

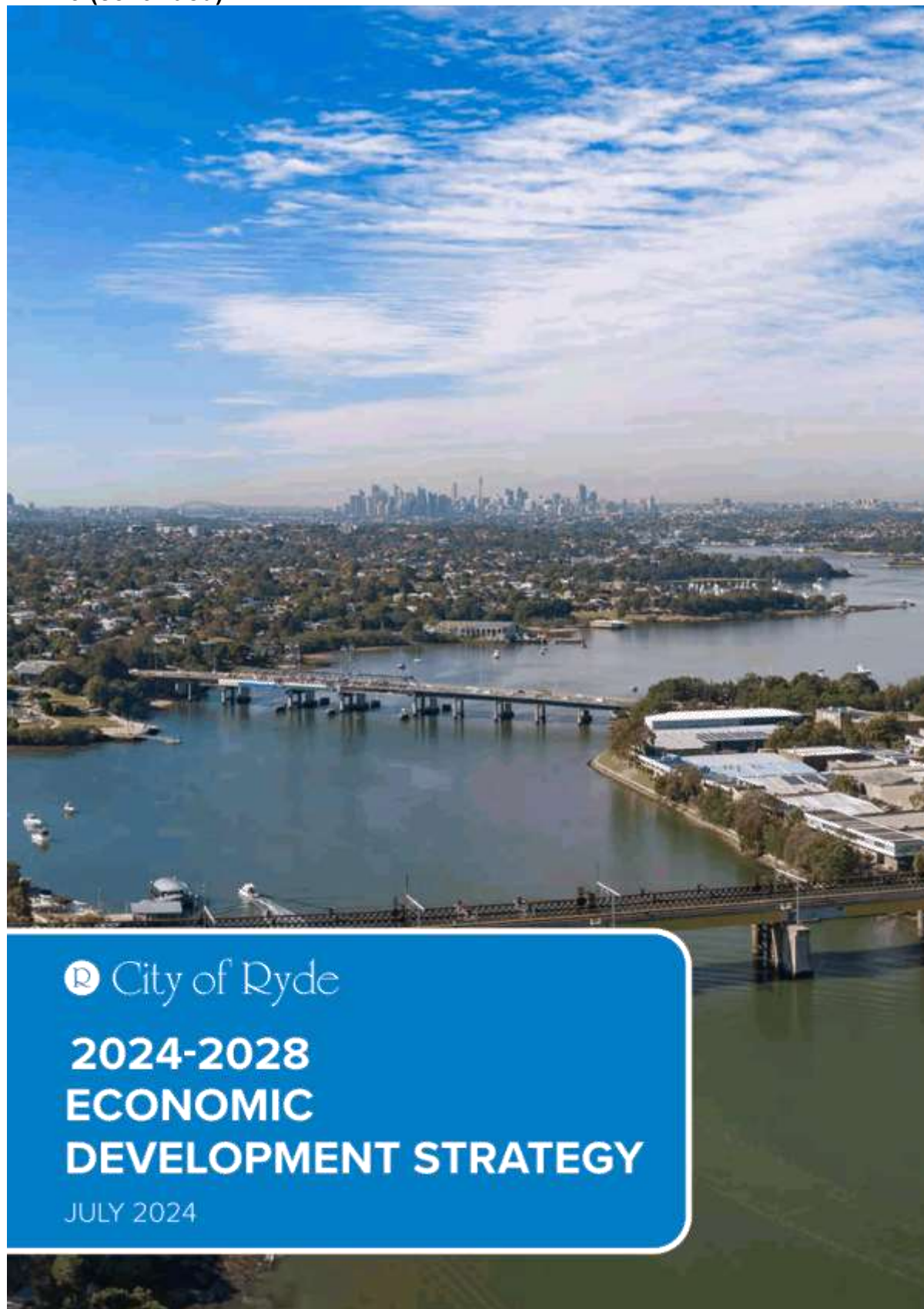
**Meeting Date:** Tuesday 23 July 2024  
**Location:** Council Chambers, Level 1A, 1 Pope Street, Ryde and Online  
**Time:** 6.00pm

**ATTACHMENTS FOR COUNCIL MEETING**

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## ACKNOWLEDGEMENT OF COUNTRY

The City of Ryde values the unique status of Aboriginal people as the Traditional Custodians of the lands and waterways across the Ryde Local Government Area. The City of Ryde acknowledges the Traditional Custodians of the lands and waterways across Ryde, the Wullumedegal Clan of the Darug nation. We pay our respects to Elders, both past and present, and extend that respect to all other Aboriginal and Torres Strait Islander peoples across Australia.

The Wullumedegal people survived for generations in a rich environment of river flats, creeks and mangrove swamps, fishing with pronged spears and handlines, feasting on shellfish, hunting birds and small game, and collecting a variety of edible bushland foods.<sup>1</sup>

Consistent with the City of Ryde's commitments under its *Reconciliation Action Plan*, this *Economic Development Strategy*, seeks to improve outcomes for Aboriginal people living, working, and recreating in the City of Ryde. It reaffirms our commitment to collaboration, whereby Council will actively improve the design and delivery of its activities for Aboriginal people in partnership with Aboriginal people.

<sup>1</sup> <https://www.ryde.nsw.gov.au/Library/Local-and-Family-History/Historic-Ryde/Aboriginal-History>

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## MESSAGE FROM THE CITY OF RYDE COUNCIL

Council has had a long-term community vision that the City of Ryde be *the place to be for lifestyle and opportunity at your doorstep*. I am thrilled to present to you our City's *Economic Development Strategy*, a roadmap designed to unlock Ryde's full potential - propelling us towards being Australia's leading innovation economy.

Ryde is a city with a rich history, vibrant communities, and immense potential. As Mayor, I envision building on these strengths and creating an environment where businesses thrive, innovation flourishes, and residents enjoy a high quality of life.

Importantly, our *Economic Development Strategy* is about more than just numbers and statistics. It is about enhancing the quality of life for every resident. It is about building a city where everyone has the opportunity to succeed, businesses thrive, and innovation and creativity are celebrated.

I invite all residents, businesses, workers, and stakeholders to join us on this journey towards a brighter future for Ryde. Together, we can create a community where lifestyle and opportunity abound, and where every individual has the chance to thrive.

**Councillor Trentan Brown**  
Mayor

As the CEO of the City of Ryde, I am pleased to present our City's next *Economic Development Strategy* – a comprehensive strategy aimed at fostering a thriving and sustainable economy.

Our *Economic Development Strategy* reinforces the City's economic vision of having *"a resilient economy that fosters innovation, attracts investment, and celebrates diversity."*

This Strategy adopts a contemporary outcomes-based approach to economic development. Leveraging the concepts of outcomes budgeting and the *Integrated Planning and Reporting Framework* for local

government, it establishes eight economic outcomes that will guide the efforts of Council staff over the long term.

These eight outcomes are supported by clear objectives to be completed within the next Council term, covering the four financial years from 2024/25 to 2027/28. These outcomes and objectives provide our Council, staff, and stakeholders with a clear guide for what needs to be delivered to support our economy over the next four years.

**Wayne Rylands**  
Chief Executive Officer



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## HOW TO READ THIS STRATEGY

This Strategy has been broken down into four sections:

- ① **INTRODUCTION** – an explanation of why the Strategy is needed and how it was developed.
- ② **CITY PROFILE** – a point in time snapshot addressing key economic and demographic indicators for the City of Ryde and its various economic centres.
- ③ **STATE OF THE ECONOMY** – a point in time snapshot of the economy, including the economic headwinds and tailwinds influencing the Strategy.
- ④ **STRATEGY** – an explanation of what the City of Ryde is trying to achieve for the City's economy.

## RELATIONSHIPS TO OTHER STRATEGIES

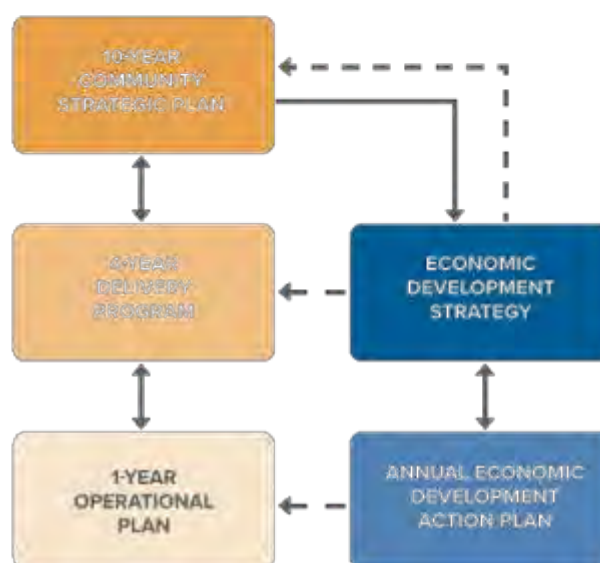


Figure 1 - Relationship between Economic Development Strategy and Community Strategic Plan



Figure 2 - Relationship between Economic Development Strategy and other Economic Development Strategies

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# 1 INTRODUCTION



## ITEM 9 (continued)

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### WHAT IS ECONOMIC DEVELOPMENT?

#### DEFINING AN ECONOMY

For many in the community, it is difficult to explain what an economy is and what it does. In 1776, Scottish philosopher Adam Smith described the economy as an "invisible hand" that guides societal actions.

*"Every individual necessarily labours to render the annual revenue of society as great as he can. He generally neither intends to promote the public interest, nor knows how much he is promoting it. He intended only his own gain, and he is, in this, as in many other cases, led by an invisible hand to promote an end which was no part of his intention." (Wealth of Nations, 1776; Bk. 4, Ch. 3)*

The Reserve Bank of Australia is more programmatic, providing the following definition:

*"An economy is the system for deciding how scarce resources are used so that goods and services can be produced and consumed."*

*Resources are things like land, people (who can work or innovate through their ideas) and raw materials. They are seen as scarce because we have unlimited wants but there are not enough resources to produce the goods and services to satisfy these wants." (What is the Economy, 2020; Presentation)*

#### DEFINING ECONOMIC DEVELOPMENT

Economic development encompasses a range of activities aimed at improving the economic health and vitality of a region or community. It involves fostering sustainable growth, creating job opportunities, increasing incomes, and enhancing the overall standard of living. This process often includes initiatives such as attracting new businesses, supporting existing

industries, investing in workforce development and education, improving infrastructure, promoting innovation and entrepreneurship, and facilitating trade and investment.

#### DEFINING THE ROLE OF LOCAL GOVERNMENT

Local governments, such as the City of Ryde Council (Council), play a crucial role in economic development by fostering an environment conducive to business growth, such as investing in key infrastructure projects, simplifying policy and streamlining regulations. They also facilitate partnerships between businesses, educational institutions, and community organisations to stimulate economic growth and ensure long-term prosperity.

Like other Council functions, there is a growing expectation from stakeholders that local governments play a larger role in the shaping of social, environmental, and economic outcomes.

Research by the University of Technology Sydney acknowledges that there are different approaches to economic development in local government.

*"Economic development can be understood as an 'additional function' for many organisations including the majority of councils – it may be a corporate goal, but not necessarily an overriding service delivery objective."*

*Councils that tend to view economic development as an attitude, typically seek to perform an integrated economic development role – mainstreaming rather than compartmentalisation."*

*Regardless of the size, shape or budget of a local government area – all councils can perform a role in local and regional economic development." (Pugalis, L., Tan, SF,*

*2017, The Role of Local Government in Local and Regional Economic Development, University of Technology Sydney).*

Local stakeholders and Council agree that a more strategic approach is required from Council's economic development activities in order to realise the community's vision of *Lifestyle and Opportunities at your doorstep*.

#### LIMITATIONS FACING LOCAL GOVERNMENT ECONOMIC DEVELOPMENT ACTIVITIES

Local governments have limitations when it comes to economic development, primarily due to jurisdictional boundaries and resource constraints. While they have significant autonomy and responsibility for local economic matters, there are constraints imposed by State and Federal legislation and policies alongside other practice considerations such as regulatory constraints, fiscal constraints, infrastructure limitations, policy alignment, inter-governmental relations, and the need for equity and balance when using public funds.

To navigate these limitations effectively, the City of Ryde Council focusses on collaboration with stakeholders, leveraging available resources efficiently, prioritising projects that promote equity and sustainability, advocating for policy changes where necessary, and seeking innovation solutions to address economic development challenges. Additionally, we see partnerships with the private sector, community organisations, and educational institutions to help us overcome some of these limitations to foster more comprehensive and inclusive economic development outcomes.





**ITEM 9 (continued)**

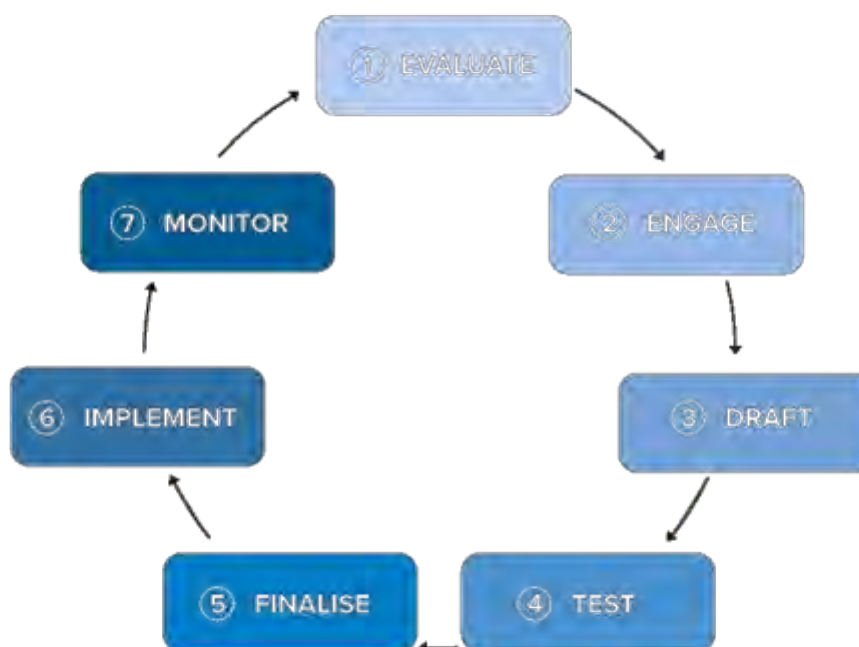
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 CITY OF RYDE ECONOMIC DEVELOPMENT STRATEGY JULY 2024

## DESIGNING OUR STRATEGY

This *Economic Development Strategy (EDS)* has been completely developed by Council staff in collaboration with local stakeholders. Removing the reliance on the use of consultants has enabled staff to gain a deeper understanding of the short, medium, and long-term issues facing our local community. This understanding has underpinned the importance of generational thinking in the development of this EDS and other economic development strategies in order to deliver meaningful economic outcomes for the community we serve.

Figure 3 - The Economic Development Strategy's lifecycle



### METHODOLOGY

Figure 3 represents EDS' lifecycle. It demonstrates the circularity of design, whereby monitoring and evaluation of activities actively informs the next generation of the EDS.

Steps 1-5 of the EDS's lifecycle represent the design phase. To guide their efforts during the design phase, staff have followed the Double Diamond method<sup>2</sup> – a design process model that encourages divergence and convergence in the designing of projects, plans, and strategies.

Through stakeholder engagement and evaluation, the design phase had a strong focus on understanding what has worked and not worked in the past.

<sup>2</sup> <https://www.designcouncil.org.uk/our-resources/the-double-diamond/>

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**① | EVALUATE**

**DID OUR PAST  
ECONOMIC  
DEVELOPMENT  
STRATEGY WORK?**

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Adopted by the City of Ryde Council in 2020, Council's existing EDS had an operational approach to economic development, focusing on:

- ① Place-based marketing
- ② Placemaking, and
- ③ Capacity building.

Six out of the previous EDS's 15 actions (40%) were completed prior to the creation of the City Economy team in 2023. While previous EDS's focus areas continue to be relevant, for the most part they are now business-as-usual.

Notwithstanding the above, stakeholder expectations have changed dramatically since the adoption of the previous EDS. The COVID-19 pandemic highlighted the need for flexible and agile approaches by government when supporting local businesses. Subsequent years of high inflation and a growing housing crisis further underpin the need for Council to be more strategic, collaborative, and agile in its approach to economic development.

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**② | ENGAGE**

**WHAT ARE OUR  
STAKEHOLDERS  
TELLING US?**

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Our stakeholders are seeking a more strategic approach, with feedback in the development of this EDS urging Council to collaborate with other levels of Government, the private sector and not for profits to tackle complex issues such as:

- ① Increasing access to more affordable and diverse housing
- ② Increasing access to local employment opportunities, and
- ③ Improving various social and environmental outcomes.

There is a strong desire for Council to look to the State Government models—to think holistically and strategically about how it delivers services, infrastructure, and support to its diverse community (residents, businesses, workers, and visitors).

This EDS seeks to build on past work while also responding to current trends and stakeholder feedback. It reflects consideration of Ryde's economic factors of production and the City's strengths, weaknesses, threats, and opportunities. It reflects an appreciation of the role of small and local neighbourhoods alongside the role of economic centres, the Mecquarie Park Innovation District, and the broader contribution the City of Ryde makes to the New South Wales and Australian economies.

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 CITY OF RYDE ECONOMIC DEVELOPMENT STRATEGY JULY 2024

### ③ | DRAFT - HOW HAVE STAFF DEVELOPED THE EDS?

## CONDUCTING A SWOT ANALYSIS

The City of Ryde's previous EDS included an analysis of the City's strengths, weaknesses, threats and opportunities (a SWOT analysis). This work has been refreshed by current staff utilising research and stakeholder insights.

#### STRENGTHS

- Culturally rich area, with a diversity of cultures and languages (new business opportunities linked to international markets).
- Historically strong local centres and communities are at the cusp of renewal (West Ryde—Meadowbank, Eastwood, Gladesville).
- Home to a globally competitive innovation district, the Macquarie Park Innovation District.
- Over \$700 million is invested annually in R&D within the Macquarie Park Innovation District, underpinning the City's broader strengths as an innovation-based economy.
- Well located LGA—at the north/south and east-west intersection of the northern Sydney region. It is a gateway between regional NSW and metropolitan Sydney, with access to the M2 and NorthConnex alongside heavy freight and an extensive public transport network that includes rail, metro, ferries, and buses.
- An established innovation ecosystem, backed by the

highly productive industries with multi-billion-dollar values of output (gross revenue), including manufacturing (\$11.92B), information media and telecommunications (\$7.33B), wholesale trade (\$4.48B), and professional, scientific and technical services (\$4.06B).

- Home to an increasing number of families (residents), a large professional base (workers), and a large base of highly skilled workers (higher levels of educational attainment).
- Strong employment growth (new businesses and new jobs).
- Access to a steady and diverse pipeline of talent through the presence of Macquarie University, two TAFE NSW campuses, and the Institute of Applied Technology – Digital.
- Home to Macquarie University Hospital, the only hospital wholly owned by a university in Australia.

#### WEAKNESSES

- Lack of flexible and affordable office, incubator and innovation spaces (particularly for startups and scaleups).
- Lack of venture capital in the Australian innovation ecosystem when compared to international markets.
- Lack of vibrancy and amenities (including public open space) for workers across economic centres and the Macquarie Park

Innovation District.

- Lack of enabling and climate resilient infrastructure.
- Oversupply of A-grade and B-grade office space within the Macquarie Park Innovation District.

#### OPPORTUNITIES

- Additional permissible uses could be introduced in the planning system, including an Innovation State Environmental Planning Policy to protect innovation spaces while also encouraging innovative mixed industrial and residential development.
- Enhancement of the innovation ecosystem through opportunities created by the Australian Government's focus on industry 4.0 and sovereign manufacturing.
- Enhancement of economic centres, including the night-time economy, through urban renewal, increased densification, and a commitment to provide local employment opportunities alongside residential development.
- Greater collaboration on achieving Net Zero targets, including opening dialogue between the Macquarie Park Innovation District and the Renewal Energy Zones of the Hunter, Central Coast, Central West and Orana regions.
- Greater support for local startups through improved access to and



## ITEM 9 (continued)

## ATTACHMENT 1

<p>collaboration between incubators and universities across NSW.</p> <ul style="list-style-type: none"> <li>Leveraging the completion of an expanded Sydney Metro network, including attracting businesses, workers and students to the City of Ryde (e.g., Sydney CBD to Macquarie Park Innovation District in less than 18 minutes).</li> <li>Enhanced cooperation with international partners who seek to leverage the City's strengths and share knowledge, technologies, and human capital to grow the City's economy.</li> </ul>	<p>District as well as local economic centres.</p> <ul style="list-style-type: none"> <li>Changing the way of work – Post-COVID, the new normal is yet to stabilise across different industries.</li> <li>Inflation and cost of living pressures impact consumer spending as well as business investment into new capital.</li> <li>Increased pressure to replace industrial and commercial lands with residential development.</li> <li>Sustained pressures on global supply chains linked to geopolitics and conflict.</li> <li>Lack of incentives and support for the upscaling of startups and small businesses.</li> </ul>
<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>Unfinished master plans negatively impact investment in the Macquarie Park Innovation</li> </ul>	

## SELECTING AN OUTCOMES-BASED APPROACH

Staff research identified that effective strategies were often built on the use of an outcomes-based approach to strategic planning. This is a new concept being embraced by the City of Ryde, with this EDS the first strategy to be fully designed around an outcomes-based approach, which involves the establishment of long-term outcomes with four-year objectives (matching a Council term). Action plans will be an annualised activity linked to Council's existing budget process.

Figure 4 presents how outcomes and objectives at the strategic level translate down to operational activities.



Figure 4 - Structuring Ryde's Economic Development Strategy (Ryde, 2024)





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 CITY OF RYDE ECONOMIC DEVELOPMENT STRATEGY JULY 2024

### DEFINING OUTCOMES, OBJECTIVES, AND ACTIONS

#### OUTCOMES

The outcomes in this EDS articulate the primary purpose for which Council's resources will be invested. They represent Council's goals and priorities across all its economic development activities for the City of Ryde.

Outcomes enable agile and innovative approaches to designing and delivering economic development activities. They also act as a barometer for economic development, relying on evaluation and performance reporting to inform whether Council's efforts are making a genuine difference and whether the allocation of Council resources to economic development activities is done efficiently and effectively.

#### OBJECTIVES

An objective is something the Council plans to achieve within a set timeframe. Objectives within the EDS have been designed to be **SMART** objectives, being: **Specific, Measurable, Achievable, Relevant, and Timely.**

The objectives have been designed to reflect our four-year terms for Council. For this EDS, the objectives work to the financial years 2024/25 through to, and including, 2027/28. The objectives will be revised as part of the 2028 revision of this EDS.

#### ACTIONS

Documented in an annual (financial year) *Economic Development Action Plan*, an action is the work to be done to achieve the objective. Actions are not day-to-day tasks. They are specific activities, projects, or programs that require an allocation of resources to complete the action within the financial year. Cumulatively, the completion of actions will reflect the fulfilment of the objectives outlined in this EDS.

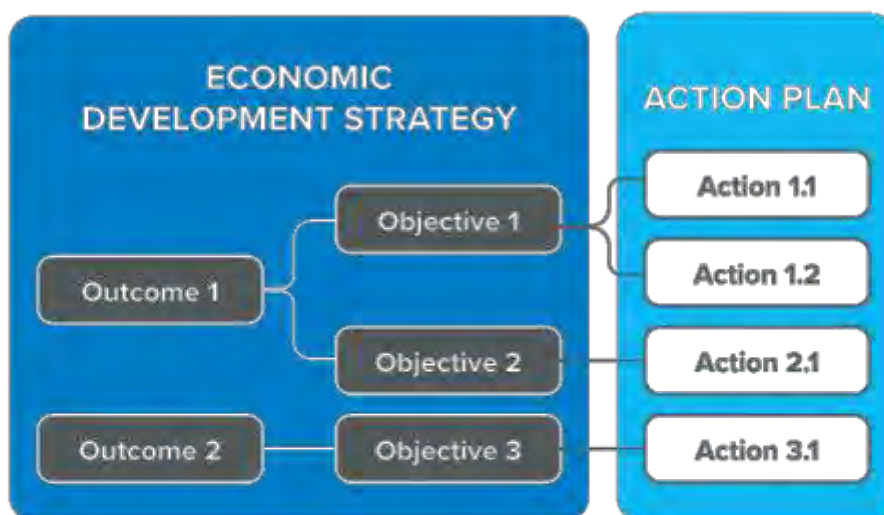


Figure 5 - How outcomes turn into actions (Ryde, 2024)

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④ | TEST

## WHAT DID OUR STAKEHOLDERS THINK ABOUT THE DRAFT STRATEGY?

A draft of the EDS was exhibited for public consultation during June 2024, alongside a draft *Night-Time Economy Strategy* (NTES). Importantly, the exhibition process provided stakeholders with an opportunity to give Council feedback on what they did and didn't like about the draft EDS and the draft NTES.

Council staff engaged with a variety of stakeholders, including businesses, residents, workers, students, visitors, community service providers, Councillors, NSW State Government agencies, local Chambers of Commerce and educational institutes.

Stakeholder engagement was undertaken through a variety of ways including through business interviews, student and community drop-in sessions, online surveys, and a social pinpoint map. The engagement activities were designed to collect feedback from a variety of stakeholders including young people, businesses, and community organisations.

Council staff prepared a *Stakeholder Engagement Insights Report* documenting engagement activities and contributions received during the development and exhibition of the draft EDS and draft NTES. A transparent account of engagement activities, the *Insights Report* document is available on Council's website alongside this Strategy.

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**5 | FINALISE**

**HOW WILL THE EDS BE FINALISED?**

Due to the engagement activities undertaken in the design of the EDS and NTES, most of the feedback received during the public exhibition period was aimed at the implementation of these Strategies. Implementation is guided by an *Economic Action Plan*, with stakeholder feedback shaping the design of the actions. Only minor edits were made to the EDS and NTES to reflect the completion of the public exhibition period in June 2024.

**6 | IMPLEMENT**

**HOW WILL THE EDS BE IMPLEMENTED?**

Council staff have developed an *Economic Development Action Plan* to guide the implementation of the EDS.

The 2024-25 Action Plan was developed, with existing budgets and business plans in mind, with future annual *Economic Development Action Plans* to be developed alongside the development of future annual budgets and business plans (between November and February each year). The 2024-25 Action Plan was developed in consultation with local stakeholders, Council staff and Councillors, with future *Economic Development Action Plans* to be subject to a Councillor workshop/ planning day in February-March each year.

Funding for the action plan will be approved by the Council via the adoption of the annual Operational Plan, with the *Economic Development Action Plan* published on Council's website.

**7 | MONITOR**

**HOW WILL WE MONITOR AND REPORT ON THE EDS?**

Council's City Economy team is responsible for the stewardship of the EDS, which includes implementation, monitoring and reporting, and evaluation.

The development of annual *Economic Development Action Plans* will include reporting against the completion of actions as well as progress towards the fulfilment of objectives outlined within this EDS.

The publishing of annual *Economic Development Action Plans* will be supported by the publishing of report cards documenting our progress and any refinements that may have resulted from evaluation activities.





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### 8 | EVALUATE

## HOW WILL WE EVALUATE OUR WORK?

The City of Ryde is committed to increasing the transparency of expenditure on programs and projects to provide a better understanding of their outcomes. NSW Treasury defines an evaluation as a *rigorous, systematic and objective process to assess a program's effectiveness, efficiency, appropriateness and sustainability*.<sup>2</sup>

A high-quality evaluation will:

- Inform decision-making
- Improve programs and projects, and
- Share learnings.

In the context of the EDS, evaluation findings can be used to:

- Improve the design of economic development activities
- Justify the continuation of key projects and activities
- Make a case for the expansion of certain economic development activities, or
- Make a case for discontinuing certain economic development activities if deemed ineffective).

There are three main types of evaluation that will be utilised for the EDS:

- Outcome Evaluation,
- Process Evaluation and
- Ex-Ante Economic Evaluation

Table 1 - Three main types of evaluation

DESCRIPTION	WHEN ITS USED
<b>OUTCOME EVALUATION</b>	
Outcome evaluation seeks to verify a causal link between the completion of actions and the outcomes outlined in the EDS. Outcomes evaluation identifies who the actions work best for and under what circumstances. It also considers any unintended consequences of our actions for participants and stakeholders with a disability.	Outcome evaluation relies on data and the production of reliable results, meaning that it shouldn't be undertaken until actions have been completed for some time. In the context of this EDS, outcome evaluations will occur every four years to support the revision of the EDS, active in the City of Ryde. Through education, Council will support local businesses to create working environments that: (a) create new employment opportunities for people living with a disability; and (b) encourage employees to disclose their disability to ensure they have the tools they need to perform well.
<b>PROCESS EVALUATION</b>	
Process evaluation looks at how actions are delivered, describing the action's current operating conditions and identifying processes hindering success completion.	Process evaluation should be ongoing and should start early in the delivery of an action. When performed early, process evaluation will improve the action's implementation. Periodic process evaluation can produce evidence and meaningful insights for outcomes evaluation (i.e., it helps ensure the data is collected to support outcomes evaluation).
<b>EX-ANTE ECONOMIC EVALUATION</b>	
Economic evaluation identifies, measures, and values an action's economic costs and benefits post-project completion. A practical approach to ex-ante economic evaluation follows the same approach used to produce a Cost-Benefit Analysis. Completing it post an action's completion (ex-ante).	Economic evaluation assigns a value to an action's inputs and outcomes. Therefore, a quality economic evaluation can only be undertaken when an action has produced all the reliable results and data needed to perform the analysis (which may not be until all benefits have been fully realised). Ex-ante evaluation can be a costly exercise and will be reserved for activities where the evaluation's value is commensurate to the cost of conducting the evaluation.

<sup>2</sup> <https://www.treasury.nsw.gov.au/finance-resource/evaluation-policy-and-guidelines>





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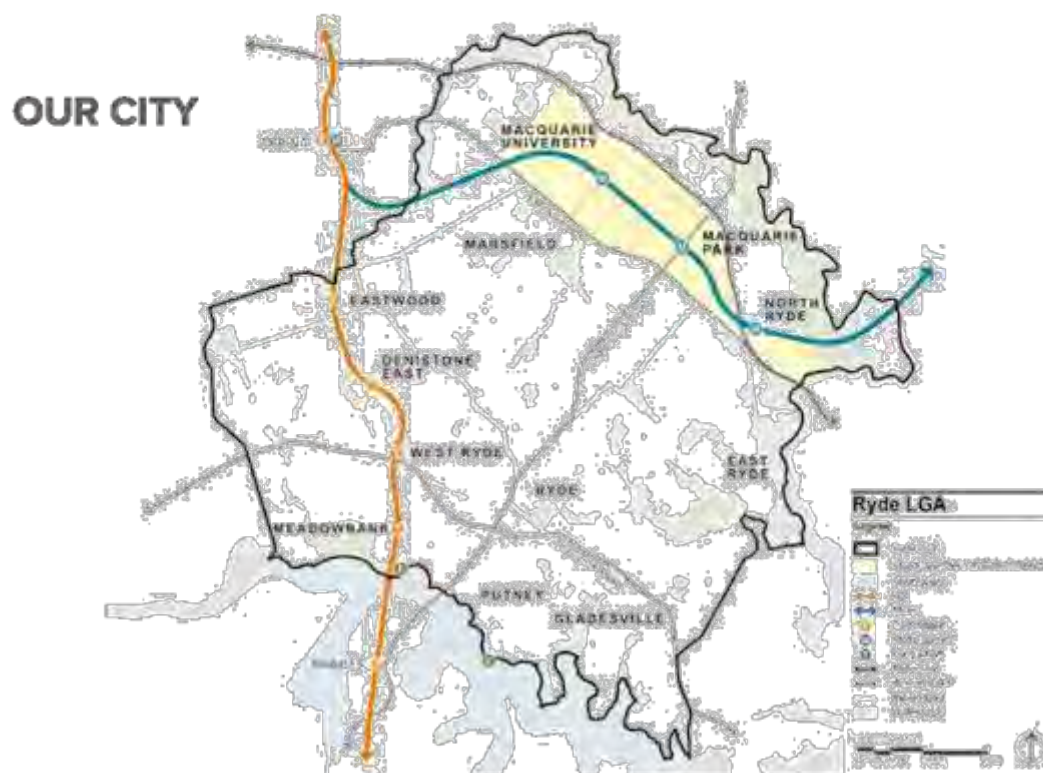
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## 2 CITY PROFILE



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Wullumatta was the original name given to the area and likely derived from the Wallumedegal term for snapper fish, wullumai, and matta, a place usually associated with water. The Aboriginal name survives in the Wullumatta Nature Reserve in North Ryde.

European occupation dates from 1972, when the first land grants were made along the northern bank of the Parramatta River. By 1841, the name Ryde began to emerge for the district. It was derived from its English namesake on the Isle of Wight. The area first came into legislative existence in 1870 as the Municipal District of Ryde. During its early years, the district was largely agricultural.

By the late 1900s, villages and town centres began to spring up along main roads and around train stations, bringing with them a large increase in population. Throughout the 1950s, Ryde continued to grow and urbanise. In 1957, Top Ryde, Australia's first drive-in shopping mall, opened its doors.

Macquarie University was established in 1964 alongside Australia's original innovation district—the Macquarie Park Innovation District—a Federal Government initiative. Ryde was home to booming industrial and scientific sectors, including the establishment of several CSIRO facilities and the Gladesville industrial estate.

Macquarie Shopping Centre opened in 1981 and remains one of the largest shopping centres in New South Wales to this day.

Today, the City of Ryde Local Government Area (LGA) covers an area of approximately 40 square kilometres, including waterways and parklands. It is located 12 kilometres from the Sydney CBD. It includes 16 suburbs, two major rivers, 200 hectares of natural areas, 207 parks and open spaces, a globally competitive university, two TAFE colleges, and the Institute of Applied Technology – Digital.

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**2 | CITY PROFILE**

  
Approximately  
**135,000**  
**RESIDENTS**

  
**LGA AREA**  
Approximately  
**40km<sup>2</sup>**

  
Home to  
**14,361**  
**BUSINESSES**

Table 2 Macquarie Park Key Statistics

**CITY OF RYDE PROFILE CONTINUED**

In 2023, the City of Ryde was home to approximately 135,000<sup>3</sup> residents and approximately 92,000 jobs. The City of Ryde LGA is a major employer for residents outside our LGA, with over 71,000 people working in the area who live outside of the City. Only a third of our working population work within the LGA, demonstrating an opportunity to create more local employment opportunities. Our City's resident workforce is highly educated, with an above-average proportion of female workers.

The City of Ryde is home to 14,361 businesses at the end of June 2023, growing by 431 businesses compared to June 2022. The City of Ryde's growth rate for businesses between 2022 and 2023 financial years was 3.1% - higher than the Parramatta LGA (1.5% growth), City of Sydney LGA

(2% growth), and North Sydney LGA (-0.3% decline).

The Macquarie Park Innovation District is a nationally significant economic hub, contributing \$13.6 billion<sup>4</sup> to the NSW economy – representing more than half of the City of Ryde LGA's Gross Regional Product, seeing the LGA, along with North Sydney, place behind only the City of Sydney in contributing to NSW's Gross State Product. Industrial areas throughout the south of the LGA, in Gladesville and West Ryde, provide critical anchor points for productivity, employment, and a diverse economy and contribute towards the NSW Government's broader vision of 30-minute cities – where people can get from their homes to their workplaces within 30 minutes on public transport, seven days a week.

**CITY OF RYDE**

**POPULATION PROJECTIONS**

2024	2041
142,508	180,341

Figure 6 - Population Projections<sup>5</sup>





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Macquarie Park (Census, 2021)	
People	11,071
Families	2,736
Dwellings	6,142
Avg. Number of people per household	2
Median weekly household income	\$1,886

Table 3 Macquarie Park Key Statistics

Australia's original Innovation district, the Macquarie Park Innovation District, is home to the world-class Macquarie University, headquarters of multinational organisations, startups, scale-ups, and established Australian businesses across a variety of high-growth, deep technology sectors.

The strengths of the Macquarie Park Innovation District include its diverse innovation ecosystem, proximity to key population areas (including Sydney's CBD), access to a pipeline of talent via Macquarie University, and the presence of two TAFE campuses and the Institute of Applied Technology—Digital in the broader LGA.

As an economic powerhouse within Australia's knowledge economy, the Macquarie Park Innovation District hosts leading organisations in high-value-adding sectors, including financial services, professional, scientific, and technical services, property services, information media, telecommunications, and health.

Its industrial profile<sup>3</sup> encompasses higher education, research,

Innovation, and emerging industries, which are expected to generate continuous, high levels of R&D activity and make an important contribution to the continued growth of NSW and Australian productivity and economic output.

The presence of a diverse, deep technology sector and innovation activity is a key driver of success in the Macquarie Park Innovation District. Levels of investment and economic contribution are similar to or exceed those seen in other leading Australian Innovation districts. Macquarie Park Innovation District's strengths are centred on an enterprise culture featuring partnerships between diverse organisations. Multinational and emerging organisations across high-growth sectors are located alongside world-class research and knowledge institutions.

While the Macquarie Park Innovation District is an established innovation district, continued support is required to ensure that it remains a globally competitive innovation

district propelling economic growth. Unlocking the full potential of the Macquarie Park Innovation District will require:

- Enhancements to public infrastructure (such as open spaces, footpaths and cycle paths), commercial infrastructure (such as innovation spaces), and enabling infrastructure (such as utilities).
- A balanced approach to development – delivering an increase in housing alongside access to employment opportunities, essential services, and essential infrastructure.
- Increased incentives aimed at de-risking R&D – including incentives targeting businesses and landowners.
- Improved operational performance, including greater cooperation and collaboration between all tiers of government and the private sector regarding the advancement of the Macquarie Park Innovation District.

<sup>3</sup> <https://profile.id.com.au/ryde/population>

<sup>4</sup> BioIntellect, March 2024; *Economic Importance of the Macquarie Park Innovation District in the local, state, and national economy*; prepared for Macquarie University



## ITEM 9 (continued)

## ATTACHMENT 1

 CITY OF RYDE ECONOMIC DEVELOPMENT STRATEGY JULY 2024

### ② | CITY PROFILE

## OUR ECONOMIC CENTRES

### EASTWOOD



Eastwood (Census, 2021)	
People	18,695
Families	5,160
Dwellings	7,283
Avg. Number of people per household	2.8
Median weekly household income	\$1,945

Table 3 Eastwood Key Statistics

Eastwood is a vibrant economic centre within the City of Ryde. It is celebrated for its multiculturalism and is a destination for foodies. Eastwood boasts a diverse array of shops, eateries, and cultural attractions and is home to two of the City's largest events: the *Granny Smith Festival* and the *Lunar New Year Festival*.

Eastwood attracts visitors from across Sydney and beyond. Its retail and hospitality scene, particularly along Rowe Street and surrounding areas, contributes significantly to the local economy, generating employment opportunities alongside places for social gatherings.

Eastwood's economy has developed organically, with the local community actively involved in shaping Eastwood as a cultural destination. This is complemented by the presence of high-quality open space and playing fields adjacent to the Eastwood

shopping centre and the Eastwood Railway Station.

Key economic challenges to overcome in the Eastwood economic centre include the need to improve flood resilience and the need to improve connections between the eastern and western sides of the Eastwood Railway Station.

Beyond broader urban renewal, key economic opportunities for Eastwood include enhancing its role as a multifaceted tourism destination. This includes leveraging the centre's existing strengths in multiculturalism, hospitality, and retail to support an enhanced night-time economy. It also includes exploring opportunities for healthcare services and leveraging the redevelopment of the nearby Ryde Hospital. This could include, for example, encouraging health service providers to operate later into the evening.

**ITEM 9 (continued)**

**ATTACHMENT 1**



West Ryde - Meadowbank (Census, 2021)	
People	20,102
Families	5,627
Dwellings	9,119
Avg. Number of people per household	2.4
Median weekly household income	\$2,019

Table 4 West Ryde - Meadowbank Key Statistics

West Ryde-Meadowbank serves as a pivotal economic centre within the City of Ryde, characterised by its strategic location, transport infrastructure, and education institutions (TAFE and the Institute of Applied Technology - Digital).

Home to two railway stations, key bus routes and the Meadowbank Ferry Wharf, the area facilitates commuter traffic and supports local businesses that can leverage public transport connections for their customers or local roads for the movement of goods. Moreover, the presence of the TAFE, schools, and the Institute of Applied Technology—Digital contributes to the local economy through education-related spending and ancillary services.

The Greater Sydney Commission's 2020 *Meadowbank Education and Employment Precinct Master Plan (MEEP)* gave residents, businesses, and workers hope that the precinct surrounding the new school and TAFE site would include improvements to the area, such as enhanced open space through the use of the Sydney Water site, improved walkability through the West Ryde industrial lands, and intensification of employment opportunities. Although Council is supportive of the MEPP, it is yet to be realised and there is no certainty that the Master Plan will be implemented.

Local stakeholders are beginning to take the renewal of West Ryde-Meadowbank into their own hands.





**ITEM 9 (continued)**

**ATTACHMENT 1**



Positively, stakeholders are seeking opportunities to deliver lifestyle and employment opportunities to residents through increased housing and diversified employment opportunities. While positive, an unplanned approach could be detrimental to the area.

The loss of employment lands for residential development could turn the area into a commuting suburb—a location where you live but don't have opportunities for work.

The key economic opportunities for West Ryde-Meadowbank come from leveraging employment opportunities linked to educational facilities. An innovative approach is needed to renew the West Ryde industrial lands – finding a planning outcome that could potentially support residential development while unlocking employment opportunities that enable

existing businesses to remain while also encouraging new businesses into the area –particularly businesses that could leverage Australia's growing industry 4.0 sectors (e.g., a university-backed Testlab alongside spaces for robotic design, manufacturing, assembly, and testing).

Other economic opportunities for West Ryde-Meadowbank include experienced-based night-time economy opportunities. Development activities that unlock cultural experiences, live entertainment, outdoor dining and markets could improve the vibrancy of the area. This could attract accommodation service providers, whose customers could benefit from a vibrant local scene alongside its strategic location and connections to other entertainment and employment centres across Sydney, such as Sydney Olympic Park.

**ITEM 9 (continued)**

**ATTACHMENT 1**



Gladesville (Census 2021)	
People	12,867
Families	3,451
Dwellings	5,866
Avg. Number of people per household	2.4
Median weekly household income	\$2,257

Table 5 Gladesville Key Statistics

Gladesville is a unique economic centre for the City of Ryde. It is a small and boutique economic centre that supports an array of hospitality and retail businesses. The broader suburb of Gladesville, however, is a destination for recreation. This is due to the area's location on the picturesque banks of the Parramatta River.

Although public transport connectivity throughout Gladesville can be challenging, the economic centre is frequently serviced by buses

connecting locals to destinations like Chatswood, Top Ryde and West Ryde.

Improved public transport connections along Victoria Road could encourage increased densification around the economic centre, unlocking more opportunities for the hospitality and retail sectors. Improved connections between the economic centre and the foreshore could also unlock tourism opportunities linked to recreational boating, fishing, events, and short-term rental accommodation.





**ITEM 9 (continued)**

**ATTACHMENT 1**

 CITY OF RYDE ECONOMIC DEVELOPMENT STRATEGY JULY 2024

**2 | CITY PROFILE**



Ryde (Census, 2021)	
People	31,907
Median age	36
Families	8,732
Dwellings	14,153
Avg. Number of people per household	2.4
Median weekly household income	\$2,024

Table 6 Ryde Key Statistics

Distinguished by the mixed-use redevelopment of the Top Ryde Shopping Centre, Top Ryde provides residents and workers with modern amenities, retail outlets and dining options, alongside entertainment facilities and spaces for social interaction.

Top Ryde is in a strategic location, connecting commuters to Victoria Road (East/West) and Lane Cove Road (North/South). Its public transport network also connects commuters to the West Ryde railway station and metro stations in Macquarie Park and Chatswood.

Top Ryde is well located in terms of its connections to other economic centres across the City of Ryde as well as the Macquarie Park Innovation District. It is challenged, however, by a

lack of densification and an inefficient public transport network (for example, in the Monday morning peak, it would take you three times longer (30 minutes) to use public transport to get to Macquarie University compared to using a private motor vehicle (10 minutes)).

The demolition of Council's existing administration building represents both an economic challenge and an economic opportunity. The loss of the Civic Hall as a venue has created market opportunities for other service providers; however, it has also led to increased costs for community groups and not-for-profits looking for low-cost venues. The site is a catalyst site for broader economic activities within Top Ryde. Continued stalling on a resolution for the site will continue to impact the local economy.

**ITEM 9 (continued)**

**ATTACHMENT 1**

## SMALL AND NEIGHBOURHOOD CENTRES

The City of Ryde is blessed with a large amount of small and neighbourhood centres, which:

- Offer an alternative destination to larger economic centres,
- Are places with a distinctive character, which encourage strong and diverse communities to grow,
- Provide convenient access to local retail and population-serving services,
- Provide an opportunity for a mix of housing types nearby,
- Enhance the health and wellbeing of the local community through active living, and
- Support a strong local economy and provide local employment opportunities.

The City of Ryde recognises the following small and neighbourhood centres:

Small and neighbourhood centres

Fiveways, Eastwood	Putney Village, Putney
David Avenue, North Ryde	Flinders Road, North Ryde
Bowden Street, Ryde	Cobham Avenue, Melrose Park
Tennyson Road, Putney	Agincourt Road, Marsfield
Monash Road, Ryde	Cox's Road, North Ryde
Shepherds Street, Victoria Road, Ryde	Blaxland Road, North Ryde
Allars Street, Denistone West	Callaghan Street, North Ryde
Watts Road, Ryde	Balaclava Road, North Ryde
Trafalgar Place, Marsfield	Dolg Avenue, Denistone East
Sager Place, East Ryde	Midway, Ryde
Quarry Road, Ryde	Pittwater Road, Boronia Park
Lachlan's Line, North Ryde	Avon Road, North Ryde
	Blenheim Road, North Ryde

Table 7 - Small and neighbourhood centres, City of Ryde





**ITEM 9 (continued)**

**ATTACHMENT 1**

# 3 STATE OF THE ECONOMY



ITEM 9 (continued)

ATTACHMENT 1

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## AUSTRALIA'S ECONOMY

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The following has been extracted from the Australian Government's 2023/24 Mid-Year Economic and Fiscal Outlook<sup>5</sup>

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- Facing high but moderating inflation, high-interest rates and global economic uncertainty, the Australian economy has slowed in expected ways.
- While inflation is still too high, it continues to moderate, and real wages are beginning to grow.
- The unemployment rate is low, and the participation rate is near record highs.
- The global economic outlook remains highly uncertain. Global growth is expected to slow over the next two years as persistent inflation and higher interest rates weigh on economic activity.
- The Australian economy is expected to expand by 1.75% in 2023/24 before regaining momentum in 2024/25 as improving real incomes support a recovery in household consumption.
- A deficit of \$1.1 billion is forecasted in 2023/24, an improvement of \$12.8 billion since the 2023/24 May Budget.

<sup>5</sup> <https://budget.gov.au/content/mynfo/>





**ITEM 9 (continued)**

**ATTACHMENT 1**



## NEW SOUTH WALES ECONOMY

The following has been extracted from NSW Treasury's 2023/24 Half-Yearly Review:<sup>6</sup>

- The NSW economy has remained resilient – supported by rapid population growth and a strong labour market.
- Inflation is easing but remains at an elevated level.
- Economic growth is forecast to continue below trend in the near term despite a modest upward revision for 2023/24. The upward revision reflects stronger population growth and the economy's resilience to date.
- Spending has been tightly controlled. However, high inflation,

high bond yields, a reduction in the national GST pool, and the Australian Government's withdrawal of major infrastructure funding have maintained pressures on the State Budget result.

- High inflation and rising interest rates are also impacting household consumption, with the State's GST receipts forecast to be \$1.9 billion lower over the four years to 2026/27.

- State revenues have also been impacted by an estimated \$3.2 billion reduction in infrastructure funding following the *Infrastructure Investment Program Strategic review* by the Australian Government in May 2023.

- The budget result has worsened by \$1.7 billion relative to the 2023/24 Budget, largely due to a \$0.8 billion deterioration in the State's projected investment returns, a \$0.4 billion reduction in Australian Government funding for infrastructure, and a \$0.5 billion increase in interest expenses.

- Despite the pressure on the State's operating position, the Government remains on track to return to a modest budget surplus of \$475.1 million in 2024/25. Surpluses are expected to continue in 2025/26 and 2026/27 at \$1.2 billion and \$288.0 million respectively.

<sup>6</sup> [https://www.budget.nsw.gov.au/sites/default/files/2023-12/2023%2024\\_2023-24-Half-Yearly-Review.pdf#page=47](https://www.budget.nsw.gov.au/sites/default/files/2023-12/2023%2024_2023-24-Half-Yearly-Review.pdf#page=47)

## ITEM 9 (continued)

## ATTACHMENT 1



# CITY OF RYDE'S ECONOMY

• Calculated using the expenditure method, the City of Ryde LGA's Gross Regulation Product (GRP) was estimated to be **\$18.06 billion** at the end of 2023. Comparatively, the City of Ryde's GRP is higher than Canberra<sup>7</sup> (\$16B) and Hobart<sup>8</sup> (\$8B), but less than Adelaide<sup>9</sup> (\$22B) and the neighbouring Parramatta<sup>10</sup> LGA (\$28B).

• The City of Ryde LGA is home to an estimated **91,764 jobs**<sup>11</sup>, with the top industry sectors for employment being:

- o Health Care & Social Assistance (13,783 jobs)
- o Wholesale Trade (12,021 jobs), and
- o Professional, Scientific & Technical Services (11,500 jobs).

• Jobs across the City of Ryde LGA are concentrated in the economic

centres of Eastwood, Top Ryde, and West Ryde and highly concentrated in the Macquarie Park Innovation District (covering Macquarie Park and North Ryde).

• At the end of 2023, the total wages and salaries paid to workers in the City of Ryde LGA was \$10.007 billion<sup>12</sup>, with the top industry sectors for total wages and salaries being:

- o Professional, Scientific & Technical Services (\$1.504B),
- o Wholesale trade (\$1.432B) and
- o Health Care & Social Assistance (\$1.328B).

• According to the Australian Bureau of Statistics, the average weekly earnings for all employees was \$1,300 per week.<sup>13</sup> Over 50% of workers in the City of Ryde LGA receive a weekly income higher than the national average.<sup>14</sup>

## MACQUARIE PARK INNOVATION DISTRICT

A 2024 report<sup>15</sup> prepared for Macquarie University by BioIntellect found that the Macquarie Park Innovation District was home to:

• An ecosystem that contributes approximately \$13.6 billion to the NSW economy – representing more than half of the City of Ryde LGA's GRP, seeing the LGA, along with North Sydney, place behind only the City of Sydney in contributing to NSW's Gross State Product.

• 63,000 highly educated, highly productive, high-income workforce, with provisions for tens of thousands of additional jobs under the Macquarie Park Place Strategy.

• 44,000 higher education students.

• Macquarie University and Macquarie University Hospital – contributing \$400 million to R&D annually.

• #1 for IP registrations by Australian postcode.

• Over \$700 million of investment annually into R&D – translating to approximately \$2.6 billion for the national economy.

Macquarie Park Innovation District is home to the headquarters of many large companies. According to the Forbes 2023 "Global 2000" list<sup>16</sup> (as of 8 June 2023), Macquarie Park was home to 13 of the world's top 200 companies.

<sup>7</sup> <https://economy.id.com.au/rdp/gross-product>

<sup>8</sup> <https://hobart.id.com.au/rdp/gross-product>

<sup>9</sup> <https://economy.id.com.au/rdp/gross-product>

<sup>10</sup> <https://economy.id.com.au/rdp/gross-product>

<sup>11</sup> REMPLAN modelling, based on 2021 Census data

<sup>12</sup> REMPLAN modelling, based on 2021 Census data

<sup>13</sup> <https://www.abs.gov.au/statistics/labour/earnings-and-working-conditions>

<sup>14</sup> REMPLAN modelling, based on 2021 Census data

<sup>15</sup> BioIntellect, March 2024; Economic Importance of the Macquarie Park Innovation District in the local, state, and national economy; prepared for Macquarie University

<sup>16</sup> <https://www.forbes.com/lists/global2000/?sh=205c4905ec0>

**ITEM 9 (continued)**

**ATTACHMENT 1**

# 4 OUR STRATEGY





**ITEM 9 (continued)**

**ATTACHMENT 1**

**VISION AND OBJECTIVES**

**VISION**

This EDS maintains Council's existing vision for the City of Ryde's economy:

***"A resilient economy that fosters innovation, attracts investment and celebrates diversity."***

**ECONOMIC OUTCOMES**

This EDS establishes the following eight economic outcomes for the City of Ryde LGA:

<b>JOB GROWTH</b>	Increase the number of jobs available across the City of Ryde
<b>BUSINESS EXPANSION</b>	Encourage existing businesses to expand their operations locally
<b>INVESTMENT ATTRACTION</b>	Attract new investment from outside of the City of Ryde
<b>ENTREPRENEURSHIP</b>	Foster a supportive environment for startups, scaleups and small business
<b>INNOVATION</b>	Protect and enhance the City's innovation ecosystem
<b>INFRASTRUCTURE</b>	Improve transportation, utilities, and other essential infrastructure for business
<b>WORKFORCE DEVELOPMENT</b>	Enhance the skills and education levels of the local workforce
<b>QUALITY OF LIFE IMPROVEMENT</b>	Enhance amenities, recreational facilities, climate resilience, and overall liveability of the City of Ryde



**ITEM 9 (continued)**

**ATTACHMENT 1**

## ECONOMIC OBJECTIVES

JOB GROWTH	
4-YEAR OBJECTIVES (2024/25 – 2027/28)	DETAIL
Increase the number of jobs within the City of Ryde by 10% within four years.	At the end of 2023, the City of Ryde had 91,764 jobs. Achieving 10% growth in the number of jobs within the City of Ryde would see the City have at least 100,931 jobs by 2027/28.
Increase awareness of the tourism offerings in the City of Ryde.	<p>Whilst tourism directly supports approximately 1,200 jobs, there is very little information available to visitors about the tourism experiences available in the City.</p> <p>Increasing the awareness of tourism and visitor activities will support new visitors to the City, increasing opportunities for businesses to expand their offerings.</p>
Support local businesses to employ more people living with a disability.	<p>There are a range of disability employment service providers active in the City of Ryde. Through education, Council will support local businesses to create working environments that:</p> <ul style="list-style-type: none"> <li>(a) create new employment opportunities for people living with a disability, and</li> <li>(b) encourage employees to disclose their disability to ensure they have the tools they need to perform well.</li> </ul>
ENTREPRENEURSHIP	
Increase the number of new startups within the City of Ryde by 25% within four years.	Macquarie University's Incubator supported 43 startups in 2023, 24 of which were new startups. Although more work is needed to understand the broader startup ecosystem across the City of Ryde, increasing the number of new startups through Macquarie University's Incubator would be 30.



**ITEM 9 (continued)**

**ATTACHMENT 1**

<b>BUSINESS EXPANSION</b>	
<b>4-YEAR OBJECTIVES (2024/25 – 2027/28)</b>	<b>DETAIL</b>
Increase the number of businesses registered in the City of Ryde by 10% within four years.	At the end of 2023, the City of Ryde was home to 14,361 businesses. Achieving 10% growth in the number of businesses registered within the City of Ryde would see the City home to at least 15,797 businesses by 2027/28.
Double the number of Indigenous businesses certified and registered with Supply Nation within the City of Ryde within four years.	<p>According to the Supply Nation's Indigenous Business Register, there are 729 verified Indigenous businesses registered within a 100km radius of the City of Ryde LGA. However, only five Indigenous business are registered within the City of Ryde LGA.</p> <p>Similarly, there are 347 verified Indigenous businesses certified within a 100km radius of the City of Ryde LGA. However, only three Indigenous businesses are certified within the City of Ryde LGA.</p> <p>Doubling the number of Indigenous businesses would increase the number of Indigenous businesses certified and or registered within the City of Ryde LGA to at least 16.</p> <p><i>Note: Certified suppliers are Indigenous businesses that are 51% or more owned, managed and controlled by Aboriginal or Torres Strait Islander people.</i></p> <p><i>Registered suppliers are Indigenous businesses that are 50% or more owned by Aboriginal or Torres Strait Islander people.</i></p>
Increase the number of businesses owned by women by 10% within four years.	<p>As of May 2021, less than a third of businesses in the City of Ryde were owned by women (67.8% male business owners, 32.2% female owners).</p> <p>Increasing the number of businesses owned by women by 10% would see over 400 new businesses owned by women.</p>
Increase support for businesses owned and operated by people living with a disability.	Research by the University of Technology Sydney in 2020 <sup>17</sup> found that people with a disability are more likely to be self-employed than people without a disability. Increasing awareness and opportunities for businesses owned by a person with a disability creates meaningful employment for people with a disability and supports innovation and entrepreneurship.

<sup>17</sup> <https://www.uts.edu.au/sites/default/files/2024-06/downloads/Australian%20Disability%20Entrepreneurship%20Ecosystem%20Report%20%20240620%20%20Accessibile%20.pdf>





**ITEM 9 (continued)**

**ATTACHMENT 1**

<b>INNOVATION</b>	
<b>4-YEAR OBJECTIVES (2024/25 – 2027/28)</b>	<b>DETAIL</b>
Increase the registration of Intellectual Property (IP) (patents, trademarks, and designs) within the City of Ryde by 10% within four years.	<p>Based on a search of IP registrations, the City of Ryde was home to 4,920 IP registrations, with the Macquarie Park Innovation District being Australia's number 1 postcode for new IP registrations.</p> <p>At the time of creating this EDS, IP Australia was reviewing their approach to publishing IP data. Synthesis of current datasets requires systems not available to the Council at the time of creating the EDS.</p> <p>Utilising the publicly available figure for 2019, a 10% increase would equate to an increase of at least 490 new IP registrations over the next four years.</p>
<b>INVESTMENT ATTRACTION</b>	
Attract \$50 million in new business investment from outside the City of Ryde within four years.	<p>Investment monitoring will be linked to new business activities—businesses moving to and investing in the City of Ryde.</p> <p>Although extremely valuable to the economy, investment attraction does not include investment by the development sector into residential and commercial real estate developments due to the existing pipeline of development activity.</p>
<b>INFRASTRUCTURE</b>	
Support the delivery of two major infrastructure projects that contribute to economic growth within four years.	Support the delivery of infrastructure projects that will act as a catalyst for urban redevelopment across the City of Ryde's economic centres (e.g., flood mitigation, public transport enhancement, roads, and pedestrian connections).
<b>WORKFORCE DEVELOPMENT</b>	
Increase the number of residents enrolled in higher learning (tertiary and vocational training) by 10% within four years.	<p>According to the 2021 census, 10,004 of the City's 129,116 residents were attending a university, and 3,448 were attending a TAFE/Vocational education institution.</p> <p>An increase of 10% will see at least 14,797 residents actively enrolled in a university or TAFE/Vocational education facility.</p>



**ITEM 9 (continued)**

**ATTACHMENT 1**

QUALITY OF LIFE IMPROVEMENT	
4-YEAR OBJECTIVES (2024/25 – 2027/28)	DETAIL
Enhance workers' access to public open space across the Macquarie Park Innovation District and City of Ryde's economic centres in line with the Council's Public Open Space Strategy.	<p>Stakeholders noted that the quality of the urban environment had a direct impact on their ability to attract high quality workers. Protecting and improving access to public open space and greenery is a priority for the Macquarie Park Innovation District as it faces increased pressure to house more residents.</p> <p>Other economic centres, such as Eastwood and West Ryde-Meadowbank, have open spaces; however, access can be constrained by issues such as pedestrian connections, competition for space, and ownership (e.g., Sydney Water).</p>
Support the increased supply of affordable housing for frontline workers within the City of Ryde.	<p>Increasing the supply of affordable housing within the City of Ryde is critical for the City's diverse workforce needs. Stakeholders noted that many of their frontline workers travel for more than an hour from regions such as Western Sydney and the Central Coast. Limited access to efficient public transport services is making it difficult to attract frontline workers to employment opportunities within the City of Ryde.</p> <p>In addition to employment outcomes, addressing the undersupply of affordable housing can promote social equity and inclusivity within the community, ensuring that individuals and families of diverse socioeconomic backgrounds have access to safe, decent, and affordable housing options.</p>
Reduce greenhouse gas emissions by 20% within four years through energy efficient and renewable energy initiatives for residents and local businesses.	<p>Reducing greenhouse gas emissions will contribute to our National commitment to achieving Net Zero outcomes. Additionally, focusing on energy efficiency and renewable energy initiatives can not only reduce carbon footprints but also promote resource conservation, energy independence, and long-term savings for residents and businesses.</p> <p>Achieving Net Zero presents opportunities for R&amp;D and broader collaboration between organisations inside and outside the Macquarie Park Innovation District.</p>



**ITEM 9 (continued)**

**ATTACHMENT 1**



## IMPLEMENTATION

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Implementation of this Strategy encompasses a multifaceted approach aimed at fostering greater harmony between Council activities, greater collaboration between Councillors and staff, and a more agile delivery of economic development activities.

Key to implementing this Strategy will be ongoing collaboration with local partners, including:

- Local businesses
- Local Chambers of Commerce
- State Government agencies (e.g., Service NSW)
- Local community groups and advisory bodies
- Educational institutions, and
- Peak bodies (e.g., Business NSW).

Implementation will also be linked to the adoption of an *Annual Economic Development Action Plan*, which will be an annual document articulating the actions that will be undertaken in the year to support the fulfilment of the objectives captured within this Strategy.

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ITEM 9 (continued)

ATTACHMENT 1



## ANNUAL ECONOMIC DEVELOPMENT ACTION PLAN

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Council staff will draft Action Plans alongside developing annual budgets and business plans (between November and February each year). With the exception of the first Action Plan, Councillors will be consulted via a Councillor workshop/ planning day in February each year.

The first Action Plan was subject to a Councillor workshop in July 2024.

Councillor feedback, along with project planning and budgeting, shape Action Plans for the forward financial year. As an operational document, the Action Plan will be approved by the CEO and communicated to key stakeholders via Council's website.

The budget for economic development activities will be captured in the Council's broader *Delivery and Operational Plan*.

### Monitoring and Evaluation

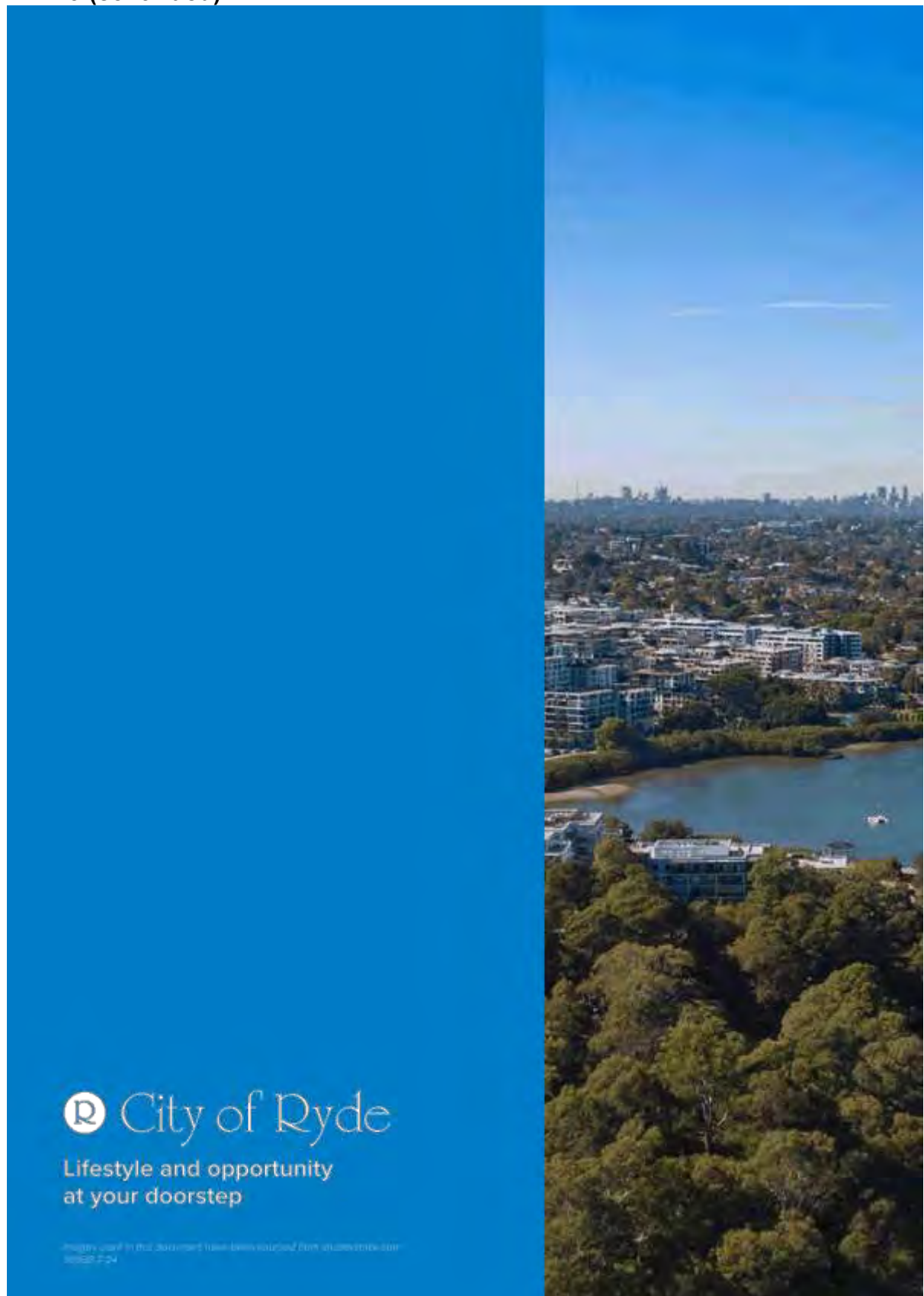
Council's City Economy team will be responsible for monitoring and evaluating this Strategy. Regular monitoring will involve tracking the completion of activities and the progress towards fulfilling the objectives outlined within this Strategy.

Stakeholder feedback, data analysis, and benchmarking will support evaluation activities. Evaluations will include process-based evaluation (evaluating how we are implementing the Strategy) and outcomes-based evaluation (evaluating whether we are on track to achieve our objectives). By embracing a culture of evaluation, staff will be able to deliver more agile and realistic Action Plans.



**ITEM 9 (continued)**

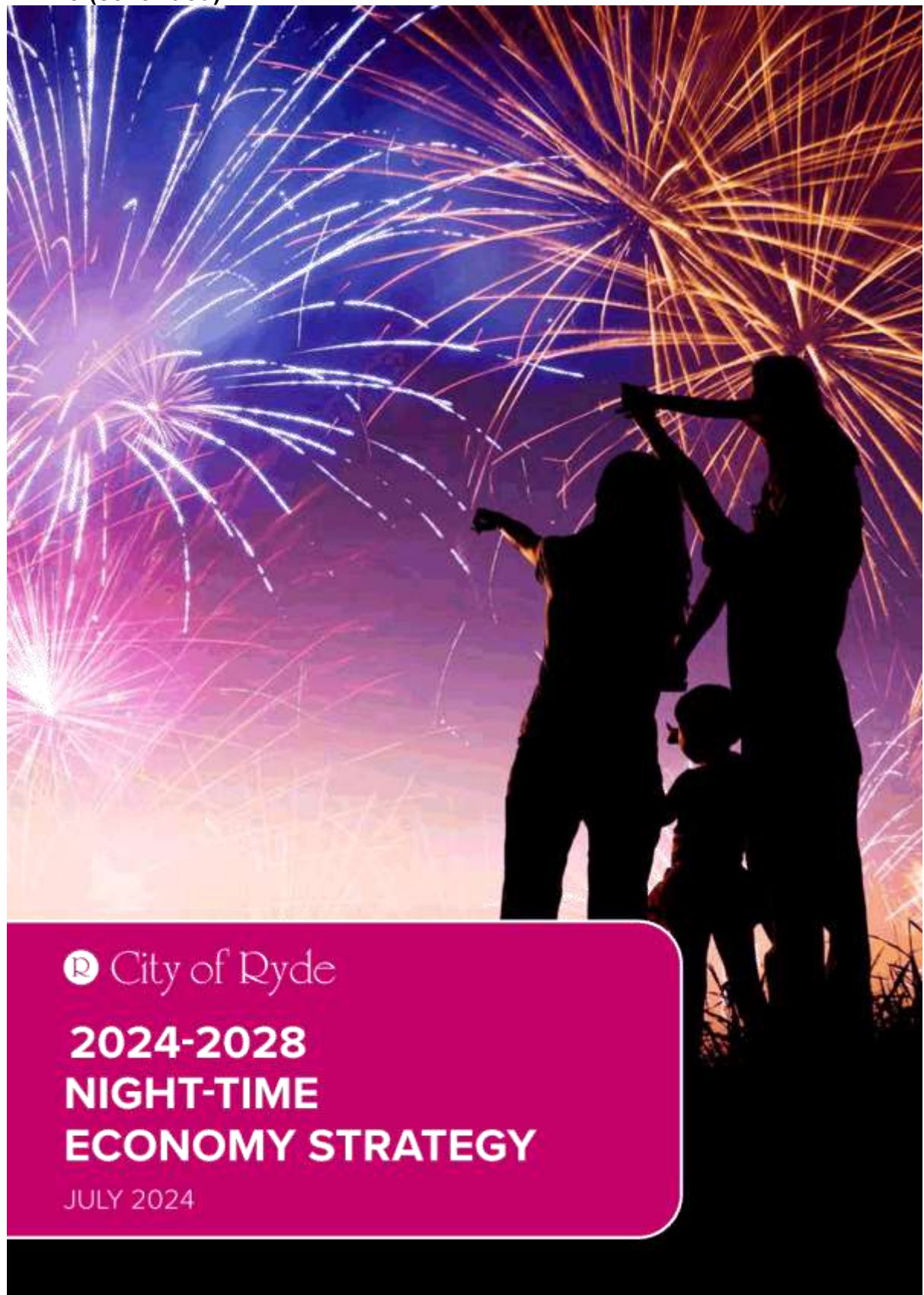
**ATTACHMENT 1**





**ITEM 9 (continued)**

**ATTACHMENT 2**





**ITEM 9 (continued)**

**ATTACHMENT 2**



## ACKNOWLEDGEMENT OF COUNTRY

The City of Ryde values the unique status of Aboriginal people as the Traditional Custodians of the lands and waterways across the Ryde Local Government Area. The City of Ryde acknowledges the Traditional Custodians of the lands and waterways across Ryde, the Wullumedegal Clan of the Darug nation. We pay our respects to Elders, both past and present, and extend that respect to all other Aboriginal and Torres Strait Islander peoples across Australia.



NIGHT-TIME ECONOMY STRATEGY, JULY 2024

**ITEM 9 (continued)**

**ATTACHMENT 2**



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**ITEM 9 (continued)**

**ATTACHMENT 2**



## MESSAGE FROM THE CITY OF RYDE COUNCIL

It is with great pleasure that I introduce the City of Ryde's new *Night-Time Economy Strategy*, an exciting roadmap for cultivating vibrant and inclusive after-hours experiences across our City's various economic centres. As Mayor, I am deeply committed to nurturing a thriving night-time economy that not only enhances our City's cultural vitality but also supports local businesses, fosters social connection, and promotes safety and wellbeing for all.

Our *Night-Time Economy Strategy* acknowledges and embraces diversity, recognising that a one-size-fits-all approach to supporting the night-time economy simply will not suffice. Instead, we must work collaboratively to tailor our efforts to the distinct needs and aspirations of each economic centre, ensuring that every corner

of our City comes alive with its own brand of night-time vibrancy.

By delivering a diverse night-time economy across the City of Ryde, we can create experiences that cater to the varied tastes and preferences of our residents and visitors. Whether it's enjoying a late-night meal at a local restaurant, exploring cultural attractions after dark, or simply taking a leisurely stroll through illuminated streets, there will be something for everyone to enjoy in our City after hours.

I invite all residents, businesses, and stakeholders to join us on this existing journey as we work together to unlock the full potential of our City's night-time economy.

**Mayor, Councillor Trenton Brown**

As Council's CEO, I am dedicated to ensuring that our strategies are not only visionary but also pragmatic, delivering tangible benefits to our community and local businesses. I am pleased to introduce the City of Ryde's new *Night-Time Economy Strategy*, a strategic blueprint aimed at optimising our City's after-hours experience for businesses, residents, workers, and visitors.

This Strategy seeks close collaboration with stakeholders, including businesses, residents, workers, and community groups, to identify opportunities and address challenges in enhancing the night-time experience across our City.

Our operational focus will extend to

implementing practical measures to improve safety, accessibility, and amenity during night-time hours. This may include enhancing lighting and infrastructure, implementing measures to manage noise and crowds, and coordinating with NSW Police to ensure a safe and welcoming environment for all.

Furthermore, we will work diligently to streamline regulatory processes and facilitate business innovation to support the growth of night-time enterprises. By fostering a conducive environment for entrepreneurship and investment, we aim to catalyse economic growth and job creation within our night-time economy.

**CEO, Wayne Rylands**





**ITEM 9 (continued)**

**ATTACHMENT 2**

## HOW TO READ THIS STRATEGY

- ① This Strategy has been broken down into three sections:  
Introduction – an explanation of why the Strategy is needed and how it was developed.
- ② City Profile – a point in time snapshot addressing key night-time economy indicators for the City of Ryde and its various economic centres.
- ③ Strategy – an explanation of what the City of Ryde is trying to achieve for the City's night-time economy.

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### RELATIONSHIP TO ECONOMIC DEVELOPMENT STRATEGY

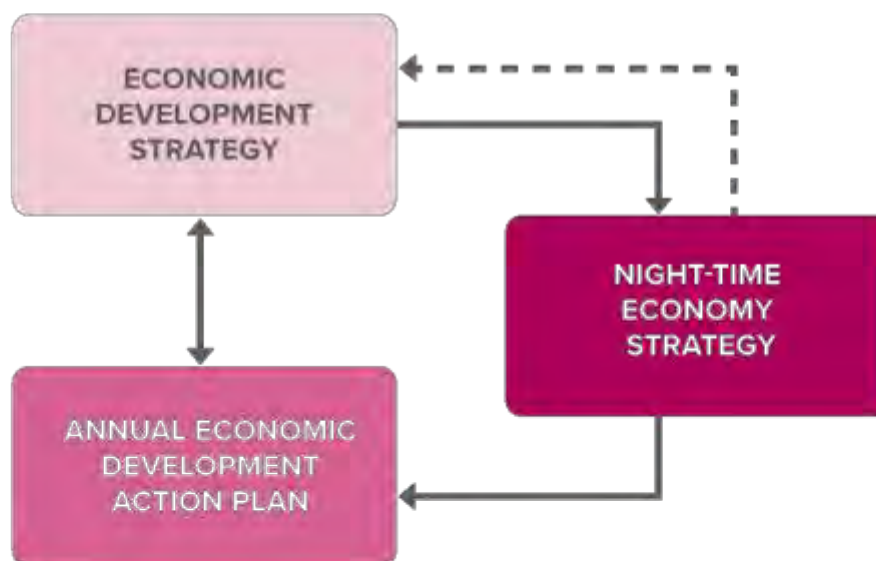


Figure 1 - Relationship between Economic Development Strategy and other Economic Development Strategies

ITEM 9 (continued)

ATTACHMENT 2

# 1 INTRODUCTION



ITEM 9 (continued)

ATTACHMENT 2

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## ABOUT OUR STRATEGY

This *Night-Time Economy Strategy (NTE Strategy)* has been developed to support the implementation of the City of Ryde Council's *(Council) Economic Development Strategy (EDS)*. Both strategies have been designed to establish long-term economic outcomes and four-year objectives, enabling the Council to deliver short-term actions that support long-term economic sustainability.

Please refer to Chapter 1 of the Council's *Economic Development Strategy* for a detailed explanation of the outcomes approach being adopted for the Council's economic development activities.

---

## DESIGNING THIS STRATEGY

### Hours of the Night-Time Economy

The night-time economy covers all economic activity that occurs between 6pm and 6am. The *NSW 24-Hour Economy Commissioner's Office* defines the night-time into three distinctive periods: evening, night-time and late night. In reflection of stakeholder feedback, we have interpreted these periods as the following hours for the City of Ryde:



Evening: 6pm – 9pm



Night-time: 9pm – 12am



Late night: 12am – 6am





ITEM 9 (continued)

ATTACHMENT 2

 CITY OF RYDE 2024-2028 NIGHT-TIME ECONOMY STRATEGY

## CORE INDUSTRIES

Whilst all economic activity that occurs between 6pm and 6am is considered night-time economy, the *NSW 24-Hour Economy Strategy* identifies defines economic activity during the night-time as either a core or supporting industry. The table below outlines the core industries that many people would recognise as being at the heart of the night-time economy.




CORE INDUSTRY	COMMENTARY
 <p><b>ENTERTAINMENT</b></p>	<ul style="list-style-type: none"> <li>The entertainment industry encompasses a wide range of activities, including live music performances, theatre productions, live sport and recreational activities, cinema screenings, and nightlife venues, such as clubs and bars.</li> <li>Entertainment venues and events serve as key anchors within night-time economy precincts, attracting visitors and residents alike with diverse programming and experiences.</li> <li>Live music performances, in particular, contribute to the cultural vitality of a city's night-time economy by showcasing local talent, fostering community engagement, and creating memorable experiences for attendees.</li> </ul>
 <p><b>FOOD</b></p>	<ul style="list-style-type: none"> <li>The food industry encompasses restaurants, cafes, food trucks, and other dining establishments that offer patrons a variety of culinary experiences.</li> <li>Dining out is a popular night-time activity, providing opportunities for socialising, celebration, and exploration of diverse cuisines and cultures.</li> <li>Restaurants and food vendors contribute to the social fabric of night-time precincts, serving as gathering places for friends, families, and colleagues to share meals and create lasting memories.</li> <li>The food industry also supports local farmers, producers, and suppliers, creating economic opportunities along the supply chain and contributing to the overall sustainability of the local food ecosystem.</li> </ul>
 <p><b>BEVERAGE</b></p>	<ul style="list-style-type: none"> <li>The beverage industry encompasses bars, pubs, breweries, and other establishments that serve alcoholic and non-alcoholic beverages.</li> <li>Bars and pubs are integral components of the night-time economy in Australia, offering social spaces for relaxation, socialising, and entertainment.</li> <li>Craft breweries and specialty cocktail bars contribute to the cultural diversity and sophistication of night-time precincts, attracting connoisseurs and enthusiasts seeking unique and high-quality beverages.</li> <li>Responsible alcohol service and management are essential considerations within the beverage industry. They ensure the safety and wellbeing of patrons and maintain a positive reputation for night-time precincts.</li> </ul>

Table 1 - Core industries of the night-time economy

 NIGHT-TIME ECONOMY STRATEGY, JULY 2024

**ITEM 9 (continued)**

**ATTACHMENT 2**

## SUPPORTING INDUSTRIES

The *NSW 24-Hour Economy Strategy* also identifies the important role that supporting industries play in the health of the night-time economy. Supporting industries may be involved in supply chains, the movement of people and goods, or simply population-serving industries responding to unique and localised consumer needs.

### SUPPORTING INDUSTRY COMMENTARY



- The healthcare industry plays a crucial role in supporting the night-time economy by providing essential medical services and emergency care to residents and visitors during night-time hours.
- Hospitals and medical clinics ensure that individuals have access to medical attention and treatment in case of emergencies or health-related issues that may arise during night-time activities.
- Additionally, healthcare professionals such as doctors, nurses, and paramedics working at night require access to safe and efficient public transport services as well as hospitality and retail offerings that improve their night-time experiences.



- The retail industry contributes to the night-time economy by providing opportunities for shopping, leisure, and convenience to residents, visitors, and night-time workers during extended hours.
- Retail establishments such as convenience stores, pharmacies, and late-night supermarkets cater to the needs of consumers seeking essential goods and services outside of regular business hours.
- Additionally, specialty retailers, boutiques, and souvenir shops offer unique shopping experiences and contribute to the cultural diversity and vibrancy of night-time precincts, attracting shoppers and tourists alike.



**ITEM 9 (continued)**

**ATTACHMENT 2**

 CITY OF RYDE 2024-2028 NIGHT-TIME ECONOMY STRATEGY

**SUPPORTING INDUSTRY COMMENTARY**



**HOSPITALITY**

- Building on the core industries of food and beverage, the broader hospitality industry encompasses hotels, motels, hostels, and other accommodations that provide lodging and hospitality services to travellers and visitors during night-time hours.
- Hotels and accommodation providers play a vital role in supporting the night-time economy by offering overnight stays and accommodation to tourists, business travellers, and individuals attending night-time events or activities.
- Overnight stays can lead to increased employment opportunities through increased consumer spending on goods and services during both the day and night-time.



**TRANSPORTATION**

- The transport industry is essential for facilitating mobility and accessibility within and between night-time precincts, enabling residents, workers, and visitors to travel safely and efficiently during night-time hours.
- Public transportation services such as buses, trains, and taxis provide convenient and accessible options for individuals to commute to and from night-time destinations. They reduce reliance on private vehicles and alleviate traffic congestion.
- Ridesharing services and bike/scooter-sharing programs can also offer alternative modes of transportation for individuals seeking flexible and sustainable travel options within night-time precincts.



**SERVICES**

- The services industry encompasses a wide range of businesses and professionals that provide essential services to support the night-time economy, including security, cleaning, and event management.
- Security services play a critical role in ensuring the safety and security of night-time precincts, providing surveillance, crowd control, and emergency response services to prevent and address incidents of crime and disorder.
- Cleaning and maintenance services help to ensure that night-time precincts remain clean, tidy, and welcoming for residents and visitors, enhancing the overall aesthetic and liveability of night-time environments. These services, also support the day-time operations of other commercial enterprises.
- Event management services support the planning and execution of night-time events, festivals, markets, and entertainment activities, providing logistical support, staffing, and coordination to ensure successful and memorable experiences for attendees.

 NIGHT-TIME ECONOMY STRATEGY, JULY 2024

Table 2 - Supporting Industries of the night-time economy



ITEM 9 (continued)

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## BENEFITS ASSOCIATED WITH THE NIGHT-TIME ECONOMY

As noted in Council's EDS, economic development isn't traditionally a core role of local governments; however, community and business stakeholders have an increasing expectation of councils to play a greater role in delivering social, environmental, and economic benefits to society.

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**Research and engagement activities used to inform this Strategy identified the following benefits of a vibrant night-time economy:**

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## ITEM 9 (continued)

## ATTACHMENT 2



### NEW EMPLOYMENT OPPORTUNITIES

The expansion of the night-time economy in the City of Ryde will create new job opportunities across core and supporting industries. For example, the opening of new bars, restaurants, and entertainment venues may lead to job creation for bartenders, servers, performers, and event staff. This provides employment opportunities for residents, particularly young adults, and contributes to economic growth.

### ATTRACTING TALENT

A vibrant night-time economy in the City of Ryde will contribute to attracting talented and skilled professionals seeking dynamic and culturally rich communities to live and work in. The NSW Innovation and Productivity Council recognises that the culture of cities can help attract talented and skilled professionals.<sup>7</sup> Businesses within the Macquarie Park Innovation District, for example, have noted that their workforce has a growing desire for social and cultural activities closer to work. A thriving nightlife scene may be more appealing to young professionals and creatives looking for exciting opportunities and vibrant social life, thus bolstering the city's talent pool and fostering innovation and creativity.

### INCREASED SAFETY

A growing night-time economy in the City of Ryde will require the prioritisation of investment into safety measures and greater collaboration with community policing to support the wellbeing of residents, workers and visitors. For instance, improved lighting, passive surveillance, and CCTV surveillance in economic centres may help deter crime and antisocial behaviour, creating a safer environment for night-time activities and enhancing public confidence in the city's nightlife offerings.

<sup>7</sup> NSW Innovation and Productivity Council 2022, *Global talent wars: learning from locations that attract the best* Council Research Paper, Sydney.



**ITEM 9 (continued)**

**ATTACHMENT 2**



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**SOCIAL AND CULTURAL CONNECTIONS**

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A vibrant night-time economy in the City of Ryde will provide opportunities for residents, workers, and visitors to forge social and cultural connections, fostering a sense of belonging and community pride. For example, hosting cultural festivals, live music performances, and night markets in economic centres may bring more people together from diverse backgrounds to celebrate shared interests and experiences, promoting inclusivity and social cohesion.

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**RECREATIONAL OPPORTUNITIES**

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Our inclusive approach to the night-time economy in the City of Ryde will encourage a wide range of recreational activities for residents, workers, and visitors to enjoy during evening hours. Improved lighting around the Paramatta River, parks, and open spaces with access to amenities such as walking trails, cycling paths, and recreational facilities may encourage more active lifestyles and provide opportunities for relaxation, exercise, and leisure activities after dark.

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## ITEM 9 (continued)

## ATTACHMENT 2

 CITY OF RYDE 2024-2028 NIGHT-TIME ECONOMY STRATEGY

# GOVERNANCE

The night-time economy in the City of Ryde is overseen by a diverse array of stakeholders, including both NSW Government agencies and Council.

## COUNCIL'S ROLE

Council plays a crucial role in shaping and nurturing the night-time economy, including:

---

**Approvals** – regulatory approvals to facilitate the establishment and operation of businesses and events within the night-time economy (e.g., outdoor dining).

---

**Events** – organising and supporting a diverse range of cultural, entertainment, and community events to enhance the vibrancy of different economic centres.

---

**Master planning** – Developing comprehensive land use master plans and urban design guides to guide the sustainable development and growth of different economic centres.

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**Policy work** – Using an evidence-based research and stakeholder engagement to formulate and implement policies and initiatives that support the growth, diversity, and sustainability of the night-time economy.

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## NSW GOVERNMENT

The NSW Government plays a significant role in shaping the regulatory framework for the night-time economy. They also provide support to the night-time economy in the City of Ryde through various grant programs. Key State Government initiatives currently underway include:

---

**NSW 24-Hour Economy Strategy (refresh)** – A State-wide strategy aimed at revitalising and diversifying the State's night-time economy, with a focus on enhancing vibrancy and cultural offerings.

---

**NSW Vibrancy reforms** – Legislative and regulatory reforms to support the growth of vibrant and inclusive economic centres, including measures to streamline approvals and reduce red tape for businesses and events.

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**Uptown** – A government-led initiative to promote the development of innovative and creative precincts build around cultural expressions.

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**Special Entertainment Precincts** – A state-wide initiative where local councils can designate a defined area to manage sound and trading hours of local venues. This may be an individual premise, streetscape, or larger area, and is designed to support live music and night-time economy venues through legislative changes.

 NIGHT-TIME ECONOMY STRATEGY, JULY 2024

**ITEM 9 (continued)**

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## **2 OUR CITY**

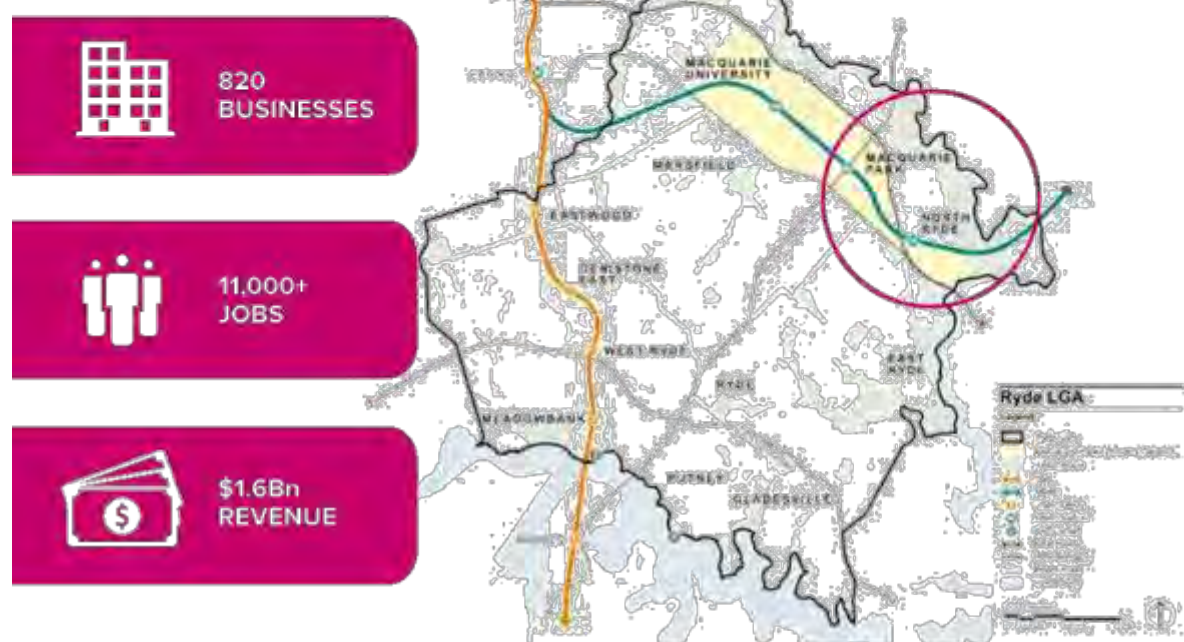


**ITEM 9 (continued)**

## ATTACHMENT 2



## OUR CITY'S NIGHT-TIME ECONOMY



The night-time economy within the City of Ryde is experiencing a period of transition and evolution – driven by changing consumer preferences, demographic shifts, inflation, and cost-of-living pressures.

While traditionally centred around food and beverage experiences, the City's night-time economy is evolving to encompass a broader range of experiences, including a more diverse variety of cultural events, nightlife attractions, and other lifestyle/recreational pursuits.

One notable trend is the increasing demand, particularly from young people, for immersive and experiential offerings, such as themed pop-up events, interactive installations, and experiential dining experiences.

These innovative concepts cater to a growing segment of consumers seeking unique and memorable experiences (i.e., Instagram moments) during evening hours, contributing to the diversification and enrichment of the night-time economy.

As noted in Council's *Economic Development Strategy*, the broader New South Wales and Australian economies are facing the challenges of inflation, high costs of living, and a growing demand for housing. These challenges require a considered and balanced approach to Council's economic development activities, including night-time economy initiatives.

The following is a brief overview of the different economic centres within the City of Ryde.



## ITEM 9 (continued)

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### MACQUARIE PARK INNOVATION DISTRICT

The jewel of the City of Ryde's economy is the Macquarie Park Innovation District. It is a thriving hub of technological innovation and commercial activity. While traditionally associated with day-time operations, the Macquarie Park Innovation District contributes to the night-time economy through 24-hour manufacturing, worker's participating in international meetings, and workers, students, residents, and visitors enjoying local amenities and food and beverage venues. Macquarie University creates opportunity for night-time activities through its night markets, late night events, and passive activity through this open campus.



### EASTWOOD

Known for its vibrant Asian dining scene and cultural diversity, Eastwood presents opportunities to further enhance its night-time offerings through the promotion of food festivals, night markets, and cultural events that celebrate its heritage, such as the *Granny Smith Festival* and *Lunar New Year Festival*.



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**WEST RYDE-MEADOWBANK**

West Ryde-Meadowbank offers opportunities for dining, recreational activities, and live entertainment. New mixed-use developments or hotels in the area could leverage the area's expansive water views that come with height (e.g., rooftop bars and restaurants). Furthermore, unlocking the open space surrounding the Sydney Water site could create new opportunities for night-time markets, festivals, and events within a short walking distance of two railway stations and a bus interchange.



NIGHT-TIME ECONOMY STRATEGY, JULY 2024



**ITEM 9 (continued)**

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**TOP RYDE**

As an existing retail and entertainment destination, Top Ryde has the potential to become a dynamic night-time hub, offering a mix of dining, shopping, and entertainment experiences. More diverse night-time offerings will require higher foot traffic through improved public transport connections to the Top Ryde shopping centre and increased residential development within close proximity to the centre.





**ITEM 9 (continued)**

**ATTACHMENT 2**

 CITY OF RYDE 2024-2028 NIGHT-TIME ECONOMY STRATEGY



With its historic charm, Gladesville offers a unique setting for night-time activities, including dining, leisure, and cultural experiences. By revitalising its heritage buildings, promoting local arts and crafts, and enhancing public spaces, Gladesville could attract visitors seeking unique cultural night-time experiences.

 NIGHT-TIME ECONOMY STRATEGY, JULY 2024

**ITEM 9 (continued)**

**ATTACHMENT 2**

# 3 OUR STRATEGY



## ITEM 9 (continued)

## ATTACHMENT 2

 CITY OF RYDE 2024-2028 NIGHT-TIME ECONOMY STRATEGY

### VISION AND OBJECTIVES

#### VISION

In supporting our economic vision, this NTE Strategy establishes the following vision for the City's night-time economy:

*The City of Ryde's vibrant night-time economy fosters a sense of community, supports local businesses, and offers an enriching experience for residents and visitors alike, ensuring that our city remains a vibrant and welcoming destination after hours.*

#### OUTCOMES

This NTE Strategy establishes the following four outcomes for the City of Ryde's night-time economy:

##### VIBRANT AND DIVERSE NIGHTLIFE

Foster a vibrant and diverse night-time economy that offers a range of entertainment, dining, and cultural experiences catering to the diverse tastes and preferences of residents, workers and visitors.

##### ECONOMIC GROWTH AND PROSPERITY

Stimulate economic growth and prosperity by supporting local businesses, entrepreneurs, and creative industries to thrive during night-time hours, generating employment opportunities, attracting investment and contributing to the overall economic vitality of the City of Ryde.

##### SAFE AND SECURE ENVIRONMENT

Create a safe and secure night-time environment through effective policies, enhanced lighting, and proactive measures to address anti-social behaviour, ensuring that all residents and visitors feel comfortable and confident when enjoying the city after dark.

##### SUSTAINABLE

Promoting sustainability within the night-time economy by encouraging environmentally friendly practices such as waste reduction, energy efficiency, and sustainable transportation options.

##### TRANSPARENT GOVERNANCE

Foster a collaborative approach to the development and management of the night-time economy in the City of Ryde.

 NIGHT-TIME ECONOMY STRATEGY, JULY 2024



## ITEM 9 (continued)

## ATTACHMENT 2

### ECONOMIC OBJECTIVES

<b>VIBRANT AND DIVERSE NIGHTLIFE</b>	
<b>4-YEAR OBJECTIVES (2024/25 – 2027/28)</b>	<b>DETAIL</b>
Increase the number of approved live music and performance venues under the NSW Government's incentives scheme by at least ten businesses within four years.	Liquor and Gaming NSW maintain a register of approved live music and performance venues across NSW. As of 1 April 2023, there were no licenced venues that have been approved for NSW Government live music incentives. In addition, City of Ryde will implement its <i>Live Music Plan</i> , which aims to promote live music in the City through a range of approaches.
Implement a public art program to enhance the night-time aesthetic appeal of key economic centres over four years.	The City of Ryde does not have a public art program. To be delivered collaboratively across Council business units and with local stakeholders, the program could include encouraging the use of vacant shopfronts for art installations/exhibitions, new murals, artistic light and sculpture installations.
Implement at least two Special Entertainment Precincts within four years.	The NSW State Government <i>Special Entertainment Precinct Pilot</i> which allows local councils to designate areas as Special Entertainment Precincts through legislative changes. This designation allows for Councils to set and regulate noise levels for entertainment purposes. Developing a Special Entertainment Precinct in key areas, such as Eastwood, will help protect existing night-time precincts and set expectations for new businesses and residents moving to these areas.
Increase the number and spread of venues and activities that are accessible to culturally and linguistically diverse people.	Over 50% of people who live in the City of Ryde speak a language other than English (ABS, 2021). By increasing the number of venues and activities that are accessible to people in a variety of languages, will improve the offerings for both residents and visitors.
Increase awareness of diverse entertainment opportunities in the City of Ryde.	Research from the Australian Health and Welfare Institute has found that young people are less likely to drink alcohol than the generations before them. To support a diverse population participating in the night-time economy, there needs to be a diverse range of entertainment offerings. Increasing awareness to businesses of this need and the ways they can diversify their offerings, will deliver new entertainment offerings across our night-time economy precincts.
Increase the number of venues that are accessible to people with a disability by 20%.	Local stakeholders have raised that there is a lack of venues available at night that are accessible to people with a disability. Increasing the accessibility of our venues will improve opportunities for people with a disability and also improve patronage opportunities for local businesses.

**ITEM 9 (continued)**

**ATTACHMENT 2**

<b>ECONOMIC GROWTH AND PROSPERITY</b>	
<b>4-YEAR OBJECTIVES</b> (2024/25 – 2027/28)	<b>DETAIL</b>
Increase the number of businesses operating during night-time hours by 20% within four years through targeted incentives and support programs.	In June 2022, Ryde had 820 core night-time economy businesses, growing by 4.6% from June 2021. Growing by 20%, the city would be home to over 980 core night-time economy businesses. Furthermore, there are currently 50 businesses with an on-premise liquor licence in the City of Ryde. Increasing this by 20% would see 60 businesses with an on-premise liquor licence operating in the city.
Facilitate the development of night-time cultural and entertainment events to attract visitors and stimulate local spending within four years.	The City of Ryde hosts major events, such as the Granny Smith Festival, Lunar New Year Festival, and Cork and Fork Festival. Community groups, as does Macquarie University, host their own events. In line with the Council's <i>Events Strategy</i> , more diverse events will be explored in collaboration with local stakeholders.
Increase awareness of the night-time tourism opportunities in the City.	Night-time tourism in the City currently does not have a strong presence online or branding to attract visitors to the City. Increasing the awareness of night-tourism in the City would support the existing offerings of Eastwood in food and cultural tourism. This can also support new opportunities in other parts of the City for night-time tourism products, including heritage tours, nature-based night activities, food and beverage tourism, events based tourism and cultural experiences.





**ITEM 9 (continued)**

**ATTACHMENT 2**

<b>SAFE AND SECURE ENVIRONMENT</b>	
<b>4-YEAR OBJECTIVES (2024/25 – 2027/28)</b>	<b>DETAIL</b>
Reducing reported incidents of noise complaints by 25% within four years.	Through their vibrancy reform work, the Office of the 24-Hour Economy Commissioner has recognised that uncertainty around sound generation and complaints can make it difficult for businesses to program live music and events. By reducing the number of complaints against businesses, we can increase the certainty for businesses to provide a variety of activities at night.
Upgrade lighting infrastructure in key night-time precincts to improve visibility and deter crime within four years.	Support the upgrading of lighting infrastructure in the Macquarie Park Innovation District and other economic centres by utilising the completion of master plans.
Increase the number of public spaces able to be used for night-time activities by four spaces over four years.	Having spaces that can be used for night-time activities, such as events and festivals, increases the chance for activities and patronage of otherwise unused spaces. This can increase safety of these spaces through passive surveillance and increases opportunities for people to connect, creating social cohesion.
<b>SUSTAINABLE</b>	
Reduce greenhouse gas emissions in night-time precincts by 10% within four years through electrification and renewable energy initiatives.	In line with Council's Net Zero commitment, Council will work with local businesses operating in the night-time economy to improve their energy efficiency through measures such as electrifying cooking and hot water equipment, installing energy-efficient lighting, and encourage local businesses to uptake Green Power for their electricity demand.
Increase awareness of the variety of transport modes available to access night-time economy precincts, to increase foot traffic in these areas.	The <i>Creative Footprint Report for Sydney</i> identifies that the number one driver for night-time economy businesses is foot traffic. Increasing foot traffic will increase opportunity and certainty for business operations. Increasing awareness for people about different ways they can access our night-time economy precincts will help people access night-time economy precincts in a way that supports their needs.
<b>TRANSPARENT GOVERNANCE</b>	
By the end of 2025, establish a governance model for the night-time economy in the City of Ryde that articulates the roles and responsibilities of various Government and non-Government stakeholders.	The governance of the night-time economy has historically been a challenge, with many agencies having responsibility for the approval and monitoring of impacts from night-time economy activities. Establishing a governance model will establish the clear roles and responsibilities for both government, businesses and other organisations involved in the night-time economy.



**ITEM 9 (continued)**

**ATTACHMENT 2**



## IMPLEMENTATION

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Implementation of this Strategy is linked to the implementation of Council's EDS. Its implementation will be supported by ongoing collaboration with local partners, including:

- Local businesses
- Local Chambers of Commerce
- State Government agencies (e.g., Service NSW)
- Local community groups and advisory bodies
- Educational institutions, and
- Peak bodies (e.g., Business NSW).

Implementation will also be linked to the adoption of an *Annual Economic Development Action Plan*, which will be an annual document articulating the actions that will be undertaken in the year to support the fulfilment of the objectives captured within this Strategy and the EDS.

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**ITEM 9 (continued)**

**ATTACHMENT 2**



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## **MONITORING AND EVALUATION**

Council's City Economy team will be responsible for monitoring and evaluating this Strategy. Regular monitoring will involve tracking the completion of activities and the progress towards fulfilling the objectives outlined within this Strategy.

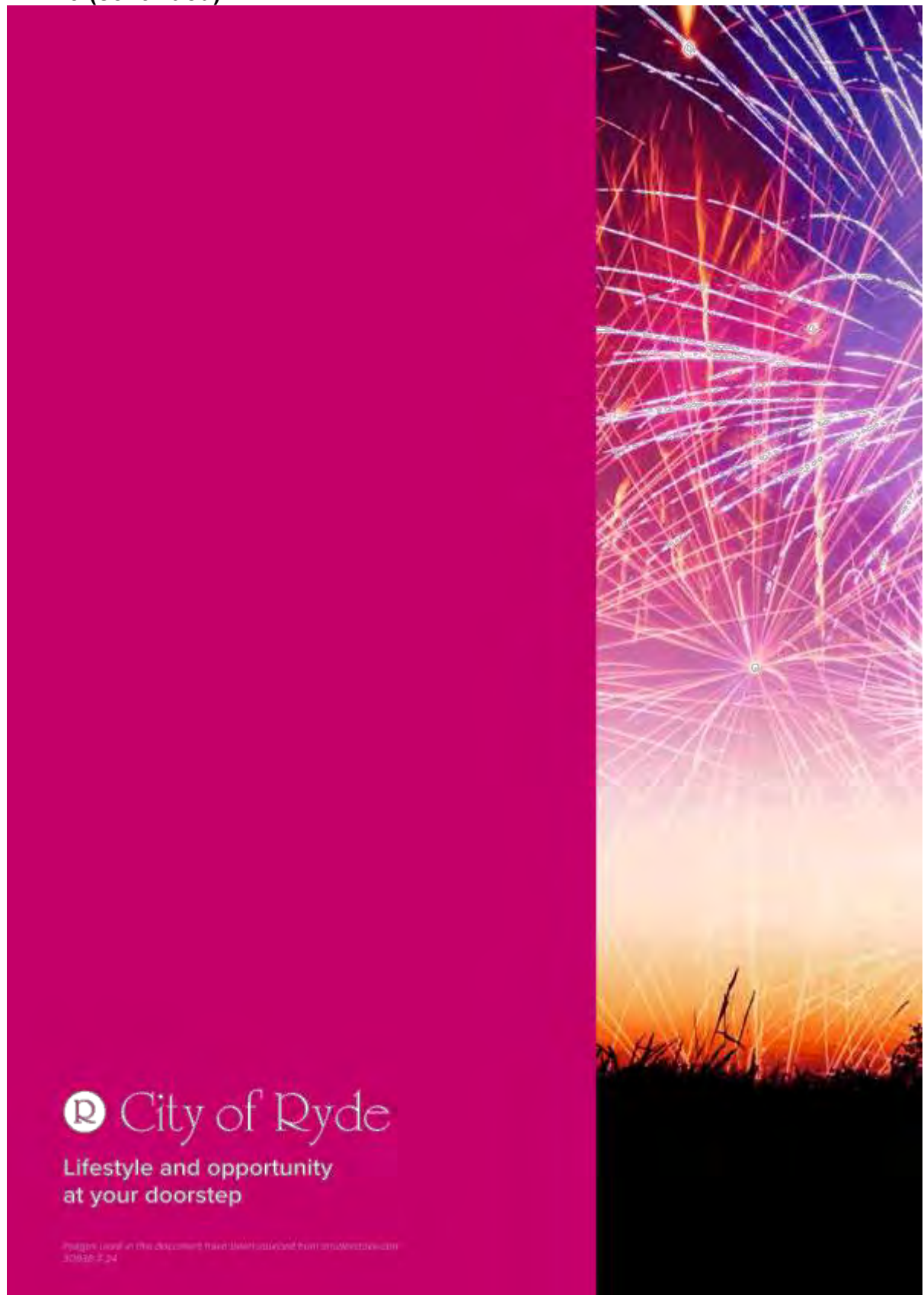
Stakeholder feedback, data analysis, and benchmarking will support evaluation activities. Evaluations will include process-based evaluation (evaluating how we are implementing the Strategy) and outcomes-based evaluation (evaluating whether we are on track to achieve our objectives). By embracing a culture of evaluation, staff will be able to deliver more agile and realistic Action Plans.

Please refer to page 35 of the *Economic Development Strategy* for more information on the *Annual Economic Development Action Plan*.



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**DRAFT ECONOMIC DEVELOPMENT STRATEGY AND  
DRAFT NIGHT-TIME ECONOMY STRATEGY  
STAKEHOLDER ENGAGEMENT INSIGHTS REPORT  
11 JULY 2024**

**ITEM 9 (continued)**

**ATTACHMENT 3**



**CITY OF RYDE | Draft Economic Development Strategy and  
Draft Night-Time Economy Strategy Stakeholder Engagement  
Insights Report**

Prepared by City of Ryde: Dan Hughes, Executive Officer City  
Economy & Sam Hardie, Senior Coordinator City Economy  
July 2024 © City of Ryde

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**ATTACHMENT 3**



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## ATTACHMENT 3



## Draft Economic Development Strategy and Draft Night-Time Economy Strategy

## EXECUTIVE SUMMARY

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The City of Ryde is the place to be for **lifestyle and opportunity @ your doorstep**. In many aspects, lifestyle and opportunities are unlocked through the presence of a healthy local economy. A healthy local economy contributes to the wellbeing and prosperity of the community – residents, businesses, workers, students, and visitors.

The City of Ryde recognises that it is a steward for the local economy, and as such has developed an *Economic Development Strategy* to guide Council's economic development activities over the near, mid, and long-term. The *Economic Development Strategy* is place-based, recognising the uniqueness of the City's economic centres alongside the cumulative contribution these centres make to Ryde's economy.

In addition to the *Economic Development Strategy*, Council has also developed its first ever *Night-Time Economy Strategy* – a strategy targeting the creation of a sustainable, diverse, and safe night-time economy. Implementation of this Strategy will unlock Ryde's potential to be an economic hub for cultural activity in northern Sydney – a place of vibrancy, culture, education, and diverse employment opportunities.

Combined, these Strategies will also seek to unlock the future of the Macquarie Park Innovation District – Australia's original innovation district. This sleeping giant makes significant contributions to the local, NSW, and National economies; however, it is under threat from increased demands for housing. These Strategies seek to reinforce the need to strike the right balance between housing, employment, infrastructure, and services – ensuring Ryde continues to be the place for lifestyle and opportunity @ your doorstep.

The community's input is crucial in shaping the future of the City of Ryde, so we encouraged residents, businesses, students, workers and visitors to provide their feedback on our draft Strategies.

The public exhibition period ran between Thursday, 30 May 2024 to Sunday 30 June 2024, during which the community provided feedback via the online surveys, interactive map, email, phone, or at one of our drop-in sessions.

The consultation was promoted through the City of Ryde's Have Your Say webpage, postcards, posters, social media, inclusion in City of Ryde "Your City News" and "Business eNewsletters", and listings in the local newspaper.

This report tables the results of the consultation activities, capturing insights that will be used to inform the implementation of the *Economic Development Strategy* and *Night-Time Economy Strategy*.

**ITEM 9 (continued)**

## ATTACHMENT 3



## Draft Economic Development Strategy and Draft Night-Time Economy Strategy

# INTRODUCTION



ITEM 9 (continued)

ATTACHMENT 3



**Background**

The City of Ryde's City Economy team are responsible for leading Council's economic functions. In 2024, the City Economy team led the development of a draft *Economic Development Strategy (EDS)* and a draft *Night-Time Economy Strategy (NTES)*. Developed completely in-house, these Strategies will be presented to the Council for adoption in July 2024.

The City of Ryde's City Economy team took responsibility for stakeholder engagement activities associated with the development of the EDS and NTES. Council's communications team developed marketing collateral and provided advice to the City Economy team.

**Purpose**

The *Economic Development Strategy and Night-Time Economy Strategy Stakeholder Engagement Insights Report* (the **Insights Report**) documents the stakeholder engagement activities undertaken by the City Economy team in the development of the EDS and NTES.

The Insights Report also documents the stakeholder engagement methods the City Economy team used, documents the feedback they received (verbatim), and documents the insights the team have developed through their face-to-face engagement and analysis of the documented feedback.

The Insights Report is a public facing document and will be tabled alongside final versions of the EDS and NTES when the Council considers their adoption in July 2024. The Insights Report will be made publicly available on Council's website in August 2024.

**ITEM 9 (continued)**

**ATTACHMENT 3**



**DRAFT ECONOMIC DEVELOPMENT STRATEGY  
AND DRAFT NIGHT-TIME ECONOMY STRATEGY**  
Introduction (continued)

**Method**

Stakeholder engagement is a process of engaging with stakeholders. It involves stakeholder identification, analysis, planning, communication, relationship building, participation, feedback, and reporting (this document). City Economy's approach to stakeholder engagement was built around co-design theory, with project staff engaging with key stakeholders during the project's discovery phase and the project's validation phase.

In short, this method encourages:

- early consultation with key stakeholders to discover and encourage divergent thinking and the testing of problem statements
- synthesis of researched materials alongside stakeholder insights to shape a draft Strategy, and
- engagement on a draft Strategy to test and validate its direction before it is finalised.

During the discovery phase, stakeholder engagement focussed on seeking divergent views to help the project team gain a broader understanding of the economic issues facing our community.

 City of Ryde

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ITEM 9 (continued)

ATTACHMENT 3



**DRAFT ECONOMIC DEVELOPMENT STRATEGY  
AND DRAFT NIGHT-TIME ECONOMY STRATEGY**  
Introduction (continued)

**Method (continued)**

Communications and stakeholder engagement during the discovery phase (November 2023-April 2024) included:

- Ten targeted interviews with local businesses (including start-ups, scale-ups, and community service providers)
- Thirteen targeted interviews with multinational businesses as a part of Council's response to the *Stage 1 Rezoning Proposal* for the Macquarie Park Innovation District
- Engagement with educational institutions, including the Institute of Applied Technology – Digital and the various incubator programs being operated by Macquarie University and the University of Technology, Sydney
- Broader networking and engagement with Sydney's business ecosystem through Business Western Sydney and Business Sydney (covering topics such as skilled migration, state of the economy, advanced manufacturing, regional economic development, and integrated transport planning)
- Close to 60 direct interactions with businesses across the City of Ryde's small and neighbourhood centres, and
- A Walking on Country session in the Macquarie Park Innovation District with local Aboriginal Elders of the Darug Nation.

In addition to these engagements, Council's City Economy team actively engaged with State Government agencies, such as the Office of the NSW 24-Hour Commissioner, Investment NSW, and Service NSW.

Synthesising this feedback alongside extensive research, the City Economy team were able to develop a draft EDS and a draft NTES for public exhibition (validation). The lessons of the discovery phase directly influenced the design of these strategies, identifying the need for an outcome-based approach to be utilised by the City Economy team to execute its economic development functions effectively and efficiently.

 City of Ryde

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**ITEM 9 (continued)**

**ATTACHMENT 3**



**Method (continued)**

The validation phase was initiated through a resolution of the Council on Tuesday, 28 May 2024 following a report by the City Economy team recommending the draft EDS and draft NTES be placed on public exhibition for a period of 28 days.

The validation phase followed the typical public exhibition process the City of Ryde uses for key policies and strategies with the documents being placed on Council's Have Your Say website and supported by a Social Pinpoint map.

Council's City Economy team led drop-in sessions at Macquarie University, the Eastwood Night Markets, the Ryde Wharf Markets, and a Community Expo (hosted by Council). The documents were also distributed electronically to key stakeholders, including peak bodies, and were presented to a combined meeting of Ryde's five Chambers of Commerce at the 'Ryde Business Forum' in June 2024.

The method chosen by the City Economy has successfully supported the design of Council's next EDS and the Council's first ever NTES. Furthermore, the stakeholder engagement activities have supported the development of an *Economic Development Action Plan* – identifying the key actions the City Economy team will need to follow over the next 12 months to implement these strategies and commence the realisation of their objectives.

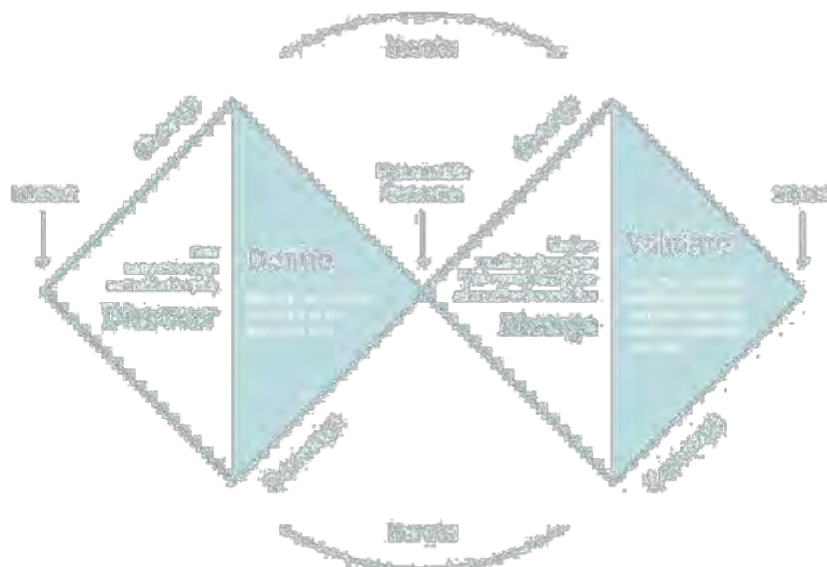


Image credit: Service Design Network; February 2016; Double Diamond

**ITEM 9 (continued)**

## ATTACHMENT 3



## Draft Economic Development Strategy and Draft Night-Time Economy Strategy

## DISCOVERY PHASE ENGAGEMENT

ITEM 9 (continued)

ATTACHMENT 3



**Targeted Interviews – local businesses**

The City Economy team conducted ten targeted interviews with local businesses, including start-ups, scale-ups, and not-for-profit organisations. Interviewees were asked:

- *Why have they chosen to do business in the City of Ryde?*
- *What are their plans for their business' future in Ryde?*
- *What need to change in Ryde?*
- *What are their ideas for night-time economy?*
- *What additional comments do you have?*

INSIGHTS



The City of Ryde's diverse range of businesses create demand for other business services.



There is lots of information available to support local businesses – but knowing where to start and how to navigate this information can be a challenge.



Housing affordability is affecting access to local workers, particularly frontline workers.



Shift work in Ryde can be difficult due to limited access to public transport plus lighting at night.



Consider what role Ryde can play to improve opportunities for people with a disability (i.e., employment opportunities as well as things to do).



Explore how to make spaces available to start-ups and scale ups. Consider how to make spaces available for local businesses to use temporarily (e.g., meeting rooms).



Council can look at more collaborative opportunities to deliver events across the City – particularly cultural events.



Improve the economy's accessibility to the CALD community (e.g., access to translation services).



## ITEM 9 (continued)

## ATTACHMENT 3



## Macquarie Park Innovation District Engagement

In December 2023 and January 2024, the City Economy team facilitated interviews with 13 multinational businesses operating in the Macquarie Park Innovation District. Engagement efforts focussed on garnering business sentiment towards the pressures created by the current housing crisis on the longevity of their business operations in the Innovation District.

Businesses agreed the housing crisis needed to be addressed, and acknowledged an increase presence of residents could improve the vibrancy and night-time economy of the Innovation District. Businesses also shared insights around the challenges in accessing frontline workers, with many workers having to travel over an hour to get to work.

Support for resolving the housing crisis was equally matched with concerns around businesses being pushed out of the Innovation District. Poor planning has led to conflict between residents and innovative companies (e.g., that have 24-hour manufacturing), and the desirability of certain office spaces has reduced (e.g., boardrooms overlooking residential bedrooms and balconies).

### Other engagement activities

Engagement with institutions like Macquarie University, University of Technology – Sydney, and the Institute of Applied Technology – Digital highlighted the comparative advantages that the City of Ryde has through its ability to support a pipeline of talent for local businesses. Housing and investment into R&D continue to be key issues - these institutions want to remain accessible to a diverse variety of students and researchers to remain competitive.

Engagement with local businesses during site visits emphasised the important roles of urban renewal, public transport, and the night-time economy. Local businesses are interested in utilising the services of our Local Chambers of Commerce; however, there were mixed perceptions about the value of membership with a Local Chamber of Commerce.

The planning system is also a key issue – with many local businesses struggling to navigate the regulatory environment when it comes to matters such as outdoor dining. Businesses are also keen to see master plans produced and implemented for the economic centres of West Ryde-Meadowbank, Eastwood, and Gladesville.

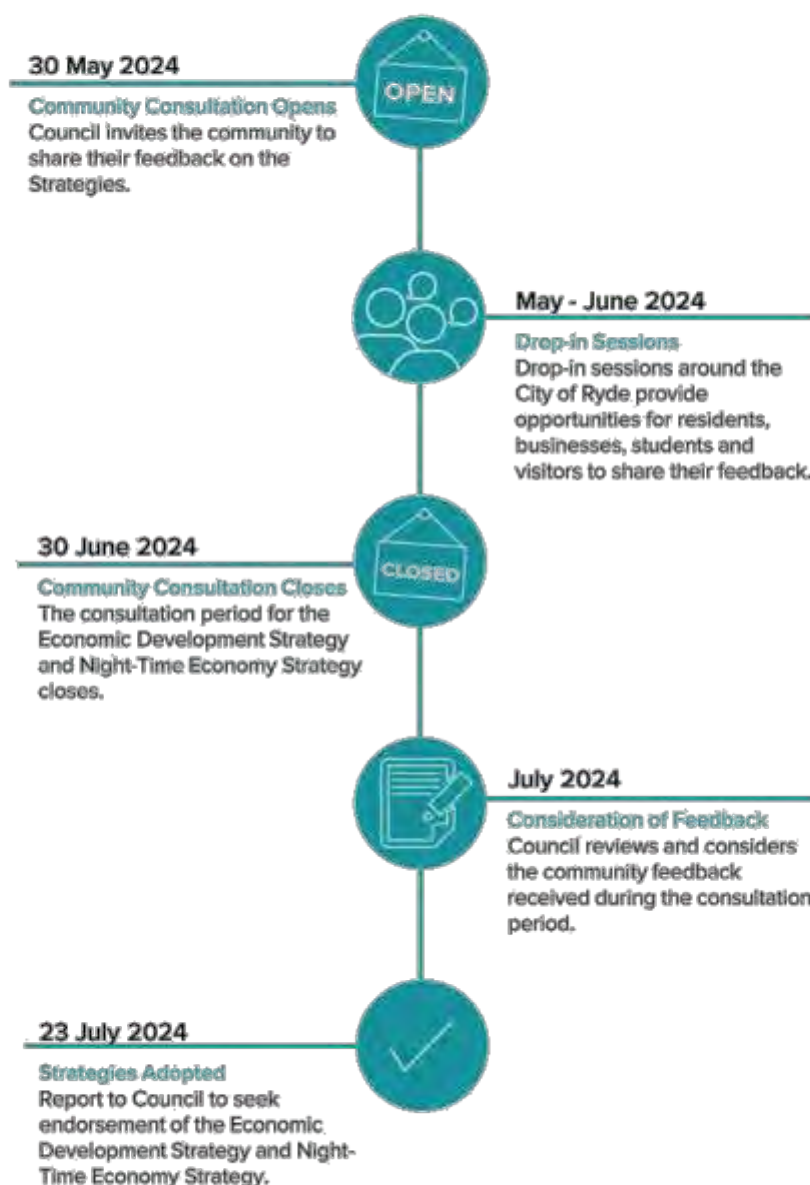


## Draft Economic Development Strategy and Draft Night-Time Economy Strategy

## VALIDATION PHASE ENGAGEMENT (PUBLIC EXHIBITION)

**ITEM 9 (continued)**

**ATTACHMENT 3**





**ITEM 9 (continued)**

**ATTACHMENT 3**



Date	Tool	Stakeholders	Overview	Engagement
				1,150 page views
Thu 30 May 2024 – Sun 30 Jun 2024	Have your Say Webpage	Website users	A consultation webpage with background information, Strategy documents, timeline, online surveys, interactive map, and drop-in session details.	453 unique page views 64 EDS & 78 NTES file downloads
				128 EDS & 126 NTES flipbook reads
Thu 30 May 2024 – Sun 30 Jun 2024	Online Survey	Website users	An online survey where stakeholders can provide comments on the Strategies. There were two surveys, one for each Strategy. This was accessed through Council's Have Your Say webpage.	33 online survey submissions (EDS) 9 online survey submissions (NTES)
Thu 30 May 2024 – Sun 30 Jun 2024	Social Pinpoint Interactive Map	Website users	Online interactive map where stakeholders could provide feedback on what they love about Ryde's economy, what needs improvement and any other suggestions.	7 respondents 15 comments received
Thu 30 May 2024 – Sun 30 Jun 2024	Information phone line, email and post	All stakeholders	The City of Ryde main phone line, email and postal address was open for feedback from the community.	5 email submissions received

**ITEM 9 (continued)**

**ATTACHMENT 3**



Date	Tool	Stakeholders	Overview	Engagement
Thu 30 May 2024 – Sun 30 Jun 2024	Postcard	Drop-in session attendees	A double sided A6 postcard was distributed to promote the consultation and feedback opportunities.	1,000 postcards
Thu 30 May 2024 – Sun 30 Jun 2024	Poster	Drop-in session attendees	An A3 poster was created to promote the consultation and feedback opportunities.	A3 poster
Wed 8 May 2024	Business eNewsletter	Business eNewsletter subscribers	Included in the Business eNewsletter to advise of the upcoming consultation.	32,256 eNewsletters delivered 14,558 eNewsletters opened
Tue 4 June 2024	Your City News eNewsletter	Your City News subscribers	Included in City News to promote the consultation and feedback opportunities for all stakeholders.	4,099 eNewsletters delivered 1,914 eNewsletters opened
Wed 12 June 2024	Business eNewsletter	Business eNewsletter subscribers	Included in the Business eNewsletter to promote the consultation and feedback opportunities for all local businesses.	32,748 eNewsletters delivered 14,829 eNewsletters opened

**ITEM 9 (continued)**

**ATTACHMENT 3**



Date	Tool	Stakeholders	Overview	Engagement
Thu 30 May 2024 - Sun 30 Jun 2024	Social Media (Organic and Paid) – LinkedIn	LinkedIn users	Social media advertisement to promote the consultation and feedback opportunities for all stakeholders. The paid post was shared on Thursday 30 May for a period of 7 days.	7,404 Impressions 548 users engaged 497 link clicks
Tue 4 June 2024 - Sun 30 Jun 2024	Social Media (Organic and Paid) – Facebook	Facebook users	Social media advertisement to promote the consultation and feedback opportunities for all stakeholders. The paid post was shared on Tuesday 4 June for a period of 10 days.	16,897 Impressions 10,592 users reached 133 link clicks
Each Wed between Thu 30 May 2024 – Sun 30 Jun 2024	Open community consultations advertisement in The Weekly Times	Newspaper readership	Listed in open community consultation newspaper advertisement to promote the Strategies and consultation opportunities for all stakeholders.	38,000 total print readership



**ITEM 9 (continued)**

**ATTACHMENT 3**



Date	Tool	Stakeholders	Overview	Engagement
Thu 30 May 2024	Drop-in Session 1 – Macquarie University	Macquarie University students, staff and local start-up businesses	Opportunity for stakeholders to meet with Council's Project Team to ask any questions and provide feedback on the Strategies.	28 attendees
Sat 8 Jun 2024	Drop-in Session 2 – Eastwood Night Market	Eastwood Night Market attendees	Opportunity for stakeholders to meet with Council's Project Team to ask any questions and provide feedback on the Strategies.	210+ attendees
Sun 9 Jun 2024	Drop-in Session 3 – Anderson Park	Anderson Park visitors	Opportunity for stakeholders to meet with Council's Project Team to ask any questions and provide feedback on the Strategies.	240+ attendees
Thu 13 Jun 2024	Drop-in Session 4 – Ryde Business Forum at Macquarie University	Local businesses and Chambers of Commerce	Opportunity for stakeholders to meet with Council's Project Team to ask any questions and provide feedback on the Strategies.	53 attendees
Thu 20 Jun 2024	Drop-in Session 5 – Community Expo at North Ryde School of Arts Community Centre	Community Expo attendees	Opportunity for stakeholders to meet with Council's Project Team to ask any questions and provide feedback on the Strategies.	40 attendees to the stall

**ITEM 9 (continued)**

**ATTACHMENT 3**



**Public Exhibition**

Council's City Economy team presented the draft EDS and draft NTES to the Council at its meeting on Tuesday, 28 May 2024. Staff recommended Council approve both Strategies being placed on public exhibition. The report outlined the engagement efforts undertaken to support the development of the two strategies as well as a high-level plan for stakeholder engagement during the public exhibition (aka Validation Phase of the project).

Most stakeholders are familiar with the public exhibition process – Governments table fully drafted documents, seeking stakeholder views on the documents. Staff and Councillors shared concerns about stakeholder fatigue due to the number of documents Council was seeking feedback on over the past three months. City Economy took this on board in the design of their engagement activities, creating different mechanisms to capture feedback ranging from a simple post-it note through to completing a comprehensive survey.

The following sections of this report summarise the stakeholder engagement activities undertaken during the public exhibition process. Supporting this summary is a synthesis of key insights. For transparency, the contributions staff received have been recorded, verbatim, in the appendices to this report.

**Stakeholder engagement activities**

Stakeholder engagement activities during the exhibition process includes:

- Drop-in sessions at Macquarie University (targeting young people), the Eastwood Night markets (targeting people active during the night-time), the Ryde Wharf Markets (targeting people active during the day-time), and a Community Expo (targeting stakeholders who often don't engage with Council on economic strategies).
- Two "Have Your Say" surveys covering key questions used to provide feedback on the draft EDS and the draft NTES.
- A "Social Pinpoint" map – a GIS map where stakeholders could drop a pin to identify a specific location for their feedback.
- Engagement mechanisms through social media and emails.
- Engagement with members of local chambers of commerce via the "Ryde Business Forum" – an event where Council staff presented on the Strategies to the combined members of the local chambers of commerce.

ITEM 9 (continued)

ATTACHMENT 3



KEY INSIGHTS



Respondents wanted to see greater diversity in food and beverage offerings across the City of Ryde. Respondents loved what we had but wanted to see more diversity and in more locations. Respondents were very welcoming of food trucks nearer public open spaces.



Lighting is a complex issue – some respondents were concerned about light pollution (i.e. too much light affecting views and the ability to rest), while others wanted more lighting in different locations. Discussions with respondents highlighted that lighting to support outdoor activities (e.g., walking trails, dog parks, playgrounds) was desired not only to create opportunities for healthier lifestyles, but to also improve the perceptions of safety.



Young people wanted to see better transport solutions to help them connect across the city, including at night-time. Older respondents (30+) tended to raise issues about parking, demonstrating that Council needs to explore how the City's transport system can better support the movement of people to enhance our local economy.



The community wants to see the master plans for West Ryde-Meadowbank and Eastwood completed and implemented quickly. While not specifically named, respondents shared feedback about these economic centres feeling tired, dirty, and lacking vibrancy. It is important that the implementation of both the EDS and NTES also include a focus on supporting the completion and implementation of relevant masterplans to encourage urban renewal, enhanced placemaking (e.g., benches, footpaths, garden beds, street trees), and appropriate spaces for outdoor dining.



Our community want to see more events and a greater diversity in the activities available to people at all ages. The feedback we received showcased that there was a greater desire for activities to be experiential. Music and dancing featured heavily in the feedback – with requests for more venues to support live music performances. Positively, respondents felt that local businesses could provide these activities as well as Council. In 2024, Council commenced the implementation of its new *Live Music Strategy* and *Events Strategy*. The EDS and NTES will need to integrate with and support the implementation of these two key strategies.



ITEM 9 (continued)

ATTACHMENT 3



KEY INSIGHTS



Respondents shared feedback about Council's work in Coxs Road (North Ryde), wanting to see more outdoor dining spaces and better lighting at night. Respondents shared similar feedback for Gladesville, noting that some areas are well lit, while others aren't. Shop owners on Victoria Road in Gladesville flagged that customers don't often feel safe walking from carparks on side streets through to the main road due to the lack of lighting and line of site issues on side roads and breezeways. Implementation of the EDS and NTES will need to consider the role of placemaking, maintenance, and lighting from a customer's experience (i.e. ensure the implementation of lighting considers the journey, not just the destination).



Council needs to find ways to make it easier to do business in Ryde. Engagement with local businesses highlighted the complexities of navigating Government red tape. Outdoor dining constraints featured heavily, while start-ups flagged that it is often difficult to navigate matters such as:

- tendering for government work
- understanding Development Application processes and planning controls
- visas, and
- access to Government grants.

The EDS will need to consider how it supports current and future local businesses. Council needs to find ways to reduce the risk and cost of doing business in Ryde. Council needs to work with the NSW Government on planning matters and the reduction of red tape. It should be noted Council staff are working closely with the NSW Government on the implementation of their Vibrancy Reforms, which should make it easier for late-night trade in our economic centres.



Making the City more attractive to visitors also featured in the feedback Council staff received. This feedback included support for Council to improve how it markets the city, exploration of new activities and events for locals and tourists, and support for the Macquarie Park Innovation District. Respondents were very clear, however, that Council needed to think holistically when it came to implementing any marketing plans or visitor economy strategies.

ITEM 9 (continued)

ATTACHMENT 3

## DRAFT ECONOMIC DEVELOPMENT STRATEGY AND DRAFT NIGHT-TIME ECONOMY STRATEGY

Public Exhibition  
Drop-in Sessions

### Macquarie University

#### Activity Overview

Council staff held a drop-in session at Macquarie University on Thursday 30 May 2024 between 10.30am and 2.30pm.

This drop-in session was designed for students and faculty members of Macquarie University to share their thoughts and feedback about the night-time economy of Ryde.

During this session we had 28 people attend, who provided 187 pieces of feedback.

The feedback was collected by asking participants to answer four questions on large sheets of butcher's paper. The questions were devised to capture positive and negative feedback about the nightlife of Ryde to ensure the *Night-Time Economy Strategy* reflected the views and experiences of the community.

The questions asked of participants were:

- What do you currently do at night?
- What would you like to be able to do at night?
- What is stopping you from going out at night in Ryde?
- Where would you like to see more night-time activities in Ryde?





ITEM 9 (continued)

ATTACHMENT 3



**DRAFT ECONOMIC DEVELOPMENT STRATEGY  
AND DRAFT NIGHT-TIME ECONOMY STRATEGY**  
Public Exhibition  
Drop-in Sessions

**Macquarie University**  
*Staff Reflections*

Students and faculty participants both noted that they are often not aware of the activities available to them in the local area. This included a lack of visibility of Council's work and were appreciative that Council staff made an effort to engage with them on campus, suggesting that this occur more often for Council strategies that effect young people.

The session was held in a room that did not directly link to a throughfare or courtyard space, and therefore we were not able to capture people as they passed by. For any future Council engagement activities at the university, it would be beneficial to have a marquee set up in the main courtyard close to the university food outlets to capture people as they walk past.

Asking four questions was helpful for generating discussion with staff and with other participants. However, for the question about where they'd like to see activity, many answers related to the types of activities they'd like to do, rather than a specific location. When people did note a location, it was largely university centric. For future engagement, the location question was omitted as it created bias to the location of the drop-in session did not add any value beyond the other questions.

*Engagement Insights*

Dining, public transport, and spaces for socialising were the key topics raised during the drop-in session at Macquarie University. Young people shared their frustrations over the dispersity of things to do and the reliance on what they perceived to be an underperforming public transport system.

Young people asked to see more dining options, new bars with live music/dancing, and more spaces for socialising (i.e. spaces that aren't associated with the consumption of alcohol).

We didn't receive any feedback on matters such as lighting at night-time and multiculturalism didn't feature in discussions (in comparison to later discussions at other drop-in sessions).

Many of the young people we met noted that they lived outside of Ryde as they didn't think it was an affordable place for young people. Nonetheless, they expressed an interested in being able to socialise and engage in the night-time economy around the Macquarie University campus.

A copy of all the responses is included in the Appendices to this report.

 City of Ryde

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ITEM 9 (continued)

ATTACHMENT 3

## DRAFT ECONOMIC DEVELOPMENT STRATEGY AND DRAFT NIGHT-TIME ECONOMY STRATEGY

Public Exhibition  
Drop-in Sessions

### Eastwood Night Market

#### Activity Overview

Council staff held a drop-in session at the Eastwood Night Market on Saturday 8 June 2024 between 4.00pm and 10.00pm.

This drop-in stall was designed for visitors to the Eastwood Night Market to share their thoughts and feedback about the night-time economy of Ryde.

During this session we received 133 pieces of feedback to two questions.

The feedback was collected by asking participants to answer two questions by writing their answers on post-it notes and placing them on large sheets of butcher's paper. The questions were devised to capture positive and negative feedback about the nightlife of Ryde to ensure the *Night-Time Economy Strategy* reflected the views and experiences of the community.

The questions asked of participants were:

- What do you currently do at night?
- What would you like to see more of at night?




ITEM 9 (continued)

ATTACHMENT 3

## DRAFT ECONOMIC DEVELOPMENT STRATEGY AND DRAFT NIGHT-TIME ECONOMY STRATEGY

Public Exhibition  
Drop-In Sessions



### Eastwood Night Market

#### Staff Reflections

The stall was located at the edge of the market space next to the fountain in the Rowe Street pedestrian mall. This meant Council's stall was one of the first stall many visitors saw as they walked into the market space.


Where the stall was located allowed staff to speak with visitors on two sides of the marquee without people blocking the thoroughfare. This allowed people to feel like they could stay to speak with staff to discuss ideas and ask questions without being rushed.


The participants varied in age, gender and cultural backgrounds.

The market organiser noted that event stallholders and visitors to the markets appreciated seeing Council staff at the event as it gave them an opportunity to speak with staff directly about any questions or ideas they wished to share. The organiser also offered to help facilitate a space for Council each week if Council was interested to provide Council with an opportunity to connect with the community on any of the Council's works.

The set up and pack of the space was easy and well managed, however parking in the centre proved to be difficult to ensure all staff were able to get there on time to set up the stall.

For any future engagement at the Eastwood Night Markets, consideration on parking and carpooling will need to be undertaken further.



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ITEM 9 (continued)

ATTACHMENT 3



## DRAFT ECONOMIC DEVELOPMENT STRATEGY AND DRAFT NIGHT-TIME ECONOMY STRATEGY

Public Exhibition  
Drop-in Sessions

### Eastwood Night Market

#### Engagement Insights

The top three items discussed during the drop-in session at the Eastwood Night Markets were:

- 1) The need for more and diverse activities
- 2) Requests for more dining opportunities (different restaurants, more restaurants in different locations) and opportunities for more night markets (food and retail), and
- 3) Placemaking (improvements to the public domain, outdoor furniture, trees and plantings).

Feedback received also encouraged improvements to cleanliness, the need for more lighting, more opportunities for live music, and enhancements to Council facilities (e.g., late night libraries, better public toilets).

We received mixed views around multiculturalism in Eastwood. Some respondents complained about the lack of English translations at restaurants, others claimed that Koreatown was a divisive issue. Positively, multiculturalism was seen as something that should be embraced, with feedback encouraging Council to find ways to celebrate multiculturalism and to improve the City's accessibility for its cultural and linguistically diverse community.

A copy of all the responses captured at Eastwood Night Markets is included in the Appendices to this report.


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ITEM 9 (continued)

ATTACHMENT 3



**DRAFT ECONOMIC DEVELOPMENT STRATEGY  
AND DRAFT NIGHT-TIME ECONOMY STRATEGY**  
Public Exhibition  
Drop-in Sessions

**Ryde Wharf Market**

**Activity Overview**

Council staff held a drop-in session at the Ryde Wharf Market on Sunday 9 June 2024 between 9.00am and 1.00pm.

This drop-in stall was designed for visitors to the Ryde Wharf Market to share their thoughts and feedback about the night-time economy of Ryde as they were heading to or from the event.

During this session we received 109 pieces of feedback to two questions.

The feedback was collected by asking participants to answer two questions by writing their answers on post-it notes and placing them on large sheets of butcher's paper. The questions were devised to capture positive and negative feedback about the nightlife of Ryde to ensure the *Night-Time Economy Strategy* reflected the views and experiences of the community.

The questions asked of participants were:

- What do you currently do at night?
- What would you like to see more of at night?

**Staff Reflections**

The stall was located along the pedestrian pathway near the Anderson Park Public Toilets. Staff attempted to contact the market operators to secure a stall within the market area but did not receive any response. Council's stall was instead set up along a main thoroughfare to capture as many people passing as possible.

Event staff spoke with Council staff on the day and apologised for not providing a response and noted we were welcome to join them for any future engagement activities.

Where the stall was located allowed staff to speak with people using the pathway in a quick and simple manner.

The set up and pack of the space was difficult as the parking areas was completely utilised and required staff to drop the equipment off and then find parking elsewhere. This was limited, with staff parking at the depot.

For any future engagement at the Ryde Wharf Markets, consideration on parking and carpooling will need to be undertaken further.

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ITEM 9 (continued)

ATTACHMENT 3



**DRAFT ECONOMIC DEVELOPMENT STRATEGY  
AND DRAFT NIGHT-TIME ECONOMY STRATEGY**  
Public Exhibition  
Drop-In Sessions

**Ryde Wharf Market**  
*Engagement Insights*

The top three items discussed during the drop-in session at the Ryde Wharf Markets were:

- 1) The need for more and diverse activities
- 2) Lighting (some respondents requesting more, others concerned about light pollution, and some simply wanting improved maintenance of lights), and
- 3) More dining opportunities, such as dining by the foreshore and food trucks.

We received a considerable amount of feedback on outdoor related activities, such as dog parks with lighting, playgrounds with lighting, and enhancements to places to encourage late night exercise.

We received constructive feedback regarding the maintenance of areas around Meadowbank and issues with parking (when the markets are on). Maintenance feedback has been provided to relevant teams, and the issue of parking has been referred to staff working on the refresh of Council's *Integrated Transport Strategy*, which looks at how the transport system can resolve transport issues – it is not always feasible or appropriate to provide more parking.

A copy of all the feedback collected at the Ryde Wharf Market is included in the Appendices to this report.

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ITEM 9 (continued)

ATTACHMENT 3

## DRAFT ECONOMIC DEVELOPMENT STRATEGY AND DRAFT NIGHT-TIME ECONOMY STRATEGY

Public Exhibition  
Drop-in Sessions



### Community Expo

#### Activity Overview

Council staff held a drop-in session at the Ryde Community Expo on Thursday 20 June 2024 between 10.30am and 12.30pm.

This drop-in stall was designed for visitors to the Ryde Community Expo to share their thoughts and feedback about the night-time economy of Ryde as they were heading to or from the event.


During this session we received 47 pieces of feedback to two questions.


The feedback was collected by asking participants to answer two questions by writing their answers on post-it notes and placing them on large sheets of butcher's paper.

The questions were devised to capture positive and negative feedback about the nightlife of Ryde to ensure the *Night-Time Economy Strategy* reflected the views and experiences of the community.

The questions asked of participants were:

- What do you currently do at night?
- What would you like to see more of at night?



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ITEM 9 (continued)

ATTACHMENT 3



**DRAFT ECONOMIC DEVELOPMENT STRATEGY  
AND DRAFT NIGHT-TIME ECONOMY STRATEGY**  
Public Exhibition  
Drop-in Sessions

**Community Expo**

**Staff Reflections**

The table was located at the main entry point of the North Ryde Community Centre, which meant people had to pass the table to find a seat to listen to the speakers or speak with service providers. This was helpful to be able to speak to lots of people, but there was very little space for others to pass, which made it difficult for people to stop for a long time to share multiple pieces of feedback.

Given the nature of event, a high proportion of the event attendees were either people who were new migrants to the area or people who had a disability. This provided staff with an opportunity to ensure that the views of those who may be socially disadvantaged were captured as part of our work.

Prior to the event commencing, Council staff spoke with vendors who were primarily community service providers to share information about the strategies, the change in approach to strategies and action plans and how they could get involved to help shape our actions. The community service providers verbally shared their support in the change of approach to strategy development and welcomed the opportunity to help shape Council's work. Staff also invited these organisation to provide a formal comment after the event, however no formal comments from community service providers were received during the public exhibition process.

For future engagement work at the Community Expo, further consideration is needed for to how to meaningfully engage with people in a simple and quick way. Alternatively, a relocation of the table to allow people to stop comfortably needs to be considered to allow people to linger and provide additional feedback.

**Engagement Insights**

The top two items discussed during the drop-in session at the Ryde Community Expo were:

- 1) The need for more and diverse activities, and
- 2) Lighting (some respondents requesting more lighting, others suggesting lighting sculptures).

We received an even spread of feedback across topics such as outdoor activities at night-time, encouragement of live music, and improve us of Council facilities (halls for community groups, and libraries opening later).

A copy of all the feedback collected at the Community Expo is included in the Appendices to this report.

 City of Ryde

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ITEM 9 (continued)

ATTACHMENT 3



#### Ryde Business Forum

##### Event Overview

The Ryde Business Forum was held on 13 June from 6:15pm – 8:15pm at Macquarie University's Michael Kirby Law School Building.

The event was developed by Council staff in collaboration with the local chambers of commerce in Ryde.

The purpose of the event was to discuss Council's key strategies that are currently being developed including the:

- Economic Development Strategy
- Night-Time Economy Strategy
- Local Infrastructure Strategy
- West Ryde-Meadowbank Masterplan, and
- Eastwood Masterplan.


The event included light refreshments followed by an optional tour of the Michael Kirby Law School Building and networking.

A copy of the slides presented by City Economy staff is included in the Appendices to this report.



**ITEM 9 (continued)**

**ATTACHMENT 3**



**DRAFT ECONOMIC DEVELOPMENT STRATEGY  
AND DRAFT NIGHT-TIME ECONOMY STRATEGY**  
Public Exhibition  
Ryde Business Forum

*Summary*

The Ryde Business Forum was a free event for businesses to attend, with more than 80 registrations and 53 attendees on the night.

The event was designed to give Council staff an opportunity to present their works and how they're considering businesses directly to the business community.

Staff spoke with several business attendees at the end of the event to discuss any questions or feedback they had on the strategies and items from a business perspective that they wished to share with staff. These discussions focused primarily on how staff had undertaken their work to develop the strategies and what the plan was for implementation. This feedback was taken on board to support how the *Economic Development Action Plan* will be communicated with businesses and the community.

Feedback received both on the night and after the event noted that businesses appreciated the opportunity to hear from Council staff about their work and how businesses are being considered. This feedback was shared with Council executive staff and elected officials by businesses who attended the event. No written feedback on the strategies provided from this event.


*Staff Reflections*

The Ryde Business Forum generated some excellent conversations and introductions to new businesses to Ryde.

Feedback from businesses that attended was that the event was an excellent way to learn from staff how Council is seeking to consider and support local businesses through their work.

It was noted that an opportunity for a panel session to ask questions of the presenters would have been a welcome addition.

The City Economy Team will keep this in mind for future presentations of Councils works to businesses.

 City of Ryde

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ITEM 9 (continued)

ATTACHMENT 3



**DRAFT ECONOMIC DEVELOPMENT STRATEGY  
AND DRAFT NIGHT-TIME ECONOMY STRATEGY**  
Public Exhibition  
Survey Insights

**Economic Development Strategy and Night-Time Economy Strategy Surveys**

*Survey overview*

Council staff prepared two surveys that were designed to capture feedback about the outcomes of each strategy and the community sentiment about potential actions Council could do to help achieve our identified outcomes.

The survey links were included as part of the Have Your Say Page and were open from Thursday 30 May 2024 through to Sunday 30 June 2024.

During the exhibition period there were 33 responses to the Economic Development Strategy (EDS) survey and 9 responses to the Night-Time Economy Strategy (NTES) survey. These surveys asked responders their thoughts about the identified outcomes of each strategy, as well as ideas for potential activities Council could consider to meet the identified outcomes. As part of the surveys, responders were asked if they were business owners and some basic demographic data.

The full results of these surveys is included in the appendices (pages 56-74).

*Staff insights*

The surveys were helpful for staff to understand how the community and business owners felt about the identified outcomes and ideas about potential actions Council could undertake to help achieve the identified outcomes and objectives.

Using the Microsoft Forms platform, as per the recommendation from IT, created a couple of challenges in how to build some of the questions so that they could easily be answered on a computer or mobile device, whilst still meeting the needs of being able to collect relevant and useful information. It also created a block on the NTES survey, which reduced the number of people able to respond to this survey until it was fixed.

This platform also did not allow us to customise the look of the survey to match our existing design guide.

For future surveys, further advice from IT around data security and preferred platforms will be sought to improve the useability of future surveys.

 City of Ryde

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ITEM 9 (continued)

ATTACHMENT 3



**DRAFT ECONOMIC DEVELOPMENT STRATEGY  
AND DRAFT NIGHT-TIME ECONOMY STRATEGY**  
Public Exhibition  
Survey Insights

**Economic Development Strategy and Night-Time Economy Strategy Surveys**  
*Insights - Economic Development Strategy Survey Responses*

The majority of the responders to this survey were aged 35-64, were primarily residents, and were a mix of male and female responders.

For the EDS survey when responders were asked about their views on the identified economic outcomes, respondents were largely supportive of the identified outcomes.

For the key actions they think council should prioritise, the top responses were to make it easier to do outdoor dining, host more community events, marketing the city and having a destination and visitor economy strategy. These responses were consistent across genders. The only significant difference in responses for potential actions was the desire for additional grant writing support was only identified by female responders.

Of the 33 responses to the EDS Survey, 4 responses were from business owners. These responders were all also residents in the City of Ryde. These responders were supportive or neutral of all the identified outcomes. Key items for consideration that were raised by businesses included:

- Making outdoor dining easier,
- Delivering an innovation strategy, and
- Delivering business events.



 City of Ryde

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ITEM 9 (continued)

ATTACHMENT 3



## DRAFT ECONOMIC DEVELOPMENT STRATEGY AND DRAFT NIGHT-TIME ECONOMY STRATEGY

Public Exhibition  
Survey Insights

**Economic Development Strategy and Night-Time Economy Strategy Surveys**

*Insights - Night-Time Economy Strategy Survey Responses*

Of the nine responders to the NTES survey there were a mix of ages and genders. Of these responders seven responders were resident, two were workers with one these also being a resident, and one responder was a business owner.

For the NTES survey when responders were asked about their views on the identified night-time economy outcomes, respondents were strongly supportive of the outcomes identified.

For the key actions that Council should consider to support the night-time economy in Ryde, the top responses were to increase lighting in public parks, improve infrastructure in public spaces, host more community events and to market the night-time economy offers in the City. This feedback was consistent regardless of the gender or age of the responder.

Other key pieces of feedback provided outside of the actions was a desire for increased diversity of offerings at night, and increased opportunities for connection of events with businesses.



 City of Ryde

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ITEM 9 (continued)

ATTACHMENT 3

## DRAFT ECONOMIC DEVELOPMENT STRATEGY AND DRAFT NIGHT-TIME ECONOMY STRATEGY

Public Exhibition  
Social Pinpoint



**Social Pinpoint**

A Social Pinpoint page was developed to allow stakeholders to provide feedback using an online map tool.

The map allowed users to drag one of three icons onto the map to note particular areas of interest.


The Social Pinpoint map was linked through the Have Your Say Page and was live between Thursday 30 May 2024 and Sunday 30 June 2024.

**Icon prompts**

I like this place - What is it you like about this place? Is it great for food, shopping, night-time economy, or recreational and relaxation activities? Why do you like to visit this place? Please be as specific as possible in your comment so we can accurately understand what location you're referring to. Please note, your contact details will be used to verify your submission and/or to receive updates (if you opt-in) and will not be visible on the interactive map to others online.

Ideas and Suggestions - What would make this place better for businesses and the community? E.g., increased lighting, transport options, outdoor dining, community events, public Wi-fi, live music, wayfinding/signage, more open space etc. Please be as specific as possible so we can accurately understand what location you're referring to. Please note, your contact details will be used to verify your submission and/or to receive updates (if you opt-in) and will not be visible on the interactive map to others online.

Challenges - Place a pin on the map to highlight areas or sectors that need improvement. What challenges can you see in this space? What is it you'd like to be able to do here and what is stopping you? Please be as specific as possible in your comment so we can accurately understand what location you're referring to. Please note, your contact details will be used to verify your submission and/or to receive updates (if you opt-in) and will not be visible on the interactive map to others online.

 City of Ryde

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ITEM 9 (continued)

ATTACHMENT 3



## DRAFT ECONOMIC DEVELOPMENT STRATEGY AND DRAFT NIGHT-TIME ECONOMY STRATEGY

Public Exhibition  
Social Pinpoint

### Insights

There were 15 comments received during the public exhibition period.

Of these 15 comments 13 were placed as "ideas and suggestions" icons, one "I like this place" icon and one "challenges" icon.

Feedback received through Social Pinpoint varied in topics, which included comments relating to town centres, public transport and recreational opportunities.

Five of the responses related to either Eastwood town centre or West Ryde-Meadowbank redevelopment opportunities. These pieces of feedback have been shared with the project teams working on the Eastwood and West Ryde-Meadowbank Masterplans.

Other areas that people liked or thought there could be more opportunity for night-time activities were Macquarie Park close to Macquarie University, Cox's Road as a dining precinct and Meadowbank.

Transport opportunities and challenges were raised through four submissions. This included concerns about the lack of lighting along pathways and other key pedestrian connections, which was reflective of the feedback we collected through our drop-in sessions.

Recreational opportunities was cited directly in two submissions seeking alternative sports or ways to use our park spaces. Similar to recreational activities, dog parks, and their poor conditions, were raised in three comments placed on the Social Pinpoint map. These comments were not directly relevant to the EDS or NTES and have been shared with City Spaces for consideration.

All comments collected during the exhibition as well as a copy of the map has been included in the Appendices to this document.

 City of Ryde

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**ITEM 9 (continued)**

## ATTACHMENT 3



## Email Submissions

During the exhibition period, four email submissions were placed by community members and one email submission was received from Connect MPID.

### Community submissions

The submissions received from community members discussed a variety of items.

Three of the four submissions noted a desire for increased transport options, particularly pedestrian and public transport improvements. Two submissions related to a desired for increased lighting. Other topics raised in the email submissions were desire for increased dining and vibrancy in West Ryde-Meadowbank, considerations for how to improve housing affordability, including multi-generational housing, and a note about Gladesville needing additional public green spaces and an overall upgrade to the centre. These items have been shared with the City Places team for consideration in current and future strategic planning works.

### Connect MPID

Connect MPID (CMPID) provided a submission to both the *Economic Development Strategy* and the *Night-Time Economy Strategy*. In this submission they noted their support of the outcomes and objectives of both strategies and included some ideas for consideration. These ideas including:

- Opportunities for funding of infrastructure for startup space delivery through VPAs.
- Leveraging grants and programs such as the National Reconstruction Fund and Industry Growth Programs for attracting and retaining manufacturing and innovation focus businesses, particularly those who are in a growth stage.
- Opportunities for CMPID partners to support the delivery of a night art program in MPID.

They also noted their ability to contribute to the marketing and knowledge of services of hospitality businesses in MPID through their upcoming website updates.

The comments provided did not result in any changes to be made to the Strategies, instead relating to potential actions under the *Economic Development Action Plan*.

CMPID have an opportunity to speak with Council's executive team and City Economy team on Tuesday 16 July 2024.



**ITEM 9 (continued)**

## ATTACHMENT 3



### Social media comments

There were four social media posts placed on Facebook and LinkedIn during the exhibition period.

The first post was placed on Facebook on Tuesday 4 June 2024 and generated 24 comments. These comments were mostly discussions about the concern of increasing developments and a desire for increased public transport options.

One specific comment on this post that related to the NTES was “*Fix up coxs rd, the shops are disgusting and building needs to be rebuilt. Restaurants will bring that rd alive*” which was liked by 10 people. This is reflective of some of the feedback received through the Social Pinpoint and EDS Survey.

The second post on Facebook was placed on Friday 12 June 2024 and did not generate any comments.

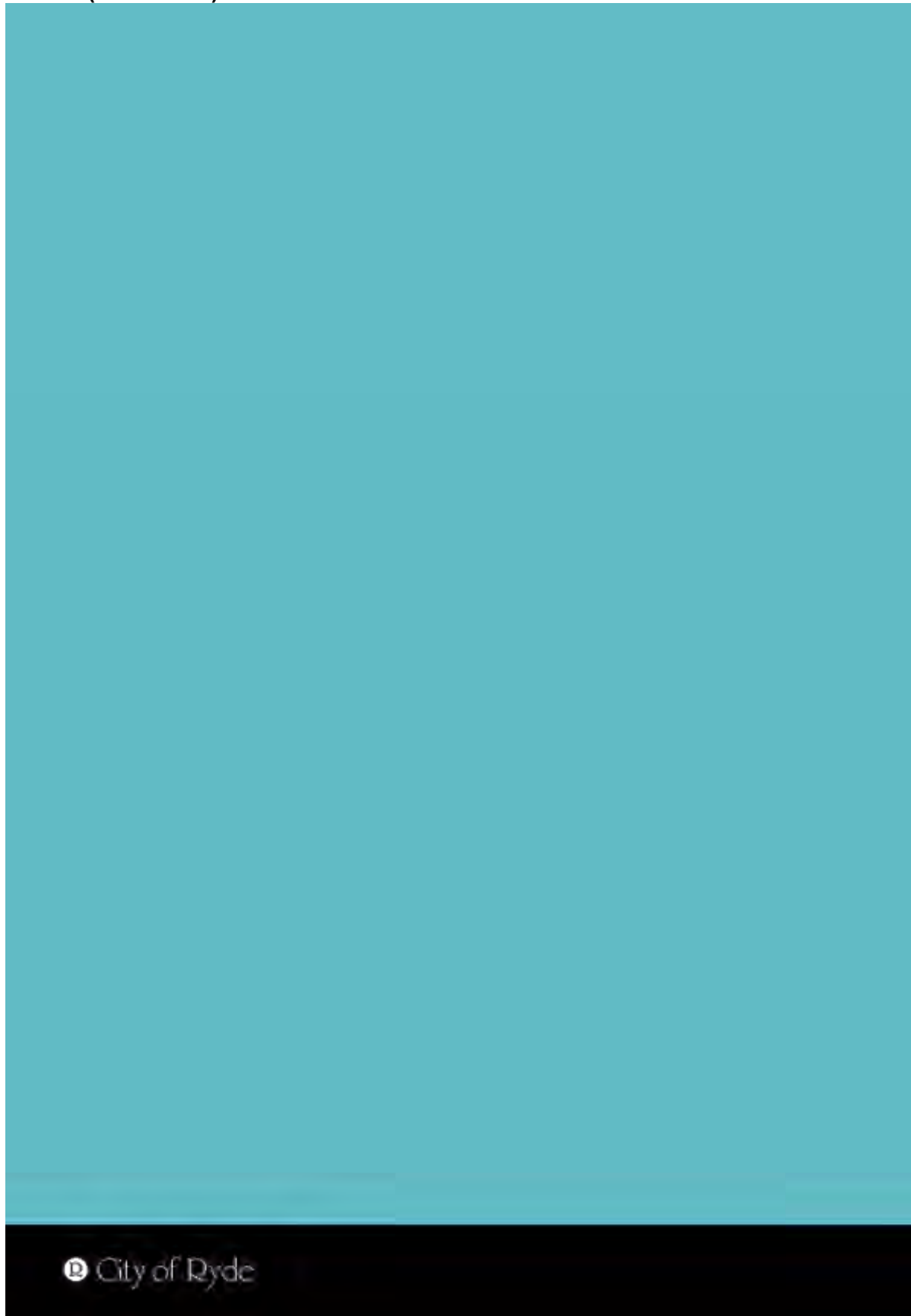
For LinkedIn, the first post was placed on Thursday 30 May 2024 and did not generate any comments.

The second LinkedIn post was placed on Monday 10 June 2024 and generated one comment congratulating Council on the work.



**ITEM 9 (continued)**

**ATTACHMENT 3**



**ITEM 9 (continued)**

**ATTACHMENT 3**



# Appendices

## Economic Development Strategy and Night-Time Economy Strategy



**ITEM 9 (continued)**

## ATTACHMENT 3



## Draft Economic Development Strategy and Draft Night-Time Economy Strategy


## DISCOVERY PHASE INTERVIEWS

**ITEM 9 (continued)**

**ATTACHMENT 3**



**Business Interview Template**



(Meeting Date and Time)

Stakeholder Interviewer (Name of Stakeholder)

Interviewer: Dan Hughes & Dan Hardy

Manager: Andrew Ryan

## Economic Development and Night-Time Economy

**Q1) Why have you chosen to do business in the City of Ryde?**

City of Ryde – Stakeholder Engagement: Economic Development Strategy & Night-Time Economy Strategy

**ITEM 9 (continued)**

## ATTACHMENT 3

## Business Interview Template

<p><b>Q2) What are your plans for your business' future in Ryde?</b></p>	
<p><i>City of Ryde – Stakeholder Engagement, Economic Development Strategy &amp; Night-Time Economy Strategy</i></p>	
<p><b>Q3) What needs to change?</b></p>	
<p><i>City of Ryde – Stakeholder Engagement, Economic Development Strategy &amp; Night-Time Economy Strategy</i></p>	



**ITEM 9 (continued)**

## ATTACHMENT 3

## Appendices (Interviews)

## Business Interview Template

<p><b>Q4) What are your ideas for night-time economy?</b></p>	
<p><i>City of Ryde – Stakeholder Engagement: Economic Development Strategy &amp; Night-Time Economy Strategy</i></p>	
<p><b>Q5) Additional Comments</b></p>	
<p><i>City of Ryde – Stakeholder Engagement: Economic Development Strategy &amp; Night-Time Economy Strategy</i></p>	

**ITEM 9 (continued)**

## ATTACHMENT 3



## Draft Economic Development Strategy and Draft Night-Time Economy Strategy

# PUBLIC EXHIBITION: MARKETING COLLATERAL

**ITEM 9 (continued)**

**ATTACHMENT 3**



**POSTCARD**





**ITEM 9 (continued)**

**ATTACHMENT 3**



**POSTER**

### ECONOMIC DEVELOPMENT STRATEGY AND NIGHT-TIME ECONOMY STRATEGY

**Help shape the future of the City of Ryde and our local economy!**

Council has a long-term vision for economic growth in the City of Ryde and the strategies for the future are an opportunity at your doorstep.

To enhance this vision, we've developed a Draft Economic Development Strategy and a draft Night-Time Economy Strategy.

Both strategies have been designed to establish long-term economic outcomes and four-year objectives, enabling the Council to deliver infrastructure that supports long-term economic sustainability.

Your input is crucial in shaping the future of the City of Ryde. Where you live, work, study, or play, we value your thoughts on our draft strategies.

**How do I give my feedback?**

You can have your say on the draft Economic Development Strategy and draft Night-Time Economy Strategy in a number of ways, including:

- Online** Via the online surveys and interactive map by scanning the QR code or visiting [www.ryde.nsw.gov.au/HYS/RydeEconomy](http://www.ryde.nsw.gov.au/HYS/RydeEconomy)
- Email** [cityofryde@ryde.nsw.gov.au](mailto:cityofryde@ryde.nsw.gov.au)
- Post** City of Ryde, Locked Bag 2069, North Ryde NSW 1670

**Drop-in Sessions**

We invite you to discuss the strategies with Council's project team, ask any questions, and provide your feedback in person.

For details on when and where the drop-in sessions are being held, please scan the QR code or visit the weblink provided above.

Scan to Have Your Say

Translation Assistance  
한국어 | 中文

**For further information**

Visit [www.ryde.nsw.gov.au/HYS/RydeEconomy](http://www.ryde.nsw.gov.au/HYS/RydeEconomy)  
Phone Customer Service on 9952 9222  
Email [cityofryde@ryde.nsw.gov.au](mailto:cityofryde@ryde.nsw.gov.au)

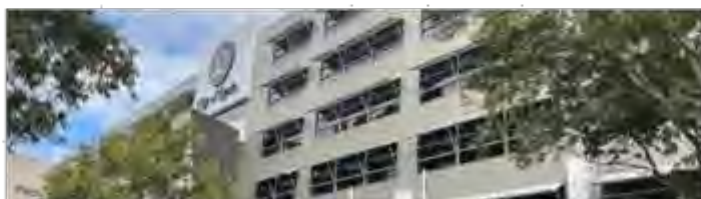
**City of Ryde**

**ITEM 9 (continued)**

## ATTACHMENT 3

**BUSINESS ENEWSLETTER (May 2024)**

## Connect With Council



### A Message From Council's City Economy Team

©2015 by 2015, and the following copyright notice, which is hereby granted to the public:  
This work is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 4.0  
International License. You are free to share and adapt the work, but you must attribute the  
original author and license, and you must share your work under the same license.

These documents have been developed by a panel of staff from the education authority, in partnership with the local health and social care trusts, and will be used to inform the development of the local strategy for the management of children and young people with mental health problems. The documents will also be used to inform the development of the local strategy for the management of children and young people with mental health problems, and to inform the development of the local strategy for the management of children and young people with mental health problems.

[illegible]

It is of particular importance that the newly published information be subject to continuous evaluation in the light of the changing circumstances and the information on each case available.

[illegible]

**Abstract**

*The City Economy Team.*

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**ITEM 9 (continued)**

**ATTACHMENT 3**



**BUSINESS ENEWSLETTER (June 2024)**



**Economic Development Strategy & Night-Time Economy Strategy - On Exhibition**

**What is the Economic Development Strategy about?**

Our draft Economic Development Strategy outlines the city's long-term economic vision of becoming a world-class destination that fosters innovation, attracts investment, and supports jobs and growth. The strategy sets out a strategic framework for the city's economic development, including key priorities and actions to achieve these goals.

**What is the Night-Time Economy Strategy about?**

Our draft Night-Time Economy Strategy is a strategic plan to enhance the city's night-time economy, which is a vital part of the local economy. It aims to create a safe and vibrant night-time environment that supports businesses, residents, and visitors.

**How can you give your feedback?**

We want to hear from you about the Economic Development Strategy and Night-Time Economy Strategy. We are looking for your feedback on the draft strategies and your views on the proposed actions.

- **Online:** Go to the online survey.
- **Email:** [feedback@cityofryde.nsw.gov.au](mailto:feedback@cityofryde.nsw.gov.au)
- **Post:** City of Ryde, Locked Mail Bag 971, Ryde, NSW 1585.
- **In person:** At one of our drop-in sessions - visit our [night-time economy](https://www.cityofryde.nsw.gov.au/night-time-economy) page to find out where and when.

**Feedback closes on Sunday 30 June 2024.**

**HAVE YOUR SAY**

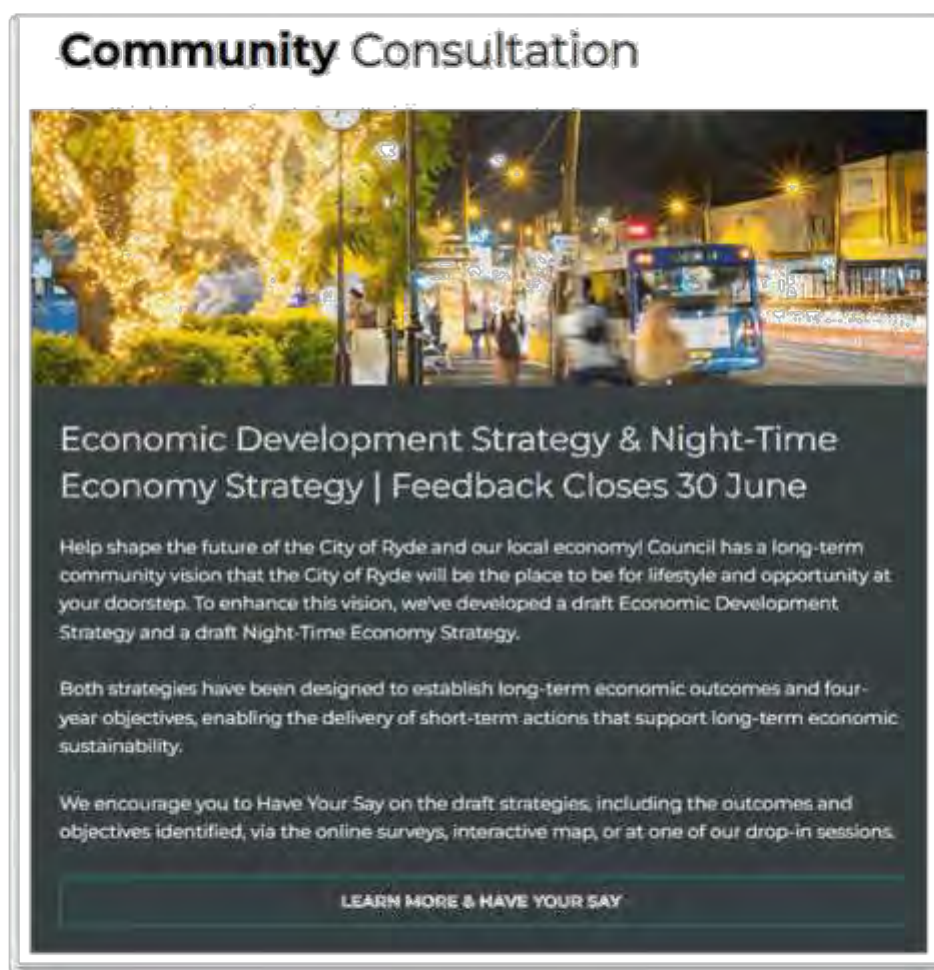


**ITEM 9 (continued)**

**ATTACHMENT 3**



**CITY NEWS ENEWSLETTER (June 2024)**



**ITEM 9 (continued)**

## ATTACHMENT 3

## DRAFT ECONOMIC DEVELOPMENT STRATEGY AND DRAFT NIGHT-TIME ECONOMY STRATEGY

## CITY NEWS ENEWSLETTER (continued)

## Have Your Say

## On Exhibition

You are invited to have your say about documents, projects and proposals that are currently on public consultation, or provide feedback on research and campaigns that affect the community.

**INTEGRATED OPEN SPACE PLAN UPDATE (CLOSES 05 JUN)**

**BLENHEIM PARK MASTERPLAN- REGIONAL PLAYGROUND UPGRADE (CLOSES TO JUNE)**

**PROPOSED STORMWATER DRAIN BASEMENT OVER DUNBAR PARK (CLOSES 23 JUNE)**

ECONOMIC DEVELOPMENT STRATEGY &amp; NIGHT-TIME ECONOMY STRATEGY (CLOSES 30 JUN)

**DRAFT LOCAL INFRASTRUCTURE STRATEGY (CLOSES 30 JUN)**

**DRAFT MEDIA & SOCIAL MEDIA POLICY FOR COUNCILLORS (CLOSES 30 JUN)**

### DEVELOPMENT APPLICATIONS ON EXHIBITION

**ITEM 9 (continued)**

**ATTACHMENT 3**



**OPEN COMMUNITY CONSULTATIONS LISTING – THE WEEKLY TIMES**

**HAVE YOUR SAY**

---

**OPEN COMMUNITY CONSULTATIONS**  
You are invited to have your say about documents, projects and proposals that are currently on public exhibition, or provide feedback on services and concerns that affect the community.

- Buena Vista Avenue - Proposed Parking Changes During Waste Collection (Closes 19 June 2024)
- Proposed Stormwater Drain Easement Over Dunbar Park, Marsfield (Closes 23 June 2024)
- Economic Development Strategy and Night-Time Economy Strategy (Closes 30 June 2024)
- Draft Local Infrastructure Strategy (Closes 30 June 2024)
- Draft Media and Social Media Policy for Councillors (Closes 30 June 2024)

**Want to find out more?**  
To find out more about one of the above projects or for information on how to provide feedback, please visit [www.ryde.nsw.gov.au/haveyoursay](http://www.ryde.nsw.gov.au/haveyoursay) or call Customer Service on 9952 8222.



**ITEM 9 (continued)**

**ATTACHMENT 3**



Draft Economic Development Strategy and  
Draft Night-Time Economy Strategy

# **PUBLIC EXHIBITION: HAVE YOUR SAY (SURVEY)**

**ITEM 9 (continued)**

**ATTACHMENT 3**



**HAVE YOUR SAY WEBPAGE**

### Economic Development Strategy and Night-Time Economy Strategy

*Have Your Say*

**Help shape the future of the City of Ryde and our local economy**  
Council has completed a consultation on the City of Ryde's draft Economic Development Strategy and draft Night-Time Economy Strategy. The strategy will shape the future of the City of Ryde and our local economy. It will be used to guide the City of Ryde's future development and investment.

**You can have your say on the draft Economic Development Strategy and draft Night-Time Economy Strategy.** These strategies are designed to guide the City of Ryde's future development and investment. They will be used to guide the City of Ryde's future development and investment.

**With your input, we can ensure the City of Ryde's future development and investment is sustainable and meets the needs of the community.**

**The draft Economic Development Strategy and draft Night-Time Economy Strategy are available for public comment. You can have your say on the draft strategies by completing the online survey or by attending a public consultation session.**

**We encourage you to provide your feedback on the draft strategies by completing the online survey or by attending a public consultation session.**

**Please view the draft strategies below and then click on the Have Your Say button to provide your feedback.**

[View the Draft Economic Development Strategy](#)

[View the Draft Night-Time Economy Strategy](#)

[Timeline](#)

### HAVE YOUR SAY

You can Have Your Say on the Economic Development Strategy and Night-Time Economy Strategy in a number of ways. You can have your say on the draft strategies by completing the online survey or by attending a public consultation session.

**Responses will close on Sunday 30 June 2024.**

#### Online Surveys

Please complete the online surveys via the links below. Responses to the survey for the Economic Development Strategy and the Night-Time Economy Strategy. You are welcome to complete both surveys or just complete one.

[Complete the Economic Development Strategy Survey](#)

[Complete the Night-Time Economy Strategy Survey](#)

If you're unable to fill in the survey online, please contact Customer Service on 0252 5222.

#### Interactive Map

Click the map below to provide feedback on the draft strategies. You can provide feedback on the draft strategies by clicking on the map and highlighting areas of concern.

[Provide Feedback via the Interactive Map](#)

If you're unable to fill in the map, please contact Customer Service team on 0252 5222 who can assist you over the phone.

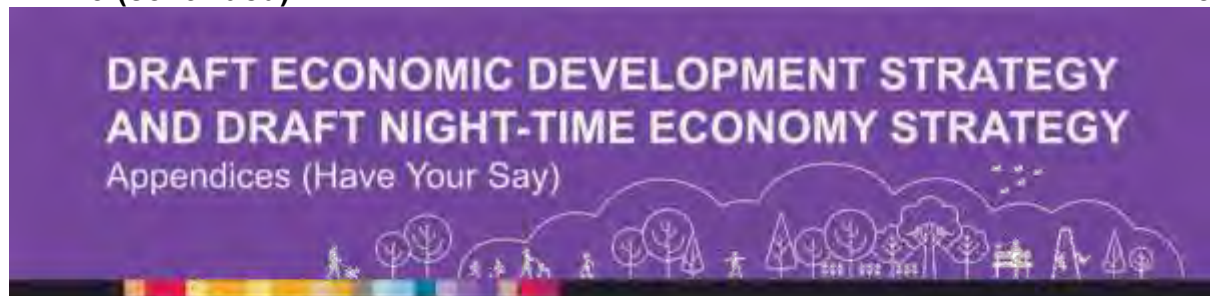
#### Written Submissions

Written submissions must be emailed as Economic Development Strategy and/or Night-Time Economy Strategy and emailed to:

- Email: [community@ryde.nsw.gov.au](mailto:community@ryde.nsw.gov.au)
- Post: City of Ryde, Locked Mail Bag 971, Ryde NSW 1513

**ITEM 9 (continued)**

## ATTACHMENT 3

**HAVE YOUR SAY WEBPAGE (continued)**

### Drop-in Sessions

You're invited to come in and meet with Council's Project Team, ask any questions you may have and provide your feedback on the strategies.

#### McGillivray University

**Where:** McGillivray University, 3100 Macdonell Avenue, Suite 200, 200  
**When:** Thursday, 20 May 2020  
**Time:** 10:00am to 12:00pm  
**Drop-in Session for:** McGillivray University students, staff and local business owners

#### Eastwood Night Market

**Where:** Eastwood Plaza, 5500 Highway 101  
**When:** Saturday, 8 June 2020  
**Time:** 4:00pm to 10:00pm  
**Drop-in Session for:** anyone who lives, works, studies and plays in the City of Rydal

#### Anderson Park

**Where:** Near the amphitheatre, Anderson Park, Meadowdale, 2700 Lakeshore Blvd. East, Suite 100  
**When:** Sunday, 9 June 2020  
**Time:** 10:00am to 12:00pm  
**Drop-in Session for:** anyone who lives, works, studies and plays in the City of Rydal

#### Ryde Business Forum

**Where:** McGillivray University, Michael Kirby Law Building, Rutherford Road, 3200  
**When:** Monday, 17 June 2020  
**Time:** 10:00am to 12:00pm  
**Forum for:** local business owners and managers at Council's Request for Input  
**Drop-in Session for:** anyone who lives, works, studies and plays in the City of Rydal

#### Community Expo

**Where:** Near Ryde Station, 1000 Lakeshore Blvd. East, Suite 100  
**When:** Tuesday, 25 June 2020  
**Time:** 10:00am to 12:00pm  
**Drop-in Session for:** anyone who lives, works, studies and plays in the City of Rydal

### Privacy Notification

We are collecting personal information about you and your business to help us understand the needs of our community and to provide you with the best possible service. We will use this information to develop and improve our services and to provide you with information about our services. We will not share this information with any other organization or individual. For more information, please visit our website at [www.rydal.ca/privacy](#).

### Contact Us

If you require more information about our Economic Development Strategy and Night Time Economy Strategy, please call Customer Service at 905-422-2222 or email [info@rydal.ca](#).

If you require translation assistance, you may contact our language and interpreting services at 905-422-2222 and ask for an interpreter to assist if needed for you.

### Want updates?

Subscribe to this page

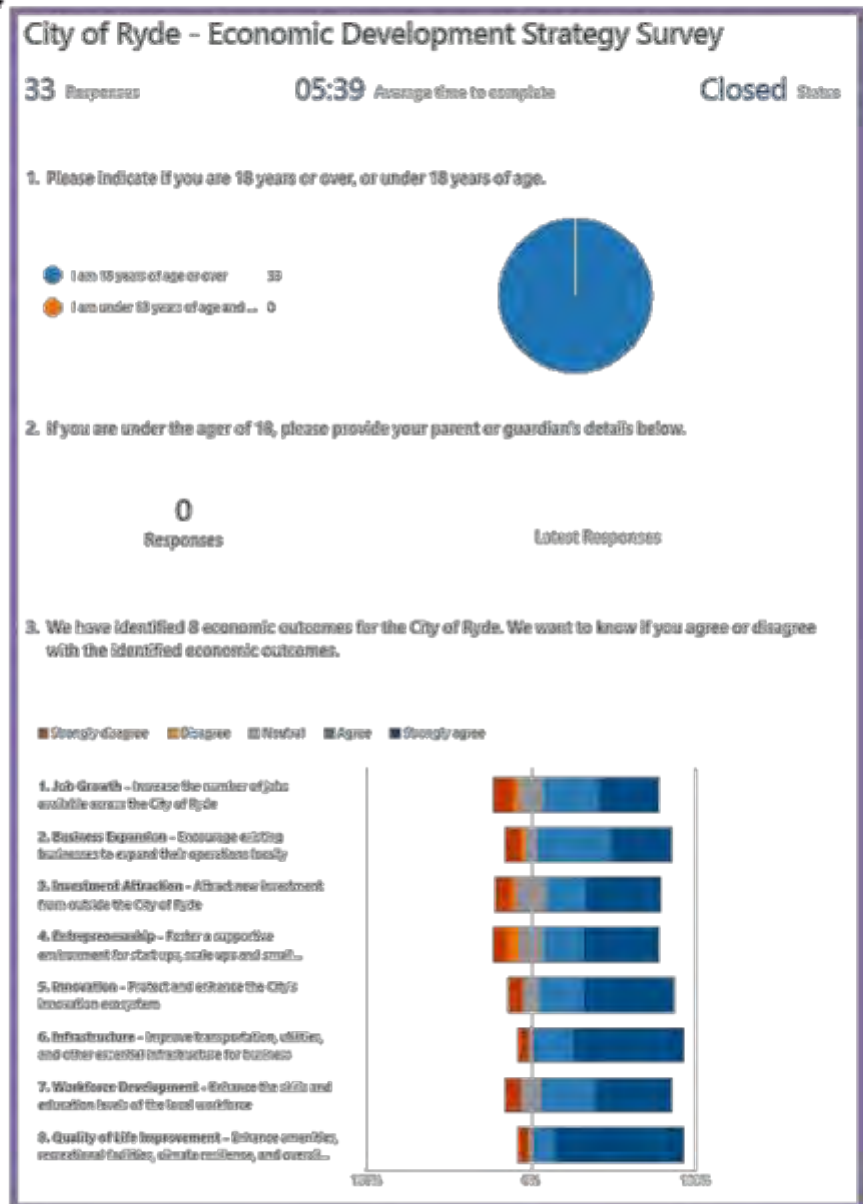


**ITEM 9 (continued)**

**ATTACHMENT 3**



**ECONOMIC DEVELOPMENT STRATEGY SURVEY RESULTS – JUNE 2024**



**ITEM 9 (continued)**

**ATTACHMENT 3**



**ECONOMIC DEVELOPMENT STRATEGY SURVEY RESULTS – JUNE 2024**

4. Are there any other economic outcomes you think we should consider?

**13**  
Responses

**Latest Responses**

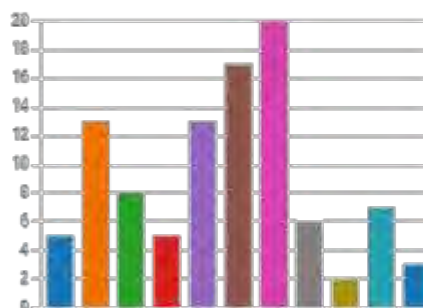
- "Encourage resource efficiency and sustainability as an integral part of doing..."
- "Promotion of supporting local businesses by ensuring the local businesses or..."
- "The outcomes are vague, no matter how pretty the presentation was created..."

3 respondents (23%) answered businesses for this question.

Word cloud content: **businesses**, **Ryde**, **Woolworths**, **local businesses**, **gladesville**, **gourmet grocers**, **diversify businesses**, **specialty cafes**, **outcomes are vague**, **large Woolworths**, **coxs rd**, **developments in Ryde**, **shops are old**, **green spaces**, **Integral part of doing business**, **Ryde Council**, **City of Ryde**, **local area**, **Woolworths and Cole**, **payers rent**.

5. To meet our identified outcomes and objectives, Council staff are exploring potential actions we could take to support businesses and the growth of the City of Ryde economy. From the following list, please select the top THREE (3) activities that you think will have the greatest impact to businesses and the economy.

Business events	5
Marketing of the City of Ryde	13
Investment attraction	6
Grantwriting support	5
Having a destination and visitor ...	13
Hosting more community events	17
Making it easier to do outdoor ...	20
Formal training opportunities	6
Provide co-working spaces	2
Develop an innovation strategy	7
Other	3



**ITEM 9 (continued)**

**ATTACHMENT 3**



**ECONOMIC DEVELOPMENT STRATEGY SURVEY RESULTS – JUNE 2024**

4. Are there any other economic outcomes you think we should consider?
More affordable housing
Stop all the developments in Ryde.
Rebuild coxs rd, the shops are old, restaurants will be great
Infrastructure including supermarkets and vital shopping areas, particularly gladesville as both Woolworths and Cole's are under par.
Gladesville needs more specialty cafes and gourmet grocers! A large Woolworths would be nice too!
Make a decision on the Ryde Council to save rate payers rent.
Free Entertainment
diversify businesses, bring in goods and services that can only be found in places such as the city to here.
Better use of public space
Keep the green spaces green, no more artificial grass
The outcomes are vague, no matter how pretty the presentation was created. What are the actual actions to achieve the expected outcomes?
Promotion of supporting local businesses by ensuring the local businesses are high quality, are accessible and safe for locals, and supported by a functional and attractive local area.
Encourage resource efficiency and sustainability as an integral part of doing business in the City of Ryde

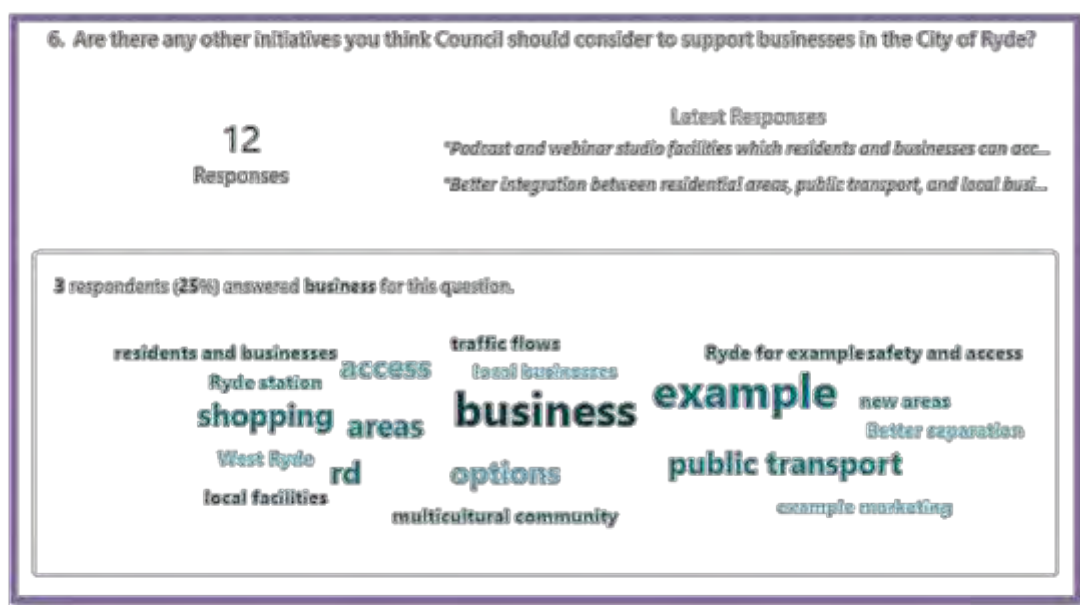


**ITEM 9 (continued)**

**ATTACHMENT 3**



**ECONOMIC DEVELOPMENT STRATEGY SURVEY RESULTS – JUNE 2024**



ITEM 9 (continued)

ATTACHMENT 3



**ECONOMIC DEVELOPMENT STRATEGY SURVEY RESULTS – JUNE 2024**

6. Are there any other initiatives you think Council should consider to support businesses in the City of Ryde?

Better integration between residential areas, public transport, and local businesses. More diverse dining option to support our vibrant multicultural community rather than just more of the same. Renovate unused or under-utilised spaces. Improve the aesthetics of run down areas to attract more locals, West Ryde for example. Better separation of pedestrian, train and traffic flows to improve mobility, safety and access to local facilities, including over and under passes. For example Meadowbank station, the Tafe and new businesses. Also the flow between east and west of West Ryde station and north and and south of Victoria Road. More shared meeting places where the community can come together, eg markets, family friendly restaurants or pubs, etc.

change zoning to support business both present and future growth

Ensure a good mix of commercial/retail options and make it easy for restaurants

Help reduce the cost of living. It's expensive to drive plus public transport is getting more expensive. But it's also unreliable.

More free parking. For example, years ago we used to stay at Macquarie Centre for Movie, Lunch and shopping but 3 hour parking killed that). The traffic on Ryde / Lane Cove Rd is always slow and so very congested. Overdevelopment keeps adding to the problem. Rhodes is expanding with more unit towers adding to the problem.

More grants and identifies new areas for example marketing. One post in a social media paid collaboration can cost at least \$3,000

No

Podcast and webinar studio facilities which residents and businesses can access and hire.

Energy and circular economy advice and services businesses can access.

Rebuild coxs rd

Support Gladesville shopping strip

Sustainability

Trees should not be cut anymore.

ITEM 9 (continued)

ATTACHMENT 3



**ECONOMIC DEVELOPMENT STRATEGY SURVEY RESULTS – JUNE 2024**



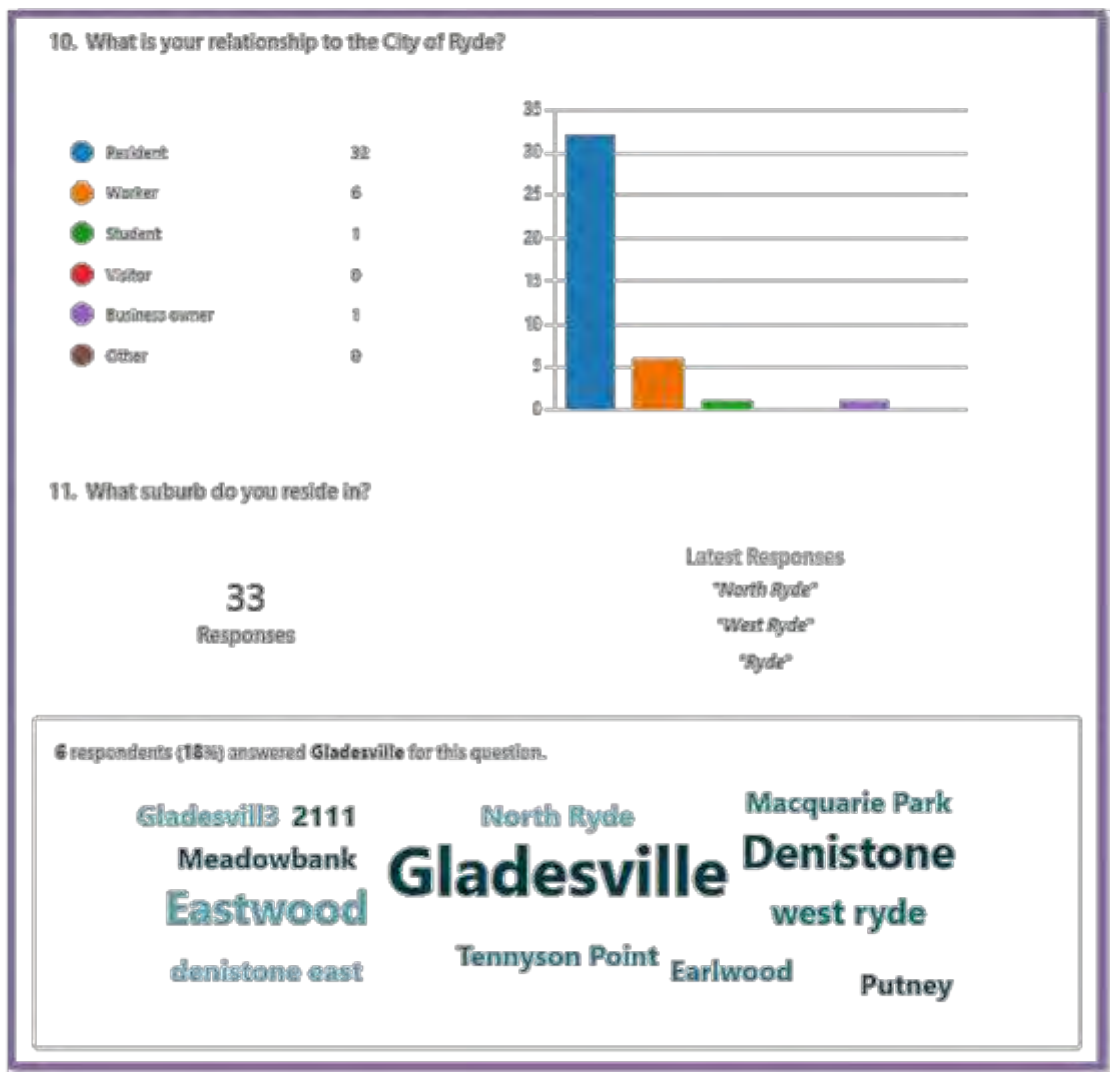


**ITEM 9 (continued)**

**ATTACHMENT 3**



**ECONOMIC DEVELOPMENT STRATEGY SURVEY RESULTS – JUNE 2024**



**ITEM 9 (continued)**

**ATTACHMENT 3**



**ECONOMIC DEVELOPMENT STRATEGY SURVEY RESULTS – JUNE 2024**

12. Is there any other feedback you'd like to provide about economic development in the City of Ryde?

Both strategies should have been thoroughly planned. Simply outlining the vision and the outcomes is not providing any information to the audience. What tangible actions can be taken towards the outcomes? The material provided to us is simply not enough.

Consider traffic congestion and parking in the plan

Council seems to be in a mess with multiple Mayor's and the whole in the ground. I hope council can fund its economic work.

Gladesville shopping centre needs support

I love this area, but it feels run down, without a sense of identity, is geographically fragmented, and without great pedestrian options.

It would be great to see it work with other departments in a more integrated way. Eg community services, waste and resilience. It would be awesome to see a return of more networking events. The previous sessions with Optus and Mac Park were awesome. It would be great to see more small business opportunities and resources to help them have quick wins when it comes to the cost of waste, energy, insurance and other infrastructure. It would be great to see the role of social enterprise models and social procurement be highlighted in the community.

Make main streets eg Victoria road more attractive and pedestrian friendly with the planting of trees and pedestrian islands - safer for pedestrians and attracts more foot traffic for small business

More community events, promote local business. What is happening to the shops in Coxs Rd Nth Ryde, so derelict.

Nil

Redevelop and upgrade the existing tired old shops along Victoria road and the Gladesville Shopping Village.

Some areas seem to have continual investment whereas as others get very little. The east of the council area (Cox's Road and Gladesville town centres) have had little investment to rejuvenate and playgrounds have broken equipment that is not fixed for months (such as Livvy's place). Meanwhile Meadowbank seems to have continuous plans for rejuvenation

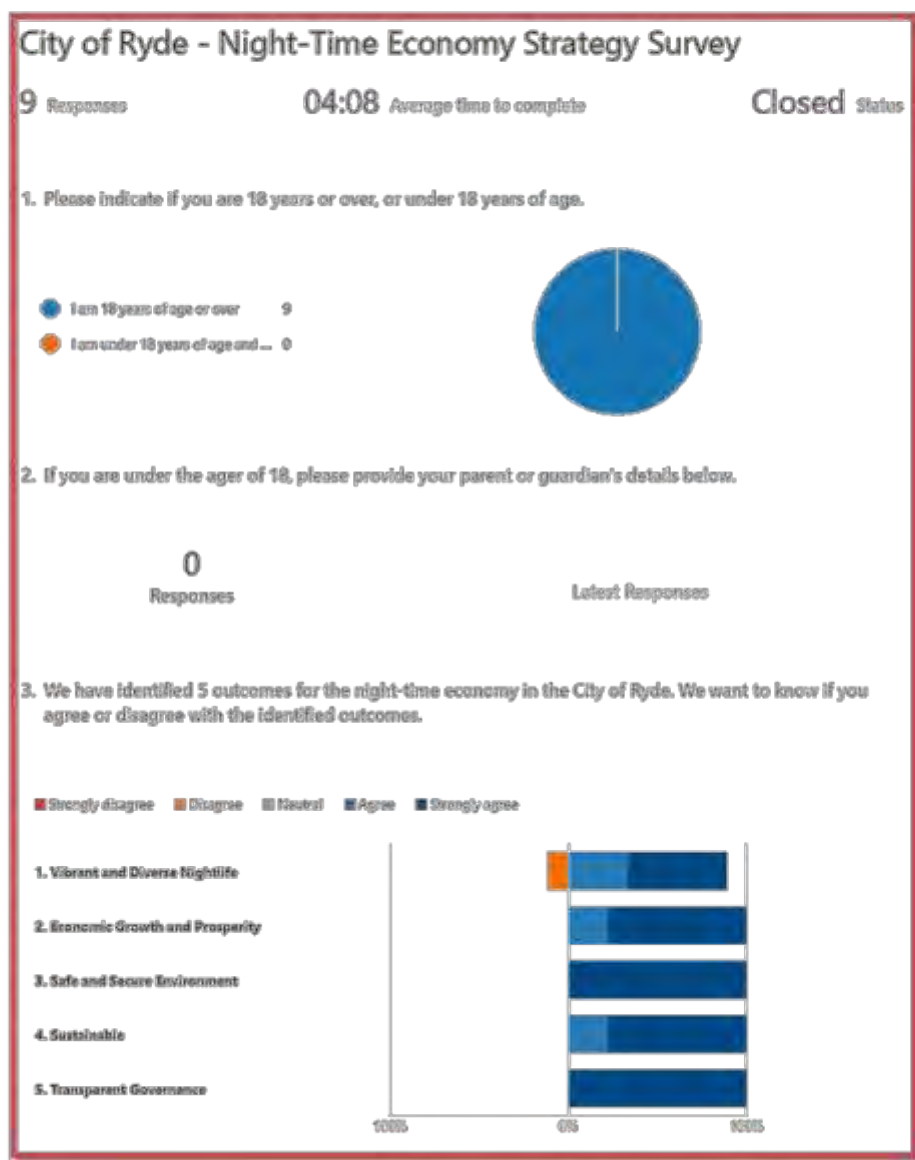
Stop cutting trees in all Ryde area: we should leave our grandchildren a better planet.

**ITEM 9 (continued)**

**ATTACHMENT 3**



**ECONOMIC DEVELOPMENT STRATEGY SURVEY RESULTS – JUNE 2024**





ITEM 9 (continued)

ATTACHMENT 3



**NIGHT-TIME ECONOMIC STRATEGY SURVEY RESULTS – JUNE 2024**

4. Are there any other outcomes for Ryde's night-time economy you think we should consider?

6  
Responses

Latest Responses

*"A cultural themed night. That focuses on a culture, has food, ethnic dance or...  
"integrated - needs to be make sense with other activities in the area. "*

4. Are there any other outcomes for Ryde's night-time economy you think we should consider?

A cultural themed night. That focuses on a culture, has food, ethnic dance or speaker

Family friendly, integrated wi try pedestrian and public transport flows

Integrated - needs to be make sense with other activities in the area.

More entertainment.

Night markets would be helpful to liven up the night scene. Something similar to eastwood markets where in concessionaires and small businesses can join.

Redevelop and upgrade the existing tired old shops along Victoria road and the Gladesville Shopping Village.

Some areas seem to have continual investment whereas as others get very little. The east of the council area (Cox's Road and Gladesville town centres) have had little investment to rejuvenate and playgrounds have broken equipment that is not fixed for months (such as Livvy's place). Meanwhile Meadowbank seems to have continuous plans for rejuvenation

Stop cutting trees in all Ryde area: we should leave our grandchildren a better planet.

The proposed conversion of Macquarie Park to yet more residential areas is alarming. It was supposed to provide skilled jobs in the vicinity of Macquarie University. Ryde is also one of the few areas in suburban Sydney with a major university, which seems to be taken for granted too often.

Traffic and parking

**ITEM 9 (continued)**

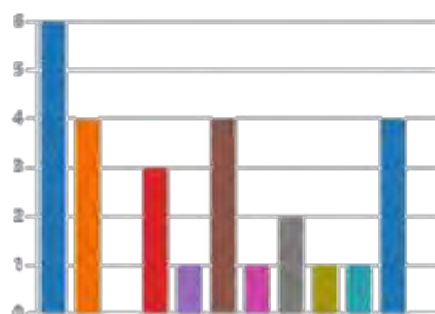
**ATTACHMENT 3**



**NIGHT-TIME ECONOMIC STRATEGY SURVEY RESULTS – JUNE 2024**

5. To meet our identified outcomes and objectives, Council staff are exploring potential actions we could take to improve and support the night-time economy of the City of Ryde. From the following list, please select the top THREE (3) activities that you think will best support and improve our night-time economy

- Increasing lighting in public per... 6
- Improving infrastructure in publ... 4
- Dedicated rideshare spaces in c... 0
- Increasing opportunities for live ... 3
- Having a destination and visitor ... 1
- Hosting more community events 4
- Making it easier to do outdoor ... 1
- Designating areas in our centres... 2
- Increasing approved hours of o... 1
- Requiring ground floor commer... 1
- Marketing the night-time econo... 4
- Other 0



6. Are there any other initiatives you think Council should consider to enhance the night-time economy in the City of Ryde?

**5**  
Responses

**Latest Responses**

"Ensure area as safe amenities and that work with local businesses so that ev...

"Community food events "

"Working with existing local businesses to help understand what may work f...

**ITEM 9 (continued)**

**ATTACHMENT 3**



**NIGHT-TIME ECONOMIC STRATEGY SURVEY RESULTS – JUNE 2024**

6. Are there any other initiatives you think Council should consider to enhance the night-time economy in the City of Ryde?

Community food events

Ensure area as safe amenities and that work with local businesses so that everyone benefits from events

Increase the diversity of offerings to cater to our multicultural and multigenerational community, rather than just more of the same thing.

Night Time Markets where in small businesses and concessionaires can join. Music festivals can also be helpful.

Working with existing local businesses to help understand what may work for them.

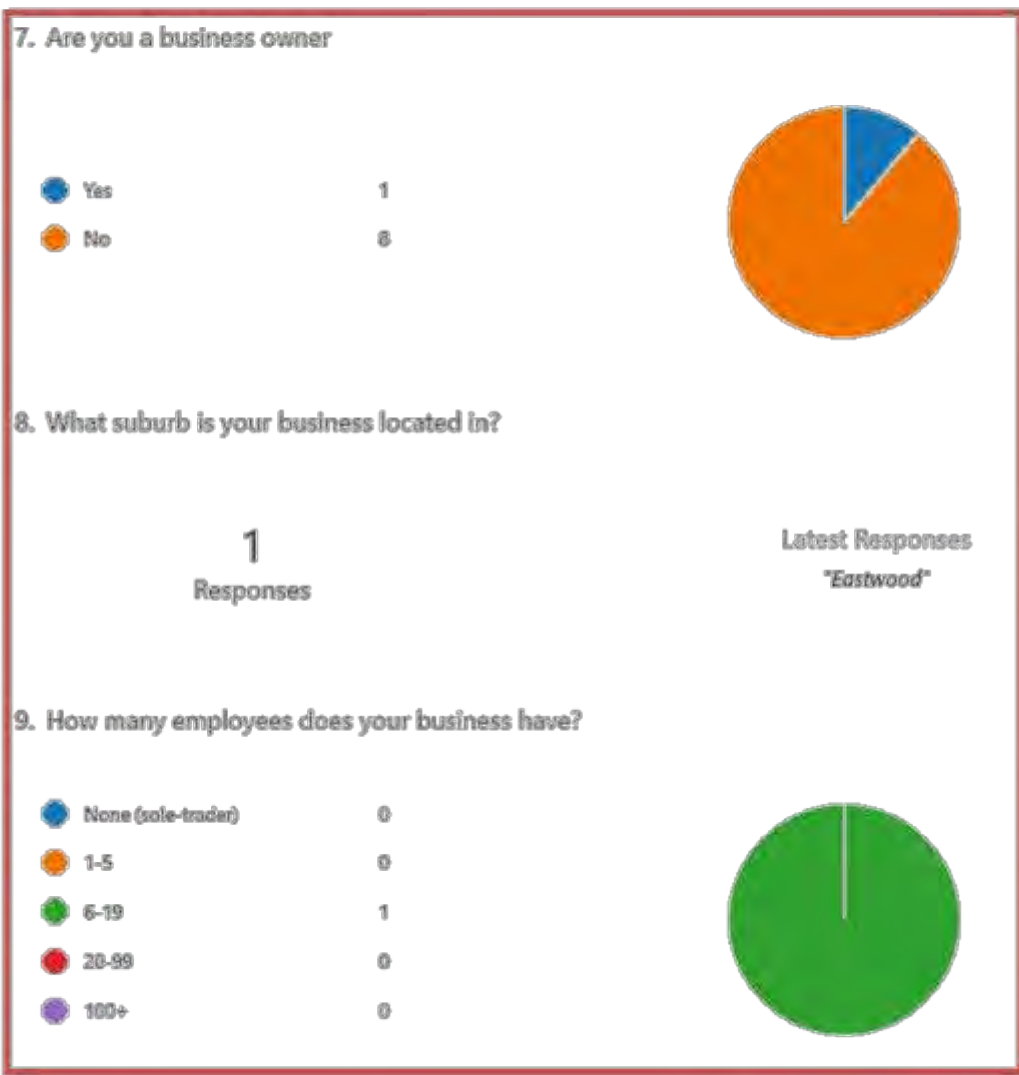


ITEM 9 (continued)

ATTACHMENT 3



**NIGHT-TIME ECONOMIC STRATEGY SURVEY RESULTS – JUNE 2024**

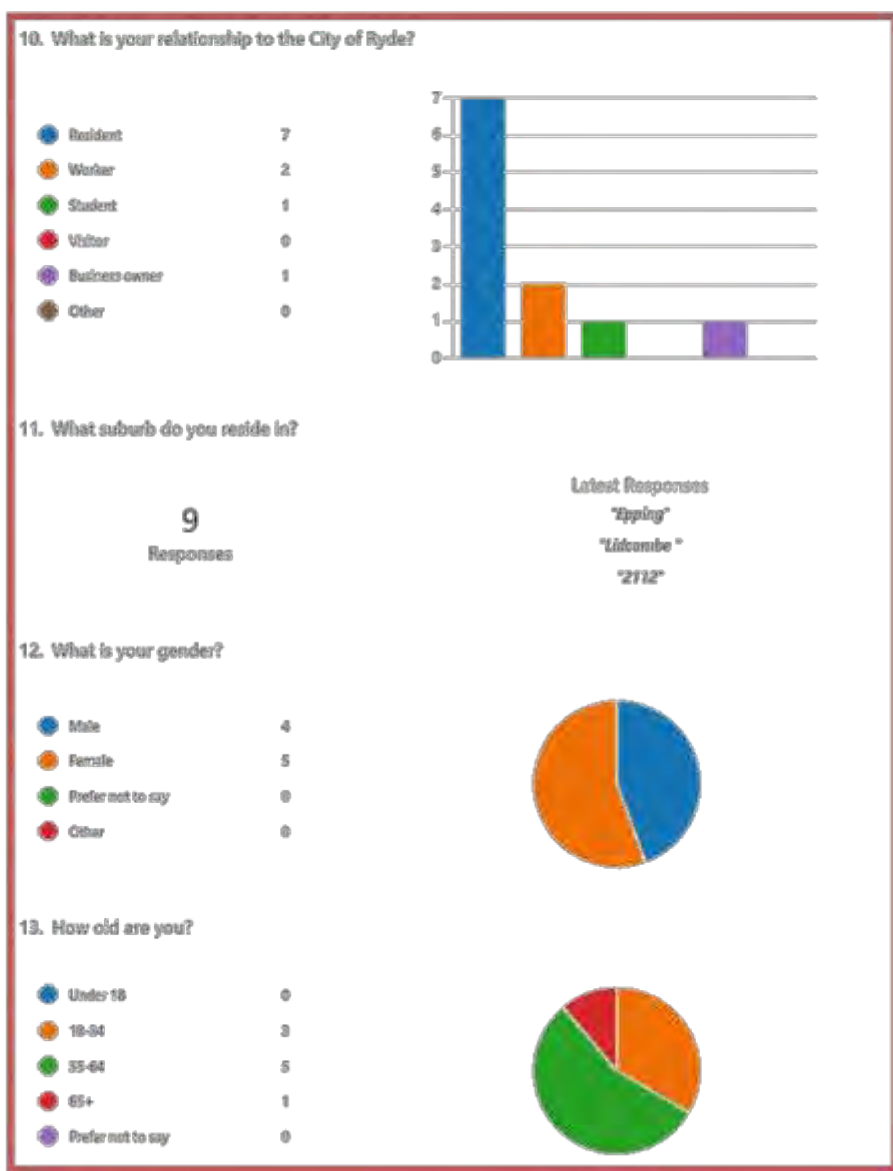


**ITEM 9 (continued)**

**ATTACHMENT 3**



**NIGHT-TIME ECONOMIC STRATEGY SURVEY RESULTS – JUNE 2024**

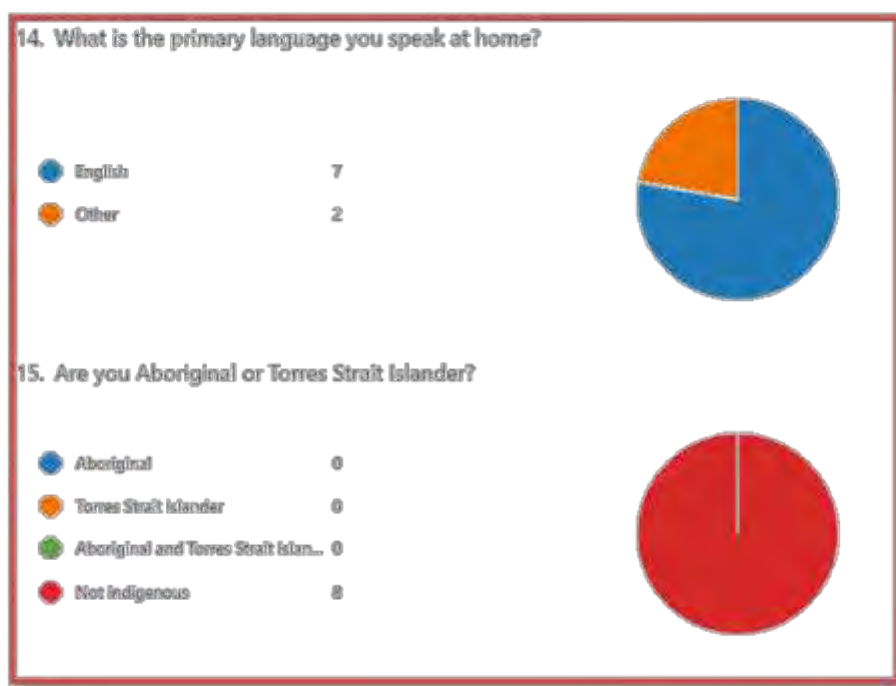


**ITEM 9 (continued)**

**ATTACHMENT 3**



**NIGHT-TIME ECONOMIC STRATEGY SURVEY RESULTS – JUNE 2024**





**ITEM 9 (continued)**

**ATTACHMENT 3**



**NIGHT-TIME ECONOMIC STRATEGY SURVEY RESULTS – JUNE 2024**

16. Is there any other feedback you'd like to provide about the night-time economy in the City of Ryde?

**7**  
Responses

Latest Responses

*"have a good mix that suits different age groups and cultures"*

*"How does this link with the broader NSW Night Time Economy Strategy. Ho...*

16. Is there any other feedback you'd like to provide about the night-time economy in the City of Ryde?

Consider safety, parking, noise and traffic of local residents.

have a good mix that suits different age groups and cultures

How does this link with the broader NSW Night Time Economy Strategy. How can data be leveraged to inform the initiatives.

I would like to see more options for a connected experience, for instance a family concert then dinner and dessert or a drink afterwards, all within walking distance. Once people are here, we should try to ensure they stay longer and move from location to location.

It is currently non existent and would be a good opportunity to explore as the area is populous.

More lights at night

More restaurants/bars and Less Medical Imaging centres and Gyms

**ITEM 9 (continued)**

**ATTACHMENT 3**



Draft Economic Development Strategy and  
Draft Night-Time Economy Strategy

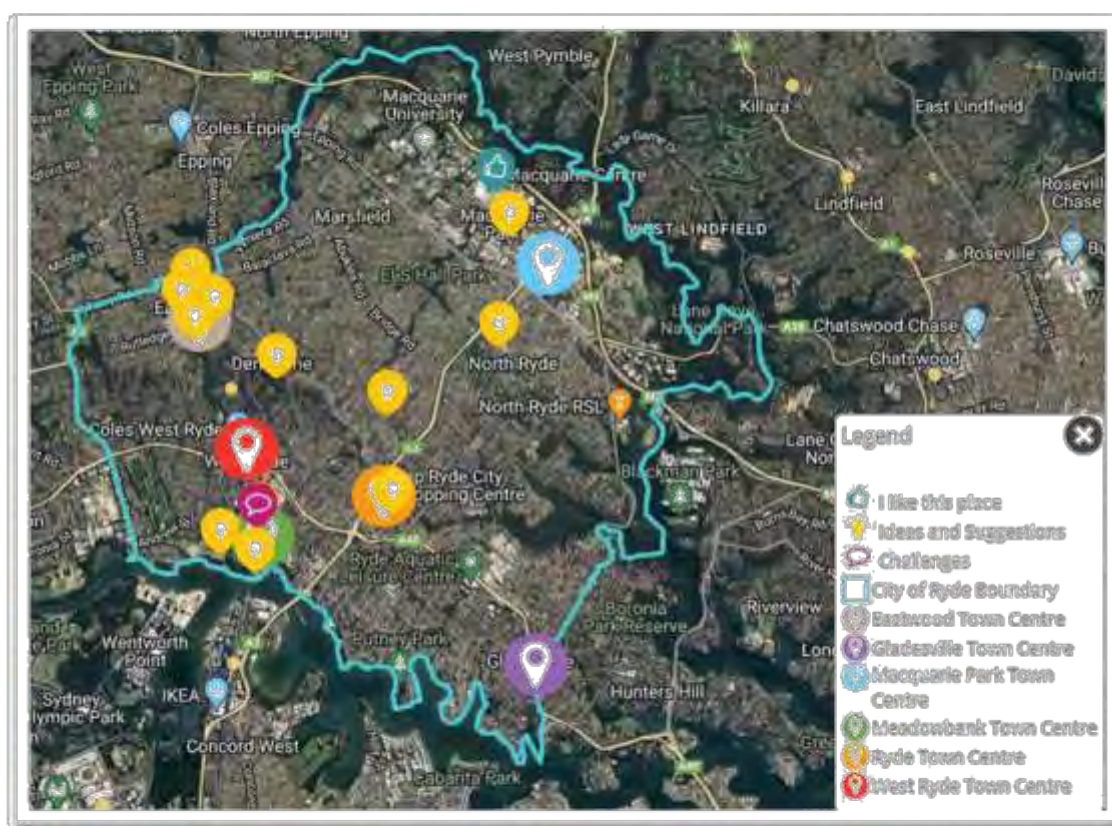
# **PUBLIC EXHIBITION: SOCIAL PINPOINT**

**ITEM 9 (continued)**

**ATTACHMENT 3**



**SOCIAL PINPOINT INTERACTIVE MAP**





**ITEM 9 (continued)**

**ATTACHMENT 3**



**SOCIAL PINPOINT INTERACTIVE MAP**

Type	Comment
<b>Ideas and Suggestions</b>	Restaurants, bars, and cafes on either side of the Ferry wharf would be accessible by train and ferry and would significantly enhance the night-time economy. This development would capitalize on the natural beauty and serene ambiance of the waterfront, attracting both locals and tourists seeking unique dining and social experiences. The ease of access via train and ferry makes the location an ideal destination, encouraging foot traffic and prolonging visitors' stays into the evening hours.
<b>Ideas and Suggestions</b>	West Ryde is tired and dirty. Considering all of the new units in the area would have thought the area around West Ryde shopping centre and Ryedale Road shops be cleaned up. The shops are so old time to redevelop. The park could also be fenced to allow people with dogs to have a nice safe dog park.
<b>Ideas and Suggestions</b>	Eastwood is very tired and seems dirty, the entire shopping precinct needs to be updated and cleaned up with a lot more parking for the amount of people who flood into the suburb. Even the fountain is joked about that it exposes kids to germs. The Eastwood night market is pretty sad, not with going to.
<b>Ideas and Suggestions</b>	The Ryde dog park is known by residents as dirty. The park surface has holes to trip in. There gardens are not well looked after. The gardener knows the gate locks are broken. With over 50% of people owning dogs we should be able to provide our dogs with the best facilities. There has been mushrooms growing in the garden not sure if the are poisonous for dogs. Stopped taking my dog here don't want him to get sick.
<b>Ideas and Suggestions</b>	The Denistone dog park is so unkept, even though I live 15 minutes walk away, I drive to Rhodes so my dog can play safely. It is a steep strip of dirt and full of fallen tree branches and at the bottom of a steep hill. We can do so much better and should. We need many more fenced dog parks to keep our fur babies safe

**ITEM 9 (continued)**

**ATTACHMENT 3**



**SOCIAL PINPOINT INTERACTIVE MAP**

Type	Comment
<b>Ideas and Suggestions</b>	Coxs Road has potential for a great night restaurant precinct. The south side of the street needs some kind of intervention with the building being left unfinished for over 15 years. There are restaurants on the bottom level whilst the top level is open to birds and vermin. The parking out the back is always littered with rubbish and the small car park has been made so dangerous with the in and out in the same driveway. There is a very rough area next to Coxs Rd Mall the could be better used
I like this place	I love this place because it is really close to Macquarie University campus and contains many shops that cover all your needs in terms of provisions (food, home, clothing...). The opening times are a major advantage for me because I often need to go there before going home, usually around 8pm.
<b>Ideas and Suggestions</b>	Eastwood has a lot of potential because it attracts so many visitors. But I find that the area is still sad and not modern enough. Some corners aren't maintained/cleaned. Artistic and cultural events could be organised to bring together enthusiasts.
<b>Ideas and Suggestions</b>	It would be great to have a coworking space in Mac Park for SMEs with event spaces and studio spaces.
<b>Ideas and Suggestions</b>	Night-time lighting for the walking path along the water is missing. There are far fewer people enjoying this segment of the walking path at night compared to the segment from the wharf to the Ryde Bridge. The main reason is because people feel unsafe walking along a dark path.

**ITEM 9 (continued)**

**ATTACHMENT 3**



**SOCIAL PINPOINT INTERACTIVE MAP**

Type	Comment
Ideas and Suggestions	We could make better use of the square next to the train station and its surrounding area. Some ideas include, but are not limited to: - Constructing a small 2-3 storey mall similar to Rhodes Central, featuring restaurants and cafes. - Encouraging music and art performances in the square, similar to the activities often seen on the pedestrian street next to Westfield in the Sydney CBD.
Challenges	I'm not sure if this directly relates to the strategy, but I've always wondered why the train service frequency at Meadowbank Station is lower than at West Ryde Station during peak hours. Meadowbank clearly has a higher population density compared to West Ryde in areas close to the stations.
Ideas and Suggestions	Night badminton using luminous shuttlecocks
Ideas and Suggestions	Everyone likes a treasure hunt - why not stick up a few dozen scannable QR codes around the place on weekend nights. Different treasure hunt each week. Fun for kids, something to do for young adults. Perhaps prizes could be given. Could be a simple attraction for night visitors. Perhaps a way of giving discounts at local restaurants too.
Ideas and Suggestions	Make the underpass more attractive and elegantly lit with a modern design - perhaps more like the Wynyard walkway - so people feel safe to use it which will help join the 2 sides of Eastwood.



**ITEM 9 (continued)**

**ATTACHMENT 3**



Draft Economic Development Strategy and  
Draft Night-Time Economy Strategy

# **PUBLIC EXHIBITION: SOCIAL MEDIA**

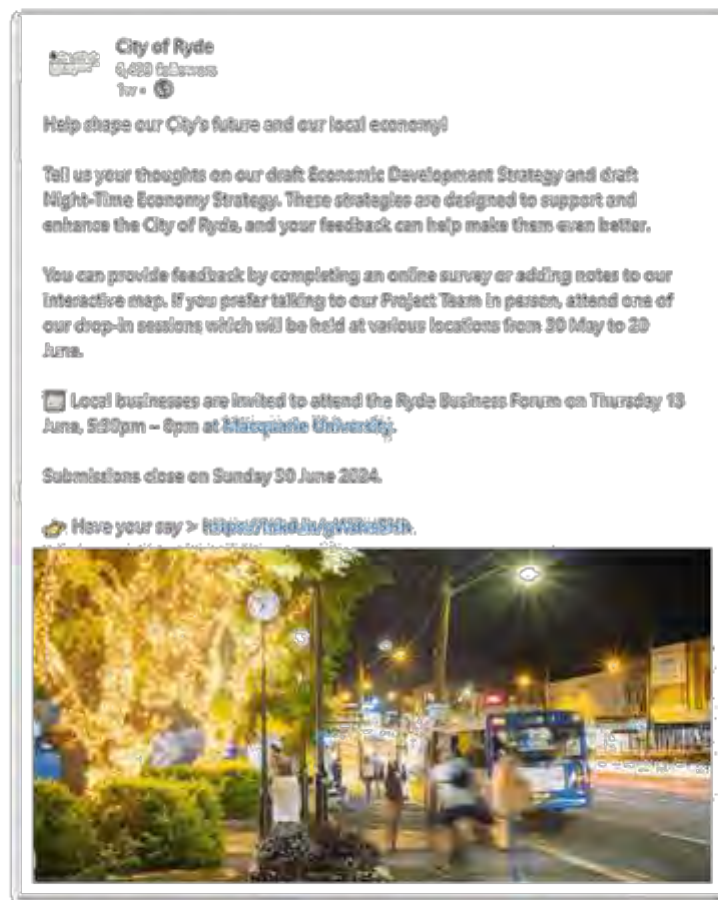
**ITEM 9 (continued)**

**ATTACHMENT 3**



**SOCIAL MEDIA**

**LinkedIn Post – 30 May 2024**



**ITEM 9 (continued)**

**ATTACHMENT 3**



**SOCIAL MEDIA**

**LinkedIn Post – 12 June 2024**





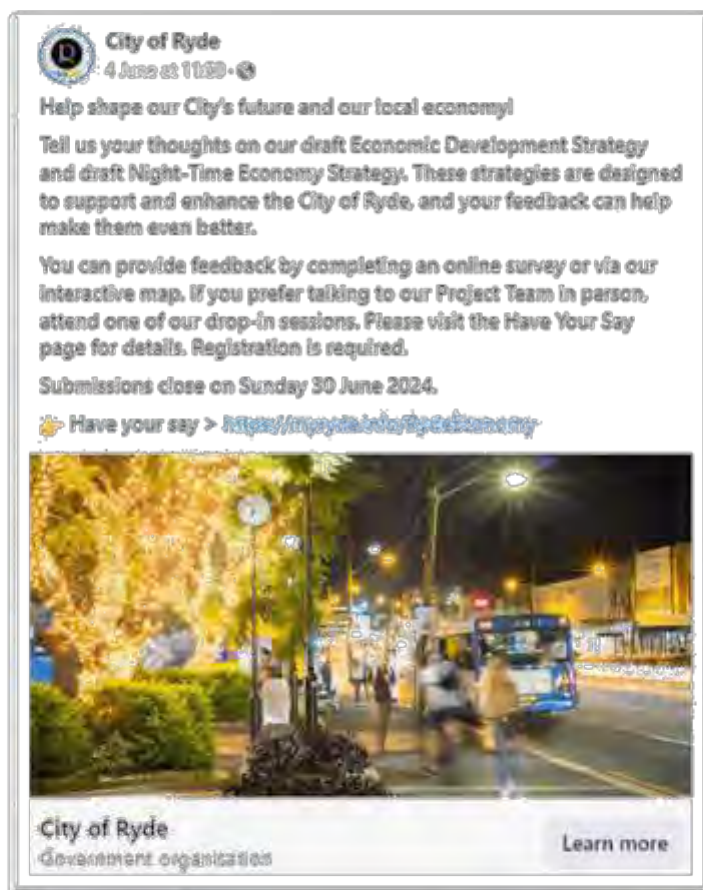
**ITEM 9 (continued)**

**ATTACHMENT 3**



**SOCIAL MEDIA (continued)**

**Facebook Post – 4 June 2024**



**ITEM 9 (continued)**

**ATTACHMENT 3**



**SOCIAL MEDIA (continued)**

**LinkedIn Post and Facebook Post – 12 June 2024**



**ITEM 9 (continued)**

## ATTACHMENT 3



## Draft Economic Development Strategy and Draft Night-Time Economy Strategy

## PUBLIC EXHIBITION: DROP-IN SESSIONS



**ITEM 9 (continued)**

**ATTACHMENT 3**



**Disclaimer**

The following tables capture community responses to set questions posed about night-time economy. These questions were written on butchers' paper with the community being asked to respond to the questions by placing their answers on post-it notes or directly to the sheets.

The tables are a direct transcription of the pieces of feedback received, including any spelling errors.

These pieces of feedback were at times supported by other members of the community with those supporting specific statements adding a tick to these items.

These displays of support were not transcribed in the following tables.

Photographs of all the feedback received have been captured and can be supplied upon request.

**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – MACQUARIE UNIVERSITY  
THURSDAY 30 MAY 2024**

Question	Response
What do currently do at night?	go out with friends to cocktail bars or dinner
	movies - at home or streaming service
	sleep
	bedrotting
	text friends
	Friday/Saturday
	- dance
	- bar
	- club
	watch tv
	last minute assignments
	movies
	meet friends/eat out
	watch youtube
	cook dinner
	go to local pub
	practice piano
	read
	tv
	go to movies
	go out for dinner
	clean/laundry (weeknights)
	just staying home
	walk
	exercise
	peak hour traffic :(

**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – MACQUARIE UNIVERSITY  
THURSDAY 30 MAY 2024**

Question	Response
What do currently do at night?	home to cook
	eating out
	working
	go to lookouts
	work at restaurant
	watch sports NRL, tennis etc.
	out for dinner/drinks
	study
	text friends
	doomscroll on insta
	Netflix
	go out with friends
	stay at home -> chill night in
	netflix
	go out for dinner or to a bar with friends
	study - depends time in semester
	food/drinks with friends
	play pool
	family time, entertain my toddler, eat
	screentime + read books
	chat with my friends
	study
	tiktok scrolling :)
	night school (TAFE)
	library with friends
	going to gym, family time
	musicals - community theatre
	Brazilian JiuJitsu - youtube film + editing



**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – MACQUARIE UNIVERSITY  
THURSDAY 30 MAY 2024**

Question	Response
What would you like to be able to do at night in Ryde?	Drink
	Eat
	Movies
	Concerts in the park
	night markets
	go café
	eating out
	shopping
	more transport options to main stations/more bus routes
	casual dining / quick / easy to park if not near transport
	go out with friends
	do fun activities w/ friends + family
	late night library sessions - toddler book time
	more entertainment like karaoke or trivia
	more night life like bars, clubs, etc.
	more different variety of night markets
	example - fun activities for kids
	festivals with large crowds
	more community ? Opportunities
	games with friends

**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – MACQUARIE UNIVERSITY  
THURSDAY 30 MAY 2024**

Question	Response
What would you like to be able to do at night in Ryde?	late night study sessions
	hang out with friends
	library sessions
	buzzing night markets
	live music
	eating out (close to work)
	go to the shops (stay open late)
	go out for dinner
	bars
	other activities bowling, movies etc.
	late night dining
	outdoor dining - w/traffic calming
	dedicated bus lanes between Mac Park + Burwood ( More north - south routes)
	More public space for community events + cultural activities
	densification around transport hubs
	advocating for light rail from Eastwood to Carlingford - Connect to Mac Uni
	live music at venues (like Newtown)
	Entertainment activities=music - restaurants open later and bigger variety
	more library hours
	more public transport (buses) in the evening + late

**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – MACQUARIE UNIVERSITY  
THURSDAY 30 MAY 2024**

Question	Response
What is stopping you from going out at night in Ryde?	not easy to walk around between venues
	lack of nightlife
	feeling unsafe
	car parking options / cost \$
	lack of council activities
	laziness! Or just tired :(
	distance to drive, and lack of parking (free)
	maybe not enough info? American so not familiar with neighbourhoods, offerings.
	transport
	parking
	not knowing the good restaurants
	dark neighbourhoods
	no nice views ->harbour, rivers etc
	Too far (Central Coast)
	Live outside Ryde
	My parents
	lots of venues close early
	money + not knowing what to wear
	\$\$\$ - same here
	cost of living
	challenging to find a park in MPID!!
	metered parking in MPID
	limited restaurant options in MPID
	baby
	can be potentially unsafe
	lack of safe night culture in Syd



**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – MACQUARIE UNIVERSITY  
THURSDAY 30 MAY 2024**

Question	Response
What is stopping you from going out at night in Ryde?	Lack of awareness of events in Ryde
	need more advertising at the university
	safety, especially during winter when it gets dark earlier
	parking/ways home
	not knowing things are on
	parents
	5pm curfew
	safety issues/concerns
	barriers of transport
	issues of access to and from Northern Suburbs
	Reliance on private operators to provide services
	Service NSW centres - issues w/ driving tests + traffic
	Pedestrian safety
	- better road markers
	- less on street parking
	- Better lights signalisation
	Connection along Meadowbank foreshore + across to Wentworth Point
	parent duties
	cost of living
	public infrastructure e.e. public transport
	safety = especially for young women!!
	public transport links (from the west)
	info: usually unfamiliar w/ best/fun areas, restaurants etc.
	TIME! Always working
	Not enough people present, disappointing part? events
	transport - energy after work + study

**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – MACQUARIE UNIVERSITY  
THURSDAY 30 MAY 2024**

Question	Response
Where would you like to see more night-time activities in Ryde?	Live music
	Markets
	24/7 Gym
	Central Campus (open environment) (population)
	street market
	karaoke - seconded :)
	more outdoor cafes, festivals (similar to vivid - low budget :))
	twilight festivals at MQU, but on a Friday (other weeknights)
	bowling + other games : Pool, darts, etc.
	more shopping options
	trivia
	art exhibitions
	Running in groups (safety)
	more eating out options (food trucks + restaurants) in MPID - music festivals
	social sport in MPID
	next to free parking in MPID
	discounts/deals
	food vouchers

**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – MACQUARIE UNIVERSITY  
THURSDAY 30 MAY 2024**

Question	Response
Where would you like to see more night-time activities in Ryde?	on uni campus and at places closer to public transport or cheap parking
	at Macquarie more night time things
	Variety of dining opportunities + options
	more freebies
	MQ University, centric events, it's easiest for me
	Eastwood as well!!
	Electric bikes + scooters
	more social 'game' activities i.e. table tennis being available past 5pm
	-agreed
	-more games for rewards?
	affordable night markets on multiple days
	The fountain at the back of Macq
	Close to uni/shopping centre
	- things like markets, sport, exhibitions, music/dance festivals
	more sports recreation
	free shuttle bus especially when there's concerts happening
	Near Macquarie University & Macquarie Shopping Centre
	- Near places with public transport & parking options
	- This would make it easier to drink if I wanted & catch public transport home
	Kid friendly activities/family friendly
	extended shopping hours :)



**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – EASTWOOD NIGHT MARKET –  
SATURDAY 8 JUNE 2024**

Question	Response
What would you like to do at night?	Arcade
	Karaoke
	Night Market
	Dancing
	Music
	Public BBQs
	Larger garbage bins
	Late night shopping
	Watch movies
	Eatstreets
	Enjoy positive ambience
	All you can eat PS:BBQ
	Go to restaurants (mostly eastwood)
	Tennis
	Entertainment
	Bowling
	Play Roblox
	Night walks
	Walk around on Saturday nights
	Rest
	Read, eat, wash my teeth
	Football
	Volunteering
	Table tennis
	Spaces for dogs (walks + play)
	Outdoor dining
	Reading
	Play games
	Live music + child performers
	Family time game
	Everything closing later in general

**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – EASTWOOD NIGHT MARKET –  
SATURDAY 8 JUNE 2024**

Question	Response
What would you like to do at night?	More shops open till late
	EV charging stations
	Signage in English (shops + street signage)
	Children activities (e.g. Rides)
	Outdoor Cinemas
	More variety of restaurants
	Street activation (artists)
	Restaurants open at night
	Better street furniture + planter boxes
	Need more basic services like post offices
	Activities for kids (e.g. Animals)
	Moon & Stargazing
	Night markets operating more days
	People
	Live game watching (big screen) e.g. Euro 2024 outside
	Outdoor seating, dining
	Busker competitions
	Libraries open later including Saturday
	nicer clean street table & chairs
	Pretty lights
	Cleaner feel to the streets
	More scores on doors, cleaner toilets
	Buskers
	Nicer plants & trees
	More English
	Play basketball at night with lights
	More bins
	More opportunities for markets
	Eastwood Chinatown (look at Burwood for inspiration)
	Buy toys
	Social
	Do nothing
	Opportunities to do clothing swaps
	Markets with variety of cuisines

**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – EASTWOOD NIGHT MARKET –  
SATURDAY 8 JUNE 2024**

Question	Response
What would you like to do at night?	Stars
	More public events (markets, festivals or activations) and community clubs
	Movie night
	More modern facilities
	More halal food
	More stalls
	Taylor Swift
	In time it is fun
	More dessert / snack shops with seating area
	More parking
	Seating and tables
	More cleaners. Regular cleaning (more rubbish bins)
	Extended lighting in public parks during winter
	Second-hand markets
	Fire works, also Vivid
	Upgrade toilets
	Indoor food court
	Drive-in movies, cinemas nights @ Eastwood Oval
	More entertainment for kids
	More lighting
	More food
	Better smells near some restaurants
	More music outside
	Activities for young adults e.g. music/play
	Dog friendly parks
	More frequent fortnightly/weekly Eastwood Night Markets
	New cinema
	Live Music
	Public facilities open later
	Toy
	Extended public transport time/services



**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – EASTWOOD NIGHT MARKET –  
SATURDAY 8 JUNE 2024**

Question	Response
Other ideas / problems?	Koreatown not good
	More information on what can be recycled
	More support for strata bodies
	Shop front signage/menu in English
	Too much smoke. Install some smoke evacuators?
	Trees - I like these and want to see more
	Remove 'Racism Not Welcome' signs
	Eastwood Primary School Parking is hard
	No Parking
	Very Dirty

**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – RYDE WHARF MARKET – SUNDAY  
9 JUNE 2024**

Question	Response
What would you like to do at night?	More festivals
	more lights
	music
	sports
	dancing
	Spaces for families
	Need more light to improve safety
	More street lighting
	Light pollution
	clubbing
	Open cinemas
	cooking classes
	More lighting
	Bay run
	BBQ events
	Night markets
	Dance + music
	waterfront dining
	less light pollution
	more public lights! Too dark
	evening sport location
	night food markets
	More street lighting
	more cleaning the walking route
	Utilise more of Top Ryde outside area

**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – RYDE WHARF MARKET – SUNDAY  
9 JUNE 2024**

Question	Response
<b>What would you like to do at night?</b>	Good dispersal of night market dates around Ryde
	More events like Cork + Fork
	More parking
	Light show
	more night time activities in West Ryde
	Dog friendly areas
	more bootcamp hours 8.30pm maybe?
	Cox's Road needs more shops
	Want leash free areas for dogs
	Twilight markets
	More barbeques
	More diversity
	Food trucks
	Playground with lights for kids
	Mardi Gras on the river (Parra-Mardigras)
	Free events
	Late cafes
	Community meet ups in the area
	Friday night markets (once a month) at wharf
	Dog free areas



**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – RYDE WHARF MARKET – SUNDAY  
9 JUNE 2024**

Question	Response
What would you like to see more of at night?	Night markets
	More lighting (bulbs have gone)
	Colourful lights
	Waterside dining
	More food trucks
	Night markets
	Recliners facing water
	Family friendly events
	More bins
	Lighting
	Libraries open later at night
	Game nights
	Paint n' sip
	Picnics
	Street festivals
	Patrol of bike riders (unsafe speeding)
	Board games
	Dungeons & dragons
	More busses
	Lights on the bridge next to train track
	Location: Old italian street kitchen (Meadowbank)

**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – RYDE WHARF MARKET – SUNDAY  
9 JUNE 2024**

Question	Response
<b>Other ideas / problems?</b>	Fix lighting on pathway @Anderson Park
	Public Access to the waterfront
	Council to put on events on the 1st and 3rd Sunday morning
	Better drainage (more natural) better to the environment
	Sign to slow bicycles down at Meadowbank Park
	Challenges w/ people parking illegally
	Rubbish washing up on waterfront
	Trim shrubs to free up walkway path space

**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – RYDE COMMUNITY EXPO –  
THURSDAY 20 JUNE 2024**

Question	Response
What do currently do at night?	Pub birthdays
	Storytime with my daughter
	Spending time with family
	Restaurants
	Vivid
	Going out with family and friends
	Going to pubs
	Fireworks
	Read
	Socialise locally (e.g. sewing club)
	Sports
	Funtime with kids
	Local dinners
	Going for a walk in the park



**ITEM 9 (continued)**

**ATTACHMENT 3**



**DROP-IN SESSION FEEDBACK – RYDE COMMUNITY EXPO –  
THURSDAY 20 JUNE 2024**

Question	Response
What would you like to see more of at night?	Pickle Ball (popular and growing sport in Ryde)
	Trivia
	Trivia is currently available at RSLs and RELC
	More 'how to connect to' activities around the community
	Live music - Street
	Street performance (live music)
	Local Indigenous community members / businesses to participate in NAIDOC
	More lighting in parks at night
	Flowers at the night (Flower shops open till late)
	More pubs needed
	Live music
	Activities for seniors
	Outdoor activities - more icebreaker activities for kids & adults
	Libraries open later
	Family movie on meadowbank or open space or parks
	More lights in public spaces
	Outdoor creams and food trucks
	More activities in North Ryde Hall (e.g. sewing group)
	Non-alcoholic based events
	Book clubs
	More creative lights on the streets
	Outdoor cinemas
	More shops open at night
	Basketball courts
	More lights in storefronts in Blenheim Rd after hours
	Karaoke, dancing - disco etc
	Tennis courts open late, easy to access and safe
	Socialise with community members
	Better quality & variety of restaurants locally
	Free events more accessible

**ITEM 9 (continued)**

**ATTACHMENT 3**



Draft Economic Development Strategy and  
Draft Night-Time Economy Strategy

# **PUBLIC EXHIBITION: RYDE BUSINESS FORUM**

**ITEM 9 (continued)**

**ATTACHMENT 3**



**RYDE BUSINESS FORUM PRESENTATION – THURSDAY 13 JUNE 2024**



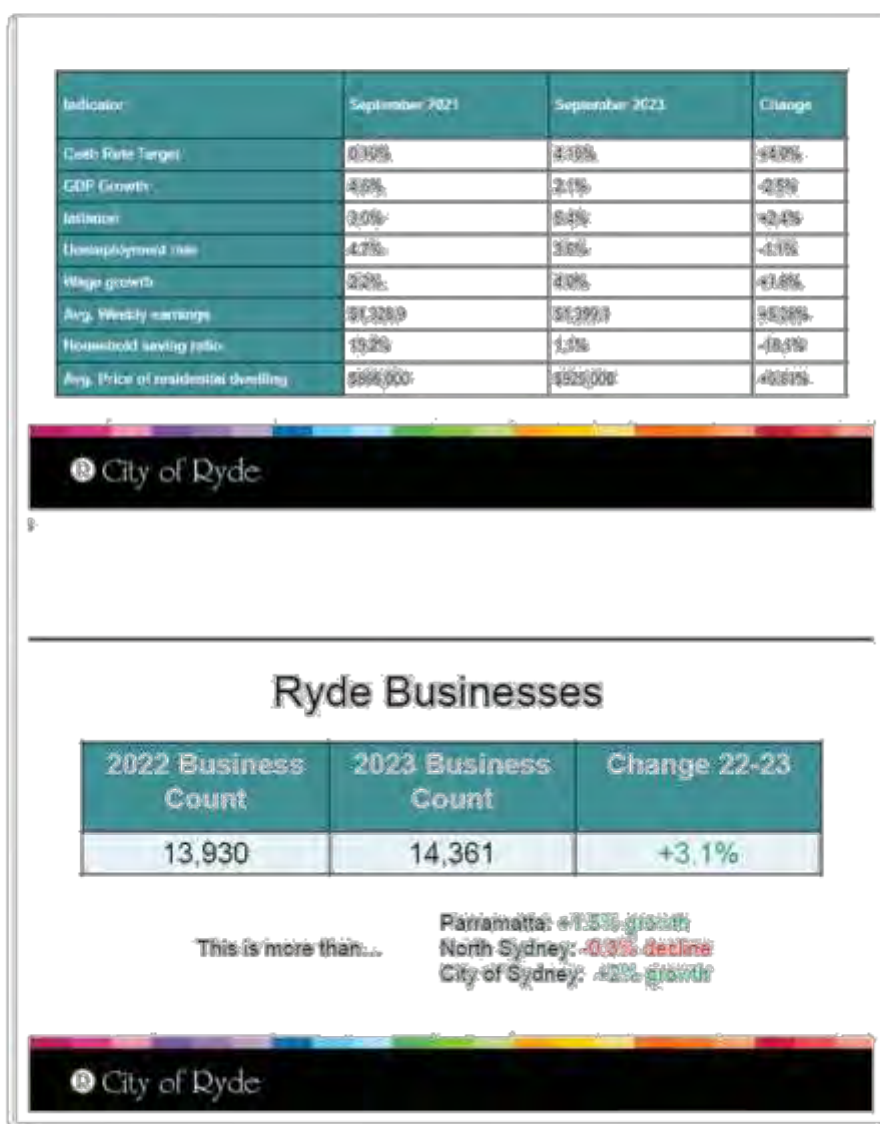


**ITEM 9 (continued)**

**ATTACHMENT 3**



**RYDE BUSINESS FORUM PRESENTATION – THURSDAY 13 JUNE 2024**

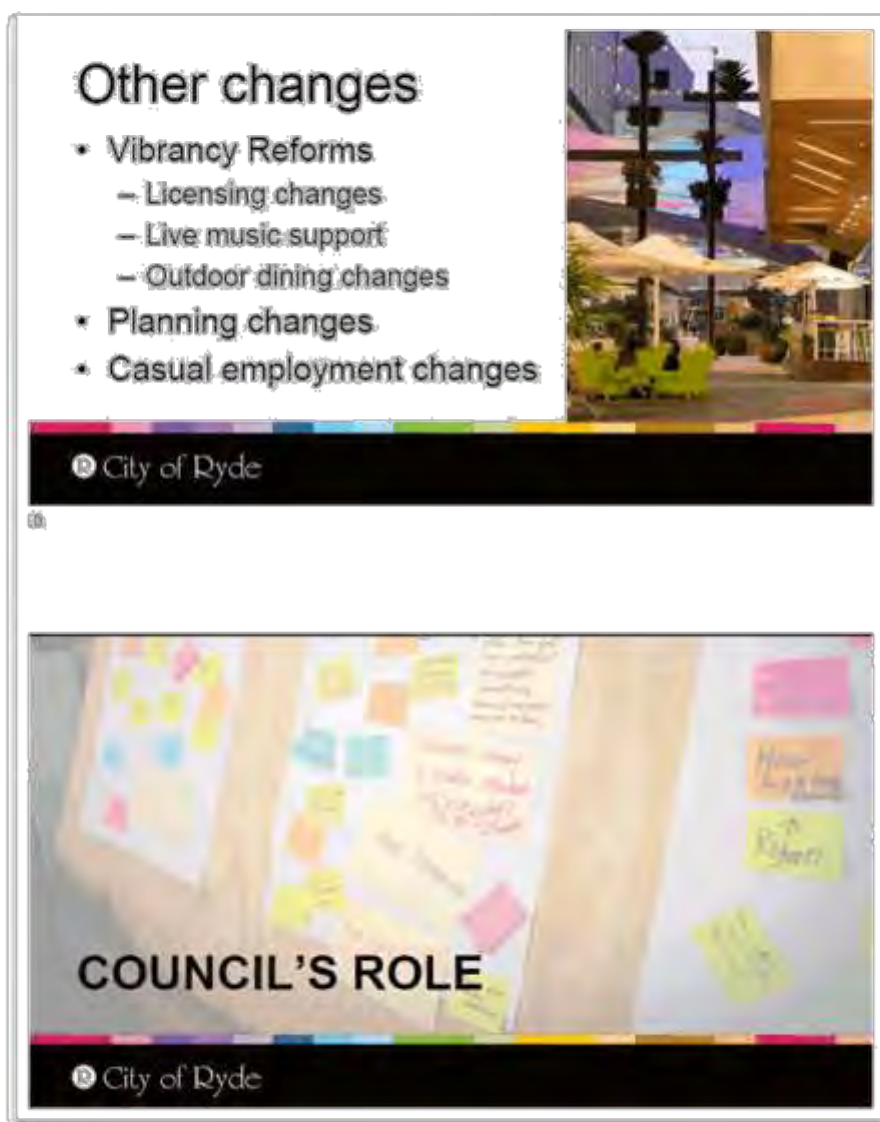


**ITEM 9 (continued)**

**ATTACHMENT 3**



**RYDE BUSINESS FORUM PRESENTATION – THURSDAY 13 JUNE  
2024**

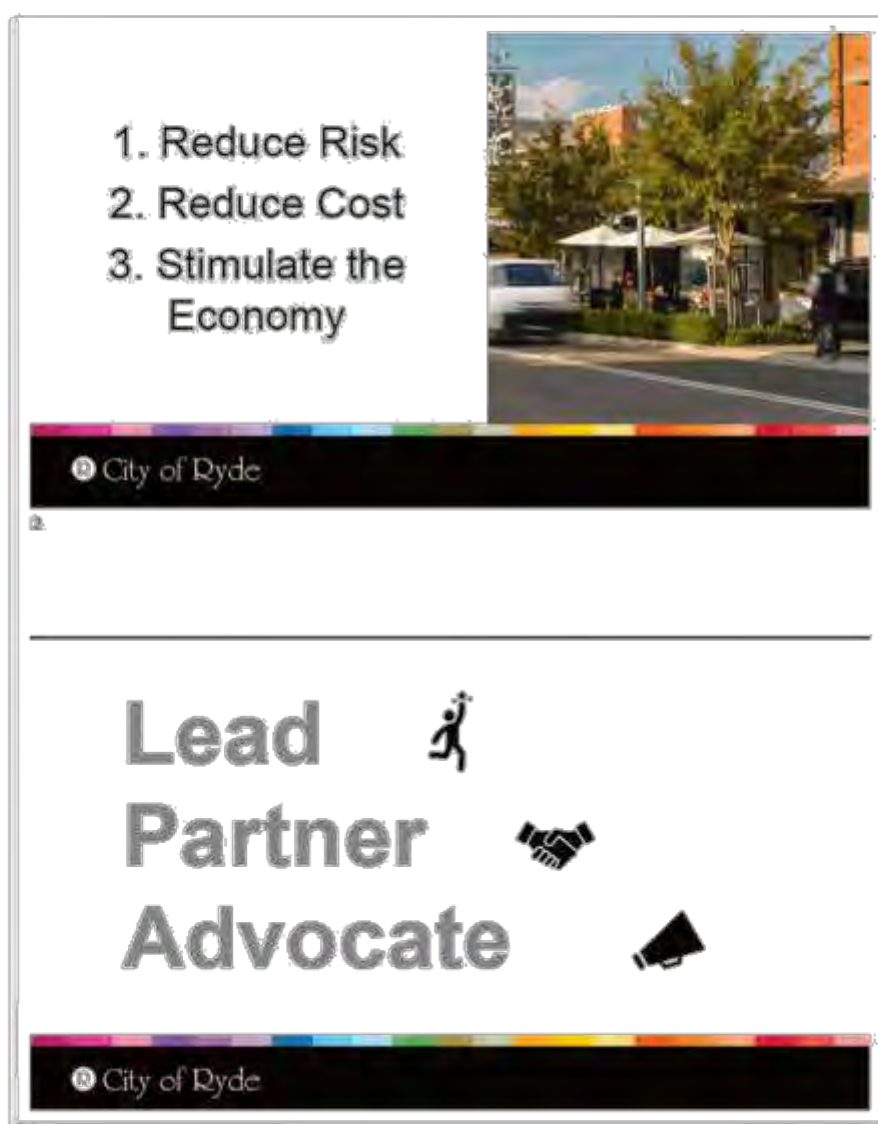


**ITEM 9 (continued)**

**ATTACHMENT 3**



**RYDE BUSINESS FORUM PRESENTATION – THURSDAY 13 JUNE 2024**





**ITEM 9 (continued)**

**ATTACHMENT 3**



**RYDE BUSINESS FORUM PRESENTATION – THURSDAY 13 JUNE 2024**

**STRATEGY DEVELOPMENT PROCESS**

City of Ryde

- Listened to businesses and service providers
- Undertaken research into trends influencing the City's economy
- Developed both strategies in-house

City of Ryde

**ITEM 9 (continued)**

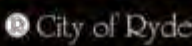
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**RYDE BUSINESS FORUM PRESENTATION – THURSDAY 13 JUNE 2024**

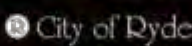
## A CHANGE IN APPROACH

OLD WAY	NEW WAY
<ul style="list-style-type: none"> <li>• Generic</li> <li>• Not responsive to the needs of Ryde</li> <li>• Short-term focus</li> <li>• Outdated actions</li> </ul>	<ul style="list-style-type: none"> <li>• Specific to Ryde</li> <li>• Evidence based</li> <li>• Long-term direction</li> <li>• Separate annual action plan</li> </ul>



### Economic Development Strategy Outcomes

JOB GROWTH
BUSINESS EXPANSION
INVESTMENT ATTRACTION
ENTREPRENEURSHIP
INNOVATION
INFRASTRUCTURE
WORKFORCE DEVELOPMENT
QUALITY OF LIFE IMPROVEMENT

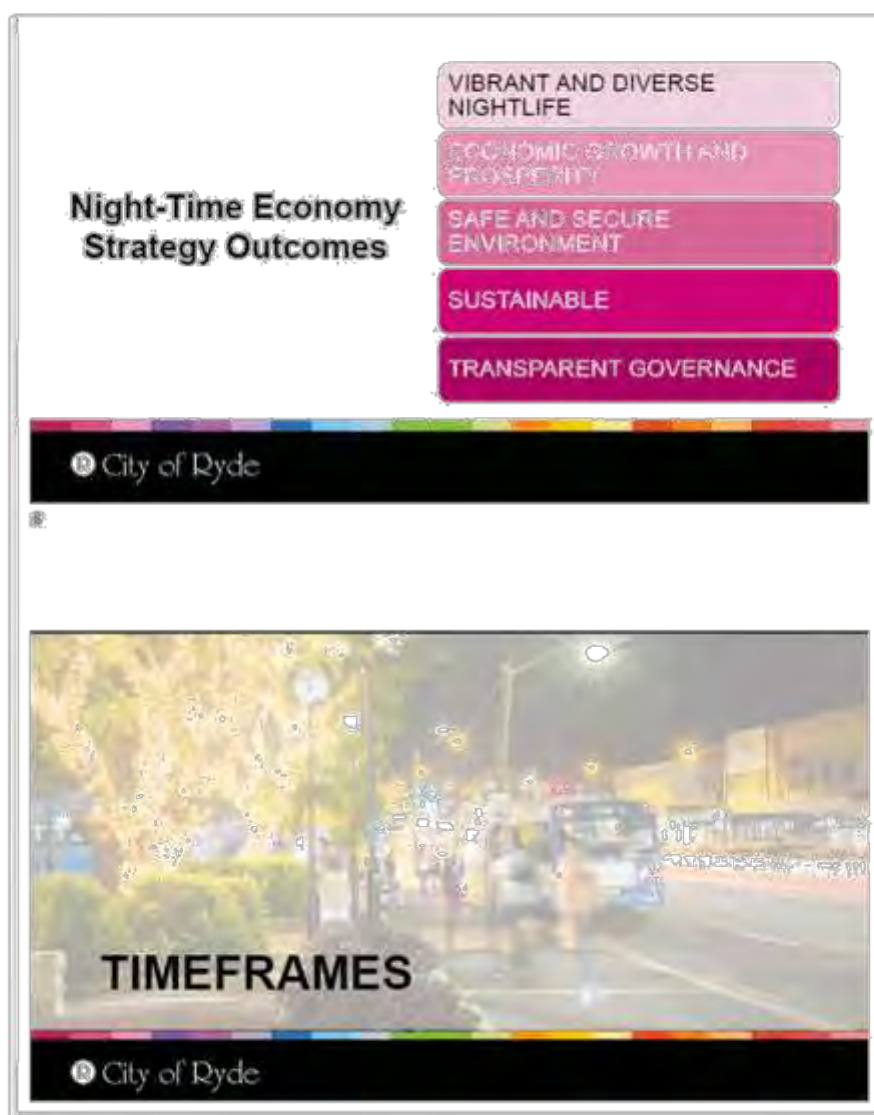


**ITEM 9 (continued)**

**ATTACHMENT 3**



**RYDE BUSINESS FORUM PRESENTATION – THURSDAY 13 JUNE 2024**





**ITEM 9 (continued)**

**ATTACHMENT 3**



**RYDE BUSINESS FORUM PRESENTATION – THURSDAY 13 JUNE 2024**



**ITEM 9 (continued)**

**ATTACHMENT 3**



**RYDE BUSINESS FORUM PRESENTATION – THURSDAY 13 JUNE  
2024**



- Visit the Have your say page
- Email –  
[cityofryde@ryde.nsw.gov.au](mailto:cityofryde@ryde.nsw.gov.au)

 **City of Ryde**



Samantha Hardie  
Senior Coordinator, City Economy  
[invest@ryde.nsw.gov.au](mailto:invest@ryde.nsw.gov.au)

All image credits: City of Ryde Council

 **City of Ryde**

**ITEM 9 (continued)**

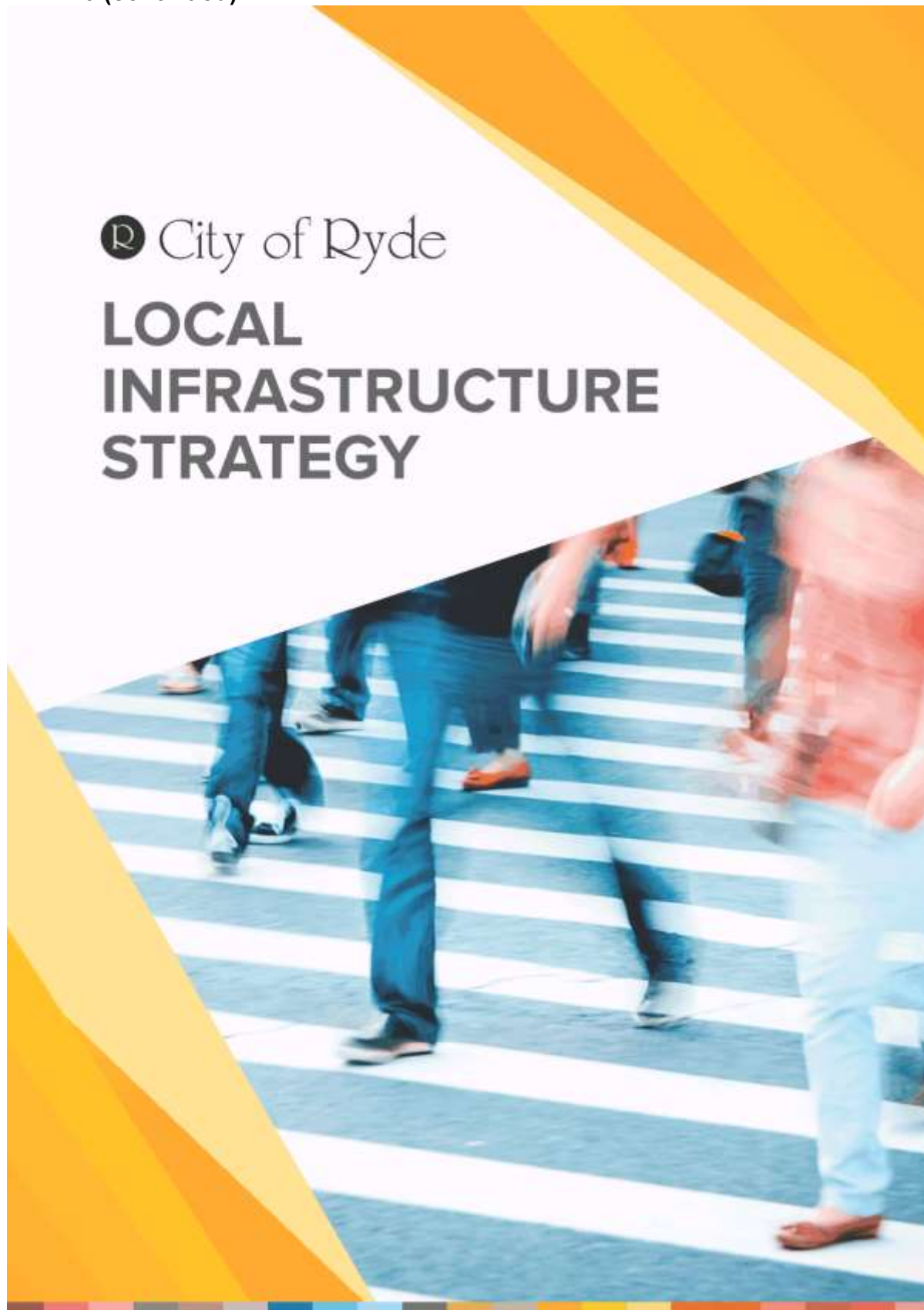
**ATTACHMENT 3**





**ITEM 10 (continued)**

**ATTACHMENT 1**



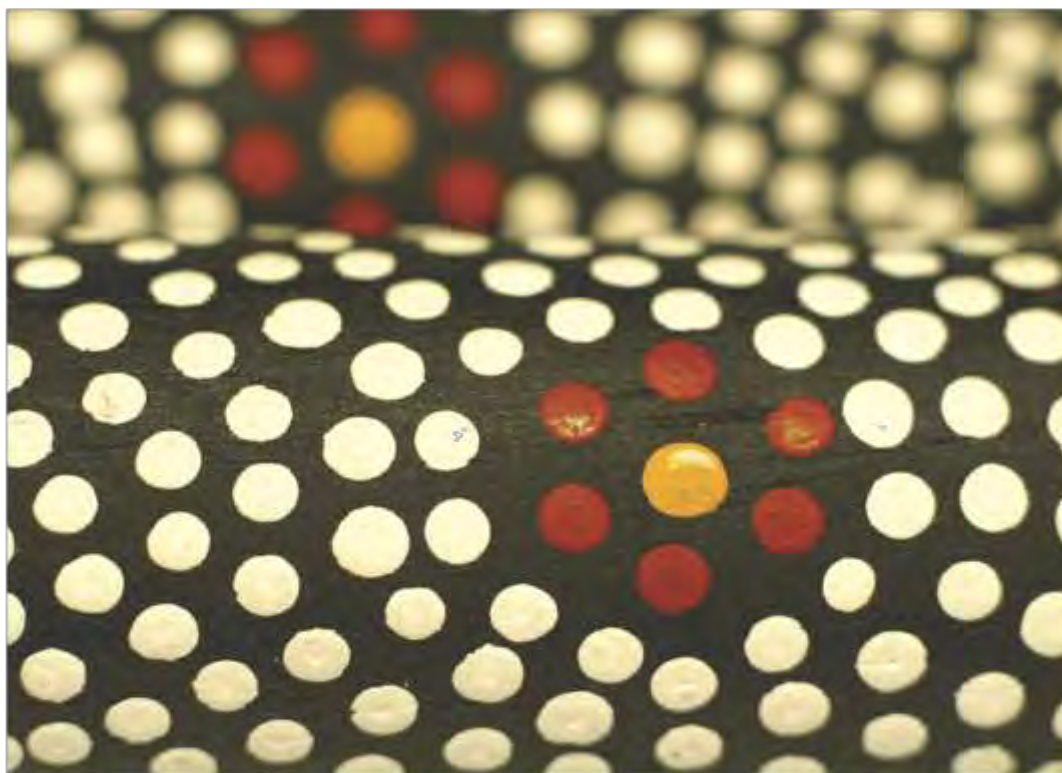
**ITEM 10 (continued)**

**ATTACHMENT 1**



## ACKNOWLEDGEMENT OF COUNTRY

The City of Ryde values the unique status of Aboriginal people as the Traditional Custodians of the lands and waterways across the Ryde Local Government Area. The City of Ryde acknowledges the Traditional Custodians of the lands and waterways across Ryde, the Wallumedegal Clan of the Darug nation. We pay our respects to Elders both past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples across Australia.



**ITEM 10 (continued)**

**ATTACHMENT 1**

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## ITEM 10 (continued)

## ATTACHMENT 1



### A MESSAGE FROM OUR MAYOR



As the Mayor for the City of Ryde, it is my pleasure to introduce the City of Ryde's Local Infrastructure Strategy.

Our core vision for this strategy is to deliver the right infrastructure for the right people at the right time and we have a dedicated and highly skilled team of professionals to help make that happen.

This Local Infrastructure Strategy has been created to not only capitalise on infrastructure opportunities created through the current rezoning proposals, but to ensure that the City of Ryde encapsulates all the critical features of infrastructure planning.

This will be achieved by creating collaborations with government and non-government partners, preparing for anticipated growth, focusing on revitalising existing assets, using sustainability principles in the delivery and maintenance of infrastructure, and being innovative in the use of technological advances.

The City of Ryde prides itself on being an agile and dynamic organisation that can successfully address the changes and challenges to our infrastructure requirements posed by factors like population growth, the impact of State Government housing strategies, and climate change.

This is a strategy that will ensure City of Ryde remains the place to be for lifestyle and opportunity at your doorstep.

**Cllr Trenton Brown**  
City of Ryde Mayor

*Trenton Brown*

**ITEM 10 (continued)**

**ATTACHMENT 1**

## A MESSAGE FROM OUR CEO



With forecasts that City of Ryde's population will continue to grow exponentially over the next 2 decades, the City's infrastructure needs are at front of mind in Council's forward planning, and I commend to you this strategy, which presents a clear pathway to meeting the challenges of striking the right balance that are ahead of us.

This is a thriving, busy, eclectic City – a place of prosperity, harmony, and diversity. We have an economic powerhouse in the Macquarie Park Innovation District, a world-class educational facility, enviable open space and recreational areas, beautiful foreshores and a strategic location between the Sydney CBD and rapidly growing Greater Western Sydney.

This makes us one of Sydney's premiere live, work, and play destinations.

It's no surprise that the State Government has identified City of Ryde as one of the metropolitan areas it expects to do the heavy lifting in its radical housing policies, both in terms of its Transport Oriented Development (TOD) and Diverse and Well-located Housing strategies, as well as a proposed rezoning of Macquarie Park to accommodate Sydney's ever-growing population.

This is why Council must work collaboratively with the State Government in striking the right balance of providing appropriate housing with increased open space, community and civil infrastructure, and increased employment opportunities.

These housing strategies will be the main drivers of that expected population growth and with it comes a renewed focus on the City's infrastructure, which must keep pace with the extra demand that will be imposed upon it by the weight of more people, more development, more traffic.

This Local Infrastructure Strategy is an essential first step as we plan our City's future in order to maintain the high quality of life that all residents have come to expect and enjoy.

**Wayne Rylands**  
City of Ryde Chief Executive Officer



**ITEM 10 (continued)**

**ATTACHMENT 1**

 CITY OF RYDE LOCAL INFRASTRUCTURE STRATEGY

## 2. BACKGROUND ON THE LOCAL INFRASTRUCTURE STRATEGY

The City of Ryde Local Government Area (LGA) is a metropolitan Council located 12km from the Sydney CBD. It covers an area of approximately 40 square kilometres and is bordered by several different Councils and two main rivers. The current population within the City of Ryde is approximately 136,000<sup>1</sup> residents. This is anticipated to grow exponentially to over 325,000 residents by the year 2041 which will place an increased demand for infrastructure to meet the needs of the growing community.

One of the greatest risks to the expansion of population within a brownfield's area is the limitations to upgrade or expand infrastructure assets in order to meet the needs of the growing community. Infrastructure of this nature also needs to be phased at the appropriate time to ensure that it is constructed or developed when it is required, not too early or too late.

Funding of large amounts of new infrastructure presents a risk as Council needs to ensure that it has the available funding or sources available to ensure that infrastructure can be constructed and maintained at the desired level of service.



*Proximity of the City of Ryde Local Government Area within Sydney.*

<sup>1</sup> Id City of Ryde Population Estimation 2023

<sup>2</sup> Figure 7 – page 31



**ITEM 10 (continued)**

**ATTACHMENT 1**

**2.1 / INFRASTRUCTURE INCLUSIONS**

The City of Ryde has over \$1.4 billion worth of infrastructure under its care and control. This strategy is intended to focus on and be applied to infrastructure which is within the Ryde LGA which will assist in delivering the strategies desired vision and outcomes.



**Road Infrastructure**

Includes car parks, kerb and gutter as well as all road infrastructure.



**Roadside Infrastructure**

Includes footpaths, cycleways, bridges and tunnels, bus stops and roadside structures.



**Traffic and parking**

Includes traffic control devices as well as signs, lines and parking meters.



**Stormwater drainage**

Includes waterway lining, trunk drainage, road drainage and stormwater devices.



**Sport and recreation facilities**

Includes aquatic centres, amenity blocks, and indoor recreational centres.



**Parks and reserves**

Includes landscaping and gardens, furniture, trees, seawalls, ramps, wharves and jetties.



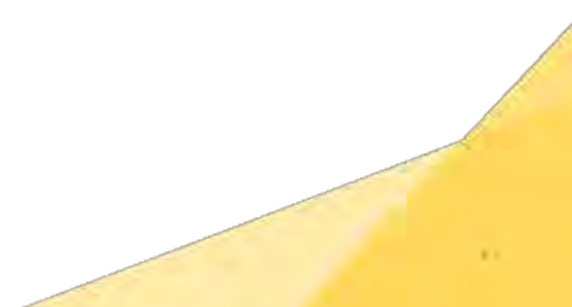
**Buildings**

Includes community facilities, amenity buildings, commercial buildings and the Ryde Aquatic Leisure Centre (RALC).



**Play spaces and fields**

Includes playing fields (grass, synthetic and hardcourts), tennis courts and playground equipment.



**ITEM 10 (continued)**

**ATTACHMENT 1**

 CITY OF RYDE LOCAL INFRASTRUCTURE STRATEGY

## 2.2 / VISION

This Local Infrastructure Strategy incorporates the different needs of the City of Ryde community in both the present as well as the needs of the future. This strategy is intended to be flexible, to be applicable to the unknowns of the future. It is through this ideal that the vision of this strategy is:

“ To deliver the right infrastructure for  
the right people at the right time ”



## ITEM 10 (continued)

## ATTACHMENT 1

### 2.3 / OVERVIEW OF THE STRATEGY

Over the previous years, the City of Ryde has experienced significant growth across the entire LGA, with increased developer activities paving the way for additional infrastructure which plays a vital role in achieving outcomes of the Community Strategic Plan (CSP). In 2020, the City of Ryde exhibited and endorsed a new Local Strategic Planning Statement (LSPS). This document outlined the need for a collaborative approach to address the gaps identified as part of the current and future demand for infrastructure. Within the LSPS, the Infrastructure Strategy is identified to be involved in and contain several different outcomes.

This strategy will serve as a comprehensive framework for addressing infrastructure gaps, enhancing service delivery, and promoting resilience in the face of future challenges. This strategy breaks the key ideas into five main outcomes. These outcomes have objectives listed under them which are the key to the success of this document. Some of the key factors which were used to derive the outcomes and objectives include:

#### **Sustainable Growth:**

The strategy will support growth in a sustainable manner, aligning with district and state planning frameworks to accommodate population growth while minimising environmental impact and preserving the natural assets of the LGA.

#### **Enhanced Community Amenities:**

Infrastructure investments will focus on providing amenities that are accessible, inclusive, and responsive to the diverse needs of the community. This includes parks, recreational facilities, community and cultural centres, and public spaces designed to foster social interaction and civic engagement.

#### **Optimised Service Delivery:**

The strategy will establish and maintain appropriate levels of service across all infrastructure sectors, ensuring equitable access and reliability for residents and businesses throughout the LGA.

#### **Population Growth Support:**

Infrastructure planning will anticipate and accommodate the needs of a growing population, with a particular emphasis on key areas within the LGA such as innovation districts, education precincts, and commercial hubs.

#### **Strategic Supply, Funding, and Delivery:**

The strategy will set clear objectives related to the supply, funding, and delivery of key infrastructure projects, leveraging partnerships and innovative financing mechanisms to maximise resources and achieve desired outcomes.

#### **Integration with Planning Processes:**

The strategy will play a crucial role in informing Council's assessment of planning proposals, voluntary planning agreements (VPAs), and development applications (DAs), ensuring that proposed developments align with infrastructure needs and community priorities.

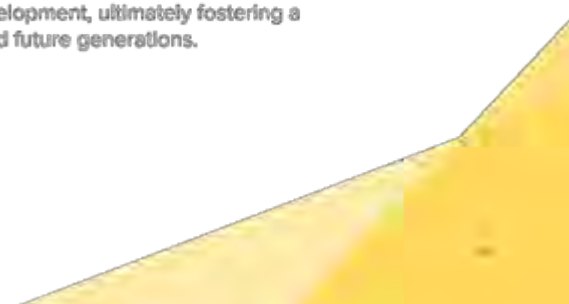
#### **Resilience and Adaptation:**

Recognising the increasing risks posed by natural hazards and climate change, the strategy will prioritise resilience-building measures and adaptive strategies to safeguard infrastructure assets and enhance community preparedness.

#### **Innovation and Technology:**

Embracing innovation and technological advancements, the strategy will explore opportunities to integrate smart city solutions, digital connectivity, and sustainable practices into infrastructure planning and development processes.

The Infrastructure Strategy for the City of Ryde will provide a robust and forward-thinking framework for guiding infrastructure investment and development, ultimately fostering a thriving, resilient, and inclusive community for current and future generations.





## ITEM 10 (continued)

## ATTACHMENT 1



### 2.4 / OUTCOMES

To achieve the vision set out in the preceding section, five key outcomes have been identified which will allow for City of Ryde to meet the growing needs of the community into the future. These outcomes include:

- 1.** Create partnerships to deliver key infrastructure within the City of Ryde
- 2.** Align anticipated growth with land use zoning, infrastructure, and service planning to support future populations
- 3.** Focus on revitalising assets to ensure the existing asset base is maintained to a satisfactory level
- 4.** Deliver and maintain resilient infrastructure using sustainability principals
- 5.** Investigate and utilise innovative physical and virtual digital infrastructure to assist in asset planning and delivery

**ITEM 10 (continued)**

**ATTACHMENT 1**

### 3. CITY OF RYDE ASSET SUMMARY

This section contains a high-level summary of the current City of Ryde asset portfolio. A snapshot of this infrastructure is shown on the following page. The City of Ryde groups all asset classes into four major infrastructure asset portfolios. These include:

- Transport Infrastructure
- Stormwater Drainage
- Buildings
- Open Space and Recreational Assets

Each asset group has a summary which includes the financial replacement cost, asset condition summary and infrastructure backlog. These parameters help City of Ryde understand the overall current state of our assets and where funding is required to improve our assets to ensure it is meeting the requirements for the community.



*Foreshore walk near Ryde Wharf, Meadowbank.*

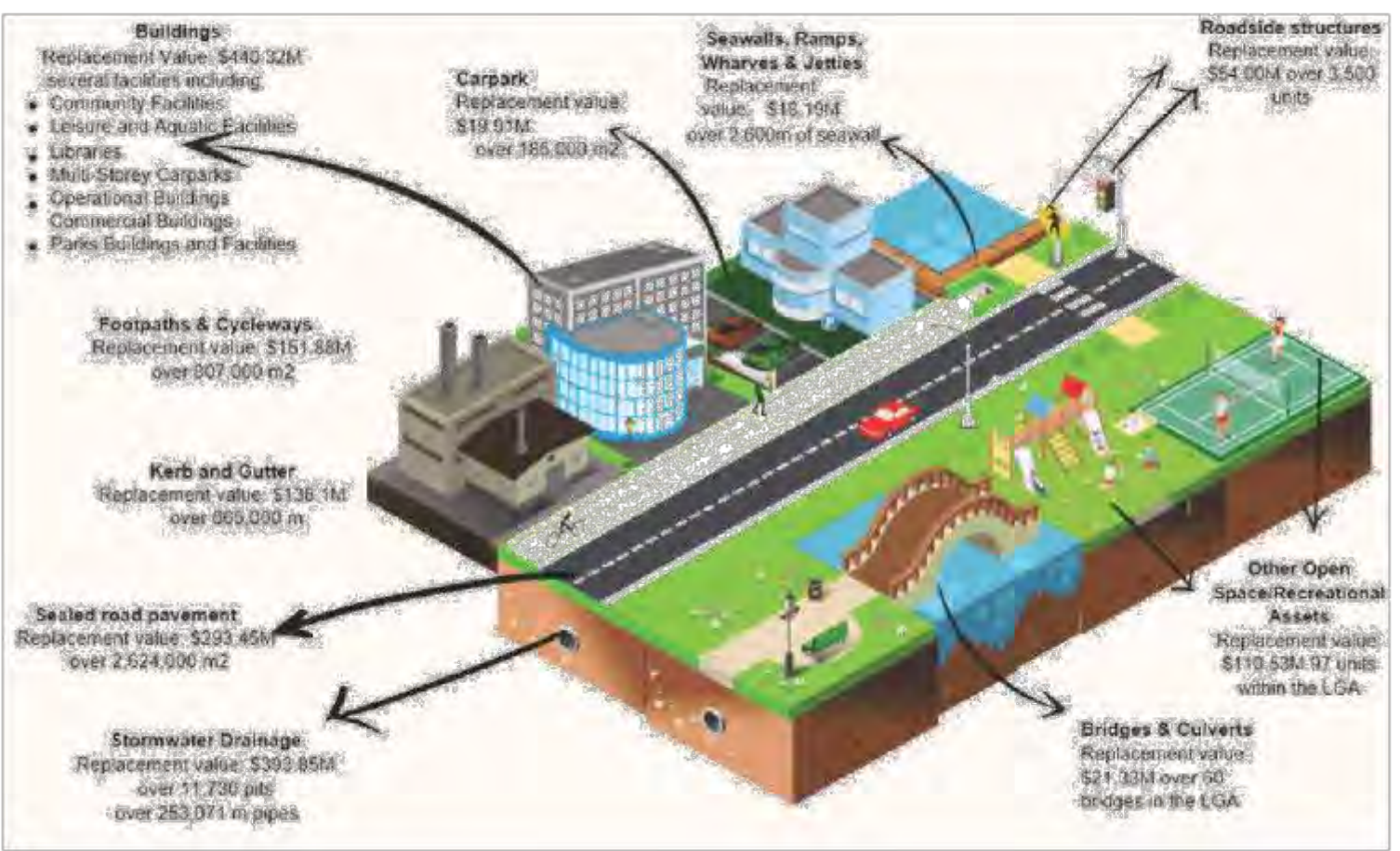


**ITEM 10 (continued)**

**ATTACHMENT 1**


 CITY OF RYDE LOCAL INFRASTRUCTURE STRATEGY

**CITY OF RYDE ASSET SUMMARY 2024**





ITEM 10 (continued)

ATTACHMENT 1

### 3.1 / INFRASTRUCTURE SNAPSHOT

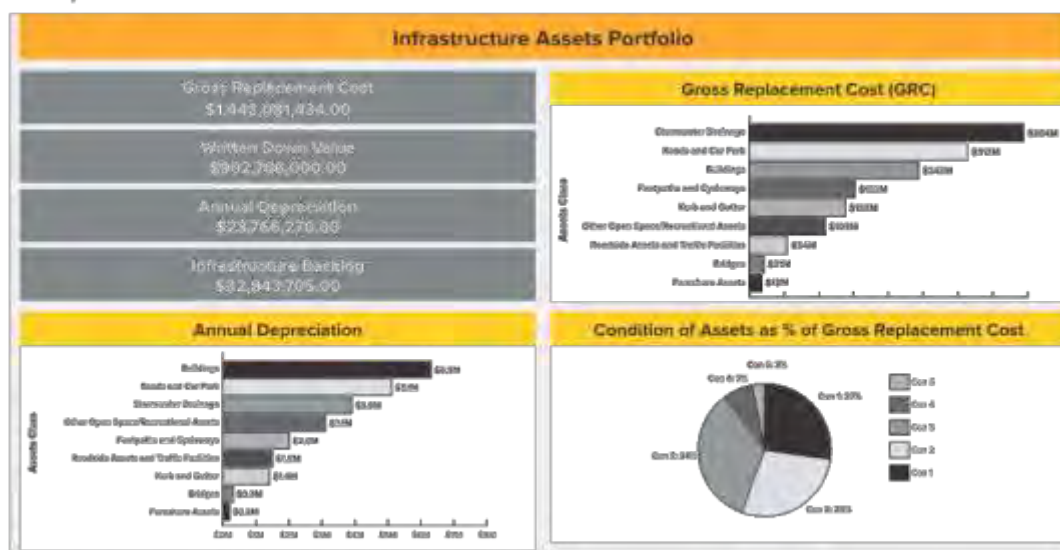


Figure 1 – Snapshot of the City of Ryde's Infrastructure Portfolio.

### 3.2 / TRANSPORT INFRASTRUCTURE

Council currently manages approximately 325km of road network. The infrastructure which forms the transport infrastructure includes road pavement and surface, bridges, car parks, kerb and gutter, pathways and cycleways, roadside assets, and traffic facilities.

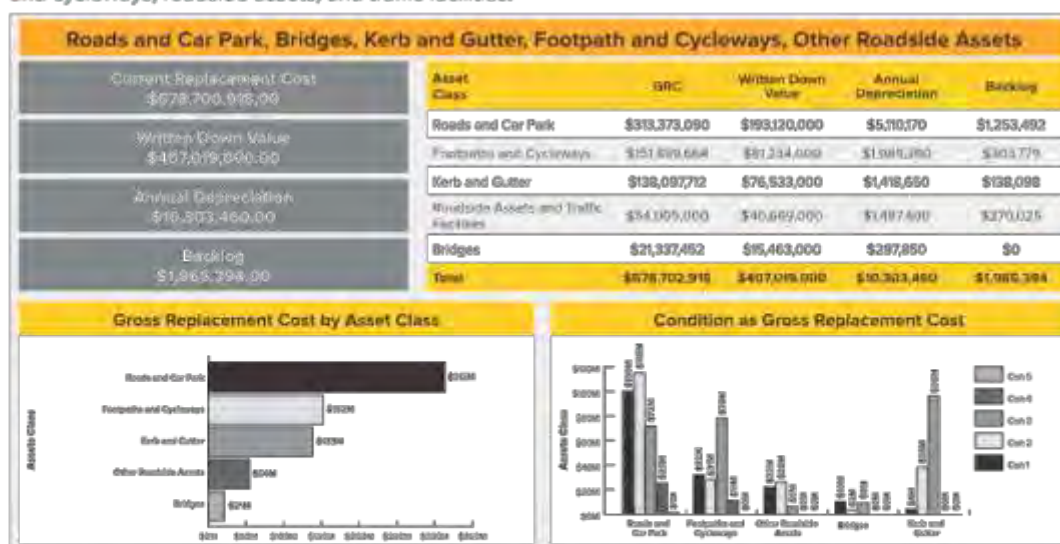


Figure 2 – Snapshot of the City of Ryde's Transport Infrastructure Portfolio.

**ITEM 10 (continued)**

**ATTACHMENT 1**

**CITY OF RYDE LOCAL INFRASTRUCTURE STRATEGY**

**3.3 / STORMWATER DRAINAGE**

The City of Ryde provides stormwater services to its resident through a stormwater drainage network consisting of pipes, pits, open channels, and other stormwater quality improvement devices. Council currently manages approximately 275km of stormwater pipes and over 10,000 pits. Stormwater drainage currently includes pipes, pits, and other stormwater assets (open channels, headwalls, culverts, and stormwater quality improvement devices).

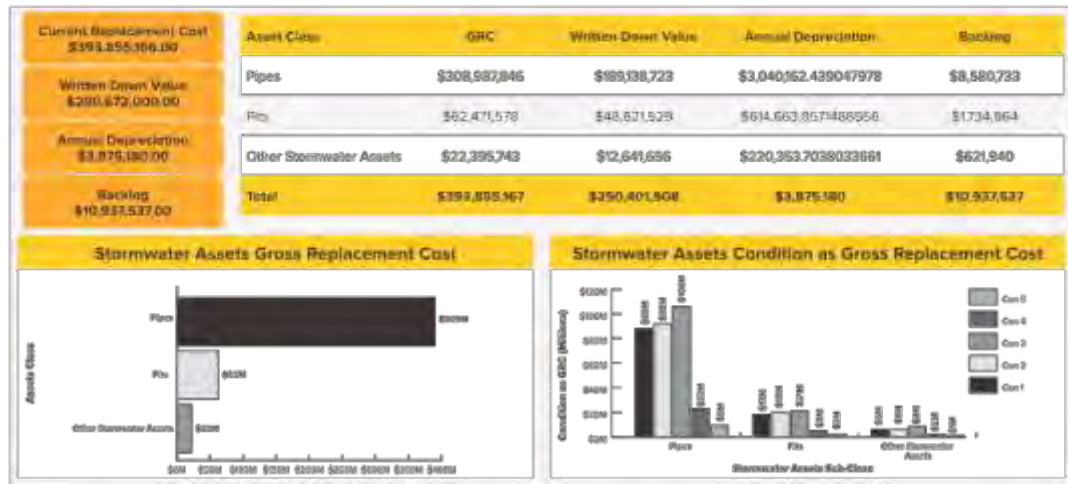


Figure 3 – Snapshot of the City of Ryde's Stormwater Infrastructure Portfolio.

**3.4 / BUILDINGS**

The City of Ryde currently manages 160 buildings which includes community facilities, libraries, commercial buildings, recreational buildings, and a specialised Aquatic Centre (Ryde Aquatic Leisure Centre).

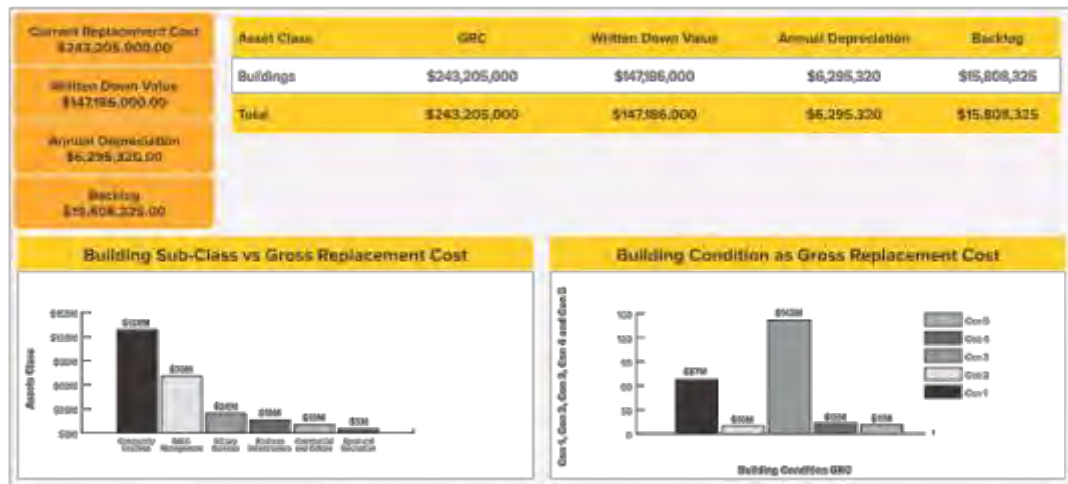


Figure 4 – Snapshot of the City of Ryde's Buildings Portfolio

## ITEM 10 (continued)

## ATTACHMENT 1

### 3.4 / OPEN SPACE AND RECREATIONAL INFRASTRUCTURE ASSETS

Open Space/Recreational assets includes a large variety of different assets. Some of these include playgrounds, sporting fields and foreshore assets (seawalls and wharves and jetties).

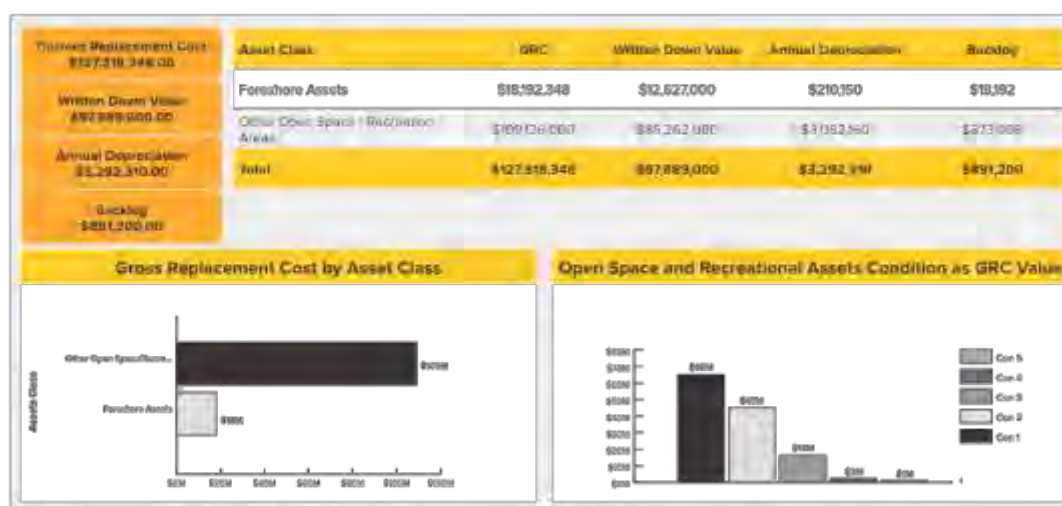


Figure 5 – Snapshot of the City of Ryde's Open Space and Recreational Portfolio.

### 3.5 / ASSET RISKS

There are always risks when managing infrastructure assets. Some of the risks relate directly to the assets themselves and their usage. Others relate to the whole of lifecycle costing that is incurred when constructing or renewing an asset. These costs include the future renewal of the asset and operating and maintenance costs. Identified major risks to infrastructure assets include:

- Identifying critical assets within the LGA and devising a critical asset management plan to mitigate the risk to Council and the community. This will allow Council to proactively inspect and maintain its known critical assets on a periodic basis.
- Current operation and maintenance shortfall, which is the funding required to manage existing assets. The more infrastructure that is constructed the greater the maintenance and renewal liability is. Additionally, if there are shortfalls with the funding of the maintenance of assets, it will create a greater renewal requirement in the future as the assets' useful life is reduced. This will generate a backlog in renewals if there is insufficient funding.
- High asset data confidence including current, accurate and completeness of assets information such as condition and functional performance are important for well informed decision making and sustainable management assets within financial constraints. Some assets have lower data confidence as it is more costly to collect and update information.
- Impacts of climate change and extreme weather – in recent years rainfall patterns have been changed to more frequent highly intensive and short duration rain. Council assets such as the stormwater drainage system may not be able to cope with the influx of water based on the existing capacity of the network.



## ITEM 10 (continued)

## ATTACHMENT 1



# 4. INFRASTRUCTURE STRATEGY OUTCOMES

The LSPS listed several infrastructure planning priority actions including the creation of this strategy itself. These form the basis for the infrastructure strategy objectives and tie into Council's existing strategies. The different objectives and strategic outcomes, both newly created and derived from the LSPS, include:

## 4.1 / COLLABORATION

### Create partnerships to deliver key infrastructure within the City of Ryde.

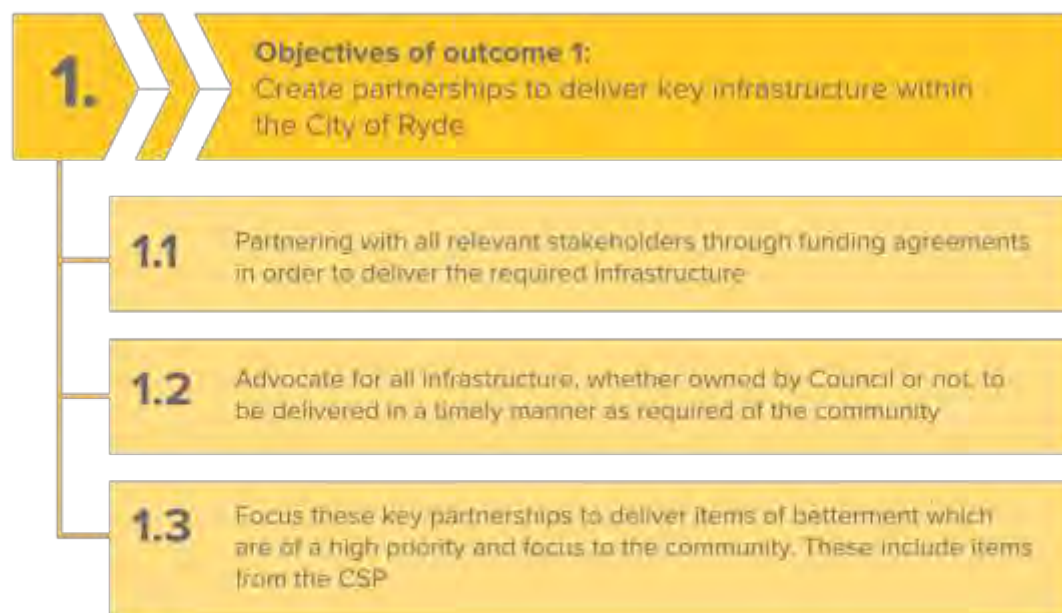
New and upgraded infrastructure is constructed based on the changing needs of the community. Over recent years Council has advocated for and utilised alternative fundings sources provided by government and non-government organisations.

The aim of this objective is for Council to ensure is proactively engaging in partnerships with other stakeholders such as other government bodies (Local, State and Federal Governments), as well as other non-government bodies such as developers. These partnerships will allow Council to continue to deliver the right infrastructure at the point it is required.

This will be through such avenues such as:

- Grants
- Developer contributions
- Voluntary Planning Agreements
- Government constructed projects
- Partnership capital works projects

There are also key pieces of infrastructure that are required to be delivered for the betterment of the community but are to be delivered by a separate entity. This objective will highlight a key focus of Council to make it our responsibility to lobby for the timely construction of these key infrastructure pieces.



## ITEM 10 (continued)

## ATTACHMENT 1

### 4.2 / ALIGNMENT OF FACTORS

#### Align anticipated growth with land use zoning, infrastructure and service planning to support future populations.

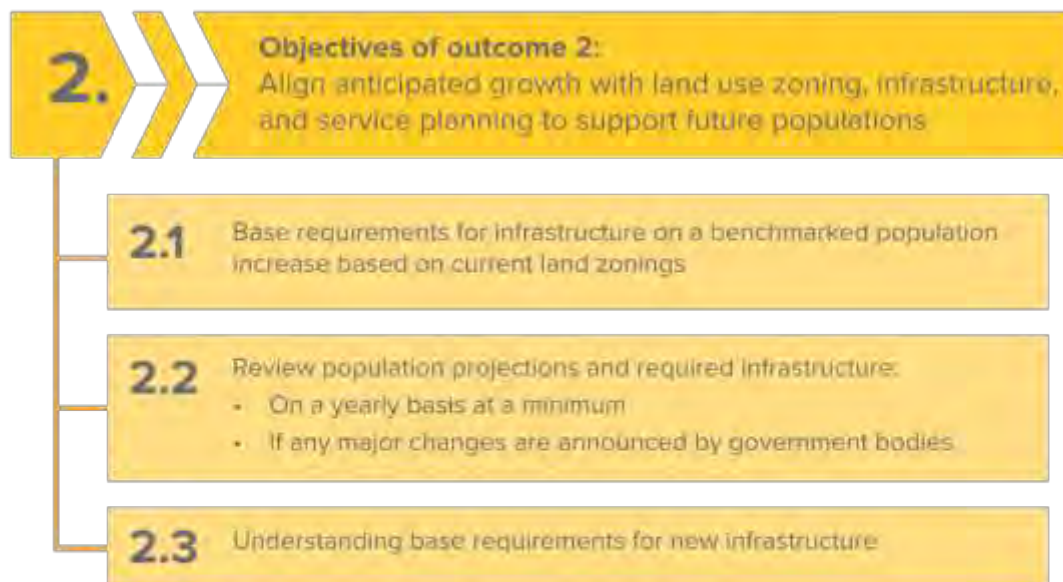
The population of the LGA is growing at an unprecedented rate. This is due to the increase in developments which are coming online after a reduction in growth was experienced during COVID-19 and current State Government policy for housing growth.

This growth in population through development is only set to increase within the coming years due to additional planning measures implemented by the State Government which are outside the scope of Council's control.

This includes but is not limited to:

- Macquarie Park Innovation District Stage 1 and 2
- Transport Orientated Development Program
- Diverse and Well-located Homes draft reform
- State Significant Developments

Council, through its current land zonings, can only respond to changes outside of its control after it is informed and provided transparent details of the impacts. This allows Council to adequately respond to any changes in policy and zonings and can therefore plan infrastructure and services accordingly.



## ITEM 10 (continued)

## ATTACHMENT 1



### 4.3 / MAINTENANCE OF CURRENT ASSET BASE

**Focus on revitalising assets to ensure the existing asset base is maintained to a satisfactory level.**

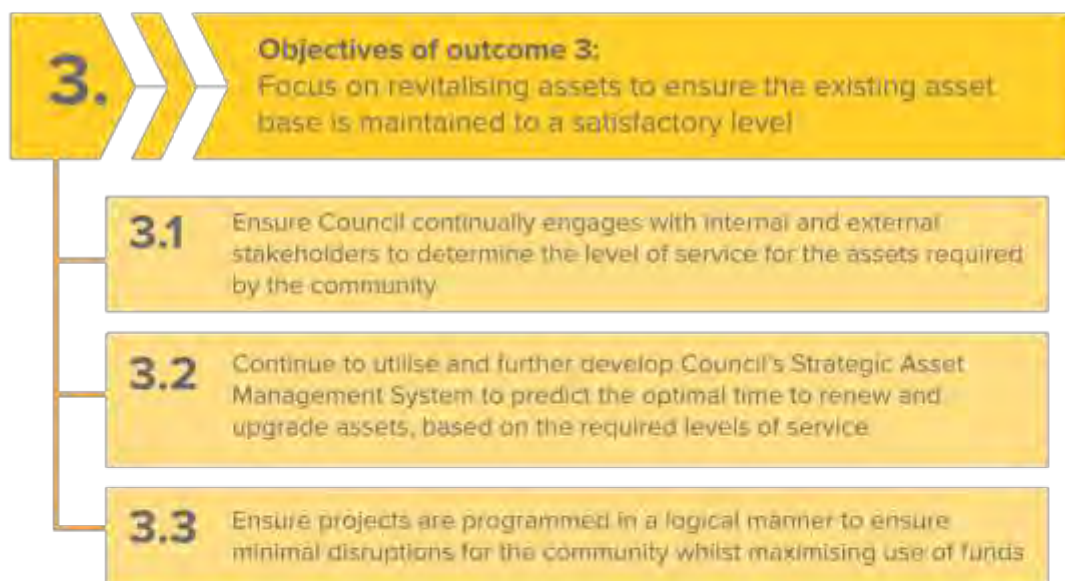
One of Council's core responsibilities is for the maintenance and renewal of existing infrastructure. It must be remembered that with the creation of new infrastructure to meet the demand of increasing population, the existing ageing infrastructure will need to be revitalised and upgraded to meet the requirements of the community.

This objective seeks to ensure that whilst the construction of new infrastructure is inevitable, existing infrastructure already under the care and control of Council is renewed, upgraded and disposed at the same time. The focus on the increase in infrastructure will be for:

- All infrastructure within the five Major Town Centres (Macquarie Park, Ryde (Top Ryde), West Ryde, Eastwood and Gladesville)
- All regional infrastructure across the LGA

This objective also applies to Council's Capital Works Program – to ensure that the funding for renewal and upgrade works is applied consistently across all aspects of infrastructure works (including works undertaken by Council, state and developers) and is used to targets assets in poor condition or reaching end of life.

The determination for how the asset will be replaced – either with like for like or with upgrades based on the needs of the community – will be determined at that time.





## ITEM 10 (continued)

## ATTACHMENT 1

### 4.4 / RESILIENCE AND SUSTAINABILITY

**Deliver and maintain resilient infrastructure using sustainability principles.**

The impacts of urbanisation and climate change are accelerating impacts throughout cities globally and will continue to rapidly evolve how cities plan for growth and resilience of its citizens long term. These impacts affect the way we do things; such as planning and interacting with our infrastructure.

This means it is critical that our infrastructure is resilient enough to withstand these changes and considerations are made for when new and renewed infrastructure is planned

Resilient infrastructure is defined within the City of Ryde Resilience Plan 2030 by Resilient Sydney 2028 as:

"The capacity of individuals, communities, businesses and systems to survive, adapt and thrive in the face of whatever chronic stresses and acute shocks they experience."

Some examples of acute shocks include:

- Storms
- Floods
- Heatwaves
- Bushfires

Longer term chronic stresses generated by climate change include:

- Sea level rises
- Urban heat Island effect

Within the City, Ryde has the highest vulnerability for exposure to the impacts of urban heat, flash (and) flooding and bushfire risk.

Resilience goes far beyond the context of infrastructure; however, this objective only seeks to address the ideas from the City of Ryde Resilience Plan from an infrastructure point of view. This includes planning for future anticipated requirements of infrastructure, such as increased height of seawalls due to sea level rises, the planting of street trees to provide more tree canopy coverage and offset the effects of the urban heat island effect into the future as well as the implementation of stormwater harvesting systems to improve water resilience for sportsfields during periods of drought.



Figure 6 – Quadruple-bottom-line sustainability from City of Ryde's Resilience Strategy.

## ITEM 10 (continued)

## ATTACHMENT 1

 CITY OF RYDE LOCAL INFRASTRUCTURE STRATEGY

### 4.4 / RESILIENCE AND SUSTAINABILITY CONTINUED

Sustainability also plays a major role in being resilient. City of Ryde bases its Resilience Plan on quadruple bottom line principles shown in the figure on the previous page including economic, environmental, governance and social. These components align with works undertaken by other councils, State Government, national and international organisations, and is consistent with the framework undertaken by Resilient Sydney for preparing and planning for shocks and stresses that will have impacts on councils and community, including infrastructure.



## ITEM 10 (continued)

## ATTACHMENT 1

### 4.5 / INNOVATION AND TECHNOLOGY

**Investigate and utilise innovative physical and virtual digital infrastructure to assist in asset planning and delivery.**

Over the past five years, technology has advanced in leaps and bounds which has assisted the world in data collection, decision making, and the creation of innovative infrastructure and technology. This objective focuses on the implementation and use of innovative digital infrastructure from both the physical world as well as the virtual.

This can be obtained through several ways, such as:

- The use of a digital twin. This is a digital representation of an asset or process from the physical world, enabling an increased ability to gain deeper insights and make better decisions through processing vast volumes of big data, identifying intricate patterns and correlations, and automating decision-making.
- Use of artificial intelligence (AI) to determine the condition and defects within an asset. Council currently utilises AI to condition rate its stormwater pit and pipe network and has trialled the use of mobile phone cameras to identify pavement defects in the road.
- The use of innovative infrastructure such as liquid trees where areas cannot support the planting and growth of natural trees. Liquid trees use algae to take carbon dioxide from the air and produce oxygen at the same rate as two 10-year-old trees or 200 meters square of lawn.





**ITEM 10 (continued)**

**ATTACHMENT 1**

 CITY OF RYDE LOCAL INFRASTRUCTURE STRATEGY



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## ITEM 10 (continued)

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# 5. BASELINE IN CREATING THIS STRATEGY

## 5.1 / ALIGNMENT AND DEPENDENCIES

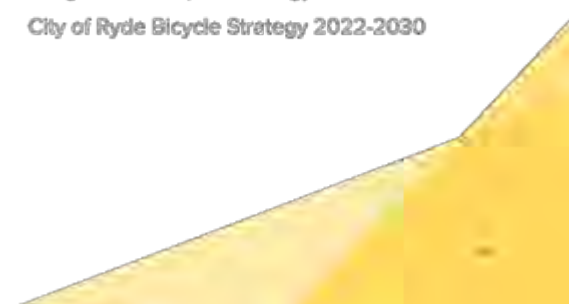
This Local Infrastructure Strategy seeks to draw reference from all of Council's plans and strategies and align outcomes for infrastructure with current State and Federal plans such as:

- **North District Plan:**  
This plan focuses on infrastructure, liveability, productivity, and sustainability in the northern Harbor Zone within the Greater Cities Commission's (now dissolved) Metropolis of Three Cities. The City of Ryde forms a pivot point for this area in terms of infrastructure and connectivity (light rail, heavy rail, and state roads); productivity, with Macquarie Park identified as a health and education precinct; liveability, again with Macquarie Park being identified as a part of the Transport Orientated Development (TOD); and productivity, with the northern portion of the LGA being identified as an economic corridor.
- **The 2022–23 State Infrastructure Plan (SIP):**  
The 2022–23 State Infrastructure Plan (SIP) delivers on the requirement of the *Infrastructure NSW Act 2011* (the Act) 2 to produce an annual infrastructure plan for NSW.
- **Future Transport 2056:**  
This is a NSW Government overarching strategy, supported by a suite of plans to achieve a 40-year vision for the NSW transport system.
- **State Infrastructure Strategy 2022-2042:**  
The State Infrastructure Strategy (SIS) is a 20-year infrastructure investment plan for the NSW Government that places strategic fit and economic merit at the centre of investment decisions. The strategy assesses infrastructure problems and solutions, and provides recommendations to best grow the state's economy, enhance productivity and improve living standards for our NSW community. It is updated every five years.
- **2021 Australian Infrastructure Plan:**  
The plan is focused on reforms and policy recommendations that will deliver better infrastructure outcomes for Australian communities.

- **NSW Government Infrastructure Pipeline:**  
The NSW Infrastructure Pipeline provides a forward view of infrastructure under development by the NSW Government. It includes infrastructure projects with a minimum capital value of \$50 million.

Council strategies and plans which inform and influence this strategy include but are not limited to:

- City of Ryde Community Strategic Plan 2028
- Planning Ryde Local Strategic Planning Statement March 2020
- Ryde Council Communications and Engagement Strategy
- Section 7.11 Development Contributions Plan 2020
- Fixed Rate Levy (Section 7.12) Development Contributions Plan 2020
- Ryde Development Control Plan 2014
  - 4.1 Eastwood Town Centre
  - 4.2 Shepherd's Bay Meadowbank
  - 4.3 West Ryde Town Centre
  - 4.4 Ryde Town Centre
  - 4.5 Macquarie Park Corridor
  - 4.6 Gladesville and Victoria Road Corridor
- City of Ryde Public Domain Technical Manual
- City of Ryde Strategic Asset Management Plan
- Ryde Resilience Plan 2030
- Halls and Facilities Strategy 2020-2041
- Open Space Future Provision Strategy 2021
- Social and Cultural Infrastructure Framework 2020-2041
- Pedestrian Accessibility and Mobility Plan (PAMP)
- Integrated Transport Strategy 2041
- City of Ryde Bicycle Strategy 2022-2030



## ITEM 10 (continued)

## ATTACHMENT 1



### 5.2 / STRATEGY ASSUMPTIONS

In formulating the outcomes for this strategy for the City of Ryde, several key assumptions have been made to guide planning and decision-making processes. These assumptions are considered current at the time of the strategy's endorsement and will be subject to modification or removal as required. City of Ryde has described the assumption, what the uncertainties are around the assumption and the risk mitigation strategies.

The current assumptions used include:

- **Expected Levels of Service (LoS):**  
Infrastructure provision will align with required service levels outlined in the current Community Strategic Plan 2028. Any changes to the management of services will be assumed to maintain the same standard as the current level of service, ensuring continuity and reliability for residents.
- **Funding Availability:**  
Financial resources for infrastructure projects will be consistent with the current Long-Term Financial Plan (LTFP) funding projections, with adjustments made to accommodate inflationary trends. It is assumed that the LTFP will be fully funded by existing sources, providing a stable financial framework for infrastructure development and maintenance.
- **Population Growth:**  
Projected population growth within the LGA will follow the estimates outlined in the City of Ryde Population Forecast, with the population expected to exceed approximately 325,000 by 2041 (this includes previously projected growth combined with the NSW State Government's changes to zonings for the Macquarie Park and greater Ryde LGA such as the Macquarie Park Innovation District Stage 1 and 2, the Transport Orientated Development). Infrastructure planning will account for this growth trajectory to ensure that essential services and amenities adequately meet the needs of residents.
- **Demographics:**  
Demographic patterns within the LGA are expected to remain stable throughout the duration of this plan, with infrastructure planning based on existing requirements. Any significant demographic changes will be reviewed and addressed in subsequent iterations of the strategy.
- **Zoning of Land:**  
While acknowledging the dynamic nature of land zoning, the Infrastructure Strategy will be based on the current zoning of land within the LGA. Changes resulting from planning proposals or state programs will be monitored and reflected in subsequent revisions of the strategy to maintain alignment with evolving land use policies.
- **Transportation and Mobility:**  
Infrastructure planning will prioritize safe, efficient, and accessible transportation networks to accommodate diverse modes of travel, including public transit, walking, cycling, and emerging mobility solutions. Investments will focus on improving connectivity, reducing congestion and emissions, and enhancing overall mobility within the LGA.



**ITEM 10 (continued)**

**ATTACHMENT 1**

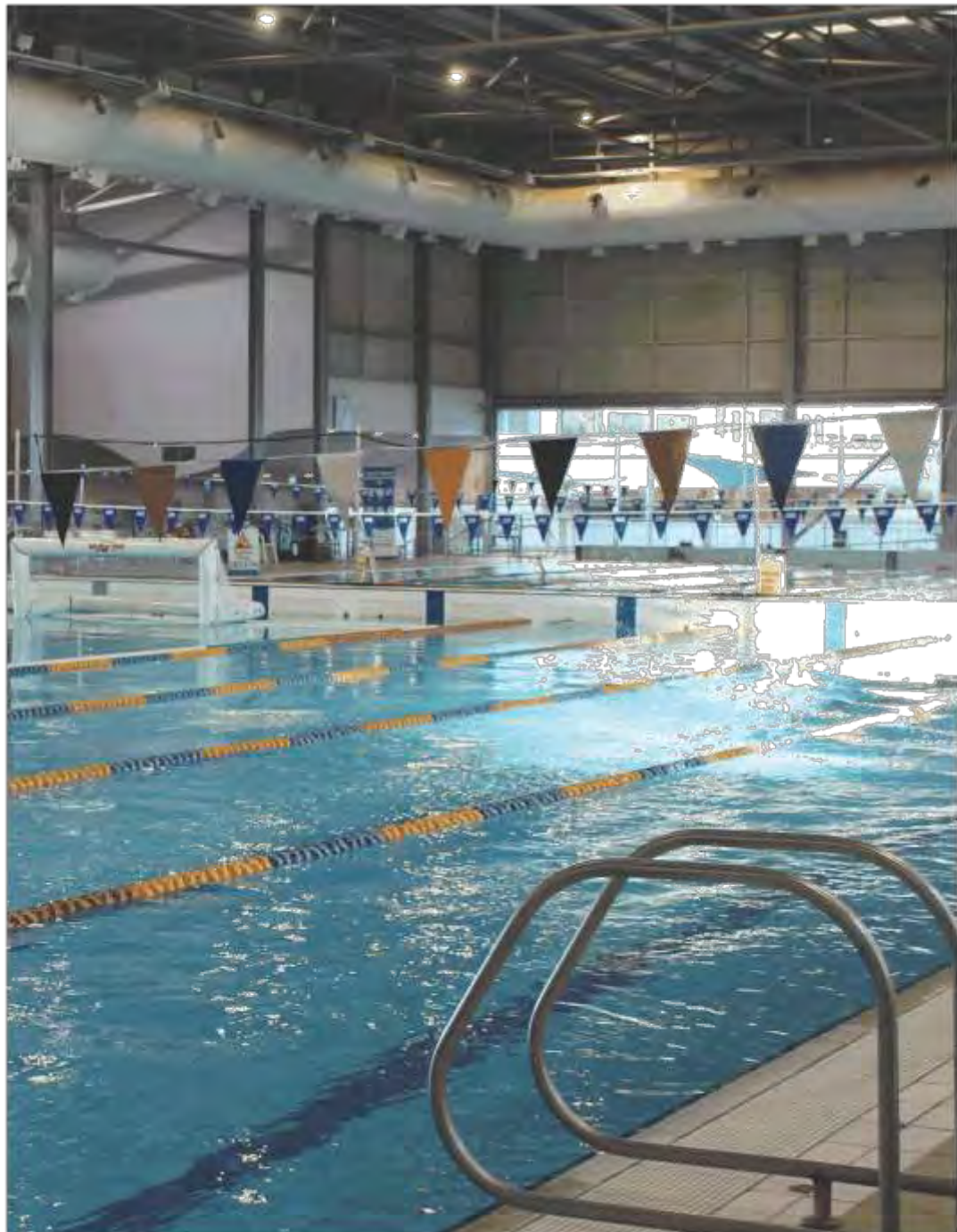
**5.3 / STRATEGY UNCERTAINTIES**

Uncertainty	Level of Uncertainty (L,M,H)	Potential Consequences
Projections of growth	M	This strategy will plan requirements for infrastructure based on estimated growth patterns which may not be reflected by actual population growth patterns. This document will be updated based on updated growth patterns, and the timing for the delivery of infrastructure will be modified as required.
Changes to condition of assets	L	If conditions of assets are found to be changing more quickly than anticipated, the timing and requirement for new infrastructure will need to be modified to suit the replacement of old infrastructure. This may cause changes to services provided.
Changes to legislation	M	Changes to state legislation will always be an uncertainty when creating new strategies. Changes to legislation could lead to increased funding requirements based on the nature of the works required and the requirements of the legislation.
Changes to Level of Service	L	Level of service for the community will change at every review of the CSP. The major trends for the needs of the community have not changed over the previous 10 years, however, it can be considered to be an uncertainty especially when planning for infrastructure over a long period.
Technology	H	Advancements in technology is an uncertainty in the current economic environment. City of Ryde will consider utilising technologies to improve the way the Council tracks, delivers and manages its assets and infrastructure through its current strategies (e.g. Net Zero for reducing Ryde's carbon emissions), when planning for infrastructure in this space. This field will be dynamic and will be updated as required.

**ITEM 10 (continued)**

**ATTACHMENT 1**

 CITY OF RYDE LOCAL INFRASTRUCTURE STRATEGY



*Ryde Aquatic Leisure Centre (RALC).*

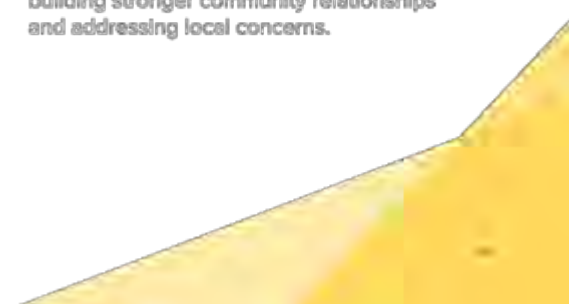
## ITEM 10 (continued)

## ATTACHMENT 1

### 5.4 / CURRENT CHALLENGES FACED BY CITY OF RYDE

Many of the current challenges faced by City of Ryde are similar to those faced by all Council's. These include:

- **Project Costs** – Project costs have been increased across the board for infrastructure within Australia. Material import cost coupled with wage increases means that City of Ryde is unable to deliver the same quantity of projects with previously anticipated budgets. This ties into the importance of the next points which is;
- **Coordinating Capital Projects with Development Opportunities** – this is important to tie into project costs, to ensure that infrastructure upgrades can be delivered by developments. However, a challenge seen with this is timing of works, as new infrastructure may not be required at this time, but will be required in the medium to long term
- **Use of developer contributions** – This would allow Council to undertake many more projects, however, this would require an update of the City of Ryde Contributions Plan to detail infrastructure projects, timings and budgets in accordance with infrastructure required within this strategy.
- **State Significant Developments (SSD)** – Council has little to no control over the approval of SSDs within the City of Ryde. This means that Council has limited power when negotiating infrastructure required due to increase population and vehicular movements brought upon by SSDs.
- **State rezoning and zoning control modifications (EIE, TOD etc.)** – State rezonings, whether a part of a planning proposal or from other state initiatives, has an effect on the type and quantity of infrastructure required in certain areas. Also, the changes to local zonings to allow the Diverse and Well-located Housing reforms will change the requirement for local infrastructure and put greater burden on existing infrastructure.
- **Ageing Infrastructure:** Many of the City of Ryde's existing infrastructure assets are ageing and in need of repair, replacement, or upgrades. Addressing the maintenance backlog and ensuring the resilience and reliability of critical infrastructure systems pose significant challenges for the Council.
- **Population Growth Pressure:** The rapid population growth in the City of Ryde puts pressure on existing infrastructure and services, leading to increased demand for transportation, housing, utilities, and community facilities. Balancing the needs of a growing population with limited resources and infrastructure capacity is a key challenge for the Council.
- **Traffic Congestion and Transportation Issues:** Traffic congestion, inadequate public transport options, and limited road capacity present significant challenges for the City of Ryde. Improving transportation infrastructure and mobility options while mitigating congestion and improving road safety are pressing issues for the Council.
- **Environmental Sustainability:** Ensuring environmental sustainability and mitigating the impacts of climate change pose challenges for the City of Ryde. Protecting natural habitats, reducing carbon emissions, promoting renewable technologies, and enhancing resilience to extreme weather events require concerted efforts and ongoing strategic planning by the Council.
- **Affordable Housing:** The City of Ryde faces challenges in providing affordable housing options for residents, particularly in the context of rising property prices and housing affordability pressures. Addressing housing affordability issues and promoting diverse housing options are critical priorities for the Council.
- **Community Engagement and Participation:** Enhancing community engagement, participation, and trust in the decision-making process is a challenge for the City of Ryde. Increasing transparency, fostering meaningful dialogue, and involving residents in planning and decision-making processes are essential for building stronger community relationships and addressing local concerns.





## ITEM 10 (continued)

## ATTACHMENT 1



# 6. FUNDING OF REQUIRED INFRASTRUCTURE

## 6.1 / CURRENT FUNDING OPTIONS

Fundings options for the delivery of all the infrastructure will most likely remain unchanged over the years. The current funding options for the investment for infrastructure can be split into 'planning' and 'non-planning' mechanisms.

These mechanisms include the below:

- **Council's Developer Contribution**
  - **7.11 Plan** – Section 7.11 of the *Environmental Planning and Assessment Act 1979* (EP&A Act) authorises Councils and other consent authorities to require contributions of land or money from developments toward the provision, extension, or augmentation of local infrastructure (or towards recouping the costs of this work). Where the consent authority is a Council, planning panel or an accredited certifier, a contribution may be imposed on a development only if it is of a kind allowed by and determined in accordance with a contributions plan
  - **7.12 Plan** – From 1 July 2020, the City of Ryde Fixed Rate Levy (Section 7.12) Development Contributions Plan 2020 (Fixed Rate Plan) applies to non-residential development outside of the Macquarie Park precinct that propose an increase in GFA. The Fixed Rate Plan imposes a 1 percent levy on the construction value of all non-residential development consents for developments over a \$350,000 construction value threshold. Any non-residential development with a proposed construction value of \$350,000 or under will not be levied under the Fixed Rate Plan.
- **Housing and Productivity Contribution** – NSW State Government contribution that applies to development applications for new residential, commercial and industrial development (including complying development and State Significant Development) in the Greater Sydney, Illawarra Shoalhaven, Lower Hunter and Central Coast regions.
- **Voluntary Planning Agreements** – Voluntary Planning Agreements (VPAs) are common legal agreements between developers and planning authorities, such as Councils or the Department of Planning. VPAs are permitted under Section 7.4 of the *Environmental Planning and Assessment Act, 1979* (EPA Act). The EPA Act sets out clear guidelines that both the planning authority and developer have to follow when entering into a VPA. These agreements can be entered into as part of a major development application or as part of a request to amend an environmental planning instrument such as a Local Environmental Plan.
- **Developer Contributed Infrastructure** – The developer is required to provide, replace or upgrade infrastructure as a condition on a development consent under s4.17(1)(f) of the *EP&A Act*. The works are usually required directly as a result of the development works. Types of works typically required to be delivered by developers as part of their approval to develop land include footpath and streetscape works and undergrounding of power lines on public land adjoining the development site.

**ITEM 10 (continued)**

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Non-planning system mechanisms	
Council's General fund	Ordinary rates revenue that is collected by the Council on an annual basis to primarily fund the operations of the Council, but which may also be used for capital works.
Other Council general income (fees, charges, rents etc)	Fees and charges for various services and facilities provided by the Council; many of which are set by regulation under the <i>Local Government Act</i> and other Acts.
Special rate variation	Additional Council rates pursuant to section s508, or s508A of the <i>Local Government Act</i> for works or services that will service the LGA. An application is required to be made and approved by IPART.
Special rate (Local)	Additional Council rates pursuant to section 495 of the <i>Local Government Act</i> for works or services limited to a specific area (e.g. land release or suburb) that will benefit from the proposed infrastructure. An application is required to be made and approved by IPART.
Stormwater management levy	Levy imposed pursuant to section 496A of the <i>Local Government Act</i> for the provision of stormwater management services for each parcel of rateable land for which the service is available.
Redevelopment of State Government and Council land	Opportunities to have infrastructure, facilities, affordable housing or other public benefits incorporated into the redevelopment of State-owned or Council-owned land. Example opportunities include Ryde Civic Centre site redevelopment, redevelopment of Council-owned car parks.
Private providers	Infrastructure, services and facilities provided by non-government, not-for-profit or for-profit providers. Examples of facilities typically provided include long day child care, indoor recreation centres (e.g. PCYC), meeting rooms and event spaces at registered clubs.
Proceeds from asset sales	Sale of Council-owned assets (usually land e.g. depots) that are surplus to needs or are otherwise redundant and are no longer required. Proceeds of sales are used to co-fund other Council projects.
State and Federal Government grants	Funds that are made available from primarily State Government for the provision of infrastructure via an application process. Schemes may require co-funding/cash contribution for projects. Examples of current State programs include: <ul style="list-style-type: none"> <li>• Accelerated Infrastructure Fund</li> <li>• Public Spaces Legacy Program</li> <li>• Metropolitan Greenspace Program</li> <li>• Low Cost Loans Initiative.</li> </ul>

## ITEM 10 (continued)

## ATTACHMENT 1



### 6.2 / FUNDING GAPS AND FINANCIAL IMPLICATION

Current funding gaps within the organisation to meet the requirements of the Local Infrastructure Strategy outcomes relate to the cost to undertake all the infrastructure upgrades. Currently, Council must meet the Asset Renewal Ratio which is a requirement of the Office of Local Government. As it stands, the amount Council must commit to renewals is set at approximately \$24 Million. Any funding of new infrastructure can only be budgeted once this commitment has been met.

The current estimated cost to implement all the required infrastructure for the LGA in line with the assumed growth is over \$1 billion. Council is unable to fund this on its own, and will rely on other stakeholders to deliver, in conjunction with the funding sources noted above. These will include:

- Delivery by developers as a part of their conditions of consent
- Delivery by the State Government as a part of their own upgrade works

Furthermore, with the construction of these new assets, Council will need to account for their whole of lifecycle costs. As well as renewal costs, these new assets will significantly increase our maintenance and operating costs. This is funding that Council will need to allocate from its own revenue and cannot be funded from the sources listed above.

Asset lifecycle costing and the way assets are managed is a key indication of the financial sustainability of Council. As mentioned, there are existing commitments which Council is required to meet prior to the construction of new infrastructure. If Council is unable to meet these commitments, then it will be unable to fund new projects into the future.





**ITEM 10 (continued)**

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## 7. FUTURE POPULATION PROJECTIONS AND INFRASTRUCTURE REQUIREMENTS

### 7.1 / POPULATION PROJECTIONS

The population in the City of Ryde has grown significantly in the last 10 years, growing to approximately 136,000 in 2023. Future projections have the City of Ryde population growing to over 325,000 by 2041. This figure is based on previously projected growth combined with the NSW State Government's changes to zonings for the Macquarie Park and greater Ryde LGA. This includes the Macquarie Park Innovation District Stage 1 and 2, the Transport Orientated Development and other zoning changes. In total, a maximum of 191,000 additional residents could be housed under these proposals within the Ryde LGA by 2041.

This sets the need for not only increased infrastructure, but also targeted infrastructure to meet the needs of different age groups and demographics within the LGA. These outcomes are detailed within different City of Ryde strategies and action plans.

**Forecast Population – City of Ryde**

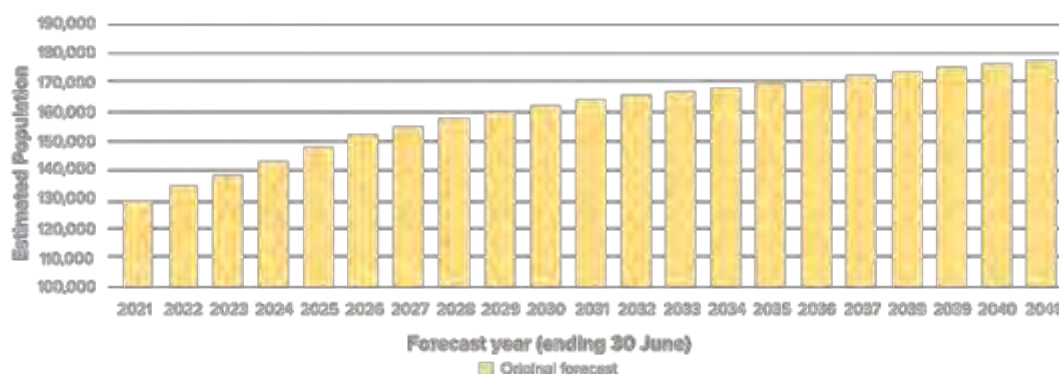
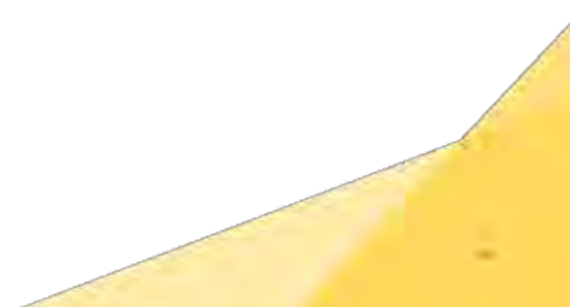


Figure 7 – City of Ryde Population Forecasts - <https://forecast.id.com.au/ryde>

The effects of all these changes will cumulate to place extreme stress on local infrastructure which will drive the need for change. The future requirements for open space, civil infrastructure and social and culture amenities are detailed in the following sections.



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## 7.2 / FUTURE REQUIREMENTS FOR OPEN SPACE

The City of Ryde has many plans and strategies which can be used to determine future provisions for open space which will need to be activated once an increase in residents trigger a requirement to improve or increase infrastructure.

The overarching document to determine requirements for Open space is the City of Ryde Open Space Future Provision Strategy: Technical Report (OSFPS) adopted in May 2021. The objective of this document is to accommodate population growth and change through the planning of open space.

Facility	Benchmark	Additional facility requirements	
		Unit	Qty
Industry benchmarks— Number of parks			
All open space (total) <sup>23</sup>	15 percent of site area	Hectares	36.0
Access to open space in low-medium density	Open space within 400m of all dwellings	Park of minimum 3,000m <sup>2</sup>	Sufficient to meet access benchmark
Access to open space in high density <sup>24</sup>	Open space within 200m of all dwellings	Park of 3,000m <sup>2</sup> acknowledging that a minimum of 1,500m <sup>2</sup> is required	Sufficient to meet access benchmark
Major/destination parks > 5ha <sup>25</sup>	1:20,000 people	No. of parks	1
District parks (average size > 5ha, minimum size 2ha) <sup>26</sup>	1:5,000 people	No. of parks	3.5
Local parks (average size > 0.5ha, minimum size 0.15ha) <sup>27</sup>	1:2,500 people	No. of parks	7
Recreation facility provision benchmarks <sup>28</sup>			
Full size fields and ovals	1 per 3,400 people	No. of full size fields and ovals	5.5
Junior/mod fields and ovals	1 per 13,000 people	No. of junior/mod fields and ovals	1.5
Outdoor court	1 per 1,8000 people <sup>2</sup>	No. of outdoor courts	10
Indoor court	1 per 9,500 people	No. of indoor courts	2
Lawn bowls and croquet	1 per 21,000 people	No. of lawn bowls/ croquet facilities	1
Golf course	1 per 56,000 people	No. of 18-hole golf courses	0.3
Swimming	1,000m <sup>2</sup> of pool space per 38,000 people <sup>3</sup>	m <sup>2</sup> of pool space	475

Figure 8 – Provision for larger open space assets.

**ITEM 10 (continued)**

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The infographic below shows the benchmarks City of Ryde needs to achieve for open space infrastructure. This infrastructure includes requirements for parks within set distances from dwellings, provisions for outdoor courts and full size outdoor fields and ovals.



Figure 9 – Requirements for open space and recreation.



**ITEM 10 (continued)**

## ATTACHMENT 1



### 7.3 FUTURE REQUIREMENTS FOR CIVIL INFRASTRUCTURE

As a brownfields site, there is a limitation to the expansion that civil assets (under the care and control of Council) can undertake in order to meet the needs of the population. The bulk of this requirement will be provided by the state government in the form of rail, bus services and upgrades to state roads and surrounding infrastructure (motorways, tunnels and ferry services etc.).

Drivers from a Council perspective which can be used to deliver upgrades to existing infrastructure come from a combination of existing plans and strategies such as the Disability Inclusion Action Plan (DIAP), the Integrated Transport Strategy (ITS) and the Bicycle Strategy.

The ITS states that while continuing to improve the efficiency and management of the road network, the capacity of the network is relatively fixed and efficiency gains will need to be prioritised towards commercial and service vehicles, emergency vehicles and active and public transport through the reallocation of road space.

Some new connections of infrastructure have been proposed within Macquarie Park as a part of the Development Control Plan 2014. This can be seen below in figure 10, and shows the proposal for new road networks to assist with the movement of traffic within the area.



Figure 10 – Proposed new road connections within the Macquarie Park corridor.

## ITEM 10 (continued)

## ATTACHMENT 1

### 7.4 / FUTURE REQUIREMENTS FOR SOCIAL AND CULTURAL AMENITIES

The current social and cultural framework from the City of Ryde's Social and Cultural Infrastructure Framework 2020-2041 outlines the five different catchments which determine the requirement for community infrastructure based on population. These facilities provide various benefits to the community such as community hire, early childhood education, heritage buildings, libraries and other creative and performance spaces. The catchments include Southern catchment, Northern catchment, Western catchment, Ryde catchment, North Ryde catchment.

Within the framework, certain buildings are earmarked for disposal if there are other community buildings coming on-line that meet the needs of people within that area. This is supported by the 2020-2041 Halls and Facilities Strategy which highlight the following social and cultural provisions per catchment and is highlighted in figure 11 below.

Community space type		Description
Community centre space – hireable		Spaces for the community to hire that allow for a range of activities, meetings and events. These spaces are focal points for community gathering and connection.
Community services space – licensed		Affordable or subsidised office and meeting spaces to support community and not-for-profit organisations providing valuable community services.
Arts and cultural space		Spaces that support and foster arts and culture in the community. Places for creatives to meet and connect, as well as create and display their art.

Source: Elton Consulting (2019), City of Ryde Halls and Facilities Strategy, p35

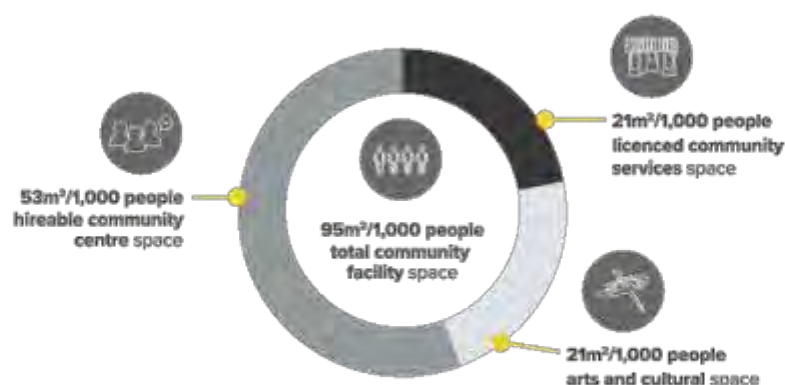


Figure 11 – Rate of current provision for community facility space.

**ITEM 10 (continued)**

**ATTACHMENT 1**



## 8. ENGAGEMENT AND COLLABORATION

This strategy has been developed through consultation with internal and external stakeholders. In the initial development of this strategy, the City of Ryde has used inputs from internal and external stakeholders including Council subject matter experts and input from state bodies involved in infrastructure planning and delivery. This will be followed by endorsement of a draft infrastructure strategy for exhibition in which input from the community will be reviewed and incorporated into the framework of the strategy.

Stakeholder engagement is key for Council in drafting and the successful implementation of this strategy. Council seeks to have ongoing engagement and collaboration with residents, businesses, community groups, local government agencies, State Government departments, industry partners, and advocacy organisations. By engaging with stakeholders, partnering with relevant agencies, and leveraging existing studies and data, Council aims to establish a framework that will guide the future growth and development of the City.

**Partnerships with Relevant Agencies:** Infrastructure planning involves coordination with various government agencies, at the local, state, and federal levels. As part of our consultation process, we will engage with relevant agencies, including but not limited to Transport for NSW, Sydney Water, and the Department of Planning, Housing, and Infrastructure. These partnerships will ensure alignment with broader regional and state infrastructure priorities and facilitate the integration of our strategy into larger planning frameworks.

**Consideration of Relevant Studies and Data:** As part of the development of this strategy Council has considered existing studies, data, and research to inform the objectives and action items of this document. This includes but is not limited to population growth projections, demographic trends, transport studies, environmental impact assessments, technological improvements in infrastructure inspection and delivery. Incorporation of this research and information will ensure that Council's Infrastructure Strategy is evidence-based, forward-thinking, and responsive to current and future needs.

**Accessibility and Transparency:** Throughout ongoing collaboration and consultation we are committed to maintaining transparency and accessibility, specifically with reporting on items that are endorsed as part of the action plan. We will provide regular updates on our progress, share relevant documents and reports, and request for feedback through multiple channels. Additionally, we will ensure that our engagement activities are inclusive and accessible to all members of the community, including those from diverse backgrounds and with varying levels of accessibility needs.



**ITEM 10 (continued)**

**ATTACHMENT 1**

## 9. STRATEGY IMPLEMENTATION AND REVIEW

This strategy will be implemented upon endorsement of the final strategy from Council. The strategy action and improvement plan will be reviewed yearly to track and report on priorities identified as part of the annual action plan, with the strategy being reviewed in its entirety every four years.

At the review period of four years, the entire strategy and its outcomes will be evaluated to determine the effectiveness and benefit it provided to local infrastructure and the community. Feedback for this will be sought from both internal and external stakeholders (including the community) with feedback to form the framework for the new strategy.



*Trim Place, Gladesville.*

**ITEM 10 (continued)**

**ATTACHMENT 1**

 CITY OF RYDE LOCAL INFRASTRUCTURE STRATEGY



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## 10. GLOSSARY

**Development Application (DA)** – A Development Application is an application made to Council seeking consent to carry out development including construction, demolition, change of use of a property or premises, display of advertising, subdivision, or making alterations or additions to a property.

**Voluntary Planning Agreement (VPA)** – Voluntary Planning Agreements are legal agreements between developers and Council for the provision of funds or for works to be undertaken by the developer for infrastructure, services or other public amenities. These documents are created under the *Environmental Planning and Assessment Act 1979*.

**Local Strategic Planning Statement (LSPS)** – The LSPS was created by Council to set the 20-year vision for the area and guides Councils' more detailed plans, planning controls and policies.

**Community Strategic Plan (CSP)** – The Community Strategic Plan is the highest-level plan that the City of Ryde prepares. It is generally prepared within a year of a new Council being elected. The plan identifies the main priorities of the community and plans strategies to achieve the goals set out by the community.

**Strategic Asset Management Plan (SAMP)** – The Strategic Asset Management Plan forms part of the Resourcing Strategy within the Integrated Planning and Reporting framework. It accounts for and plans for all new and existing assets within Council's control and is used to support the CSP and the Delivery Plan.

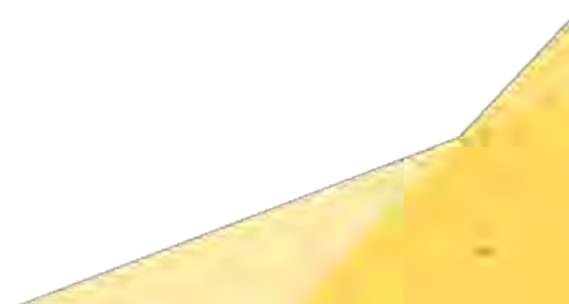
**Four Year Delivery Plan** – The Delivery Program identifies activities which are to be undertaken by Council to meet the strategies of the CSP and to perform its functions. All plans, projects, activities and funding allocations must be directly linked to this Program.

**Operational Plan** – The Operational Plan is an annual plan which focuses on the details of the Delivery Plan - including the individual projects and actions which will be undertaken to meet the commitments of the Delivery Plan.

**Greater Cities Commission (GCC)** – Now dissolved – An independent agency of the NSW Governments who were responsible for land use planning across the six regions in NSW. This agency has been dissolved back into the Department Planning Housing and Infrastructure.

**Brownfields** – A brownfield site is defined as any land that has previously been built on.

**Regional Infrastructure** – Regional Infrastructure is infrastructure that is intended to be used by the entire LGA and surround area. Examples of this within City of Ryde can include community and sporting/aquatic facilities.





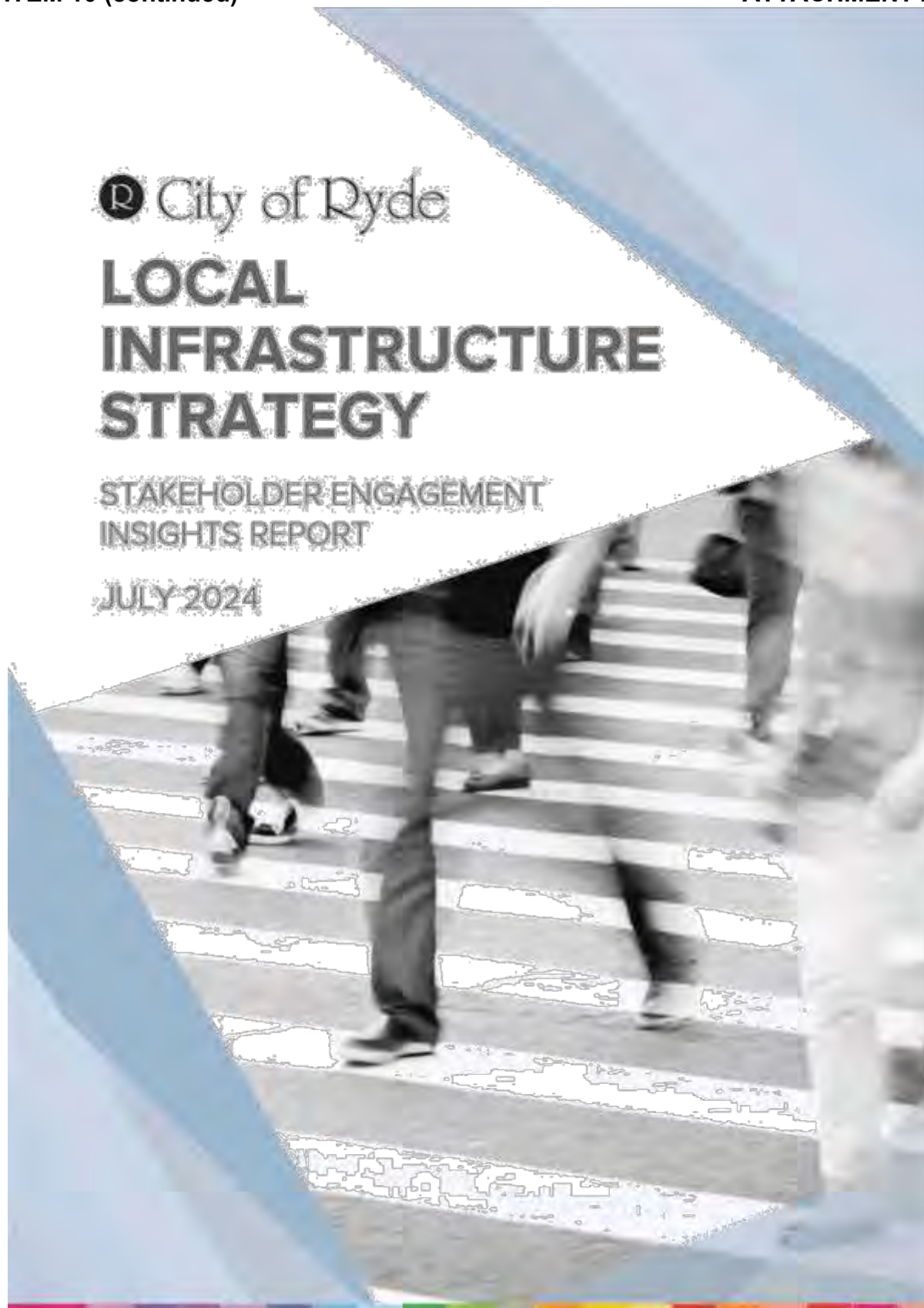
**ITEM 10 (continued)**

**ATTACHMENT 1**



ITEM 10 (continued)

ATTACHMENT 2



## ITEM 10 (continued)

## ATTACHMENT 2

### Background

The City of Ryde has experienced significant growth across the entire LGA, with increased development activities increasing the pressure on the existing infrastructure asset base, with the need for additional infrastructure being a key outcome of Council's Community Strategic Plan. In 2020, the City of Ryde exhibited and endorsed a new Local Strategic Planning Statement (LSPS). The LSPS outlined the need for a collaborative approach to address the gaps identified as part of the current and future demand for infrastructure.

The draft *Local Infrastructure Strategy* will serve as a comprehensive framework for addressing infrastructure gaps, enhancing service delivery, and promoting resilience in the face of future challenges. The strategy outlines the challenges to be addressed to ensure appropriate management future population growth and demand for infrastructure.

The draft *Local Infrastructure Strategy* was endorsed for public exhibition from Councils May 2024 Council meeting held on 28 May 2024.

### Community Consultation

Community Consultation began post public endorsement of the draft *Local Infrastructure Strategy* from the May 2024 Council meeting. The consultation was promoted through the City of Ryde's Have Your Say webpage (**Appendix A**) which began on 30 May 2024 and concluded on 30 June 2024.

In addition to the strategy being exhibited on Councils website, Council's City Fabric Department actively engaged with the community to receive as much feedback as possible from the community and other government and non-government organisations. This included:

- Promoting the Draft *Local Infrastructure Strategy* to state bodies via email correspondence and follow up phone calls through the contact points provided.
- Presentation at the combined Ryde Business Chambers event held on Thursday 13 June 2024 (**Appendix B**).
- Promotion of the strategy within Council's June Business E-Newsletter (**Appendix C**)
- Seeking feedback from Council's partnerships with tertiary education providers such as Macquarie University and the University of Technology Sydney.

### Community Feedback

Despite Council's efforts from the stakeholder engagement above, there was limited feedback to the strategy which included:

- Three (3) written submissions received from Council's Have Your Say page,
- Two (2) written submissions obtained via e-mail (one of which was a duplication of a written submissions from the Have Your Say page).

A summary of the feedback provided back to Council can be found in the table in **Appendix D**.



**ITEM 10 (continued)**

**ATTACHMENT 2**

**Appendix A – City of Ryde “Have Your Say”**

**Draft Local Infrastructure Strategy**

Submissions closed on 30 June 2024, 11:59 PM



The City of Ryde has experienced significant growth across the entire LGA, with increased development activities increasing the pressure on the existing infrastructure asset base, with the need for additional infrastructure being a key outcome of Council's Community Strategic Plan. In 2020, the City of Ryde exhibited and endorsed a new Local Strategic Planning Statement (LSPS). The LSPS outlined the need for a collaborative approach to address the gaps identified as part of the current and future demand for infrastructure.

The draft Local Infrastructure Strategy will serve as a comprehensive framework for addressing infrastructure gaps, enhancing service delivery, and promoting resilience in the face of future challenges. The strategy outlines the challenges to be addressed to ensure appropriate management, future population growth and demand for infrastructure. The draft strategy incorporates the different needs of the City of Ryde Community in both the present as well as the needs of the future.

The draft Local Infrastructure Strategy identifies the following five main outcomes:

1. **Collaboration** - Creating partnerships to deliver key infrastructure within the City of Ryde
2. **Alignment of factors** - Align anticipated growth with land use zoning, infrastructure, and service planning to support future populations.
3. **Maintenance of current asset base** - Focus on revitalising assets to ensure the existing asset base is maintained to a satisfactory level.
4. **Resilience and sustainability** - Deliver and maintain resilient infrastructure using sustainability principles.
5. **Innovation and Technology** - Investigate and utilise innovative physical and virtual digital infrastructure to assist in asset planning and delivery.

This strategy (and the above outcomes) is intended to be flexible, and to be applicable to the unknowns of the future. They will be used as the key drivers of change for infrastructure within the Ryde Local Government Area.

The draft Local Infrastructure Strategy will be on public exhibition on Council's website from 30 May 2024 to 30 June 2024 and Council invites you to provide feedback.

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**ATTACHMENT 2**

**View the Draft Strategy**

[Draft Local Infrastructure Strategy](#)

**Related Information**

[Read Planning Ryde](#)

**HAVE YOUR SAY**

You can Have Your Say on the Draft Local Infrastructure Strategy in a number of ways including via e-mail, post or by completing the submission form below.

All submissions must be received by 11.59pm on **Sunday 30 June 2024**.

**Online Survey**

Please complete the online survey via the link below. If you are unable to fill in this survey online, please contact Customer Service on 9952 8222.

Completed surveys must be submitted by **11.59pm Sunday 30 June 2024**.

**Submissions have now closed.**

**Written Submissions**

Written submissions must be clearly marked as 'Draft Local Infrastructure Strategy' and can be sent to:

- **Email:** [cityofryde@ryde.nsw.gov.au](mailto:cityofryde@ryde.nsw.gov.au)
- **Post:** City of Ryde, Locked Bag 2060, North Ryde NSW 1670

**Contact Us**

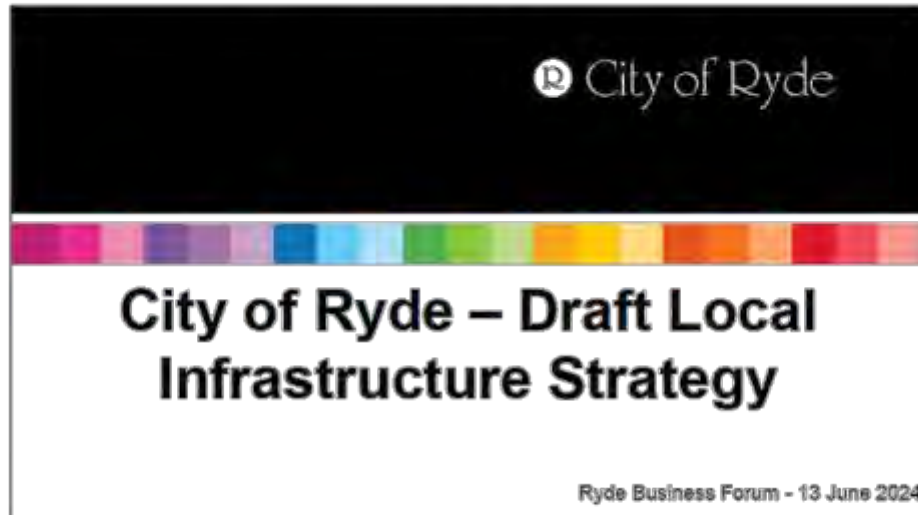
If you require more information about the Draft Local Infrastructure Strategy, or are unable to make an online/written submission, please call our Customer Service Centre on 9952 8222 or email [cityofryde@ryde.nsw.gov.au](mailto:cityofryde@ryde.nsw.gov.au).

If you require translating assistance, you may call the Translating and Interpreting Service on 131 450 and ask for an interpreter to contact Council for you.

**ITEM 10 (continued)**

**ATTACHMENT 2**

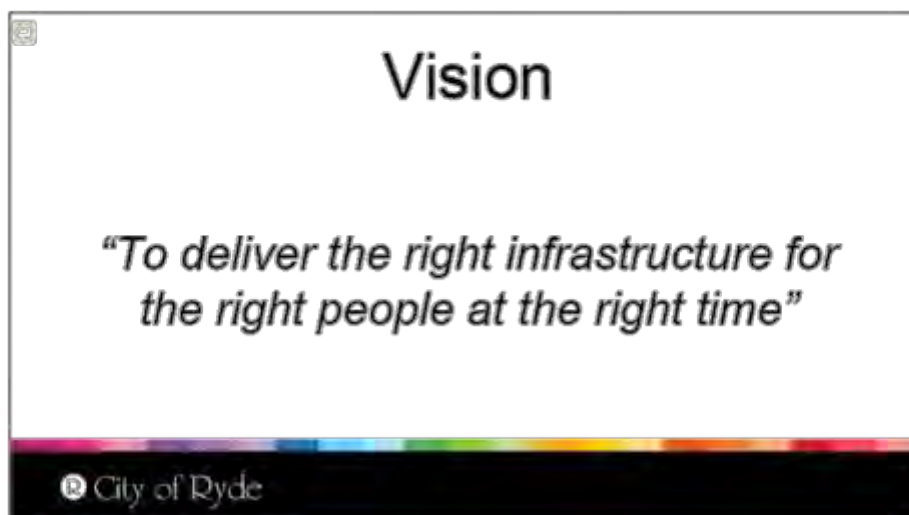
**Appendix B – Ryde Business Forum Presentation Slides**





ITEM 10 (continued)

ATTACHMENT 2



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**ATTACHMENT 2**

## How this Strategy works with the EDS and NTES

Will work in conjunction to:


- Enable Outcome 6 of the EDS – Improve transportation, utilities and other essential infrastructure for business
- Deliver key infrastructure within Economic Centres
- Increase open space within high growth precincts and improve access to open space

 **City of Ryde**

## Feedback for the Strategy

Feedback on:

- The Strategy
- Infrastructure requirements to support your business
- The condition and serviceability of current infrastructure within the LGA
- Any potential limiters (from an infrastructure perspective) to starting or growing a business within the City of Ryde

 **City of Ryde**

ITEM 10 (continued)

ATTACHMENT 2



**Feedback Channels**

- Feedback can be given through Council's 'Have your say' page for the Draft Local Infrastructure Strategy at:  
<https://www.ryde.nsw.gov.au/HaveyourSay/Have-Your-Say/Draft-Local-Infrastructure-Strategy>  
Closing on 30 June 2024
- City Economy Team's *Place Assessment Framework*



 City of Ryde



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**ATTACHMENT 2**

**Appendix C – Extract from City of Ryde's June Business E-Newsletter**

**City of Ryde Local Infrastructure Strategy – On Exhibition**

The City of Ryde has experienced significant growth these past few years, with increased development activities placing more pressure on our existing infrastructure. We need additional infrastructure, and our teams are working hard to deliver more infrastructure sooner.

To do this, staff have developed a draft Local Infrastructure Strategy for your feedback. The Strategy serves as a comprehensive framework for addressing infrastructure gaps, enhancing service delivery, and promoting resilience in the face of future challenges. The Strategy outlines the challenges to be addressed to ensure appropriate management of future population growth and demand for infrastructure.

The draft Strategy incorporates the different needs of the City of Ryde community in both the present as well as the needs of the future, including the local business community.

The draft Strategy is on exhibition until **Sunday 30 June 2024**.

HAVE YOUR SAY

**Appendix D – Feedback Submissions**

**ITEM 10 (continued)**

**ATTACHMENT 2**

Respondent Number	1
<p><b>Please share your comments on the Draft Local Infrastructure Strategy below. Please be as specific as possible in your submission (e.g. refer to page numbers, etc).</b></p>	<p>The strategy has a clear vision of delivering the right infrastructure for the right people at the right time. The goals align well with sustainable growth, better community amenities, and resilience. It considers anticipated population growth and other future challenges, aligning infrastructure planning with these projections. Leveraging research insights from university researchers can also provide evidence-based strategies and innovative solutions tailored to local climate realities, enhancing the overall robustness of the plan. The strategy should address the specific impacts of climate change, particularly those expected to affect the northern part of the metropolitan area of Sydney. According to climate projections, this region is likely to experience significant changes, including increased temperatures and more frequent extreme weather events. These changes require proactive planning to ensure infrastructure resilience and adaptability. The strategy could incorporate climate adaptation measures such as improved drainage systems, heat-resistant materials, and green infrastructure to mitigate these impacts. The strategy could benefit from focusing more on sustainability by reducing concrete usage and replacing it with more eco-friendly materials. Concrete, while durable and widely used, has a significant carbon footprint due to its production process. Using alternative materials such as recycled aggregates, geopolymer concrete, and other sustainable building materials can substantially reduce environmental impact. Incorporating these materials into infrastructure projects supports environmental goals and can lead to innovative construction practices that enhance the overall sustainability profile of the City of Ryde. Since the strategy will be available online for residents of the City of Ryde, it's crucial to provide more specifics on how the community will be involved in decision-making processes. While the strategy mentions engagement and collaboration, detailing the methods for community involvement would ensure more inclusive planning. Clear guidelines on how residents can participate, such as through online surveys, public forums, and community workshops, should be outlined. Additionally, a timeline of key decision-making milestones and opportunities for input would help residents stay informed and engaged throughout the process. The focus on integrating smart city solutions and digital connectivity is forward-looking and fantastic. Providing more examples beyond liquid trees and additional cases of successful implementations could inspire confidence and illustrate</p>

**ITEM 10 (continued)**

**ATTACHMENT 2**

	<p>practical applications. For instance, mentioning cities that have successfully implemented smart traffic management systems to reduce congestion and improve safety can demonstrate the tangible benefits of such technologies. Highlighting the use of smart sensors in public infrastructure, such as water management systems that detect leaks and optimise usage, can also provide practical insights. These real-world applications validate the strategy and offer a clear vision of how smart city initiatives can enhance the quality of life for the residents of the City of Ryde.</p>
<p><b>What key infrastructure would you like to see within the City of Ryde? Please specify a location where you would envisage this infrastructure going.</b></p>	



**ITEM 10 (continued)**

**ATTACHMENT 2**

<b>Are you satisfied with the City of Ryde's maintenance of its existing infrastructure?</b>	Somewhat satisfied
<b>What infrastructure is best maintained and what infrastructure might need additional attention?</b>	
<b>Which of the following best describes your relationship(s) and/or connection(s) with the City of Ryde. Please select all that apply.</b>	I work in the City of Ryde
<b>Please tell us your suburb.</b>	MQ Park
<b>Which suburb within the City of Ryde do you visit the most?</b>	MQ Park
<b>Please tell us your gender.</b>	Male
<b>Please tell us your age.</b>	40-49
<b>Please tell us what language(s) you speak other than English. Please select all that apply.</b>	

<b>Respondent Number</b>	<b>2</b>
<b>Please share your comments on the Draft Local Infrastructure Strategy below. Please be as specific as possible in your submission (e.g. refer to page numbers, etc).</b>	I appreciate that this is a strategy document; however, as a first-time reader, it is hard to understand what the information distils to.

**ITEM 10 (continued)**

**ATTACHMENT 2**

<b>What key infrastructure would you like to see within the City of Ryde? Please specify a location where you would envisage this infrastructure going.</b>	The document did not provide me with adequate information to allow me to produce an informed response. However, from a resident perspective, I can say the Coxs Road shop area needs all the support it can get to help with reinstating the buildings and the business community.
<b>Are you satisfied with the City of Ryde's maintenance of its existing infrastructure?</b>	Satisfied
<b>What infrastructure is best maintained and what infrastructure might need additional attention?</b>	
<b>Which of the following best describes your relationship(s) and/or connection(s) with the City of Ryde. Please select all that apply.</b>	I live in the City of Ryde
<b>Please tell us your suburb.</b>	North Ryde
<b>Which suburb within the City of Ryde do you visit the most?</b>	In order: North Ryde, Top Ryde, Eastwood.
<b>Please tell us your gender.</b>	Male
<b>Please tell us your age.</b>	40-49
<b>Please tell us what language(s) you speak other than English. Please select all that apply.</b>	

**ITEM 10 (continued)**

**ATTACHMENT 2**

<b>Respondent Number</b>	<b>3</b>
<b>Please share your comments on the Draft Local Infrastructure Strategy below. Please be as specific as possible in your submission (e.g. refer to page numbers, etc).</b>	Why does council continually ignore the development of Eastwood, which is one of its largest town centres? Under item 4.3 / MAINTENANCE OF CURRENT ASSET BASE, it states that - "The focus on the increase in infrastructure will be for: - All infrastructure within the five Major Town Centres (Macquarie Park, Ryde (Top Ryde), West Ryde, Meadowbank and Gladesville" So, is Eastwood no longer relevant?
<b>What key infrastructure would you like to see within the City of Ryde? Please specify a location where you would envisage this infrastructure going.</b>	What about addressing the overdue flood mitigation issues through the town centre, the redevelopment of the Glen St carpark and lobbying the State Government to upgrade Rutledge St within the Eastwood County Road corridor between West Pde and Shaftsbury Road, not to mention bringing forward planning for development of the corridor as a new major strategic transport link between Macquarie Park and Parramatta for both road and light rail?. In my opinion, Eastwood would have been better off if it had been included within the Parramatta City Council LGA in the LG boundaries review a few years ago, as Ryde doesn't appear to take much interest. Parramatta CC has just included the reinstatement of its original light rail proposal from Parramatta to Macquarie Park via Eastwood in its Draft Parramatta 2050 Strategic Plan.
<b>Are you satisfied with the City of Ryde's maintenance of its existing infrastructure?</b>	Not at all satisfied
<b>What infrastructure is best maintained and what infrastructure might need additional attention?</b>	See previous answer
<b>Which of the following best describes your relationship(s) and/or connection(s) with the City of Ryde. Please select all that apply.</b>	I shop in the City of Ryde  Other: Also do business in Eastwood
<b>Please tell us your suburb.</b>	Epping
<b>Which suburb within the City of Ryde do you visit the most?</b>	Eastwood



**ITEM 10 (continued)**

**ATTACHMENT 2**

<b>Please tell us your gender.</b>	<b>Male</b>
<b>Please tell us your age.</b>	<b>80 and over</b>
<b>Please tell us what language(s) you speak other than English. Please select all that apply.</b>	<b>English only</b>

**Email Feedback 1 – Macquarie University**

Dear Daniel and Marcus,  
Hope this email finds you well.

I have reviewed the report and would like to share my feedback.

**Positive Points**

1. In the resilience and sustainability section (page 15, section 4.4), highlighting the urban heat island effect as a long-term climate stress generated by climate change is both important and effective.
2. The articulation of the funding required for infrastructure on page 28 is clear and well-presented.

**Suggestions for Improvements**

1. In the community facilities section (page 6), the description of stormwater drainage seems to be neglected.
2. It is recommended to include water and sewage (sewerage) as essential infrastructure in this section.
3. There is a lack of explanation about community facilities on page 6, and they are also not represented in the figure on page 12.
4. The report does not address electrical and telecommunication infrastructure, which are crucial elements.

By addressing these comments, the report will be more comprehensive and accurate.

Regards,

**Email Feedback 2 – Macquarie University**

Hello Daniel,

I sent my feedback through the online link, and I attached a file with some additional points. Overall, the draft is well-laid out, and these comments are only for potential improvements.

I hope this helps, and thank you for creating the opportunity of providing feedback.

Regards

**Feedback copied from attachment:**

The strategy has a clear vision of delivering the right infrastructure for the right people at the right time. The goals align well with sustainable growth, better community amenities, and resilience. It considers anticipated population growth and other future challenges, aligning infrastructure planning with these projections. Leveraging research insights from university researchers can also provide evidence-based strategies and innovative solutions tailored to local climate realities, enhancing the overall robustness of the plan.

The strategy should address the specific impacts of climate change, particularly those expected to affect the northern part of the metropolitan area of Sydney. According to climate projections, this region is likely to experience significant changes, including increased temperatures and more frequent extreme weather events. These changes require proactive planning to ensure infrastructure resilience and adaptability. The strategy could incorporate climate adaptation measures such as improved drainage systems, heat-resistant materials, and green infrastructure to mitigate these impacts.

The strategy could benefit from focusing more on sustainability by reducing concrete usage and replacing it with more eco-friendly materials. Concrete, while durable and widely used, has a significant carbon footprint due to its production process. Using alternative materials such as recycled aggregates, geopolymer concrete, and other sustainable building materials can substantially reduce environmental impact. Incorporating these materials into infrastructure projects supports environmental goals and can lead to innovative construction practices that enhance the overall sustainability profile of the City of Ryde.

**ITEM 10 (continued)**

**ATTACHMENT 2**

Since the strategy will be available online for residents of the City of Ryde, it's crucial to provide more specifics on how the community will be involved in decision-making processes. While the strategy mentions engagement and collaboration, detailing the methods for community involvement would ensure more inclusive planning. Clear guidelines on how residents can participate, such as through online surveys, public forums, and community workshops, should be outlined. Additionally, a timeline of key decision-making milestones and opportunities for input would help residents stay informed and engaged throughout the process.

The focus on integrating smart city solutions and digital connectivity is forward-looking and fantastic. Providing more examples beyond liquid trees and additional cases of successful implementations could inspire confidence and illustrate practical applications. For instance, mentioning cities that have successfully implemented smart traffic management systems to reduce congestion and improve safety can demonstrate the tangible benefits of such technologies. Highlighting the use of smart sensors in public infrastructure, such as water management systems that detect leaks and optimise usage, can also provide practical insights. These real-world applications validate the strategy and offer a clear vision of how smart city initiatives can enhance the quality of life for the residents of the City of Ryde.