

What we said we would do

Our outcome of a City of Prosperity will ensure that our major business centres have a competitive edge in relevant global, national and metropolitan markets, support economic growth and provide opportunities for those that live, study and work here.

The City of Ryde has become synonymous with strong economic performance, as it contains Macquarie Park which has for many years been a significant net provider of employment. However growth and prosperity cannot be taken for granted, and with the opportunities provided by having an internationally acclaimed University, a TAFE, and numerous retail and commercial centres, the future of our city must be carefully planned to ensure local jobs and innovation continue to flourish.

Our city is likely to deliver more jobs than the current target of 21,000 set by the State Government in the Metropolitan Strategy, and we will ensure that it does so without diminishing its attraction as a place to live

and work. Strong urban design, reduction in red-tape, listening to businesses and working with our partners, will ensure that we provide jobs for our community now and in the future, as well as ensuring the benefits of business investment is enjoyed by all.

A specific focus for big business will be Macquarie Park, which provides unique opportunities to show case local technology in a distinctive and accessible setting. New land use controls will regenerate the business park with smaller block sizes, additional height controls, improved road networks and a more pedestrian friendly environment to stimulate investment. Transport solutions for Macquarie Park and the university will be explored through a Transport Management Authority. Supporting a night time economy at the intersection of the university and the business park will provide additional animation to the precinct making it attractive to the younger workforce that responds to the needs of innovative industry.

Retailing in our town centres will be supported by improved urban design, improved public domain areas and amenity for those who shop there, and the branding of the City of Ryde will offer a unique selling point in attracting further investment.

Tracking our progress

Established partnerships with local businesses

During the past four years we have developed strong partnerships with local businesses including the Ryde Business Forum (RBF), which had an office in the Ryde Planning and Business Centre to assist with business development matters in our City. The RBF's office has recently located to be part of Council's new office in North Ryde.

We have also been working with the local business community to facilitate regular communication and cooperation. The Economic Development Advisory Committee and the local Chambers of Commerce meet regularly, while the Macquarie Park Forum brings together key stakeholders involved in the implementation of the Macquarie Park Master Plan.

Each September we partner with the Ryde Business Forum and the Northern Institute of TAFE to hold free workshops and seminars as part of Small Business September, with topics as diverse as strategic decision-making in business, digital storytelling and social media marketing.

Established the Macquarie Park Development Control Plan (DCP)

To ensure the ongoing development of Macquarie Park delivers the best possible outcome to local businesses and the broader community, and following consultation with landowners and other stakeholders, we established the Macquarie Park Development Control Plan (DCP).

It identified 12 distinct character areas that will ensure the Macquarie Park Corridor is 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. Together these will facilitate economic growth and ensure Macquarie Park lives up to its potential.

Produced the Flavours of Ryde Guide

The Flavours of Ryde Food and Festivals Guide uncover some of the secret destinations only a local would know and is ideal for visitors, newcomers and locals. Available both in hardcopy and as an interactive version that can be downloaded from our website, Flavours of Ryde includes a foldout map, festival calendar, and guide to where to eat, where to shop and what to watch during the year.

Developed a Low Carbon Growth Plan for Macquarie Park

In August 2011, Climate Works Australia in collaboration with the City of Ryde, the NSW Office of Environment and Heritage and members of the Sustainability Working Group of the Macquarie Park Business Forum developed a Low Carbon Growth Plan for the Macquarie Park Precinct. The Plan found that building owners and tenants in the Macquarie Park precinct can significantly reduce their energy use – and the amount of money spent on energy bills – by using a range of widely available technology solutions that can be implemented at relatively low cost. The City of Ryde has been engaging with local businesses to encourage the Plan's implementation.

Supported Macquarie Park's growth

Macquarie Park continues to bring jobs and business to the City of Ryde. An independent report published by PriceWaterhouseCoopers identified the commercial and education precinct as a 'powerhouse of employment and economic growth' and placed it in the top 10 contributors to the national economic output in 2012/13.

We are continuing to work with the State Government to ensure the continued success of the precinct and to protect the employment opportunities it provides to the community. We also produced and distributed Meet Macquarie Park, a guide to local activities, sporting groups, and businesses for staff working in the business precinct.

An associated video was also developed and uploaded to our YouTube page and the Macquarie Park website. An e-newsletter was also launched, and the Macquarie Park Marketing Group was established to further market the area to prospective commercial investors.

To support the continued growth within the corridor the Council resolved in September 2015 to partner with the Department of Planning and Environment to undertake a strategic review of the corridor with the aim of ensuring a viable commercial and mixed use centre supported by the necessary infrastructure.

Launched the Macquarie Park Investment Prospectus

A new prospectus for Macquarie Park that promotes its investment benefits and opportunities was launched in 2014, providing a useful quick reference guide to Macquarie Park's competitive advantages and growth potential for prospective investors. The Prospectus contains information on growth rates, future planning, case studies, transport services, education providers, shopping, a directory of the largest businesses and a comprehensive map. It also contains the contact details of major land owners, developers and commercial real estate agents that operate in the precinct.

Macquarie Park is recognised as a strategic centre under the NSW Government's Metropolitan Plan, 'A Plan for Growing Sydney'. Over the next 25 years Macquarie Park is expected to support 40,000 new jobs and 1.3 million square metres of new floor space, and the Macquarie Park Prospectus will help ensure the City of Ryde continues to attract employers of choice.

Hosted a light rail symposium

In partnership with Macquarie University, the City of Ryde hosted a Light Rail Symposium, which called for the construction of the 'missing link' in the Western Sydney Light Rail Network between the Macquarie Park and Parramatta CBDs. We will continue to impress upon the NSW Government the economic benefit of connecting the two growth centres of Parramatta and Macquarie Park.

Total Capital Works Spend

Outcome	2012/13 \$ Actual	2013/14 \$ Actual	2014/15 \$ Actual	2015/16 \$ Actual	Total \$ Actual
A City of Prosperity	1,008,492	1,852,502	1,040,668	3,511,553	7,413,214

Capital Works Highlights 2012-2016

Project	2012/13 \$ Actual	2013/14 \$ Actual	2014/15 \$ Actual	2015/16 \$ Actual
Public Domain Upgrade Waterloo Rd	200,843	590,989	-	-
Public Domain Upgrade Waterloo Rd	-	150,413	251,523	345
Footpath Upgrade Delhi Rd	-	-	255,614	557,182
Town Centre Upgrade Renewal	349,949	1,021,684	533,530	2,930,459

Performance Indicators

While a range of measures could be used to generally describe prosperity in the City of Ryde, these figures are significantly influenced by factors outside our control, and therefore, they cannot be used to specifically monitor the effectiveness of council programs within this outcome.

For example, figures such as average income and job rates are useful as broad indicators of our economic health, however, they do not show the specific impact of our programs as they are also significantly influenced by broader economic and social factors.

Progress Report: A City of Environmental Sensitivity

Working together as a community to protect and enhance our natural and built environments for the future.

Goal One	Goal Two	Goal Three
Our residents, businesses and visitors collaborate in the protection and enhancement of our natural environment.	To encourage and enable all our residents to live a more environmentally sensitive life.	As we grow, we protect and enhance the natural and built environments for future enjoyment and manage any impacts of climate change.
Strategies		
To raise awareness in our community on the future challenges to our natural environment and the actions required to mitigate them.	To collaborate with relevant partners to facilitate simple and flexible planning controls, to encourage our community to embrace sustainable development.	To lead by example and demonstrate environmental sensitivity in all that we do.
To actively collaborate with our community and businesses to care for and enhance our environment.	To promote and offer education on the benefits and savings that can be achieved by supporting sustainable lifestyles.	To work collaboratively with neighbouring councils to develop measures to protect our natural environment and bio-diversity.
To provide incentives which encourage all to enhance, preserve and protect our natural ecosystems.		To take a leadership role and enhance our capacity to manage any impact of climate change and protect our community.

What we said we would do

Our outcome of Environmental Sensitivity will ensure that a balance is maintained between the pressures from population growth, and the protection and enhancement of our natural ecosystems. It will reduce our exposure to the risks of climate change.

We will collaborate with our community and partners to plan, promote, educate and facilitate more sustainable living in our city and integrate environmental sensitivity in all that we do. In practical terms we will implement measures, such as the use of bio-filtration methods instead of traditional engineering solutions, to clean and reduce pollution in our waterways; re-establish bushland in areas where there is a longer-term environmental benefit and enhance our natural corridors and waterways. We will continue to foster the hopes of our community for a city abundant in green spaces and strengthen our connections with the Lane Cove national park, located on our doorstep.

There is evidence of impending risks caused by global warming, such as rising water tables, sea level rises and predicted increasing events of extreme weather. This is especially relevant for us with our location next to the

foreshores of two tidal rivers and our history of serious flooding across our stormwater catchments. We also anticipate an increase in the number of extreme bushfires within the natural bush corridors that we value.

To meet these challenges, we will raise public and business environmental awareness, encourage environmentally sensitive planning and design, provide appropriately designed infrastructure, support our volunteer emergency services, keep our emergency response planning relevant and reduce our city's environmental footprint wherever we can.

Tracking our progress

Improved our creeks and waterways

For more than seven years we have been sampling and monitoring five catchments across 13 sites within Ryde. In 2012 we reviewed our water quality monitoring and sampling program to investigate ways in which we can further enhance waterways protection. Results from these ongoing monitoring programs are accessible to the public via our website to assist them to better understand the impact of pollutants in our waterways and water quality.

We also conducted a study into the City of Ryde's riparian (creekside) zones to develop a complete picture of the impact of urban development in Ryde and how we can protect the community's natural assets.

These studies helped plan on-the-ground works, including revegetation and infrastructure works such as rain gardens, bioretention systems, gross pollutant traps to remove and reduce pollutants from surface run-off and filter stormwater to clean our streams and reduce degradation impacts.

In addition, they guided the preparation of the Parramatta River Coastal Zone Management Plan and the Lane Cover River Coastal Zone Management Plan both of which were completed in 2013. Both were adopted by the City of Ryde Council and Council has been implementing recommended actions from these such as seawall repair works and further water sensitive urban design projects.

We constructed bioretention basins at Shrimpton's Creek and Santa Rosa Park to help purify stormwater entering waterways and completed a bioretention detention basin at Waterloo Park.

Our stormwater asset replacement and improvement works programs continued with failed pipe systems replaced across the LGA and new pipes constructed to reduce gutter overflow.

To assist the local community on waterway education, we have just completed an on-line water mapping program for the community to access, that links water quality monitoring results with catchment works with a view to educating the community on better understanding local catchments and their proximity to key catchment pressures, condition and related catchment improvement measures.

We have received two Environment Protection Authority (EPA) grants to install two gross pollutant traps (GPT) on waters entering Archer's Creek in West Ryde and Bill Mitchell Park in Gladesville to prevent litter from entering the Parramatta River. These projects were coupled with extensive waterway litter education campaigns for community and business.

We also received a \$100,000 grant which Council matched to undertake a series of water quality catchment improvements along Terry's Creek, which were completed during the past year.

Our Water Quality and Riparian Program have improved creeks and waterways, creek health and stability along two extensive riparian corridors within Terry's Creek. We completed riparian and creek restoration

works at Brush Farm Park to assist with erosion and bank instability issues and to assist water movement in high flow events.

The City of Ryde also supported efforts by the Parramatta River Catchment Group (PRCG), with their 'Make the Parramatta River Swimmable 2025 again' campaign. We are an active member of this regional group.

Completed the River to River Corridors Project

The River to River Corridors Project linked 25 planting and 40 bird monitoring sites across two wildlife corridor zones (including schools, neighbourhoods and community lands) in both the Ryde and Hunters Hill local government areas. The project involved two years of seasonal ecological surveys, a social values survey as well as on-the-ground planting and restoration works.

Through strategic plantings, over 174 hectares of vegetation communities throughout the two project corridors that were otherwise disconnected or fragmented and restricted wildlife movements, were enhanced or re-connected under this project.

The project also engaged corridor residents to participate in community planting and education events and provided them with native plants to create 'stepping-stone' vegetation areas within their own gardens. A total of just over 900 individual residents and community members across both the City of Ryde and Hunters Hill areas, helped plant more than 16,000 native plants to support native small bird and fauna habitat across residential gardens and community parklands.

Created the Home, Waste and Sustainability Advisory Service

Initially grant funded for the first two years, the Home, Waste and Sustainability Advisory Service targeted residential units and Culturally and Linguistically Diverse (CALD) Communities over the first two years of the term, offering a free advisory service to encourage sustainable living, efficient use of resources and improved waste management behaviour. The service has now been expanded across multiple precincts and now over 1,500 households are contacted annually and offered this free service, which is proving popular. The local community are particularly receptive that the service provides education, tools, skills, motivations, incentives and information to empower and assist local residents to manage their local environmental and consumption impacts in an ecologically sustainable manner.

Other environmental education includes our ongoing community education program, delivering environmental workshops and events throughout the year to our residents to reduce their ecological footprints through education and hands on interaction. These workshops have included; Building native water sensitive gardens, Understanding solar, Making your home energy efficient, Permaculture, Natural baby care and Less mess to name a few. These continue to be very popular with the community.

Helped local businesses go green

The Sustainable Businesses in Ryde Program encourages businesses to reduce energy and water use and subsequently the associated costs, as a sensible financial and business investment. By 2012/13 the project had reduced water use by over 212,000 litres per year, and delivered savings of more than \$325,800 for the 48 participating businesses in that year. Since 2013/14, participating businesses have continued to use the learnings from the program to reduce their footprint and Council will look to reconnecting with those businesses over the coming years.

Supported the Ryde Environmental Education Network (REEN)

We believe that programs targeted at youth and school-aged children are an effective way of delivering key environmental messaging. These programs assist us to build generational environmental culture and behavioural change by including ways of indirectly reaching parents and friends. Over 17 local schools have been actively engaged with the Network over the past four years and continue to work closely with Council staff to incorporate suitable environmental and sustainability initiatives into course curriculums and school activities.

Ryde Environmental Education Network (REEN) members participated in plastic pollution, waste-to-art and e-waste challenges, workshops and meetings whose guest speakers provided specialist advice and engagement to REEN members. Speakers came from waste management facilities or had backgrounds in sustainability and environmental management systems, Indigenous land and climate education, sustainable schools and plastic pollution.

Cared for our bushland

The City of Ryde manages 205 hectares of natural area with 130 hectares (63 percent) of natural area being actively regenerated at 57 bush regeneration sites. There are 3.4 hectares of dedicated open space per 1000 people (including National Parks land in the City of Ryde).

Bushcare volunteers in Ryde have contributed thousands of hours to enhance our local parklands over the past four years. Community partnership activities were held with local businesses and organisations including: Johnson Controls, Fuji-Xerox, Novartis, Chep, Canon, Morling Theological College, Ingredion, Tzu Chi Foundation, CA Technologies, Optus, Dupont and HP, among others. These organisations have helped to improve the local environment, often coming back year after year to build upon their achievements.

In the last four years local residents have helped to form new Bushcare groups at Denistone Park, Martin Reserve, Bronhill Ave (Portius Park) Burrows Park, Pellisier Rd (Putney Park) and Forsyth Park. Their sites continue to improve and their efforts complement the work undertaken by our bush regeneration contractors.

A range of Bushcare activities were undertaken by the volunteers, including primary clearing of woody weeds, hand weeding, track maintenance, mulching and planting. Other Bushcare achievements for the year include the restoration of rare Blue Gum High Forest, water quality testing, delineation of natural areas and assistance with a World Environment Day event at Darvall Park. We have seen significant improvements at Brush Farm Park with the installation of wayfinding signage and track upgrades. We encourage local residents to explore, discover and enjoy these natural areas.

Planned for floods

To better prepare for flooding events we have developed a number of flood risk studies and plans for low-lying areas, including an Eastwood Town Centre Flood Options Feasibility Study, the Buffalo and Kitty's Creek Risk Management Plan, and the Parramatta River Floodplain Risk Management Plan. Sea level rise predictions relevant to Ryde have been incorporated in the risk profile for these studies.

Planted trees

Our community has told us how much they value the City's leafy green feel. As well as our street tree and urban forest tree planting programs, each year we host National Tree Day community planting events. During National Tree Day and Schools Tree Day events, more than 12,950 native trees, shrubs and groundcovers have been planted in our local parks, all by volunteers over the last 10 years.

Kept our emissions in check

We have continued to identify strategic energy saving opportunities, including completing lighting upgrades, including the installation of energy efficient LEDs the installation of solar hot water systems and heat pumps across several Council buildings, and the installation of a cogeneration plant for the Ryde Aquatic Centre. Energy emissions from electricity, mains gas and fleet have continued to fall, thanks to our diesel retrofit program that ensures most of the machinery and trucks in our fleet meet stringent Euro IV and V emissions standards.

Over 4,000 equivalent tonnes of carbon emissions have been saved from mitigation actions implemented by the City of Ryde over the past 4 years. In respect to energy consumption, City of Ryde facilities are collectively using about the same energy now than it did in the baseline year 2003/04 and have done so consistently, despite significant growth in Council facilities since 2003/04. This is a remarkable result in the circumstances.

Cut water consumption despite increasing demand

We have experienced increased irrigation of sporting fields, together with a number of new facilities coming online and increased demands on facilities by the local community over the years. Also there has been water lost from leaks from an ageing infrastructure since the baseline year, which has unavoidably driven up annual water consumption, however we continue to use about 8% less water annually than we did in the baseline 2003/04 year. However, despite all these increased pressures on water usage we have continued to reduce water consumption overall. This is a significant achievement as we continue to increase the level of services and the number of facilities we provide to the community.

Reduced waste going to landfill

We have continued to work with residents and businesses to deliver environmentally responsible and sustainable waste management solutions. Our challenge is to educate and influence the community to take on long-term changes to reduce unnecessary waste at its source, and offer opportunities to reuse and renew valuable resources that would otherwise be sent to landfill. As part of this work, we reviewed and updated our waste strategy to ensure that we are taking all possible steps to reduce waste both internally and in our community.

Our new waste strategy outlines the steps our City is taking to better manage our waste streams, focusing on the key areas of waste avoidance, resource recovery and advanced waste treatment methods.

Our Strategic Waste Action Plan was implemented during 2011/12, which has led to reductions in waste going to landfill, and helped us to meet state government targets for recycling. This also involved the implementation of the waste education and communication plan that included the development and rollout of significant waste education materials in local community languages.

Each year free waste tours of the SITA recycling facility at Chullora and the landfill at Eastern Creek, assisted residents to understand what happens with their waste. We also conducted various worm farm demonstrations.

In addition, by employing a philosophy of cradle to cradle, instead of cradle to grave, we increased construction recycling operations significantly over the four years. This resulted in increased income for our Public Works section because the sorted waste materials were sold at a profit. This income has been put into Council's general funds for use in a variety of community and other projects.

We also implemented a Waste Minimisation Plan to reach the City's desired outcomes. The City of Ryde is a Love Food Hate Waste partner – this is a program run by the Office of Environment and Heritage and is

designed to reduce the amount of avoidable food waste that ends up in NSW's landfills, and we have undertaken a variety of educational activities aimed at reducing the amount of food in resident's red-lidded bins.

Throughout the reporting period we provided all residents with a comprehensive and reliable waste and recycling collection and disposal service that included:

- A three-bin collection system and five council clean-up services;
- At-call chipping and mulching collection service;
- At-call TV and computer collection service;
- Free Secondhand Saturday advertising for more than 130 households;
- A recycling drop-off station at the Civic Centre for batteries, light bulbs, mobile phones and cartridges;
- Medical sharps drop-off facility at 10 local pharmacies;
- Subsidised compost bins and worm farms;
- 39 clothing bins for textile recycling;
- Commercial waste and recycling collection service;
- Event waste collection service by application;
- Annual household chemical clean out coordinated in conjunction with the EPA; and
- Public recycling stations in parks and city centres.

In May 2015 we entered into a new domestic waste collection contract and several improvements were made as a result of this change. One of the biggest changes was the move from a scheduled to an At-Call Household Clean-up Collection Service.

Residents still have access to up to five collections per calendar year, however the new service allows them to pre-book a clean-up service at their convenience, up to 12 months in advance.

To help communicate these changes, we introduced a new 'Smarter, Cleaner, Greener' logo and waste branding. This new branding will be used to promote the City's Waste Management Strategy throughout all waste communication and educational campaigns. Other initiatives established to increase the levels of recycling throughout the City of Ryde include:

- The Living on the Block Project, which focuses on maximising recycling in multi-unit dwellings and minimising illegal dumping and contamination in recycling and garden organic bins;
- Local preschools being provided with waste education materials to assist them in educating students on the four Rs (Refuse, Reduce, Reuse and Recycle);
- An e-waste recycling collection challenge for primary schools; and
- The Sustainable Waste to Art Prize (SWAP) where artists and members of the community compete with up-cycled functional art made from recycled material or works with a sustainable living theme.

Total Capital Works Spend

Outcome	2012/13 \$ Actual	2013/14 \$ Actual	2014/15 \$ Actual	2015/16 \$ Actual	Total \$ Actual
A City of Environmental Sensitivity	2,128,085	2,931,226	4,126,815	3,175,833	12,361,960

Capital Works Highlights 2012-2016

Project	2012/13 \$ Actual	2013/14 \$ Actual	2014/15 \$ Actual	2015/16 \$ Actual
Park & Open Space Tree Planting Program	103,106	18,115	34,568	7,945
Delineation of Natural Area	6,230	10,982	9,190	6,650
Porters Creek Precinct	-	71,869	45,426	321,084
Buffalo and Kitty's Creek Study	155,912	49,721	20,350	-
Parramatta River – Ryde Catchment Study	151,946	16,514	60,314	-9,984
Shrimptons Ck - Bioretention Basin	53,938	316,144	141,317	-
Stormwater Asset Replacement Renewal	481,374	1,057,271	891,587	635,576
Stormwater Improvement Works Renewal	623,154	1,051,899	967,386	1,624,679
Old Landfill Sites Subsidence Program	-	-	250,932	203,265

Performance Indicators

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	Comments
Catchment Program						
% of stormwater assets that are condition level 4 or better	Baseline			90%	93%	

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	Comments
Environmental Program						
Equivalent Tonne (et) CO2 saved across organisation from mitigation actions implemented.	>= 400 tonnes	640 tonnes	656 tonnes	911 tonnes	850 tonnes	
% change in energy consumption for all of Council facilities measured against 2003/04 baseline year	<5%	-0.4%	-1.2%	0.1%	0%	
% reduction in Council water consumption across all facilities below 2003/04 base year	<15%	7%	8%	7%	8%	
State of Environment Report as part of Annual Report completed	1	1	1	1	1	There is no longer a legislative requirement for Councils to prepare individual State of the Environment report each year, however, we report on environmental indicators and other information relevant to Ryde.
Waste and Recycling Program						
% tonnes of recycling from all domestic waste services	50%	47%	44%	42%	43%	
% community satisfaction with CoR's domestic waste and recycling service	>82%	82%	86%	-	-	Community Satisfaction Survey is scheduled for 2016/17 year.
% of Council's plant fleet that meet the Euro4 standards (equivalent to green	95%	93%	96%	100%	100%	

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	Comments
star rating)						
% Council's fleet cars to meet 4 green star rating	95%	94%	98%	100%	100%	

Progress Report: A City of Connections

**Access and connection to, from and within the City of Ryde.
Providing safe, reliable and affordable public and private travel,
transport and communication infrastructure.**

Goal One	Goal Two	Goal Three
Our residents, visitors and workers are able to easily and safely travel on public transport to, from and within the City of Ryde.	Our community has the option to safely and conveniently drive, park, cycle or walk around their city.	Our residents, visitors, workers and businesses are able to communicate locally and globally.
Strategies		
To improve transport connections between our centres, neighbourhoods and workplaces, that are accessible and safe.	To improve connectivity between and accessibility to our suburbs, centres, open spaces and places.	To create publicly available spaces that offer access to communication technologies.
To collaborate with relevant parties to maintain and develop better transport options that are convenient, safe, affordable and sustainable.	To improve car parking options in our busiest centres.	To create a WiFi City that offers our community accessible and flexible communication.
To encourage the use of environmentally friendly transport options.	To influence decision makers so they respond to our major road, cycle and pathway needs.	To collaborate with others to provide emerging communication technology in our city.

What we said we would do

Our outcome of a City of Connections will create a city where people feel connected locally and globally, and can easily gain access to their work place, recreation opportunities, facilities and services in both a physical and virtual way.

We will work collaboratively with our partners, to respond to our increasing population and their requirements for connection to our workplace, educational, retail and recreational destinations. We will embrace emerging transport technologies to improve the integration of our transportation systems and connect and develop our cycleways and walkways to encourage more people out of their cars. We will stay abreast of our ageing infrastructure, which needs to cope with greater usage, to ensure our assets are appropriately planned and maintained.

Understanding the growing stresses being placed on our transport infrastructure, we will mitigate demand by locating homes closer to educational, employment and retail opportunities to reduce the travel 'footprint' of

our residents. We will build relationships with others to plan and implement solutions that are sustainable and offer flexibility of choice.

Recognising the opportunities that technology brings, we will keep abreast of changing technology so that people can connect in public places and live in an environment which encourages work from home.

Tracking our progress

Established NSW's first Transport Management Association (TMA)

Currently home to some of Australia's largest employers, the Macquarie Park Corridor is expecting to double in size and worker numbers by 2031, bringing increased traffic congestion with it.

To address the traffic and transport issues in the Macquarie Park Corridor, the City of Ryde, in partnership with Transport for NSW and the local business community has established NSW's first Transport Management Association (TMA).

Now known as Connect Macquarie Park + North Ryde, the TMA has helped local businesses to partner with government agencies and transport providers to improve the efficiency and sustainability of the transport network, in reducing demand for peak period private vehicle travel by and expanding the number of businesses and institutions supporting and delivering workplace-based transport programs.

Undertook a parking survey in Macquarie Park

The continual growth of the Macquarie Park precinct has resulted in increased traffic and demand for car parking. In response, we undertook a study to assess the need for parking and determine whether the needs of commuters are being met. It found that unless some significant changes are made to the off-street and on-street parking rates, long-term growth in the Macquarie Park Corridor could be compromised by traffic congestion.

Two alternatives have been proposed to the 'business as usual' model. Option one involves introducing commercial car parking rates with a capped rate for all day parking, while option two recommends a scenario where parking in an inner precinct centred around Waterloo Road would have more restrictive parking rates compared with outer areas. The study found that this approach achieves a balance between minimising the effects of traffic congestion growth in the precinct and the impacts that the modified rates will have on the competitiveness of the precinct against other similar centres. The outcomes of the parking study aim to introduce lower parking rates. Such rates are more aligned with centres such as Chatswood and North Sydney and will assist in addressing the current congestion problems in the corridor.

Continued rebuilding Meadowbank Sea Wall

We continued with our ongoing foreshore program to upgrade sea walls that have been affected by increased wave action created by ferries and other boat traffic.

Lobbied for improved transport connections

Because our community has said that, despite the increasing demand for housing in Ryde, they don't want the character of their suburbs to change, we continued to lobby State Authorities to improve transport connections in our City. We are also concentrating housing development around transport hubs and shopping centres that appeal to the empty nester demographic, which is the primary driving force for housing development in our city

Updated the Ryde Integrated Transport Strategy

The City of Ryde recently updated its 2007 Integrated Transport and Land Use Strategy and approved the City of Ryde Integrated Transport Strategy 2016-2031 – Regionally Connected Local Accessible.

This Strategy builds on the 2007 Strategy and aims to influence transport and land use planning and maximise the opportunities to increase public transport and walking and cycling use, reduce the frequency and length of trips on the transport system, improve local traffic access and parking and provide a framework for a more cohesive transport network out to year 2031. The Strategy articulates policy requirements around land use, parking, public transport, active transport and roads and freight and outlines integrated actions for each element.

Encouraged alternative forms of transport

Across the reporting period we have significantly extended our cycle path network to more than 20 kilometres of both on-road and off road cycle paths.

We have been assessing and monitoring how our community moves through our city so we can build projects to move them safely and more sustainably. These works have included conducting Pedestrian Accessibility and Mobility Plans to build construction works upgrading and connecting our city. To enable our corporate partners in Ryde to transport staff in a more sustainable manner, we have developed Sustainability Travel Plans to assist by providing alternate options for travel to and from work and reducing local congestion.

We have provided corporate environmental education initiatives such as the 'get back on your bike' and 'Cycle skills' workshops to encourage commuters to consider more sustainable travel alternatives to and from work.

We have continued to run the Shop Ryder bus service which transports in excess of 40,000 passengers each year and have upgraded bus stops to offer new seating and greater protection from the weather. Due to running costs the Shop Ryder service was reduced from six days a week to four in 2014/15, but it remains well patronised. The service has been running since 2008 and conservatively substitutes for more than 10,000 fewer equivalent car uses each year which helps reduce traffic congestion and improve air pollution.

In conjunction with Macquarie University, we also started investigating other alternatives to car transport, including personal mobility devices (PMDs). Use of PMDs – powered devices that allow the user to travel short distances quickly and to transfer between transport modes.

The project's findings are helping to shape the development of regulations governing alternative vehicles including PMDs and providing guidelines for other local governments seeking to address the question of short journeys in congested locations.

Improved pedestrian safety (including Pedestrian Access and Mobility Plans)

From 2011/12 we rolled out the School Safe Banner Program to help educate parents and students about both pedestrian safety and ranger awareness. The program has resulted in a decrease in fines issued around schools and significantly reduced attacks on rangers.

We also supported the popular Go Active 2 School program, a walk to school project that is helping combat the increasing levels of childhood obesity, car congestion and pedestrian road safety concerns. With many students in the area from multicultural backgrounds, Go Active 2 School materials have been translated into Chinese and Korean to ensure that all parents understand the importance of this program. Ten schools are currently involved in the program.

However, unacceptably high levels of pedestrian casualties have been experienced in the City of Ryde due to texting, talking and listening to music on mobile devices. This statistic prompted the City of Ryde to launch 'Distracted', a pedestrian safety awareness campaign aimed at persuading people to put their heads up and their mobiles down while walking in 2015. And in response to a number of incidents involving senior citizens, in April 2015 City of Ryde Road Safety Officer and a Korean translator presented a 'Walking Safely for Seniors' talk to more than 30 Korean seniors, with tips on staying safe as a pedestrian and minimising risk when crossing roads.

We continued our ongoing program of footpath renewals and upgrades, which also included constructing pedestrian refuges and improved footpath linkages across the City. We are continuing to develop a network of safer, better connected footpaths to help pedestrians get to their destinations quickly, easily and safely.

As part of this process we have developed Pedestrian Access and Mobility Plans (PAMPs) for the key centres of Macquarie Park, Gladesville and Eastwood. The City of Ryde is currently finalising the PAMP for the key centre of Top Ryde and the smaller North Ryde Centres of Blenheim Rd and Coxs Rd. These PAMPs define priority routes for pedestrians and identify works that will make pedestrian access easier, including upgrading footpaths and kerb ramps, developing new street crossings and improving lighting.

Made our roads safer

We continued our ongoing program of road repairs and resurfacing throughout the four year period. Traffic calming measures and pedestrian safety refuges were installed in strategic locations, while new kerb and guttering was also built across the Local Government Area.

Supported cycling

In addition to extending our network of cyclepaths and shared user paths, we also support BikeWeek and Ride to Work activities. We also built a new bicycle locker at Eastwood Station to encourage commuting cyclists. It holds 22 bicycles, and is available free of charge to the general public. Bike racks are routinely installed as part of public domain upgrades across the city.

Refurbished Banjo Paterson Park Wharf, Gladesville

We completed upgrading the wharf at Banjo Patterson Park in Gladesville after its weathered planking was deemed unsafe by Roads and Maritime Services in 2014. The wharf is now safe for continued use and is one of the few free public jetties in the area and allows families to fish or tie up small watercraft.

Total Capital Works Spend

Outcome	2012/13 \$ Actual	2013/14 \$ Actual	2014/15 \$ Actual	2015/16 \$ Actual	Total \$ Actual
A City of Connections	8,082,154	8,360,569	7,524,379	13,365,591	37,332,693

Capital Works Highlights 2012-2016

Project	2012/13 \$ Actual	2013/14 \$ Actual	2014/15 \$ Actual	2015/16 \$ Actual
Bus Shelters - new	49,965	30,670	53,012	38,544

Project	2012/13 \$ Actual	2013/14 \$ Actual	2014/15 \$ Actual	2015/16 \$ Actual
Bus Stop DDA compliance	74,466	66,913	95,078	86,572
Bus Stop Seats - new	28,239	8,267	50,230	33,036
Traffic Calming Devices	53,792	203,583	302,907	478,954
Heavy Patching	205,210	202,786	254,248	262,457
Cycleways Construction Renewal	279,979	423,779	-	-
Road Resurfacing Renewal	2,644,598	2,568,645	2,948,020	5,418,002
Footpath Construction Renewal	262,636	204,312	546,638	508,486
Road Kerb Renewal	1,287,269	1,487,310	1,471,474	1,688,098
Traffic Facilities Renewal	194,509	220,146	176,008	153,415
Bridge Upgrade / Renewal	99,626	66,738	119,679	203,667
Seawalls/Retaining Walls Refurbishment Renewal	-	64,009	121,214	877,241
Car Park Renewal	148,539	85,362	97,640	148,462
Cycleways Construction Expansion	-	-	328,956	584,466

Performance Indicators

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	Comments
Roads Program						
% of road pavement network that are condition level 4 or better	Baseline			94%	95%	
Paths and Cycleways Program						
% of paths and cycleways that are condition level 4 or better	Baseline			97%	98%	
Traffic and Transport Program						
No. of passengers transported by Shop Ryder Community Bus	35,000	65,300	65,085	41,377	41,508	Target revised from 50,000 passengers due to downsizing

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	Comments
Service						service from six-day service to a four-day service in 2014/15.
Foreshore Program						
% of seawalls that are condition level 4 or better	Baseline			95%	96%	

Progress Report: A City of Harmony and Culture

A welcoming and diverse community, celebrating our similarities and differences, in a vibrant city of culture and learning.

Goal One	Goal Two	Goal Three
Our residents are proud of their diverse community, celebrating their similarities and differences.	People living in and visiting our city have access to an inclusive and diverse range of vibrant community and cultural places and spaces.	Our community is able to learn and grow through a wealth of art, culture and lifelong learning opportunities.
Strategies		
To provide activities and opportunities for people to share and celebrate their unique cultures.	To create and activate diverse cultural spaces and places for people to come together.	To collaborate with relevant partners to develop and deliver education and lifelong learning opportunities in our city.
To bring people together in their local neighbourhoods to encourage connection and belonging.	To support opportunities for creative industries to flourish in our city.	To provide a diversity of art, heritage, cultural and learning activities and opportunities in our city.
To create a distinct local identity built on our city's character and cultural heritage.	To collaborate and work with relevant parties to enhance the community's capacity to deliver and enjoy cultural activities.	

What we said we would do

Our outcome of a City of Harmony and Culture will ensure that the City of Ryde recognises and celebrates its links to its traditional owners and provides cultural and learning opportunities which meet the needs of our diverse population.

With 42.2% of our community born overseas we are one of the most culturally diverse communities in Sydney.

Multiculturalism continues to grow as a feature of our demographic makeup, and is evident in the identity of centres such as Eastwood. Our history of Italian settlement is evident in many ways too.

Multiculturalism brings a special vitality and identity to our city and our community. We will continue to work together to retain this and celebrate our differences through events, sensitive urban design and cultural expression.

Our community enjoys choice in the levels of education that is available in the many schools in the City of Ryde, together with TAFE and Macquarie University. Our educational resources (both people and institutions) attract and retain people and continue to make the City of Ryde a desirable place to live and work, as well as

ensuring future economic investment. We will work collaboratively with our partners to encourage lifelong learning opportunities for people of all ages.

We will celebrate the harmonious nature of our community and will work to ensure that the benefits of living, working and studying in our city are shared by all.

The unique characteristics of our city will be reflected and celebrated through our signage, art and culture, both publicly and privately. We will tap into the cultural talents of those that live here, and together with our partners we will support them through the appropriate provision of art and cultural facilities.

Our Aboriginal and early European heritage will be sensitively protected and interpreted in our landscapes, and we will regulate and encourage the protection and enhancement of our heritage assets. Where possible, we will use our heritage assets as cultural centres.

Tracking our progress

Hosted great community events

Each year, we host a range of events for our residents, with their diversity ensuring there is something for everyone throughout the year. They include our flagship event, the Granny Smith Festival, as well as the All the Colours of Ryde – Harmony Festival, our Cinema in the Park series including screenings for the hearing impaired, Lunar New Year Celebrations, our Australia Day celebrations, Ryde City Concert Band, Ryde Schools Spectacular, Ryde Eisteddfod, Ryde Art Society, Gladesville Rotary Club – Ryde Rivers Festival and Community Christmas Carols. Well in excess of 100,000 people attend these events each year.

Welcomed thousands of new citizens

Each year, we welcomed more than 1000 new citizens into our community through citizenship ceremonies. The grantees came from many different countries, adding to the diversity of our community.

Grew our library activities

The new Ryde Library opened in May 2011, and it has since developed as an outstanding community facility, recording its millionth visitor in August 2014. The Library Service hosts a diverse range of activities, during the year including author talks, musical events, a broad range of children's events, technology classes, JP services and a community information desk.

The Library Service has also partnered with others to add further diversity to our range of services. Examples include a Homework Help Service with Rotaract, events with the Sydney Writers Festival, a programs providing access to English learning resources for former refugees undertaken with the Salvation Army, and technology skills for women.

The Library Service continues to evolve, with public Wi-Fi rolled out at the branches and a rapidly growing collection of eBooks.

All of our other libraries were upgraded during the past four years including new layouts, re-organisation of shelving areas to create new community spaces, improved air conditioning and CCTV to ensure our libraries are both comfortable and safe.

In addition to more than 60 new PCs being installed in the five libraries, we also upgraded a number of digital displays within the libraries and installed a multiscreen video display wall at Ryde Library to engage and inspire our community.

A new three-year Joint Library Agreement for Gladesville Library was signed by City of Ryde and Hunters Hill Councils during 2014/15. The agreement ensures that high quality services for the community continue into the future and is another chapter in the nearly 60-year library services partnership between the two Councils.

Over the past four years, our libraries have had 3,694,584 visitors.

Embraced our artistic side

Over the past four years we have breathed new life into the City of Ryde's Art scene. Starting in 2011, 50 local artists registered in our 'Share Your Art' Artist Register. We also launched the Local Creative spaces register and finalised partnerships with local organisations such as the See Street Art Gallery to achieve greater community access.

In August 2012, we launched Hungry for Art, an exciting arts and cultural festival that transformed the region into a vibrant hub of creative activity. Offering sculpture, painting, drawing, printmaking, ceramics, installations and digital media exhibitions as well as music, performance and food, Hungry for Art showcased some of the best creative talent living and working in the region. The annual festival calendar includes a range of free events such as DrawFest at the Sydney Gallery School, Art Trails through the suburbs, exhibitions at the See Street Gallery in Meadowbank as well as a number of satellite exhibitions around the area.

Pop-up art also made its first appearance in Ryde with a series of events 'popping-up' at Top Ryde City shopping centre, while the City of Ryde negotiated with local shopping centres to provide vacant shopfronts at subsidised rates to local artists.

The City of Ryde and Macquarie Community College also agreed to partner to create Ryde's first artist residency opportunity at Brush Farm House. The artist residency provides an opportunity for local artists to receive subsidised studio space to work, develop professionally and to participate in an exchange with the broader arts and cultural community of Ryde. A series of exhibitions are also hosted throughout the year to appeal to our community's diverse interests and has included shows by the Australian Chinese Painting Society, Australian Society of Calligraphers and Eastwood Patchwork Quilters.

The City of Ryde Annual Sustainable Waste to Art Prize (SWAP) was also delivered annually over the past four years and is another example of how we have successfully collaborated with local schools, local youth groups and community groups who live, work, study or play in the Ryde Local Government Area to raise awareness of waste & sustainable living issues through promoting the use of recovered resources as an art medium.

Three categories of participants were targeted and these were:

- Youth – engagement of young people, aged 11 – 16yrs & 17 – 25yrs through schools and youth groups
- Open Category – engagement of the general community interested in environmental issues and creating an art form out of waste
- People's Choice – determined at the exhibition of the artwork which is the most creative and environmental as judged by the people

Participants were challenged to explore their imaginations to develop a piece of art made out of products which would otherwise have ended up in landfill and/or expresses ideas and opinions on waste and environment. SWAP has been an outstanding success.

Helped our young people grow

With such a large percentage of young people making up our population, supporting youth initiatives has been an ongoing project.

Ryde Youth Theatre has seen an increasing number of performers and has hosted performances and workshops for aspiring actors.

The Ryde Youth Council (RYC) meets every second month and discusses issues important to young people in the City of Ryde, and holds a range of events as part of National Youth Week Celebrations.

‘Our Space’, the City of Ryde’s first youth hub, opened its doors in April 2014, turning a vacant Council-owned property in Eastwood into a much needed youth facility. Consisting of a classroom/workspaces, chill-out room/kitchen and community garden, Our Space brings together a network of services to improve the wellbeing of local young people, including educational assistance, career advice, sexual health information, counselling and lifestyle activities. The name ‘Our Space’ was chosen by the young people who will access the facility, and service providers include The Salvation Army’s Oasis Youth Support Network, Christian Community Aid and Ryde Family Services.

Finally, we hosted the Ryde Youth Summit in May 2014 to create a sense of leadership among the youth in Ryde. The Summit was organised by the young members of Ryde Youth Council and attended by more than 250 young people.

Celebrated our heritage

The City of Ryde is home to many unique heritage properties, ranging from impressive colonial buildings, to smaller, privately-owned residences as well as monuments and stone survey markers. These precious heritage items contribute significantly to our City’s character and appeal.

Under the provisions of Ryde Local Environmental Plan there are 179 Heritage Items, one Archaeological Item and five Heritage Conservation Areas listed within the City of Ryde. There are also 57 Aboriginal Heritage Sites listed under the provisions of the National Parks and Wildlife Act.

We have promoted the conservation and care of heritage in our City through a number of avenues, including the heritage grants scheme which funded heritage conservation projects on listed buildings by local homeowner.

We continue to fund a heritage adviser three days per week and provided a free pre-Development Application advice service for non-institutional owners of heritage items. The City of Ryde is also a member of a partnership between eight North Shore metropolitan councils, which aims to identify and protect Aboriginal Heritage sites in the Ryde local government area and promote Aboriginal cultural awareness within the local community and among staff managing Aboriginal heritage sites.

We completed the first projects of the Heritage Walking Trails program in partnership with the Ryde Heritage Advisory Committee to promote our heritage and to illustrate Ryde’s history through the concept of an open air museum. The Ryde Walking Trail project won a highly commended at the 2016 National Trust Awards.

We also worked with our community to locate and identify property alignment stone markers in the Ryde area. Originally used by early settlers to establish the alignments of roads and streets they were subsequently used by land surveyors to define the road boundaries for future subdivisions. Now very rare, we have found 32 in Ryde.

Opened a new learning hub at Brush Farm House

To support community learning initiatives, the City of Ryde and Macquarie Community College (MCC) formalised a partnership to use and promote Brush Farm House as a learning hub. The licence means that MCC manages and maintains the historic property on behalf of the Council and manages its hire as a venue for business meetings, community celebrations and gatherings. The City of Ryde retains use of the professional gallery space for ten weeks a year, to provide a subsidised venue for local artists.

Launched the Eastwood Migrant Resource Centre

In 2012/13 the City of Ryde and the Eastwood Migrant Resource Centre (MRC) established a twelve-month pilot project that provides community development, group work, information and referral support to meet the needs of culturally and linguistically diverse communities in Ryde.

Welcomed refugees

In recognition of the contribution that refugees and immigrants have made to the fabric of our local community, the City of Ryde became a Refugee Welcome Zone in 2013. We partnered with the Intercultural Network Ryde Area to produce a multi-lingual Welcome Guide for asylum seekers and refugees living in our City, which is designed to help asylum seekers and refugees enjoy and participate in what the City of Ryde has to offer. It also includes sections on community and information centres, libraries, free services and language assistance as well as advice on meeting new people, where to seek help and assistance with health and wellbeing.

In 2015 we celebrated the contribution refugees have made to our society with the sharing of food, stories and performances at the West Ryde Community Hall as part of World Refugee Week. We partnered with the Community Migrant Resource Centre to highlight the contribution refugees have brought to the local community at an event that included refreshments as well as a film and performance piece directed by Dr Iqbal Barkat, an author talk with Robin de Crespigny, and the opportunity to meet with people and organisations working with refugees in the Ryde area.

Supported the 'Racism. It stops with me' campaign

In 2013/14 we joined forces with some of Australia's leading businesses, local sporting bodies and NGOs to support the 'Racism. It stops with me' campaign. This has helped to ensure the City of Ryde, one of the most culturally and linguistically diverse local government areas in Greater Sydney, is a place where everyone feels equal, safe and included.

Helped our community 'find' Bennelong

To raise local and national awareness of Woollarawarre Bennelong, who was one of the most significant figures in Australian history, we supported the three-year Finding Bennelong project. Bennelong died and was buried at Kissing Point on land owned by his friend, James Squire, in 1813, and the Finding Bennelong project was based on research by Dr Keith Vincent Smith, in consultation with the local Indigenous community. We developed findingbennelong.com, an online education resource, in Bennelong's honour, to shed new light on the story of the man, his motivations and the role he played in the world of the new arrivals.

Commemorated the Centenary of ANZAC

After years of planning, in 2015 we undertook a range of activities to recognise the Centenary of ANZAC. Commemorations were held for Remembrance Day and ANZAC Day, including a ceremony of the WWI Battle of Lone Pine at the Ryde Cenotaph. The community created over 3,000 knitted, crocheted, felted, cross-

stitched or crafted red poppies, which spelled out 'R Y D E' in an ANZAC Day tribute to the 2,000 Ryde locals who went to the First World War.

We also identified local WWI connections in local street names: 19 local streets were discovered to have direct WWI connections – either through a prominent soldier or an event – and identified with specially designed WWI commemorative signage. An interactive map showing the location of the local WWI named streets was developed and can be found on the Ryde Remembers section of the Council website.

Embraced social inclusion

We celebrate Social Inclusion Week each year. In November 2014 to celebrate Social Inclusion and International Day of People with a Disability, the City of Ryde, in partnership with several community organisations, launched a Celebrate Diversity Campaign spread across three Community Open Days held in Eastwood, Top Ryde and West Ryde. The Open Days, which were attended by nearly 500 residents, included a range of exciting activities and performances for the community, as well as an opportunity to explore community services offered by a wide range of organisations. The events were filmed, including one activity where community members recorded their feelings of belonging – and not belonging – on large blackboards.

Total Capital Works Spend

Outcome	2012/13 \$ Actual	2013/14 \$ Actual	2014/15 \$ Actual	2015/16 \$ Actual	Total\$ Actual
A City of Harmony & Culture	561,742	478,267	423,074	444,614	1,907,696

Capital Works Highlights 2012-2016

Project	2012/13 \$ Actual	2013/14 \$ Actual	2014/15 \$ Actual	2015/16 \$ Actual
Library Electronic Books	40,066	-	-	-
Library Books	409,843	480,486	423,074	444,614
Aboriginal Heritage - Signage	111,832	-2,219	-	-
Library Electronic Books	40,066	-	-	-

Performance Indicators

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	Comments
Library Program						
% customer satisfaction of library users satisfied with quality of service	>89%	89%	97%	-	97%	
No. of library loans per capita (combined Ryde/Hunters Hill population is utilised)	>=8.1	8.6	8.7	8.3	7.3	
No. of visits to libraries annually	980,000	946,157	981,794	975,506	939,246	Target changed from 840,000 to 980,000 in 2014/15. The closure of the West Ryde Library for renewal works from 16/11/15 to 8/12/15 had a significant impact on yearly total loans and visit statistics for 2015/16.

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	Comments
Community and Cultural Program						
No. of people attending key events and programs conducted by Council	100,000	101,390	114,220	120,830	106,570	

Progress Report: **A City of Progressive Leadership**

A well led and managed city, supported by ethical organisations which deliver projects and services to the community by listening, advocating and responding to their needs.

Goal One	Goal Two	Goal Three
Our city is well led and managed.	The City of Ryde will deliver value for money services for our community and our customers.	Our residents trust their council, feel well informed, heard, valued and involved in the future of their city.
Strategies		
To lead, govern and regulate in an ethical, equitable, transparent and accountable way.	To optimise value for money and deliver responsible spending across all of our services.	To make our community aware of things happening in their city that impact on their daily lives.
To be responsive to the changing needs of our community.	To provide our customers with a continuously improving best practice service.	To engage and consult with the whole community to ensure they have a voice, and that feedback is captured and considered.
To unite decision makers to deliver.	To use knowledge and foresight to strategically plan and deliver services to meet the changing needs of our city.	To deliver a brand identity for our city that engages the community and promotes its positive attributes and direction.

What we said we would do

Our outcome of a City of Progressive Leadership will foster collaborative approaches to the governance of our City across all levels of government, to focus on delivering results against our agreed strategic outcomes in the most cost effective way. Our community will be at the heart of our decision making and service delivery and will enjoy a strong sense of connection with their Council.

The City of Ryde is integral to Sydney's, New South Wales' and the national economy. Our future depends on establishing a shared vision for our city with collaborative partnerships across all levels of government, the Northern Sydney Regional Organisation of Councils and a multitude of not for profit sector and private sector organisations.

Our community has clearly stated that they expect progressive leadership from their Council. Your Council consists of 12 councillors elected every four years to represent the interests of our community, set strategic direction and policy, allocate resources and review performance. The City of Ryde Council manages 150

services, \$2.5 billion of assets, and an annual budget in excess of \$136 million, and maintains the highest ethical behaviour across its operations.

Along with many agencies, we face asset renewal and investment challenges which must be balanced with our ratepayer's expectations. We will engage with our community to seek their opinions on priorities and their willingness to pay for enhanced standards of service delivery. Where possible we will seek to optimise revenue streams from commercial operations to reduce the burden of growing costs on our residents.

Community involvement and engagement is at the heart of good governance and we will ensure that our strategic direction meets the aspirations of our local community. We will develop a leadership culture focussed on our new mission: Working with our community and partners to provide strategic leadership, effective projects and quality customer services.

Tracking our progress

Improved our customer focus

In response to feedback from our community we focused on serving our customers better. Since its opening in May 2011 the Ryde Planning and Business Centre has continued to rate well with our community. Since opening the customer satisfaction rated by customers to the centre has averaged 87 percent.

We undertook extensive community consultation through a variety of actions such as customer surveys, feedback forms, workshops, online surveys and public exhibitions of the many services, programs and projects that we deliver each year.

In 2014 we rolled out a new Customer Service Charter across the organisation to ensure that our responsiveness to customers continues to improve. The charter outlines our commitment to provide timely information to our customers and provides customers with wait times for personal, online and telephone responses to enquiries that can't be answered on the spot. It also outlines our plans for further improvement to our information services, and explains the feedback and complaints management processes.

In addition, the Charter outlines our expectations of our customers: that they will treat staff and other customers with respect, that they will provide information required and listen to the information they are given, and that they will understand that not all information is immediately available or is the answer they seek.

Got to know our community better

We developed our Quality of Life Indicators Summary Report to provide information on specific areas related to community wellbeing in the City of Ryde and form a valuable basis for community discussion and engagement, as well as a baseline for future measurement. It also provides an evidence base for resource allocation and promoting cooperation between government, non-government and business sectors.

Engaged with our community

Our community said they wanted to have their say and more input into our City's direction and projects. In 2011/12 we formed a new community engagement and social media function and developed a new Communications and Engagement Strategy, 'Let's Talk', in 2013, following feedback from almost 2,000 community members over a 12-month period.

Improved online engagement and a more functional website that better serves the needs of users were key parts of our improved communications.

We ran a series of workshops seeking community input into neighbourhood renewal projects with the community expressing a strong desire for improvements in public amenity through contemporary street furniture, art, and landscaping, pedestrian safety and increased parking opportunities.

Information sessions were held in response to overwhelming community interest in building granny flats on residential property. We held a home renovation seminar, a seminar on sustainable design and building, and a planning controls seminar with Macquarie University postgraduate students.

Our most significant engagement activities occurred in 2014/15. We consulted with the community about their support for a Special Rate Variation, to fund the cost of maintaining our infrastructure, and to gauge our community's sentiment over the State Government's proposed forced amalgamation with other councils. The comprehensive engagement programs resulted in 57.7 percent of ratepayers supporting a rating increase of 7 percent or more (including the rate peg), which we used to support our successful application to IPART for a Special Rate Variation.

To gauge our community's sentiment about the proposed forced council amalgamation, we conducted a series of community workshops and information sessions, followed by an online survey that showed that 82 per cent of more than 600 respondents rejected the forced amalgamation of the City of Ryde with other councils. Following further consultation, the City of Ryde, Hunter's Hill and Lane Cove Councils worked together to develop an alternative proposal to form a Joint Regional Authority of neighbouring councils.

Applied for and gained approval for a Special Rating Variation

Following an extensive community consultation program, over 57 percent of the residents surveyed supported a Special Rating Variation (SRV) increase of between 7 percent and 12 percent. We then applied to the Independent Pricing and Regulatory Tribunal (IPART) for a seven percent increase (3% estimated for the rate peg) over four years, on the basis that is an ongoing permanent increase, commencing 1 July 2015.

We were formally notified by IPART on 19 May that the SRV had been approved. The proposed SRV will have a cumulative gross increase of 31.1 percent over the four years ending 2018/19 noting this includes the annual rate peg amount approved each year by the Minister for Local Government. It was complemented by a reduction in Councils operating costs and other expenditure totalling \$2.5 million, to minimise the impact on the City's ratepayers.

The majority of the SRV funds are being directed to infrastructure renewal works.
\$2 million of these efficiency savings have been injected into infrastructure maintenance work.

Worked towards gender equity

In 2012 the City of Ryde became the first council to achieve silver accreditation in the 50:50 Vision Councils for Gender Equity Program. The silver accreditation was achieved in the following areas:

- Remuneration, recognition and training
- Work and family balance, and
- Commitment and leadership.

Reviewed development contributions

We reviewed our Section 94 development contributions; to ensure that community and infrastructure needs associated with our growing population can be met by the City of Ryde.

Responded to the State Government's Fit for the Future proposal

In response to the Independent Local Government Review Panel's Report, the Minister for Local Government announced Fit for the Future, a major local government reform program that proposes to merge 41 Sydney metropolitan councils into 18 mega-councils.

In February 2015, the Council voted unanimously to reject the disintegration of the City of Ryde, and endorsed the exploration of an alternative model involving the formation of a joint 'regional' organisation with neighbouring councils Hunter's Hill and Lane Cove. The JRA proposes to centralise key functions across the three council areas, including strategic subregional planning, procurement, infrastructure delivery and other services where economies of scale exist. The JRA proposal was submitted to IPART on 30 June 2015.

However, in December 2015, The Minister for Local Government announced the merger of Hunter's Hill, Lane Cove and Ryde Councils.

Delegates were then appointed to examine and report on the merger proposal. In examining and reporting on merger proposals, Delegates conducted a public inquiry, called for written submissions, and prepared a report with due regard to factors in section 263(3) of the Act. These factors include financial considerations, communities of interest, elected representation, employment of staff, services and facilities, and the attitude of residents and ratepayers. The Delegate that was appointed to undertake the examination of the merger proposal for Ryde, Hunter's Hill and Lane Cove Councils was Dr. Robert Lang.

On the 12 May 2016, the Minister for Local Government and the Premier of NSW announced the merger of 19 new Councils. The City of Ryde's proposed merger with Hunter's Hill and Lane Cove Councils was not progressed due to Hunter's Hill and Lane Cove Councils taking legal proceedings against the State Government's merger proposals.

On Tuesday afternoon, 20 September 2016, Justice Moore of the Land and Environment Court delivered his decision in respect of a number of proceedings relating to the Proposed Mergers.

With respect to the proceedings involving our Council i.e. Hunters Hill and Lane Cove Council proceedings, the Court decided the following:

- a) The complaints made by Lane Cove Council and Hunters Hill Council are without foundation;
- b) The challenges by Lane Cove Council and Hunters Hill Council are rejected and the proceedings are dismissed; and
- c) Immediately after 4 October 2016 the Court will order that the unsuccessful parties (being Lane Cove and Hunters Hill Councils) must pay the costs of the Crown parties unless any party applies to the Court for a different order.

The Crown, on behalf of the Minister for Local Government also gave a commitment to the Court that no steps would be taken to effect the amalgamation until after midnight 27 September 2016.

Hunters Hill Council at an Extraordinary Council Meeting held on, Friday 23 September 2016, to consider its position in this matter resolved to indicate its intention to appeal, and as such will have a further 28 days to confirm if they will formally appeal. Hunter's Hill Council has now further resolved to lodge an appeal, although as at 31 October 2016, this appeal has not been formally lodged. Lane Cove Council also has resolved to indicate its intention to appeal.

Therefore this means the proclamation in respect of the Proposed Merger involving the City of Ryde is deferred until the legal proceedings are finalised. Due to this uncertainty no further details can be given on when the proposed merger may commence.

Managed our assets better

The City of Ryde is responsible for assets worth \$2.5 billion. To help us better manage our assets, in 2011/12 we undertook a restructure that helped streamline service delivery, provided greater accountability, and offered a more accessible knowledge base for customers seeking answers about a particular asset.

We also formed a new Infrastructure Integration unit that looks at public and private infrastructure development over the long term, and to help us leverage opportunities to have infrastructure built or repaired by developers as part of planning agreements.

We trialled our GPIMS (Geospatial Program Integration Management System) that integrates the location of work crews with the geospatial location of assets needing maintenance to help schedule work efficiently.

Finally, in response to a growing backlog of asset maintenance work, and to guide expenditure of funds raised under the City of Ryde's Special Rating Variation, in 2014/15, we undertook a comprehensive survey of the City of Ryde's roads, footpaths, drains, kerbs and guttering.

Partnered with Macquarie University

The City of Ryde and Macquarie University partnered on a number of projects, including a research study to understand how the City of Ryde is perceived by residents and how well our strategic direction aligns with the view of the community. A trial of innovative transport options, including Personal Mobility Devices (PMDs) also took place on the University campus, and it is hoped that this trial will help develop options to reduce traffic congestion across Ryde. Students from Macquarie undertook work experience and internships at the City of Ryde as part of their studies.

Received a positive financial scorecard

In 2012/13, NSW Treasury Corporation (Tcorp) conducted an independent assessment of the City of Ryde's financial capacity and its future sustainability. The analysis, which reviewed our historical performance, current financial position, and long-term financial forecasts as well as benchmarking the City of Ryde against its peers, found that our financial sustainability rating (FSR) was sound with a negative outlook. As a result of this report, Council undertook a review of its long term financial future that culminated in Council gaining approval of an SRV for the renewal and maintenance of its infrastructure assets.

Took steps to secure out future

In response to the pressures on the City of Ryde's overall financial position, Councillors and staff worked together to understand and consider options and solutions to address the City's long-term financial position. These included a total review of current operations and options for raising additional revenue, and reducing current services. We looked critically at our business and undertook a number of efficiency savings including restructuring at the management level by not replacing key management positions and broadening portfolios.

Upgraded technology to improve efficiency and improve business continuity

As part of our proactive approach to managing business continuity risk, we focused on making our business information systems more stable, and developed our disaster management and recovery strategies.

Our IT renewals project continued with new desktop computers and laptops across the organisation, a new website with greater functionality, and new technology for delivering some online services via smartphones and tablets. The rollout of fully automated invoice processing has also ensured a more streamlined process for suppliers seeking payment. These works also included Council establishing an IT Disaster Recovery Plan of its operations.

Reviewed our governance framework

While the City of Ryde was compliant with all of its legislative requirements throughout the four years, to further strengthen our robust governance framework we implemented a number of changes. These included management of confidential information and complaints made to Councillors in relation to staff, management of public interest disclosures and conflicts of interest, procurement management, delegations, interactions between Councillors, staff and the community.

This Governance Framework was reviewed by the Independent Commission against Corruption (ICAC) in their action taken against former Councillor Petch and others in 2014. Council's Governance Framework was found to be very robust with no improvements required.

Expressed concerns over Urban Activation Precincts

With two Urban Activation Precincts being developed in the City of Ryde, one around North Ryde station and one around Herring Road in Macquarie Park, thousands of new residents will move into the area. We are continuing to work with the State Government to ensure the precincts are serviced by the appropriate infrastructure such as roads, schools and adequate active and passive open spaces.

A revitalised communication tool – A New City of Ryde Website

The website is our 24/7 access for our community with Council and the delivery of this project has seen a vast improvement in our communications which are now more engaging, more user-friendly, and readily accessible from multiple devices. The project included the transfer of more than 1,900 pages, consultation with key stakeholders, and was delivered on time.

A new community offering – A New Community Engagement Online Platform

A new online community engagement platform was developed as a microsite off the main site. The development of this portal increases transparency around Council's projects and includes detailed project information; promotion of upcoming consultations and surveys, as well as a project tracker which enables community members to stay informed about ongoing projects. This project is more than just a "Have your Say" tool for the community, it is a progressive example of best practice in Community Engagement.

Total Capital Works Spend

Outcome	2012/13 \$ Actual	2013/14 \$ Actual	2014/15 \$ Actual	2015/16 \$ Actual	Total\$ Actual
A City of Progressive Leadership	6,422,419	4,612,878	5,303,750	8,522,310	24,861,356

Capital Works Highlights 2012-2016

Project	2012/13 \$ Actual	2013/14 \$ Actual	2014/15 \$ Actual	2015/16 \$ Actual
Plant & Fleet Purchases	2,740,723	2,763,271	2,525,089	2,726,077
TechOne Enhancements	72,181	250,551	352,122	77,892
741 Victoria Road	-	-	17,106	38,037
33-35 Blaxland Road	-	-	23,709	53,807
Office Fitout - North Ryde Office and Top Ryde Office	-	-	-	2,299,822
Corporate Buildings Renewals	1,439	93,445	6,000	-
Commercial Buildings Renewal	211,578	110,448	653,900	871,160
Information Technology Renewals	217,611	881,157	612,409	347,753
Operational Buildings Renewal	93,210	-	36,390	48,844

Performance Indicators

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	Comments
Governance and Civic Program						
Number of known breaches of statutory/council policy requirements	<=0	0	2	0	0	
% of Councillor requests responded to within agreed service standard	>=90%	82%	83%	85%	79%	
% of Councillor satisfaction with the quality of responses provided by the	>=80%	39%	83%	75%	-	2015/16 Result not yet available.

Measure	Target	2012/13 Result	2013/14 Result	2014/15 Result	2015/16 Result	Comments
helpdesk						
Customer and Community Relations Program						
% customer satisfaction with the service provided at the Customer Service Centre	>=80%	80%	89%	90%	89%	
% customer satisfaction with the service provided at the Ryde Planning and Business Centre	>=80%	87%	83%	91%	-	2015/16 Result not yet available.
% of calls to the Customer Call Centre resolved at the first point of contact	>=85%	84%	83%	81%	73%	
Internal Corporate Services Program						
% return on investment over the standard investment benchmark (ie. Bank Bill Swap Reference Rate (Australian financial market) – BBSW)	>=0.85%	1.68%	1.48%	1.09%	1.03%	
% of annual capital works program completed	>=85%	89%	90%	88%	89%	

Future Directions for a new Community Strategic Plan

Merger Proposal - City of Ryde, Lane Cove Council and Hunter's Hill Council

The NSW Government announced on 18 December 2015 the results of the Fit for the Future reform program, including the release of a program of proposed Council mergers. City of Ryde is proposed to be merged with Lane Cove and Hunter's Hill Councils. The Minister for Local Government, The Hon. Paul Toole MP, formally referred merger proposals to the Chief Executive of the Office of Local Government for examination and report under the Local Government Act on 6 January 2016.

The City of Ryde lodged its submission in response to the State Government's merger proposal on Sunday 28 February 2016. The appointed Delegate (Dr Robert Lang) examined the merger proposal and all submissions and produced a report. The report of the Delegate went to the Minister for Local Government as well as the Local Government Boundaries Commission for comment.

On 12 May 2016 the NSW Premier Mike Baird and the Minister for Local Government, The Hon. Paul Toole announced the formation of 19 new councils. Whilst the merger proposal that included the City of Ryde was not in the announcement by the Premier and Minister on 12 May 2016, the Minister has indicated at the announcement, his in principle support to create a new merged entity comprising of the City of Ryde, Lane Cove and Hunter's Hill Councils subject to the decision of the courts. This is due to both Lane Cove and Hunter's Hill Council's currently in the Land and Environment Court challenging the State Government's Merger Process.

On Tuesday afternoon, 20 September 2016, Justice Moore of the Land and Environment Court delivered his decision in respect of a number of proceedings relating to the Proposed Mergers.

With respect to the proceedings involving our Council i.e. Hunters Hill and Lane Cove Council proceedings, the Court decided the following:

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Hunters Hill Council at an Extraordinary Council Meeting held on, Friday 23 September 2016, to consider its position in this matter resolved to indicate its intention to appeal, and as such will have a further 28 days to confirm if they will formally appeal. Hunter's Hill Council has now further resolved to lodge an appeal, although as at 31 October 2016, this appeal has not been formally lodged. Lane Cove Council also has resolved to indicate its intention to appeal.

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Conclusion

Should the State Government proceed with the merger proposal at the conclusion of the appeal, it is likely that future of the City of Ryde's Community Strategic Plan and Delivery and Operational Plans for the City will be significantly affected. Information discussed in this report will be used for either informing a review of the

current Community Strategic Plan, Ryde 2025 or informing a new Community Strategic Plan for a new merged entity should one be formed.

