

# End of Term Report



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2017-2021

City of Ryde



Lifestyle and opportunity  
@ your doorstep

A report on Council's  
progress in implementing  
the Community Strategic Plan  
over the previous four years.

# ABOUT THIS REPORT

The End of Council Term Report (2017-2021) 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 2028. 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 the Community Strategic Plan – Ryde 2028 that include:

- Our Vibrant and Liveable City
- Our Active and Healthy City
- Our Natural and Sustainable City
- Our Smart and Innovative City
- Our Connected and Accessible City
- Our Diverse and Inclusive City
- Our Open and Progressive City

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# HOW THE CITY HAS CHANGED DURING THE COUNCIL TERM

## Residents



**+ 11.3 %**  
Residents (2016-2021)

121,250 in 2016

135,000 projection for 2021

## Dwellings



**+ 24.2%**  
Dwellings (2016-2021)

46,149 in 2016

57,294 approximate dwellings in 2021

## Economy



**+ 4.4 %**  
Gross Regional Product (2017-2020)

\$16.0 billion in 2016

\$17.1 billion in 2019

\$16.7 billion in 2020

## Businesses



**+ 18.1 %**  
GST registered businesses  
(2017-2020)

12,720 in 2017

15,023 in 2020

## Jobs



**+ 1.3 %**  
Total employment by industry  
(2017-2020)

103,842 in 2017

106,754 in 2019

105,190 in 2020



# CIVIC LEADERSHIP

## Elected Council

The City of Ryde exists as a body politic under the *Local Government Act 1993 (NSW)* and must act in accordance with this Act and the associated State and Federal legislation. Together, the Councillors, as 'Council', form the governing body of the City of Ryde, a public statutory body constituted under the *Local Government Act 1993 (NSW)*.

Normally elected for a four-year term, as a result of finalising the State Government's Council amalgamation process, the current Council was elected on 9 September 2017 for a term of three years. As a result of the COVID-19 pandemic, the local government elections scheduled for September 2020 were postponed for 12 months until 4 September 2021, then further delayed for three months, until 4 December 2021.

The elected Council weighs up the issues facing our growing City, make the policies and decisions that drive and shape the direction and achievement of the City's vision into the future, and ensures that ratepayers' money is allocated to priority areas and spent in the most effective way. This means balancing the needs of the community against the needs of individuals and taking into account the long- and short-term implications of decisions.

Day-to-day operations are delegated to the General Manager who is responsible for administration of the Council.



COUNCIL MEETING –  
AUSTRALIA DAY HONOURS





### Jerome Laxale

Elected 2012  
Mayor 2015 — 2016,  
Sep 2017 — Current

#### Council Meetings attended

|         |    |
|---------|----|
| 2017/18 | 11 |
| 2018/19 | 16 |
| 2019/20 | 20 |
| 2020/21 | 11 |



### Simon Zhou

Elected September 2017  
Deputy Mayor  
2018 — 2020

#### Council Meetings attended

|         |    |
|---------|----|
| 2017/18 | 11 |
| 2018/19 | 13 |
| 2019/20 | 19 |
| 2020/21 | 11 |



### Trenton Brown

Elected September 2017

#### Council Meetings attended

|         |    |
|---------|----|
| 2017/18 | 10 |
| 2018/19 | 15 |
| 2019/20 | 19 |
| 2020/21 | 11 |



### Edwina Clifton

Elected September 2017

#### Council Meetings attended

|         |    |
|---------|----|
| 2017/18 | 10 |
| 2018/19 | 15 |
| 2019/20 | 18 |
| 2020/21 | 11 |



### Chrstopher Gordon

Elected September 2017  
Deputy Mayor  
2017 — 2018

#### Council Meetings attended

|         |    |
|---------|----|
| 2017/18 | 11 |
| 2018/19 | 15 |
| 2019/20 | 19 |
| 2020/21 | 11 |



### Peter Kim

Elected September 2017  
Deputy Mayor  
2020 — current

#### Council Meetings attended

|         |    |
|---------|----|
| 2017/18 | 10 |
| 2018/19 | 15 |
| 2019/20 | 20 |
| 2020/21 | 8  |



### Jordan Lane

Elected September 2017

#### Council Meetings attended

|         |    |
|---------|----|
| 2017/18 | 11 |
| 2018/19 | 16 |
| 2019/20 | 17 |
| 2020/21 | 11 |



### Roy Maggio

Elected 2008

#### Council Meetings attended

|         |    |
|---------|----|
| 2017/18 | 11 |
| 2018/19 | 13 |
| 2019/20 | 18 |
| 2020/21 | 10 |



### Chris Moujalli

Elected September 2017

#### Council Meetings attended

|         |    |
|---------|----|
| 2017/18 | 11 |
| 2018/19 | 13 |
| 2019/20 | 14 |
| 2020/21 | 10 |



### Penny Pedersen

Elected September 2017

#### Council Meetings attended

|         |    |
|---------|----|
| 2017/18 | 11 |
| 2018/19 | 16 |
| 2019/20 | 20 |
| 2020/21 | 11 |



### Bernard Purcell

Elected September 2017

#### Council Meetings attended

|         |    |
|---------|----|
| 2017/18 | 11 |
| 2018/19 | 16 |
| 2019/20 | 19 |
| 2020/21 | 11 |



### Sarkis Yedelian OAM

Elected 2004

#### Council Meetings attended

|         |    |
|---------|----|
| 2017/18 | 11 |
| 2018/19 | 11 |
| 2019/20 | 20 |
| 2020/21 | 11 |

# CIVIC LEADERSHIP

## Council Committees and Advisory Committees

Council Committees make decisions and recommendations for their delegated areas of responsibility. They play a significant role in managing and maintaining Council facilities and ensuring the functioning of the Council organisation meets community expectations.

Advisory Committees help the Council stay connected with the views of our local citizens. Comprising local community members and Council representatives, these committees provide advice and feedback to the Council on key issues.

A total of 65 Committee meetings were held over the four years of the Council term. There were a total of 32 Advisory Committee meetings held during 2020/21.



EXTRAORDINARY COUNCIL MEETING  
– EASTWOOD HARDSHIP FUND



| Committee | Membership – Councillors |
|-----------|--------------------------|
|-----------|--------------------------|

|                               |  |
|-------------------------------|--|
| <b>Ryde Central Committee</b> | Christopher Gordon (C)<br>Edwina Clifton (D)<br>Dr Peter Kim<br>Penny Pedersen<br>Bernard Purcell<br>Laxale: (Mayor, Ex-Officio) |
|-------------------------------|--|

|   |  |
|---|--|
| <b>Finance and Governance Committee</b> | Edwina Clifton (C)<br>Dr Peter Kim (D)<br>Christopher Gordon<br>Penny Pedersen<br>Bernard Purcell<br>Laxale: (Mayor, Ex-Officio) |
|---|--|

|                                      |   |
|--------------------------------------|---|
| <b>Works and Community Committee</b> | Penny Pedersen (C)<br>Bernard Purcell (D)<br>Edwina Clifton,<br>Christopher Gordon<br>Dr Peter Kim<br>Simon Zhou<br>Laxale: (Mayor, Ex-Officio) |
|--------------------------------------|---|

|                             |  |
|-----------------------------|--|
| <b>Local Planning Panel</b> | A membership of Expert panel members and community representatives |
|-----------------------------|--|

|                                |  |
|--------------------------------|--|
| <b>Arts Advisory Committee</b> | Christopher Gordon (C)<br>Penny Pedersen (D)<br>Simon Zhou |
|--------------------------------|--|

|  |  |
|--|--|
| <b>Audit, Risk and Improvement Committee</b> | External independent members and representatives:<br>Jordan Lane,<br>Trenton Brown |
|--|--|

|                                   |  |
|-----------------------------------|--|
| <b>Bicycle Advisory Committee</b> | Bernard Purcell (C)<br>Jordan Lane (D) |
|-----------------------------------|--|

|   |  |
|---|--|
| <b>Bushland and Environment Committee</b> | Penny Pedersen (C)<br>Christopher Gordon (D)<br>Edwina Clifton |
|---|--|

|  |                                       |
|--|---------------------------------------|
| <b>Economic Development Advisory Committee</b> | Edwina Clifton (C)<br>Jordan Lane (D) |
|--|---------------------------------------|

| Committee | Membership – Councillors |
|-----------|--------------------------|
|-----------|--------------------------|

|  |  |
|--|--|
| <b>Festivals and Events Advisory Committee</b> | Edwina Clifton (C)<br>Roy Maggio<br>Penny Pedersen<br>Simon Zhou |
|--|--|

|                                    |  |
|------------------------------------|--|
| <b>Heritage Advisory Committee</b> | Christopher Gordon (C)<br>Edwina Clifton (D) |
|------------------------------------|--|

|                             |                                       |
|-----------------------------|---------------------------------------|
| <b>Macquarie Park Forum</b> | Bernard Purcell (C)<br>Edwina Clifton |
|-----------------------------|---------------------------------------|

|   |   |
|---|---|
| <b>Multicultural Advisory Committee</b> | Dr Peter Kim (C)<br>Sarkis Yedelian OAM<br>Simon Zhou |
|---|---|

|  |  |
|--|--|
| <b>Renewable Energy Advisory Committee</b> | Penny Pedersen (C)<br>Edwina Clifton (D)<br>Christopher Gordon |
|--|--|

|   |   |
|---|---|
| <b>Ryde Hunters Hill Joint Library Service Advisory Committee</b> | Christopher Gordon (C)<br>Jordan Lane<br>Penny Pedersen (Alternate) |
|---|---|

|                           |  |
|---------------------------|--|
| <b>Ryde Youth Council</b> | Ryde Youth Member (C)<br>Jordan Lane<br>Penny Pedersen |
|---------------------------|--|

|  |   |
|--|---|
| <b>Social Inclusion Advisory Committee</b> | Penny Pedersen (C)<br>Bernard Purcell (D) |
|--|---|

|   |   |
|---|---|
| <b>Sport and Recreation and Wheeled Sports Advisory Committee</b> | Bernard Purcell (C)<br>Roy Maggio (D)<br>Christopher Moujalli |
|---|---|

|   |  |
|---|--|
| <b>Status of Women Advisory Committee</b> | Penny Pedersen (C)<br>Edwina Clifton (D) |
|---|--|

|                          |  |
|--------------------------|--|
| <b>Traffic Committee</b> | This is a Technical Advisory Committee with no formal Councillor representatives |
|--------------------------|--|



# COVID-19: THE IMPACT ON THE CITY

The COVID-19 pandemic had a significant impact on this term of Council at the City of Ryde.

Lockdowns, restrictions on movement and significant economic challenges were endured by residents, businesses and employees alike.

In addition, limits on community sport, activities and events created increased rates of social isolation among large sections of the local community.

To help everyone navigate their way through the immense challenges, Council – aided by a strong financial position – provided continual support throughout the final two years of its terms to help those who had experienced hardship as a result of the pandemic.

Measures undertaken by Council were:

- Introducing a Financial Hardship Policy in which ratepayers who received a Federal and State Government support subsidy were eligible for a \$400 Council rates rebate and were able to defer rates payments. This policy was enacted on two occasions during the Council term.
- Rental relief to community and commercial hirers that demonstrated financial hardship
- Waiving fees and charges, including outdoor dining fees for small businesses, cancellation fees for venue hire and library overdue fees
- Launching a range of promotional campaigns to promote town centres and support small businesses throughout the pandemic
- Establishing the Eastwood Small Business Hardship Fund, which provided support grants for more than 230 eligible businesses during the earliest days of the COVID-19 pandemic
- Waiving ground hire and sports field lighting costs for sports clubs upon application
- Moving a number of key events and activities online, including the Granny Smith Festival, the Sustainable Waste 2 Art Prize (SWAP) and the Volunteer of the Year awards
- Establishing Library2U, a service that delivered books direct to the doors of library members through a contactless service
- Activating the lights at popular sporting fields during weeknights to help people stay active and adhere to social distancing rules
- Introducing a new procurement policy that supports local business and helps generate employment.

Operationally, the pandemic meant Council meetings were moved to an online format, while the majority of Council staff were required to work-from-home at various times throughout 2020 and 2021.

Despite this, key Council functions like processing development applications, waste collection services and almost the entire capital works program was able to continue with minimal disruption throughout the pandemic.

# RYDE CENTRAL

A key highlight of this Council term was progressing with the exciting redevelopment of the existing Ryde Civic Centre site into a new community and cultural hub.

Known as 'The New Heart of Ryde', the new development was based on extensive community input and once completed will deliver a four-fold increase in community facilities.

The centrepiece of the project will be a new multi-purpose and cultural building dedicated to community use. This building will feature the Edna Wilde Performance Hall, which will be able to seat up to 700 people.

The multi-purpose and cultural building will also include public activity rooms, meeting rooms, function space capable of hosting art exhibitions, amenities and food premises.

An additional commercial building will also be built on the site which will house Council staff as well as external tenants.

Other features include a centrally located public plaza, extensive landscaping works, direct accessible pedestrian links, as well as on-site basement car spaces.

Council will retain complete ownership of the site and the project will be funded without raising rates or reducing services.

Crucially, the project has the overwhelming support of the community with the consultation phase identifying 85 percent were in favour of the redevelopment.

Demolition works of the existing Ryde Civic Centre and Community Hall began in early 2021, with the construction of the new facilities scheduled to begin in early 2022.





# Our Vibrant and Liveable City

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Council continued to make the City of Ryde one of the most desirable places to live and work in Greater Sydney through a strategic approach to urban development and renewal. Faced with a growing population, we invested in vital infrastructure and enhancements for the benefit of entire community, while maintaining our City's character and heritage. We also prioritised our open spaces and committed to increasing our tree canopy throughout the local government area.

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## Key highlights from the Council term include:

### Local Strategic Planning Statement

The Local Strategic Planning Statement (LSPS) was completed - a keystone document for the City of Ryde that provides a 20-year roadmap for land-use planning within the City. The LSPS sets out Council's vision and planning priorities, and the actions the City of Ryde will take to achieve them.

### Local Housing Strategy

A new Local Housing Strategy was implemented, which provided key directions for the future housing supply in the City of Ryde, including planning for housing growth that comprises a mix of dwelling sizes, types and price points and allows the current population to remain in the local area through different stages of life.

### Town centres upgraded

Upgrades were completed at Avon Road, North Ryde, Coulter Street, Gladesville and commenced at Coxs Road, North Ryde and Ryedale Road, West Ryde, with works to be completed in late 2021.

### Ryde Resilience Plan 2030

The City of Ryde became the first council in NSW to endorse a comprehensive resilience plan. The Ryde Resilience Plan 2030 establishes a plan to help support and equip the community with the tools required to become more resilient to natural disasters such as heatwaves, bushfires and health pandemics.

### Save Our Streets campaign

The City of Ryde campaigned against the State Government's Low Rise Housing Diversity Code as it would have allowed multi-dwelling houses such as manor houses and dual occupancy dwellings to be built in low-density residential neighbourhoods. After Council secured a delay to the code's implementation, it amended the Ryde Local Environmental Plan 2014 to not permit multi-dwelling developments in R2 Low Density Residential zones.

### Local Environmental Plan Review

A review of the Ryde Local Environmental Plan (LEP) was completed to meet the requirements set out in the Greater Sydney Commission's Greater Sydney Region Plan – A Metropolis of Three Cities and the North District Plan.

### West Ryde revitalisation

Significant investment was allocated to revitalising West Ryde Town Centre. This included a significant upgrade of West Ryde Plaza as well as a new West Ryde Town Centre Revitalisation Strategy being endorsed. The strategy will ultimately see the town centre rejuvenated into a distinctive, vibrant and attractive location without the introduction of overdevelopment.

### Transforming Eastwood Town centre

A concept plan was developed to transform Eastwood Town centre and solve chronic traffic and parking issues in the area. Under the plan, the existing Glen Street car park would be relocated and transformed into a public plaza, creating more open space for the community.

### New Building and Development Advisory Service launched

The City of Ryde expanded its highly successful free Building and Development Advisory Service to include inquiries relating to certification services. Previously, the service had focused on applications and development engineering inquiries, however, feedback from the community showed a need for a similar service to assist individuals and neighbours in navigating challenging certification issues.

### Heritage reforms

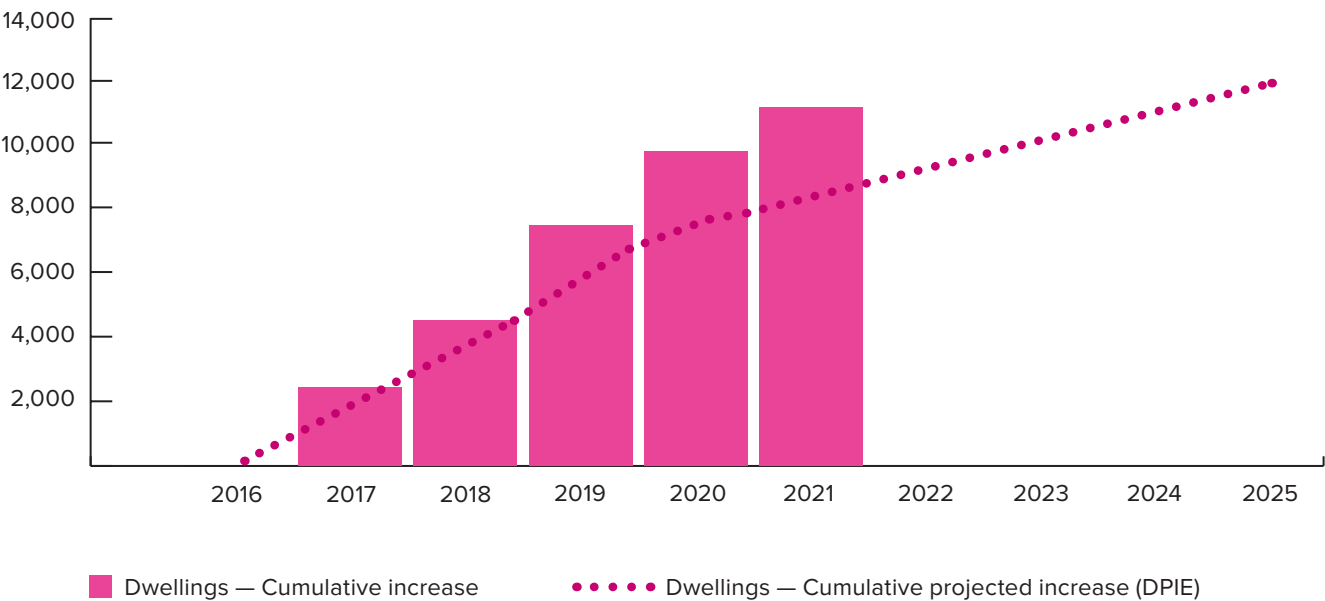
Landmark heritage reforms were endorsed by the City of Ryde, providing heritage protection to more than 300 items across the local government area. Items included in the heritage reforms included Federation buildings, public parks, street tree boulevards, heritage conservation areas and archaeological sites.

# Housing and development

The level of development across the City and the City’s housing targets are an indicator of how the City is growing and changing.

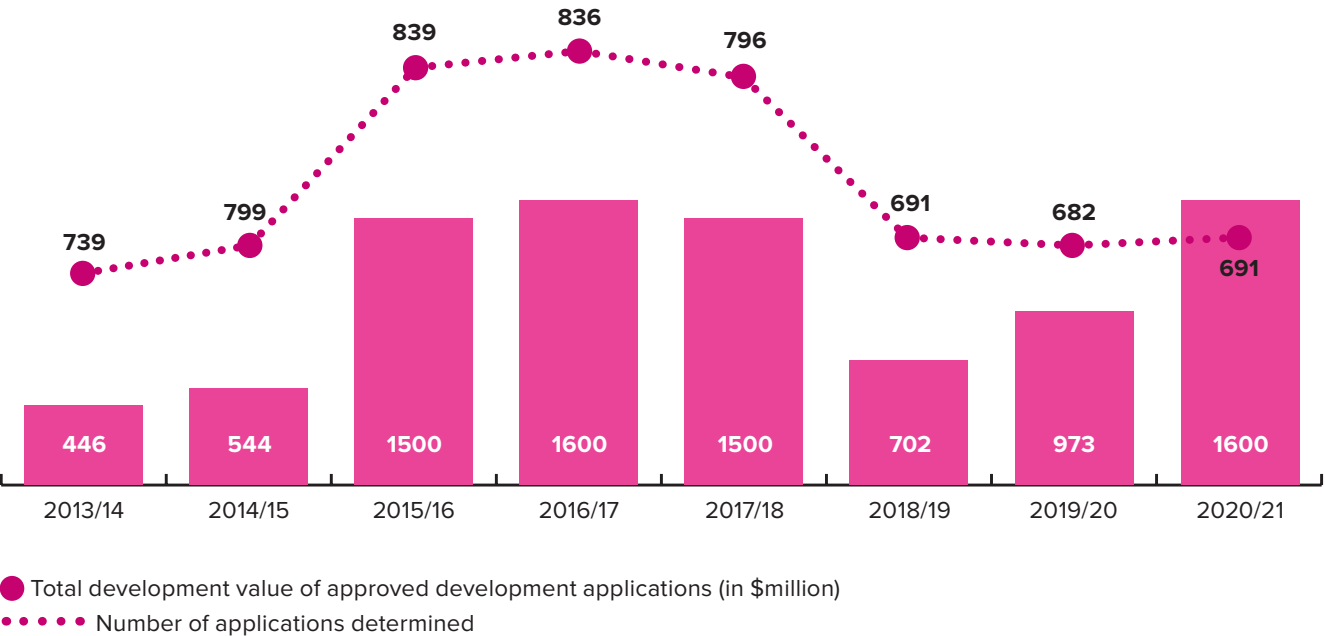
Projections from the Department of Planning and Environment indicate that the City of Ryde’s population should grow from around 116,000 people (2016 Census) to over 170,000 people by 2036. Their projections indicated that up to 22,000 additional dwellings would be required to house this increase, around a 45% increase in the number of dwellings across the City. Over the Council term, the rate of completion of new dwellings has exceeded the projected requirements.

## Additional dwellings since 2016



Overall, the rate of new development in the City of Ryde over the council term has been strong. Council’s development approvals indicate that the rate of new development slowed during the Council term from a peak between 2015 and 2018. Overall \$4.775 billion of new development was approved by Council over the four year period of the Council term. It should be noted that development approved by council only represents part of the total development that is occurring in the City of Ryde with the State Government and independent planning panels responsible for approving a considerable amount of development projects.

## Development trends



## COUNCIL APPROVED DEVELOPMENT – 2017-2021

|  |                |
|--|----------------|
| Total development value of approved development applications (in \$million – cumulative) | <b>4,775</b>   |
| Amount of approved new commercial floor space (m <sup>2</sup> )                          | <b>345,424</b> |
| Number of approved new dwellings   | <b>6,356</b>   |
| Number of applications determined  | <b>2,860</b>   |
| Number of commercial, retail, office DAs   | <b>323</b>     |



# FOUR YEAR DELIVERY PROGRAM 2017 – 2021

## OUR VIBRANT AND LIVEABLE CITY

Over the four years of the Council Term, Council's Delivery Program comprised a total of 22 projects. This included Capital Works projects and one ongoing program of works (Neighbourhood Centre Renewal). All projects completed their planned scope of works within the Council Term. Over the four years of the Council term, delays caused completion of the planned scope of works for four projects to be carried forward into the following financial year.

### FOUR YEAR DELIVERY PROGRAM

|          |    |
|----------|----|
| Projects | 18 |
|----------|----|

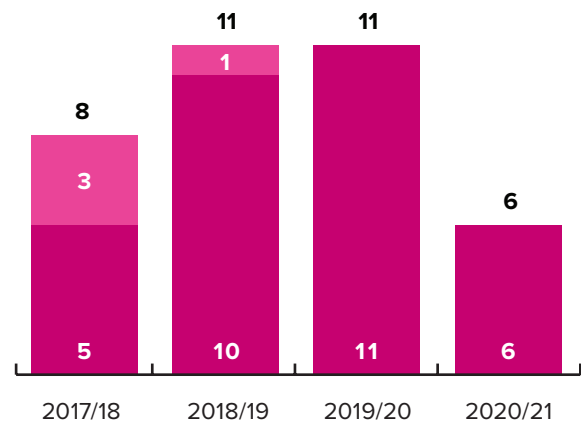
### CAPITAL PROGRAM

|                  |   |
|------------------|---|
| Ongoing programs | 1 |
|------------------|---|

|                     |   |
|---------------------|---|
| Standalone projects | 2 |
|---------------------|---|

|       |    |
|-------|----|
| Total | 21 |
|-------|----|

### ANNUAL PROJECT COMPLETION



- Cancelled or Deferred
- Completed planned scope
- Delayed - carried forward to next financial year



## INVESTMENT SUMMARY

Council invested a total of \$52.2 million in programs and services supporting this Outcome over the four years of the Council term. During the same period, \$30.4 million was generated from activities related to building a Vibrant and Liveable City.

| Our Vibrant and Liveable City | 2018/2019 Actuals | 2019/2020 Actuals  | 2020/2021 Actuals | 2021/2022 Original Budget | Four Year Total   |
|-------------------------------|-------------------|--------------------|-------------------|---------------------------|-------------------|
| <b>BASE BUDGET</b>            |                   |                    |                   |                           |                   |
| Income                        | (4,057,964)       | (4,263,349)        | (9,105,143)       | (5,310,710)               | (22,737,166)      |
| Expenditure                   | 10,515,724        | 10,719,815         | 11,007,156        | 12,097,930                | 44,340,626        |
| <b>Net Result</b>             | <b>6,457,761</b>  | <b>6,456,467</b>   | <b>1,902,013</b>  | <b>6,787,220</b>          | <b>21,603,460</b> |
| <b>NON-CAPITAL</b>            |                   |                    |                   |                           |                   |
| Income                        | (750,000)         | (905,800)          | (641,929)         | —                         | (2,297,728)       |
| Expenditure                   | 815,652           | 1,554,176          | 583,529           | —                         | 2,953,356         |
| <b>Net Result</b>             | <b>65,652</b>     | <b>648,376</b>     | <b>(58,400)</b>   | <b>—</b>                  | <b>655,628</b>    |
| <b>CAPITAL</b>                |                   |                    |                   |                           |                   |
| Income                        | (331,672)         | (4,963,786)        | (55,000)          | —                         | (5,350,459)       |
| Expenditure                   | 1,080,933         | 301,257            | 1,080,186         | 2,450,000                 | 4,912,376         |
| <b>Net Result</b>             | <b>749,261</b>    | <b>(4,662,530)</b> | <b>1,025,186</b>  | <b>2,450,000</b>          | <b>(438,082)</b>  |
| <b>TOTAL</b>                  | <b>7,272,673</b>  | <b>2,442,313</b>   | <b>2,868,799</b>  | <b>9,237,220</b>          | <b>21,821,006</b> |



# Our Active and Healthy City

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Council embarked on an ambitious agenda to expand and enhance the City of Ryde's recreational spaces for people of all ages, abilities and backgrounds.

This included a greater focus on upgrading our parks and playgrounds, while also enhancing our large number of sportsfields so they could cater for a wider array of sports, all year round. We also expanded our library service, providing a range of new events, resources and tools for all members of the community to utilise.

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## Key highlights from the Council term include:

### Kings Park

The new Kings Park transformed the former Denistone East Bowling Club into a brand new state-of-the-art open space that features a playground, a multi-purpose hard court, walking paths and a sheltered area.

### Meadowbank Skate Park

The new Meadowbank Skate Park opened to extremely positive reviews, featuring a range of components that cater for people of all ages and skills. Work has also begun on a new playground adjacent to the skate park.

### Wilga Park

An extensive upgrade to Wilga Park was completed, which transformed the park into a dynamic open space with first-class facilities and amenities. This included the installation of two eye-catching artworks and amphitheatre terracing which now allows for community events to take place at the venue.

### Ryde Bowling Club repurposed

The former Ryde Bowling Club was repurposed into essential community space that now includes a large scooter park, recreation space and a dog off-leash area.

### Planning for the future

As part of its commitment to create well-connected and modern open spaces for the growing population, Council endorsed masterplans for Blenheim Park, Meadowbank and Memorial Park, Gannan and McCauley Park, as well as Westminster Park.

### Playground upgrades

Through Council's term, more than 20 playgrounds were built or upgraded. This includes playgrounds at Elouera Reserve, ELS Hall, Janet Park and Lynelle Park.

### Christie Park

Council made Christie Park in Macquarie Park one of the leading sporting facilities in Sydney with the installation of two FIFA-accredited synthetic fields and a new tiered section for 500 spectators. Further improvements are underway to build an amenities building and futsal courts.

### Investing in sporting facilities

Upgrades were undertaken to more than 21 sportsfields across the City of Ryde, including the installation of new surfaces, facilities and lighting. Council also endorsed plans for a synthetic field to be installed at Westminster Park in Gladesville and Meadowbank Park to ensure sporting clubs could continue their activities at all times of the year.

### Ryde River Walk

A key missing link of the Ryde River Walk was completed between Bill Mitchell Park in Tennyson Point and Ross Street in Gladesville. The new section improved the accessibility of the Ryde River Walk and further opened up the Parramatta River foreshore to the entire community.

### Improving our libraries

Council endorsed a new Ryde Library Service Strategic Plan which resulted in an expansion of services provided by all five library branches. This included new and engaging events, an expanded online offering to members, and more diverse opportunities specifically for the City's growing Culturally and Linguistically Diverse (CALD) community.

### The Hive – Digital Media Lab

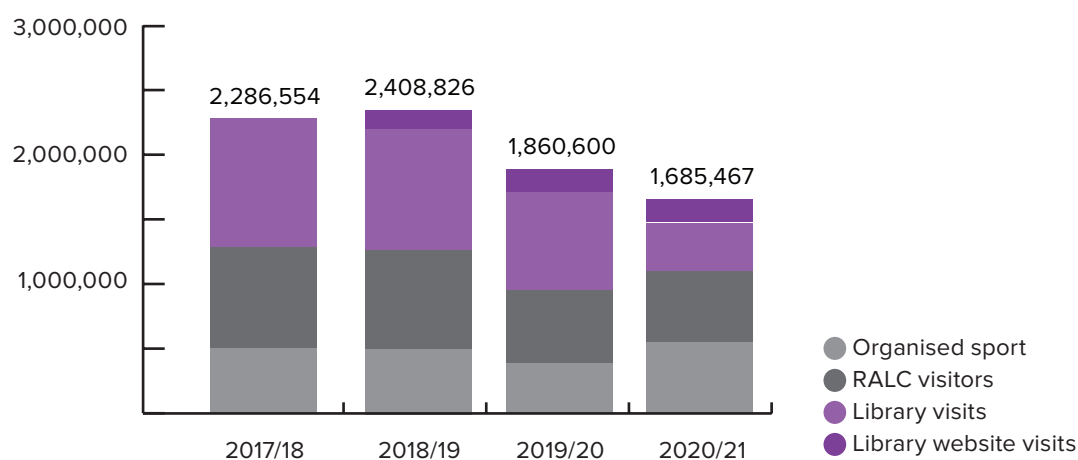
The Hive – Digital Media Lab was launched at the West Ryde Library branch providing the community with free access to software for creative projects.

## Patronage at venues, events and sporting fixtures

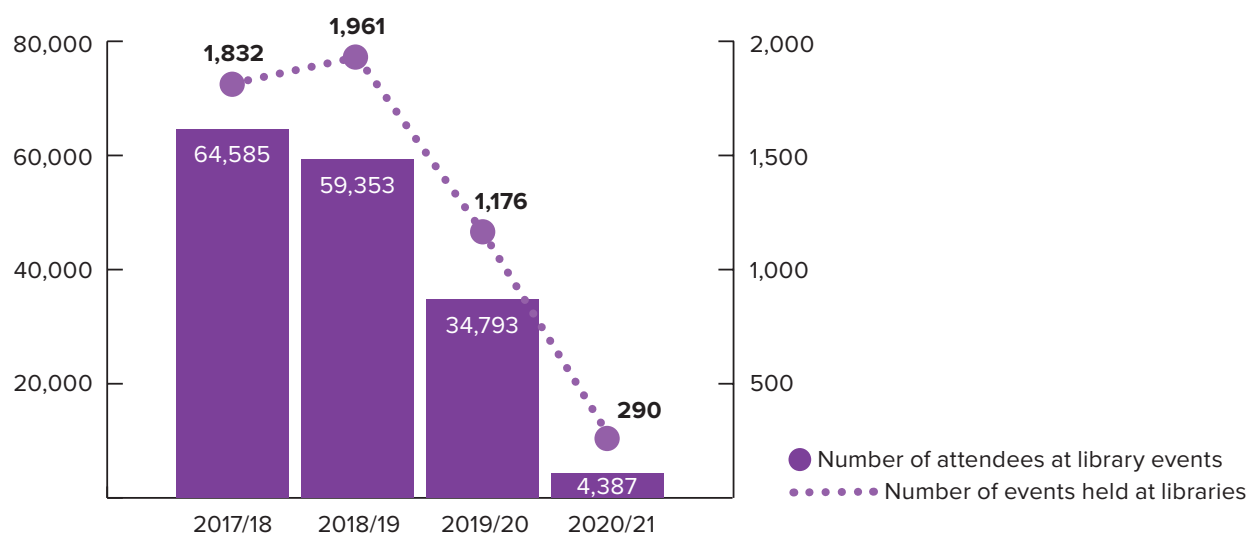
Council focused on ensuring that well maintained, contemporary sporting and recreation facilities were available to residents so that they could continue to enjoy reasonable access to leisure, lifestyle and recreation opportunities. Council also directly supported sports and leisure sector development within the City of Ryde.

Sustained high levels of participation and engagement in community sport and other recreation activities continuing throughout the Council term, placing high levels of demand on Council sporting and recreation facilities. In a typical year, residents and other members of the broader community participate in sporting and other organised recreation activities and visit council recreation facilities and related services on well over two million occasions. Attendances during 2020 were significantly lower than typical years because of forced closures and other restrictions to control the spread and impact of COVID-19.

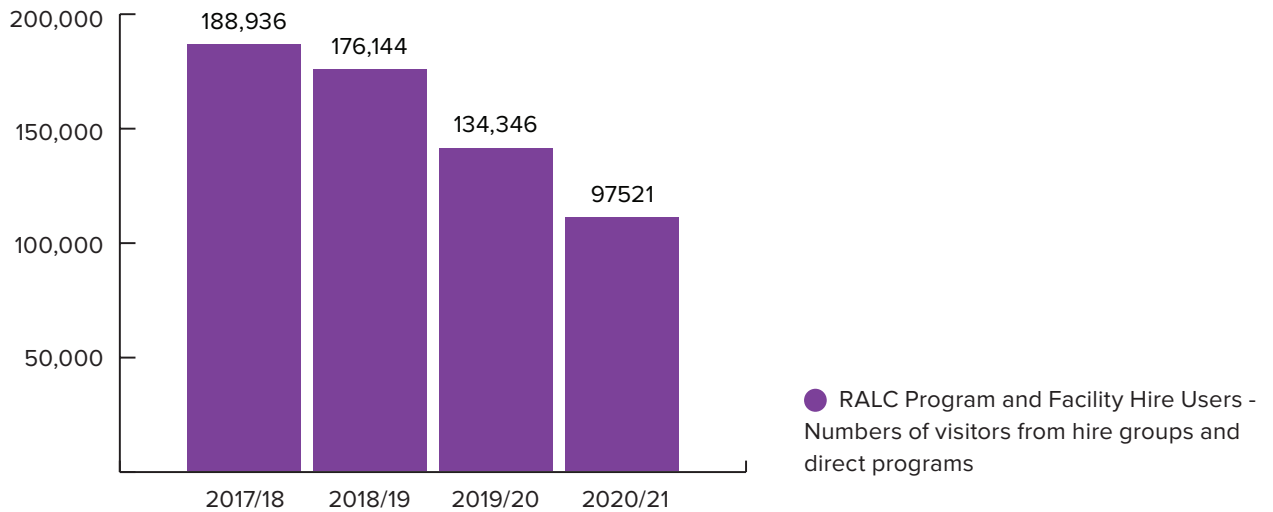
## Participation in recreation and community activities



### Library events

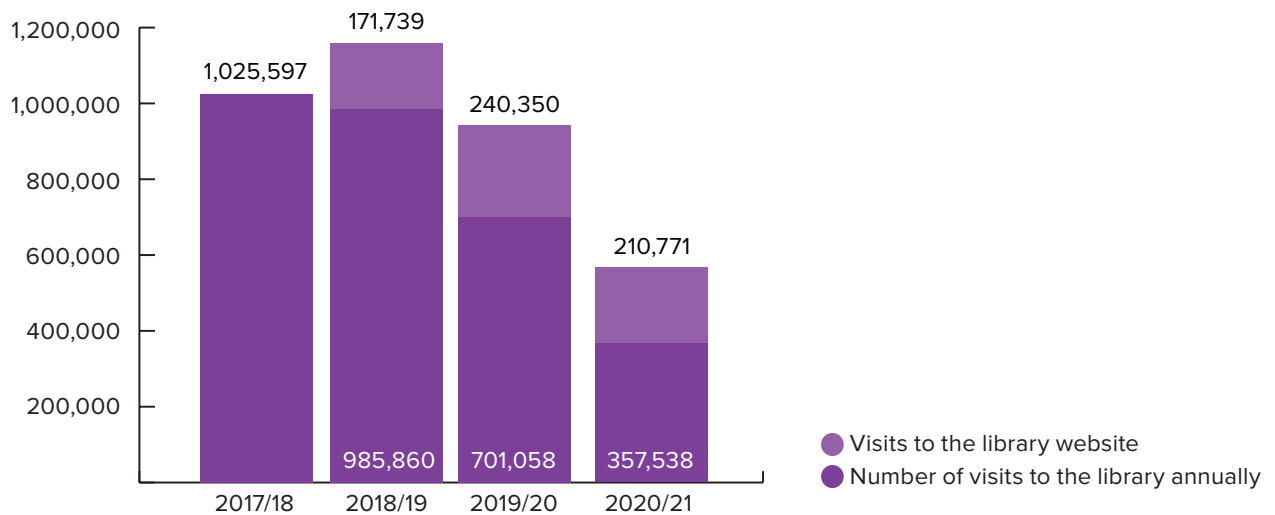


## RALC Program and Facility Hire Users

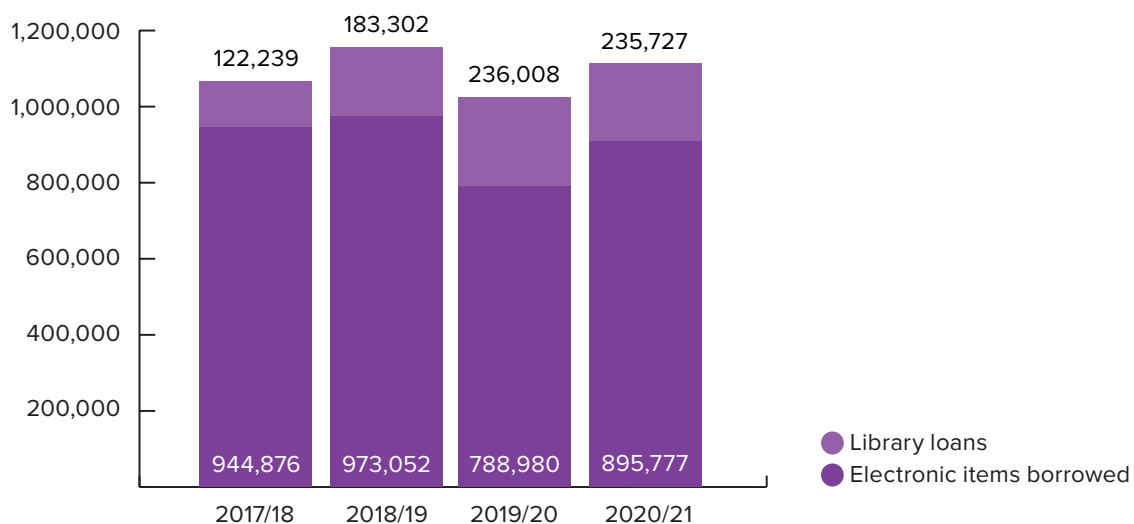


## Utilisation of community services and facilities

### Library Visits



### Library Loans



# FOUR YEAR DELIVERY PROGRAM 2017 – 2021

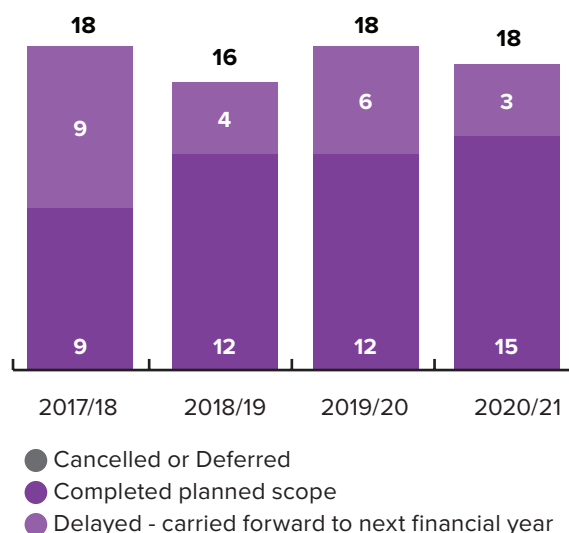
## OUR ACTIVE AND HEALTHY CITY

Over the four years of the Council Term, Council's Delivery Program comprised a total of 26 projects. This included Capital Works projects and 11 ongoing programs of works. All projects completed their planned scope of works within the Council Term with the exception of three projects during FY2020/21. In total, projects needed to carry forward their planned scope of works into the following financial year on 22 occasions during the four-year period as a result of unforeseen delays.

### FOUR YEAR DELIVERY PROGRAM

|                        |           |
|------------------------|-----------|
| Projects               | 9         |
| <b>CAPITAL PROGRAM</b> |           |
| Ongoing programs       | 11        |
| Standalone projects    | 6         |
| <b>Total</b>           | <b>26</b> |

### ANNUAL PROJECT COMPLETION



RYDE PARK SCOOTER TRACK



## INVESTMENT SUMMARY

Council invested a total of \$131.0 million in programs and services supporting this Outcome over the four years of the Council term. During the same period, \$43.7 million was generated from activities related to building an Active and Healthy City.

| Our Active and Healthy City | 2018/2019 Actuals | 2019/2020 Actuals | 2020/2021 Actuals | 2021/2022 Original Budget | Four Year Total   |
|-----------------------------|-------------------|-------------------|-------------------|---------------------------|-------------------|
| <b>BASE BUDGET</b>          |                   |                   |                   |                           |                   |
| Income                      | (8,714,087)       | (6,291,763)       | (8,198,272)       | (12,290,750)              | (35,494,872)      |
| Expenditure                 | 20,828,258        | 21,531,361        | 17,197,297        | 26,489,620                | 86,046,537        |
| <b>Net Result</b>           | <b>12,114,171</b> | <b>15,239,598</b> | <b>8,999,025</b>  | <b>14,198,870</b>         | <b>50,551,665</b> |
| <b>NON-CAPITAL</b>          |                   |                   |                   |                           |                   |
| Income                      | (30,000)          | (282,462)         | (67,253)          | —                         | (379,714)         |
| Expenditure                 | 498,844           | 722,823           | 404,030           | 125,000                   | 1,750,696         |
| <b>Net Result</b>           | <b>468,844</b>    | <b>440,361</b>    | <b>336,777</b>    | <b>125,000</b>            | <b>1,370,981</b>  |
| <b>CAPITAL</b>              |                   |                   |                   |                           |                   |
| Income                      | (2,513,665)       | (1,159,588)       | (1,132,931)       | (2,992,000)               | (7,798,183)       |
| Expenditure                 | 17,914,069        | 8,596,263         | 7,477,043         | 9,219,500                 | 43,206,876        |
| <b>Net Result</b>           | <b>15,400,405</b> | <b>7,436,676</b>  | <b>6,344,112</b>  | <b>6,227,500</b>          | <b>35,408,692</b> |
| <b>TOTAL</b>                | <b>27,983,419</b> | <b>23,116,635</b> | <b>15,679,914</b> | <b>20,551,370</b>         | <b>87,331,339</b> |





# Our Natural and Sustainable City

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Council took enormous strides to safeguard the environment, reduce waste and invest in a more sustainable future. We initiated policies that reduced our environmental footprint and protected our natural areas, while also future-proofing the City so it would be more resilient to natural hazards.

Acknowledging the worsening impact of climate change, we continue to undertake steps to reduce our emissions and in planning towards a net zero goal in the future.

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## Key highlights from the Council term include:

### 100 percent renewable energy target by 2030

The City of Ryde adopted a 100 percent renewable energy and resource efficiency target by 2030, which would result in Council sourcing all of its electricity usage from renewable sources by the end of the decade. In 2021, we are working to ensure we continue to increase this percentage towards our goal.

### Electric vehicles

The City of Ryde helped local motorists make the transition from fuel-based cars to electric vehicles (EVs) by installing the first public EV charging stations in the local government area. Council also introduced EVs into its fleet.

### Tackling climate change

City of Ryde joined the Cities Power Partnership — Australia's largest network of local councils tackling climate action by taking practical and effective steps to transform the way cities to address climate impacts.

In 2019 we also declared a climate emergency recognising the need for strong action to limit climate impacts on our community and environment into the future.

### Protecting biodiversity and restoring our natural areas

Significant restoration works across the City of Ryde bushland and natural areas were achieved throughout the council term. Our Bushcare program contributed to restoring up to 90 hectares each year.

### Single-use plastics ban

The City of Ryde banned single-use plastics in all Council operations and Council-sponsored events to protect the health of local waterways. Council also implemented a waste education program to reduce single-use plastics in the community.

### Wildlife protection areas

The City of Ryde declared the Field of Mars Reserve, Kittys Creek Corridor and Terrys Creek Corridor as Wildlife Protection Areas in order to protect the unique wildlife found in these areas.

### Restoring and rehabilitating our creeks

Shrimptons Creek was restored with more than 700 square metres of newly revegetated corridor space along the creek, installation of three waterway structures and new plantings of more than 7,500 riparian and corridor plants, improving habitat for small native birds and other fauna. In addition, rectification works were undertaken along Abuklea Road, Kitty's Creek, Portius Park and Barton Park.

### Growing our City's canopy cover

The City of Ryde committed to increase tree canopy by 40 percent by 2030. By securing funding from the NSW Government, Council was able to plant an average of more than 800 new trees across the local government area each year of the Council term.

### Managing stormwater, preventing flooding

Council restored and replaced thousands of metres of stormwater pipelines in the City's stormwater drainage network, in order to keep this essential infrastructure functioning and in good condition.

### Fossil fuel divestment

We adopted to divest our investment portfolio away from fossil fuel aligned investments with 21 percent of our total portfolio (as at August 2021) being divested to date and continuously reviewed.

### Resilience Plan

We developed an organisational wide, 10 year Resilience Plan for the City's future resilience. It is the first of its kind in NSW for a local government.

## Vegetation cover

The City of Ryde's population has increased by about 25 percent over the past decade and is projected to rise by another quarter by 2036. Rising numbers of residents and dwellings adds pressure to existing green spaces, their preservation, the cooling effect they have on our City and the critical connections they provide for fauna. Creation of additional housing through development on private land, particularly large development projects, is also seeing a significant impact on vegetation coverage and natural areas, often replacing them with hard surfaces of concrete and steel. In coming decades, increasing canopy cover and all forms of vegetation will become increasingly important in countering the effects of urban heat island impacts that occur when trees and vegetation are replaced with hard pavements and structures.

Council is actively working to boost tree cover across the City of Ryde. We committed to a target of 40 percent canopy coverage across our City by 2030 in our Ryde Resilience Plan 2030. Up to 1,000 trees and shrubs are planted each year in the City's bushland areas, parks and streets through Council's tree planting and community plant giveaway programs. Other initiatives and Council works projects also add more trees and vegetation to this total every year. Development controls and other Council initiatives also work to preserve and ensure tree cover and canopy on private land is maintained throughout the City.

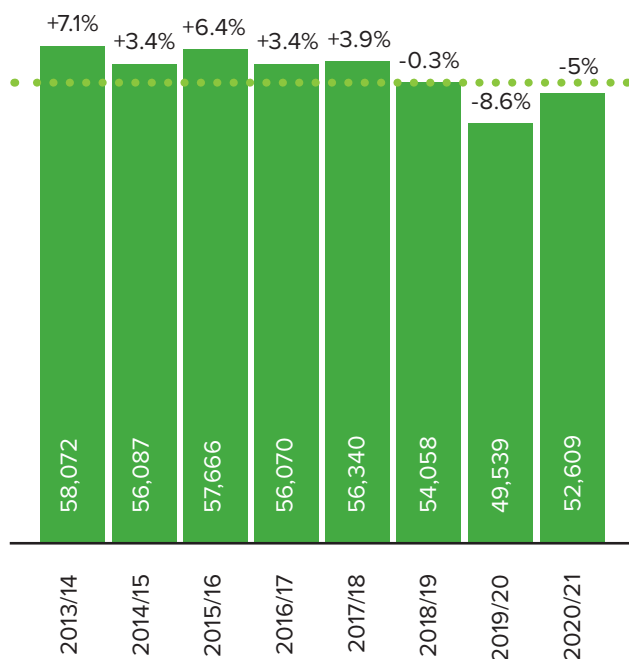
## Community participation in protecting and managing the natural environment

A major part of Council's efforts to care for and enhance the City's 205 hectares of natural areas and waterways, catchments and ecosystems involves collaborating with volunteers, businesses and community. Every year, members of our community volunteer between 3,000 and 4,000 hours of their time, contributing to restoring and enhancing our natural areas. This level of commitment has remained consistent over many years. Sustained community involvement in caring for our natural areas is a good indicator of the level of commitment within the community to care for, enhance and conserve our natural environment. It also plays a key role in creating and broadening community awareness of these important issues and the need to protect these limited natural spaces.

## Energy and water use

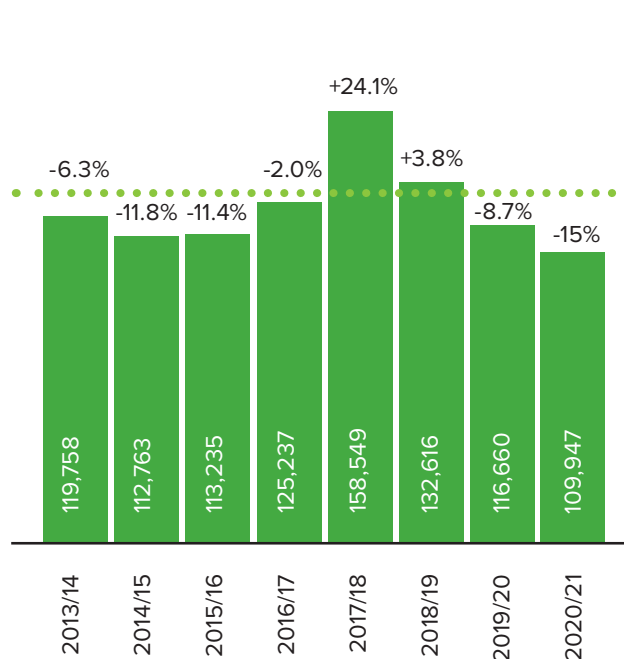
Council has a longstanding commitment to being a responsible and sustainable organisation, and takes pride in its commitment to responsible and environmentally sustainable management of our resources and consumption. We have established longstanding targets to limit energy and water consumption across our Council facilities, measuring against a consumption baseline of 2003/04 levels, and have been successful in holding consumption of energy and water around these levels over many years. We consistently track and monitor this usage across all of our assets and work to consistently improve the way we manage our resources long term and contribute to city-wide emissions reductions. Our commitment also includes a no net increase in potable water supply above a 2018 baseline for our parks and sportsfields. To support this Council has installed several stormwater harvesting systems which provide a low to no cost solution to keep our fields operating and green.

### Council Energy Consumption



● Organisation wide energy consumed (GJ)  
..... Energy consumption baseline (2003/04)

### Council Water Consumption



● Organisation wide water consumed (GJ)  
..... Water consumption baseline (2003/04)

In addition to these initiatives Council continues to install efficiency devices and other initiatives such as the installation of solar systems to power our halls and libraries and even our new electric cars to reduce running costs for these assets and contribute to lowering our City's greenhouse emissions. Over recent years Council's investments in solar PV and other energy saving/generation projects has borne fruit with significant reductions in grid supplied energy (38.2 percent in FY2019/20) and greenhouse emissions (23 percent in FY2019/20) compared to 2003/04.

## Waste diversion and resource recovery

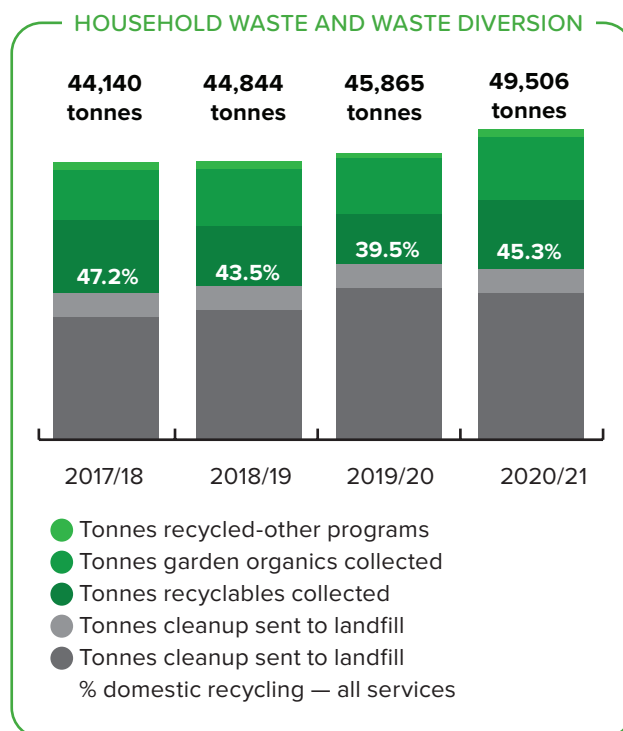
Waste diversion from landfill is a key focus of the City of Ryde. Waste management is an essential service that Council provides to the community. With a growing population, the challenge is how to manage the City's waste effectively and efficiently while limiting as much as possible, any adverse impact on the environment.

Council's target of 48 percent of the total tonnage of waste collected being diverted to recycling was not achieved during the Council term.

A steady reduction in recycling tonnages was experienced year on year due to a combination of reduced collections of garden organics resulting from severe dry weather conditions during 2019 and 2020, and the introduction of the NSW Government's Container Deposit Scheme, which has had an impact on existing recycling contracts and diverted recyclables from recycling bins to Return and Earn facilities.

In addition, the China National Sword Policy initiated a widespread ban on the importation of recyclable materials from Australia into other countries. This, along with the lack of end markets for these materials created uncertainty in the waste industry. Our existing regional waste disposal contract was also detrimentally affected by the revoking of licenses for mixed waste organic material application on agricultural, forestry and mining land.

Council continued to explore options to maximise domestic recycling in the City of Ryde and in August 2020 joined a 15 council Southern Sydney Region of Councils (SSROC) partnership tender to prioritise using recycled glass in our civil works projects. This was a huge step towards supporting circular economy outcomes and increasing local manufacturing and processing for approximately 93 million glass bottles per year.





# FOUR YEAR DELIVERY PROGRAM 2017 – 2021

## OUR NATURAL AND SUSTAINABLE CITY

Over the four years of the Council Term, Council's Delivery Program comprised a total of 46 projects. This included Capital Works projects and five ongoing programs of works. Projects needed to carry forward their planned scope of works into the following financial year on 16 occasions during the four-year period as a result of unforeseen delays. One project was cancelled because of budget restructuring as a result of the impact of COVID-19 restrictions.

### FOUR YEAR DELIVERY PROGRAM

|          |    |
|----------|----|
| Projects | 26 |
|----------|----|

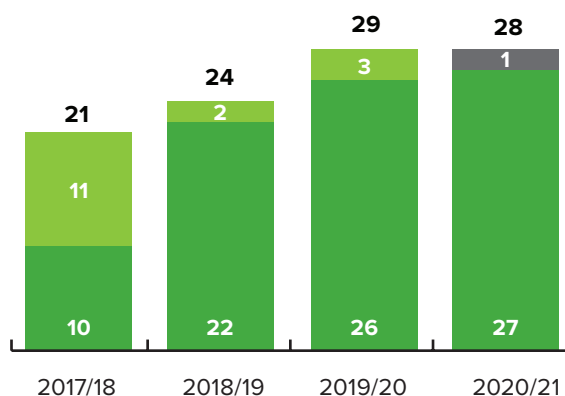
#### CAPITAL PROGRAM

|                  |   |
|------------------|---|
| Ongoing programs | 5 |
|------------------|---|

|                     |    |
|---------------------|----|
| Standalone projects | 15 |
|---------------------|----|

|              |           |
|--------------|-----------|
| <b>Total</b> | <b>46</b> |
|--------------|-----------|

### ANNUAL PROJECT COMPLETION



- Cancelled or Deferred
- Completed planned scope
- Delayed - carried forward to next financial year

ELECTRIC VEHICLE CHARGING STATION AT GIFFNOCK AVENUE, MACQUARIE PARK

## INVESTMENT SUMMARY

Council invested a total of \$163.9 million in programs and services supporting this Outcome over the four years of the Council term. During the same period, \$132.9 million was generated from activities related to building a Natural and Sustainable City.

| Our Natural and Sustainable City | 2018/2019 Actuals | 2019/2020 Actuals | 2020/2021 Actuals | 2021/2022 Original Budget | Four Year Total   |
|----------------------------------|-------------------|-------------------|-------------------|---------------------------|-------------------|
| <b>BASE BUDGET</b>               |                   |                   |                   |                           |                   |
| Income                           | (23,896,314)      | (24,502,673)      | (25,660,589)      | (27,962,620)              | (102,022,196)     |
| Expenditure                      | 25,447,870        | 26,843,069        | 25,995,165        | 32,247,430                | 110,533,535       |
| <b>Net Result</b>                | <b>1,551,556</b>  | <b>2,340,397</b>  | <b>334,576</b>    | <b>4,284,810</b>          | <b>8,511,339</b>  |
| <b>NON-CAPITAL</b>               |                   |                   |                   |                           |                   |
| Income                           | (33,250)          | (72,600)          | (68,849)          | (48,000)                  | (222,699)         |
| Expenditure                      | 669,653           | 834,742           | 583,516           | 880,000                   | 2,967,912         |
| <b>Net Result</b>                | <b>636,403</b>    | <b>762,142</b>    | <b>514,668</b>    | <b>832,000</b>            | <b>2,745,213</b>  |
| <b>CAPITAL</b>                   |                   |                   |                   |                           |                   |
| Income                           | (161,759)         | —                 | (9,008)           | (116,700)                 | (287,467)         |
| Expenditure                      | 6,199,247         | 4,349,699         | 3,476,107         | 5,229,000                 | 19,254,053        |
| <b>Net Result</b>                | <b>6,037,488</b>  | <b>4,349,699</b>  | <b>3,467,099</b>  | <b>5,112,300</b>          | <b>18,966,586</b> |
| <b>TOTAL</b>                     | <b>8,225,447</b>  | <b>7,452,238</b>  | <b>4,316,343</b>  | <b>10,229,110</b>         | <b>30,223,138</b> |



# Our Smart and Innovative City

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Council focused on ensuring the City of Ryde developed in a way that creates business opportunities in vibrant urban centres. We continued to upgrade our public domain and provided the framework required for businesses to thrive in the City of Ryde – both day and night. We redoubled efforts to cement Macquarie Park's position as an economic powerhouse that plays a leading role in the nation's economic output, and its growth into a globally-recognised education, corporate and technology hub.

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## Key highlights from the Council term include:

### Venture Café Sydney

The City of Ryde partnered with Venture Café to launch Venture Café Sydney in Macquarie Park. Venture Café has quickly established itself as a key network to promote innovation and foster collaboration through a weekly program of events aimed at local start-ups, entrepreneurs, corporates, students and investors.

### Macquarie Park Innovation District

As a founding member of the Macquarie Park Innovation District, the City of Ryde partnered with Macquarie University, NAB, Optus, and Johnson & Johnson to host networking events and create opportunities for collaboration and innovation between large and small businesses in the area.

### Supporting women in business

The City of Ryde undertook a range of initiatives that provided support to women in business. This includes the establishment of the Women in Business Practice group and the staging of the inaugural Women in Business Forum.

### Addressing youth unemployment

The City of Ryde invested in a range of programs to address youth unemployment in the community. This included hosting a Youth Jobs & Skills Expo to connect local jobseekers with local companies and job opportunities. Council also launched the Youth Entrepreneur Program in partnership with the Riverside Business Chamber, supporting around 200 participants under the age of 25 to build capacity, entrepreneurship and leadership skills and enhancing employment pathways.

### Supporting economic development

The City of Ryde endorsed a new Economic Development Strategy, which committed \$17 million over Council's term to support projects that promote innovation, encourage business expansion and attract start-ups to the area.

### Helping small businesses

Partnering with local business chambers, the City of Ryde expanded its support services for local small businesses. It staged a large number of events and programs during the Council term aimed at helping small businesses reach their full potential. This included Ryde Business Bootcamps, Shop Shapers program and industry sector forums.

### Northern District Local Business Awards

Council has been a major sponsor of the Northern District Local Business Awards, demonstrating our commitment to supporting and celebrating local business, with two new categories — Inclusion and Shop Shapers — introduced by the City of Ryde.

### Promoting Macquarie Park

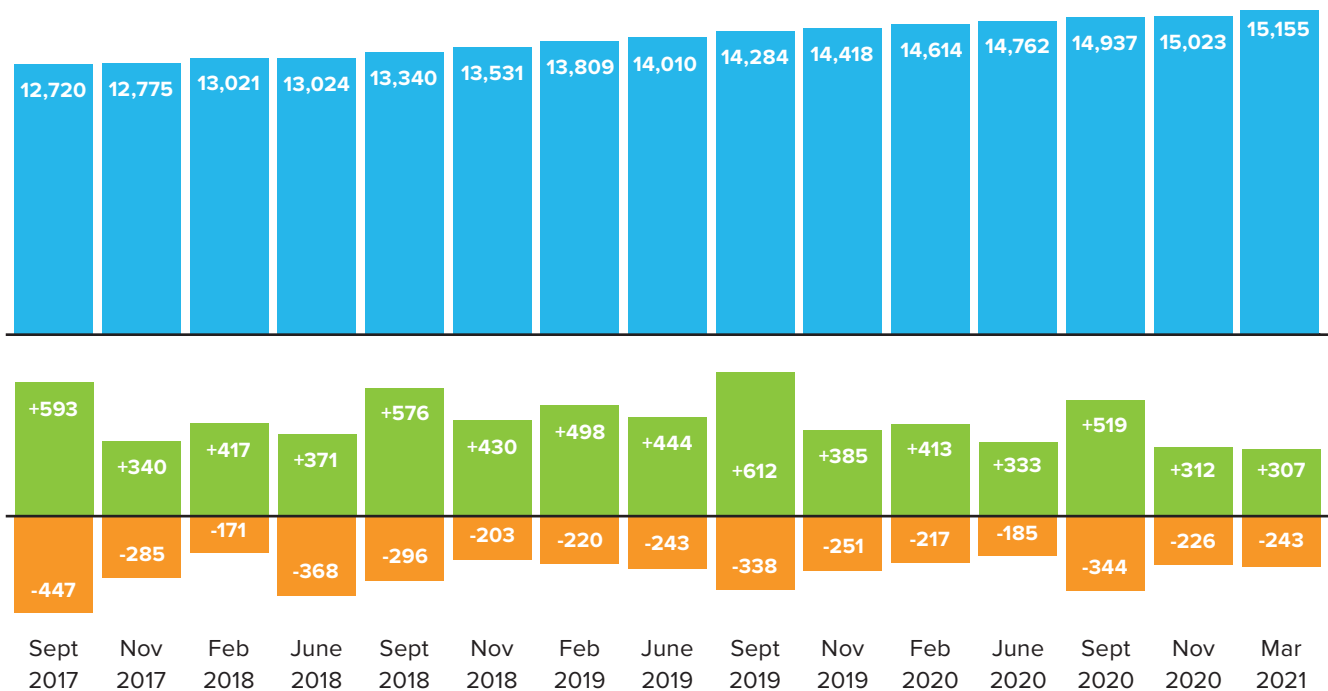
To support the vision of Macquarie Park as an 18-hour city, the City of Ryde invested in promoting the key business district as an entertainment and recreation precinct. As part of this, Council partnered with local businesses and the live music industry to promote and stage local activities.



# BUSINESS CONFIDENCE AND BUSINESS INVESTMENT IN THE CITY OF RYDE

The number of GST registered businesses in the City of Ryde grew steadily over the period of the Council term, with a net 2,303 (19 percent) additional businesses operating in the City in November 2020, compared to September 2017. The annual pattern of new business formation and business cancellations remained consistent over the Council term. This pattern of growth did not reflect the general business sentiment and changes in business conditions for Small to Medium Enterprises across Australia, which gradually declined during 2018 and 2019, with a dramatic decline during 2020 due to the COVID-19 pandemic, followed by record levels of business confidence at the end of 2020.

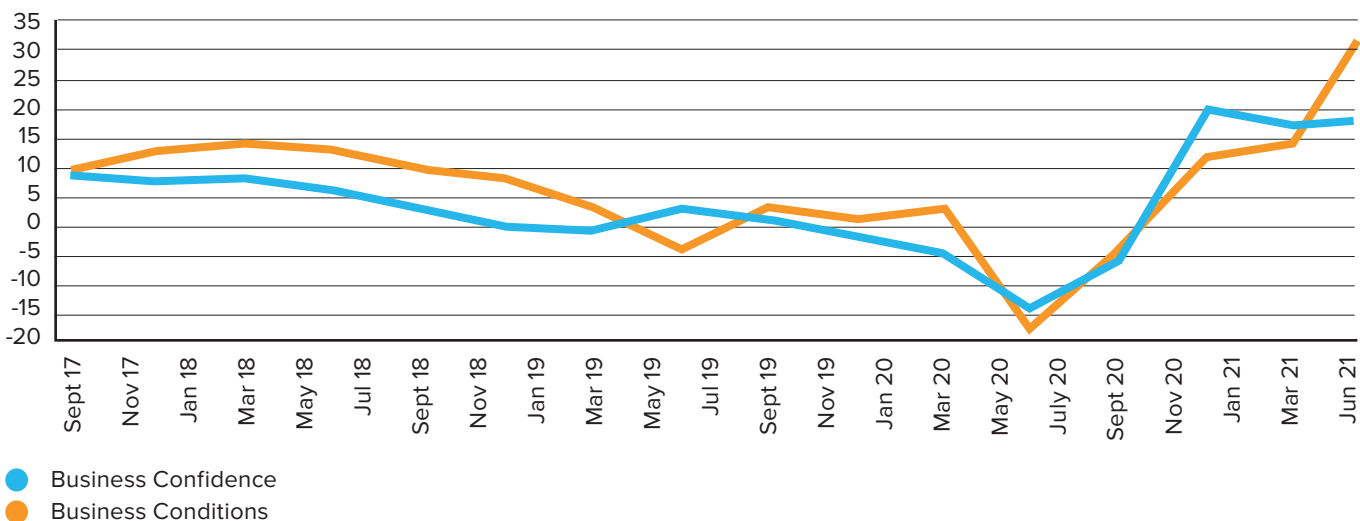
Change in GST Registered Businesses in the City of Ryde (Quarterly)



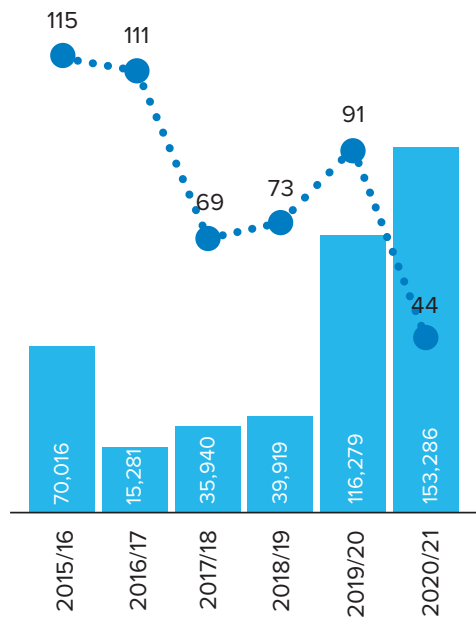
- GST Registered Businesses
- New GST Registrations
- Cancelled GST Registrations

## SME Business Confidence & Conditions

Source: NAB Quarterly SME Survey



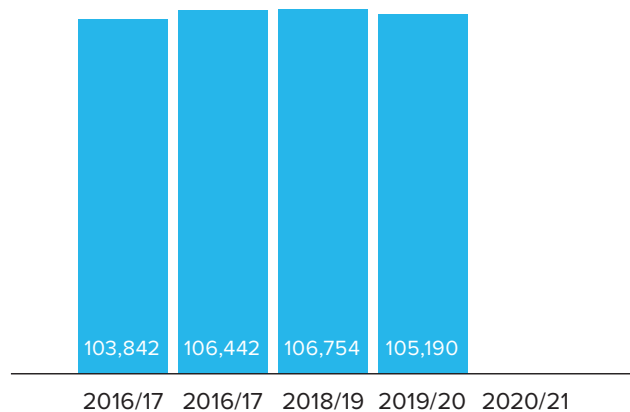
## Business Investment — Commercial Development



Levels of business investment remained strong across the Council term. For example, approvals for new commercial floor space increased dramatically in FY2019/20 and 2020/21 compared to previous years.

- Approved new commercial floor space (m²)
- New commercial, retail, office DAs

## Jobs in the City of Ryde



The City of Ryde's strong levels of employment remained stable throughout the Council term. Overall numbers of jobs in the City of Ryde increased slightly at the start of the Council term and peaked during 2018/19. Data was not available for 2020/21 at the time of publication.

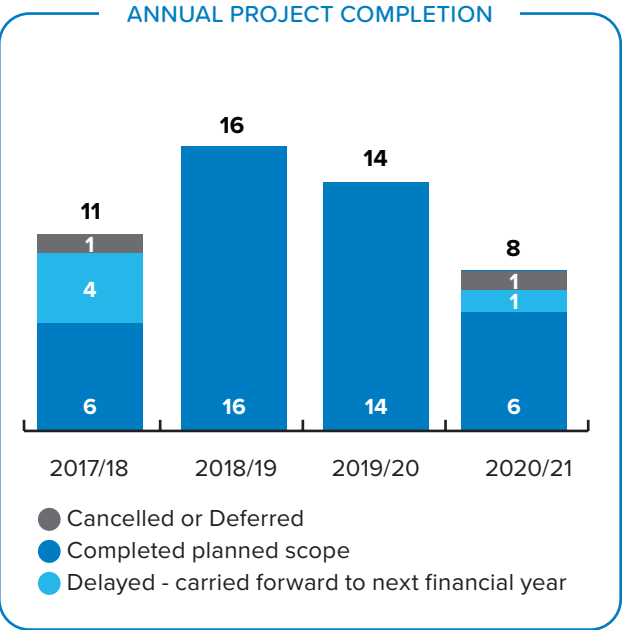
- Local Employment

# FOUR YEAR DELIVERY PROGRAM 2017 – 2021

## OUR SMART AND INNOVATIVE CITY

Over the four years of the Council Term, Council’s Delivery Program comprised a total of 24 projects. This included Capital Works projects and two ongoing program of works. Projects needed to carry forward their planned scope of works into the following financial year on five occasions during the four-year period as a result of unforeseen delays. One project was cancelled because the NSW Government elected to not proceed with original project concept.

| FOUR YEAR DELIVERY PROGRAM |    |
|----------------------------|----|
| Projects                   | 11 |
| CAPITAL PROGRAM            |    |
| Ongoing programs           | 2  |
| Standalone projects        | 11 |
| Total                      | 24 |



COMMUNITY OF PRACTICE  
WOMEN IN BUSINESS  
GROUP

## INVESTMENT SUMMARY

Council invested a total of \$19.5 million in programs and services supporting this Outcome over the four years of the Council term. During the same period, \$2.5 million was generated from activities related to building a Smart and Innovative City.

| Our Smart and Innovative City | 2018/2019 Actuals | 2019/2020 Actuals | 2020/2021 Actuals | 2021/2022 Original Budget | Four Year Total   |
|-------------------------------|-------------------|-------------------|-------------------|---------------------------|-------------------|
| <b>BASE BUDGET</b>            |                   |                   |                   |                           |                   |
| Income                        | (63,796)          | (13,245)          | (32,146)          | (1,524,810)               | (1,633,997)       |
| Expenditure                   | 1,493,310         | 1,557,909         | 1,585,253         | 3,160,840                 | 7,797,312         |
| <b>Net Result</b>             | <b>1,429,514</b>  | <b>1,544,664</b>  | <b>1,553,107</b>  | <b>1,636,030</b>          | <b>6,163,316</b>  |
| <b>NON-CAPITAL</b>            |                   |                   |                   |                           |                   |
| Income                        | 600               | (1,770)           | (1,897)           | —                         | (3,067)           |
| Expenditure                   | 431,551           | 432,941           | 101,897           | 100,000                   | 1,066,389         |
| <b>Net Result</b>             | <b>432,151</b>    | <b>431,171</b>    | <b>100,000</b>    | <b>100,000</b>            | <b>1,063,322</b>  |
| <b>CAPITAL</b>                |                   |                   |                   |                           |                   |
| Income                        | (825,000)         | —                 | —                 | —                         | (825,000)         |
| Expenditure                   | 4,147,998         | 1,628,595         | 2,726,747         | 2,140,000                 | 10,643,340        |
| <b>Net Result</b>             | <b>3,322,998</b>  | <b>1,628,595</b>  | <b>2,726,747</b>  | <b>2,140,000</b>          | <b>9,818,340</b>  |
| <b>TOTAL</b>                  | <b>5,184,663</b>  | <b>3,604,430</b>  | <b>4,379,854</b>  | <b>3,876,030</b>          | <b>17,044,977</b> |





# Our Connected and Accessible City

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Council continued its work to make the City of Ryde one of the most sought-after locations to live and work. We improved and upgraded the standard of our roads, footpaths and cycleways, and undertook initiatives that reduced traffic congestion, improved the walkability of our suburbs and centres, and increased use of more sustainable modes of transport.

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## Key highlights from the Council term include:

### Expanded shared user paths

To help reduce congestion on local roads and promote healthier lifestyles, Council expanded the number of dedicated cycle and shared-user paths during the current term. This includes a new shared-user path on Pittwater Road that, once completed, will provide an uninterrupted connection between Victoria Road and Epping Road.

### Increased car-share opportunities

A total of 25 new dedicated car share spaces were installed, providing residents with a new transport option while also reducing traffic congestion, parking demand and lowering greenhouse gas emissions. The car share spaces are located at key locations across the City of Ryde and are available to all motorists.

### Improved access and pedestrian safety in Eastwood

A comprehensive traffic and parking management strategy was developed for Eastwood town centre to help safer pedestrian movements and reduce chronic traffic congestion and parking shortages in the area. The strategy led to the installation of a new shopper car park on Rowe Street East. Plans to relocate the Glen Street car park and replace it with a new public plaza and community facilities were also endorsed by Council.

### Sustainable Transport Strategy

A Sustainable Transport Strategy was endorsed by Council which identifies opportunities available for increasing the use of low and zero emission technologies. The strategy will guide future investments and actions that will deliver more socially, environmentally and economically sustainable transport outcomes for entire community.

### Making our City more accessible

Council progressed its ongoing program to increase the walkability of our suburbs, improve access to public transport, enhance pedestrian accessibility around Macquarie Park and upgrade bus stops to comply with the Disability Standards for Accessible Public Transport. Many improvements have been implemented under this program, including improving access for prams and wheelchairs, repairing footpaths and upgrading bus stops and pedestrian refuges to aid crossing and traffic calming devices.

### Reducing traffic and congestion in Macquarie Park

Council teamed up Connect Macquarie Park + North Ryde, which is a partnership between the State Government, the business community of Macquarie Park and City of Ryde aimed at growing Macquarie Park without increasing traffic congestion. This initiative reduced the number of car-based trips across the precinct by almost 50 percent.

### Road safety improvements at schools

A proactive review of safety around all schools was undertaken by Council, which included information sessions for members of the public to discuss concerns with Council representatives. This led to a range of road safety improvements being installed across the local government area as well as an increase in enforcement of parking breaches around schools during peak hours.

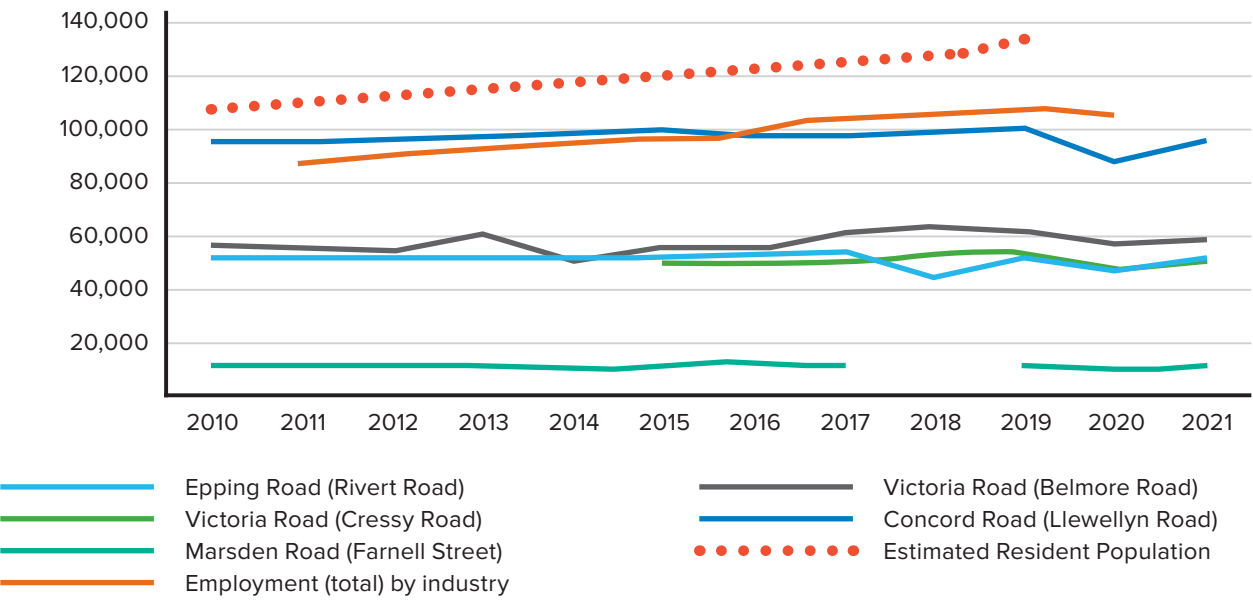
### Increasing pedestrian safety

Council embarked on a range of new initiatives designed to keep pedestrians safe. This included the launch of the Slow Down in Our Street campaigns well as the installation of new speed check signs and mobile speed check trailers at key locations across the local government area.

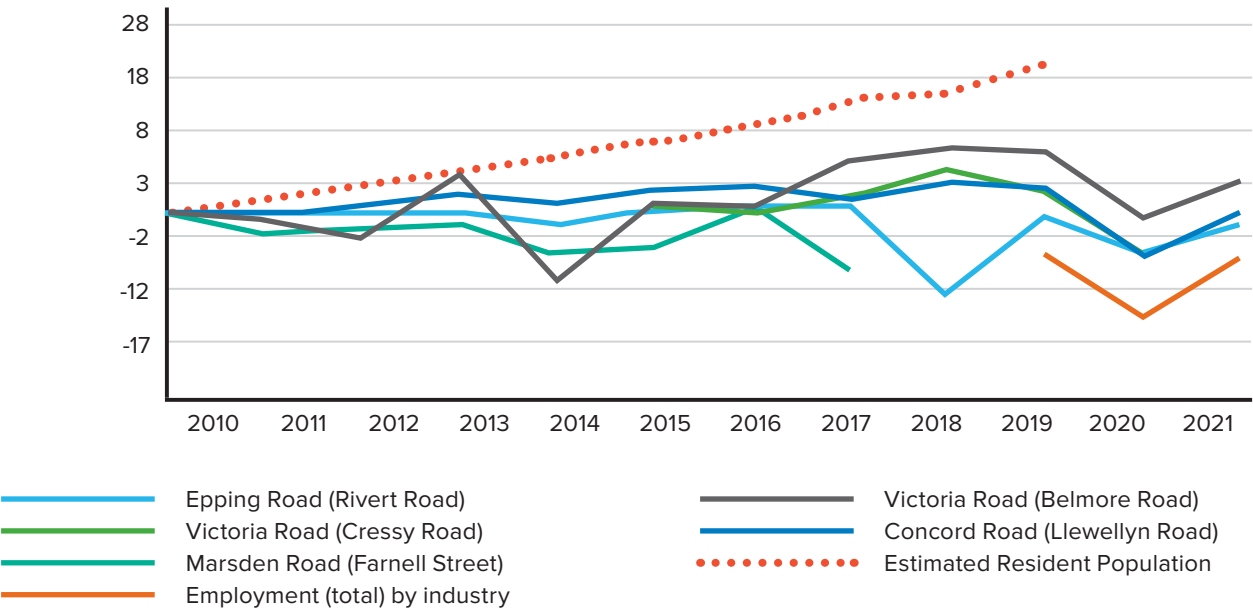
# Overview

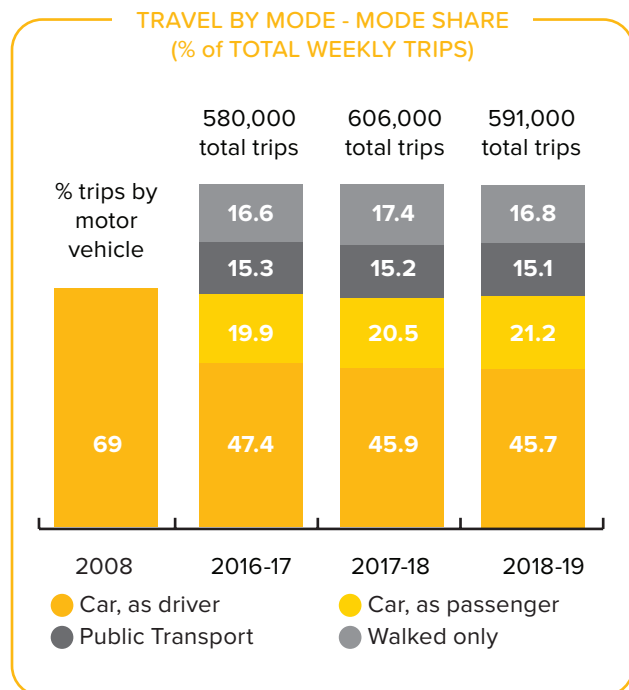
Traffic and congestion were identified by every group in our community as the number-one issue impacting our City, limiting access to centres and reducing liveability. Data for a number of major State controlled roads entering and traversing the City of Ryde indicate that daily traffic movements have remained relatively constant over the past decade.

## Average daily vehicle movements (both directions)



## Percent change in average daily vehicle movements (2010 baseline)





Available data suggests that people's patterns of travel behaviour have not changed significantly over the decade, with people who live and work in the City using their car for over two-thirds of the trips that they make every week.



## Improving road safety

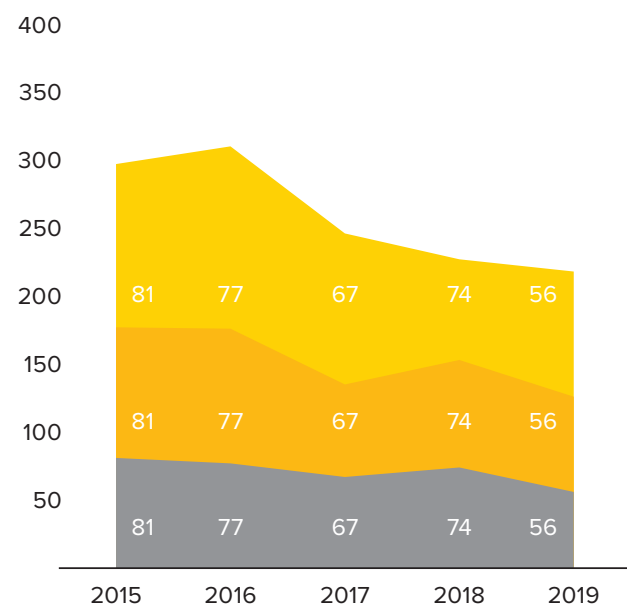
Council has continued its broad ranging program of road safety upgrades throughout the council term. This has included:

- New pedestrian refuges and kerb ramps, installation of safety structures (such as bollards) in local shopping precincts and improving pedestrian facilities at schools.
- The Safety Around Schools project included reviewing of traffic, parking and pedestrian activities around all 28 schools in the Ryde local government area, implementing improvements to pedestrian and vehicle access around schools, such as road widening, traffic calming and drop-off/pick-up zones, and localised education and increased enforcement in school zones to address behavioural issues experienced by different schools.
- Our rolling program of pedestrian accessibility and mobility improvements was guided by new Pedestrian Accessibility and Mobility Plans (PAMPS), which aim to improve the walking environment and enhance connections across centres.
- Intersection upgrades — we obtained funding from RMS to install a traffic signal at the intersection of Constitution Road and Railway Road, Meadowbank to improve bus access, pedestrian safety, traffic flow and safety.
- The Local Government Road Safety Program, including child car seat safety, seniors safety, learner driver workshops and community education programs, was carried out.
- Encouraging reduced speeding, with four mobile speed check trailers rotated through targeted locations to encourage motorists to comply with speed limits.

There have been significant reductions in vehicle related crashes and injuries across the City of Ryde during the Council term. This is part of an ongoing trend that is occurring across the State resulting from major state wide initiatives like 50 km/h suburban speed zones and School speed zones, and programs of funding local safety improvements across local communities.

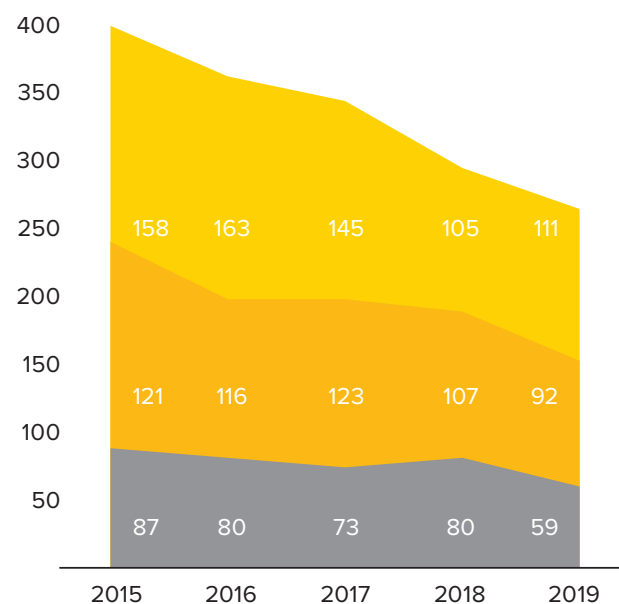
Close examination of the road crash data shows that crashes and injuries are largely limited to the major State controlled roads, and have largely been eliminated from suburban areas and high risk areas like around schools.

### Road Crashes — City of Ryde



- Fatal
- Serious injury
- Moderate Injury
- Minor/Other injury

### Casualties — City of Ryde

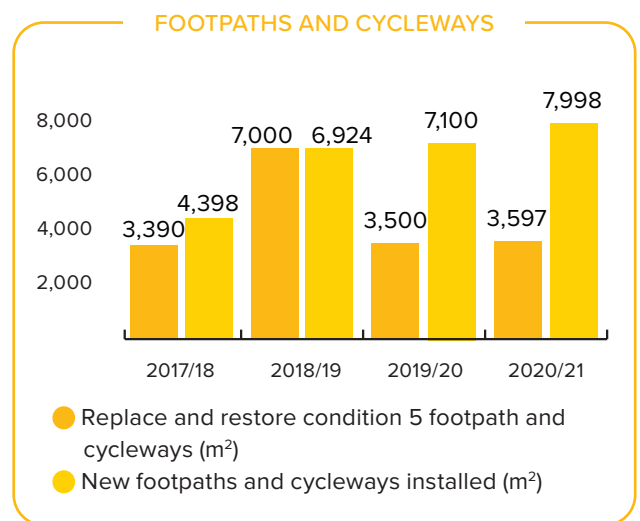
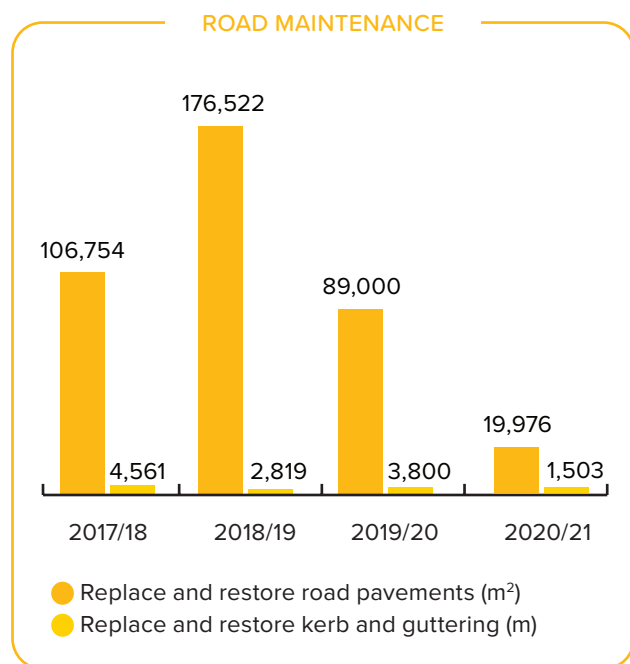


- Killed
- Seriously injured
- Moderately Injured
- Minor/Other injuries

## City roads, paths and cycleways

Council's largest investment every year is in managing and maintaining our road-based assets (roads, bridges and retaining walls, car parks, and parking hardware) to ensure that they remain safe and are sustainable in the long term and provide a satisfactory level of service for the community.

There are 320 kilometres of roads and over 500 kilometres of paths and cycleways in the City of Ryde. These represent a significant asset owned and maintained for the community by Council and are a critical element of Council's target to maintain the condition of these roads at Condition 4 or better. Achieving this target means that the City's roads are not degrading over the long term and consequently creating a significant future burden for the community to rectify.

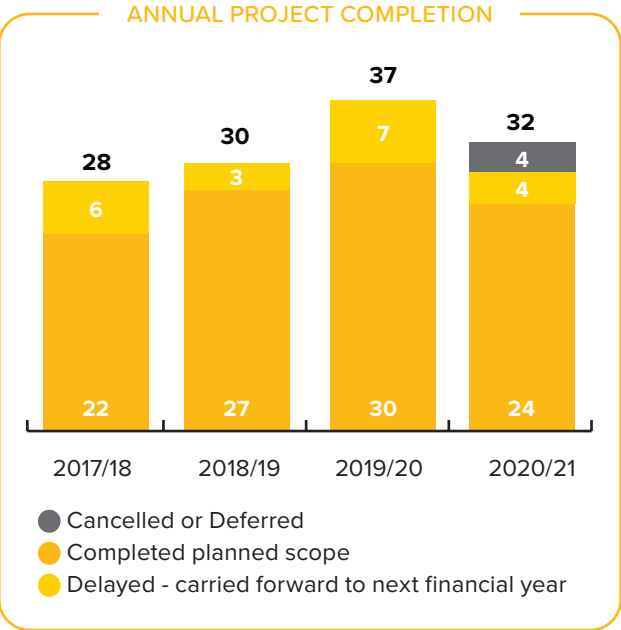


# FOUR YEAR DELIVERY PROGRAM 2017 – 2021

## OUR CONNECTED AND ACCESSIBLE CITY

Over the four years of the Council Term, Council’s Delivery Program comprised a total of 59 projects. This included Capital Works projects and 13 ongoing programs of works. Projects needed to carry forward their planned scope of works into the following financial year on 20 occasions during the four-year period as a result of unforeseen delays. One project was cancelled because cost benefit analysis did not confirm the cost efficiencies initially identified as a required outcome. One was deferred because of the impact of COVID-19 restrictions, and one because of pending commitments for infrastructure upgrades from other stakeholders.

| FOUR YEAR DELIVERY PROGRAM |    |
|----------------------------|----|
| Projects                   | 13 |
| CAPITAL PROGRAM            |    |
| Ongoing programs           | 13 |
| Standalone projects        | 32 |
| Total                      | 59 |



## INVESTMENT SUMMARY

Council invested a total of \$163.9 million in programs and services supporting this Outcome over the four years of the Council term. During the same period, \$132.9 million was generated from activities related to building a Connected and Accessible City.

| Our Connected and Accessible City | 2018/2019 Actuals   | 2019/2020 Actuals | 2020/2021 Actuals  | 2021/2022 Original Budget | Four Year Total     |
|-----------------------------------|---------------------|-------------------|--------------------|---------------------------|---------------------|
| <b>BASE BUDGET</b>                |                     |                   |                    |                           |                     |
| Income                            | (47,731,376)        | (19,124,982)      | (16,625,843)       | (21,398,820)              | (104,881,021)       |
| Expenditure                       | 19,558,263          | 21,335,318        | 12,384,024         | 25,633,410                | 78,911,015          |
| <b>Net Result</b>                 | <b>(28,173,113)</b> | <b>2,210,336</b>  | <b>(4,241,819)</b> | <b>4,234,590</b>          | <b>(25,970,006)</b> |
| <b>NON-CAPITAL</b>                |                     |                   |                    |                           |                     |
| Income                            | (107,640)           | (168,961)         | (6,000)            | —                         | (282,600)           |
| Expenditure                       | 372,949             | 174,961           | —                  | —                         | 547,910             |
| <b>Net Result</b>                 | <b>265,309</b>      | <b>6,000</b>      | <b>(6,000)</b>     | <b>—</b>                  | <b>265,309</b>      |
| <b>CAPITAL</b>                    |                     |                   |                    |                           |                     |
| Income                            | (1,612,127)         | (19,827,275)      | (3,991,492)        | (2,327,700)               | (27,758,594)        |
| Expenditure                       | 17,929,449          | 23,869,891        | 20,928,398         | 21,748,150                | 84,475,888          |
| <b>Net Result</b>                 | <b>16,317,322</b>   | <b>4,042,616</b>  | <b>16,936,906</b>  | <b>19,420,450</b>         | <b>56,717,294</b>   |
| <b>TOTAL</b>                      | <b>(11,590,481)</b> | <b>6,258,952</b>  | <b>12,689,087</b>  | <b>23,655,040</b>         | <b>31,012,597</b>   |





# Our Diverse and Inclusive City

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Council pursued an active program of social and cultural planning, working with organisations and the broader community to take collective action and generate solutions that increase social and community wellbeing and increase the capacity, skills and resources available to support the community. We provided a significant grants program that supported local community groups to grow and prosper, supported arts and cultural sector development and capacity building, and delivered a range of events and programs to further support the community and the arts.

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## Key highlights from the Council term include:

### Social Plan and Creativity Strategy

Council formally adopted the City of Ryde Social Plan and Creativity Strategy 2019-2024. Over 1,100 members of our community participated in its development which ensures the City of Ryde is an inclusive, connected and welcoming community.

### Celebrating our City

An average of 160,000 people attended Council's extensive program of events each year during the Council term. The program included a number of flagship events including the Granny Smith Festival, Australia Day celebrations and the Lunar New Year Festival (prior to the COVID-19 pandemic). New events were also established that appealed to all sectors of the community and gave a platform for local artists to showcase their many talents.

### Taking steps towards reconciliation

The City of Ryde developed a Reconciliation Action Plan that detailed practical action Council will take to contribute to reconciliation both internally and in the community.

### Stamping out racism

Through the 'Racism Stops With Me' campaign, the City of Ryde undertook a range of activities to identify and call out racism when it occurs. Council also partnered with Macquarie University to measure the experience of international students when it comes to racist behaviour. The findings helped form future anti-racism initiatives adopted by Council.

### Tackling domestic violence

The City of Ryde took a leading role in raising awareness about domestic violence. This culminated in Council staging an annual march in Macquarie Park which brought together residents, businesses, workers and students to make a stand to end violence and abuse.

### Community Grants Program

Improvements to our Community Grants Program resulted in a doubling of community grant rounds and an increase in the maximum amount of funding that was allocated for each project or event. During 2017 – 2021, 354 grants (\$1.6 million) were awarded to local community organisations, supporting these organisations to continue their valuable work in the community.

### Building an inclusive, connected and welcoming community

Throughout the term of Council, an average of 8,000 people attended annual community workshops, events and programs through Council's Community Development and Capacity Building program. Many of these were delivered in partnership with local community services and not-for-profit organisations and designed to provide opportunities for people to participate and contribute to growing an inclusive and vibrant community within the City of Ryde.

### Making space for our community to meet

Council provided a substantial set of affordable halls and community facilities that are available to the community for hire as well as facilities that are licenced to community and not-for-profit organisations and provide affordable, subsidised office and meeting spaces to support the delivery of community services.

During the Council term, two new venues were made available for the community to hire — Brush Farm House and Shaftsbury Place, which helped meet ongoing demand for hireable and cultural spaces in our community, and alleviated some of the demand for hireable space in Eastwood.

# Community groups and services, events and programs in the City of Ryde



Over 50 community service providers

Over 120 community groups and faith based organisations

Over 2,000 council and community events and programs every year

Over 35 advisory groups and Interagencies giving the community a voice

The City of Ryde is home to a diverse community, where people celebrate their similarities and differences. This rich social, cultural, historical and creative tapestry provides an enduring legacy for future generations.

Every year, between 7,000 and 9,000 people have attended more than 80 community workshops delivered through Council's active program of working with organisations and the broader community to take collective action and generate solutions that increase social and community wellbeing. Many of these are delivered in partnership with local community services and not-for-profit organisations and are designed to provide opportunities for people to participate and contribute to growing an inclusive and vibrant community within the City of Ryde.

## Community perceptions



93%

Rated their quality of life living in the City of Ryde as good to excellent



57%

Feel a part of their local community (low compared to metropolitan Sydney benchmark of 68%)



55%

Think living in the City of Ryde gives you a sense of living in a community (low compared to metropolitan Sydney benchmark of 63%)



62%

Feel that the community in the City of Ryde is harmonious, cohesive and inclusive



97%

Participated in events and social activities in the past 12 months



54%

Said there is a good range of community groups and support networks for residents



31%

Said they had volunteered as a member of a community group or organisation in the past 12 months



90%

Said they know at least a few people in their street or local neighbourhood, while 10% said they do not know people



19%

Had seen or experienced discriminatory behaviours towards themselves or others because of race, religion, gender or age (Women and people in Eastwood were more likely to experience discriminatory behaviour)



88%

Said they feel safe in their neighbourhood

Source: Telephone survey of 403 residents

## Cultural diversity



42%

42 percent of people in the City of Ryde came from countries where English was not their first language and over

50%

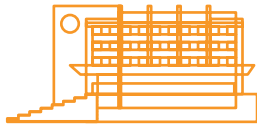
speak a language other than English at home.



72  
languages

People from 101 countries speaking 72 different languages make up our community.

## Council's community facilities



Council owns

28 halls and facilities

providing, hireable community space and office space for a range of local not-for-profit community organisations.



Council currently has

23 license agreements

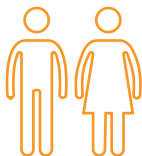
with community service providers utilising these facilities and there were

90 regular hirers

and

240 casual hirers

every year.



There are between

400,000 and 500,000

visits to these facilities annually by members of our broader community



# FOUR YEAR DELIVERY PROGRAM 2017 – 2021

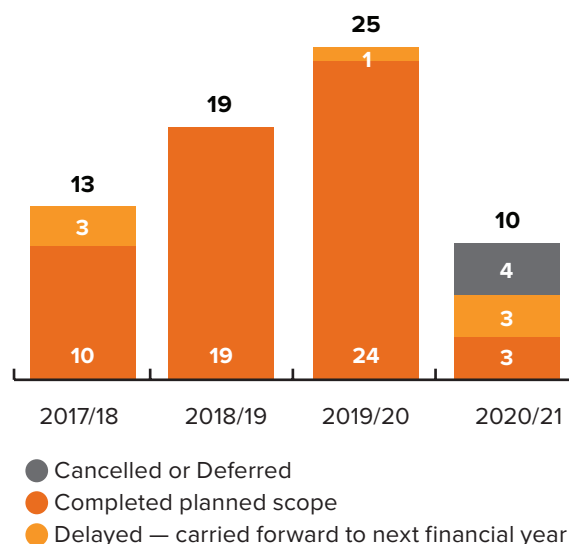
## OUR DIVERSE AND INCLUSIVE CITY

Over the four years of the Council Term, Council's Delivery Program comprised a total of 34 projects. This included Capital Works projects and four ongoing programs of works. Projects needed to carry forward their planned scope of works into the following financial year on 7 occasions during the four-year period as a result of unforeseen delays. Two projects were cancelled, one project was deferred because of the impact of COVID-19 restrictions, and another deferred until the major stakeholder clarifies their timeframes.

### FOUR YEAR DELIVERY PROGRAM

|                        |    |
|------------------------|----|
| Projects               | 28 |
| <b>CAPITAL PROGRAM</b> |    |
| Ongoing programs       | 4  |
| Standalone projects    | 2  |
| Total                  | 34 |

### ANNUAL PROJECT COMPLETION



## INVESTMENT SUMMARY

Council invested a total of \$27.7 million in programs and services supporting this Outcome over the four years of the Council term. During the same period, \$4.1 million was generated from activities related to building a Diverse and Inclusive City.

| Our Diverse and Inclusive City | 2018/2019 Actuals | 2019/2020 Actuals | 2020/2021 Actuals | 2021/2022 Original Budget | Four Year Plan    |
|--------------------------------|-------------------|-------------------|-------------------|---------------------------|-------------------|
| <b>BASE BUDGET</b>             |                   |                   |                   |                           |                   |
| Income                         | (1,473,397)       | (1,360,439)       | (476,271)         | (742,820)                 | (4,052,927)       |
| Expenditure                    | 6,376,202         | 6,221,902         | 5,860,471         | 6,826,960                 | 25,285,534        |
| <b>Net Result</b>              | <b>4,902,805</b>  | <b>4,861,462</b>  | <b>5,384,200</b>  | <b>6,084,140</b>          | <b>21,232,607</b> |
| <b>NON-CAPITAL</b>             |                   |                   |                   |                           |                   |
| Income                         | (9,355)           | (34,987)          | (4,557)           | —                         | (48,899)          |
| Expenditure                    | 234,892           | 347,545           | 171,922           | 190,000                   | 944,359           |
| <b>Net Result</b>              | <b>225,536</b>    | <b>312,558</b>    | <b>167,365</b>    | <b>190,000</b>            | <b>895,460</b>    |
| <b>CAPITAL</b>                 |                   |                   |                   |                           |                   |
| Income                         | (4,546)           | —                 | —                 | —                         | (4,546)           |
| Expenditure                    | 550,674           | 877,977           | —                 | —                         | 1,428,652         |
| <b>Net Result</b>              | <b>546,128</b>    | <b>877,977</b>    | <b>—</b>          | <b>—</b>                  | <b>1,424,106</b>  |
| <b>TOTAL</b>                   | <b>5,674,469</b>  | <b>6,051,998</b>  | <b>5,551,565</b>  | <b>6,274,140</b>          | <b>23,552,173</b> |



# Our Open and Progressive City

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Council achieved positive outcomes for the City of Ryde and its people throughout the term of government. Guided by strong civic leadership, Council actively engaged with the community on key issues and in turn advocated for its stakeholders on a range of key issues. This was all built on a premise of strong transparency, governance and financial sustainability.

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## Key highlights from the Council term include:

### Ryde Central redevelopment

After an extensive community consultation process, work began on Council's project to redevelop the Ryde Civic Centre site into a new community and civic hub that will deliver a four-fold increase in community facilities.

The centrepiece of the new development will be a new multi-purpose and cultural building dedicated to community use which will feature a performance hall seating up to 700 people. There will also be public activity rooms, meeting rooms and an exhibition space.

An additional commercial building on the site will house Council staff and external tenants. Other features include a public plaza, direct and accessible pedestrian links and on-site basement car spaces.

### Employer of Choice

Council was recognised with the prestigious title of Employer of Choice in the Australian Business Awards during the Council term.

The highly sought-after accreditation is awarded to an organisation that is a leader in its field and provides an innovative workplace that looks after its people through career development, opportunity and work-life balance.

### Updating our technology infrastructure

The City of Ryde maintains a significant investment in information, communication and technology infrastructure that supports Council's broad scope of operations. With an ever-changing technology landscape, balancing our community's current and future interactions with Council remains a high priority. Over the period of this term, Council has upgraded key corporate systems to facilitate a smoother customer online transaction experience, along with updating key data-sets that support mapping and planning across our urban and natural areas, and implementing mobile technology to enhance connectivity and usability of corporate applications for our mobile workers.

### Improving project management

By implementing progressive improvements to how projects are managed, Council achieved a record completion rate during the term of Council. In 2019/20 alone, Council completed 97 percent of the scheduled scope of works for the 175 individual capital projects and sub-projects that made up Council's capital programs during the year. This was achieved by driving project delivery through streamlined design reviews, digital plan approval, remote stakeholder workshops and efficient scheduling and implementation of advanced forward planning.

### Australasian Reporting Awards

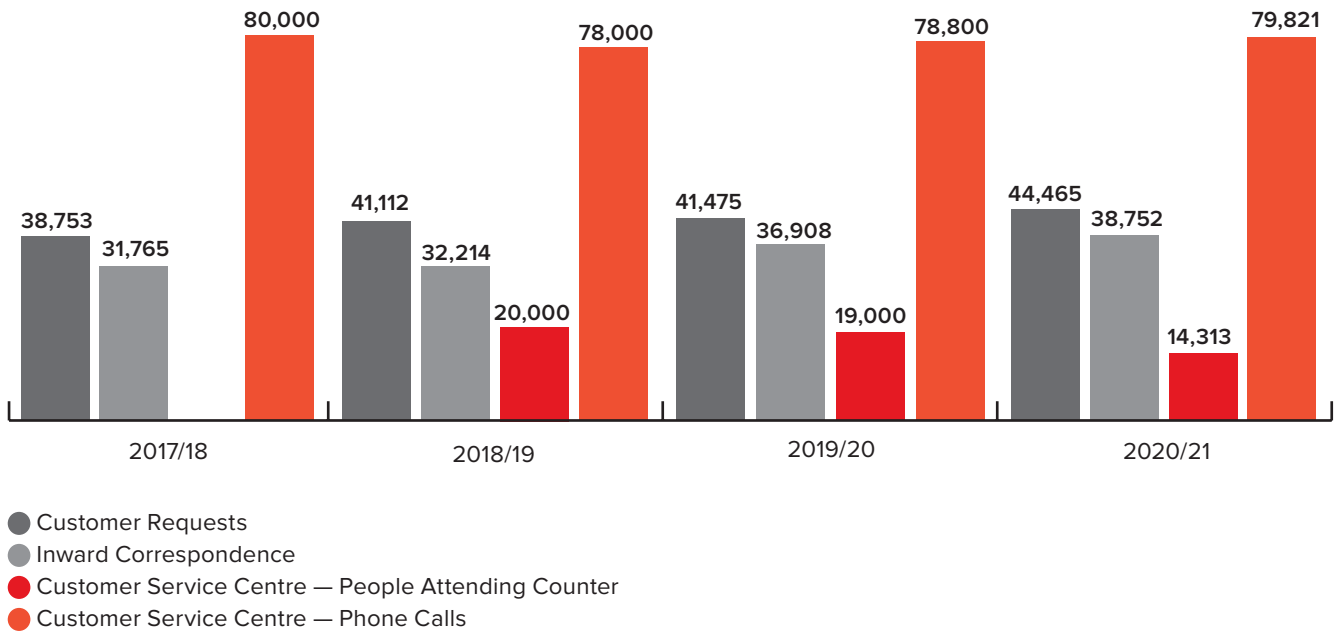
The City of Ryde received four consecutive Australasian Reporting Gold Awards for its annual reports during the term of Council. These awards are given to organisations that achieve overall excellence in annual reporting, providing full disclosures of key aspects of core business, addressing all current legislative and regulatory requirements and provide a model for other organisations to follow.

### White Ribbon accreditation

Council successfully completed the White Ribbon Australia Workplace Accreditation Program, which recognised the organisation's ongoing commitment to eliminating family and domestic violence. As part of this process, the Council organisation was required to meet 15 criteria that demonstrated it was a safer and more respectful workplace and was taking active steps to stop violence against women.



## Customer requests received by Council



Customer service plays an important strategic role within Council by promoting improved engagement with our community and responsiveness to their needs. Council's commitment to the community that we serve is to be responsive to customer requests. Every year, Council receives around 180,000 requests for different services from our community through our different customer service channels. Council remains committed to maintaining high standards of customer service, responding to between 93 percent and 95 percent of requests within our established service standards, and resolving over 85 percent of Customer Service Centre calls at first point of contact.





# FOUR YEAR DELIVERY PROGRAM 2017 – 2021

## OUR OPEN AND PROGRESSIVE CITY

Over the four years of the Council Term, Council's Delivery Program comprised a total of 50 projects. This included Capital Works projects and nine ongoing programs of works. Projects needed to carry forward their planned scope of works into the following financial year on two occasions during the four-year period as a result of unforeseen delays.

### FOUR YEAR DELIVERY PROGRAM

|          |    |
|----------|----|
| Projects | 31 |
|----------|----|

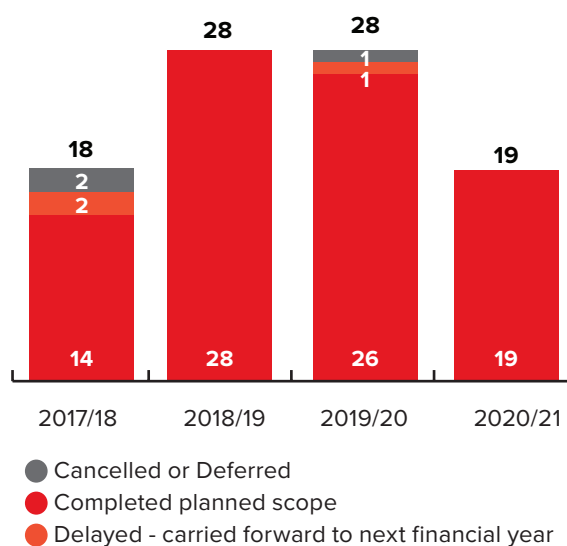
### CAPITAL PROGRAM

|                  |   |
|------------------|---|
| Ongoing programs | 9 |
|------------------|---|

|                     |    |
|---------------------|----|
| Standalone projects | 10 |
|---------------------|----|

|              |           |
|--------------|-----------|
| <b>Total</b> | <b>50</b> |
|--------------|-----------|

### ANNUAL PROJECT COMPLETION



## INVESTMENT SUMMARY

Council invested a total of \$327.3 million in programs and services supporting this Outcome over the four years of the Council term. During the same period, \$352.1 million was generated from related activities.

| Our Open and Progressive City | 2018/2019 Actuals   | 2019/2020 Actuals | 2020/2021 Actuals   | 2021/2022 Original Budget | Four Year Total      |
|-------------------------------|---------------------|-------------------|---------------------|---------------------------|----------------------|
| <b>BASE BUDGET</b>            |                     |                   |                     |                           |                      |
| Income                        | (85,194,669)        | (89,173,467)      | (88,313,063)        | (89,452,950)              | (352,134,149)        |
| Expenditure                   | 35,057,496          | 132,820,201       | 32,846,398          | 38,887,840                | 239,611,935          |
| <b>Net Result</b>             | <b>(50,137,173)</b> | <b>43,646,735</b> | <b>(55,466,665)</b> | <b>(50,565,110)</b>       | <b>(112,522,214)</b> |
| <b>NON-CAPITAL</b>            |                     |                   |                     |                           |                      |
| Income                        | —                   | —                 | —                   | —                         | —                    |
| Expenditure                   | 1,021,709           | 813,887           | 589,003             | 930,000                   | 3,354,599            |
| <b>Net Result</b>             | <b>1,021,709</b>    | <b>813,887</b>    | <b>589,003</b>      | <b>930,000</b>            | <b>3,354,599</b>     |
| <b>CAPITAL</b>                |                     |                   |                     |                           |                      |
| Income                        | —                   | —                 | (10,000)            | —                         | (10,000)             |
| Expenditure                   | 4,977,661           | 8,927,963         | 14,124,757          | 56,322,630                | 84,353,011           |
| <b>Net Result</b>             | <b>4,977,661</b>    | <b>8,927,963</b>  | <b>14,114,757</b>   | <b>56,322,630</b>         | <b>84,343,011</b>    |
| <b>TOTAL</b>                  | <b>(44,137,803)</b> | <b>53,388,584</b> | <b>(40,762,905)</b> | <b>6,687,520</b>          | <b>(24,824,604)</b>  |