



AITPM Excellence Awards 2022

Transport Planning – City of Ryde ITS 2041 nomination

 City of Ryde

**INTEGRATED TRANSPORT
STRATEGY**

2041

Foreword

Dear members of the AITPM judging panel,

Thank you for the opportunity to nominate the City of Ryde's Integrated Transport Strategy 2041 (ITS 2041) for a 2022 AITPM Excellence Award.

ITS 2041 establishes the vision, policy, directions and strategies required to achieve a sustainable, safe, accessible and convenient transport system for the City of Ryde.

ITS 2041 was developed in-house, through collaboration with industry, State Government agencies, local politicians, neighbouring Councils, bicycle advocates and the local community. The strategy focuses not only on what local government can do directly to deliver good outcomes, it also advocates for a better transport system in terms of transport infrastructure and transport services. It avoids the stigma of being a plan that will 'sit on the shelf', with a clear action plan outlined that was socialised with responsible parties.

The feedback that was received on the strategy from internal (Council) stakeholders, including the executive team, was very complementary. Similarly, feedback received from the local community and their elected representatives, as well as officers of neighbouring Councils, was overwhelmingly positive. I believe that ITS 2041 is a great example of a well-informed, ambitious and implementable long term transport plan that can help to guide other Councils throughout Australia as they develop or refresh their own transport plans.

Should you require any additional information, please contact me on 0417 418 239 or via email at michael.dixon@turnbullengineering.com.au. Please note that ITS 2041 is also provided as a separate attachment within this award submission.

Yours faithfully,



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ITS 2041 – Introduction

The City of Ryde's *Integrated Transport Strategy 2041* (ITS 2041) is an exciting new long term strategic transport plan. It supersedes Council's Integrated Transport Strategy 2016-2031, which was developed by Bitzios Consulting in 2015. The new plan was developed in-house through a collaboration across Council departments and with various other interested internal and external stakeholders. The project was led by Council's Transport department, and the project team consisted of:

| Project Team | |
|---|--|
|  <p>Michael Dixon Project Director</p> | <p>Michael was the Manager, Transport at the City of Ryde, and responsible for guiding the direction of the strategy and overseeing its development, stakeholder engagement and approvals.</p> <p>Michael chaired the Councillor Working Group, providing Councillors with proposed paths forward as the strategy progressed, and responding to their feedback.</p> <p>Michael is now employed as Associate Director – Transport Engineering and Planning (and Leader, Transport Planning) at Turnbull Engineering, a mid-tier engineering firm based in Sydney.</p> |
|  <p>David Anderson Project Manager</p> | <p>David is the Senior Coordinator, Transport Planning at the City of Ryde, and was responsible for coordinating all of the required inputs, writing many sections of the strategy, organising stakeholder meetings and liaising with various stakeholders (including the development of presentation materials), organising approvals and communications materials.</p> <p>David liaised with the Project Director regarding various aspects of ITS 2041, including content, stakeholder materials, consultation processes and approvals.</p> |
|  <p>Marita Perry Data Analyst</p> | <p>Marita was the Data Analyst at the City of Ryde, sitting in the Transport Planning section led by David Anderson. Marita collected various datasets, extracted the most relevant information, and presented it in the strategy. Marita was responsible for preparing a diverse range of maps for the strategy to tell the story.</p> <p>Marita was also instrumental in reviewing chapters of the strategy and putting forward recommendations for improvement. She helped to organise the presentation of the strategy as a whole, assisting the graphic designer to display the information in an attractive way with relevant photographs, many of which she captured herself.</p> |

ITS 2041 was finalised in April 2022 and published as a final document in May 2022. The document is available on the City of Ryde's website at: <https://www.ryde.nsw.gov.au/Council/Plans-and-Publications/Integrated-Transport-Strategy-2041>.

Excellence Attributes

Best practice strategy structure

ITS 2041 is a comprehensive long term transport plan that follows a logical structure. It begins with a Mayor's Message, which makes it clear that the strategy has executive buy-in as a whole-of-council document agreed to at the highest level. An Executive Summary follows, which summarises the strategy to enable the reader to quickly understand the 'story' being told and the outcomes to be achieved. This explains the strategy for those who are time poor, or not interested in reading the full document, or want to test their understanding of the strategic direction.

The strategy provides a context chapter to set the scene for future planning and explains why the existing ITS is being refreshed. The 'why' question is important because it advances the relevance of the new strategy to the local community. The context chapter also discusses technological change, which in an environment where change is occurring rapidly, is important to outline to the reader and thereby inform them as a precursor to the technological strategy section.

ITS 2041 then moves into 'Communication', a chapter important for explaining how previous community interactions have informed the strategy, both prior to the strategy being commenced, and during the community consultation period. There is reference to the consultation summary report (response to public exhibition of the draft strategy), which is available on Council's website. Alignment with other State and local government strategies is demonstrated in the following chapter, which is important to ensure consistency across the tiers of government, but also generate buy-in from State Government stakeholders.

It is important to know where we want to be prior to establishing strategies to get there, which is why the next chapter sets the vision for 2041 and the policies for managing the transport system. Mode split targets are also provided to keep Council working towards defined goals. Following this, a 'Challenges' chapter describes all those factors that are preventing Council from achieving the vision – demographic, travel patterns, COVID-19, road network congestion, parking, public and active transport provision, road safety, and political challenges.

The strategy defines a set of high level strategies for addressing the challenges, to enable Council to have a better chance of achieving the vision for 2041. The themes presented are similar to those for challenges (public and active transport, road safety, etc.). Land use integration and technology strategies are also presented, along with high level strategies for the City of Ryde's local centres to improve the 'place' outcomes for pedestrians and cyclists who frequent the centres.

ITS 2041 concludes with chapters that outline priority transport infrastructure and policy projects and suggested timelines to commence each one. Projects are described in some detail to improve clarity for the reader. Implementation is a key focus of the strategy, which is why potential funding sources are listed, along with a ‘Next steps’ chapter and associated attachment that outline what the next steps are for each individual project and which team is responsible.

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Strategic Merit Test

ITS 2041 is ambitious in presenting a range of actions for which investigations must commence for the improvement of the transport system. A strategic merit test is a way of testing projects to ensure they (at a high level) align well with the objectives of the strategy. A set of criteria was established to test projects against the directions of the State Government's *Future Transport 2056*. Where it was considered that projects did not support the development of a sustainable transport system, for example additional parking in centres already well served by public transport, these initiatives were removed from the strategy. The strategic merit test is provided as an attachment to the final ITS 2041.

| Item | Location | Project | Project type | Relative project size | Transport type | Customer focus | | Successful places | | A strong economy | | Safety and performance | Accessible services | Sustainability | Responsibility for delivery | Approach |
|---------------------|----------------|--|----------------|-----------------------|---------------------------|----------------------------------|--------------------------------|---|--------------------------------|--------------------------|---------------------------------|----------------------------|-----------------------------|---|-----------------------------|--------------|
| | | | | | | Improved public transport access | Building an integrated network | Additional walking & cycling facilities | Better centre access & amenity | Greater trip containment | Improved cross-regional freight | Efficient vehicle movement | Accessibility for all users | Contribution to Net Zero Emissions 2050 | | |
| SHORT TERM PROJECTS | | | | | | | | | | | | | | | | |
| 1 | Macquarie Park | Lane Cove Road / Talavera Road, Macquarie Park - Intersection improvements | Infrastructure | Medium | Road | ✓ | — | — | — | X | ✓ | ✓ | — | — | TINSW | Advocacy |
| 2 | City of Ryde | Parramatta to Epping Metro Rail | Infrastructure | Major | Public transport | ✓ | ✓ | — | ✓ | — | ✓ | ✓ | — | ✓ | TINSW | Advocacy |
| 3 | Macquarie Park | BPIP Stage 1A and 1B, Macquarie Park - Bus priority lanes with intersection upgrades | Infrastructure | Medium | Public transport | ✓ | ✓ | ✓ | ✓ | — | ✓ | ✓ | ✓ | ✓ | TINSW | Committed |
| 4 | North Ryde | Epping Road / Pittwater Road, North Ryde - Intersection upgrade | Infrastructure | Small | Road | — | — | — | — | — | ✓ | ✓ | — | — | TINSW / City of Ryde | Non-advocacy |
| 5 | West Ryde | Victoria Road - Widening for bus lanes & active transport overbridge, West Ryde | Infrastructure | Medium | Public / active transport | ✓ | ✓ | ✓ | ✓ | — | — | — | — | ✓ | TINSW | Advocacy |
| 6 | Macquarie Park | Macquarie Park to Mona Vale rapid bus connection | Infrastructure | Medium | Public transport | ✓ | — | — | — | X | — | — | — | ✓ | TINSW | Advocacy |
| 7 | Macquarie Park | Macquarie University Bus Interchange - Public and active transport plaza | Infrastructure | Medium | Public / active transport | ✓ | ✓ | ✓ | ✓ | ✓ | X | X | — | ✓ | TINSW / City of Ryde | Advocacy |
| 8 | Macquarie Park | Lane Cove Road / Waterloo Road, Macquarie Park - Grade separated active transport link | Infrastructure | Medium | Active transport | — | — | ✓ | ✓ | ✓ | — | — | ✓ | ✓ | TINSW | Advocacy |

Contemporary content

ITS 2041 ensures that current trends and technological advancements are considered, in terms of how they impact the transport system. Examples include:

- COVID-19: The recent impacts from COVID-19 as well as the long-term likely impacts are outlined in a dedicated call-out box within the strategy.
- The challenges and strategy chapters consider current and future technologies and how they might impact transport within the City of Ryde, as well as how we might best support new technologies. For example, Mobility as a Service (MaaS), autonomous vehicles, alternative fuel technologies such as electricity and hydrogen, the increasing prevalence of personal mobility devices especially for freight deliveries, drone technologies.

COVID-19 Pandemic

The COVID-19 pandemic drastically altered travel patterns in Australia throughout 2020 and 2021. Lockdowns have resulted in more people staying at home, whilst the fear of catching the virus and need for traveller separation has resulted in reduced public transport patronage. Over time, as we emerge from the pandemic, it is expected that the confidence to travel using public transport will return. However, travel conditions are not expected to 'go back to normal'.

More people will be working from home on an ongoing basis, which will result in reduced demands on the transport system. Unfortunately, reduced travel may result in a greater

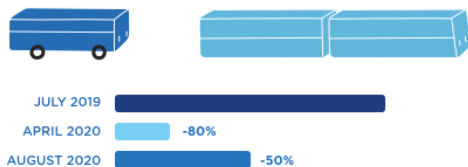
proportion of people driving as the road network comes under less pressure. The challenge will be sustaining increased public transport usage in the months and years ahead, while maintaining the uptake in active travel once the workforce returns to 'new normal' travel.

The bonus of more people working from home option is the reduced travel patterns, particularly car as main mode. This has the benefit of reduced congestion, however it may result in longer peak hour periods as workers spread their start and end times. There has been a rapid rise in on-line shopping, resulting in more home deliveries.

How COVID is driving change

HOW COVID-19 IMPACTED TRANSPORT DEMAND*

As at August 2020 public transport trips are now 45% of the August 2019 rate, up from 20% in April 2020



62% of people are walking more



↑ 106% 106% increase in cycling in April 2020, when compared with April 2019



83% concerned about hygiene on public transport which could see more private car use (April 2020)



*Source: City-shaping of COVID-19, Greater Sydney Commission, September 2020

Figure 15

Source: Future Transport 2056 Covid Response

Originality and Innovation

ITS 2041 is innovative in terms of the way it has been developed, but also in terms of its content, as described below.

A strategy not to sit on a shelf

It is common for strategic planning documents to avoid providing specific projects, because political entities or senior management are not willing to promise infrastructure that may not be delivered. ITS 2041 outlines a specific list of infrastructure projects to be considered in the short, medium and long term. Policy projects and more granular strategic investigations are also identified. The ability to do this was enabled through the intentional wording in the strategy that

identifies the projects not with delivery timelines, but rather timelines to commence further investigations, which may or may not result in action 'on the ground'. Councillors were also involved in the process through a Councillor Working Group, to achieve greater 'buy-in' to the strategy and support for specific projects.

The strategy also outlines roles and responsibilities, down to the department level if Council is responsible, or agency level if State Government is responsible. It also identifies projects where multiple stakeholders have a primary role and need to work together to achieve an outcome. The purpose of this is to ensure every stakeholder is aware of their responsibilities and inform future business planning activities.

| ITS Priority Project List | | Lead Section | Supporting Section |
|------------------------------|--|----------------|--|
| LOCAL AREA / POLICY PROJECTS | | | |
| 1 | LGA review of existing bus routes and services | Transport | Community & Ranger Services / Environment |
| 2 | Develop an individual parking Strategy for each suburb | Transport | Urban Strategy / Assets & Infrastructure / Environment / Parks / Community & Ranger Services |
| 3 | High Pedestrian Activity Areas (HPAAs) - Eastwood, West Ryde and Meadowbank | Transport | |
| 4 | High pedestrian Shared User Path network - Review safety and performance | Transport | Parks / Assets & Infrastructure / Urban Strategy / Environment |
| 5 | Bank Street bridge upgrade, Meadowbank (minor upgrade) | Transport | Assets & Infrastructure |
| 6 | Investigate better 'place' outcome with traffic diverted via Underdale Lane & Faraday Lane, Meadowbank | Transport | Development Assessment / Assets & Infrastructure / Urban Strategy |
| 7 | Develop Waterloo Road linear park, Macquarie Park | Urban Strategy | Parks / Transport / Assets & Infrastructure / Development Assessment |
| 8 | Develop fine grain road network, Macquarie Park | Urban Strategy | Transport, Assets & Infrastructure, Development Assessment |
| 9 | Rowe Street / West Parade - Signalised mid-block crossing | Transport | Assets & Infrastructure |
| 10 | Rowe Street / West The Avenue - Signalised mid-block crossing | Transport | Assets & Infrastructure |
| 11 | Glen Street / Lakeside Road, Eastwood - Install roundabout | Transport | Assets & Infrastructure |

Advocacy focus

ITS 2041 goes beyond a strategy that outlines Council's responsibilities to manage local roads, parking, bus stops and active transport infrastructure. It acknowledges problems for which State Government has primary responsibility including issues pertaining to the efficient movement of people, bus service deficiencies, and areas not conducive to safe pedestrian movements due to the speed zoning. It then provides data to support some of these issues, or otherwise raises the issues through anecdotal experience and as subjects in need of more detailed investigations. The benefit of identifying projects for which Council is not responsible is that it forces further dialogue between State and Local Government, which is good in itself, but also encourages greater transparency around State transport plans and why some large scale infrastructure projects are chosen over others and why some projects are identified for the short term and others are not.

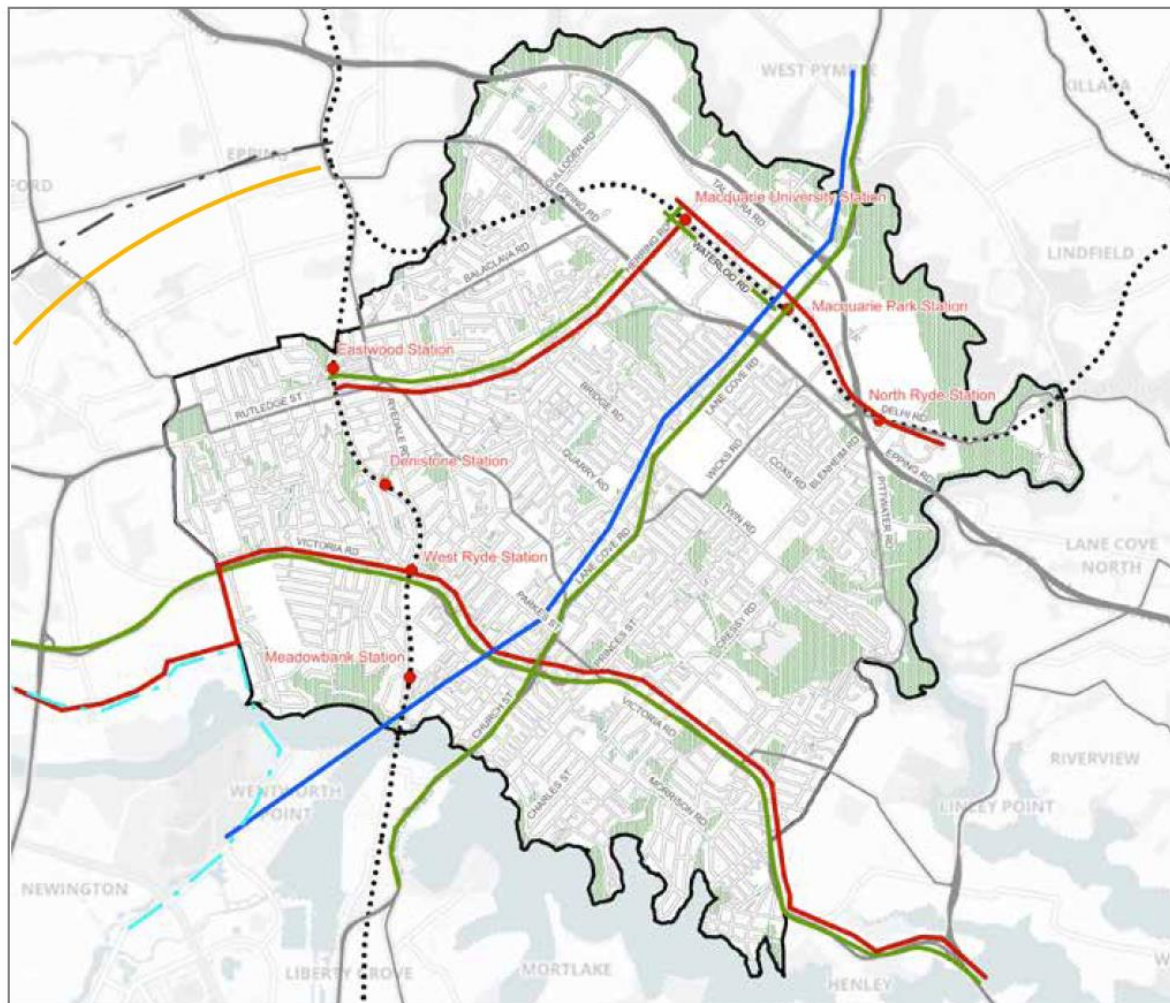


Figure 1
Visionary Transport Options

- Train/Metro Station
- Rail/Metro Line
- Future Metro Corridors
- Bus Network Alignments
- Light Rail Corridors (Future)
- Parramatta Light Rail Stage 2 (Proposed)
- Carlingford - Epping Light Rail Corridor
- Parramatta - Epping Metro Extension

Engagement with the profession and/or the community in the development of the project

The engagement process for ITS 2041 was very comprehensive. It was a significant change from the previous (2016) strategy which had been developed by a consultancy with very little internal (Council) buy-in, let alone external stakeholder buy-in.

The internal consultation process involved regular consultation with various Council departments that undertake work impacted by the strategy or could provide useful input based on the work they undertake on a daily basis. This involved meetings and reviews of material. The departments involved included:

- Transport (within which the Project Team sat)
- Urban Strategy (strategic planning, planning controls, urban design contributions)
- Community and Ranger Services (on-the-ground surveillance of traffic and parking issues, technology for managing carparks)
- Assets and Infrastructure (footpath implementation strategy/prioritisation)
- Parks (cycleway planning)
- Business Infrastructure (access for waste vehicles)
- Environment (A Sustainable Transport Strategy was being developed at the same time with advice on carshare, electric vehicle infrastructure, behavioural change, etc.)

Council's Executive Team was involved in the scoping of the document and were updated on progress and key inclusions throughout the process, as well as the final outputs.

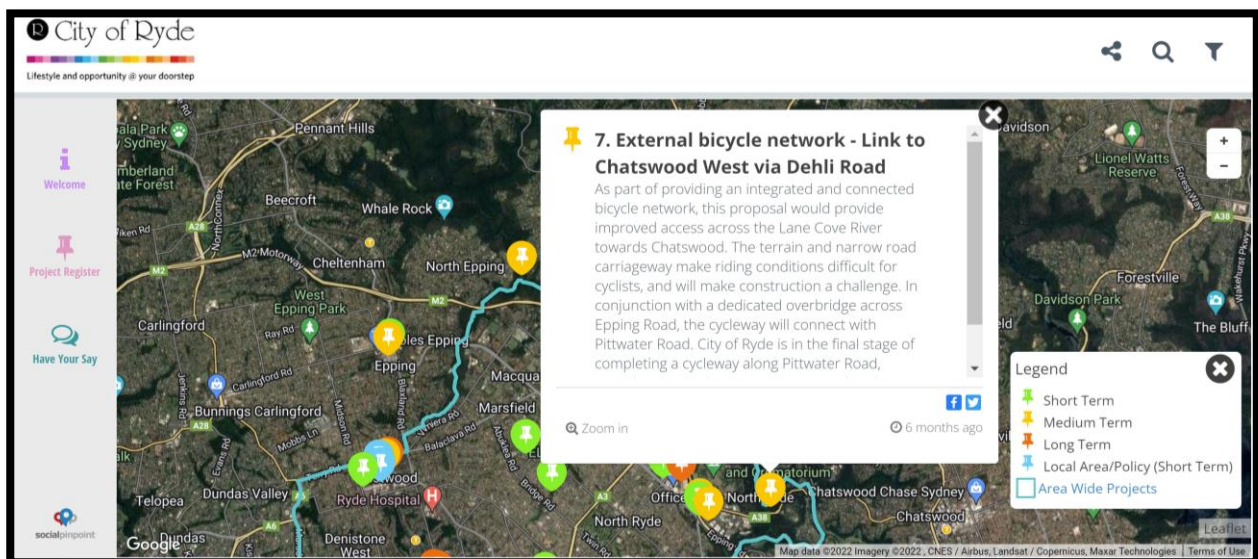
A Councillor Working Group was established early in the process. This group would meet once every 3 months to discuss the key inclusions of the strategy. Benefits of involving these local politicians were as follows:

- Explain strategic directions relating to sustainability, 'movement and place', parking policy, public transport policies. Ensure they understood and were comfortable with the directions.
- Achieve buy-in to the projects included in the ITS, explaining why they were the best projects to take forward and why some were prioritised over others.
- Obtain feedback from the local community through the Councillors, who regularly liaise with their constituency.

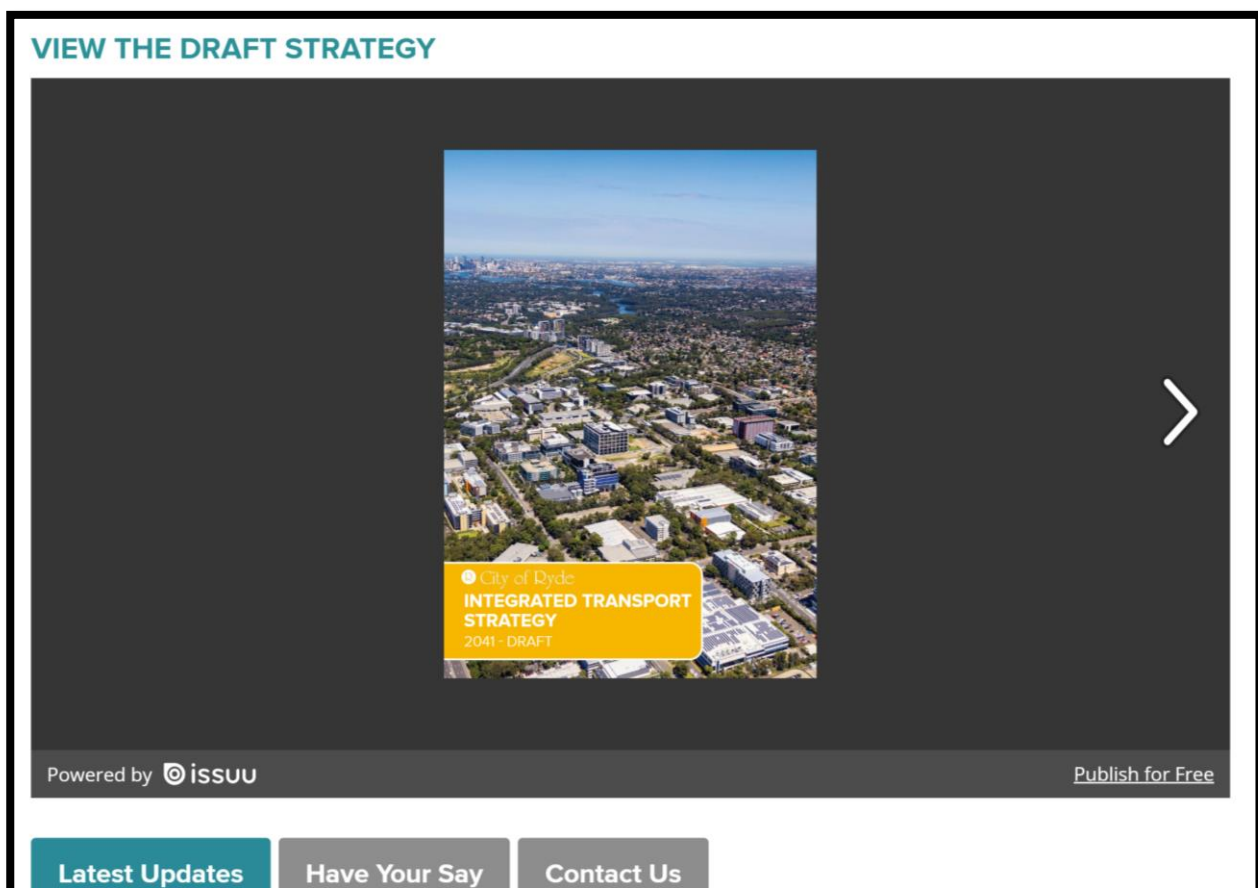
Local industry was engaged through *Connect Macquarie Park and North Ryde*, a local industry group focused on better and more sustainable transport infrastructure and services for Macquarie Park, Ryde's largest employment district. Through this group, and Council's Macquarie Park 'Forum', we were able to engage with large landholders and commercial tenants in Macquarie Park to obtain their feedback. The positive relationship with ConnectMPID also helped to gain stakeholder support for our strategy. The project team also liaised directly with Council's Bicycle Advisory Committee, providing bicycle interest group representatives the opportunity to have their say in developing bicycle network improvements and policy initiatives.

Local Government representatives from all neighbouring Councils were consulted throughout the process and were given the opportunity to consider alignment between ITS 2041 and their strategies for the future. Their input also added value to the strategy and put further support behind some of the major regional projects put forward. State Government agencies (GSC, Department of Planning and Transport for NSW) were also consulted. Some State Government feedback on the draft ITS was late, however in the interest of collaboration and value-add, this feedback was still incorporated and subsequently the release of the final ITS 2041 was delayed by one month.

The local community was consulted via materials in Council's libraries, as well as online materials. Council ran a social pinpoint map online to enable members of the public to find out more about priority initiatives and their location.



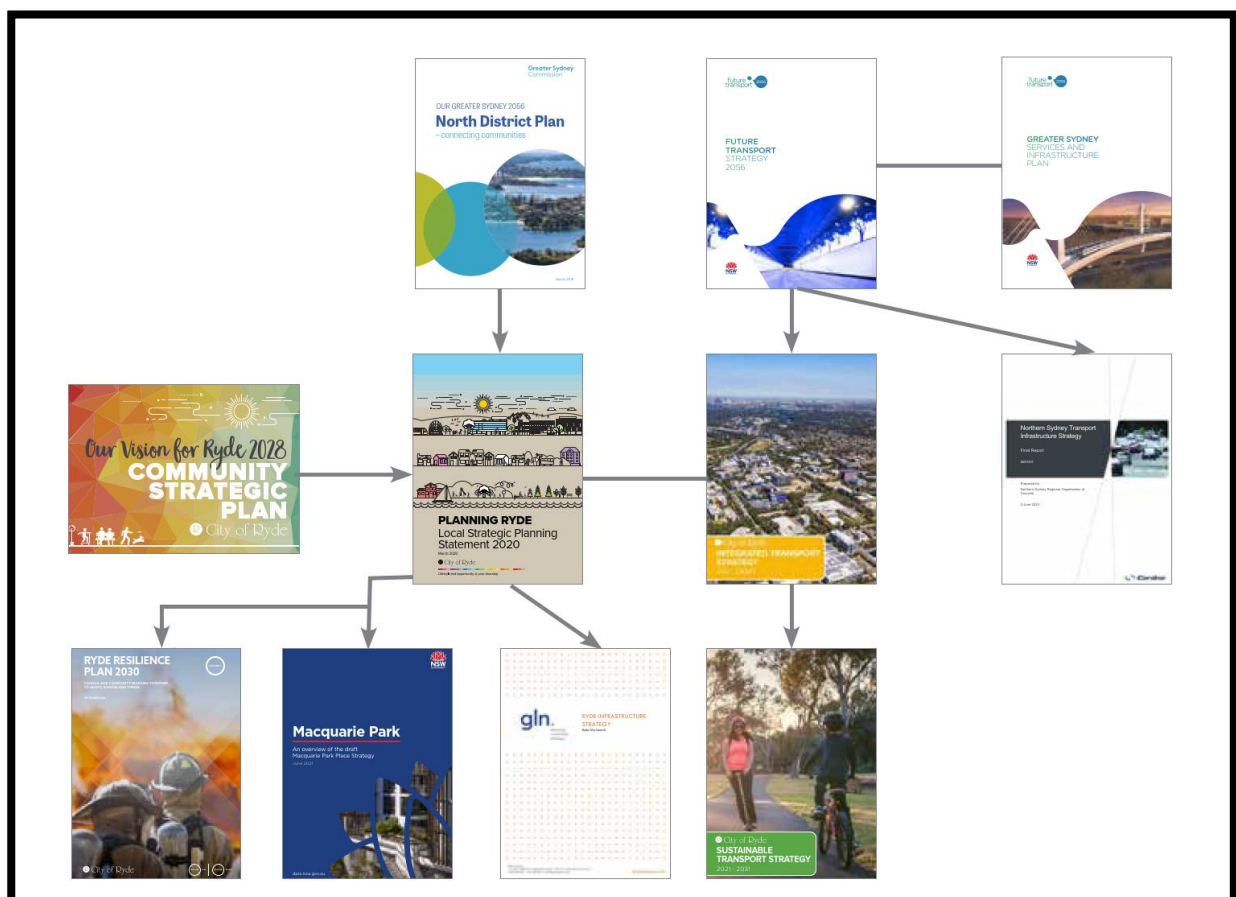
There was a pdf version of the strategy online, as well as a more user friendly interactive document which the user could 'flick' through and zoom in and out of each page. The community was invited to have their say via an online form, email, phone or mail. This provided many avenues for them to give feedback.



Expected or delivered outcomes and benefits

ITS 2041 has delivered many valuable outcomes for the City of Ryde and other transport engineers and planners. These include:

- A long-term plan for a sustainable transport system that considers the needs of all road users, prioritises the safe and efficient movement of people, is accessible, and enhances the vibrancy of key places across the City of Ryde.
- A plan that considers the latest best practice in transport planning philosophies and the latest technologies, and how they may be considered in a way that maximises opportunities to improve individual journey experiences for community members.
- A plan that can be implemented, with clear actions that are time-based and assigned to teams to act upon.
- A strategy that has the support of internal (Council) stakeholders, planning officers in neighbouring Councils, local industry and advocacy groups, local political representatives, and the local community.
- A local transport strategy that is aligned with the State transport planning framework and encourages further dialogue between State and local government representatives through a clear action plan for identified improvement projects – infrastructure, services and policy initiatives.



Alignment with AITPM's vision for a sustainable, efficient, safe, multimodal transport system that is accessible by all communities

The vision of ITS 2041 is:

'A sustainable, accessible, safe and convenient transport system for a vibrant global city.'

This is very well aligned with the AITPM's vision, with the word 'convenient' in the ITS 2041 vision aligning with 'efficient' noted in the AITPM vision. The ITS 2041 vision introduces the idea of a 'vibrant global city', which promotes the desire to ensure that active transport use is maximised such that the vibrancy of places can be enhanced. City of Ryde already has a very multimodal transport system, and the new strategy puts in place the directions, policies and strategies required to reduce private vehicle use and encourage various forms of micro-mobility, bus and rail use.

There are several ways in which this new vision is to be achieved through ITS 2041:

- The strategy goes beyond small scale Council initiatives and identifies large (visionary) transport projects that will be needed, or fast tracked (if already identified in Future Transport 2056) to encourage the use of sustainable transport modes in the form of public transport, such as the Epping to Parramatta metro extension, a north-south metro through the centre of Sydney, bus lanes on Lane Cove Road and Ryde Road, and the extension of Parramatta Light Rail Stage 2 further to the east to integrate better with the existing heavy rail (Sydney suburban) network.
- ITS 2041 considers pre-existing safety issues on the City of Ryde's road and pathways network and considers opportunities for how these may be alleviated. A variety of strategies are considered, including behavioural programs (learning workshops, presentations, events), campaigns (signage, media communications), reduced speed or closed pedestrian priority areas, separation of different road users, better pedestrian facilities, and the use of technology (e.g. 'near miss' data to understand where crashes may occur before they become prevalent at a given location).
- The strategy is cognisant of the different forms of accessibility (for the impaired and for different socioeconomic groups) and the need to develop a transport system that caters for all members of our society. A key objective of the strategy is to develop a network of facilities that are disability compliant, including bus stops, pedestrian ramps, and parking spaces. The strategic merit test criteria includes 'accessible services', and projects are considered with this criterion in mind.
- In terms of the accessibility of the transport system for different socioeconomic groups, ITS 2041 discusses the need to integrate land use and transport to promote trip containment, increase the feasibility of public transport services, and make public transport more competitive (through additional bus lanes for example). The discussion extends beyond infrastructure, with the need for more direct and frequent bus services identified, along with the need for a more detailed investigation to inform a bus servicing strategy. In addition to this, the strategy identifies how the active transport network can

be improved and how these modes can be promoted, because walking and cycling are the most cost effective modes of travel available.

- ITS 2041 is a plan that prioritises the efficient movement of people over the efficient movement of vehicles, which is all about increasing the sustainability of transport system management and environmental sustainability. We can no longer 'build our way out of trouble', and the strategy therefore discusses the need to make public transport far more efficient and therefore competitive with the private vehicle. Various public transport infrastructure and service improvements are recommended to support this need. The need for efficient interchanging is also identified.

----- END OF NOMINATION, THANK YOU -----