

ATTACHMENTS FOR: AGENDA NO. 4/25 EXTRAORDINARY COUNCIL MEETING

Meeting Date: Wednesday 30 April 2025
Location: Council Chambers, Level 1A, 1 Pope Street, Ryde and Online
Time: 7.00pm

ATTACHMENTS FOR EXTRAORDINARY COUNCIL MEETING

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Acknowledgement of Country

City of Ryde would like to acknowledge the Traditional Custodians of this land, the Wattamattagal (or Wallumedegal) clan of the Darug nation. City of Ryde would also like to pay respect to the Elders, past, present and emerging and extend that respect to all other Aboriginal and Torres Strait Islander peoples.

Artist Biography

Jakeob Watson, a seasoned artist, mentor and devoted father of seven, hails from Maitland, New South Wales. A proud descendant of the Gomeroi Nation, he boasts a 13-year journey as an exhibiting artist, marked by significant achievements. His artistic expression is a captivating fusion of his Indigenous heritage, seamlessly intertwined with the dynamic cultures of hip-hop and graffiti. Jakeob's creative prowess extends across diverse mediums, from custom sneakers and canvases to awe-inspiring murals. Beyond his studio, he shares his passion by conducting art workshops catering to both adults and children, and contributing to the enrichment of artistic communities.

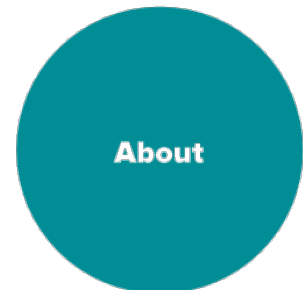


Artwork Story

The artwork was designed for City of Ryde's Innovate Reconciliation Action plan and symbolises City of Ryde and its connections to communities and Country and the efforts to continuously grow and connect the area surrounding them. The main circles and connecting lines symbolise the different communities residing in the Ryde Council area and the roads and journeys connecting them. Then surrounding is many different representations of Country and native flora and fauna showing the many diverse cultures and life that are connected and cared for by City of Ryde with a special mention to the Black Snapper to represent the totem of the Traditional Owners.

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About this Document

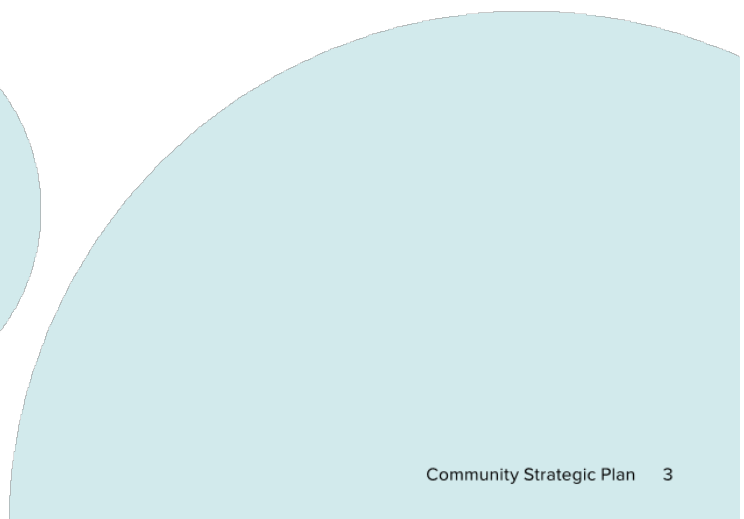
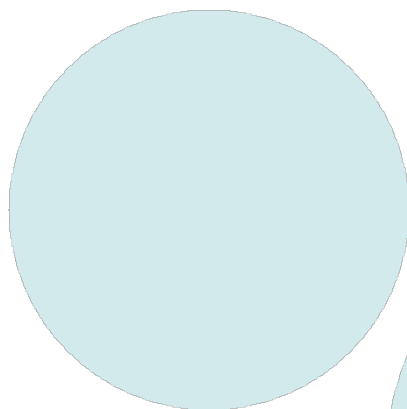
Our Community Strategic Plan (CSP) – Ryde 2035 – embodies our community's vision for the future of the City of Ryde. It identifies our community's priorities and aspirations for the next ten years and sets the broad direction for Council's long-term planning documents.

In creating the CSP we invited our community to explore its needs and aspirations across a range of different services. We asked:

- Where we are now
- Where we want to be
- How we will get there
- How we will know we've achieved our goals.

These insights guide and shape our service delivery and resource allocation throughout the elected Council's four-year term.

Progress towards achieving the goals outlined in the CSP is articulated in the Four-Year Delivery Program and One-Year Operational Plan. Progress is reported to Council quarterly and a summary of achievements presented in the Annual Report.



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A Message from Our Mayor



Welcome to City of Ryde's Community Strategic Plan 2035. This document represents the highest level of strategic planning undertaken by this Council, one which guides all of our other plans and strategies. It articulates our community vision over the next 10 years through the setting of long-term goals, aspirations, strategic pathways and the actions required to achieve what promises to be an exciting, prosperous future for our great City. This Plan was developed after a wide-ranging series of engagement activities involving more than 1,600 residents, visitors, workers, service providers, elected representatives at all levels of government, local businesses and community groups. They responded with hundreds of future-shaping insights, covering all areas of Council's activities and responsibilities. I commend it to you.

Trenton Brown

Trenton Brown
City of Ryde Mayor

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**Chief
Executive
Officer**

A Message from Our CEO



One of the major challenges facing this Council over the next 10 years is a rapidly growing population, boosted by State Government housing reforms that will see City of Ryde carrying a heavy burden in the struggle to solve Sydney's housing crisis. As articulated in this Community Strategic Plan, the growing number and increased density of our population will impact many aspects of our strategic planning. This Council is committed to working collaboratively with stakeholders at all levels of government to 'strike the right balance' between necessary housing uplift, the protection of our vital employment lands and the provision of essential infrastructure. That way, we will continue to be the place for opportunity and lifestyle at your doorstep into 2035 and beyond.



Wayne Rylands
City of Ryde
Chief Executive Officer

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Our Community Strategic Plan (CSP)

Community Strategic Plan

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An Integrated Approach

The Integrated Planning and Reporting Framework

Local councils operate in an increasingly complex environment, with responsibilities under more than 50 different pieces of legislation and direct relationships with over 20 State and Commonwealth Government agencies.

To navigate these complexities in a meaningful and purposeful way, all local councils in New South Wales adhere to the Integrated Planning and Reporting (IP&R) framework.

The IP&R framework acts as a roadmap for the delivery of community aspirations over a ten-year period by integrating those goals into council strategies and plans. By articulating the community's vision and priorities, the IP&R framework supports community members and stakeholders to play an active role in shaping the future of their city. It sets out the resourcing requirements needed to deliver the community's priorities and balances affordability with aspiration.

The framework also helps maintain accountability and transparency through regular monitoring and reporting to both the council and the community. Progress is monitored under a structured timeline to ensure goals and actions remain relevant across the lifespan. This allows councils to pivot to meet changing circumstances, adhere to best practice and continuously improve over time.

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How the Framework Supports the City of Ryde to deliver community expectations

The City of Ryde community is at the heart of our IP&R framework. We engage with our community to understand its priorities and vision for the future. This allows us to develop a strong partnership that balances achieving the community's goals with prudent, strategic management. Decisions are made with community involvement at every step to develop alternative strategies, identify preferred solutions and prioritise activities.

In this way, decision making is informed through an evidence base and the representative views of the community, rather than specific interests or assumptions. Once strategic objectives have been set in the Community Strategic Plan, it is Council's responsibility to deliver and report against these objectives, undertake resource planning, and ensure the community's big-picture ambitions become operational realities.

All local councils across the state are required to plan and report in line with the NSW Office of Local Government's Integrated Planning and Reporting Framework (IP&R).

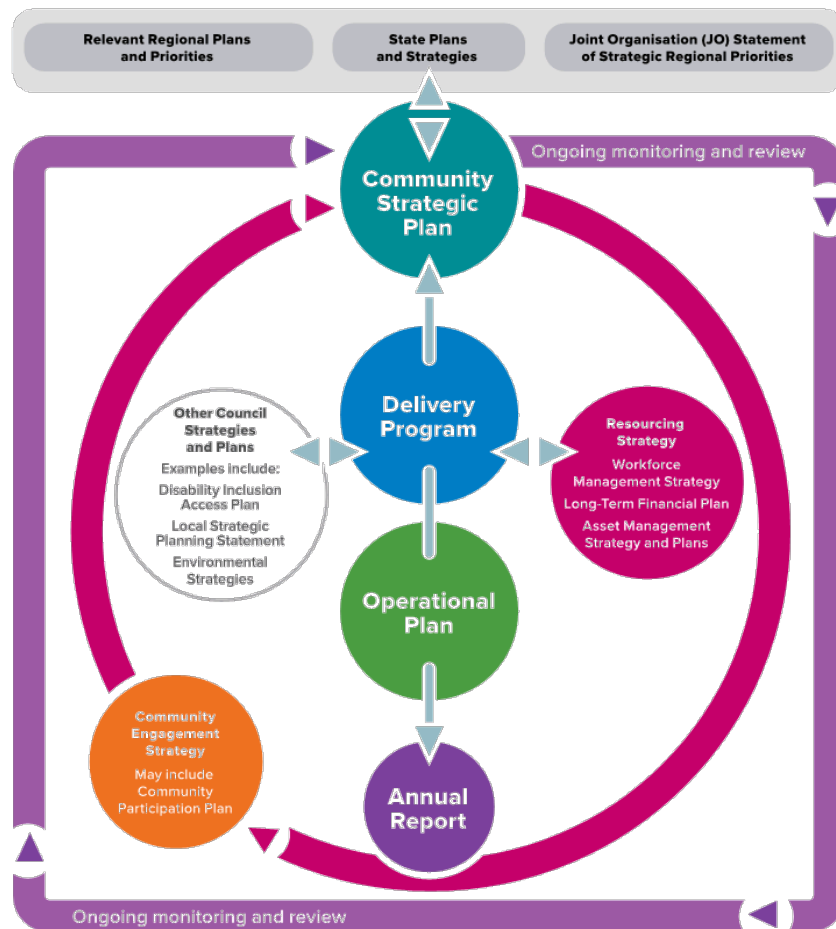


Figure A. Integrated Planning and Reporting (IP&R) Framework

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The Plans and Strategies that Guide Us

Strategies, Programs, Plans and Reports

COMMUNITY STRATEGIC PLAN (CSP)	COMMUNITY ENGAGEMENT STRATEGY (CES)	RESOURCING STRATEGY (RS)
<ul style="list-style-type: none"> Highest level of strategic planning undertaken by a council – guides all other Council plans and strategies Articulates community vision through long-term vision, goals, aspirations, strategic pathways and the actions required to achieve that future Considers state and regional plans as they apply to the council Contains, as a minimum, community vision, strategic directions and outcomes, and a means of measuring progress Based on social justice principles 	<ul style="list-style-type: none"> Supports the development of all plans, policies, programs and key activities Must demonstrate a commitment to genuine and inclusive engagement Based on social justice principles 	<ul style="list-style-type: none"> Demonstrates how work identified in the Delivery Program and Operational Plan will be resourced, as identified through: <ul style="list-style-type: none"> Long-Term Financial Planning Workforce Management Planning Asset Management Planning
<p>Duration: 10+ years</p> <p>Review: In line with election cycle, generally every four years</p>	<p>Duration: Updated as required</p> <p>Review: Within three months of the local government elections</p>	<p>Duration: 4-10 years, in line with Delivery Program and Operational Plan</p> <p>Review: Continual monitoring to measure effectiveness and respond to change; the Long-term Financial Plan, Asset Management Strategy and Plans are reviewed and updated annually to cover a minimum 10-year forecast. The Workforce Management Strategy is reviewed and updated every four years along with the Delivery Program</p>

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DELIVERY PROGRAM (DP)	OPERATIONAL PLAN (OP)	ANNUAL REPORT (AR)	STATE OF OUR CITY REPORT
<ul style="list-style-type: none"> Describes the elected Council's commitment to deliver against the CSP over its four year term Describes what can be delivered using available resources Aligns with strategic directions and outcomes of the CSP 	<ul style="list-style-type: none"> Identifies annual projects and activities to deliver DP outcomes Includes Council's annual budget and Statement of Revenue Policy 	<ul style="list-style-type: none"> Report to the community on the work undertaken by Council to deliver on the commitments of the DP through that year's OP Contains a copy of the audited financial statements 	<ul style="list-style-type: none"> Prepared by each outgoing Council for the incoming Council Reports to the community on the implementation of the CSP
Duration: Four years	Duration: 12 months	Duration: 12 months	Duration: Four-yearly
Review: Annual review with six-monthly reporting	Review: One plan each year for the four years of the council term, in line with DP	Review: Annually	Review: In line with election cycle, generally every four years

A detailed overview of the framework is provided on the Office of Local Government website at www.olg.nsw.gov.au



Community Strategic Plan

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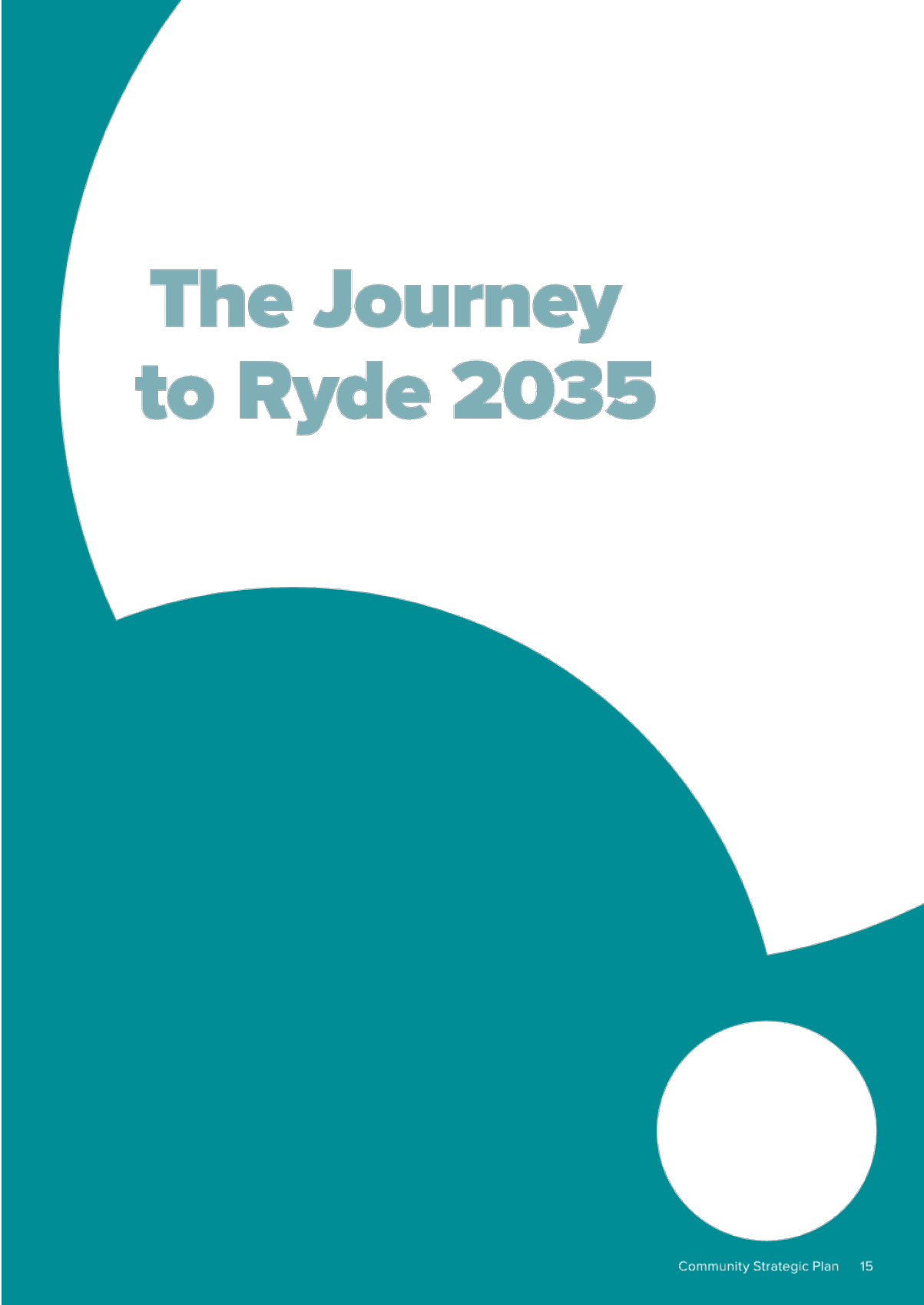
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The Journey to Ryde 2035

Community Strategic Plan 15

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How our Community Strategic Plan was Developed

Guided by our Community Engagement Strategy, we regularly engage and consult with the community about many different projects and draw on their insights to shape our plans and priorities.

The *Ryde 2035 Community Strategic Plan* was developed following the election of the new City of Ryde Council in 2024. To understand our community's needs and aspirations for the future, we used a range of digital, print and face-to-face communications to raise awareness and gather feedback.

To understand community priorities, identify quality of life indicators, gain insights into the community's overall level of satisfaction with Council and explore their support for our vision statement – The place to be for lifestyle and opportunity at your doorstep – we held a wide range of engagement activities including pop-up events and workshops, phone and online surveys. To reach traditionally harder to access groups, we undertook tailored engagement activities with everyone from school and university students and held inclusive consultation with special needs groups.

More than 1,688 residents, visitors, workers, service providers, elected representatives at all levels of government, local businesses and community groups responded with hundreds of future-shaping insights.

The *State of the City Report 2024*, a report on the progress of the City of Ryde's previous Community Strategic Plan and the achievement of its goals over the Council term 2021-2024, also provided important insights.

All consultation findings and feedback were instrumental in understanding our community's priorities and how they view their quality of life. They informed the objectives of the *Ryde 2035 Community Strategic Plan*, which were assessed against regional, state, federal and global priorities, and guided the development of a draft plan which we shared with the community.

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Highlights

What Did Our Community Say?

They told us they love:

- Our great location and proximity to shops and the Sydney CBD
- Our green and open spaces including our parklands and natural environment
- The variety and quality of services available in our City
- The opportunity to provide input into the future of our City
- The range of public transport options available
- Their quality of life, with 95% saying life was 'good' to 'excellent'.

“
The proximity
to recreational
areas is great
”

“
Ryde has
a huge stock
of services that
meet everyone's
needs
”

But some things need work:

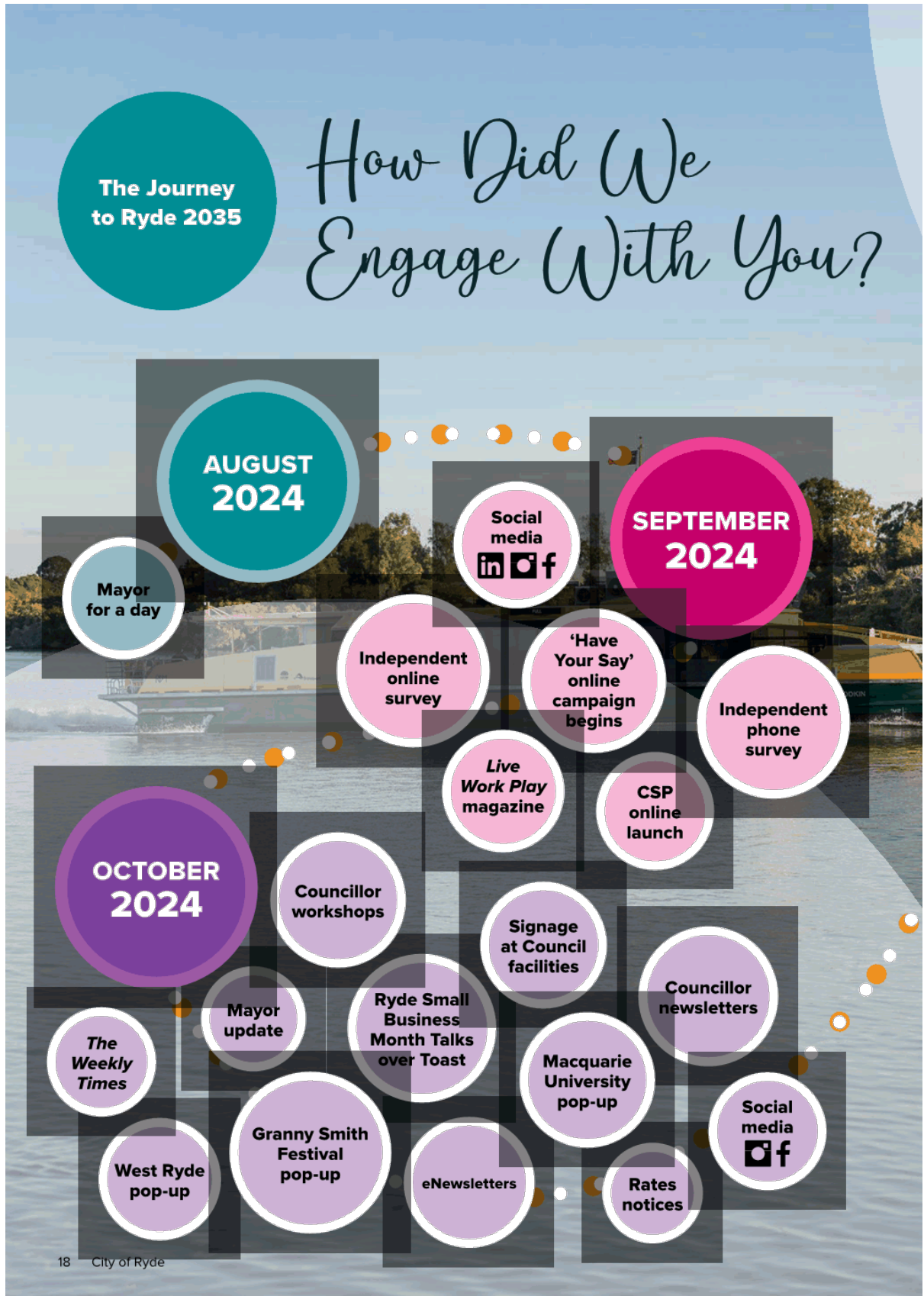
- Better management of long-term growth and development
- Traffic management and road safety
- Better public transport connections
- Providing infrastructure and services for growth.

“
Ryde needs more
public transport to
support the growing
population
”

“
Maintaining
parks and public
open spaces amid
population increase
is vital
”

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Prior to August 2024, we welcomed community feedback on key plans and strategies including our Social Plan and Creativity Strategy, Economic Development Strategy, Night-time Economy Strategy and Integrated Open Space Plan as well as the State Government's proposed Transport Oriented Development rezoning of our Macquarie Park Innovation District. In addition, we conduct regular customer satisfaction surveys. This valuable community feedback has also informed the development of this Community Strategic Plan.



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Who Does Council Engage with to Deliver for Our Community?

In delivering the community aspirations in this plan, Council engages with:

- Residents
- Ratepayers
- Businesses, business groups and workers
- Community organisations, interest and support groups
- Councillors and staff
- Council's working groups
- Developers, including community housing providers
- Media
- Neighbouring councils
- Schools, education providers and students
- State and Federal government agencies
- State and Federal members of parliament
- Various groups such as children, young people, seniors, People with Disability, LBGTIQA+ communities, emerging cultural groups, Aboriginal and Torres Strait Islander communities
- Visitors and tourism groups
- Volunteers.

While the above represents a snapshot of our communities and stakeholders, further sub-groups may be identified as part of planning for specific initiatives.

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Alignment with Federal and State Priorities

To ensure that government policies at Federal and State levels translate into tangible, community-based outcomes, the City of Ryde aligns with Federal and State Government priorities through planning frameworks, funding agreements, regulatory compliance and collaborative partnerships.

These include:

- Strategic and legislative alignment: while Council operates under the *Local Government Act 1993* (NSW) we also comply with state and federal laws.
- The Integrated Planning and Reporting (IP&R) Framework, which ensures local strategies and plans support state and federal goals. See page 10 for more information.
- Government funding and grants: We depend on state and federal funding to deliver projects and services.

To address state and federal priorities on a regional scale, we participate in the Northern Sydney Regional Organisation of Councils (NSROC) and formal partnerships with the State Government to tackle shared economic, social and environmental challenges.

We align with government housing, infrastructure and economic growth goals by implementing Local Environmental Plans and Development Control Plans.

We work with state and federal agencies during emergencies to implement bushfire, flood, and disaster resilience strategies.

To help achieve state and federal sustainability targets we participate in the NSW Net Zero Plan and Federal Renewable Energy Targets and work to meet urban tree canopy coverage targets.

We support state and federal social and economic development through workforce and skills programs, provide affordable housing and homelessness support in collaboration with state housing agencies and offer community health and wellbeing initiatives.



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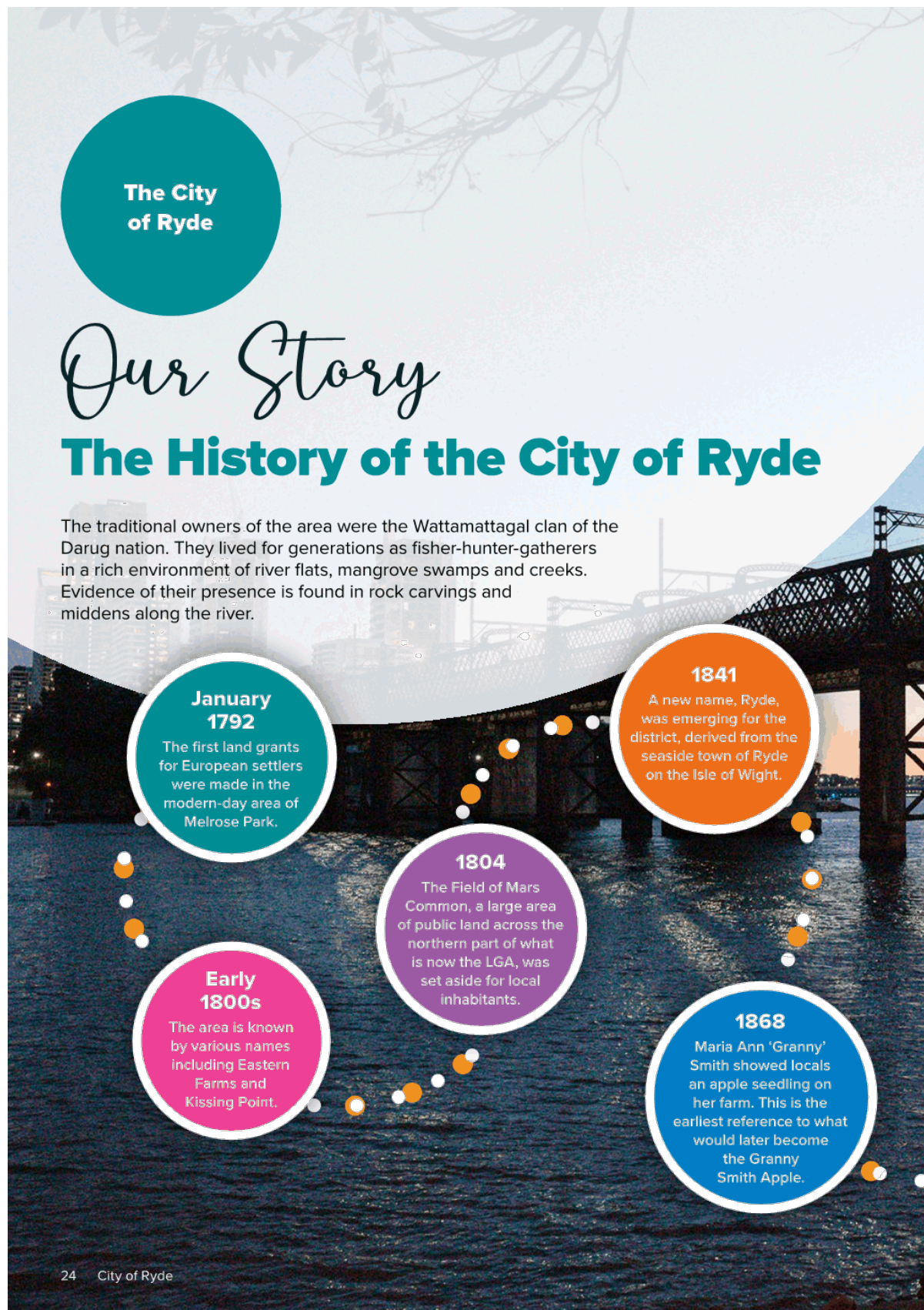


The City of Ryde



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**The City
of Ryde**

Our Guiding Principles



Our Vision

City of Ryde: the place to be for lifestyle and opportunity at your doorstep



Our Values

At City of Ryde we value:

Health and Safety
We take personal responsibility for our own health, wellbeing and safety, as well as the health, wellbeing and safety of our colleagues and customers

Excellence
We do the best we can for our customers and embrace innovation in the way we work

Accountability
We are honest, transparent and act in the best interest of Council and the community

Respect
We listen, seek to understand, and celebrate the diversity of the people within our organisation and the community

Teamwork
We work within both our own teams and other teams to successfully achieve Council's goals



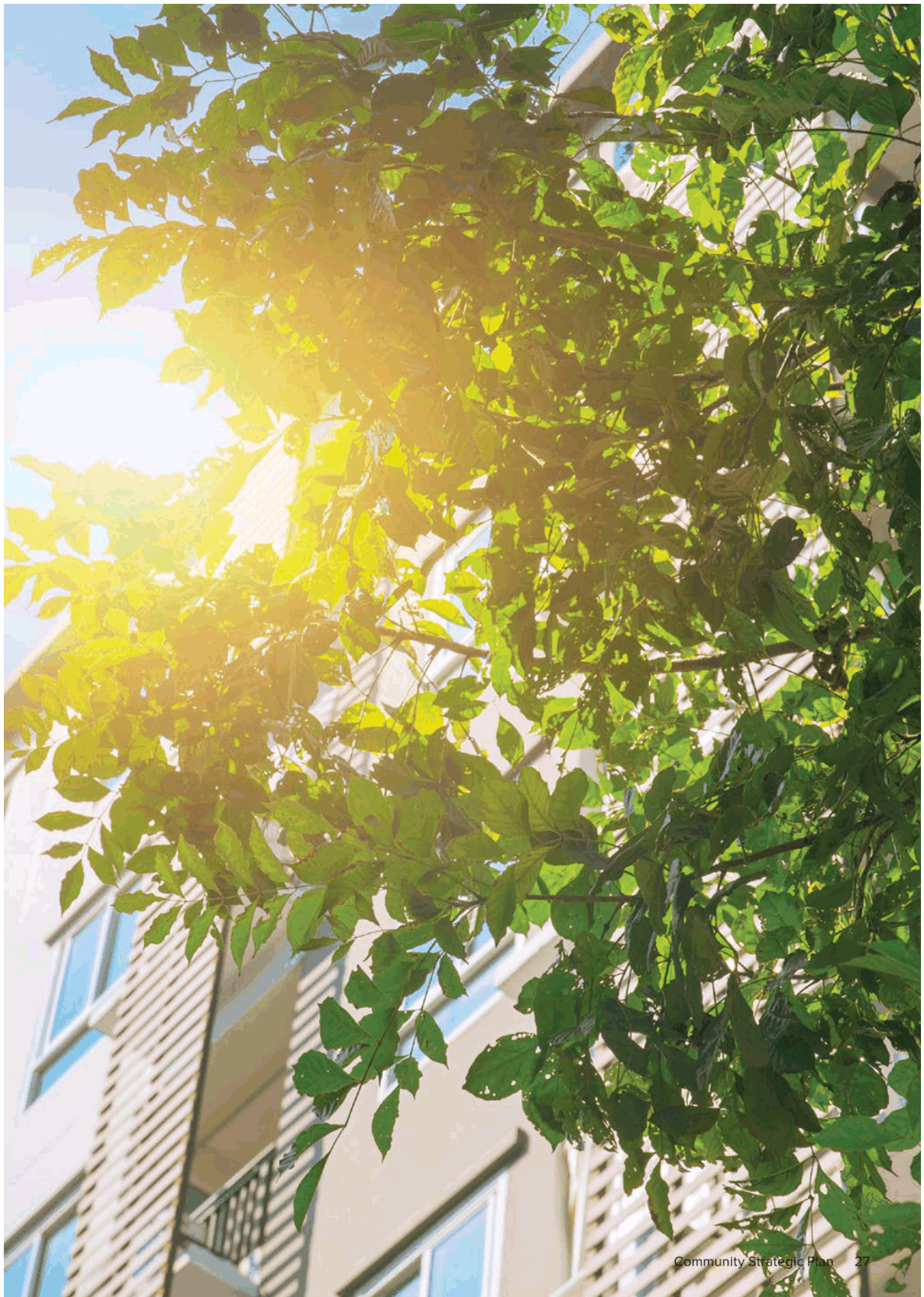
Our Mission

To deliver the community's vision within a culture of innovation, resilience and an exceptional customer experience

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Our Strategic Outcomes

Following extensive community and stakeholder input we analysed the information and insights gathered against demographic forecasts, government plans and our guiding principles.

We developed seven strategic outcomes to capture our community's aspirations for the City of Ryde over the next 10 years, supported by measurable actions to monitor our progress.

Council's Four-Year Delivery Program and One-Year Operational Plan detail the activities we will undertake as we work towards the delivery of these outcomes.

A Principled Approach

Our strategic outcomes are underpinned by the principles of social justice, resilient cities and good governance. *Ryde 2035* is guided by the NSW Social Justice Strategy principles of:

- Access – fairness in the distribution of resources
- Equity – fair access to economic resources and services
- Participation – opportunities for genuine community participation and consultation on decisions
- Recognition and promotion of rights.

To ensure the City of Ryde is resilient, we:

- Promote effective leadership, inclusive decision-making, empowered stakeholders and integrated planning
- Aim to ensure that our community has what it needs to survive and thrive
- Strive to nurture and protect the human and natural systems that provide critical services and support the flow of goods, services and knowledge.

Effective delivery of *Ryde 2035*'s seven strategic outcomes is underpinned by good governance. This includes accountability, transparent, balanced decision-making processes, opportunities for whole-of-community input into decisions, and effective stewardship of resources.

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**Our Vibrant
and Liveable City**



**Our Active
and Healthy City**



**Our Natural and
Sustainable City**



**Our Smart
and Innovative City**



**Our Connected
and Accessible City**



**Our Diverse
and Inclusive City**



**Our Open
and Progressive City**

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The City of Ryde in Profile

Community Strategic Plan 31

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About the City of Ryde

Our Local Government Area (LGA), Neighbours and Wards

The City of Ryde is located in Sydney's north-western suburbs, 12 kilometres from the Sydney CBD.

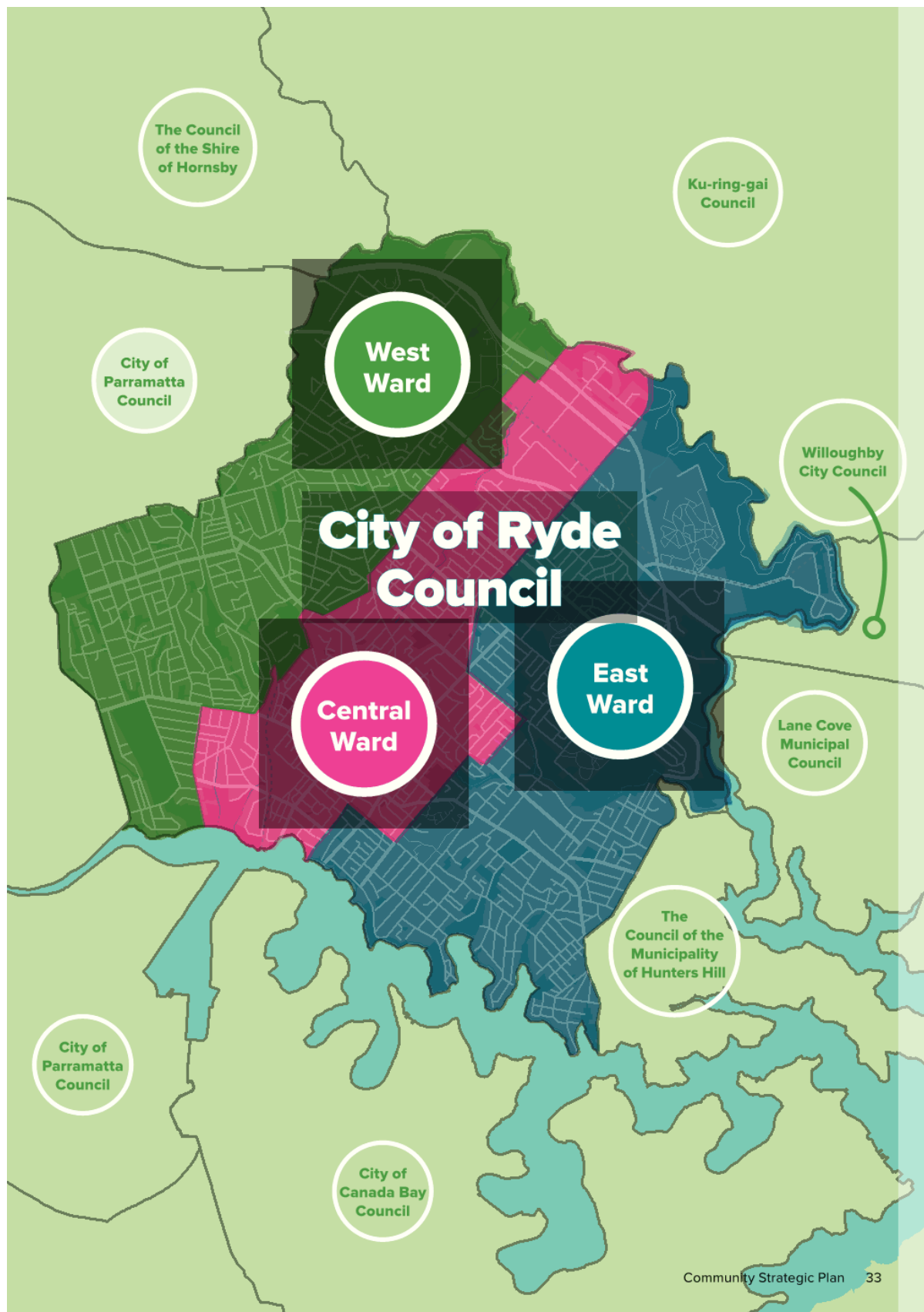
Set in scenic surrounds between the Parramatta and Lane Cover Rivers, we are connected to other parts of metropolitan Sydney via major road systems, rail, metro, bus and ferry services and bounded by neighbouring councils.

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

The City of Ryde is divided into three wards (East, Central and West) with four Councillors elected to represent each ward and a popularly elected Mayor.

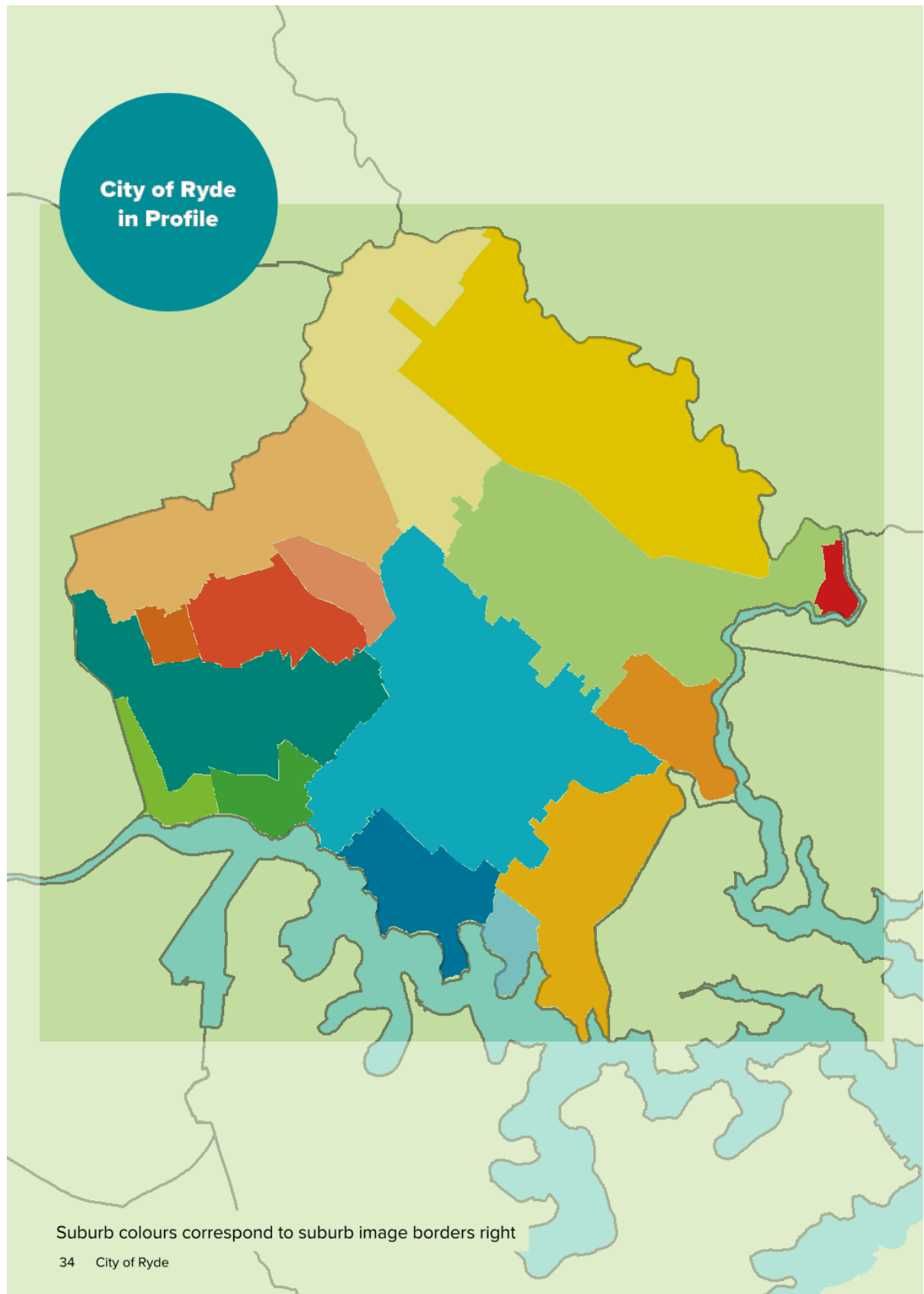
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Our Suburbs and Landmarks



Chatswood West



Denistone



Denistone East



Denistone West



East Ryde



Eastwood



Gladesville



Macquarie Park



Marsfield



Meadowbank



Melrose Park



North Ryde



Putney



Ryde



Tennyson Point

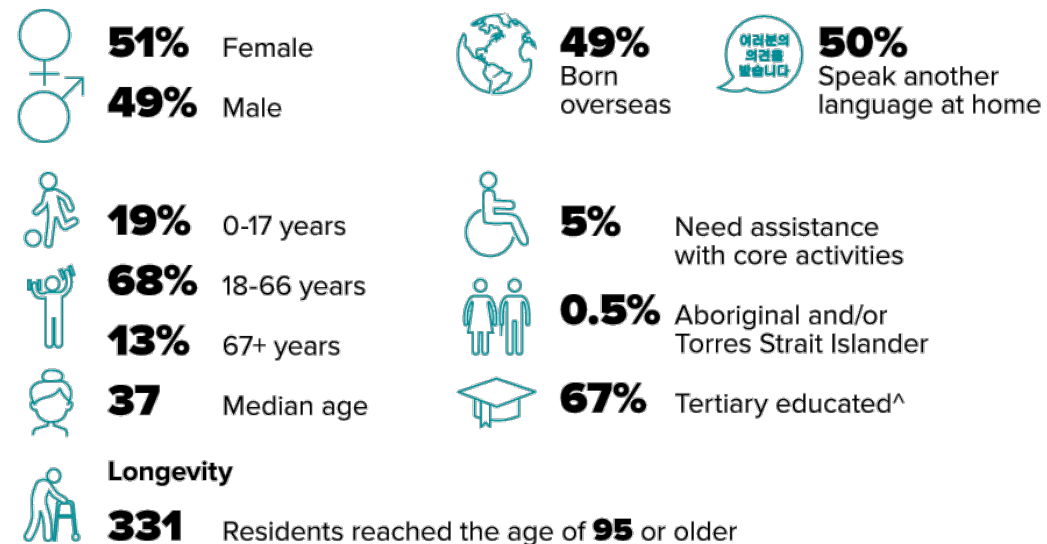
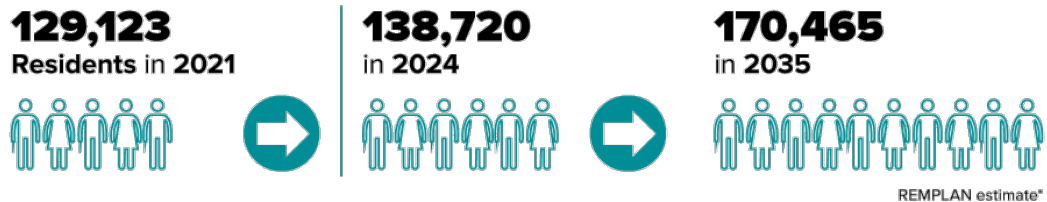


West Ryde

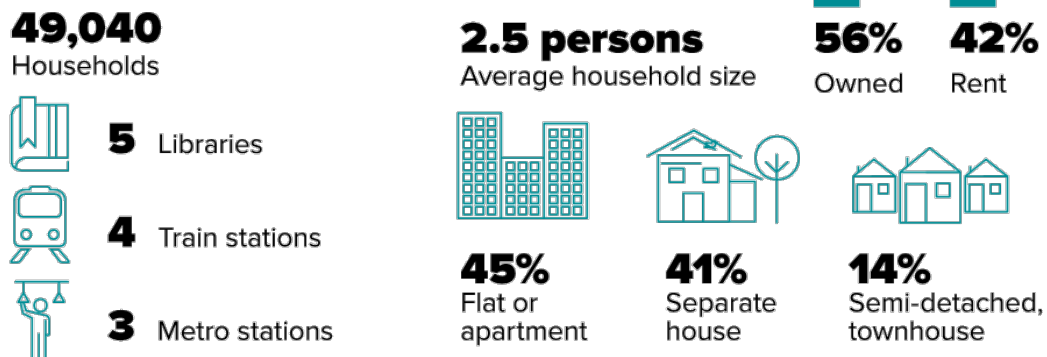
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Who We Are



How We Live



Source: ABS Census 2021 unless otherwise stated
*REMPPLAN forecast extracted Nov 2024

^Based on residents 15 years and over

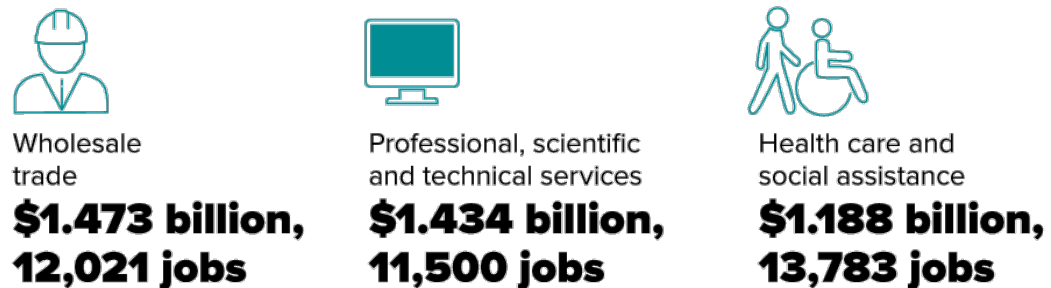
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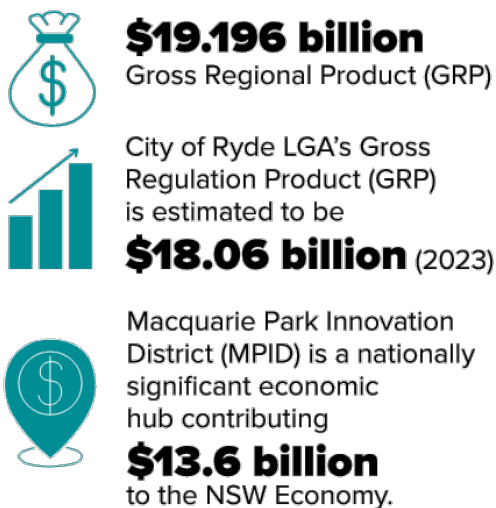
How We Work



Top industry sectors for total wages, salaries and employment:



A Powerhouse Economy

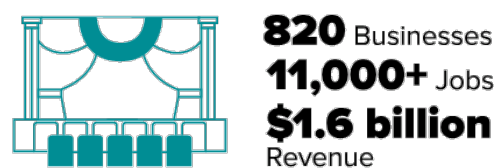


Economic Centres concentrated around:

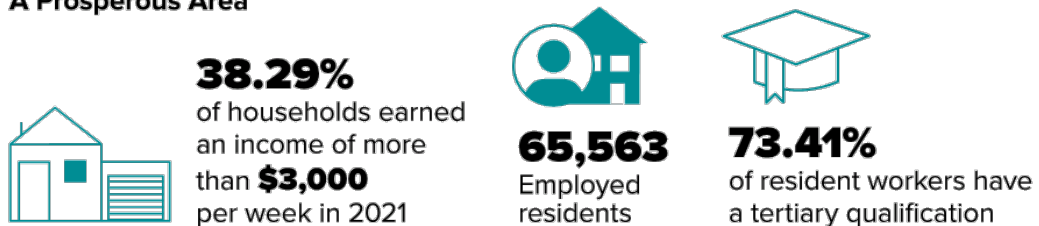
Macquarie Park Innovation District (MPID) covering Macquarie Park and North Ryde, Eastwood, West Ryde – Meadowbank, Top Ryde, Gladesville



Night-Time Economy



A Prosperous Area



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How We Play



827,000m² of paths and cycleways (approx.)



205 Hectares of natural areas distributed over
71 Parks and reserves



2 Swimming facilities:
Ryde Aquatic Leisure Centre
Putney Beach



98 Playgrounds



56 Sportsfields



37 Bushland reserves



27 Halls and facilities

Over **657,169** visits to our five libraries



935,523 Library loans

39,733 Attendees at
1,708 in-person and online library programs and events



16,209 Attendees at Children Storytime and baby Rhymetime

662,500 RALC visits



Average weekly participants in swimming programs: **2,993**



8,161 Council halls and community facilities bookings

1,508,917 Participants in organised sports using our active open space areas



Participants in Organised Sports using active open space areas:
1,508,917



54 Clubs and associations utilise open spaces, sportsgrounds and parks



Volunteer hours to restore and manage bushlands (Bushcare):
3,417

Over **120** community groups and faith-based organisations



38 Council organised festivals, events and creative programs, with approximately **160,000** attendees annually



51,439 Shop Ryder Passenger trips

Volunteers:
12.7%



Diverse in-person and online programs and events for different demographic groups to develop our community and improve their social welling in partnerships with service providers representing Culturally and Linguistically Diverse (CALD) communities



300 Artists registered with Council and **207** local artists

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What Our Community Told Us

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Strategic Risks and Opportunities

The City of Ryde is strategically located in Sydney's geographic centre. 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.

The City is home to a globally competitive innovation district – the Macquarie Park Innovation District – and highly productive industries with multi-billion-dollar gross revenue. Multinational businesses benefit from proximity to a diverse pipeline of talent through Macquarie University, two TAFE NSW campuses and the Institute of Applied Technology – Digital, supported by professionals and other highly skilled workers drawn by the area's business ecosystem.

Attracted by the lifestyle, opportunities and proximity to abundant parks, natural areas and open spaces, our population is projected to increase by 36.56 percent by 2041. The overall composition of our community is also expected to shift, with an increase in the retirement-age population and growth in the working-age population.

Supporting our growing population will require housing, transport, schools, healthcare, services, leisure and recreational opportunities, commercial centres and local workplaces, and green and open spaces. A summary of our risks, community insights and opportunities follows.

Population growth overwhelms quality planning outcomes

Our community said: We need to prioritise managing development and long-term planning to ensure our City provides choice and variety in the type of homes available to accommodate different household types, including affordable, student and social housing, while balancing development with green spaces. This needs to be supported by better infrastructure, more services, social opportunities and improved mobility.

Opportunity: Providing a diverse and affordable housing mix that is supported by appropriate infrastructure

By collaborating with stakeholders across government and private industry we can ensure a well-designed mix of housing types. Supported by appropriate infrastructure and open spaces, our City will continue to accommodate our community at all the stages of their lives.

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Working with developers and advocating to government will ensure that we are able to retain the City of Ryde's unique character through the provision of a mix of housing types, architectural styles, neighbourhoods with unique identities and streetscapes. We will continue our advocacy to ensure that the community benefits from new developments in the form of new infrastructure, community facilities and public spaces that offset and support increased population.

These will help create social capital – the sense of wellbeing and connection that comes building local relationships – and make the City of Ryde a desirable place to live, work and play.

Allowing unrestrained development to make the area unattractive to large employers

Our community said: They want Council to have greater input into the types and location of residential housing to ensure our commercial centres remain vibrant, sought-after destinations for businesses large and small.

Opportunity: Nurturing innovation, prosperity and wellbeing at all levels of our community

To some extent, the City of Ryde is a victim of its own success: as such a desirable area to live, we face the challenge of maintaining our commercial centres against efforts to convert them to residential zoning. Maintaining the current standard of liveability and lifestyle offered by our City requires protecting our commercial centres, like Macquarie Park, to provide attractive local workplaces.

So that we can continue to build on our strategic strengths, a platform for business to grow and innovation to prosper is essential. This includes creating a flourishing night-time economy, underpinned by diverse communities, appropriately located development and infrastructure and a thriving economic landscape that encourages ideas to flourish and businesses to grow.

Investing in the advanced technology sector has the potential to transform the City of Ryde community by creating new and diverse job opportunities. It also has the potential to spur innovation and creativity, and to attract the best and brightest minds to live, work, play and stay in our City. We have an opportunity to create an inviting destination for both local and international investment that capitalises on our highly educated population, strong corporate presence and strategic location. We will continue to support employment through education and creating policy settings that support sustainable housing growth.

We can also address our community's concerns about the lack of flexible and affordable office, incubator and innovation spaces. We are advocating for protection of innovation spaces and encouraging the State Government to amend planning regulations to accommodate mixed industrial and residential development to support local start-up growth.

ITEM 4 (continued)

ATTACHMENT 1

Inadequate infrastructure and services to support our growing population and changing demographics and ensure our society is inclusive and welcoming to all people

Our community said: They love the variety of services and facilities provided by the City of Ryde, but are concerned that as the population grows these will be under pressure from growing and changing demand. They want more entertainment and events, including festivals, night markets, farmers markets and community sports. Improving facilities and offering free, inclusive events to bring people together are also priorities.

Opportunity: Supporting our community's changing needs while ensuring our community has the infrastructure it needs to grow and prosper

The increasing and changing population will influence planning for schools, organised sports, youth services and services for seniors and the disabled to ensure reasonable access for people at all stages of their lives. To meet the changing needs of our community, protecting and revitalising the places, facilities and services that people use is vital.

Engaging with our community so that we understand their changing needs and priorities for the future will help ensure that our City remains a sought-after destination to live, work and play. Advocacy with the State Government will help establish policy settings to ensure supporting infrastructure is funded and delivered ahead of population growth while protecting our City's character and enhancing its future prosperity, uniqueness and liveability.



ITEM 4 (continued)

ATTACHMENT 1



Our community is not adequately prepared to cope with compounding factors associated with climate change

Our community said: They want to see more sustainability initiatives such as increased numbers of charging stations for electric vehicles, less pollution, greater canopy coverage to provide shade on hot days and well maintained active and public transport connections to reduce car use.

Challenge: Building resilience in our community while addressing sustainability concerns

Over the coming decade, natural hazards such as heatwaves, increased overnight temperatures and unseasonally hot days during the year, as well as the frequency of extreme rainfall events and high intensity storms are expected to accelerate as the climate changes. Adapting to life in a changing climate will also need to consider wider social and economic shocks, especially for vulnerable people. By building resilience in partnership with our community we will ensure our neighbourhoods are prepared for changes to weather patterns, while also ensuring our infrastructure and urban areas are able to cope with more frequent extreme weather, bushfires, erosion and flooding.

The rapidly increasing pace of electric vehicle (EV) adoption is creating new expectations on the provision of recharging infrastructure and we are working with the State Government and industry to advocate for policy supporting installation of charging infrastructure in private developments as well as additional public charging access.

ITEM 4 (continued)

ATTACHMENT 1



To reduce waste and pollution and support the growth of a circular economy where waste products are recycled, investing in futureproofed waste services such as heavy duty waste collection vehicles, space for bulky waste storage and technology for resource recovery is needed. Encouraging new developments to innovate will also help them prepare for food organics recovery ahead of planned food organics mandates.

Across the City, a significant amount of canopy cover is being lost each year due to insensitive urban design and community ambivalence about trees. Continuing to prioritise cooling our City for our residents will see the delivery of our annual street tree masterplan and partnering with groups to undertake canopy planting activities. We will also continue to engage with residents prior to planting new trees to address any concerns about street trees damaging pavements and causing trip hazards and safety issues.

Losing our identity in the midst of rapid change

Our community said: They would like to create a unifying identity that is vibrant and inclusive, and adds to our City's rich heritage while welcoming new arrivals.

Challenge: Valuing and enriching our cultural heritage for present and future generations

With almost half of the City of Ryde's population born overseas, and people from over 130 different countries calling our City home, ensuring everyone feels welcome and valued for their contribution to the community is vital. We already host some of Sydney's biggest cultural events, and have an opportunity to revitalise places, events, facilities and services to meet the changing needs of our community.

Increasing our multicultural vibrancy includes the establishment of a thriving night-time economy, finding new ways to showcase local destinations and landmarks and supporting the creation of new approaches to dining and engaging. Finding new ways of communicating with our broad community will ensure their diverse needs are met and new stories are added to enrich our cultural heritage.

With increasing high-density living, incidences of social isolation are also increasing. Combatting these requires the introduction of new programs and activities to support residents to better connect with their neighbours and the broader community.

ITEM 4 (continued)

ATTACHMENT 1

Our community has also told us that they value public artworks and support for creativity in our City. Providing a diverse range of programs that strengthen artistic knowledge, connection to community and individual/group creative story telling will add to our City's vibrancy and sense of community wellbeing.

To further strengthen our growing and changing community, improving and supporting inclusive events that cater to the diverse needs and interest of the Ryde community will reinforce connection and a sense of belonging for all.

Losing our City's liveability due to growing traffic, congestion and parking issues resulting from our growing population

Our community said: They would like a greater focus on traffic management as well as safety and safe and better connected active and public transport options.

Challenge: Increasing the liveability and amenity of our City

Improving public transportation services and creating a more connected network, with better options for getting around, is urgently needed. A strong focus on traffic management and road safety to ease congestion and ensure safer travel for all is also vital. Enhancing public transport is a key priority to support growing demand and provide reliable, accessible options for residents.

Advocating for improvements to the public transport network so people are happy to leave their cars at home when they head out to work, shop or play will increase liveability, reduce pollution and enhance sustainability outcomes. We are continuing to advocate for the completion of 'missing links' in the transport network to enhance employment opportunities and to provide accessible and affordable transport choice for people travelling to and within our City.

Providing adequate infrastructure to support population growth, from street lighting and stormwater management to maintaining footpaths and amenities, kerb, guttering and roads, will improve safety and connectivity between our centres, and provide alternative transport options for people as they move about our City.



ITEM 4 (continued)

ATTACHMENT 1

As existing open space falls under pressure from development, providing sufficient space for our community's diverse and changing needs is an ongoing challenge

Our community said: They told us how much they value our high-quality open spaces, from parklands and sportsfields to our biodiverse natural environments. The community seeks diverse recreational facilities in parks and open spaces, with a strong emphasis on protecting and growing natural areas. Well-maintained spaces that offer a variety of activities while safeguarding biodiversity, preserving ecosystems and ensuring these natural environments are protected for future generations are vital.

Challenge: Ensuring sufficient open space for our growing community

Access to open space is central to community health and wellbeing. The increasing number of people moving into the City of Ryde, predominantly in higher density developments with reduced private open space, will increase the need for different types of open space.

Urban plazas and other compact open spaces can provide relief from the built environment in higher density contexts. We are investing in place design to increase the quality of open space, including elements such as lighting, water features, increased planting, seating, shade trees and accessible pathways that allow open spaces to be used by a wider range of people, for a broader range of activities. This will also help ensure our open spaces are more desirable for use throughout the day and into the evening.

Continuing to seek opportunities to grow our network of diverse open spaces and natural areas across the City will allow us to add to local parks through acquiring adjacent property, while advocating to the State Government will support protection of existing green spaces.

While walking, hiking and jogging remain the most popular recreation activities, time-poor residents are increasingly favouring more flexible, non-organised forms of physical activity, and pursuing new adventure sports. They are also developing new tastes, with culturally diverse communities preferring spaces for informal sports and indoor sports. Ensuring our open space and recreation network meets community expectations by providing diverse recreational facilities in parks, including playgrounds, running tracks, sports fields and fitness equipment requires ongoing attention and the ability to pivot to accommodate new sports like pickleball. Protecting open spaces, providing access to waterways, linking parklands and ensuring parks are close to residential areas for easy access to leisure activities are also essential to the future liveability of our City.

ITEM 4 (continued)

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Where do We Want to Be in 2035?

By 2035, we aim to go beyond making City of Ryde an even better place to live, work and play: we want it to be a place where everyone feels like they belong. Achieving this requires a holistic approach that balances urban development, community needs, sustainability and economic growth.

An even better place to live

We want to ensure that people from all walks of life can find a place to call home in our City. We will do this by prioritising affordable and diverse housing options and expanding green spaces and recreational areas that not only promote health and wellbeing but also enhance our City's natural character. We will invest in smart infrastructure, better waste management and water conservation and in our urban forest to build a more resilient future. We will ensure public safety through enhanced lighting of public spaces, and provide access to health and wellbeing services that meet the needs of our diverse community, further strengthening the sense of community wellbeing and security that makes a place feel like home.

An even better place to work

We want to promote economic development and create employment opportunities. We will do this by supporting local businesses and attracting new industries, especially in the technology, healthcare and education sectors. We will support and expand innovation hubs and co-working spaces and support our diverse neighbourhood and city centres to foster a culture of entrepreneurship and creativity. We will advocate for better public transport links and improve cycling paths and pedestrian infrastructure to help reduce traffic congestion, improve accessibility and enhance connectivity across our City. And we will encourage education and skill development by supporting collaboration between our schools, TAFEs and Macquarie University to create graduates who meet emerging job market demands.



ITEM 4 (continued)

ATTACHMENT 1

An even better place to play

We want to build a sense of wellbeing among our community by further strengthening its quality of life. We will do this by developing more community centres and cultural venues to foster the arts, creativity and social interaction. We will maintain a calendar of vibrant and engaging community events, markets and cultural festivals to enhance our City's appeal to both residents and visitors. We will continue to invest in biodiverse natural spaces, parks, playgrounds, sporting and exercise facilities and their amenities, to encourage people to discover more of what our City has to offer, broaden their social networks and enhance their sense of wellbeing. We will create lively public spaces and streetscapes with seating, street art and outdoor dining options to build opportunities for informal interaction, encourage people to leave the car at home and help combat social isolation among those who live alone.

A place to belong

Underpinning all these initiatives is a commitment to our community. Encouraging community participation in decision-making will ensure that our City's development reflects its needs and aspirations. Promoting social inclusion and celebrating cultural diversity will enrich our community fabric, enhance resilience and boost wellbeing, making Ryde not just a place to live, work and play, but a place to belong.

ITEM 4 (continued)

ATTACHMENT 1



Community Strategic Plan 49

ITEM 4 (continued)

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ITEM 4 (continued)

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How to Read this Document

Community Strategic Plan 51

ITEM 4 (continued)

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How

How to Read this Document

What is Important to Our Community?

What you told us about your aspirations and values and how these should inform Council's long-term focus, objectives and priorities.

These insights were collected, collated and synthesised following extensive community engagement – see “How Did We Engage With You?” on pages 16-19.



Strategic Outcome 1: Our Vibrant and Liveable City

What is Important to Our Community?

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ITEM 4 (continued)

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How will we get there?

- An overview of key objectives and priority activities, and actions that contribute to and deliver the strategic outcome
- This is achieved through:
 - **Delivery:** Council ensures that an extensive range of activities, services, programs and projects are delivered in the most efficient and effective manner.
 - **Partnership:** Council develops and builds strategic partnerships with Federal, State and Local governments, government agencies, industry, business groups, community organisations, and a range of other stakeholders whose work will contribute to delivering strategic outcomes and long-term objectives.
 - **Advocacy:** When not in direct control or partnership, Council gives voice to the needs and aspirations of the community through strong advocacy with Federal, State and Local governments, government agencies, and industry to bring about the best possible outcomes for the community.

Key Objectives and Priorities

[illegible]

- **How will we know when we have arrived?**

- Progress will be reported in the 'State of the City Report' at the end of each Council term.
- Annual progress will be reported in the Annual Report at the end of each financial year.
- Regular quarterly monitoring and reporting is provided to both the Council and the community at the end of each quarter.
- Other resources that indicate progress.

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Our Strategic Outcomes

ITEM 4 (continued)

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**Our Strategic
Outcomes**

Overview

1. Our Vibrant and Liveable City



The City of Ryde is a welcoming, well-planned collective of diverse and vibrant precincts that support innovation, the growth of ideas, multicultural expression and sustainable population growth. The sense of identity and place that characterises our distinctive neighbourhoods is elevated through diverse, well-designed and maintained public spaces and features. These support health, wellbeing and growth and provide connected, sought-after destinations for both daytime and night-time activities.

2. Our Active and Healthy City



The City of Ryde is an active and healthy community, with diverse recreational spaces and opportunities for people of all ages, abilities and backgrounds to embrace healthy lifestyles. There are many opportunities for social connection in public spaces, at community events and in emerging sports and leisure activities. Lifelong participation and learning opportunities are readily accessible, while safe, clean and inviting spaces support a variety of both day and night-time activities, helping everyone to feel part of the Ryde community.

3. Our Natural and Sustainable City



The City of Ryde's open spaces and natural areas provide breathing space and room to move for a community increasingly living in high density. An emphasis on sustainable design, green building materials, the circular economy and nature-based solutions helps manage the challenges of a changing climate, encourages energy and resource savings and waste solutions and provides opportunities to bring our multigenerational community on the transition journey.

ITEM 4 (continued)

ATTACHMENT 1

4. Our Smart and Innovative City



Established and emerging businesses of all sizes flourish in an environment of innovation, investment and economic growth, supported by well-maintained, quality public domain and infrastructure. Our commercial centres are vibrant, sought-after destinations for businesses and for the community that is drawn to the products and services they offer.

5. Our Connected and Accessible City



Underpinned by universal design principles and climate-responsive planning, the City of Ryde offers easy, safe, accessible and convenient connections for people to get to work, visit friends or shops, or use local facilities and services. Walking, cycling and public transport routes are easy to use, enhance social connectivity and embrace technological innovation to support integrated, multimodal trips.

6. Our Diverse and Inclusive City



The City of Ryde is home to a thriving, diverse, welcoming multicultural community. The City includes diverse places for people to come together to build greater understanding and respect, enhance social connections and equity and embrace new opportunities for growth. This rich and dynamic social tapestry provides an enduring legacy for future generations.

7. Our Open and Progressive City



An organisation that works closely with the community, understand its needs and aspirations and undertakes strong advocacy on the issues that matter to our residents. Vision, stewardship and careful management of public resources ensures they meet the needs of residents both now and into the future.

ITEM 4 (continued)

ATTACHMENT 1



1. Our Vibrant and Liveable City

The City of Ryde is a welcoming, well-planned collective of diverse and vibrant precincts that support innovation, the growth of ideas, multicultural expression and sustainable population growth. The sense of identity and place that characterises our distinctive neighbourhoods is elevated through diverse, well-designed and maintained public spaces and features. These support health, wellbeing and growth and provide connected, sought-after destinations for both daytime and night-time activities.

By 2035, we aim to go beyond making City of Ryde an even better place to live, work and play: we want it to be a place where everyone feels like they belong. This outcome helps achieve that goal by supporting the development of diverse, vibrant precincts designed with our community's social, physical, emotional and economic wellbeing in mind.

ITEM 4 (continued)

ATTACHMENT 1



ITEM 4 (continued)

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Strategic Outcome 1: Our Vibrant and Liveable City

What is Important to Our Community?

Sustained population and housing growth over the coming decade will put pressure on preserving our local character and heritage, and sustaining Ryde's natural and urban environment. Managing development to ensure diversity of built form and retention of character, and planning for long-term liveability, is a major priority for our community.

While urban renewal can bring local streets, footpaths, parks and centres to life – and offer greater choice in the types of housing available, places to meet and socialise as well as better transport connections – our community has expressed its concerns about the pace and style of development underway. Community members are concerned about supporting infrastructure lagging behind development and congested roads and parking issues, a lack of affordable housing for key workers and insufficient diversity to accommodate people at different stages of their lives. Residents want a more strategic approach to high-rise development, a mix of densities and better active and public transport connections between neighbourhoods.

And with prolonged heat periods predicted to increase with global warming, our community has called for more green, open spaces and increased urban tree canopy cover to reduce urban heat island effects. They seek the protection and enhancement of natural areas, parks, sports grounds and shady street trees while green space within and around new residential buildings and variety in the surrounding streetscapes and local centres is also important. Diversity in built form is also a priority as it creates opportunities for community members to engage with one another and builds overall vibrancy and liveability.

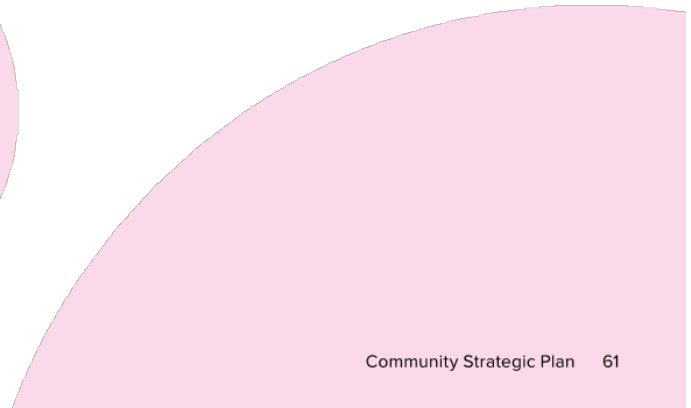
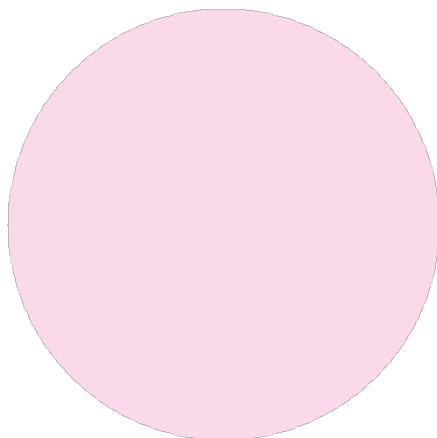
Our community also wants to protect and maintain Ryde's character and heritage, while building a vibrant day and night-time economy that supports a range of activities, from dining to festivals, creative enterprises, music and other events. This requires us to continue to advocate across government for investment in infrastructure that matches the needs of the growing population and builds vibrant, liveable neighbourhoods for our diverse, multi-generational communities.

ITEM 4 (continued)

ATTACHMENT 1

Key Objectives and Priorities

How will we get there?		How will we know when we have arrived?	
Description	Council's role	Key sources and indicators	Progress to target
Protecting the local amenity of neighbourhoods and ensuring they are well maintained, regulated, accessible, vibrant and safe	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Responsiveness to Customer Requests 	Maintain or improve outcomes/results
Creating active places and spaces in town and neighbourhood centres and well-connected open spaces that encourage active lifestyles, diverse cultural expression and social interaction across all demographics	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys 	Maintain or improve outcomes/results
Taking a collaborative, long-term approach to building thriving communities to improve social, economic and physical wellbeing	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys 	Maintain or improve outcomes/results
Actively advocating to Government to ensure planned developments are appropriate and add value to their local neighbourhood, are supported by adequate infrastructure and contribute to the character and liveability of their immediate area	<ul style="list-style-type: none"> • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' 	Maintain or improve outcomes/results
Engaging with our community on long-term plans and providing more forums for community input in decision-making processes	<ul style="list-style-type: none"> • Deliver • Partner 	<ul style="list-style-type: none"> • Community Satisfaction Surveys 	Maintain or improve outcomes/results
Planning and designing our City to uphold and protect its unique character and encourage sustainable development, while also delivering diversity and housing choice, including more affordable and social housing options	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys 	Maintain or improve outcomes/results
Ensuring the City of Ryde applies best practice planning and sustainable urban development	<ul style="list-style-type: none"> • Deliver • Partner 	<ul style="list-style-type: none"> • Alignment to State and Local Government Policies and Strategies 	Maintain or improve outcomes/results



ITEM 4 (continued)

ATTACHMENT 1



ITEM 4 (continued)

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2. Our Active and Healthy City

The City of Ryde is an active and healthy community, with diverse recreational spaces and opportunities for people of all ages, abilities and backgrounds to embrace healthy lifestyles. There are many opportunities for social connection in public spaces, at community events and in emerging sports and leisure activities. Lifelong participation and learning opportunities are readily accessible, while safe, clean and inviting spaces support a variety of both day and night-time activities, helping everyone to feel part of the Ryde community.

By 2035, we aim to go beyond making City of Ryde an even better place to live, work and play: we want it to be a place where everyone feels like they belong. This outcome helps achieve that goal by ensuring we offer diverse recreational spaces and opportunities for people of all ages, abilities and backgrounds to embrace healthy lifestyles, engage in lifelong learning and feel safe exploring our vibrant City at any time of the day.

ITEM 4 (continued)

ATTACHMENT 1



Strategic Outcome 2: Our Active and Healthy City

What is Important to Our Community?

The City of Ryde is a welcoming community where many cultures peacefully co-exist as they actively participate in community life and in the workforce. Through an extensive range of recreational facilities and sports amenities, and easy access to specialised health and support services provided through government, not-for-profit, charity and volunteer organisations our City is characterised by a healthy social fabric.

Our City's green spaces and parks and the range of services, programs and recreational facilities available to them are loved by our community. Our inclusive approach is acknowledged to support economic, social and physical wellbeing across our community, and delivers services to members of the community with particular needs relating to their stage of life or circumstances.

Our community wants to ensure that in the midst of so much development, there is sufficient open space within walking distance so they can spend time outside and socialise with others, both formally and informally. With changing household composition, ensuring diverse opportunities for recreation, learning and remaining active and connected are available and inviting to all generations and cultures is vital to our City's liveability.

As the City grows and changes, we need to plan to meet increased demand on the facilities and services that support the entire community, including a specific focus on spaces for both informal and organised sports and opportunities to participate and engage with others in lifelong learning and development opportunities. We also need to be prepared to pivot to respond to changing expectations and respond with well-thought, targeted services that exceed community expectations and enhance wellbeing and belonging.

ITEM 4 (continued)

ATTACHMENT 1

Key Objectives and Priorities

How will we get there?		How will we know when we have arrived?	
Description	Council's role	Key sources and indicators	Progress to target
Providing opportunities and choice for recreation and active learning and living	<ul style="list-style-type: none"> • Deliver • Partner 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys 	Maintain or improve outcomes/results
Planning for expanded sport, recreation, leisure and library facilities to provide a range of choices for our community to achieve active and healthy lifestyles	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Improving, maintaining and promoting our public spaces, parks, community venues, libraries, sporting facilities and clubs and ensuring they are easy to access and safe, support active transport and walkability and provide diverse opportunities for our culturally diverse community to meet, play, learn and connect	<ul style="list-style-type: none"> • Deliver • Partner 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Responsiveness to Customer Requests 	Maintain or improve outcomes/results
Ensuring open spaces are designed to encourage physical activity, interaction and connection with nature	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Strengthening community life, connectedness and wellbeing	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Actively connecting with the community to improve awareness of the range of activities and services that are available, especially those with a mental health, wellbeing and social connection focus	<ul style="list-style-type: none"> • Deliver • Partner 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys 	Maintain or improve outcomes/results
Engaging with our community on long-term plans and providing opportunities for community input in decision-making processes	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results

ITEM 4 (continued)

ATTACHMENT 1

How will we get there?		How will we know when we have arrived?	
Description	Council's role	Key sources and indicators	Progress to target
Continuing to build and enhance services to ensure inclusion and accessibility to support residents at different stages of their lives	<ul style="list-style-type: none"> • Deliver • Partner 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Responsiveness to Customer Requests 	Maintain or improve outcomes/results
Working with our partners to encourage healthy, active lifestyles and developing new ways of building social connections and social equity	<ul style="list-style-type: none"> • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results

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Community Strategic Plan 67

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3. Our Natural and Sustainable City

The City of Ryde's open spaces and natural areas provide breathing space and room to move for a community increasingly living in high density. An emphasis on sustainable design, green building materials, the circular economy and nature-based solutions helps manage the challenges of a changing climate, encourages energy and resource savings and waste solutions and provides opportunities to bring our multigenerational community on the transition journey.

By 2035, we aim to go beyond making City of Ryde an even better place to live, work and play: we want it to be a place where everyone feels like they belong. This outcome helps achieve that goal by balancing urban development with green space, sustainable design, the circular economy and nature-based solutions, providing an antidote for the stresses of modern life and improving our community's mental and physical health.

ITEM 4 (continued)

ATTACHMENT 1



Community Engagement Strategy 69

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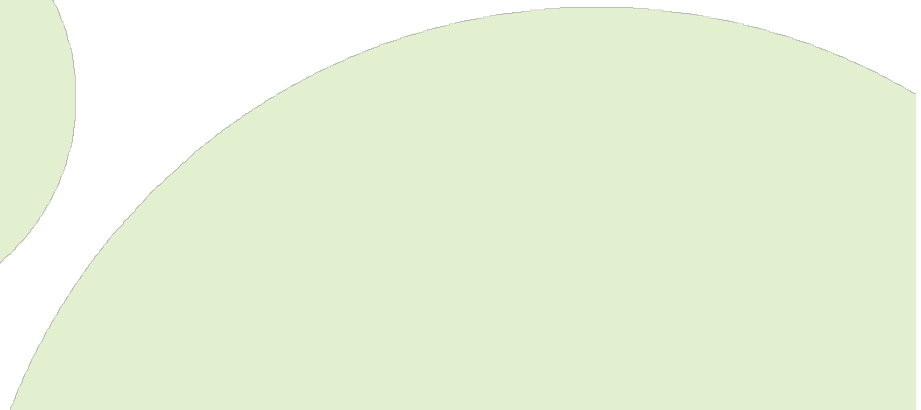
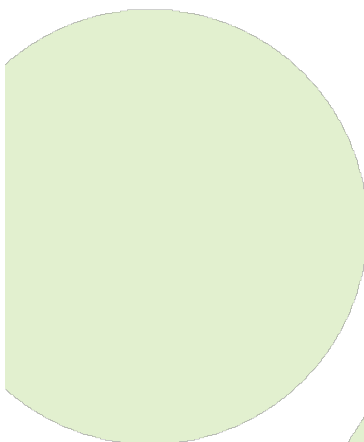


Strategic Outcome 3: Our Natural and Sustainable City

What is Important to Our Community?

Over the next decade, the changing climate and forecast population growth will increase pressure on the City of Ryde's natural and urban environment. Our community consistently emphasises the natural environment, green open spaces and parks as the thing they love the most about Ryde. They want Council to show leadership in environmentally sensitive and sustainable behaviours behaviour and initiatives and to ensure that development prioritises sustainable outcomes. They also want more active engagement on long-term plans and for more opportunities to be provided for community input in decision-making processes.

Our priority over the next 10 years is protecting and increasing natural areas and parklands where possible to compensate for our City's growing development footprint and increasing population. Encouraging considered urban renewal that enhances natural assets, supports sustainable living and builds resilience is a priority. Increased shading through growing our urban forest and green spaces, integrating new development with transport and enhancing connections to encourage walkability and liveability are also key priorities for our City's future.



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Key Objectives and Priorities

How will we get there?		How will we know when we have arrived?	
Description	Council's role	Key sources and indicators	Progress to target
Reducing our environmental footprint and protecting our natural and built environments	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Being active environment leaders in all that we do by leading ecologically sustainable development and optimising resource use in our operations	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Using planning controls to encourage developments that use less water and energy and maximise recycling	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' 	Maintain or improve outcomes/results
Innovating our waste and recycling services to support the circular economy	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Adopted Council Strategies and Plans • Responsiveness to Customer Requests 	Maintain or improve outcomes/results
Engaging with our community on long-term plans and providing opportunities for community input in decision-making processes	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' 	Maintain or improve outcomes/results
Reducing our impact on our natural systems and strengthening the health of our natural corridors	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Continuing investment in evidence-based actions that protect and enhance our natural areas, including our bushlands, waterways and ecosystems	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys 	Maintain or improve outcomes/results
Collaborating with volunteers, businesses and the community to care for and enhance our natural areas	<ul style="list-style-type: none"> • Deliver • Partner 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' 	Maintain or improve outcomes/results

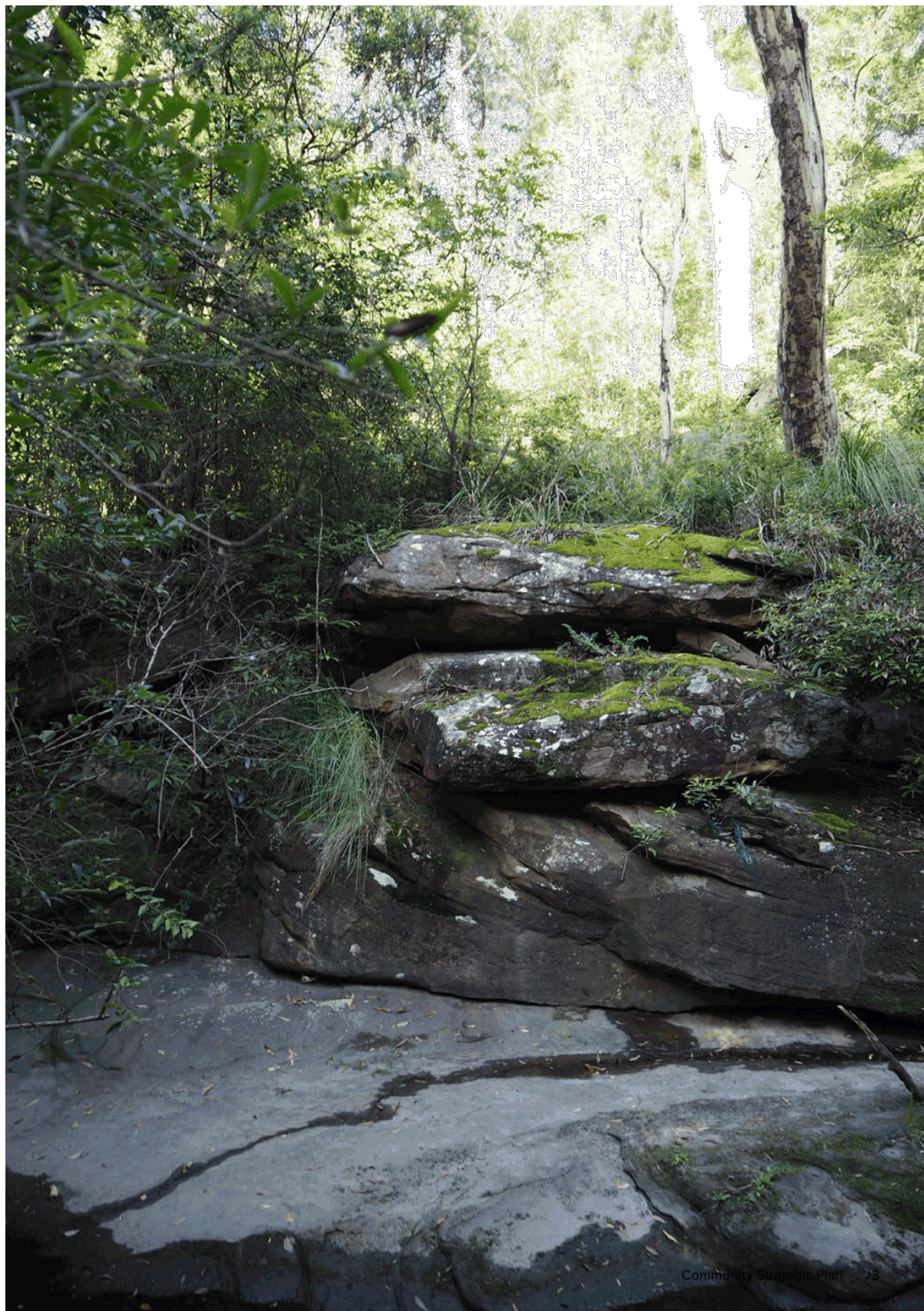
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How will we get there?		How will we know when we have arrived?	
Description	Council's role	Key sources and indicators	Progress to target
Managing infrastructure to reduce risk and impacts	<ul style="list-style-type: none"> • Deliver • Partner 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Responsiveness to Customer Requests 	Maintain or improve outcomes/results
Building the City's resilience to natural hazards and working to reduce long-term and immediate climate-related risks and impacts	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Using sustainable materials and approaches where possible to upgrade and manage stormwater, drainage and seawall infrastructure to reduce risks to the environment and the community and adapt to a changing climate	<ul style="list-style-type: none"> • Deliver • Partner 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys 	Maintain or improve outcomes/results

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4. Our Smart and Innovative City

Established and emerging businesses of all sizes flourish in an environment of innovation, investment and economic growth, supported by well-maintained, quality public domain and infrastructure. Our commercial centres are vibrant, sought-after destinations for businesses and for the community that is drawn to the products and services they offer.

By 2035, we aim to go beyond making City of Ryde an even better place to live, work and play: we want it to be a place where everyone feels like they belong. This outcome helps achieve that goal by encouraging economic growth, creativity and entrepreneurship, supported by well-maintained, quality public domain that invites people to explore new areas and businesses and enhances the liveability of our City.

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Strategic Outcome 4: Our Smart and Innovative City

What is Important to Our Community?

The City of Ryde is the second largest commercial employment zone in Sydney, producing an economic output similar to Hobart and Darwin combined. It is a diverse area, both in terms of the people and the residential and commercial mix and is a major employer for residents outside our City. Our City's resident workforce is highly educated, with an above-average proportion of female workers. The City of Ryde was home to 14,361 businesses at the end of June 2023.

The Macquarie Park Innovation District (MPID) is a nationally significant economic hub, contributing \$13.6 billion to the NSW economy. 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.

The MPID's strengths include its diverse innovation ecosystem, proximity to key population areas, 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 MPID 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 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.

Multinational and emerging organisations across high-growth sectors are located alongside world-class research and knowledge institutions. Our City is also home to more than 12,000 businesses that provide employment and essential and vital services. The community wants more support for local businesses, an emphasis on renewing places to attract investment, an established night-time economy, and more shops, cafes, restaurants and options for leisure activities in Macquarie Park.

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Our ambition is for our City's economy to flourish and prosper in a well-designed and planned environment that encourages investment, local jobs and business opportunities. We will continue our rolling program of town centre and commercial area revitalisation to attract businesses and an increased diversity of shops, cafes and restaurants. We will support the creation of a flourishing night-time economy, underpinned by diverse communities, appropriately located development and infrastructure and a thriving economic landscape that encourages ideas to flourish and businesses to grow.

Key Objectives and Priorities

How will we get there?		How will we know when we have arrived?	
Description	Council's role	Key sources and indicators	Progress to target
Enabling business opportunity and investment	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Australian Bureau of Statistics • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Enabling business benefit from a prosperous local economy	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Australian Bureau of Statistics • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Using urban design controls and continued collaboration to manage Ryde's growth and attract a diversity of business opportunities and jobs	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Strengthening town and neighbourhood centres, building the night-time economy, and promoting and supporting small businesses	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Australian Bureau of Statistics • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Strengthening business networks	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Strengthening business partnerships to shape business growth, investment and development.	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results

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How will we get there?		How will we know when we have arrived?	
Description	Council's role	Key sources and indicators	Progress to target
Implementing our Economic Development Plan to support existing businesses and guide business growth, investment and development	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Working with partners to develop and promote Ryde's business brand and credentials and provide facilities, services and support to local businesses	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Supporting the growth of innovation in our commercial centres	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Advocacy to retain Macquarie Park as a major commercial centre and innovation district	<ul style="list-style-type: none"> • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Advocacy for protection of innovation spaces and support for mixed industrial and residential development to support local start-up growth	<ul style="list-style-type: none"> • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results

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5. Our Connected and Accessible City

Underpinned by universal design principles and climate-responsive planning, the City of Ryde offers easy, safe, accessible and convenient connections for people to get to work, visit friends or shops, or use local facilities and services. Walking, cycling and public transport routes are easy to use, enhance social connectivity and embrace technological innovation to support integrated, multimodal trips.

By 2035, we aim to go beyond making City of Ryde an even better place to live, work and play: we want it to be a place where everyone feels like they belong. This outcome helps achieve that goal by providing easy, safe, accessible and convenient connections for people to travel around our City as they work, exercise, shop and socialise.

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Strategic Outcome 5: Our Connected and Accessible City

What is Important to Our Community?

The City of Ryde is strategically located in Sydney's geographic centre, with its proximity to the CBD and transport connections forming key strengths. However, our community has told us that traffic management, road safety and public transport are significant concerns, with congestion and parking issues reducing liveability.

With forecast population growth and future housing development, our community is calling for new transport connections and infrastructure in advance of housing development – connections that link people to their local centres, around their neighbourhoods and to work. These must be designed for accessibility and inclusivity, and be networked, efficient and safe.

Our aim is to better connect our community with existing transport options and journey planning tools and improve accessibility to our suburbs, centres, open spaces and places. Relieving traffic and congestion on roads, reducing car use and making public transport more accessible, and increasing walkability and other active transport connections to destinations across the city are key priorities.

With transport primarily planned and funded by the NSW Government, and Council focused on local streets and centres, we will continue to advocate on behalf of the community for improved transport solutions while also enhancing and renewing existing infrastructure assets like roads and pathways.

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Key Objectives and Priorities

How will we get there?		How will we know when we have arrived?	
Description	Council's role	Key sources and indicators	Progress to target
Improving transport connectivity to and within our City	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans • Responsiveness to Customer Requests 	Maintain or improve outcomes/results
Continuing to invest in the expansion and maintenance of pedestrian, cyclist and public transport infrastructure across our City	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Continuing to champion improved transport links between key destinations both to and within our City	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Advocating for sustainable transport options as an alternative to private car travel	<ul style="list-style-type: none"> • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Assisting in advocacy, strategic planning and securing investment for infrastructure that is critical to improving connectivity across our City	<ul style="list-style-type: none"> • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Engaging with our community on long-term plans and providing greater opportunities for community input in decision-making processes	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Making our City's local road network safer for all road users	<ul style="list-style-type: none"> • Deliver • Partner 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Responsiveness to Customer Requests 	Maintain or improve outcomes/results
Continuing to invest in local area traffic management infrastructure and initiatives to improve safety and preserve amenity within local roads servicing the city	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results

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How will we get there?		How will we know when we have arrived?	
Description	Council's role	Key sources and indicators	Progress to target
Continuing to implement community programs targeted at behavioural change to reduce accidents and trauma on our roads	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' 	Maintain or improve outcomes/results
Embracing innovation in transport systems and management to enhance user travel experience across our City	<ul style="list-style-type: none"> • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Alignment to State and Local Government Policies and Strategies 	Maintain or improve outcomes/results
Reviewing and implementing solutions that aid travel for various road users	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' 	Maintain or improve outcomes/results

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6. Our Diverse and Inclusive City

The City of Ryde is home to a thriving, diverse, welcoming multicultural community. The City includes diverse places for people to come together to build greater understanding and respect, enhance social connections and equity and embrace new opportunities for growth. This rich and dynamic social tapestry provides an enduring legacy for future generations.

By 2035, we aim to go beyond making City of Ryde an even better place to live, work and play: we want it to be a place where everyone feels like they belong. This outcome helps achieve that goal by promoting social inclusion, celebrating cultural diversity, and by providing places and activities to bring people together to find their sense of place in our growing and changing community.

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Strategic Outcome 6: Our Diverse and Inclusive City

What is Important to Our Community?

Our City is a friendly, supportive community with a rich history and diverse background. As it grows, we need to bring people together, strengthen social connections and harmony through diverse spaces. Our community already comes together at a range of events and activities on offer each year, nurtures its creativity through our public art program and celebrates the heritage of the Wallumedegal people, who have lived in the area for thousands of years.

Our community has told us they want our local history and heritage to be protected and promoted, to preserve the stories of tomorrow and to create a unifying identity. They want to see more places for groups to come together, attend a variety of events, interact and engage in lifelong learning.

Reducing social isolation as an increasing proportion of residents live in high density buildings is vital. A combination of social networks, community groups and partnerships will help residents and businesses to participate in creative, diverse, voluntary and philanthropic activities that connect neighbourhoods and improve the quality of life for people of all ages, abilities, health and cultures.

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Key Objectives and Priorities

How will we get there?		How will we know when we have arrived?	
Description	Council's role	Key sources and indicators	Progress to target
Engaging a connected community with people feeling a sense of belonging	<ul style="list-style-type: none"> • Deliver • Partner 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Working with stakeholders, partners and the community to support harmony, promote social inclusion and create a unifying identity	<ul style="list-style-type: none"> • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Inviting external agencies to deliver programs and events that meet community needs and enhance belonging	<ul style="list-style-type: none"> • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Providing services and facilities that support all members of the community	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Responsiveness to Customer Requests 	Maintain or improve outcomes/results
Creating a distinct local identity built on our City's character and rich cultural heritage	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Enhancing our events program to provide opportunities to celebrate diversity and heritage and promote inclusion	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Collaborating with community groups, businesses and other stakeholders to ensure our events and activities remain relevant	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results

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How will we get there?		How will we know when we have arrived?	
Description	Council's role	Key sources and indicators	Progress to target
Providing accessible community facilities with easy access to diverse cultural spaces, places and opportunities	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Planning for and enhancing cultural and community facilities to meet the needs of a growing community	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results
Advocating for an inclusive approach that engages and empowers our whole community and acts as a catalyst for wellbeing	<ul style="list-style-type: none"> • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Adopted Council Strategies and Plans 	Maintain or improve outcomes/results

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7. Our Open and Progressive City

An organisation that works closely with the community, understand its needs and aspirations and undertakes strong advocacy on the issues that matter to our residents. Vision, stewardship and careful management of public resources ensures they meet the needs of residents both now and into the future.

By 2035, we aim to go beyond making City of Ryde an even better place to live, work and play: we want it to be a place where everyone feels like they belong. This outcome helps achieve that goal by encouraging community participation in decision-making to ensure our City's development reflects their needs and aspirations, advocating on the issues that matter and stewarding public resources for the long-term good of our City.

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Strategic Outcome 7: Our Open and Progressive City

What is Important to Our Community?

The City of Ryde's responsibilities extend well beyond traditional ideas of 'roads, rates and rubbish'. It has a legislative responsibility for many functions and activities that are important to the local community, which are managed through departments within the Council organisation. Guided by stakeholders, including residents and their elected representatives, Council is a dynamic, responsive leader and advocate for our community.

At times constrained by State Government legislation and regulation, the City of Ryde endeavours to make wise policy decisions on behalf of its community and advocates for change when legislation is not in the best interest of our community, on development matters and on emerging social challenges.

Responsible for the prudent management of public resources on behalf of residents and ratepayers and optimising their use for long-term community benefit, the Council organisation provides services to support the community across diverse areas, including economic development, protection of the environment and sustainability, events, planning and providing spaces for the community to gather.

Our community has told us they are mostly satisfied with Council's overall performance, with customer service, parks, kerb and gutter maintenance and financial management significant drivers of satisfaction. While some residents are happy about the opportunities they have to provide input into the future of our City, others would like better communication about long-term plans and more opportunities for community input in decision-making processes. We are identifying new ways to engage with our diverse community to ensure their voices are heard.

While some of the major decisions in respect of planning approvals are out of Council's direct control, the City of Ryde is committed to an active and comprehensive community engagement and consultation process for major decisions that impact the community. The community wants Council to advocate on its behalf, especially on issues relating to increased development. This will be a major focus and priority of the Council over the next three years.

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Key Objectives and Priorities

How will we get there?		How will we know when we have arrived?	
Description	Council's role	Key sources and indicators	Progress to target
Achieving the best outcomes for the City of Ryde and its people through advocacy on key issues	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Satisfaction Surveys • Adopted Council Strategies and Plans • Responsiveness to Customer Requests 	Maintain or improve outcomes/results
In building our City's future with its stakeholders and community leaders we will be strongly advocating on behalf of our community, especially on development matters and emerging social challenges	<ul style="list-style-type: none"> • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Adopted Council Strategies and Plans • Alignment to State and Local Government Policies and Strategies 	Maintain or improve outcomes/results
Maintaining strong relationships with State government agencies, business and key stakeholders in planning and shaping the City's future	<ul style="list-style-type: none"> • Partner • Advocate 	<ul style="list-style-type: none"> • Alignment to State and Local Government Policies and Strategies. 	Maintain or improve outcomes/results
Actively engaging with our community on key issues	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans • Responsiveness to Customer Requests 	Maintain or improve outcomes/results
Focusing on how we collaborate and communicate with our community to ensure residents and ratepayers are well informed on all issues, including our progress	<ul style="list-style-type: none"> • Deliver • Partner 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans • Responsiveness to Customer Requests 	Maintain or improve outcomes/results
Using technology to support community engagement and program delivery	<ul style="list-style-type: none"> • Deliver • Partner 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans • Responsiveness to Customer Requests 	Maintain or improve outcomes/results

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How will we get there?		How will we know when we have arrived?	
Description	Council's role	Key sources and indicators	Progress to target
Running an organisation that is financially sustainable, transparent, responsibly led and governed	<ul style="list-style-type: none"> • Deliver 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Adopted Council Strategies and Plans • Capture of and Responsiveness to Councillor Requests 	Maintain or improve outcomes/results
Providing responsible civic leadership focused on delivering the best outcomes for the City of Ryde and its community, supported by transparent, accountable decision-making and comprehensive governance and accountability frameworks	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Capture of and Responsiveness to Councillor Requests 	Maintain or improve outcomes/results
Continually improving the things our residents care about and driving efficiencies in our service delivery to deliver 'value for money'	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans • Responsiveness to Customer Requests 	Maintain or improve outcomes/results
Continuing to generate operational surpluses to maintain our services, facilities and infrastructure at the required standard	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans • Responsiveness to Customer Requests 	Maintain or improve outcomes/results
Continually improving Council's performance in the delivery of our services, facilities and infrastructure to our community	<ul style="list-style-type: none"> • Deliver • Partner • Advocate 	<ul style="list-style-type: none"> • Community Engagement via 'Have Your Say' • Community Satisfaction Surveys • Adopted Council Strategies and Plans • Responsiveness to Customer Requests 	Maintain or improve outcomes/results

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Roles and Responsibilities of the Three Levels of Government

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How the Three Levels of Government Work Together

There are three levels of government in Australia: Local, State and Federal. Each has its own powers, responsibilities and ways of providing services to the people of Australia.

Federal parliament provides guidance through regulation and legislation about matters of national interest, including defence, foreign affairs, imports and exports, immigration, social services, postal and telecommunication services. The Federal Government also collects income tax and GST and redistributes this to the states and territories to fund services for their citizens.

In New South Wales, the State Government provides guidance through legislation and regulation in relation to hospitals, schools, transport, utilities, emergency services and crime, and raises funds through state taxes. It distributes some of these through grant funding to councils to serve their communities.

The State Government also provides planning direction to local councils, driven by federal immigration and other relevant policies. For example, in July 2024 the NSW State Government issued a Statement of Expectations Order that sets new benchmarks for council performance on development assessment, planning proposals and strategic planning. This measure is intended to help boost housing supply to combat the nation's housing shortfall.

Local governments – councils – are guided by the State Government's *Local Government Act 1993* and other ministerial directions, such as the one mentioned above. Councils are the public face of many State Government policies. They are the tier of government most frequently encountered by the community, as they provide a wide range of essential services. These include strategic planning, housing approvals and parks, and providing swimming pools and libraries as well as waste recycling and disposal, and maintenance of local roads. Funding for these services is raised through rates and through grant funding from State and Federal Governments.

ITEM 4 (continued)

ATTACHMENT 1



Council's Role

The City of Ryde exists to serve its community, with the services we deliver reflecting the character of our area and the aspirations of the people making up our community. This local focus sets us apart from other levels of government.

Through both elected representatives and our highly experienced workforce, we provide a wide range of functions and services. Councillors represent the views and interests of residents, businesses and ratepayers in the LGA, and facilitate open communication between Council and the community. Councillors work together to govern their local area and reflect the diversity of interests of the local communities they serve. The Council organisation ensures that an extensive range of services is delivered in the most efficient and effective manner.

- **Planning for sustainable development**

We provide long-term strategic planning as well as town planning, development assessment and other services. We engage with our community on decisions that may affect them, and advocate with the state and federal government on issues affecting the growth of our local areas, suburbs, and centres. We integrate planning proposals with infrastructure delivery to ensure growth is effectively supported and we ensure that developments comply with building regulations.

- **Supporting community development**

We support community development with diverse services, including providing libraries, sporting and recreational facilities, subsidised community building hire, programs for people with special needs, a generous community grants program and events and other activities that bring members of the community together, build social capital and make the City of Ryde a great place to live, work and play.

- **Safeguarding public health**

We provide an extensive array of services to protect our community's health, from providing waste management services to inspecting food shops, brothels and skin penetration services to ensure they comply with regulations. We also undertake a pest and feral animal management program and protect the community from antisocial behaviours and animal attacks through regular patrols and the enforcement of local laws. In addition we are taking steps to enhance our community's resilience in the face of climate change and minimise the health consequences of extreme weather events.

ITEM 4 (continued)

ATTACHMENT 1



- **Providing and maintaining infrastructure**
We provide and maintain roads, bridges, roads, gutters, carparks, footpaths and cycleways, carparks, parks and playgrounds, sportsfields and public art. We also provide stormwater infrastructure and coastal protection services, such as seawalls along the Parramatta River.
- **Protecting the environment**
In addition to managing our bushlands, reserves and urban forest, enhancing public amenity through preventing pollution and restoring degraded environments, and taking steps to protect our biodiversity, we are leaders in reducing human impact on the environment through an array of initiatives that reduce consumption and waste.
- **Supporting economic development**
We work with international, regional and local businesses, of all sizes, to support a thriving local economy through the development of policies and other levers that support growth. These include maintaining and updating streetscapes and parking infrastructure and providing workshops and training opportunities that strengthen networks and businesses' capacity to grow. We also advocate to government on issues that affect our local economy, such as public transport interchanges that support placemaking, and policies that encourage businesses to call Ryde home.

ITEM 4 (continued)

ATTACHMENT 1

- **Ensuring an efficient, well-led organisation**

Guided by our community's needs and aspirations, we ensure our organisation is sustainably resourced to ensure optimal allocation of funds and services to deliver the long-term goals outlined in the Community Strategic Plan (CSP). We advocate for changes in policy and action at relevant levels of government and industry to bring about the best outcomes for our community. We develop and implement strategic plans and consult with community members and other key stakeholders. We build strategic partnerships with Federal and State Government agencies, the private sector, community organisations and a range of other stakeholders whose work contributes to CSP outcomes. We also ensure Council acts in accordance with legislation and regulations at all times.



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Translation Information Contact Us

Community Strategic Plan 105

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ATTACHMENT 1

Translation Information

English

Language Assistance

For a free interpreter, call the Translating and Interpreting Service (TIS) on 131 450.

Arabic

المساعدة اللغوية

للاستعانة بمترجم شفهي، اتصل بخدمة الترجمة التحريرية والشفهية (TIS) على الرقم 131 450.

Armenian

Լեզվական աջակցություն

Թարգմանչի անվճար ծառայության համար զանգահարեք
Թարգմանչության ծառայության (TIS) հեռախոսահամարին՝ 131 450:

Chinese (Simplified)

语言帮助

如需免费口译服务，请拨打 TIS 笔译和口译服务，电话 131 450。

Farsi (Persian)

کمک زبانی

برای یک مترجم شفاهی رایگان، با خدمات ترجمه کتبی و ترجمه شفاهی (TIS) به شماره
131 450 تماس بگیرید.

Hindi

भाषा संबंधी सहायता

निःशुल्क दुभाषिए के लिए, अनुवाद एवं दुभाषिया सेवा (Translating and Interpreting Service)
(TIS) को 131 450 पर कॉल करें।

Italian

Assistenza linguistica

Per un interprete gratuito, chiamare il Servizio di Traduzione e Interpretariato (TIS)
al numero 131 450.

Korean

언어 지원

무료 통역 서비스를 원하시면 통번역 서비스 (TIS)에 131 450으로 전화하세요.

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Community Strategic Plan 107

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ATTACHMENT 1

Contact Us

Website

www.ryde.nsw.gov.au

Telephone

Call (+61 2) 9952 8222
between 8.00am and 5.30pm,
Monday to Friday

Post

Write to us at:
City of Ryde
Locked Bag 2069
North Ryde NSW 1670

Email

Send us an email at
cityofryde@ryde.nsw.gov.au

Mayor and Councillors

Contact details for the Mayor and Councillors are available on www.ryde.nsw.gov.au
or by contacting the Customer Service Centre on (+61 2) 9952 8222.

In Person

You can visit our Customer Service Centre located at 1 Pope Street, Ryde, NSW 2112
or any of our five libraries www.ryde.nsw.gov.au/Library/Visit-Us.

Accessibility Assistance

Please contact the National Relay Service (NRS) on 1800 555 660 and select the appropriate option.

Acknowledgements

The City of Ryde would like to acknowledge the community and all staff who contributed to the completion of this report.

Published June 2025

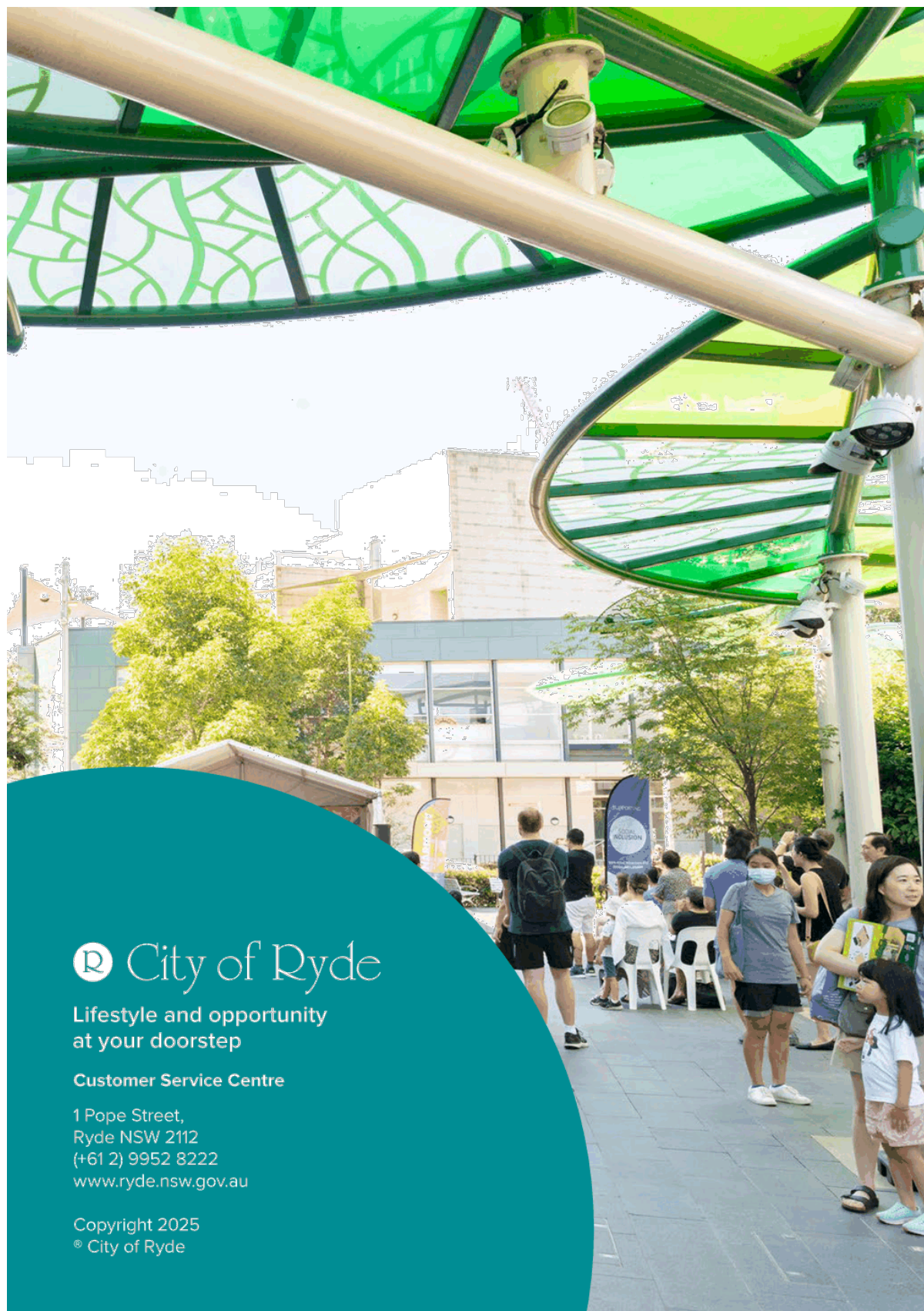
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ATTACHMENT 1



ITEM 4 (continued)

ATTACHMENT 2



ITEM 4 (continued)

ATTACHMENT 2



Acknowledgement of Country

City of Ryde would like to acknowledge the Traditional Custodians of this land, the Wattamattagal (or Wallumedegal) clan of the Darug nation. City of Ryde would also like to pay respect to the Elders, past, present and emerging and extend that respect to all other Aboriginal and Torres Strait Islander peoples.

Artist Biography

Jakeob Watson, a seasoned artist, mentor and devoted father of seven, hails from Maitland, New South Wales. A proud descendant of the Gomeroi Nation, he boasts a 13-year journey as an exhibiting artist, marked by significant achievements. His artistic expression is a captivating fusion of his Indigenous heritage, seamlessly intertwined with the dynamic cultures of hip-hop and graffiti. Jakeob's creative prowess extends across diverse mediums, from custom sneakers and canvases to awe-inspiring murals. Beyond his studio, he shares his passion by conducting art workshops catering to both adults and children, and contributing to the enrichment of artistic communities.

Artwork Story

The artwork was designed for City of Ryde's Innovate Reconciliation Action plan and symbolises City of Ryde and its connections to communities and Country and the efforts to continuously grow and connect the area surrounding them. The main circles and connecting lines symbolise the different communities residing in the Ryde Council area and the roads and journeys connecting them. Then surrounding is many different representations of Country and native flora and fauna showing the many diverse cultures and life that are connected and cared for by City of Ryde with a special mention to the Black Snapper to represent the totem of the Traditional Owners.

ITEM 4 (continued)

ATTACHMENT 2



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ATTACHMENT 2



A Message From Our Mayor



City of Ryde's key plans, policies, strategies, programs, projects, initiatives and events make up an ambitious agenda for this new Council term.

Community input and advice is invaluable as we plot the course ahead for the benefit of everyone who calls this vibrant, diverse, and harmonious place home.

Put simply, we can't do it without you.

During 2024, we sought and welcomed community feedback on some key plans and strategies including our Integrated Open Space Plan, the future use of the Denistone Sports Club site, our Economic Development Strategy and Night-Time Economy Strategy and the State Government's proposed Transport Oriented Development rezoning of our Macquarie Park Innovation District.

There will be more important decisions to be made in the years ahead and the actions we take will be guided in no small way by our Community Engagement Strategy.

I look forward to partnering with you on this exciting journey.



Trenton Brown
City of Ryde Mayor

ITEM 4 (continued)

ATTACHMENT 2

**Chief
Executive
Officer**

A Message From Our CEO



Welcome to City of Ryde's Community Engagement Strategy.

This is an important document explaining the vital role that our community – residents, ratepayers, businesses, and other key stakeholders – plays in 'striking the right balance' with the development and implementation of Council's major strategic planning.

Community feedback is essential as we look to make the City of Ryde 'the place to be for lifestyle and opportunity at your doorstep'.

The City of Ryde and its diverse, vibrant community are close partners. Together, we are preparing an exciting, ambitious and transformative roadmap to the future as outlined by our overarching Community Strategic Plan.

Council is committed to keeping you informed about its crucial plans, policies, programs, projects, planning matters, initiatives and events.

And we are equally committed to creating meaningful engagement opportunities where we seek and consider your input for all of these elements.

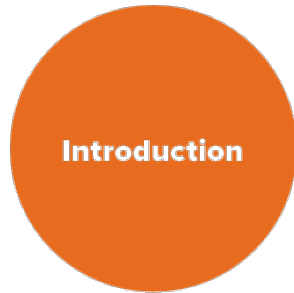
Please join us in helping to grow City of Ryde's well-earned reputation as 'the place to be for lifestyle and opportunity at your doorstep'.



Wayne Rylands
City of Ryde
Chief Executive Officer

ITEM 4 (continued)

ATTACHMENT 2



About the Community Engagement Strategy

The City of Ryde Council (Council) recognises that effective community engagement is vital for successful planning and decision-making.

Underpinning our planning is the vision of the Community Strategic Plan, that the City of Ryde is 'The place to be for lifestyle and opportunity at your doorstep'.

To help deliver this shared vision, Council is committed to engaging with our community on matters that affect their daily lives, now and into the future. This includes plans, strategies, policies, programs, projects, planning matters, events and initiatives that Council delivers in the local government area.

Where possible and appropriate, Council will create meaningful and ongoing engagement opportunities whereby community input is sought and considered as part of the decision-making process to shape the future of the City of Ryde.

Due to the wide range of Council activities and our diverse communities, the way we engage can vary.

This Strategy is designed to provide our community with an understanding of Council's approach to:

- Keeping our community informed
- Creating engagement opportunities to ensure that our communities have the chance to participate in directions for the City.



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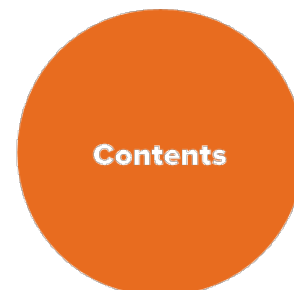


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Community Engagement Principles



Our engagement initiatives are planned, proactive and fit for purpose



Our community interactions are genuine, respectful, inclusive and accessible



Our approach is ongoing, creative and acknowledges existing input/information



Our language is clear, customer friendly and is translated where possible and appropriate



Our process is transparent, accountable and regularly reviewed



We provide updates on how views were considered and/or influenced the outcome

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ITEM 4 (continued)

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How Does Council Undertake Community Engagement?

Each engagement opportunity is different, varying by target audience and stakeholders, level of impact and resources required.

Our community engagement approach is based on social justice principles of access, equity, participation and rights. We realise that sometimes, despite our best efforts, people may not be happy with the available options or solutions. However, feedback from all points of view is vital to support objective and well informed decision-making, in producing the best outcomes for our community.

Our community engagement projects are available through the Have Your Say webpage – www.ryde.nsw.gov.au/HaveYourSay – allowing our community to participate at a time, or in a way that suits them best. Each project page hosts feedback opportunities via surveys, forms and/or interactive mapping. We always provide the opportunity to Have Your Say via email and post. In addition, our Customer Service team can help those who need extra assistance over the phone or in person.

Separately, the engagement process for development applications and other land use planning matters (in line with the Division 2.6 of the *Environmental Planning and Assessment Act 1979*) is defined in Council's Community Participation Plan – www.ryde.nsw.gov.au/CPP

The Community Participation Plan outlines how and when Council engages with the community on planning matters and reflects the community participation requirements in planning legislation, including mandatory consultation timeframes.

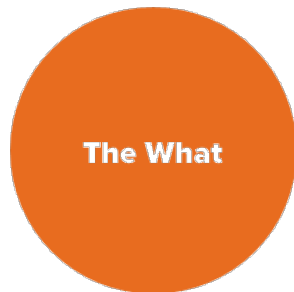
ITEM 4 (continued)

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ITEM 4 (continued)

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What Does Council Engage With You About?

We invite community feedback on plans, policies, strategies, programs, projects, planning matters, initiatives and events that Council delivers, that have a community impact or could generate community interest in line with the *Local Government Act 1993*.

The Community Engagement Strategy is an integral part of a suite of interconnected plans and strategies. Together, these comprise the City of Ryde's Integrated Planning and Reporting Framework, as illustrated in Figure A.

The over-arching Community Strategic Plan (CSP) is Council's highest-level plan outlining our community's vision and aspirations for the next 10+ years. While Council is the custodian of the CSP, it requires partnership with government agencies, the private sector, community groups and other stakeholders to deliver on the future expressed in the outcomes.

While the CSP sets the strategic direction, Council's Four-Year Delivery Program details the principal activities that will be undertaken by Council to perform its functions (including legislative responsibilities and regulatory functions) and deliver on the priorities of the CSP. It outlines the activities, strategies, projects and services that Council plans to deliver over the four-year Council term. This is further broken down in the One-Year Operational Plan, which identifies the activities, actions and projects Council plans to deliver over each financial year, as well as the funding allocated to their delivery. At the end of the financial year, Council's Annual Report details our progress implementing the Four-Year Delivery Program and One-Year Operational Plan.

We encourage our community to be involved and provide feedback when we are developing these over arching plans, strategies and programs as they as they guide funding and delivery of community priorities. This includes a range of other long-term plans and strategies such as:

- Integrated Open Space Plan
- Social Plan and Creativity Strategy
- Disability Inclusion Action Plan
- Reconciliation Action Plan
- Integrated Transport Strategy
- Masterplans, including for Parks and town centres
- Economic Development Strategy

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The Integrated Planning and Reporting Framework

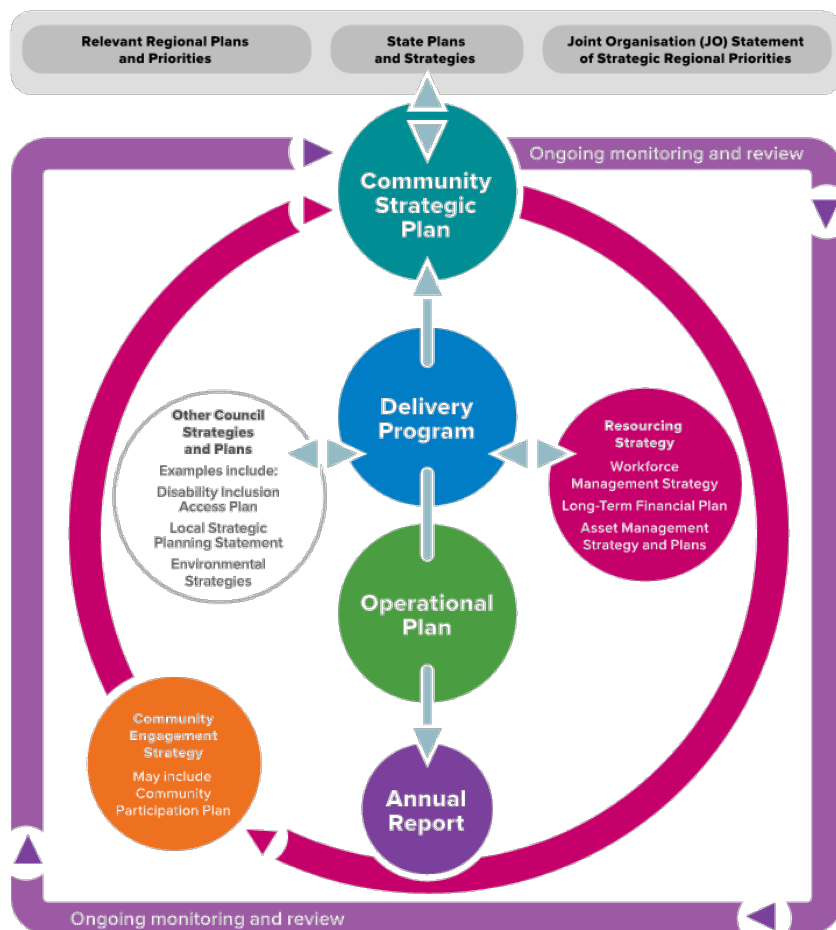


Figure A. Integrated Planning and Reporting (IP&R) Framework

ITEM 4 (continued)

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Who does Council Engage With?



Where possible:

Council will always aim to contact individuals and groups that are directly affected.



Council will at times contact individuals and groups that are in close proximity, or that are indirectly affected.



Where appropriate, we will contact groups that have shown interest in a project/topic and engage with our working groups.

Council may use a range of methods (refer to pages 16-17) to reach audiences that don't fall in the above categories and may have an interest in a project/proposal.

When our communities provide feedback and opt to be kept updated, they are informed as the initiative progresses, how feedback has been considered, when the engagement outcomes are reported to Council, when a decision has been made and/or when a project is being implemented.

Our communities:

- Residents
- Ratepayers
- Businesses, business groups and workers
- Community organisations, interest and support groups
- Councillors and staff
- Council's working groups
- Developers, including community housing providers
- Media
- Neighbouring councils
- Schools, education providers and students
- State and Federal government agencies
- State and Federal members of parliament
- Various groups such as, children, young people, seniors, People with Disability, LBGTIQA+ communities, emerging cultural groups, Aboriginal and Torres Strait Islander communities
- Visitors and tourism groups
- Volunteers

While the above represents a snapshot of our communities and stakeholders, further sub-groups may be identified as part of planning for specific engagement initiatives.

ITEM 4 (continued)

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Who We Are

129,123
Residents in 2021



138,720
in 2024



170,465
in 2035



REMPAN estimate*



51% Female

49% Male



49%
Born overseas



50%
Speak another language at home



19% 0-17 years



68% 18-66 years



13% 67+ years

37 Median age



5% Need assistance with core activities



0.5% Aboriginal and/or Torres Strait Islander



67% Tertiary educated^



Longevity

331 Residents reached the age of **95** or older

How We Live

49,040
Households



5 Libraries



4 Train stations



3 Metro stations

2.5 persons

Average household size



45%
Flat or apartment



41%
Separate house



14%
Semi-detached, townhouse



56%

Owned



42%

Rent

Source: ABS Census 2021 unless otherwise stated
*REMPAN forecast extracted Nov 2024

^Based on residents 15 years and over

ITEM 4 (continued)

ATTACHMENT 2

**Levels of
Engagement**

How Does the Level of Engagement Vary?

The International Association of Public Participation (IAP2) recognises that the public's role in any community engagement program varies. IAP2 is internationally recognised as the peak organisation for advancing the practice of public participation. It provides the guiding framework for various levels of government and engagement practitioners in Australia.

The IAP2 Public Participation Spectrum (page 17) illustrates that differing levels of participation are required depending on the goals, time frames, resources and levels of concern in the decision to be made. However, and most importantly, the Spectrum sets out the promise being made to the public at each participation level. Council is a member of IAP2 and committed to achieving the 'promise' outlined in the Spectrum.

While Council's engagement level often sits in 'Consult' we aim to move to 'Involve' especially in relation to long term planning.



ITEM 4 (continued)

ATTACHMENT 2

IAP2 Public Participation Spectrum

Level of engagement	Inform	Consult	Involve	Collaborate	EMPOWER*
Description	Provide balanced and objective information to help our community understand issues, problems, alternatives (when available), opportunities and/or solutions.	Obtain community feedback on issues, analysis, alternatives and decisions being considered by Council.	Work directly with communities throughout the process to ensure that community aspirations, concerns and issues are consistently understood and considered.	Partner with communities in each aspect of the decision including the development of alternatives and the identification of a preferred solution.	Place final decision making in the hands of communities.
Promise to our community	Council will keep stakeholders informed.	Council will keep stakeholders informed, listen to and acknowledge aspirations, concerns and issues, and provide feedback on how stakeholder input influenced the decision.	Council will work directly with stakeholders to ensure that their aspirations, concerns and issues are directly reflected in the alternatives developed and provide feedback on how stakeholder input influenced the decision.	Council will look to stakeholders for direct advice and innovation in formulating issues, alternatives and solutions and incorporate advice and recommendations into Council decisions to the maximum extent possible.	We will implement what stakeholders decide.

Figure B: IAP2 Public Participation Spectrum, adapted by Council

*Note: within the context of Local Government, the highest level of the Spectrum 'Empower' has very limited opportunity for application as Council is the final decision maker.

Level of Impact

The level of impact is considered when choosing the type of engagement; impact varies due to factors such as:

- Local, citywide, state and regionally significant projects
- Financial investment from Council
- Lifecycle and stage of project
- Number of stakeholders involved
- Complexity, scale and nature of plan, project or proposal (including length of document for review)
- Length of time e.g. strategic plans; four-year vs ten-year
- Other nearby projects and cumulative impact(s)

ITEM 4 (continued)

ATTACHMENT 2



How Does Council Engage With You?

The table below provides further detail of how Council implements the IAP2 Public Participation. As the level of engagement increases, the actions of the base level of engagement 'Inform' will still be carried out i.e. to 'Consult', we will also 'Inform'; to 'Involve', we will also 'Consult and Inform' etc.

Level of engagement	Methods that may be used to deliver this level of engagement	Where this type of engagement may be utilised
Inform	<ul style="list-style-type: none"> Letters/flyers Information and project updates published on Council's website On-site signage (signs, posters, banners) Door knocks (depending on the level of impact) eNewsletters Community magazine Rates notices Fact sheets Media releases Advertisements Social media Legislative reporting 	<ul style="list-style-type: none"> Remedial and renewal work such as road re-sheeting Traffic and parking measures to comply with legislative requirements (e.g. installing signage to reinforce road rules) Work being carried out in the interest of compliance and safety Providing background information Presenting engagement outcomes Major work project updates Annual report
Consult	<ul style="list-style-type: none"> Information published on Council's website – Have Your Say webpage Online Surveys/feedback forms Phone surveys Drop-in community information sessions 'Dotmocracy' Interviews Open feedback e.g. emails, letters 	<ul style="list-style-type: none"> Implementation of masterplans Four-Year Delivery Program One-Year Operational Plan Plans of Management Changes to traffic and parking arrangements on local public roads

ITEM 4 (continued)

ATTACHMENT 2

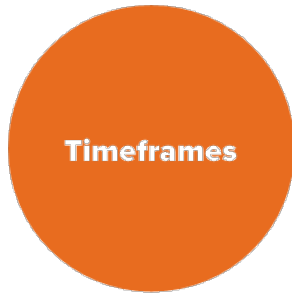
Level of engagement	Methods that may be used to deliver this level of engagement	Where this type of engagement may be utilised
Involve	<ul style="list-style-type: none"> Resident meetings Interactive mapping Workshops (community and specialist stakeholders) Council Working Groups Industry briefings 	<ul style="list-style-type: none"> Master planning Concept designing and upgrades e.g. parks, playgrounds, carparks Certain matters related to community facilities Changes to services
Collaborate	<ul style="list-style-type: none"> Programs and services Advocating on behalf of community Project specific reference/working group 	<ul style="list-style-type: none"> Projects, programs and services co-delivered with partners Ongoing collaboration with State Government agencies on advocating for greater outcomes for community Long-term plans e.g. Community Strategic Plan

Figure C: How Council implements engagement



ITEM 4 (continued)

ATTACHMENT 2



Engagement Timeframes

We aim to design engagement initiatives to provide the greatest opportunity for input from all stakeholders. Therefore, it's important that sufficient time is allowed to distribute information and to allow our community to make a considered response. This includes consideration of timing when engagement periods fall over the Christmas and Easter periods as well as holiday periods.

We will exhibit the following documents/plans for a minimum of 28 days, in line with the guidelines set out by the Office of Local Government:

- Community Strategic Plan
- Four-Year Delivery Program
- One-Year Operational Plan
- Long-term Financial Plan

We will exhibit the following documents for a minimum of 28 days, with submissions being accepted for a total of 42 days, in line with the *Local Government Act 1993*:

- Plans of Management
- Code of Meeting Practice

When exhibiting policies and strategies, we will follow best practice and exhibit for a minimum of 28 days. In some cases, masterplans and other complex or lengthy strategic documents may be exhibited for up to 42 days.

Note: Timeframes for engagement on development applications and other land use planning matters are defined in Council's Community Participation Plan.

ITEM 4 (continued)

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ITEM 4 (continued)

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Opportunities and Challenges in Community Engagement



Council acknowledges that stakeholders have differing views which need to be considered. While it may not be possible to satisfy all points of view, we will create a safe space for our community to share opinions.



Engagement methods are assessed for each initiative and prioritised depending on the level of impact. We will always do our best with limited resources when engaging with our community. This may include working with existing networks and organisations to reach underrepresented groups such as young people and people with disability. We will provide the opportunity to subscribe to be kept informed about project progress and new engagement opportunities.



Advances in digital technology provide new opportunities to connect and engage with our communities by fostering inclusive participation. We will continue to explore opportunities to enhance our digital engagement.



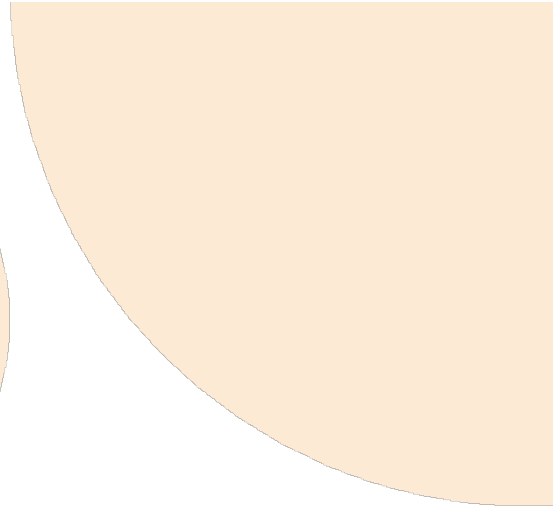
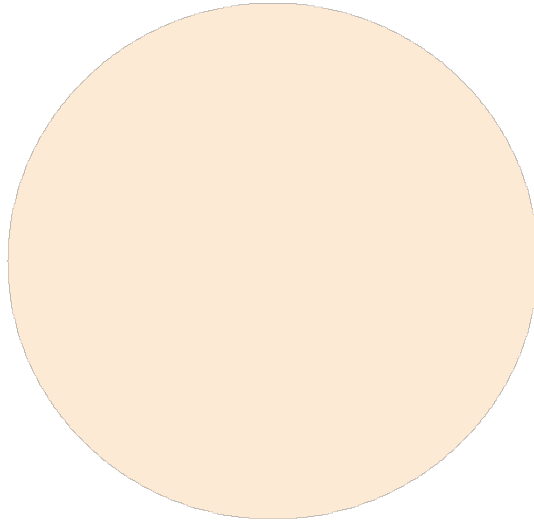
Safety is a priority for our community and our staff. If Council is unable to engage with our community on alternatives to rectify a problem relating to safety, we will do our best to inform you when something might impact you.



As part of Council's role in making decisions in the best interests of our community, from time-to-time we need to make difficult decisions that not all community members will agree with. However, our commitment to our community is to provide a consistent and transparent process.

ITEM 4 (continued)

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Due to our diverse community, there may be times when it is not possible to provide direct information in a community language. Our website has a 'drop down' function to easily translate the webpage into our most common community languages. Assistance is also available via the Translating and Interpreting Service. Council also has staff trained as Language Aides to assist with interpretation of some languages other than English.



Council is bound by legislative requirements, objectives, strategies and decisions made by other levels of government. In some cases, Council may not be the responsible authority and is unable to change a decision. Where there is community interest, Council may advocate on our community's behalf.



'Engagement fatigue' may be felt when our communities feel that we are asking too much, too frequently, or when they don't feel their input has been considered. To minimise these issues, we take a targeted approach, using existing input where possible and by providing project updates.

We will engage with our community the best way we can within our constraints. Our engagement process is regularly reviewed. We seek feedback on our engagement activities via periodic community perceptions research and welcome additional feedback at any time.

ITEM 4 (continued)

ATTACHMENT 2

**Communicating
and Engaging**

How Can You Engage with Council?



In person at our Customer Service Centre located at 1 Pope St, Ryde



Phone Council on **02 9952 8222**
Open Monday to Friday,
8:00am-5:30pm
(Second Thursday of each month
hours are 10:00am-5:00pm)



Email
cityofryde@ryde.nsw.gov.au



Post
City of Ryde
Locked Bag 2069
NORTH RYDE NSW 1670



Provide feedback using
the form on our website
www.ryde.nsw.gov.au/feedback



Attend a community engagement drop-in session, information session, or participate in a survey or workshop on a specific project



Get social and connect with us on our social media channels, including Facebook, LinkedIn and Instagram. For details of all channels visit <https://www.ryde.nsw.gov.au/Contact-Us>



Make submissions

- **Provide a written submission** to a Council meeting on an agenda item
- **Provide feedback** on documents placed on public exhibition by Council as well as other engagement opportunities throughout the year on our Have Your Say webpage at www.ryde.nsw.gov.au/HaveYourSay

Please note petitions submitted to Council as part of a community engagement are reported, however, are separate to the community engagement results, as this information was not collected by Council.



Write to or phone elected members of the Council

ITEM 4 (continued)

ATTACHMENT 2



ITEM 4 (continued)

ATTACHMENT 2



Translation Information

English

Language Assistance

For a free interpreter, call the Translating and Interpreting Service (TIS) on 131 450.

Arabic

المساعدة اللغوية

للاستعانة بمترجم شفهي، اتصل بخدمة الترجمة التحريرية والشفهية (TIS) على الرقم 131 450.

Armenian

Լեզվական աջակցություն

Թարգմանչի անվճար ծառայության համար զանգահարեք

Թարգմանչության ծառայության (TIS) հեռախոսահամարին՝ 131 450:

Chinese (Simplified)

语言帮助

如需免费口译服务, 请拨打 TIS 笔译和口译服务, 电话 131 450。

Farsi (Persian)

کمک زبانی

برای یک مترجم شفاهی رایگان، با خدمات ترجمه کتبی و ترجمه شفاهی (TIS) به شماره 131 450 تماس بگیرید.

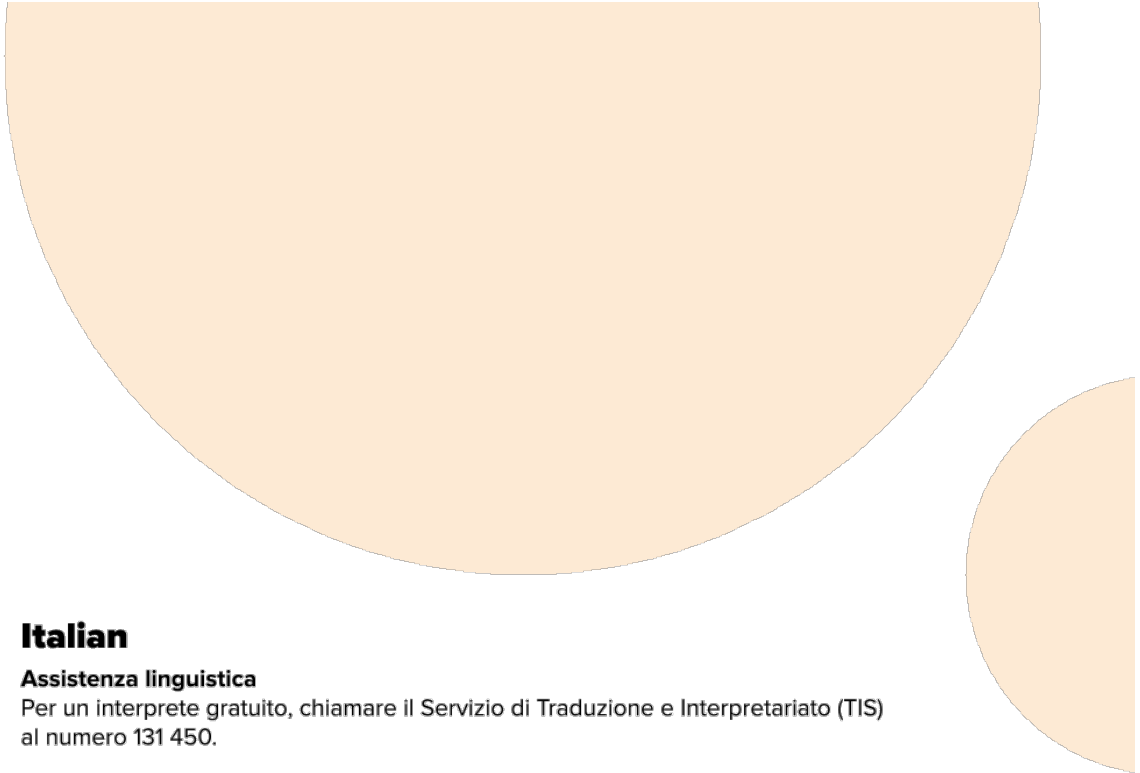
Hindi

भाषा संबंधी सहायता

निःशुल्क दुभाषिए के लिए, अनुवाद एवं दुभाषिया सेवा (Translating and Interpreting Service) (TIS) को 131 450 पर कॉल करें।

ITEM 4 (continued)

ATTACHMENT 2



Italian

Assistenza linguistica

Per un interprete gratuito, chiamare il Servizio di Traduzione e Interpretariato (TIS) al numero 131 450.

Korean

언어 지원

무료 통역 서비스를 원하시면 통번역 서비스 (TIS)에 131 450으로 전화하세요.

Accessibility Assistance

Please contact the National Relay Service (NRS) on 1800 555 660 and select the appropriate option.

Privacy Note

The City of Ryde values personal privacy. When you make a submission or provide feedback you may be asked to provide personal information. Personal information collected from you is held and used by Council under the provisions of the *Privacy and Personal Information Protection Act 1998*. The exchange of information between the public and Council, may be accessed by others and could be made publicly available under the *Government Information Public Access Act 2009* (GIPA Act). Further information is available on our website.

ITEM 4 (continued)

ATTACHMENT 2



ITEM 4 (continued)

ATTACHMENT 3

RYDE TO 2035
COMMUNITY
STRATEGIC PLAN
2035



RYDE TO 2035 | COMMUNITY STRATEGIC PLAN 2035
COMMUNITY ENGAGEMENT METHODOLOGY REPORT
FEBRUARY 2025

ITEM 4 (continued)

ATTACHMENT 3



CITY OF RYDE | RYDE TO 2035 | COMMUNITY STRATEGIC
PLAN 2035
Community Engagement Methodology Report
Prepared by: City of Ryde | Community Engagement
February 2025 © City of Ryde

DISCLAIMER

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ITEM 4 (continued)

ATTACHMENT 3



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ATTACHMENT 3



City of Ryde's Community Strategic Plan (CSP) outlines our vision, aspirations, and priorities for the City for the next 10 years and provides a high-level roadmap for how we will get there, together.

This long-term strategy responds to how our community will grow and change, ensuring the City of Ryde remains a vibrant place to live, work, and play.

We are continuing to build on the existing Ryde 2028 Community Strategic Plan as we look to the future direction of the City of Ryde through to 2035.

We invited our community's contribution in refreshing the Plan to ensure that the key outcome areas from the current CSP reflect the focus for the City of Ryde. The feedback received will help ensure that our vision and priorities continue to reflect our community and guide our next Four-Year Delivery Program and One-Year Operational Plan.

The Have Your Say period was open from Monday 30 September 2024 to Sunday 2 February 2025 during which our community could provide feedback via the online survey, online submission form, email, post, by attending the Community Engagement stall at the Granny Smith Festival or at one of the pop-up sessions.

The Have Your Say was promoted through: City of Ryde's Have Your Say webpage; flyers available at pop-up sessions, libraries, and various events; posters at Council venues; social media; and listings in the local newspaper and the Your City News e-newsletter.

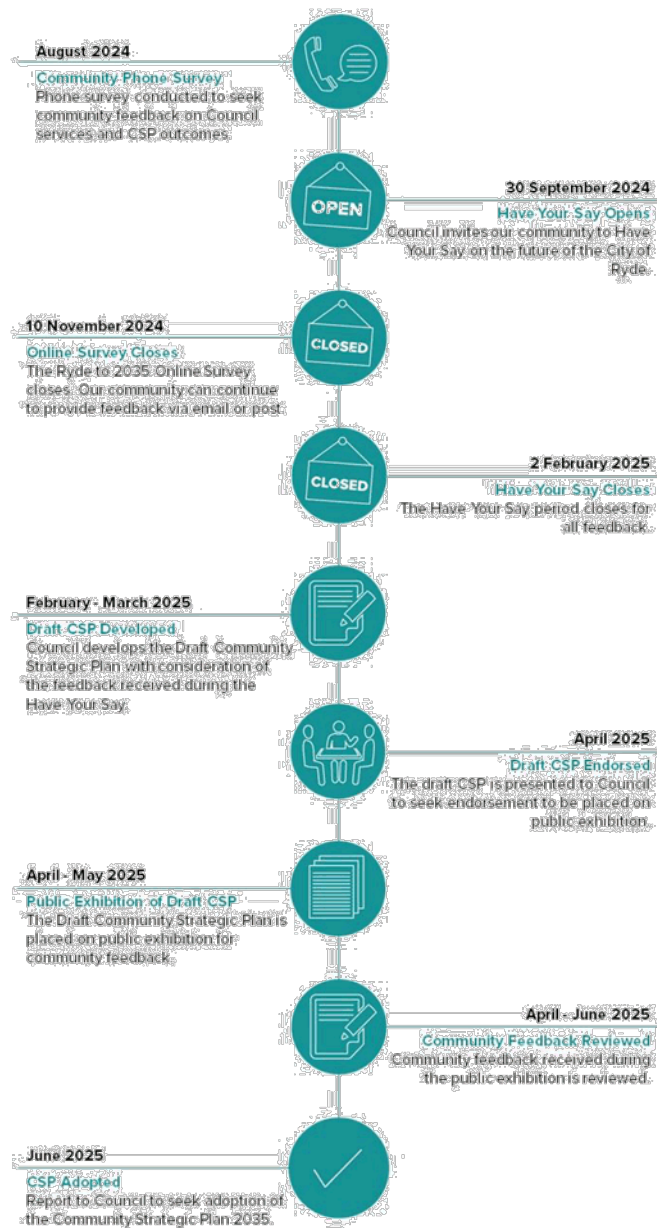
A range of feedback and submissions were received through various channels. There were 413 online survey submissions, 23 online submission forms, 613 comments received at the Granny Smith Festival, and 145 comments at the Macquarie University pop-up session.

Prior to the Have Your Say period, 503 phone surveys with City of Ryde residents were conducted by an external research agency to seek community feedback on Council services and the CSP outcomes. This aimed to achieve a more demographically representative sample base. The results of this survey were used to inform some the options available in the online survey.

Internal engagement on the CSP also occurred via workshops with Councillors, Council's leadership teams and staff.

ITEM 4 (continued)

ATTACHMENT 3



ITEM 4 (continued)

ATTACHMENT 3



Date	Tool	Stakeholders	Overview	Engagement
Mon 5 Aug 2024	Mayor for a Day	Primary school students	Students attended the Council Chambers to participate in Mayor for the Day activities. This included an interactive activity where they could 'allocate funds' to their preferred CSP outcome.	20 students
Mon 26 Aug 2024 – Sun 2 Feb 2025	Community Strategic Plan webpage*	Website users	The CSP plans and publications page was updated to provide information on the CSP refresh.	1,022 page views 239 users visited the page
Mon 2 Sep – Fri 6 Sep 2024	Phone survey	City of Ryde residents	Phone survey conducted to seek community feedback on Council services and CSP outcomes.	503 phone surveys
From Mon 16 Sep 2024	Live. Work. Play. magazine	City of Ryde residents	The 'Live. Work Play.' quarterly magazine was delivered to every household in the City of Ryde and included promotion of the CSP and its upcoming engagement opportunities.	55,000 magazines delivered approx.
Have Your Say starts				
Mon 30 Sep 2024 – Sun 2 Feb 2025	Have your Say webpage*	Website users	A project webpage with information on the CSP, feedback opportunities, frequently asked questions, and latest updates.	4,333 page views 1,701 users visited the page
Mon 30 Sep 2024 – Sun 10 Nov 2024	Online survey	Website users	An online survey where stakeholders could provide feedback on the CSP. This was accessed through Council's Have Your Say webpage.	413 online survey submissions
Mon 11 Nov 2024 – Sun 2 Feb 2025	Online submission form	Website users	An online submission form where our community could provide feedback on the CSP. This was available on Council's Have Your Say webpage once the online survey closed.	23 online submission form responses

**The webpage was available in 10 languages (other than English) via the City of Ryde website's inbuilt translation tool. Information regarding the Translating and Interpreting Service was also available on the Have Your Say webpage.*

ITEM 4 (continued)

ATTACHMENT 3



Date	Tool	Stakeholders	Overview	Engagement
Mon 30 Sep 2024 – Sun 2 Feb 2025	Information phone line, email and post	All stakeholders	City of Ryde's main phone line, email and postal address were provided on materials for further information on the CSP and open for feedback from our community.	N/A
Mon 30 Sep 2024 – Sun 2 Feb 2025	Flyer	Pop-up session attendees, commuters, library visitors and Council event attendees	DL sized flyers were handed out to promote the CSP Have Your Say and feedback opportunities.	2,500 flyers distributed approx.
Mon 30 Sep 2024 – Sun 2 Feb 2025	Poster	Council venue attendees	A2 sized posters were placed in City of Ryde venues to promote the CSP Have Your Say and feedback opportunities.	10 posters
Tue 1 Oct 2024				4,257 e-newsletters distributed; 1,735 opened
Tue 29 Oct 2024	Your City News e-newsletter	Your City News subscribers	Listed in Your City News e-newsletter to promote the CSP Have Your Say and feedback opportunities.	4,272 e-newsletters distributed; 2,211 opened
Tue 3 Dec 2024				4,219 e-newsletters distributed; 1,786 opened
Tue 28 Jan 2025				4,260 e-newsletters distributed; 2,670 opened
Wed 9 Oct 2024	Business News e-newsletter	Business News subscribers	Listed in the Business News e-newsletter to promote the CSP Have Your Say and feedback opportunities.	32,945 e-newsletters distributed 15,323 e-newsletters opened

ITEM 4 (continued)

ATTACHMENT 3



Date	Tool	Stakeholders	Overview	Engagement
Every Wed between 30 Sep 2024 – 2 Feb 2025	The Weekly Times (TWT) - Have Your Say listing	Newspaper readers	Have Your Say listing included within Council's City News page of the TWT to promote the feedback opportunities.	38,000 print readership approx.
Fri 18 Oct 2024	Rates notice flyer	City of Ryde ratepayers	A DL sized flyer was included in the rates instalment notice sent via post and email to ratepayers to promote the CSP Have Your Say and feedback opportunities.	23,500 physical flyers distributed via post 18,000 digital flyers distributed via email
Sat 19 Oct 2024	Granny Smith Festival	Granny Smith Festival attendees	The CSP Have Your Say was promoted at the Community Engagement stall at the Granny Smith Festival. Festival attendees could provide feedback via an interactive activity. The stall also had a photo magnet booth.	613 comments 486 photo magnets
Thu 24 Oct 2024	Pop-up session at Ryde Small Business Month: Talks Over Toast event	Small businesses	Promotion of the CSP engagement opportunities with local small business owners and workers and for them to provide feedback in-person.	2-hour pop-up session 100 registered attendees
Tue 29 Oct 2024	Pop-up session at Macquarie University	University students	Promotion of the CSP engagement opportunities and for students to provide feedback in person via an interactive activity.	145 comments
Mon 4 Nov 2025	Pop-up session at West Ryde Station	Train commuters	Promotion of the CSP engagement opportunities with commuters at West Ryde Station via a flyer hand-out.	1.5-hour pop-up session

ITEM 4 (continued)

ATTACHMENT 3



Date	Tool	Stakeholders	Overview	Engagement
Sun 10 Nov 2024	Pop-up session at Ryde Wharf Market	Ryde Wharf Market attendees	Promotion of the CSP engagement opportunities with Ryde Wharf Market attendees via a flyer hand-out.	2.5-hour pop-up session
Mon 30 Sep 2024	Social media (Facebook post #1; organic)	Facebook users	Facebook post to promote the CSP engagement opportunities.	1,005 users reached 2 links clicked
Mon 30 Sep 2024	Social media (LinkedIn post; organic)	LinkedIn users	LinkedIn post to promote the CSP engagement opportunities.	590 users reached 57 engagement clicks
Wed 2 Oct 2024	Social media (Instagram post #1; organic)	Instagram users	Instagram post to promote the CSP engagement opportunities.	810 users reached
Fri 11 Oct 2024	Social media (story #1; organic)	Facebook and Instagram (Meta) users	Social media story to promote the CSP engagement opportunities.	365 Instagram users reached 6 links clicked
Thu 17 Oct 2024	Social media (story #2; organic)	Facebook and Instagram (Meta) users	Social media story to promote the CSP engagement opportunities.	452 Instagram users reached 16 links clicked
Tue 29 Oct 2024	Social media (Facebook post #2; paid & organic)	Facebook users	Facebook post to promote the CSP engagement opportunities.	10,198 users reached 398 links clicked
Wed 30 Oct 2024	Social media (Instagram post #2; organic)	Instagram users	Instagram post to promote the CSP engagement opportunities.	1,129 Instagram users reached

ITEM 4 (continued)

ATTACHMENT 3



Date	Tool	Stakeholders	Overview	Engagement
Thu 31 Oct 2024	Social media (story #3; organic)	Facebook and Instagram (Meta) users	Social media story to promote the CSP engagement opportunities.	341 Instagram users reached 5 links clicked
Thu 7 Nov 2024	Social media (story #4; organic)	Facebook and Instagram (Meta) users	Social media story to promote the CSP engagement opportunities.	318 Instagram users reached 9 links clicked
Tue 21 Jan 2025	Social media (story #5; organic)	Facebook and Instagram (Meta) users	Social media story to promote the CSP engagement opportunities.	620 Instagram users reached 10 links clicked
Mon 27 Jan 2025	Social media (Instagram post #3; organic)	Instagram users	Instagram post to promote the CSP engagement opportunities.	1,223 users reached
Thu 30 Jan 2025	Social media (story #6 organic)	Facebook and Instagram (Meta) users	Social media post to promote the CSP engagement opportunities.	632 Instagram users reached 10 links clicked
Thu 21 Nov 2024 Sun 26 Jan 2025	Citizenship Ceremony flyer	New citizens	Listed on the Have Your Say flyer included in new citizen packs provided at the ceremony.	300 flyers
Thu 21 Nov 2024	School engagement drawing activity	Primary school students	A drawing activity sheet was shared with local primary schools for students to draw their future vision for the City of Ryde.	24 drawings received
28 Nov 2024 – 21 Feb 2025	Consultation in a box	Service providers to our Disability Communities and their clients	A toolkit of ready-made resources utilised by organisations to engage with their members and served communities to gather information and feedback.	19 Organisations contacted 3 Organisations participated 40 Individuals contributed

ITEM 4 (continued)

ATTACHMENT 3



COMMUNITY STRATEGIC PLAN WEBPAGE

Community Strategic Plan

Have your say on the future of the City of Ryde

City of Ryde's Community Strategic Plan (CSP) outlines our vision, aspirations, and priorities for the City for the next 10 years and provides a high-level roadmap for how we will get there, together.

This long-term strategy responds to the latest forecasts on how the City will grow and change, ensuring the City of Ryde remains a vibrant place to live, work, and play.

We are refining our collective vision, aspirational outcomes and strategic priorities for the City from 2025 through to 2035, continuing to build on the existing Ryde 2028 Community Strategic Plan.

We are inviting our community and key stakeholders to contribute to the refresh of the plan to ensure that the key outcome areas from the current CSP reflect the focus for our City. Your input will help us ensure that our vision and priorities continue to reflect our community and guide our next Four-Year Delivery Program and One-Year Operational Plan.

The Have Your Say period will be open until Sunday 2 February 2024.



Your Comments and Feedback

Council is inviting our community to share their views on the City of Ryde's future by contributing to the Community Strategic Plan.

[refresh](#)

[Visit the Have Your Say page for further details on how you can provide your feedback.](#)


[Have Your Say >](#)

ITEM 4 (continued)

ATTACHMENT 3



LIVE. WORK. PLAY. MAGAZINE



Have your say on the future of the City of Ryde

City of Ryde's Community Strategic Plan (CSP) outlines our vision, aspirations, and priorities for the City for the next 10 years and provides a high-level roadmap for how we will get there, together.

This long-term strategy responds to the latest forecasts on how the City will grow and change, ensuring the City of Ryde remains a vibrant place to live, work, and play.

A revised CSP is being developed to refine our collective vision, aspirational outcomes, and strategic priorities for the City from 2025 through to 2035.

We are providing our community and key stakeholders with opportunities to contribute to the revision of the plan to help us understand whether the key outcome areas from the current CSP are still relevant. Your input will help us ensure that our vision and priorities continue to reflect our community and guide our next Four-Year Delivery Program and One-Year Operational Plan.

For more information and to have your say on the future of the City of Ryde, please visit www.ryde.nsw.gov.au/HaveYourSay/CSP2035

ITEM 4 (continued)

ATTACHMENT 3



HAVE YOUR SAY WEBPAGE

Ryde to 2035
Closing on 10 February 2024

City of Ryde
Lifestyle and opportunity
@ your doorstep

Community Strategic Plan

Have Your Say on the future of the City of Ryde

City of Ryde's Community Strategic Plan (CSP) outlines our vision, aspirations, and priorities for the City for the next 10 years and provides a high-level roadmap for how we will get there, together.

This long-term strategy responds to how our community will grow and change, ensuring the City of Ryde remains a vibrant place to live, work, and play.

We are continuing to build on the existing **Ryde 2035 Community Strategic Plan** as we look to the future direction of the City of Ryde through to 2035.

We invite your contribution in refreshing the Plan to ensure that the key outcome areas from the current CSP reflect the focus for the City of Ryde. Your input will help ensure that our vision and priorities continue to reflect our community and guide our next Four-Year Delivery Program and One-Year Operational Plan.

For details on how you can have your say on the future of our community, please see below:

Frequently Asked Questions +

Timeline +

View the Terms and Conditions +

Related Information +

HAVE YOUR SAY

You can Have Your Say on the Community Strategic Plan in a number of ways, including via the online survey, email, post or at our pop-up sessions.

Online Survey

To Have Your Say on the future of our community, complete the online survey via the link below. This survey is being conducted by Micromex Research on behalf of City of Ryde.

Complete the Online Survey >

If you are unable to complete this survey online, please contact Customer Service on 9952 8222.

Prize Draw

Provide your feedback by completing the online survey and you can go in the draw to win one (1) of three (3) \$50 Anystore gift cards. Please see our full [terms and conditions](#) for more information.

The online survey will be open for submissions until 11.59pm Sunday 10 November 2024.

Written Submissions

Written Submissions must be clearly marked as 'Ryde to 2035' and can be sent to:

Online: via the [submission form](#)
Email: cityofryde@ryde.nsw.gov.au
Post: City of Ryde, Locked Bag 2069, North Ryde NSW 1670.

Pop-up Sessions

You're invited to join us at the Granny Smith Festival 2024, where we will be welcoming community feedback on the future of the City of Ryde.

Granny Smith Festival
Where: Council Stall near the Trelawney Street Stage
When: Saturday 19 October 2024
Time: 9am - 3.30pm

Throughout the Have Your Say period, we will also be out and about having discussions with our community on their future vision for the City of Ryde. If you see us around, please come say hello and share your feedback.

Privacy Notification

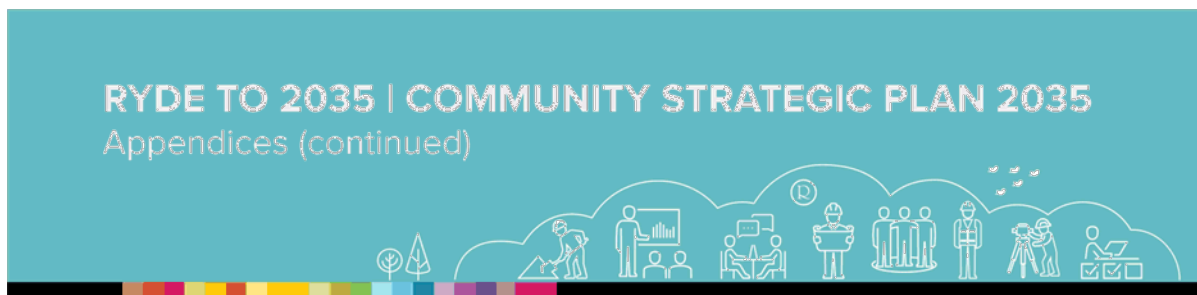
Personal information collected through this survey is held and used by Council under the provisions of the Privacy and Personal Information Protection Act 1998. The supply of information is voluntary, however if you cannot provide, or do not wish to provide the information sought, Council may be unable to process your application or request, or consider your submission. Please note that the exchange of information between the public and Council may be accessed by others and could be made publicly available under the Government Information (Access) Act 2009 (GIPA Act). If you have any further information please contact Customer Service on 9952 8222.

Contact Us +

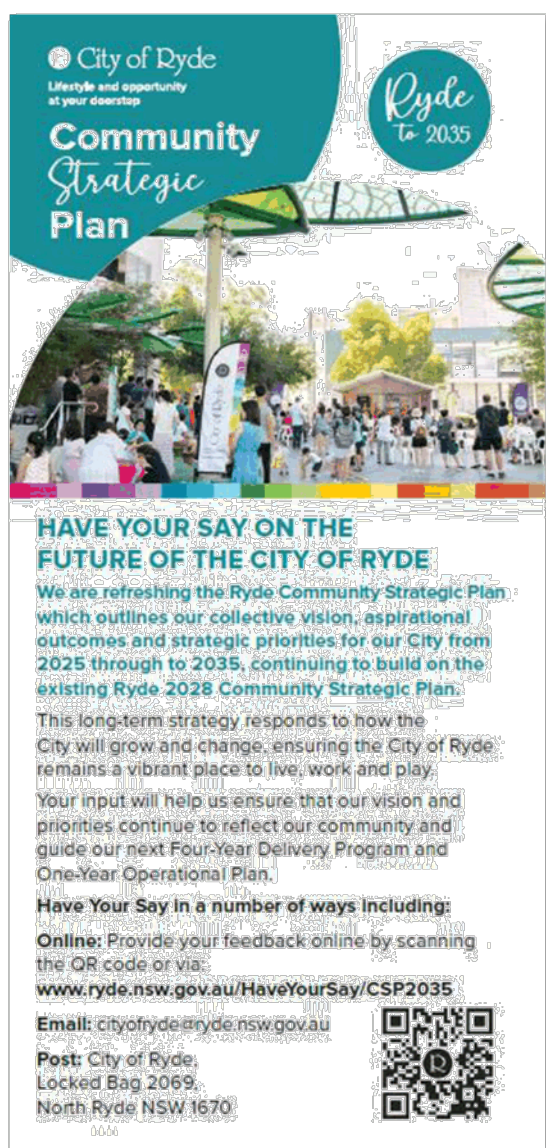
Translation Assistance +

ITEM 4 (continued)

ATTACHMENT 3



FLYER

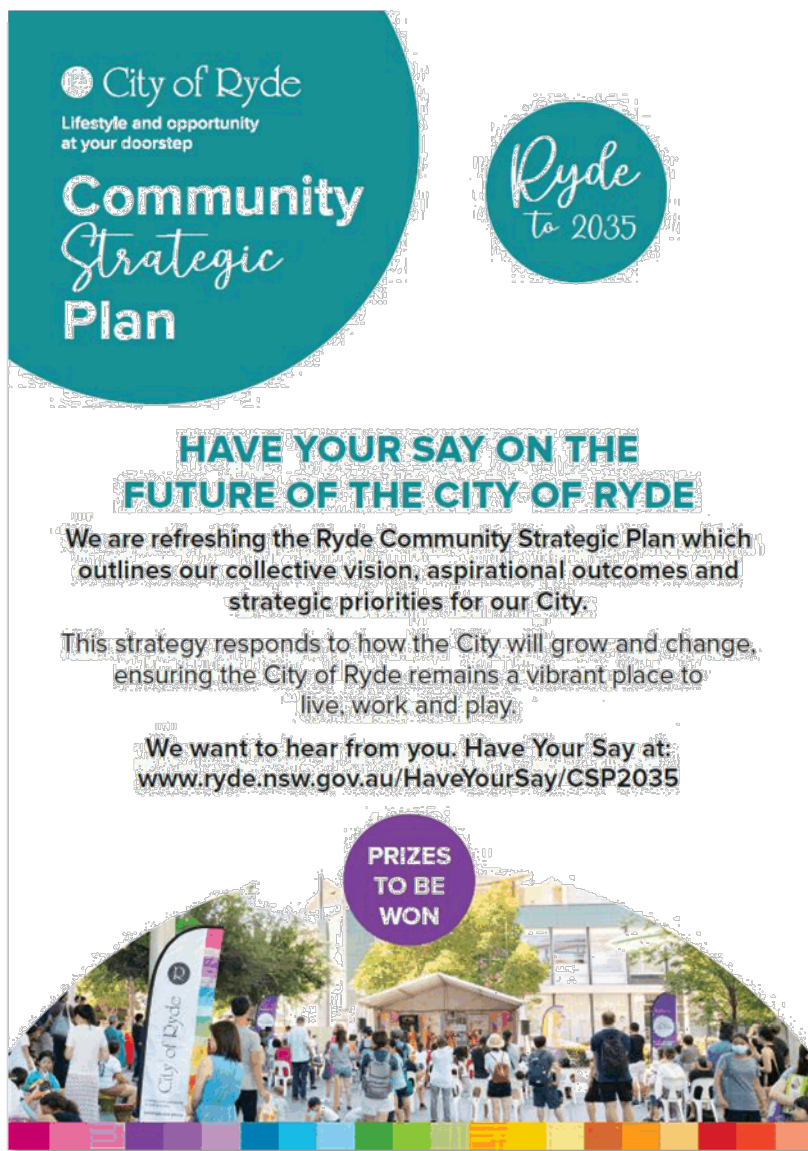


ITEM 4 (continued)

ATTACHMENT 3



POSTER



ITEM 4 (continued)

ATTACHMENT 3



YOUR CITY NEWS E-NEWSLETTER

On Consultation



Community Strategic Plan: Ryde To 2035

We are refreshing the Ryde Community Strategic Plan which outlines our collective vision, aspirational outcomes and strategic priorities for our City from 2025 through to 2035, continuing to build on the existing Ryde 2028 Community Strategic Plan.

We now invite our community to contribute to the refresh of the plan to ensure that the key outcome areas from the current CSP reflect the focus for our city. Your input will help us ensure that our vision and priorities continue to reflect our community and guide our next Four-Year Delivery Program and One-Year Operational Plan.

Complete the Ryde to 2035 online survey by 11.59pm, Sunday 10 November 2024 and you can go in the draw to win one of three \$50 Anystore gift cards. Terms and conditions apply.



ITEM 4 (continued)

ATTACHMENT 3



YOUR CITY NEWS E-NEWSLETTER (continued)

Have Your Say

Your views and suggestions are important in shaping the City of Ryde's future. We invite you to have your say on initiatives, plans and proposals that are open for community feedback, including:

RYDE TO 2035 (CLOSES 2 FEB)

24/7 LIBRARY - AFTERHOURS ACCESS (CLOSES 9 FEB)

WASTE, RECYCLING & THE CIRCULAR ECONOMY (CLOSES 23 FEB)

FLOODPLAIN RISK MANAGEMENT STUDY AND PLAN 2025 (CLOSES 12 MAR)

URBAN HEAT SURVEY (CLOSES 16 MAR)

DEVELOPMENT APPLICATIONS ON EXHIBITION

ITEM 4 (continued)

ATTACHMENT 3



BUSINESS NEWS E-NEWSLETTER

Have Your Say On The Future Of The City Of Ryde

City of Ryde's Community Strategic Plan (CSP) outlines our vision, aspirations, and priorities for the City for the next 10 years and provides a high-level roadmap for how we will get there, together.

This long-term strategy responds to the latest forecasts on how the City will grow and change, ensuring the City of Ryde remains a vibrant place to live, work, and play.

We are providing our community, including businesses and key stakeholders with opportunities to contribute to the revision of the plan. Your input will help us ensure that our vision and priorities continue to reflect our community.

[HAVE YOUR SAY](#)

ITEM 4 (continued)

ATTACHMENT 3



THE WEEKLY TIMES (TWT) - HAVE YOUR SAY LISTING

HAVE YOUR SAY

Your views and suggestions are important in shaping the City of Ryde's future. We invite you to have your say on initiatives, plans and proposals that are open for community feedback, including:

- Ryde to 2035: Community Strategic Plan (Closes 2 February 2025)
- 24/7 Library – Afterhours Access (Closes 9 February 2025)
- Waste, Recycling and the Circular Economy (Closes 23 February 2025)
- Eastwood Town Centre – High Pedestrian Activity Area (Closes 26 Feb 2025)
- City of Ryde Libraries – Collections Survey 2025 (Closes 28 February 2025)
- Constitution Road Infrastructure Upgrade (Closes 5 March 2025)
- Draft Floodplain Risk Management Study and Plan 2025 (Closes 12 March 2025)
- Urban Heat Survey 2024 – 2025 (Closes 16 March 2025)

Want to find out more?

Please visit www.ryde.nsw.gov.au/HaveYourSay or call Customer Service on 9952 8222 to learn more about the above project(s) and for information on how to have your say.

ITEM 4 (continued)

ATTACHMENT 3



GRANNY SMITH FESTIVAL 2024



ITEM 4 (continued)

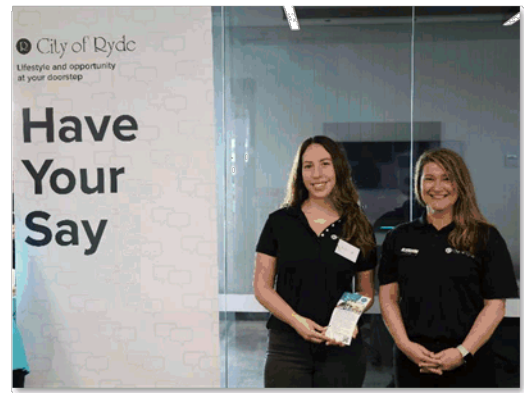
ATTACHMENT 3



POP-UP SESSIONS



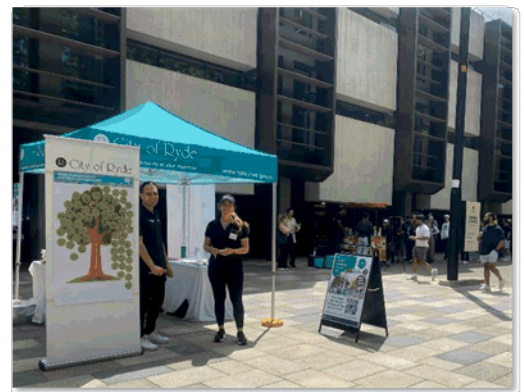
Ryde Small Business Month Pop-up
Thursday 24 October 2024



Ryde Small Business Month Pop-up
Thursday 24 October 2024



Macquarie University Pop-up
Tuesday 29 October 2024



Macquarie University Pop-up
Tuesday 29 October 2024

ITEM 4 (continued)

ATTACHMENT 3



POP-UP SESSIONS (continued)



West Ryde Station Pop-up
Monday 4 November 2024



Ryde Wharf Market Pop-up
Sunday 10 November 2024



Ryde Wharf Market Pop-up
Sunday 10 November 2024

ITEM 4 (continued)

ATTACHMENT 3



SOCIAL MEDIA

Facebook Post #1



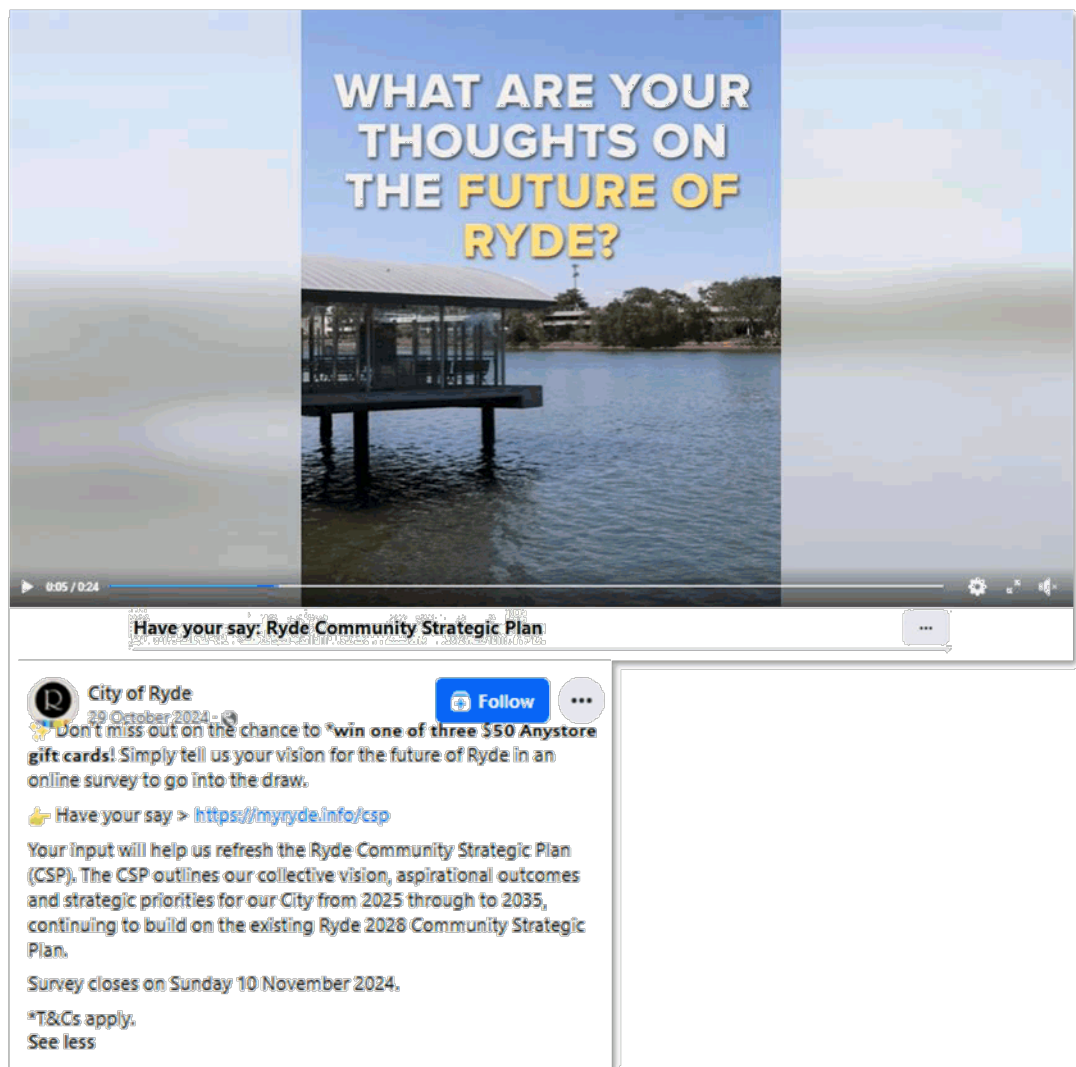
ITEM 4 (continued)

ATTACHMENT 3



SOCIAL MEDIA (continued)

Facebook Post #2



ITEM 4 (continued)

ATTACHMENT 3



SOCIAL MEDIA (continued)

Instagram Post #1



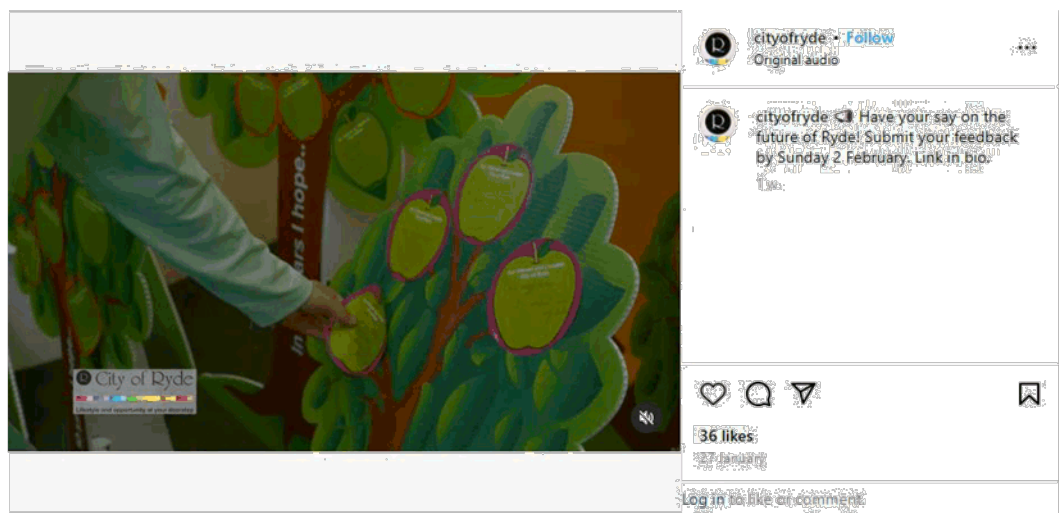
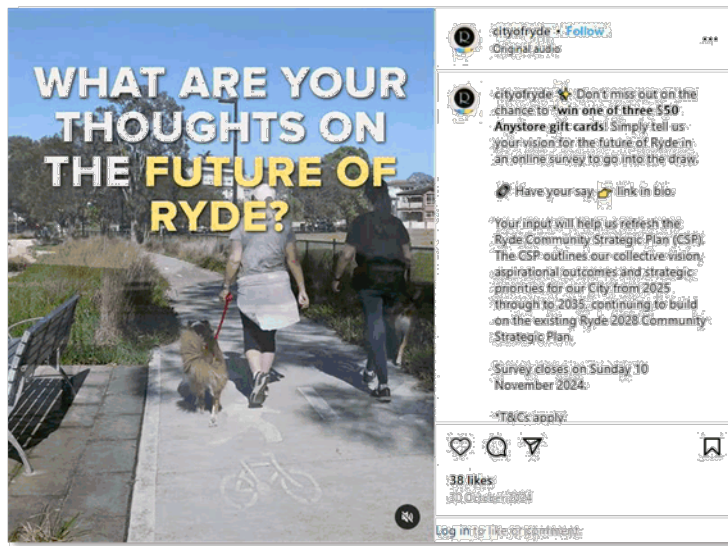
ITEM 4 (continued)

ATTACHMENT 3



SOCIAL MEDIA (continued)

Instagram Post #2 & #3



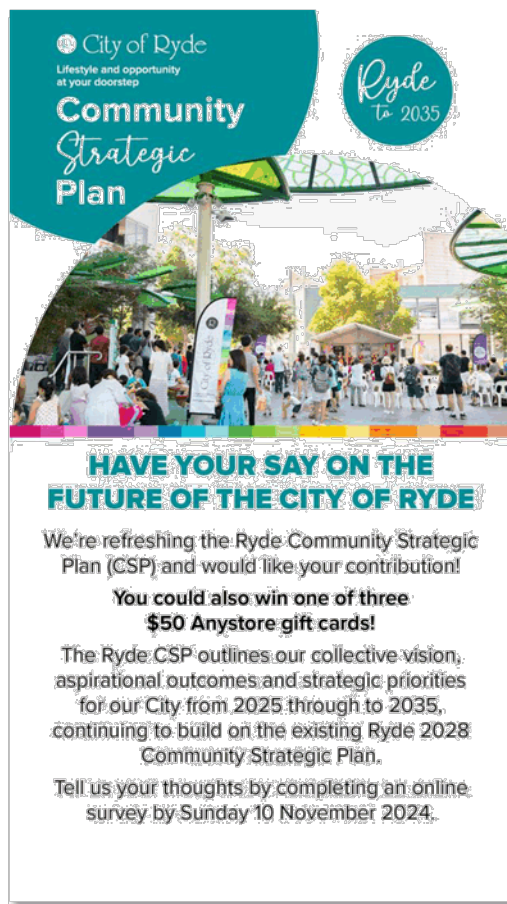
ITEM 4 (continued)

ATTACHMENT 3



SOCIAL MEDIA (continued)

Meta Stories #1 & #2



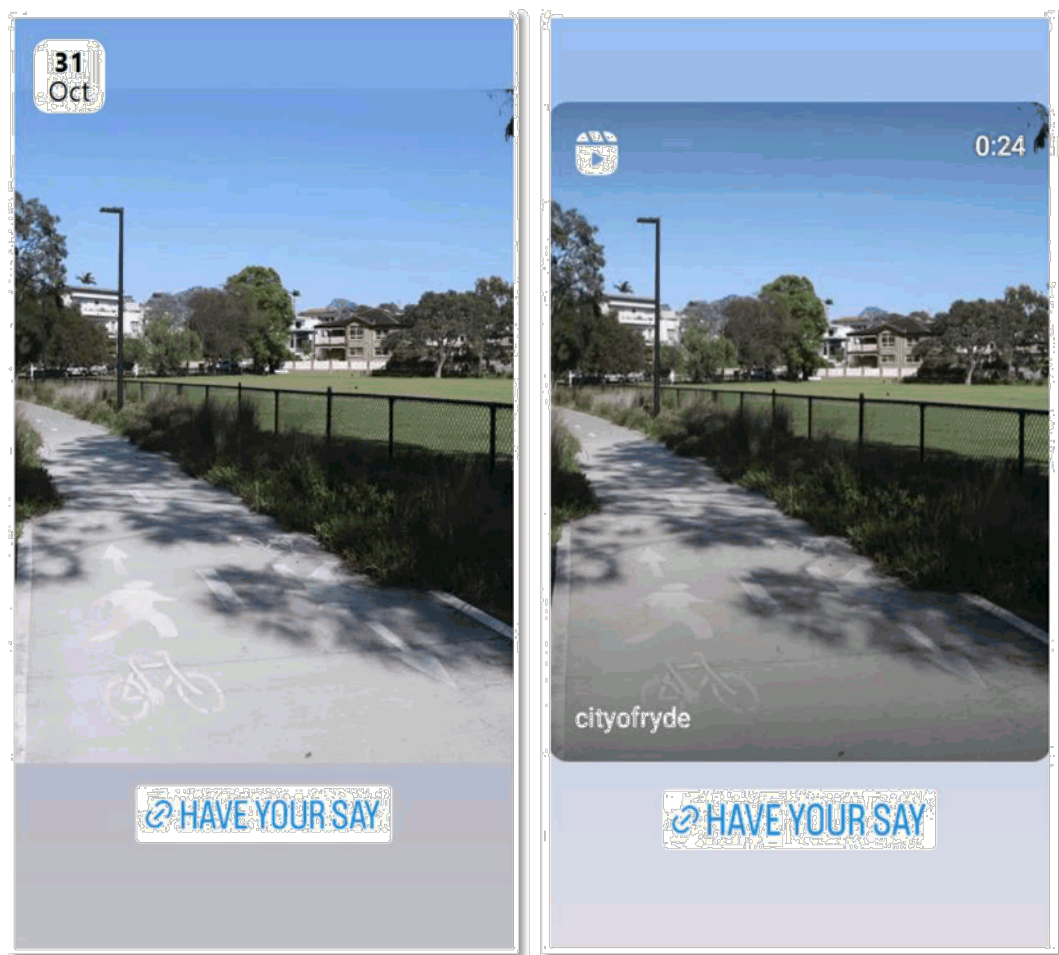
ITEM 4 (continued)

ATTACHMENT 3



SOCIAL MEDIA (continued)

Meta Stories #3 & #4



ITEM 4 (continued)

ATTACHMENT 3



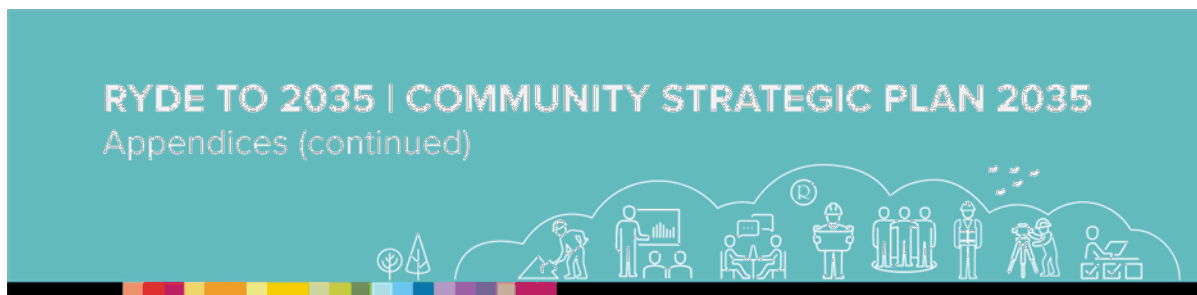
SOCIAL MEDIA (continued)

Meta Stories #5 & #6



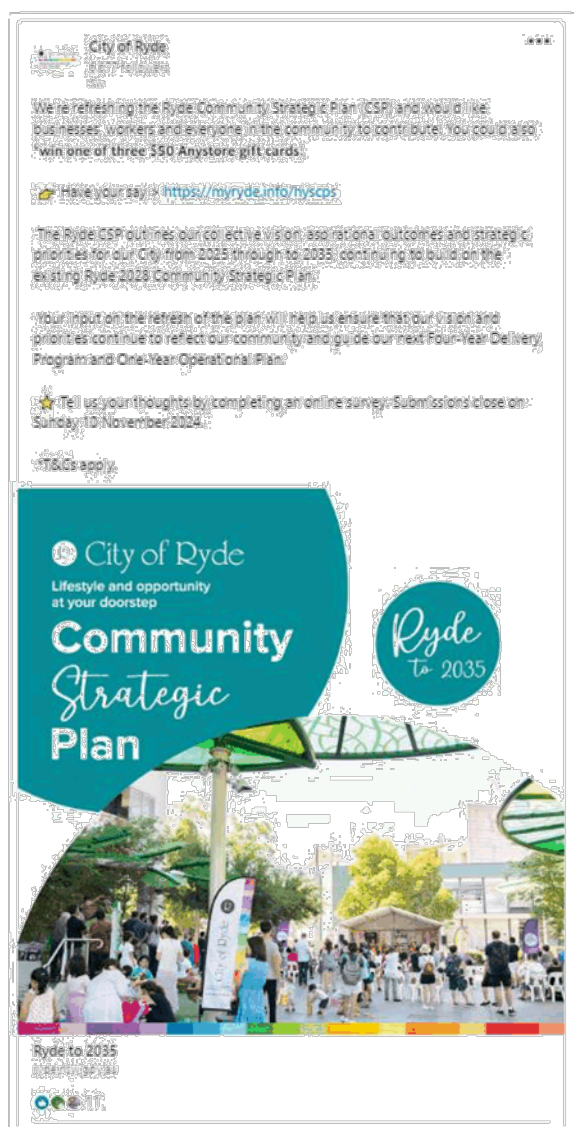
ITEM 4 (continued)

ATTACHMENT 3



SOCIAL MEDIA (continued)

LinkedIn Post




ITEM 4 (continued)

ATTACHMENT 3



CITIZENSHIP CEREMONY FLYER

 **City of Ryde**
Have Your Say

HAVE YOUR SAY

Have Your Say on the future of our community!
Your feedback is important in shaping the future of the City of Ryde.

We invite our community to share their views and suggestions on a variety of plans, projects, and proposals that may affect your daily life. Community feedback plays an important role in decisions made by Council. So, if you live, work, or play in the City of Ryde, we want to hear from you!

Please visit our Have Your Say page at www.ryde.nsw.gov.au/HaveYourSay or scan the QR code below to see which topics are open for feedback. Be sure to check the Have Your Say page often to view any new consultations.

We are currently inviting your feedback on the following:

- **Ryde to 2035: Community Strategic Plan** (Closing 2 February 2025)
o Visit www.ryde.nsw.gov.au/HaveYourSay/CSP2035 for more details.
- **Waste, Recycling and the Circular Economy** (Closing 23 February 2025)
o Complete the 'Waste, Recycling and the Circular Economy' online survey and you can go into the draw to win one of five \$100 Anywhere gift cards. Terms and conditions apply. Visit www.ryde.nsw.gov.au/HYS/CircularEconomy for more details.

Have Your Say on the future of our community

Scan to Have Your Say

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Keep up-to-date with what's happening in the City of Ryde!
Our monthly e-newsletter is a must-have in your inbox. Sign up and be among the first to gain access to the latest news, events, competitions, consultations, and what's on in the City of Ryde.

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For further information
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November 2024

 **City of Ryde**
Have Your Say

HAVE YOUR SAY

Have Your Say on the future of our community!
Your feedback is important in shaping the future of the City of Ryde.

We invite our community to share their views and suggestions on a variety of plans, proposals and initiatives that may affect your daily life. Community feedback plays an important role in decisions made by Council. So, if you live, work, or play in the City of Ryde, we want to hear from you!

Please visit our Have Your Say page at www.ryde.nsw.gov.au/HaveYourSay or scan the QR code below to see which projects are open for feedback. Be sure to check the Have Your Say page often to view any new consultations.

We are currently inviting your feedback on the following:

- **Ryde to 2035: Community Strategic Plan** (Closes 2 February 2025)
- **24/7 Library - Afterhours Access** (Closes 9 February 2025)
- **Waste, Recycling and the Circular Economy** (Closes 23 February 2025)
- **Draft Floodplain Risk Management Study and Plan 2025** (Closes 12 March 2025)
- **Urban Heat Survey 2024-2025** (Closes 16 March 2025)

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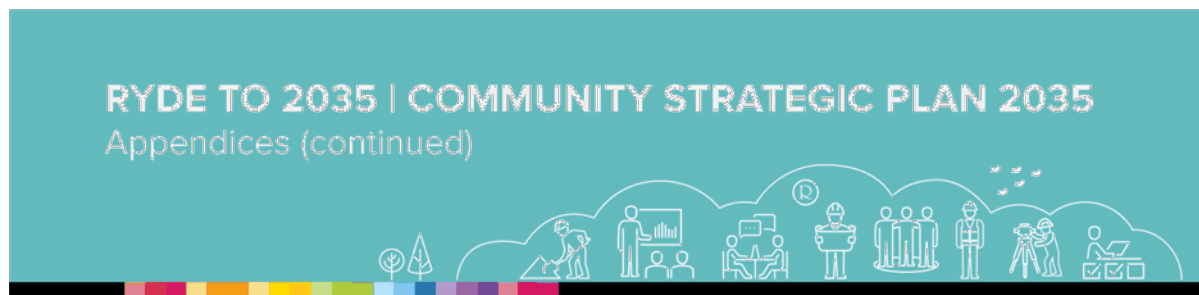
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January 2025

ITEM 4 (continued)


ATTACHMENT 3

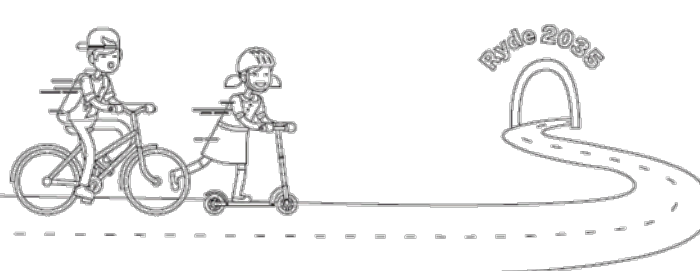



SCHOOL ENGAGEMENT DRAWING ACTIVITY

**HAVE
YOUR
SAY**

**How old will you be in 10 years?
Draw what you hope the City of Ryde
will look like in the future.**





 **City of Ryde**
Lifestyle and opportunity at your doorstep

First name: _____

Age: _____

School: _____

Tell us about your drawing:
