

Lifestyle and opportunity at your doorstep

### Community Fralegic Plan

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Pyde to 2035

Acknowledgement of Country

### **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.

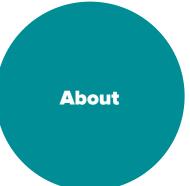
#### **Artist Biography**

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.



### **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.



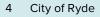
### A Message from Our Mayor



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.

renton Brown

**Trenton Brown** City of Ryde Mayor



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

### **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.

### 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).

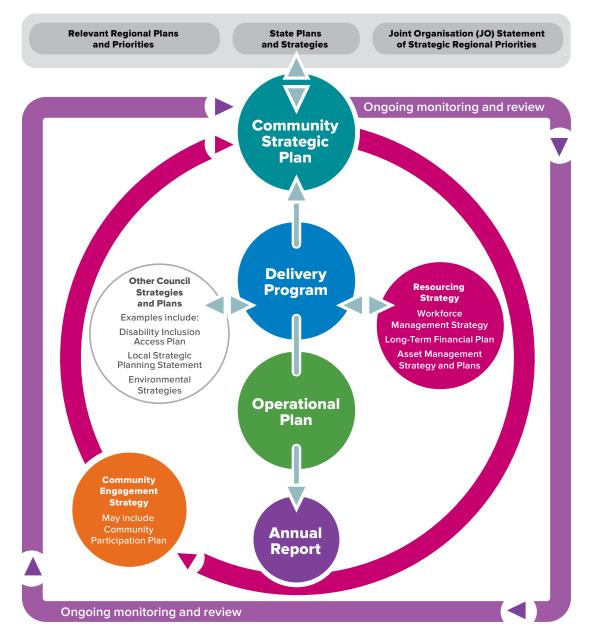


Figure A. Integrated Planning and Reporting (IP&R) Framework

Community Strategic Plan

### The Plans and Strategies that Guide Us

#### **Strategies, Programs, Plans and Reports**

#### Community Strategic Plan (CSP)

- 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

Duration: 10+ years

Review: In line with election cycle, generally every four years

#### Community Engagement Strategy (CES)

- 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

Duration: Updated as required

Review: Within three months of the local government elections

#### Resourcing Strategy (RS)

- Demonstrates how work identified in the Delivery Program and Operational Plan will be resourced, as identified through:
  - Long-Term
     Financial Planning
  - Workforce
     Management Planning
  - Asset Management
     Planning

**Duration:** 4-10 years, in line with **Delivery Program and Operational Plan 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** 

Delivery Program (DP)	Operational Plan (OP)	Annual Report (AR)	State of our City Report
<ul> <li>Describes the elected Council's commitment to deliver against the CSP over its four year term</li> <li>Describes what can be delivered using available resources</li> <li>Aligns with strategic directions and outcomes of the CSP</li> </ul>	<ul> <li>Identifies annual projects and activities to deliver DP outcomes</li> <li>Includes Council's annual budget and Statement of Revenue Policy</li> </ul>	<ul> <li>Report to the community on the work undertaken by Council to deliver on the commitments of the DP through that year's OP</li> <li>Contains a copy of the audited financial statements</li> </ul>	<ul> <li>Prepared by each outgoing Council for the incoming Council</li> <li>Reports to the community on the implementation of the CSP</li> </ul>
Duration: Four years	Duration: 12 months	Duration: 12 months	Duration: Four-yearly
<b>Review:</b> Annual review with six-monthly reporting	<b>Review:</b> One plan each year for the four years of the council term, in line with DP	<b>Review:</b> 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 <a href="http://www.olg.nsw.gov.au">www.olg.nsw.gov.au</a>





## The Journey to Ryde 2035



The Journey to Ryde 2035

### 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.

### 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



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

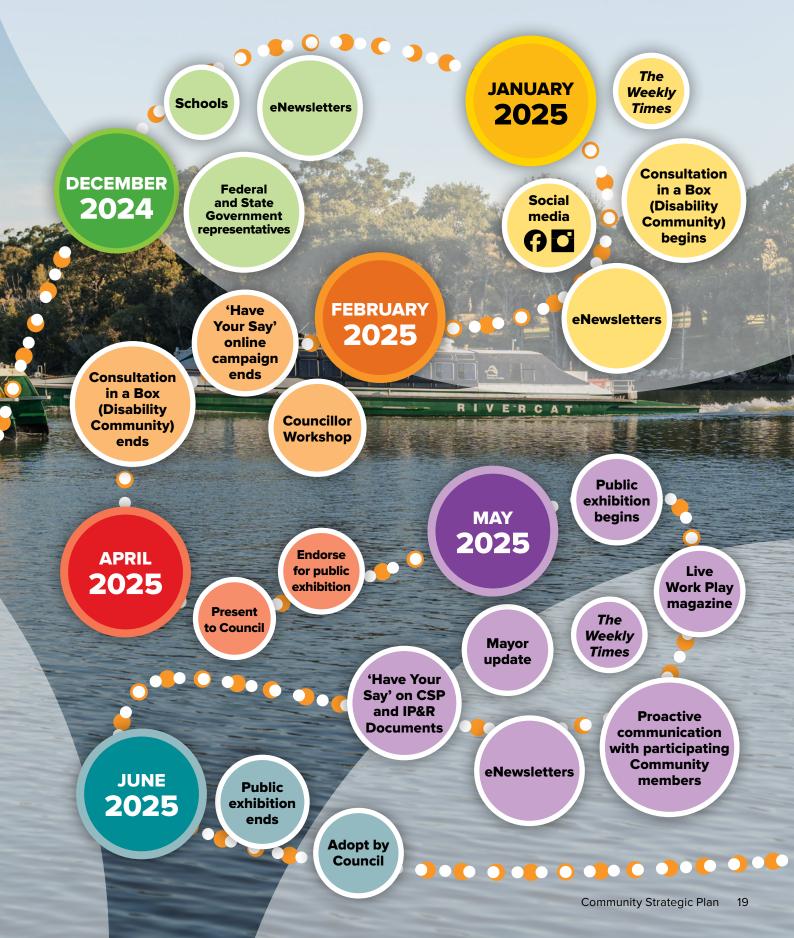
support the growing

population

Maintaining parks and public open spaces amid population increase is vital



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.



The Journey to Ryde 2035

# 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, LGBTIQA+ 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.

### Alignment with Federal and State Priorities

To ensure that government policies at Federal and State levels translate into tangible, communitybased 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 (NSROCs) 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.







# The City of Ryde

The City of Ryd<u>e</u>

Our Story

### The History of the City of Ryde

The traditional owners of the area were the Wattamattagal clan of the Darug nation. They lived for generations as fisher-hunter-gatherers in a rich environment of river flats, mangrove swamps and creeks. Evidence of their presence is found in rock carvings and middens along the river.

#### January 1792

The first land grants for European settlers were made in the modern-day area of Melrose Park.

#### 1804

The Field of Mars Common, a large area of public land across the northern part of what is now the LGA, was set aside for local inhabitants.

#### 1841

A new name, Ryde, was emerging for the district, derived from the seaside town of Ryde on the Isle of Wight.

#### 1868

Maria Ann 'Granny' Smith showed locals an apple seedling on her farm. This is the earliest reference to what would later become the Granny Smith Apple.

#### Early 1800s

The area is known by various names including Eastern Farms and Kissing Point.

#### 1935

Ryde Bridge opened on 7 December 1935.

#### 1949

The Municipality of Eastwood merged with Ryde as part of Sydneywide municipal amalgamations. At the triennial election held in December, Beatrice Beryl Sutton became the first woman elected to Ryde Council.

1953

#### 1894

The residents of the north-west third seceded, creating the Municipality of Marsfield, which was later re-named the Municipality of Eastwood.

#### 1980

Serving on Council from 1974-2008, in 1980 Edna May Wilde was the first woman elected Mayor of Ryde Council.

#### 1963

Π

A decision was made to build a university at North Ryde. Subsequent rezoning of surrounding land resulted in the development of the industrial area now known as Macquarie Park.

#### 1886

The main northern railway line opened. Associated land subdivisions eventually created Meadowbank, West Ryde and Eastwood.

#### 1992

Marking the bicentenary of the first land grants, Ryde gained City status.

#### 2025

The Council of the City of Ryde continues to provide services to residents as it has done since incorporation. Our City continues to be attractive to a highly diverse population – from families who have lived in the area for generations to recently arrived immigrants – drawn by the lifestyle, education and employment opportunities. We are a City that has adapted to changing times and proven our resilience.

#### 1880s

The Common was subdivided into acreages for use as poultry farms, market gardens and orchards.

#### 1870

The municipal district of Ryde was officially proclaimed, with the first elections taking place in 1871.

#### The City of Ryde

### **Our Guiding Principles**



#### **Our Vision**

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



#### **Our Mission**

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



#### **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 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.







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



# The City of Ryde in Profile

City of Ryde in Profile

### **About the City of Ryde**

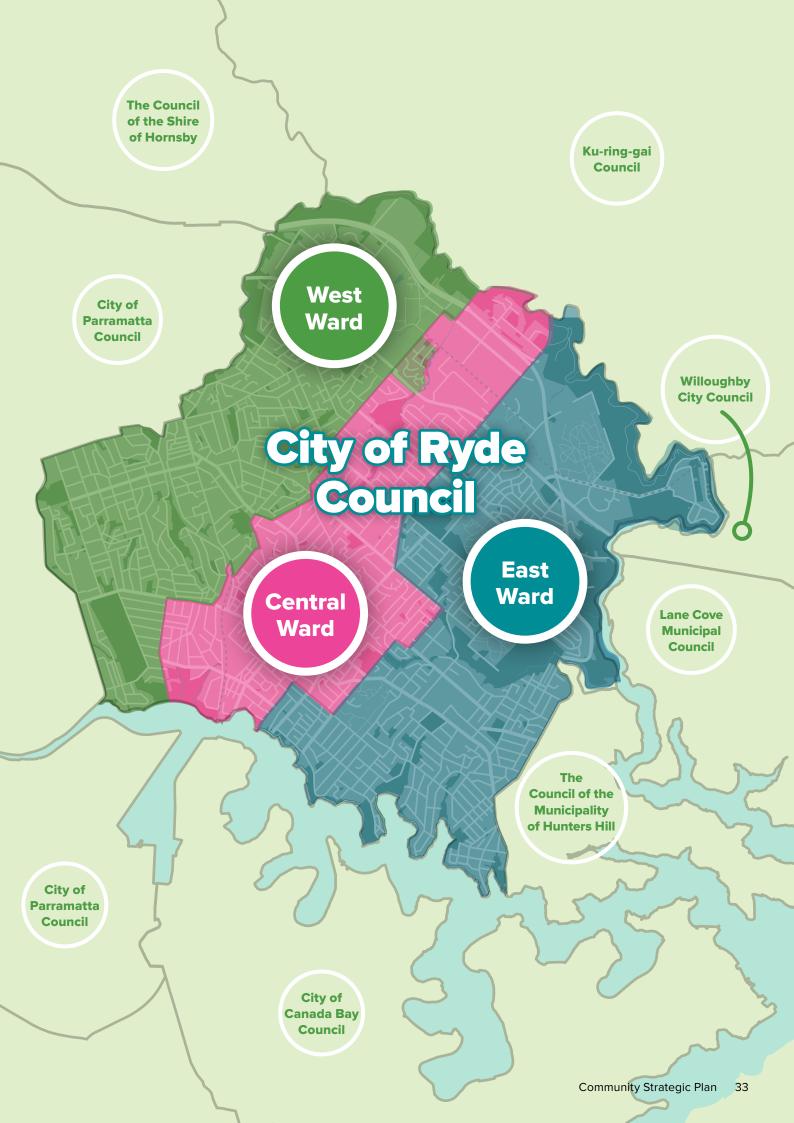
### Our Local Government Area (LGA), Neighbours and Wards

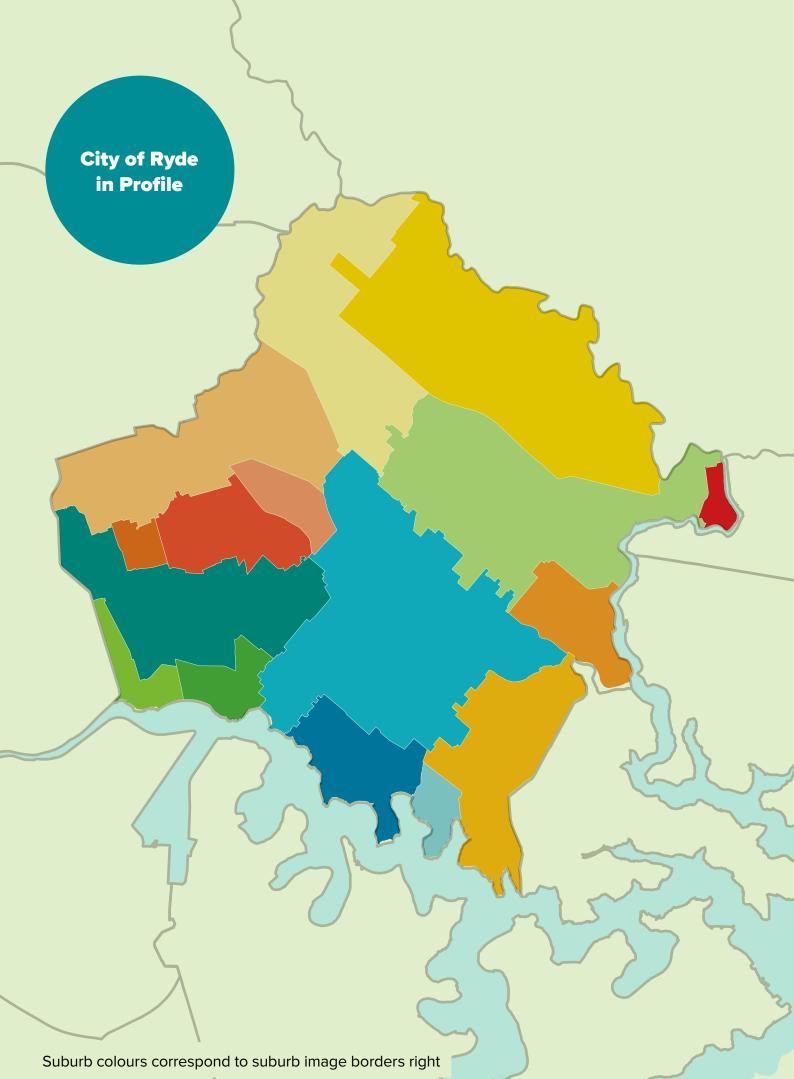
The City of Ryde is located in Sydney's north-western suburbs, 12 kilometres from the Sydney CBD.

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.





### **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

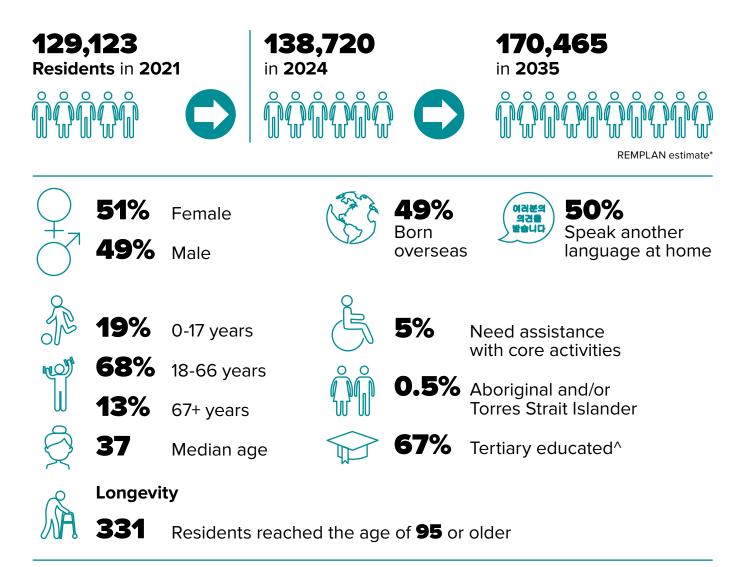


**Tennyson Point** 

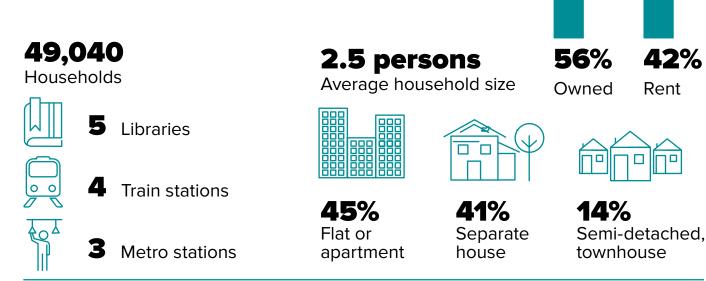


West Ryde

### Who We Are



### **How We Live**



**Source:** ABS Census 2021 unless otherwise stated \*REMPLAN forecast extracted Nov 2024 ^Based on residents 15 years and over

# **How We Work**



**71,000** People working in the area

who live outside of the City

### Top industry sectors for total wages, salaries and employment:





Wholesale trade \$1.473 billion,

12,021 jobs

Professional, scientific and technical services

## \$1.434 billion, 11,500 jobs



Health care and social assistance

\$1.188 billion, 13,783 jobs

### A Powerhouse Economy



## **\$19.196** billion

Gross Regional Product (GRP)



City of Ryde LGA's Gross Regulation Product (GRP) is estimated to be

## **\$18.06 billion** (2023)



Macquarie Park Innovation District (MPID) is a nationally significant economic hub contributing

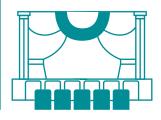
**\$13.6 billion** to the NSW Economy.

## 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



820 Businesses 11,000+ Jobs \$1.6 billion Revenue

### A Prosperous Area



## 38.29%

of households earned an income of more than **\$3,000** per week in 2021



65,563 Employed residents



**73.41%** of resident workers have a tertiary qualification

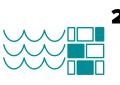
# **How We Play**



## 827,000m<sup>2</sup> 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



662,500 RALC visits

**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



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

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



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

# What Our Community Told Us

Our Community Told Us

# 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 welldesigned 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. 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 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.

# 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.





# 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.



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.

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.



### 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.

Our Community Told Us

# 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 coworking 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.

### 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.





# How to Read this Document

How

# How to Read this Document



## **Strategic Outcome 1:** Our Vibrant and Liveable City

### What is Important to Our Community?

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X City of Ryde

### 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.

### 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 efficent 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 communuty 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**

How will we get there?		How will we know when we l	nave arrived? 🗨
Description	Council's role	Key sources and indicators	Progress to target
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## 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.

Community Strategic Plan X



# Our Strategic Outcomes

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 naturebased 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.

### 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



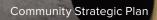
An organisation that works closely with the community, understand its needs and aspirations and undertakes strong advocacy on the issues that matter to our residents. Vision, stewardship and careful management of public resources ensures they meet the needs of residents both now and into the future.



# **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.



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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.

## **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><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Responsiveness to Customer Requests</li> </ul>	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><li> Deliver</li><li> Partner</li><li> Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> </ul>	Maintain or improve outcomes/results
Taking a collaborative, long-term approach to building thriving communities to improve social, economic and physical wellbeing	<ul><li> Deliver</li><li> Partner</li><li> Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> </ul>	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	Advocate	<ul> <li>Community Engagement via 'Have Your Say'</li> </ul>	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><li>Deliver</li><li>Partner</li></ul>	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><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> </ul>	Maintain or improve outcomes/results
Ensuring the City of Ryde applies best practice planning and sustainable urban development	<ul><li>Deliver</li><li>Partner</li></ul>	<ul> <li>Alignment to State and Local Government Policies and Strategies</li> </ul>	Maintain or improve outcomes/results





# **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.



# **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.

## **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><li> Deliver</li><li> Partner</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> </ul>	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><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	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><li>Deliver</li><li>Partner</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Responsiveness to Customer Requests</li> </ul>	Maintain or improve outcomes/results	
Ensuring open spaces are designed to encourage physical activity, interaction and connection with nature	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results	
Strengthening community life, connectedness and wellbeing	<ul><li> Deliver</li><li> Partner</li><li> Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	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><li>Deliver</li><li>Partner</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> </ul>	Maintain or improve outcomes/results	
Engaging with our community on long-term plans and providing opportunities for community input in decision-making processes	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results	

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><li>Deliver</li><li>Partner</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Responsiveness to Customer Requests</li> </ul>	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><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results





# **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.





# **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.

## **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><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	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><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results
Using planning controls to encourage developments that use less water and energy and maximise recycling	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> </ul>	Maintain or improve outcomes/results
Innovating our waste and recycling services to support the circular economy	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Adopted Council Strategies and Plans</li> <li>Responsiveness to Customer Requests</li> </ul>	Maintain or improve outcomes/results
Engaging with our community on long-term plans and providing opportunities for community input in decision-making processes	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> </ul>	Maintain or improve outcomes/results
Reducing our impact on our natural systems and strengthening the health of our natural corridors	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	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><li> Deliver</li><li> Partner</li><li> Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> </ul>	Maintain or improve outcomes/results
Collaborating with volunteers, businesses and the community to care for and enhance our natural areas	<ul><li>Deliver</li><li>Partner</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> </ul>	Maintain or improve outcomes/results

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><li>Deliver</li><li>Partner</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Responsiveness to Customer Requests</li> </ul>	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><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Adopted Council Strategies and Plans</li> </ul>	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><li>Deliver</li><li>Partner</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> </ul>	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.



## **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 worldclass 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. 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	Key sources	Progress
	role	and indicators	to target
Enabling business opportunity and investment	<ul><li> Deliver</li><li> Partner</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> </ul>	Maintain or improve
	<ul> <li>Advocate</li> </ul>	<ul> <li>Australian Bureau of Statistics</li> </ul>	outcomes/results
		<ul> <li>Adopted Council Strategies and Plans</li> </ul>	
Enabling business benefit from a prosperous local economy	<ul><li>Deliver</li><li>Partner</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> </ul>	Maintain or improve
	<ul> <li>Advocate</li> </ul>	<ul> <li>Australian Bureau of Statistics</li> </ul>	outcomes/results
		<ul> <li>Adopted Council Strategies and Plans</li> </ul>	
Using urban design controls and continued	Deliver	Adopted Council Strategies	Maintain
collaboration to manage Ryde's growth and attract a diversity of business opportunities and jobs	<ul><li>Partner</li><li>Advocate</li></ul>	and Plans	or improve outcomes/results
Strengthening town and neighbourhood centres, building the night-time economy, and promoting	Deliver	<ul> <li>Community Engagement via 'Have Your Say'</li> </ul>	Maintain or improve
and supporting small businesses	<ul><li>Partner</li><li>Advocate</li></ul>	Community	outcomes/results
		Satisfaction Surveys <ul> <li>Australian Bureau</li> </ul>	
		of Statistics	
		<ul> <li>Adopted Council Strategies and Plans</li> </ul>	
Strengthening business networks	Deliver	Community Engagement	Maintain
	<ul><li>Partner</li><li>Advocate</li></ul>	<ul><li>via 'Have Your Say'</li><li>Adopted Council Strategies and Plans</li></ul>	or improve outcomes/results
Strengthening business partnerships to shape	Deliver	Community Engagement	Maintain
business growth, investment and development.	• Partner	via 'Have Your Say'	or improve outcomes/results
	<ul> <li>Advocate</li> </ul>	Adopted Council Strategies     and Plans	outcomes/results

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><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Adopted Council Strategies and Plans</li> </ul>	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><li> Deliver</li><li> Partner</li><li> Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results
Supporting the growth of innovation in our commercial centres	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results
Advocacy to retain Macquarie Park as a major commercial centre and innovation district	<ul><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Adopted Council Strategies and Plans</li> </ul>	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><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results





# 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.





# **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.

## **Key Objectives and Priorities**

How will we get there?		How will we know when we have arrived?		
Description	Council's	Key sources	Progress	
Improving transport connectivity to and within our City	<ul><li>role</li><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>and indicators</li> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> <li>Responsiveness to Customer Requests</li> </ul>	to target Maintain or improve outcomes/results	
Continuing to invest in the expansion and maintenance of pedestrian, cyclist and public transport infrastructure across our City	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results	
Continuing to champion improved transport links between key destinations both to and within our City	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results	
Advocating for sustainable transport options as an alternative to private car travel	Advocate	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Adopted Council Strategies and Plans</li> </ul>	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><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Adopted Council Strategies and Plans</li> </ul>	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><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results	
Making our City's local road network safer for all road users	<ul><li>Deliver</li><li>Partner</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Responsiveness to Customer Requests</li> </ul>	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><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results	

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><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> </ul>	Maintain or improve outcomes/results
Embracing innovation in transport systems and management to enhance user travel experience across our City	<ul><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> </ul>	Maintain or improve outcomes/results
		<ul> <li>Alignment to State and Local Government Policies and Strategies</li> </ul>	
Reviewing and implementing solutions that aid travel for various road users	<ul><li>Deliver</li><li>Partner</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> </ul>	Maintain or improve outcomes/results
	<ul> <li>Advocate</li> </ul>		outcomes/results







# 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.



# **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.

## **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><li>Deliver</li><li>Partner</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results
Working with stakeholders, partners and the community to support harmony, promote social inclusion and create a unifying identity	<ul><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results
Inviting external agencies to deliver programs and events that meet community needs and enhance belonging	<ul><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results
Providing services and facilities that support all members of the community	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Responsiveness to Customer Requests</li> </ul>	Maintain or improve outcomes/results
Creating a distinct local identity built on our City's character and rich cultural heritage	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results
Enhancing our events program to provide opportunities to celebrate diversity and heritage and promote inclusion	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results
Collaborating with community groups, businesses and other stakeholders to ensure our events and activities remain relevant	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results

How will we get there?		How will we know when we h	ave arrived?
Description	Council's	Key sources	Progress
	role	and indicators	to target
Providing accessible community facilities with easy access to diverse cultural spaces, places and opportunities	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results
Planning for and enhancing cultural and	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement</li></ul>	Maintain
community facilities to meet the needs		via 'Have Your Say' <li>Adopted Council Strategies</li>	or improve
of a growing community		and Plans	outcomes/results
Advocating for an inclusive approach that	<ul><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement</li></ul>	Maintain
engages and empowers our whole community		via 'Have Your Say' <li>Adopted Council Strategies</li>	or improve
and acts as a catalyst for wellbeing		and Plans	outcomes/results





## 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.





# **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.

## **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><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> </ul>	Maintain or improve outcomes/results	
		Responsiveness to     Customer Requests		
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><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> </ul>	Maintain or improve outcomes/results	
		<ul> <li>Adopted Council Strategies and Plans</li> </ul>		
		<ul> <li>Alignment to State and Local Government Policies and Strategies</li> </ul>		
Maintaining strong relationships with State government agencies, business and key stakeholders in planning and shaping the City's future	<ul><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Alignment to State and Local Government Policies and Strategies.</li> </ul>	Maintain or improve outcomes/results	
Actively engaging with our community on key issues	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> </ul>	Maintain or improve outcomes/results	
		<ul> <li>Adopted Council Strategies and Plans</li> <li>Responsiveness to Customer Requests</li> </ul>		
Focusing on how we collaborate and communicate with our community to ensure residents and ratepayers are well informed on all	<ul><li>Deliver</li><li>Partner</li></ul>	Community Engagement via 'Have Your Say'	Maintain or improve outcomes/results	
issues, including our progress		<ul> <li>Community Satisfaction Surveys</li> </ul>		
		<ul> <li>Adopted Council Strategies and Plans</li> </ul>		
		<ul> <li>Responsiveness to Customer Requests</li> </ul>		
Using technology to support community engagement and program delivery	<ul><li>Deliver</li><li>Partner</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> </ul>	Maintain or improve outcomes/results	
		Adopted Council Strategies     and Plans		
		<ul> <li>Responsiveness to Customer Requests</li> </ul>		

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	• Deliver	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Adopted Council Strategies and Plans</li> <li>Capture of and Responsiveness to Councillor Requests</li> </ul>	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><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Capture of and Responsiveness to Councillor Requests</li> </ul>	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><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> <li>Responsiveness to Customer Requests</li> </ul>	Maintain or improve outcomes/results
Continuing to generate operational surpluses to maintain our services, facilities and infrastructure at the required standard	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> <li>Responsiveness to Customer Requests</li> </ul>	Maintain or improve outcomes/results
Continually improving Council's performance in the delivery of our services, facilities and infrastructure to our community	<ul><li>Deliver</li><li>Partner</li><li>Advocate</li></ul>	<ul> <li>Community Engagement via 'Have Your Say'</li> <li>Community Satisfaction Surveys</li> <li>Adopted Council Strategies and Plans</li> <li>Responsiveness to Customer Requests</li> </ul>	Maintain or improve outcomes/results



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# Have Your Say





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# Roles and Responsibilities of the Three Levels of Government

Levels of Government

## 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.

### Levels of Government

## **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.



#### 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.

#### • 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.





# Translation Information Contact Us

# **Translation Information**

## English

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

## Arabic

**المساعدة اللغوية** للاستعانة بمترجم شفهى، اتصل بخدمة الترجمة التحريرية والشفهية (TIS) على الرقم 450 131.

## Armenian

**Լեզվական աջակցություն** Թարգմանչի անվճար ծառայության համար զանգահարեք Թարգմանության 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

नि:शुल्क 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.





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 <u>www.ryde.nsw.gov.au</u> 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 <u>www.ryde.nsw.gov.au/Library/Visit-Us</u>.

## **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.

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