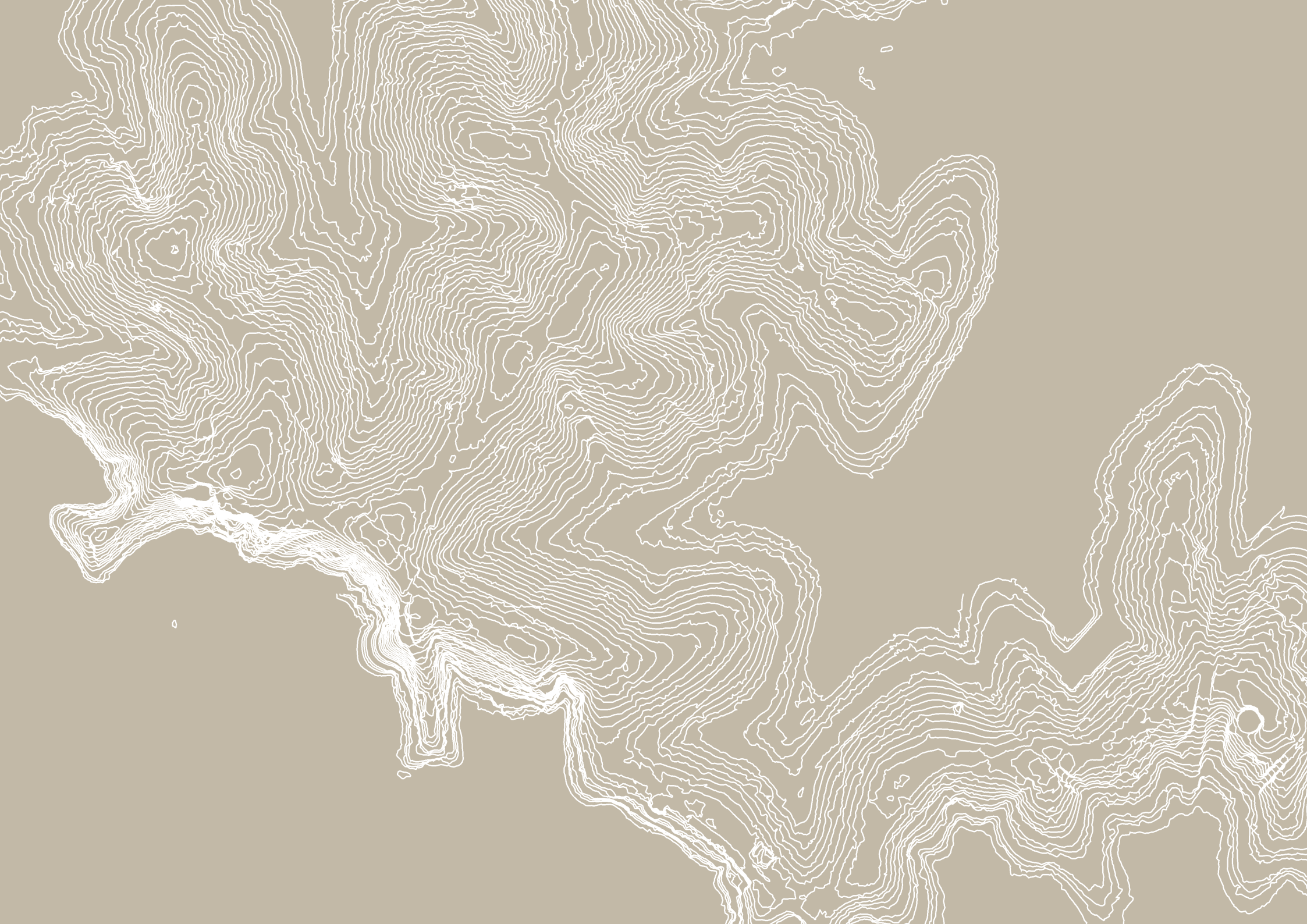




Lifestyle and opportunity @ your doorstep

**The City of Ryde 2025 Community Strategic Plan
DRAFT FOR EXHIBITION**



Welcome

The Ryde 2025 Community Strategic Plan is a long term strategy for our whole community. It aims to reflect the aspirations of our community, while planning to meet the challenges of the future. In doing so, our City will be recognised by our residents and investors as the place to be, where lifestyle and opportunities are available close to where people live, work and play.

This strategic plan is our community's plan. It was launched in 2011 following extensive community consultation, and articulates the hopes and concerns of local people for our City.

Two years down the track it is timely for us to commence a review of the plan, to evaluate the progress we have made and see if adjustments are required to ensure that we continue to meet the challenges of growth, change and opportunity, while maintaining the aspects of our City that our community told us they value so highly.

One of Sydney's most diverse communities, the people of the City of Ryde said that they wish to belong to a strong community, where together they can share Ryde's vibrancy and growing prosperity. Our enviable location, green outdoor spaces and varied local neighbourhoods are also highly prized.

The seven outcome areas of this plan bring these sentiments together. They are supported by goals and strategies that demonstrate how we plan to deliver them in practical terms.

The City of Ryde will develop Four Year Delivery Plans to detail more specifically the projects and activities that Council will undertake to progress towards these goals. In addition, we will be working with our community partners to deliver on the aspirations and goals that require broader community involvement.

Our approach will foster and encourage a more efficient organisation, with new approaches to community engagement, greater participation in local governance and community life. It will promote sustainable living, communities that support each other and celebrate cultural diversity, and optimise opportunities to share the benefits of a strong local economy with the needs of our residents, investors, students and workers.

City of Ryde Council will utilise the Community Strategic Plan as the cornerstone of all of its decisions, resource allocation and activity.

To bring about the vision articulated in this strategy, our aim is to generate collaborative agreements with our large range of partners by staying in tune and relevant to our community, bringing our shared vision to life.



Danielle Dickson
Acting General Manager
City of Ryde



Mayor's Message

The Community Strategic Plan sets the overall direction and long-term planning for the economic, social and environmental growth of our City. It paints the 'big picture' for the City of Ryde and provides the finer detail of how that vision will become a reality.

To develop this Plan we consulted with the whole community and what we learned overwhelmingly from those who live, work, study and play in the City of Ryde, is that you are very proud of your City and enjoy being part of its community.

You told us what you most valued about this place. You also told us what you wanted changed, improved and maintained. You told us what kind of future we might expect and how we should plan for the generations that will follow us.

The Community Strategic Plan has now been put into action and like any strategy it needs to be regularly reviewed, not only to check on progress but to ensure that it remains consistent with its original ideals to:

- Protect and enhance our natural and built environments
- Address social inclusion and community needs
- Plan for well designed and welcoming neighbourhoods
- Stimulate economic growth and local job opportunities
- Provide sustainable infrastructure and development.

To further support the Community Strategic Plan, the challenges and goals laid out in it will be reflected and addressed in other supporting plans, such as our recently adopted Local Environment Plan.

The continued prosperity of the City of Ryde depends on inclusive and careful planning and this Community Strategic Plan is our blueprint for the future.

By taking the opportunity to read this document, you will be able to recognise the intricate levels of planning and consideration that go into governing a City as diverse as ours.

I commend the City of Ryde Community Strategic Plan to you for your consideration and look forward to your comment.



Clr Ivan Petch
Mayor - City of Ryde



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 Cover River, we are connected to other parts of metropolitan Sydney via major road systems, rail, bus and ferry services.

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.

We encompass a total land area of about 40 square kilometres, including waterways and parklands, within this sits Macquarie Park Business Park, our Specialist Business Centre, four town centres and 29 neighbourhood centres, Macquarie University, Ryde and Meadowbank Colleges of TAFE, which enrol 13,000 students each year, over 33,000 businesses, five public libraries, 24 primary schools, five high schools and five hospitals.

Global, national and metropolitan trends and issues present both opportunities and challenges in the way that communities, such as the City of Ryde, are planned and supported. Our City is part of an ever changing dynamic global market, and our economic development, particularly the Macquarie Park Corridor, contributes significantly to New South Wales' Global Economic Corridor.

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 2011 the population of Ryde was estimated to be 108,371. By 2031 that figure is forecast to reach an estimated 135,508. While these are the forecast figures, Ryde's popularity is likely to bring even stronger growth than predicted.

OUR CHALLENGE IS 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% 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 15.4% of the population by 2021. 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 IS to offer appropriately targeted support services, appropriate recreational and cultural opportunities, and to design accessible public domain, to ensure that we adjust to our changing community's needs.

Offering suitable housing options while maintaining the characteristics of our suburbs

In 2011 there were 41,755 dwellings in the City of Ryde. The metropolitan strategy has a target for 12,000 dwellings by 2031. We are witnessing an increasing under supply of housing, with a higher 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% increase in lone person households, making this the dominant housing type within six years.

OUR CHALLENGE IS 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 33,000 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% also live in the area. By 2031 and beyond this is expected to rise significantly as people seek opportunities closer to home.

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

Statistics sourced from ABS Macro and i.d forecast

Managing the pressure of population growth on our amenity

We have four town centres and 29 neighbourhood centres, 200 hectares of natural areas, 60 hectares of playing fields making up over six percent of our land use and used by over a million people annually, 207 parks that include 99 playgrounds, and we have access to the Parramatta and Lane Cove Rivers.

OUR CHALLENGE IS to plan and design a growing and liveable city through 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 IS 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. Employment capacity targets have also been set for it as one of the sub-region's four strategic employment centres, with additional jobs set to transform it to the 4th largest business centre in NSW. It has unique opportunities 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 IS 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.

Responding to the Priorities of Our Community



Since 2009 we have worked with our community, stakeholders and partners to develop key outcomes that directly respond to their hopes and concerns for the future of the City of Ryde.

- We actively sought the opinion of our community - receiving postcards telling us their hopes and concerns for the future of their city. They shared 3,900 comments with us.
- We engaged directly with our young people through the Ryde 2030* Ideas Competition and children's conferences - asking over 300 school children to share their concerns and aspirations for the future of their city.
- We facilitated workshops and focus groups throughout our city, involving our local businesses, local community groups, local not for profit groups, our many associations, our local media, and a whole variety of partners.
- We invited our community to talk directly to us at the many events and activities we hosted across our city.

Drawing on the extensive numbers of views, opinions and visions that we received we developed seven key outcomes for the Ryde Community Strategic Plan that responds to the clear and consistent priorities of our community. We have trialled these outcomes among our people, community representatives and partners. Through consultation and collaboration we refined them to encapsulate all that is important to our community.

Ryde 2021 was adopted by Council in 2011, since then we have worked internally to align our structure and systems to the seven outcomes for our City. We are working to ensure that our seven key outcomes will complement and mould current and future planning, and that they will seamlessly work across all levels of government, business and community organisations to deliver one vision for the future of our city - the place to be for lifestyle and opportunity @ your doorstep.

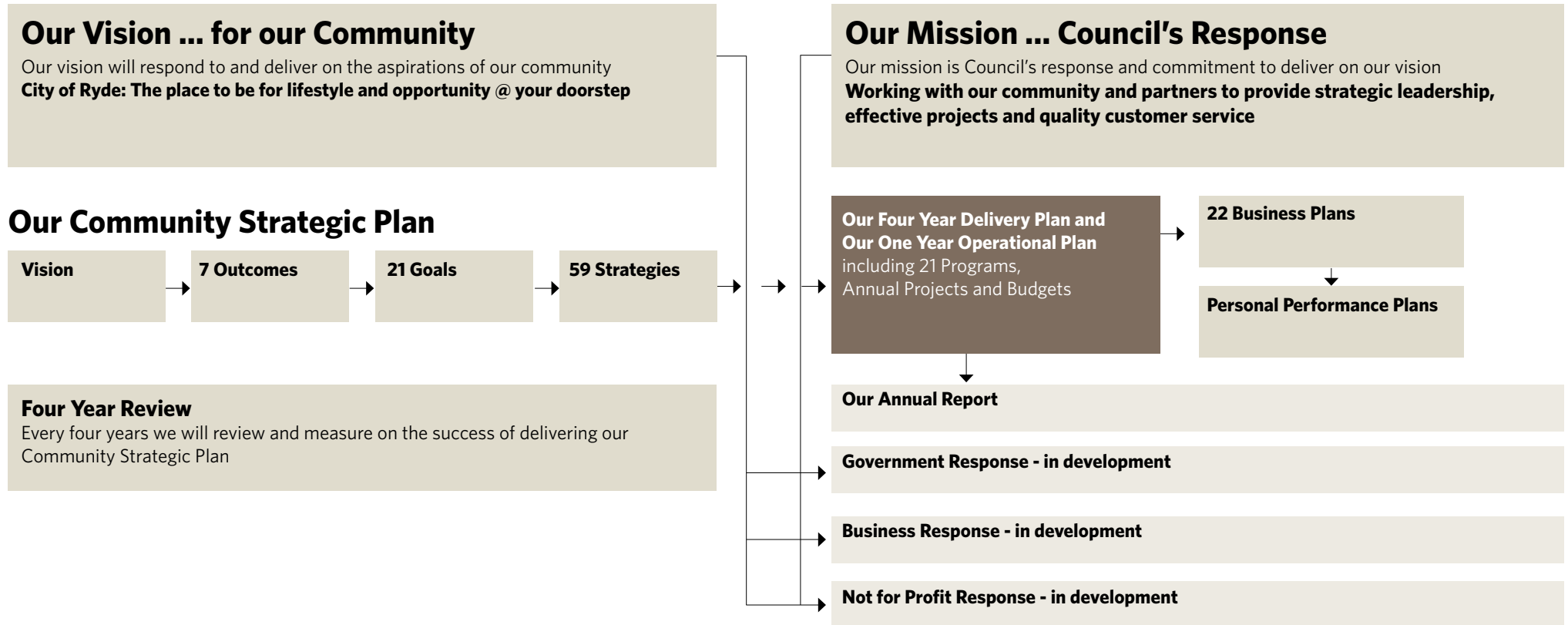
Throughout 2013 we will again be speaking with our community to ensure that our Community Strategic Plan continues to articulate the long term aspirations for our City.

Refer to our Community Engagement strategy, available on Council's website and the "Sharing Your Thoughts" page of this plan to see how you can make your contribution to planning the future of our City.

**subsequently changed to Ryde 2021*

Outcome Framework

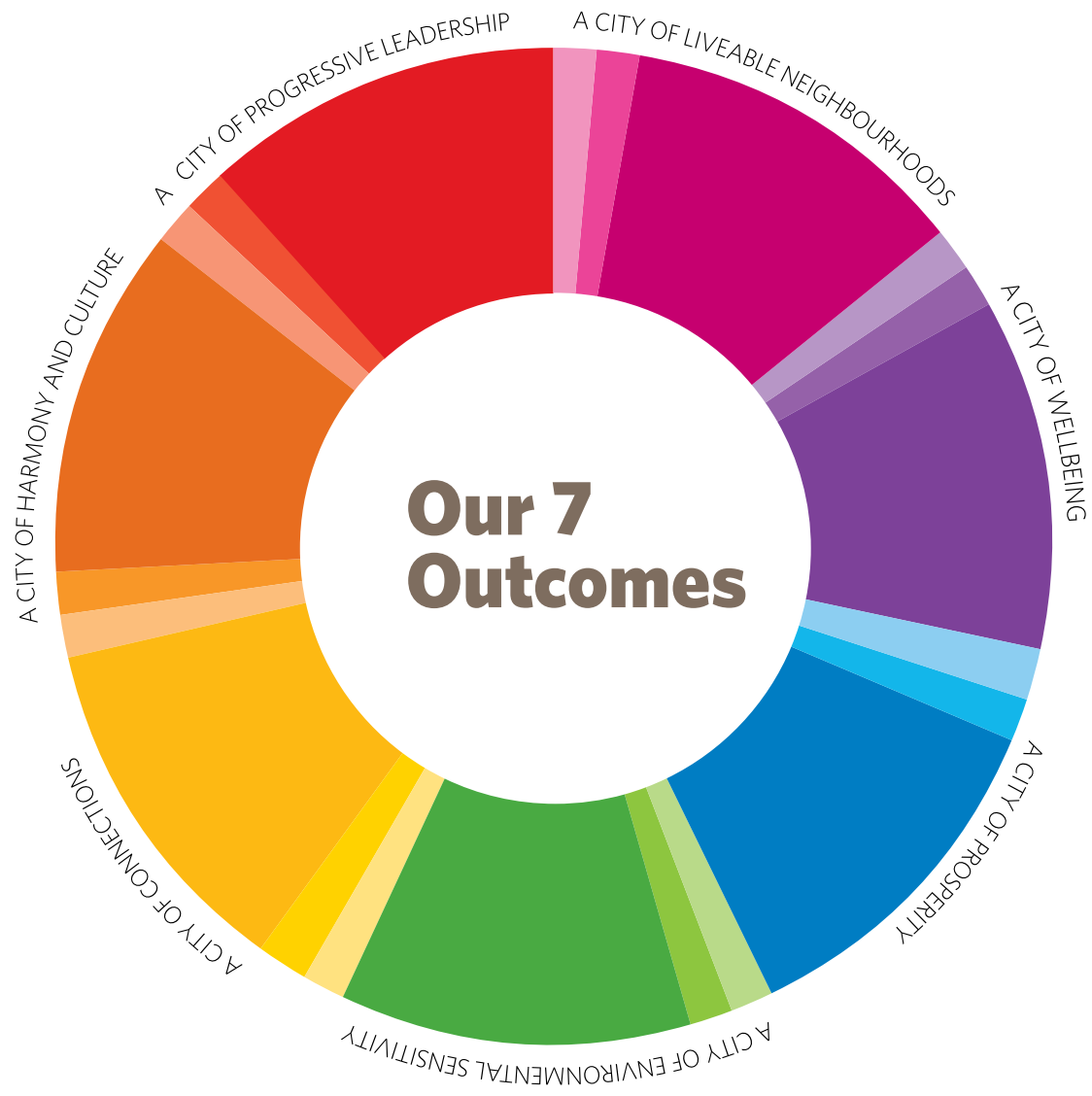
How our suite of documents will work together to deliver our vision and mission.



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.



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.

A photograph of two young women sitting at a round, metal mesh table outdoors in a public space. They are eating plates of food. The woman on the left has long dark hair and is wearing a dark jacket. The woman on the right has short dark hair and is wearing a dark jacket with a white fur collar. In the background, there is a paved area with a crosswalk, a white car, and several people walking. The scene is brightly lit, suggesting daytime.

"I hope to have a pedestrian-friendly area with small shops, full of shopping and entertainment opportunities - a family friendly place."

"I'd like to see restaurants and cafes with accessible parking or a shuttle bus service."

Our outcome of Liveable Neighborhoods will create places that are designed for the enjoyment of our residents so that they are able to experience the lifestyle and opportunities that 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 aging 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 highest category of need for affordable housing and we must address this by providing affordable housing choices which do not distract from the character of our neighborhoods. 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 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.

Outcome: A City Of Liveable Neighbourhoods

GOAL ONE

All residents enjoy living in clean, safe, friendly and vibrant neighbourhoods.

STRATEGIES

To create welcoming neighbourhoods that are inviting, safe and enjoyable.

To support a variety of uses and activities in our neighbourhoods, which contribute to a desirable lifestyle.

To collaborate with our partners to increase social and recreational opportunities in our neighbourhoods.

GOAL TWO

Our community has a strong sense of identity in their neighbourhoods and are actively engaged in shaping them.

STRATEGIES

To plan and design our neighbourhoods in response to our community's needs, wants and sense of belonging.

To encourage and support local identity and character in our suburbs and neighbourhoods and protect our local heritage.

GOAL THREE

Our neighbourhoods thrive and grow through sustainable design, planning and regulation that support community needs.

STRATEGIES

To design our city to reflect the unique character, identity and housing needs of our community.

To pursue sustainable design and adopt best practice in the planning of our suburbs and neighbourhoods.

To create active public places and spaces through good planning and design.

City of Wellbeing

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



"I hope to see community initiatives that protect our most vulnerable, the elderly and the disadvantaged."

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.

Outcome: A City Of Wellbeing

GOAL ONE

Our residents are encouraged and supported to live healthy and active lives.

STRATEGIES

To offer a range of cultural, sport, recreational and leisure facilities to meet the needs of all.

To provide a variety of activities that encourage social interaction and stimulate every day well being.

To collaborate with our partners to encourage more people to lead healthy and active lives locally.

GOAL TWO

All residents feel supported and cared for in their community through the provision of ample services and facilities.

STRATEGIES

To provide services and facilities that meets the needs and challenges of all our community, throughout the cycles of their life.

To collaborate with our partners to offer the whole community a range of quality services and facilities.

To influence decision makers to provide health and welfare services that meet the needs of all our community.

GOAL THREE

Residents feel secure and included in an environment where they can connect socially and are supported by their neighbours.

STRATEGIES

To encourage a healthy, happy, inclusive and active community where neighbours look out for each other.

To provide safe community spaces and places for people to meet and get to know each other.

City of Prosperity

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



"I hope that the city will have a number of commercial and shopping hubs that are vibrant seven days a week."

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, and for many years has been a significant net provider of employment. However growth and prosperity can not 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 attracting further investment.

Outcome: A City Of Prosperity

GOAL ONE

Our Community and businesses across the city flourish and prosper in an environment of innovation progression and economic growth.

STRATEGIES

To create a strong economic direction, with incentives that encourages new and diverse business investment and opportunities.

To work with relevant partners to share our brand, provide facilities and services to attract and retain local business in our city.

To share growth, prosperity and opportunities across the whole community.

GOAL TWO

Our city is well-designed and planned to encourage new investment, local jobs and business opportunities.

STRATEGIES

To respond in our planning, now and in the future, to global and metropolitan trends.

To provide innovative and integrated solutions to locate jobs, transport and housing together, to reduce time and travel costs and improve amenity.

To design retailing places that encourage and attract a diversity of business opportunities and jobs.

GOAL THREE

Macquarie Park is recognised globally and locally as an innovative education and technology hub.

STRATEGIES


To brand, design and activate Macquarie Park as a distinctive, attractive and sustainable high technology centre of regional excellence.

To take a leadership role to improve movement to, from, through and within Macquarie Park.

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.

City of Environmental Sensitivity

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



"My biggest fear is losing any of the lovely parks that we have."

"I hope Ryde will be a beautiful garden city without pollution and crime."

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.

Outcome: A City Of Environmental Sensitivity

GOAL ONE

Our residents, businesses and visitors collaborate in the protection and enhancement of our natural environment.

STRATEGIES

To raise awareness in our community on the future challenges to our natural environment and the actions required to mitigate them.

To actively collaborate with our community and businesses to care for and enhance our environment.

To provide incentives which encourage all to enhance, preserve and protect our natural ecosystems.

GOAL TWO

To encourage and enable all our residents to live a more environmentally sensitive life.

STRATEGIES

To collaborate with relevant partners to facilitate simple and flexible planning controls, to encourage our community to embrace sustainable development.

To promote and offer education on the benefits and savings that can be achieved by supporting sustainable lifestyles.

GOAL THREE

As we grow, we protect and enhance the natural and built environments for future enjoyment and manage any impacts of climate change.

STRATEGIES

To lead by example and demonstrate environmental sensitivity in all that we do.

To work collaboratively with neighbouring councils to develop measures to protect our natural environment and bio-diversity.

To take a leadership role and enhance our capacity to manage any impact of climate change and protect our community.

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.



"I hope to have well thought out, safe and connected cycleways and walkways so people can get out of cars and connect with each other."

"I hope there is enough infrastructure to cope with our growing population."

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 aging 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.

Outcome: A City Of Connections

GOAL ONE

Our residents, visitors and workers are able to easily and safely travel on public transport to, from and within the City of Ryde.

STRATEGIES

To improve transport connections between our centres, neighbourhoods and workplaces, that are accessible and safe.

To collaborate with relevant parties to maintain and develop better transport options that are convenient, safe, affordable and sustainable.

To encourage the use of environmentally friendly transport options.

GOAL TWO

Our community has the option to safely and conveniently drive, park, cycle or walk around their city.

STRATEGIES

To improve connectivity between and accessibility to our suburbs, centres, open spaces and places.

To improve car parking options in our busiest centres.

To influence decision makers so they respond to our major road, cycle and pathway needs.

GOAL THREE

Our residents, visitors, workers and businesses are able to communicate locally and globally.

STRATEGIES

To create publicly available spaces that offer access to communication technologies.

To create a WiFi City that offers our community accessible and flexible communication.

To collaborate with others to provide emerging communication technology in our city.

City of Harmony and Culture

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



"I hope to see community leisure and recreation facilities that promote harmonious living!"

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 make up, 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, and we will continue to work together to retain this and celebrate our differences through events, sensitive urban design and cultural expression.

Our community enjoys, or are working towards, attaining high levels of education at one of our many schools, our TAFE and our 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.

Outcome: A City Of Harmony and Culture

GOAL ONE

Our residents are proud of their diverse community, celebrating their similarities and differences.

STRATEGIES

To provide activities and opportunities for people to share and celebrate their unique cultures.

To bring people together in their local neighbourhoods to encourage connection and belonging.

To create a distinct local identity built on our city's character and cultural heritage.

GOAL TWO

People living in and visiting our city have access to an inclusive and diverse range of vibrant community and cultural places and spaces.

STRATEGIES

To create and activate diverse cultural spaces and places for people to come together.

To support opportunities for creative industries to flourish in our city.

To collaborate and work with relevant parties to enhance the community's capacity to deliver and enjoy cultural activities.

GOAL THREE

Our community is able to learn and grow through a wealth of art, culture and lifelong learning opportunities.

STRATEGIES

To collaborate with relevant partners to develop and deliver education and lifelong learning opportunities in our city.

To provide a diversity of art, heritage, cultural and learning activities and opportunities in our city.

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.



"I hope to see continued good financial management by our council."

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 in doing so.

Along with many agencies, we face asset renewal and investment challenges which must be balanced with our rate payers 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.

Outcome: A City Of Progressive Leadership

GOAL ONE

Our city is well led and managed.

STRATEGIES

To lead, govern and regulate in an ethical, equitable, transparent and accountable way.

To be responsive to the changing needs of our community.

To unite decision makers to deliver.

GOAL TWO

The City of Ryde will deliver value for money services for our community and our customers.

STRATEGIES

To optimise value for money and deliver responsible spending across all of our services.

To provide our customers with a continuously improving best practice service.

To use knowledge and foresight to strategically plan and deliver services to meet the changing needs of our city.

GOAL THREE

Our residents trust their council, feel well informed, heard, valued and involved in the future of their city.

STRATEGIES

To make our community aware of things happening in their city that impact on their daily lives.

To engage and consult with the whole community to ensure they have a voice, and that feedback is captured and considered.

To deliver a brand identity for our city that engages the community and promotes its positive attributes and direction.

Assessing Our Success

Through consultation and collaboration we have developed the Ryde 2025 Community Strategic Plan that captures the articulated needs and aspirations of our community. The seven outcomes that form the basis of the Plan establish an overall direction for the City over the next ten years.

To ensure our City is progressing on the seven outcomes, and to evaluate whether the projects and programs are making a difference, Council is introducing indicators to measure and communicate trends and results on a range of issues that impact on community wellbeing.

In 2012 Council prepared the *Quality of Life Community Indicators Report*. Based primarily on information from the 2006 Australian Bureau of Statistics census, the Report was an interim and first endeavour aimed at communicating, through a number of diverse indicators, how we are progressing against the outcomes listed in the Community Strategic Plan.

Building on this, in 2013 Council will be using the same and additional indicators to measure data from the most recent census period (2006 -2010), giving our community the most up to date report on how the City is progressing. The 2013 Our Quality of Life Report will also be used to fulfil Council's legislative obligation to formally monitor and report against the Community Strategic Plan every four years.

The indicators provide the basis for reporting to the community on the City's progress, but they also highlight those areas that need attention. The final stage of the 2013 indicator collection process will be the identification of priority areas. This important step will ensure the community indicators provide a focal point for Council and its community partners in determining resource allocation, and create an evidence base to attract funding and other partners to assist in addressing local needs.

In response to the goals of the Community Strategic Plan and the priorities established through the indicator process, the City of Ryde Council is developing a Four Year Delivery Plan which details our planned expenditure on each of the outcomes by projects and programs over a 4 year period. We will report the progress on delivering our Four Year Delivery Plan annually and evaluate the effectiveness of the Community Strategic Plan in four year cycles at the conclusion of each term of Council (with the first report due at the end of the term of the current Council in 2016).

Council is aware that the achievement of the aspirations of this Community Strategic Plan relies on collaboration with many others. Our evaluation report in 2016 will focus on the effectiveness of our collaborative efforts. We will assess our success by facilitating an open forum with our community and partners, consistently returning to them for feedback through all levels of communication at our disposal including the use of new media technologies.

Our community will ultimately be the ones to guide us and inform us on whether we have met our vision for their city and are delivering a city that is a place to be for *lifestyle and opportunity @ your doorstep*.

Sharing Your Thoughts

We recognise that engaging with our community to understand our shared hopes and aspirations is central to everything we do. This Community Strategic Plan has been developed to encapsulate what we will do together over the next ten years to ensure that our City remains a place where we continue to experience lifestyle and opportunity at our doorstep.

But to make sure that this document is more than just words on a page we need to hear from all parts of our community. If you have any comments on this document or on our plans please share them with us through any of the avenues listed below.

By mail addressed to:

General Manager
City of Ryde
Locked Bag 2069
North Ryde
NSW 1670

By email addressed: cityofryde@ryde.nsw.gov.au

On our website: www.ryde.nsw.gov.au or by participating in a conversation on our online community platform www.mylaceryde.com.au (if you do not have access to the internet, you can access our website at your local library).

By contacting our Customer Service Centre on (02) 9952 8222 or in person at 1 Devlin St, Ryde.

