

Economic Development Strategy

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Executive Summary

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

The aim of this Strategy is to ensure that the Ryde Local Government Area (LGA) remains the place to find diverse employment and investment opportunities, foster collaboration, and to grow local talents.

Leadership and collaboration are at the core of local economic development. City of Ryde will continue to drive local economic development and collaborate with the State and Federal Governments, other Councils, the private sector and non-government organisations to foster an inclusive and resilient local economic environment that has the capacity and flexibility to adapt to change and disruptions.

This Strategy provides a Four-Year Strategic Action Plan to promote and foster economic development and support the delivery of the Local Strategic Planning Statement and the 2028 Community Strategic Plan.

The vision, strategic pillars, goals, strategies and Action Plan have been informed through extensive research and stakeholder consultations. While best efforts have been made to ensure the Strategy's relevance; unprecedented disruptions that would require flexible and quick responses may occur within the four-year life of the Strategy. It is therefore recommended to adopt an agile approach in implementing the Action Plan.



Emerging opportunities and challenges

From the background report and stakeholder engagement, a number of opportunities and challenges were identified which informed the vision and goals. There are major employment and investment opportunities at Macquarie Park, Meadowbank and West Ryde supported by current State Government planning and infrastructure commitments. The other town centres including Ryde, Eastwood, and Gladesville with their unique characteristics are also on the way to becoming the desired locations for a range of businesses, see Figure 1.

City of Ryde's Local Strategic Planning Statement (LSPS) highlighted the vision and opportunities at each of these centres. This Strategy aims to build on Ryde's strengths while exploring opportunities and addressing weaknesses and threats. The Strategy supports the following vision¹ for each of the town centres:

- Ryde as a civic and commercial hub for the City of Ryde
- Eastwood as a vibrant centre for cultural events and night-time activity; with a reputation for dining and locally owned shops and services
- Gladesville as a socially and economically successful mixed-use town centre
- Meadowbank will complement strategic employment centres at Macquarie Park, Rhodes, Olympic Park and Parramatta
- West Ryde will develop a new identity and attractive character.

The Strategy also supports the continued evolution of Macquarie Park into a premium location for globally competitive businesses and a vibrant, accessible CBD that balances work, recreation and entertainment.

¹Adapted from the LSPS 2019

The City of Ryde faces many challenges including the ageing population, youth unemployment, decline of small businesses, demand for co-working and Makerspace; increased vacancy in ground floor retail/commercial spaces. This Strategy addresses these challenges through the three pillars and the Action Plan.

FIGURE 1: GREATER SYDNEY COMMISSION (GSC) CENTRES



Source: Greater Sydney Commission 2019

01 Introduction



01 Introduction

SGS Economic and Planning (SGS) has been commissioned by the City of Ryde to update the current Economic Development Strategy for 2020-24. The Economic Development Strategy responds to key industry and employment sectors/trends across the Ryde LGA, and identifies vision, goals, strategies, and an Action Plan with tangible and soft measures. The Strategy together with its background report provides a comprehensive overview of the economic profile of Ryde and identifies opportunities to stimulate its future growth.

The Action Plan addresses three pillars of local economic development: place-based marketing, placemaking and capacity building. Marketing attracts businesses and talent, placemaking creates an enabling environment, while capacity building fosters innovation and collaboration. As Ryde experiences significant growth in population and jobs, the scale of Council's economic development program will also increase. Delivery of the expanded program proposed in the action plan would require additional resourcing.

SGS would like to thank our clients Jan Bouhali and John Brown at Ryde Council for their support and involvement in the development of this Economic Development Strategy.

The Background Report



The Economic Development Strategy 2020-2024

Strategy and policy framework

Trends and drivers

Social, economic, and physical assets

Areas of specialisation and competitive advantage

Industry linkages and sectorial contribution to the economy

Vision, strategic pillars, goals, and strategies

Action Plan

Implementation and monitoring

02 City's role in economic development



02 City's role in economic development

City of Ryde's Economic Development Strategy plans for our future and growing employment. It delivers on directions set out in the 10-year Community Strategic Plan.

"(Local Economic Development) is a process by which public, business and non-government sector partners work collectively to create better conditions for economic growth and employment generation." – World Bank²

In these unprecedented times, the City of Ryde will continue to build economic capacity of the LGA and promote economic activities through the implementation of our Economic Development Plan and Marketing Plan.

Local economic development is critical as the economy recovers from the COVID crisis. Council has a role in supporting normal economic activities and helping businesses to adapt and succeed in the fast-changing environment.

Council is positively influencing change to drive growth, expansion, and job creation in the LGA. Council will continue to progress strategic partnerships with other levels of government, private organisations, and the not-for-profit sector, with the intent to deliver better social, economic and environmental outcomes.

There are a range of concurrent initiatives that will make Ryde a more attractive place for businesses and talent acquisition, including:

- Renewing and expanding paths, cycleways and roads
- Upgrading open space and recreational facilities
- Building community and culture identity
- Reviewing current land use planning
- Renewing town centres and neighbourhoods
- Enhancing access and mobility
- Expanding and renewing Council owned properties.

Through a collaborative approach, the City of Ryde will grow its unique economic, social and physical attributes while leveraging government and private investments. Economic development requires the joint effort from all three tiers of government, as well as the private and non-profit sectors. Together, Council facilitates economic development through the following four main areas:

- Advocacy and representation
- Infrastructure and services
- Governance and regulation
- Development and investment

²G Swinburn, S Goga & F Murphy, *Local Economic Development: A Primer Developing and Implementing Local Economic Development Strategies and Action Plans*, The World Bank, 2006.

Where does this Strategy sit within a broader strategic context?



Resource and Operational

(Four Year Delivery, One Year Operational, Resource Strategy, Contributions Plan)

FIGURE 2: STRATEGIC CONTEXT

What have we achieved so far?

Over the past four years the 2015-2019 Economic Development Plan delivered a range of:

- High impact capacity building workshops and events
- Networking Functions
- Place based Marketing and Place Making initiatives.

Outcomes under the Economic Development Plan 2015-2019 include:

- Establishment of the annual Small Business Month Large Event – Get Connected in partnership with Optus
- Delivered over 35 annual capacity building workshops for SMEs experiencing full attendance and high satisfaction ratings in feedback surveys
- Introduction of a monthly ‘Welcome eNewsletter’ for all new businesses, attracting over 4,000 new businesses (registered ABNs) per annum
- New businesses are connecting to programs early in their inception resulting in better chances of growth and success in the early stages of operation
- Joined the NSW Governments Small Business Friendly Councils Program/Easy to Do Business
- Piloted new ED programs including Shop Shapers West Ryde, Love Gladesville Campaign, Love Macquarie Park Campaign, Love Eastwood Campaign
- Delivered three Trade Delegations (Chinese and Japanese) to Macquarie Park resulting in investment discussions with a local Medtech company
- Implementation of WiFi in public spaces in Macquarie Park
- Development of Community of Practice Women in Business and Home Based Business Group
- Development of the new Macquarie Park Marketing Plan 2020-24
- Piloted Mastermind Business Series for Medium sized businesses
- Piloted the Migrant Resource Program – to support migrants in integrating and employment pathways
- Partnered with key stakeholders to open Venture Café – Macquarie Park
- Delivered Get that Job Day – Youth Jobs & Skills Employment Expo
- Developed robust relationships with key external stakeholders to deliver the Economic Development Program in a collaborative way e.g. TAFE NSW, Optus, Macquarie University, Local Business Chambers.

03 Economic profile of Ryde



03 Economic profile of Ryde

The City of Ryde has experienced strong employment growth between 2006 and 2016, with an additional 20,000 jobs, well above Greater Sydney's average. The strongest growing industry sector is Knowledge, in particular, IT and Professional Services, followed by the Health and Education sector and Wholesale Trade industries. Ryde specialises in IT and Wholesale Trade with most of these businesses located in Macquarie Park.

Population

- * Population in City of Ryde³: 116,304
- * 2006-2016 growth: 19,353+ or 20%
- * Number of workers: 78,429
- * 2006-2016 growth: 20,115+ or 34%



Top 10 Occupation of Local Residents 2016

Occupation (2-digit)	Total
Business, Human Resource and Marketing Professionals	6,082
Specialist Managers	5,141
ICT Professionals	3,318
Sales Assistants and Salespersons	3,093
Health Professionals	2,686
Education Professionals	2,635
Design, Engineering, Science and Transport Professionals	2,289
Hospitality, Retail and Service Managers	2,263
Numerical Clerks	2,196
Carers and Aides	1,798

Source: ABS Census 2016 (TableBuilder Pro)

Top 10 Employment Locations for Local Residents 2016

Geography (POW)	Total	Share of Total
City of Ryde	16,457	29%
Sydney	12,860	23%
Parramatta	4,287	8%
Willoughby	3,118	5%
North Sydney	2,485	4%
Canada Bay	1,954	3%
No Fixed Address (NSW)	1,783	3%
Inner West	1,285	2%
Lane Cove	1,069	2%
Northern Beaches	1,057	2%

Source: ABS Census 2016 (TableBuilder Pro)



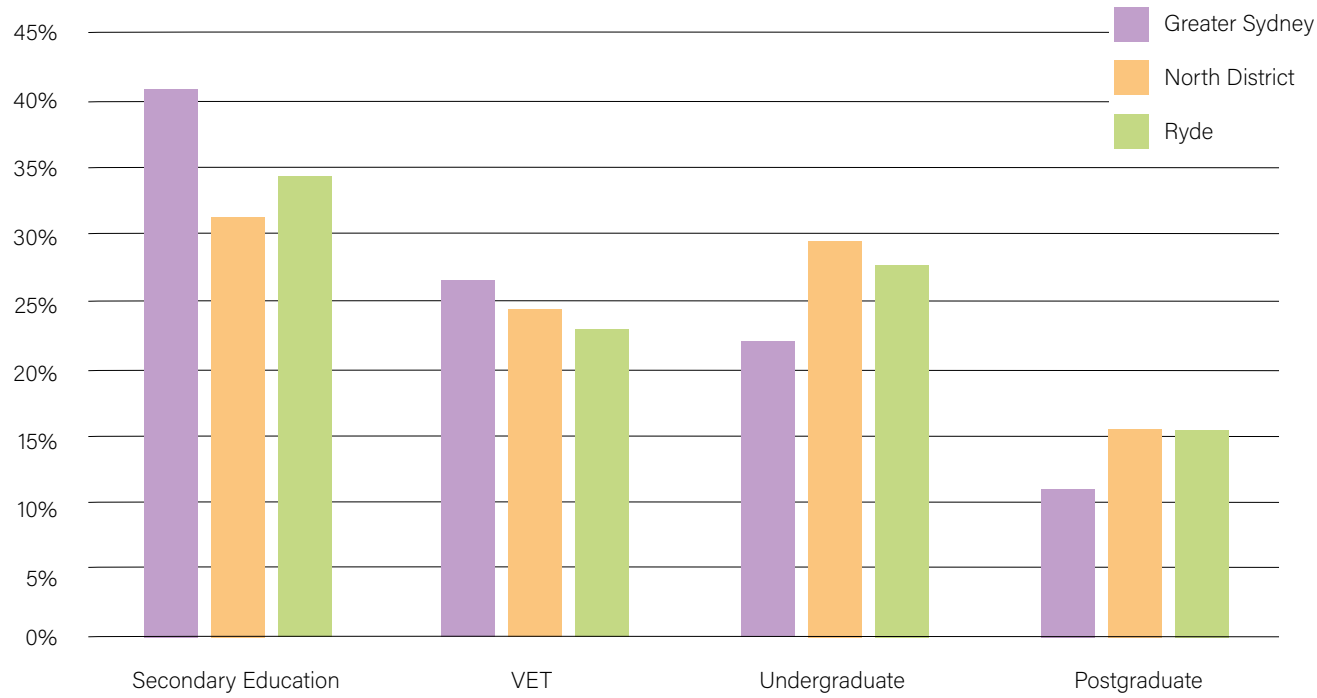
Labour Force Structural Change 2006 to 2016

- ↓ Full-time employment: -0.8 percentage point
- ↑ Part-time employment: +1.2 percentage point
- ↑ Unemployed, looking for work: +1.1 percentage point

Number of businesses 2014-2018

- ↑ Non-employing: 1,515
- ↑ Micro business: 519
- ↓ Small business: 18
- ↑ Medium-large business: 35

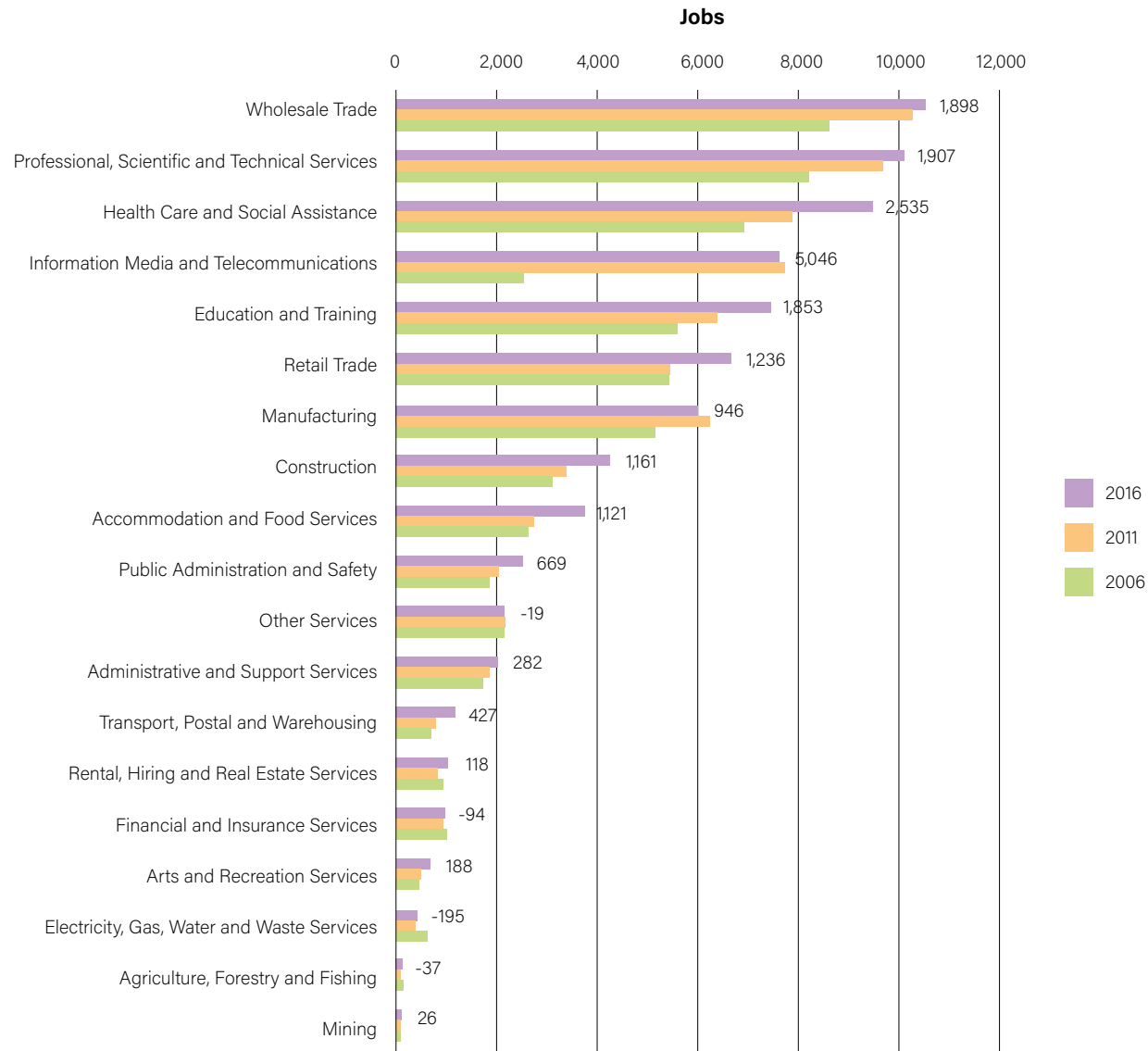
Education Attainment of Local Residents 2016



Source: ABS Census 2016 (TableBuilder Pro)

Local Industries of Employment 2006-2016

ANZSIC 1-digit Industry of Employment POW



Source: ABS Census 2006, 2011 and 2016 (TableBuilder Pro)



Industries that have the greatest impact on the overall local economy

Industries that have the greatest impact on the overall local economy

Output (income)⁴

- Public Administration and Safety
- Administrative and Support Services
- Professional, Scientific and Technical Services
- Retail Trade
- Construction

Employment⁵

- Rental, Hiring and Real Estate Services
- Electricity, Gas, Water and Waste Services
- Information Media and Telecommunications
- Mining
- Financial and Insurance Services

⁴High output multipliers indicate strong linkages within Ryde in these industries.

⁵High employment multipliers indicate high efficiency in employment generation.

04 Challenges and opportunities



04 Challenges and opportunities

The Ryde Economic Development Strategy leverages and builds on Ryde's existing assets and strengths, improves Ryde's weaknesses, explores opportunities and responds to threats.

Strengths

- Culturally rich area, with a diversity of cultures and languages (new business opportunities – back to regions of origin)
- Historically strong local centres and communities (i.e. Gladesville, Ryde, Eastwood)
- A state significant employment cluster- Macquarie Park Precinct (Business Precinct, Macquarie University & Hospital, Macquarie Centre)
- Large number of patent applications/R&D expenditure
- Good basic transport infrastructure network (proximity to M2, NorthConnex- under construction, public transport- metro, train, ferry and arterial roads)
- Strategic location between Parramatta and Sydney CBD (within Eastern Economic Corridor)
- Established IT & Wholesaling industry (supplemented by growing number of IT students)

- Increasing number of families (residents) and large professional base (workers)
- Strong employment growth (twice Greater Sydney's average).

Weaknesses

- Lack of flexible and affordable office, incubator and (co) working spaces
- Lack of profile, visitation and engagement of venture capitalist firms (start-ups and SME support)
- Relatively high levels of youth unemployment
- Lack of pedestrian infrastructure and other urban amenity in Macquarie Park
- Lower than average number of creative businesses and students
- Lack of financial and insurance businesses mass (large banking, insurance and legal companies), that could support transformation to CBD
- Vacant ground floor retail in new developments
- Centres cut in half by transport infrastructure (i.e. Top Ryde, West Ryde, Gladesville, Macquarie Park).



Opportunities

- New public transport connections under investigation (to Parramatta, Mona Vale, Hurstville via Rhodes)
- Introducing additional permissible uses and utilising vacant mixed-use office/retail floorspace
- Transformation of Macquarie Park (i.e. 18h city)
- Rising demand for 'place-based' qualities in centres
- Increased number of Generation X/Y workers in labour force
- Growing IT (digital) sector & TAFE Meadowbank Upgrades (IT focus)
- Strong growth of Transport, Postal and Warehousing businesses
- Chance to promote other centre to GSC strategic centre (i.e. Eastwood- vitality or West Ryde- space)
- Strong initiative and momentum for collaboration amongst the various stakeholders in the Macquarie Park precinct.

Threats

- Lack of specific direction (in strategic metropolitan/ district plans)
- Changing nature of business parks (outdated business model)
- Workforce casualisation (increase in part-time employment)
- An ageing population (more services needed and contracting labour force)
- Lower job growth between 2011-16 (limited room for expansion)
- Decreasing number of Small Businesses (more exits than entries)
- Negative growth in Retail business sector (important employer of local residents)
- Expanding centres outside of LGA area (i.e Rydalmere - WSU)
- Industrial and commercial (employment) lands under pressure.

05 Vision,
strategic pillars,
goals and
strategies



05 Vision, strategic pillars, goals and strategies

5.1 Vision

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

5.2 Three pillars of economic development

Council's economic development vision is based on place-based marketing, placemaking and capacity building. These three pillars together support the economic development of the City of Ryde.

- **Place-based marketing:** leveraging from a place's unique offers to actively attract businesses, talents, and investors
- **Placemaking:** A process which gives a place an identity that reflects the community's collective vision
- **Capacity building:** Council facilitates and enables individuals and businesses to obtain, improve and retain the skills, tools and other resources needed for business success.

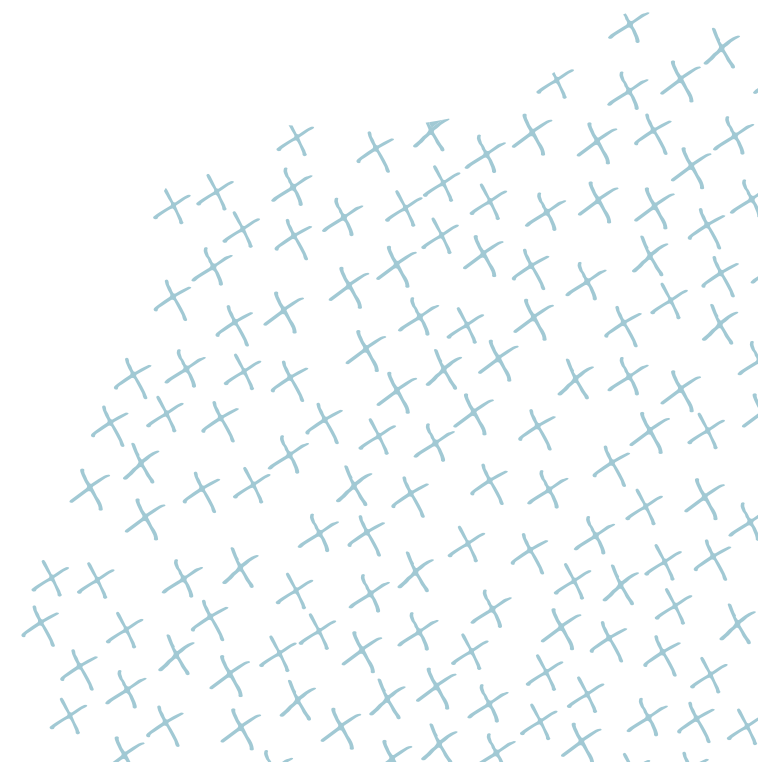


FIGURE 3: 3 PILLARS OF ECONOMIC DEVELOPMENT

PILLAR 1

Place-based marketing



PILLAR 2

Placemaking



PILLAR 3

Capacity building



5.3 Goals and strategies

Place-based marketing and placemaking

Goal 1 Promote the City of Ryde's capacity to support all types of businesses across a variety of industry sectors with their development, growth and space requirements.

The City of Ryde has a diverse community and a range of businesses, from start-ups to multinational corporations. With a joint effort, our Council will continue to highlight the LGA's competitive advantages for all types of businesses and ensure that they can thrive in a business enabling environment.

Existing initiatives

- Workshops and training for businesses
- Shop Shapers Program
- NSW Small Business
- Easy to Do Business
- Macquarie Park Marketing Plan
- LEP review (in progress).

Key assets

- Culturally rich area, with a diversity of cultures and languages
- Historically strong local centres and communities
- State significant employment cluster – Macquarie Park (Strategic Centre)
- Emerging Education and Employment Precinct- Meadowbank
- Economic anchors: Four public hospitals, Macquarie University Incubator, Macquarie University.

Strategies

- 1.1 Nurture economic anchors and attract investment.
- 1.2 Support existing small businesses in centres.
- 1.3 Support Meadowbank Education and Employment Precinct.
- 1.4 Work across Council Departments to support the future character of town centres with events, promotions and infrastructure upgrades.

Key Performance Indicators

- Positive feedback from the business community, observed from testimonials
- Number and type of new business started, measured by ABS Census.

Place-based marketing and placemaking

Goal 2 The City of Ryde becomes a desired location for SMES, high tech start-ups and scale-ups, creating investment and future jobs.

SMES, high tech start-ups and scale-ups are important economic assets driving the knowledge economy. The City of Ryde has a total of 12,522 businesses, most of which are small businesses that are non-employing or micro. Small businesses that employ more people (five to 20 employees) are declining in numbers, and the new business entry rate has been relatively steady. It is critical for the City of Ryde to take a place-based approach to foster a business-friendly environment.

Existing initiatives

- Venture Café
- Placemaking Macquarie Park
- Place Marketing Macquarie Park.

Key assets

- Good infrastructure networks (proximity to M2, NorthConnex- under construction, public transport-metro, train, ferry and arterial roads)
- Strategic location between Parramatta and Sydney CBD (within Eastern Economic Corridor)
- Established IT & Wholesaling industry (supplemented by growing number of IT students)
- Increasing number of families (residents) and large professional base (workers).

Strategies

- 2.1 Attract high-tech start-ups, scale-ups and creatives.
- 2.2 Support the transformation/positioning of Macquarie Park into an innovation precinct.
- 2.3 Investigate opportunities in underutilised retail and commercial spaces across the City of Ryde.
- 2.4 Investigate opportunities for providing subsidised spaces in Council controlled buildings.

Key Performance Indicators

- Compare the number of new SMEs, start-ups and scale-ups with other comparable precincts measured by ABS Census
- Compare job growth in the knowledge intensive (e.g. advanced manufacturing, data sector with the State average) measured by ABR data
- Benchmark (Rank) growth of knowledge intensive businesses in the City of Ryde against Metropolitan Councils e.g. Parramatta, North Sydney etc.

Place-based marketing and placemaking

Goal 3 The City of Ryde is positioned as a smart, innovative and green city at the heart of Sydney which attracts people to invest, live, work, visit and play locally.

The City of Ryde has a comparatively large amount of R&D expenditure and patent applications; it is a key player in Australia's knowledge economy. The LGA is home to Macquarie Incubator, Venture Café and a number of other initiatives, placing it in a good position to pursue further innovation and foster the entrepreneurial spirit.

Existing initiatives

- Night-time Economy implementation
- Redevelopment of Ryde Civic Centre (to be completed in 2023)
- Centres and Neighbourhood Renewal Programs (on-going)
- Open space masterplans
- Upgrade to West Ryde Plaza (completed)
- Strategic City Program (on-going).

Key assets

- Large number of patent applications/R&D expenditure
- Resilience to the capacity to withstand and recover quickly from challenges is at the heart of Ryde's strategic planning

- A range of existing innovation assets including Macquarie University, TAFE NSW, Macquarie University incubator, hospitals, research institutes, Macquarie Park Community College and knowledge intensive businesses.

Strategies

- 3.1 Make existing centres greener and more attractive.
- 3.2 Provide good experiences for businesses and workers throughout the City of Ryde.
- 3.3 Promote inclusive places and facilitate social vibrancy.

Key Performance Indicators

- Positive feedback from residents, workers, and visitors, observed from testimonials obtained.
- Compare growth in population and jobs across Metropolitan Councils that are viewed as similar to City of Ryde, measured by ABS Census.
- Compare (rank) the City of Ryde's growth in Arts and Recreation Services with State average, measured by ABS Census.

Capacity building

Goal 4 Implement programs to support youth employment pathways and match local job opportunities for people living in the City of Ryde, promoting it as a city with the people who possess skill and talent to service all business needs.

Job creation is key to local economic development. Council has a role in facilitating a supportive market in which talents and jobs are matched.

Two global trends have been observed locally and are influencing the job market. Consistent with the global trend, young people (between 15 and 24 years) in the City of Ryde are more likely to be unemployed compared to the rest of the labour force. The other global trend that is influencing the job market is the ageing population. In the City of Ryde, a large proportion of older people (aged 65 years and older) still participate in the labour force as full-time or part-time workers.

Existing initiatives

- Future Change Makers Ryde – community building hub that brings youths together
- Youth Ambassador Program
- Youth Entrepreneur Program
- Ryde Hunters Hill Youth Interagency.

Key assets

- Education assets: 19 government schools, TAFE NSW, Macquarie University
- Entrepreneurial experience and opportunity for students facilitated by Macquarie University Incubator
- Active older workforce.

Strategies

- 4.1 Implement programs to support youth employment pathways.
- 4.2 Identify local talent and match it to potential jobs.
- 4.3 Keep seniors active in the workforce.

Key Performance Indicators

- Improvement in youth unemployment rate relative to Greater Sydney, measured by ABS Census
- Increase in workforce participation of older people, measured by ABS Census.

Capacity building

Goal 5 Continue to build and nurture strategic partnerships with key stakeholders to implement the Economic Development Strategy.

Economic development is a collaborative process that involves multiple stakeholders and happens at multiple scales. Global and national trends and disruptions have local impacts that require local responses. The City of Ryde steers, promotes and facilitates economic activities with partners and the community.

Existing initiatives

- Venture Café
- Economic Development Advisory Committee
- Macquarie Park Forum
- Macquarie Park Marketing Plan – Action Plan.

Key assets

- Existing network assets: Venture Café, Chambers of Commerce, Macquarie Park Business Alliance, Sydney North Health Network, Community of Practice Women in Business and Home Based Business Groups, Property Developers eg. Goodman
- Active engagement between educational institutes and local industries.

Strategies

- 5.1 Manage and build relationship with relevant stakeholders.
- 5.2 Promote City of Ryde’s attractiveness and economic opportunities.

Key Performance Indicators

- Number of new partnership and stakeholder relationships formed
- Number of stakeholders participating in economic development activities.

Capacity building

Goal 6: That as an employer of choice, the City of Ryde encourages locals to work for our City

The City of Ryde has a higher than average number of residents who are highly educated compared to Greater Sydney. The workforce is a mix of over 12,000 businesses, including more than 100 global companies and a variety of SMEs across a range of sectors.

This business landscape provides residents with a unique opportunity to find employment close to home, improving lifestyle, well-being and productivity.

Ryde Council in turn, benefits from tapping into this capable workforce.

Existing initiatives

- Get that Job Day – Jobs & Skills Expos (opportunity to promote working for the City of Ryde).
- Using local channels (e.g. Local papers, Social Media Campaign) to promote local job opportunities.

Key assets

- Strong talent pool of educated residents and youth.
- Significant employment lands to accommodate employment expansion.

Strategies

- Promote local job opportunities through local channels and partners.
- Support local students through job placements.

Key Performance Indicators

- Number of locals employed locally, measured by ABS Census and compared to previous years.
- Feedback from TAFE and Macquarie University on local employment data for their students/graduates.

06 Action Plan



06 Action Plan

6.1 Summary of key actions

Strategies	Year	Action
3.3	2020	Pilot Korean Eastwood Eats Food Tours
2.1	2020	Commence a Community of Practice – Home Based Business Group and Creative Sector
5.2	2020/21	Explore, investigate, and advocate for a Deep Tech, Advanced Manufacturing Makerspace
1.1	2021	Health Sector Employment Expo
2.2	2021	Collation and distribution of MP Innovation Success Stories
4.2	2021	Implement Employability/industry engagement program
1.4	2021	Introduce and promote Food Tours across Town Centre precincts
2.1	2021	Commence a Community of Practice – Startup and Scaleups Group
1.1	2022	Digital Health Expo
1.2	2022	Develop Community of Practice – Health Service Providers
2.2	2023	Macquarie Park Open Day – Innovation Showcase (Festival)
5.2	2024	Pitch for Investment open day (VCs/Start-ups/scaleups)
5.2	2024	Refresh the Economic Development Strategy 2025-2030
3.2	2024	Implement a Business sentiment and satisfaction survey
3.1	Ongoing	Ongoing video campaign for Ryde – marketing

6.2 Action Plan

Goal 1 Promote the City of Ryde's capacity to support all types of businesses across a variety of industry sectors with their development, growth and space requirements.

Key Performance Indicators

- Positive feedback from the business community, observed from testimonials
- Number and type of new business started, measured by ABS Census.

Strategies	Actions	Impact and efforts	Priority	Commence	Complete	Sphere of influence	Measure of success (soft or tangible)
1.1 Nurture economic anchors and attract investment	Host and promote a Ryde Medical Sector Career Expo in collaboration with North Sydney Local Health District, TAFE NSW and Macquarie University to facilitate employment opportunities and build connections. Preparation begins 21/22 to be delivered in 23/24.	High impact, high effort	High	2021	2024	Control and influence	<ul style="list-style-type: none"> • Connect industry and potential employees • Enhance awareness of our MedTech Sector • Number of registrations for MedTech Expo • Social Media engagement e.g. number of shares, likes etc
	Host and promote a Digital Health Expo in collaboration with the health sector to facilitate employment opportunities and attract investment. Preparation begins 22/23 for delivery 23/24.	High impact, high effort	High	2022	2024	Control and influence	<ul style="list-style-type: none"> • Deliver in partnership with Digital Health Sector participants • Number of registrations for Digital Health Expo
	Continue to collaborate with NSW Government to grow the commercial core in Macquarie Park, aligning with the GSC North District Plan.	High impact, low effort	Ongoing	2020	Ongoing	Influence	<ul style="list-style-type: none"> • Maintain regular communication and Bi-annually meet with teams at NSW Treasury (Trade & Investment) • An active member of Macquarie Park steering committees and industry groups

Goal 1 Promote the City of Ryde's capacity to support all types of businesses across a variety of industry sectors with their development, growth and space requirements.

Strategies	Actions	Impact and efforts	Priority	Commence	Complete	Sphere of influence	Measure of success (soft or tangible)
1.1 Nurture economic anchors and attract investment (continued)	Keep track of research data on business needs with Macquarie University, Incubator, Venture Cafe and MPID.	High effort, high impact	Low	2022	2023	Control	<ul style="list-style-type: none"> Utilise research data to drive and track economic development across the City of Ryde Being agile and able to pivot direction when new information is obtained
	Develop and nurture working relationship with key local commercial real estate agents and landlords to support inward investment enquiries.	Low impact, low effort	Low	2022	Ongoing	Influence	<ul style="list-style-type: none"> A working relationship with over 5 local medium/large commercial real estate agents

Strategies	Actions	Impact and efforts	Priority	Commence	Complete	Sphere of influence	Measure of success (soft or tangible)
1.2 Support existing small businesses in centres	Continue to work with and build relationships with local Business Chambers to assist in supporting SMEs in our local Town Centres.	High impact, low effort	Ongoing	2020	Ongoing	Control	<ul style="list-style-type: none"> Maintain monthly communication with local Business Chamber presidents
	Develop Community of Practice for Health Service providers.	High impact, high effort	High	2022	2023	Control	<ul style="list-style-type: none"> Achieve 50 plus Community of Practice membership
	Deliver regular information/education workshops, events and Community of Practice business groups to connect SMEs with government programs and opportunities and each, where needed include support in Korean & Chinese.	High impact, high effort	Medium	2021	Ongoing	Control	<ul style="list-style-type: none"> Deliver a minimum of 12 workshops per year
	Facilitate training and workshops for small business owners, with a special focus on how to use digital platforms to respond positively to changes in traditional ways of doing business.	High impact, high effort	Ongoing	2020	Ongoing	Control	<ul style="list-style-type: none"> Deliver a minimum of 12 workshops per year

Goal 1 Promote the City of Ryde's capacity to support all types of businesses across a variety of industry sectors with their development, growth and space requirements.

Strategies	Actions	Impact and efforts	Priority	Commence	Complete	Sphere of influence	Measure of success (soft or tangible)
1.3 Support Meadowbank Education and Employment Precinct	Implement a Love Meadowbank campaign highlighting its strengths in education and health and a destination for jobs, talent, and innovation.	High impact, high effort	High	2020	2021	Influence	<ul style="list-style-type: none"> Deliver the Love Meadowbank campaign video
	Work with the Greater Sydney Commission and other relevant state agencies to provide local knowledge about the Precinct and identify opportunities to promote greater economic activities.	High impact, high effort	Ongoing	2020	Ongoing	Influence	<ul style="list-style-type: none"> Promote the City of Ryde's objectives on Meadowbank to State Government
	Investigate and identify potential co-working and Makerspace in Meadowbank or other appropriate places with real estate agents and Business Chambers for start-ups, scale-ups and entrepreneurs.	High impact, low effort	Low	2022	2023	Control	<ul style="list-style-type: none"> Investigate Makerspace Business Case and develop Business Case if viable
	Support active connections between West Ryde to Meadowbank and investigate an integrated approach for the economic development of West Ryde and Meadowbank.	High impact, high effort	Low	2020	Ongoing	Influence	<ul style="list-style-type: none"> Improve physical connection and strategic relation between West Ryde and Meadowbank

Strategies	Actions	Impact and efforts	Priority	Commence	Complete	Sphere of influence	Measure of success (soft or tangible)
1.4 Work with other Council units to support the future character of town centres	Investigate place activation opportunities and promote Ryde as the civic and commercial hub of the City of Ryde to the business community.	High impact, high effort	Medium	2021	2022	Influence	<ul style="list-style-type: none"> Establish Ryde's identity as a civic and commercial hub
	Collaborate with Hunters Hill Council to investigate opportunities for a socially and economically successful Gladesville.	High impact, low effort	Medium	2020	Ongoing	Influence	<ul style="list-style-type: none"> Regular meetings with Hunters Hill on progressing Gladesville collaboratively
	Collaborate with the West Ryde Urban Revitalisation team to investigate a potential place for a Makerspace in West Ryde or other appropriate places and explore night-time opportunities in West Ryde.	High impact, low effort	High	2021	2022	Influence	<ul style="list-style-type: none"> Investigate Makerspace Business Case and develop Business Case if viable
	Introduce and promote Food Tours across town centres.	High impact, high effort	High	2021	Ongoing	Control and influence	<ul style="list-style-type: none"> Regular food tours became a well-known attraction of Ryde

Goal 2 The City of Ryde becomes a desired location for SMES, high tech start-ups and scale-ups, creating investment and future jobs.

Key Performance Indicators

- Compare the number of new SMEs, start-ups and scale-ups with other comparable precincts measured by ABS Census
- Compare job growth in the knowledge intensive (e.g. advanced manufacturing, data sector with the State average) measured by ABR data
- Benchmark (Rank) growth of knowledge intensive businesses in the City of Ryde against Metropolitan Councils e.g. Parramatta, North Sydney etc.

Strategies	Actions	Impact and efforts	Priority	Commence	Complete	Sphere of influence	Measure of success (soft or tangible)
2.1 Attract high-tech start-ups, scale-ups and creatives	Commence a Community of Practice for Home Based Business Group and Creative Sector.	High impact, high effort	High	2020	2021	Control	<ul style="list-style-type: none"> • Achieve stronger connections with our Community of Practice membership
	Commence a Community of Practice for Startup and Scaleups Group.	High impact, high effort	High	2021	2022	Control	<ul style="list-style-type: none"> • Recruit for Community of Practice membership
	Support the development of digital infrastructure across the City of Ryde.	High impact, high effort	High	2024	2024	Control and influence	<ul style="list-style-type: none"> • Increase of eServices offered by Council
2.2 Support the marketing and positioning of Macquarie Park as an innovation precinct/district	Collaborate with relevant Council units and stakeholders to implement a 'place-based' approach for Macquarie Park.	High impact, low effort	High	2021	2024	Influence	<ul style="list-style-type: none"> • Deliver Public Domain upgrades within the precinct • Continue implementation of the Waterloo Rd Linear Park
	Collaborate with relevant Council units to implement actions in the Macquarie Park Marketing Plan.	High impact, high effort	Medium	2020	2024	Control	<ul style="list-style-type: none"> • Actions implemented
	Collaborate with Macquarie Park stakeholders (Macquarie University Incubator and Venture Café, Macquarie Hospital etc.) to collate innovation stories, and activities to communicate to broader networks.	High impact, high effort	High	2021	Ongoing	Influence	<ul style="list-style-type: none"> • A devoted web page for showcasing innovation stories, successes and activities • A feedback system established between Council and Macquarie Park stakeholders to share innovation stories
	Promote and facilitate Macquarie Park Open Day-Innovation Showcase (Festival).	High impact, high effort	High	2023	2024	Control	<ul style="list-style-type: none"> • Attract more than 200 attendees to the festival

Goal 2 The City of Ryde becomes a desired location for SMES, high tech start-ups and scale-ups, creating investment and future jobs.

Strategies	Actions	Impact and efforts	Priority	Commence	Complete	Sphere of influence	Measure of success (soft or tangible)
2.3 Investigate opportunities in underutilised retail and commercial spaces across the City of Ryde	Continue to build relationships with developers and landowners to investigate opportunities for temporary uses of vacant spaces by small business and high-tech start-ups.	High impact, low effort	Ongoing	2020	Ongoing	Influence	<ul style="list-style-type: none"> • Compilation of local commercial real estates and landowners' contacts • Regular communication with developers and landowners held
	Review planning controls and collaborate with relevant Council units to investigate opportunities to provide floor space incentives for supplying affordable commercial space.	High impact, high effort	Medium	2021	2022	Influence	<ul style="list-style-type: none"> • Affordable commercial space considered in relevant future LEP and DCP updates
	Develop relationships with local commercial real-estate agents to service enquiries of businesses seeking space.	High impact, low effort	Low	2023	2024	Influence	<ul style="list-style-type: none"> • Regular communication with real estate agents held • Business enquiries tracked and responded to within corporate KPIs
2.4 Investigate opportunities for providing subsidised spaces in Council controlled buildings	Continue to build relationship with community groups to understand their needs and investigate opportunities to facilitate business support activities.	High impact, low effort	Ongoing	2020	Ongoing	Influence	<ul style="list-style-type: none"> • Regular communication with community groups

Goal 3 The City of Ryde is positioned as a smart, innovative and green city at the heart of Sydney which attracts people to invest, live, work, visit and play locally.

Key Performance Indicators

- Positive feedback from residents, workers, and visitors, observed from testimonials obtained.
- Compare growth in population and jobs across Metropolitan Councils that are viewed as similar to City of Ryde, measured by ABS Census.
- Compare (rank) the City of Ryde's growth in Arts and Recreation Services with State average, measured by ABS Census.

Strategies	Actions	Impact and efforts	Priority	Commence	Complete	Sphere of influence	Measure of success (soft or tangible)
3.1 Make existing centres greener and more attractive	Continue to improve and maintain public domain areas of Town and Neighbourhood Centres providing a greener and more attractive place.	High impact, high effort	Medium	2023	Ongoing	Influence	<ul style="list-style-type: none"> • Continue to deliver upgrades to improve and activate these areas
	Continue to promote and run Community Events in Town Centres.	High impact, low effort	High	2021	Ongoing	Influence	<ul style="list-style-type: none"> • Continue to deliver community events, over 3 per year
	Ongoing video campaign to promote the City of Ryde as a smart, innovative, and green city.	High impact, high effort	High	2021	Ongoing	Control	<ul style="list-style-type: none"> • Deliver 4 video campaigns
3.2 Provide good experiences for businesses and workers throughout the City of Ryde	Continue to deliver improvements to the walkability of Macquarie Park.	High impact, high effort	Medium	2021	2024	Influence and control	<ul style="list-style-type: none"> • Negotiate new or upgraded through site links • Continue to facilitate delivery of the fine-grain road network. • Continue to deliver Waterloo Rd Linear Park and other public domain improvements within the precinct
	Explore the establishment of a Social Enterprise Grant to drive ideas, respond to youth unemployment, support cultural diversity and address new employment pathways for seniors.	High impact, high effort	Low	2023	2024	Influence and control	<ul style="list-style-type: none"> • Obtained funding for a Social Enterprise Grant
3.3 Promote inclusive places and facilitate social vibrancy	Pilot Korean Eastwood Eats Food Tours.	High impact, high effort	High	2020	2022	Control	<ul style="list-style-type: none"> • Food tours operating in Eastwood

Goal 4 Implement programs to support youth employment pathways and match local job opportunities for people living in the City of Ryde, promoting it as a city with the people who possess skill and talent to service all business needs.

Key Performance Indicators

- Improvement in youth unemployment rate relative to Greater Sydney, measured by ABS Census
- Increase in workforce participation of older people, measured by ABS Census.

Strategies	Actions	Impact and efforts	Priority	Commence	Complete	Sphere of influence	Measure of success (soft or tangible)
4.1 Implement programs to support youth employment pathways	Facilitate a youth employment workshop with local Business Chambers, TAFE and other education providers to foster networks.	High impact, high effort	Medium	2022	2024	Influence	<ul style="list-style-type: none"> • Improved connections between industry and youth
	Partner with Macquarie University, local high schools and other agencies who can support internship or work experience opportunities.	High impact, low effort	High	2021	Ongoing	Influence	<ul style="list-style-type: none"> • Continue to facilitate two internships in Council
	Facilitate youth forums and partner with the Youth Council Advisory Committee to identify employment needs and opportunities.	High impact, high effort	Medium	2021	2024	Control	<ul style="list-style-type: none"> • Local businesses have engaged youths in their operations via programs
4.2 Identify local talent and match it to potential jobs	Facilitate an education campaign to local business on the benefits of employing local talent – Employ local.	High impact, high effort	Medium	2021	2022	Control	<ul style="list-style-type: none"> • Over 10 local businesses have engaged youths in their operations
	Work with local education and employment services providers to promote local talent to the business community (Business Opportunity Accelerator Program) through relevant forums, such as eDMs, Quarterly eNewsletter, and Business Chambers.	High impact, low effort	High	2021	2024	Control	<ul style="list-style-type: none"> • The Business Opportunity Accelerator Program has been promoted by every Business Chamber
4.3 Keep seniors active in the workforce	Work with Business Chambers to create a program for seniors seeking local employment opportunities.	High impact, high effort	Medium	2021	2022	Influence	<ul style="list-style-type: none"> • Over 10 businesses have engaged and employed seniors into their business
	Provide information on council website about senior's career support and services, where appropriate in different languages as well.	High impact, low effort	High	2022	2023	Control	<ul style="list-style-type: none"> • Obtained engagement from business community and support from Business Chambers
	Work with local businesses to promote their existing opportunities to match seniors to local employment opportunities.	High impact, low effort	High	2021	Ongoing	Control	<ul style="list-style-type: none"> • Rate of employed seniors has increased as measured by ABS Census

Goal 5 Continue to build and nurture strategic partnerships with key stakeholders to implement the Economic Development Strategy.

Key Performance Indicators

- Number of new partnership and stakeholder relationships formed
- Number of stakeholders participating in economic development activities.

Strategies	Actions	Impact and efforts	Priority	Commence	Complete	Sphere of influence	Measure of success (soft or tangible)
5.1 Manage and build relationship with relevant stakeholders	Partner with key stakeholders at Macquarie Park including local businesses and landowners to investigate placemaking, entertainment, and night-time economy opportunities across Macquarie Park.	High impact, high effort	High	2020	Ongoing	Control	<ul style="list-style-type: none"> • Established a Community of Practice NTE with over 10 members • Received positive testimonials from businesses in Macquarie Park
	Work with Chambers of Commerce and key business forums to embed this strategy in their work with members.	High impact, low effort	High	2021	Ongoing	Control	<ul style="list-style-type: none"> • Successfully engaged with Business Chambers to promote and implement this strategy
5.2 Promote City of Ryde's attractiveness and economic opportunities	Raise awareness of the City of Ryde with the NSW Government.	High impact, low effort	High	2020	Ongoing	Influence	<ul style="list-style-type: none"> • Made quarterly contact with representatives at NSW Governments Treasury (Trade & Investment Dept)
	Work with Macquarie Park Innovation District, Venture Café and other groups to raise awareness of the merits of the City of Ryde across the innovation ecosystem in Sydney and Australia.	High impact, low effort	Ongoing	2020	Ongoing	Influence	<ul style="list-style-type: none"> • Council continue to engage with Steering committee MPID and Venture Café via our ongoing funding and role on the board
	Promote and facilitate a Pitch for Investment open day (VCs/Start-ups/scaleups).	High impact, high effort	High	2024	Ongoing	Control and influence	<ul style="list-style-type: none"> • Connected 10 start-ups and scaleups with VCs
	Explore, investigate, and advocate for a Deep Tech, Advanced Manufacturing Makerspace in Macquarie Park, Meadowbank or other appropriate places.	High impact, high effort	High	2020	2024	Control and influence	<ul style="list-style-type: none"> • A Makerspace introduced and promoted
	Refresh the Economic Development Strategy 2025-2030.	High impact, high effort	High	2024	2025	Control	<ul style="list-style-type: none"> • Economic Development Strategy 2025-2030 delivered within budget

Goal 6: That as an employer of choice, the City of Ryde encourages locals to work for our City

Key Performance Indicators

- Promote local job opportunities through local channels and partners
- Promote City of Ryde as an Employer of Choice.

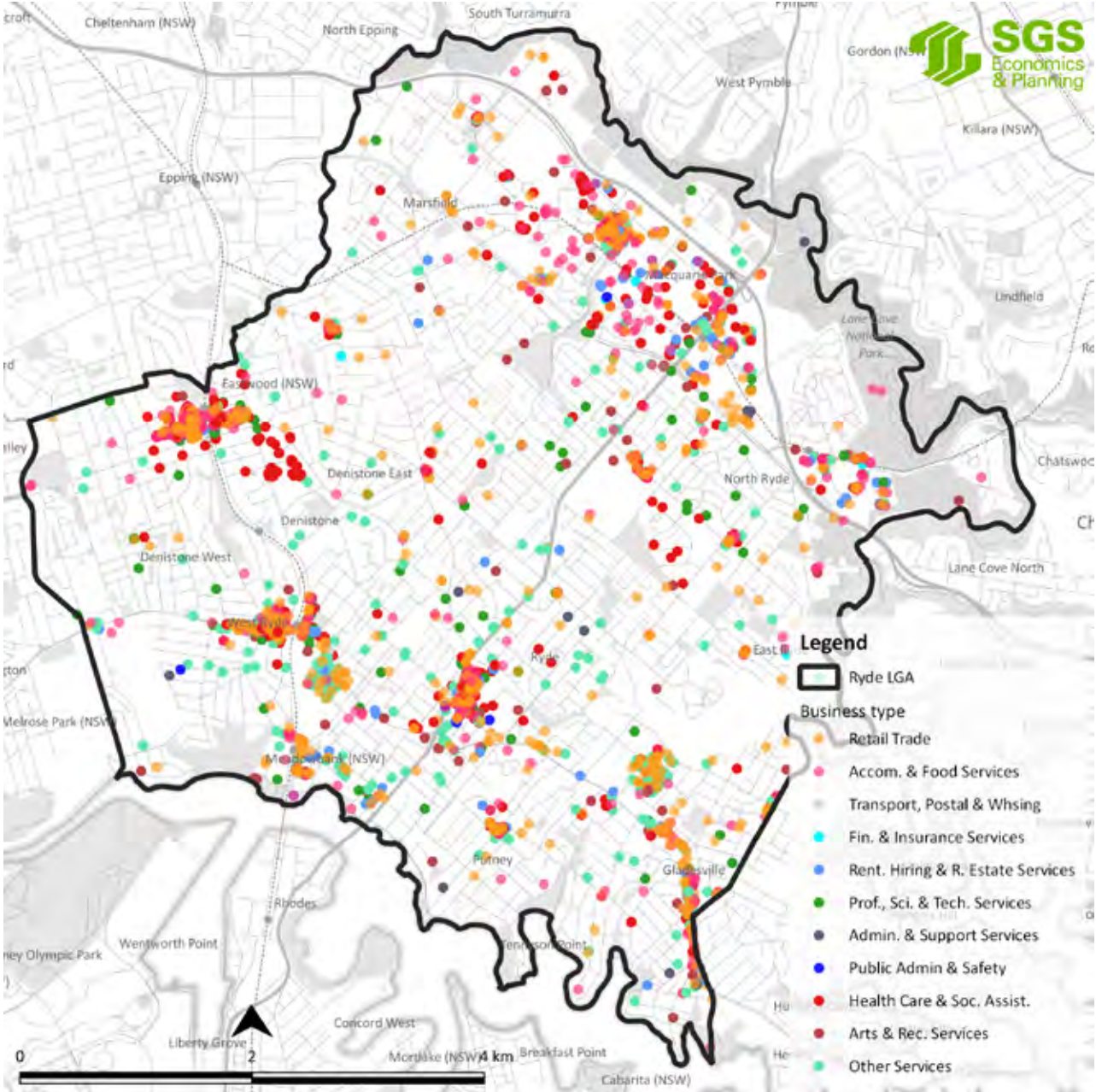
Strategies	Actions	Impact and efforts	Priority	Commence	Complete	Sphere of influence	Measure of success (soft or tangible)
6.1 Promote and alert local job opportunities through local channels and partners	Utilise local papers, social media campaigns, TAFE and Macquarie University to ensure the local community are fully aware of local employment opportunities.	Low effort, high impact	Ongoing	2021	Ongoing	Influence	<ul style="list-style-type: none"> • ABS Census Data on local employment.
	Update Council's careers web page – Council encourages residents to seek work locally.	Low effort, high impact	Ongoing	2021	Ongoing	Influence	<ul style="list-style-type: none"> • ABS Census Data on local employment.
	The local business community (including Council) support local students by providing work experience placements.	Low effort, high impact	Ongoing	2021	Ongoing	Influence	<ul style="list-style-type: none"> • TAFE and University data regarding graduate placements in the City of Ryde.
	Council engages with local support agencies for the recruitment of Traineeship candidates in accordance with the EEO and Diversity Mgt Plan.	Low effort, high impact	Ongoing	2021	Ongoing	Influence	<ul style="list-style-type: none"> • TAFE and University data regarding graduate placements in the City of Ryde.
6.2 Promote City of Ryde as an Employer of Choice	Implement a localised distribution strategy for Employer of Choice; Video Campaign.	Low effort, high impact	Ongoing	2022	Ongoing	Influence	<ul style="list-style-type: none"> • Monitor the number of views of Employer Choice Video Campaign – (Comms & Media) • Monitor engagement or increase in local applicants for jobs compared to previous times before campaign.
	Promote City of Ryde jobs at our local Jobs & Skills Expo's or other employment pathway initiatives.	Low effort, high impact	Ongoing	2022	Ongoing	Influence	<ul style="list-style-type: none"> • Monitor the number of jobs showcased at Employment pathway events such as Jobs & Skill Expo.

Appendix 1 - Physical assets



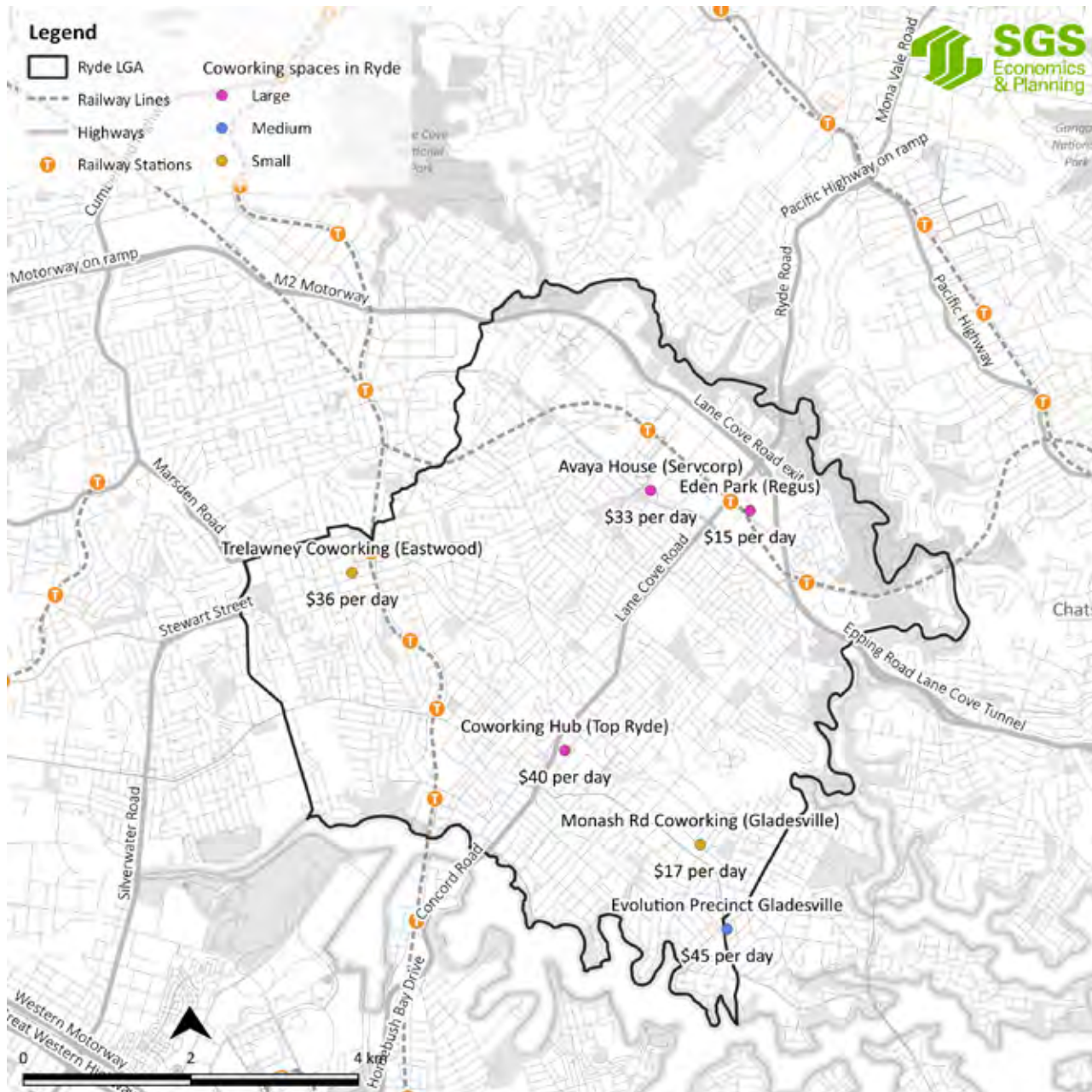
Transport infrastructure

- M2- connecting areas with a significant concentration of employment and workers (North Sydney, Chatswood, Blacktown)
- M4- access to both Sydney CBD employment opportunities and industrial/agricultural precincts in the western areas
- Sydney North West Metro- public transport access along the Eastern Economic Corridor and to major nodes in North-West Sydney.
- Future connectivity to Central (CBD) and South-West Sydney (i.e. Canterbury Bankstown)
- Northern Line T9- connections to Hornsby, Rhodes, Inner West and CBD
- NorthConnex (under construction)- providing improved connectivity between the M2-M1 and areas along the East Coast (i.e. Central Coast).



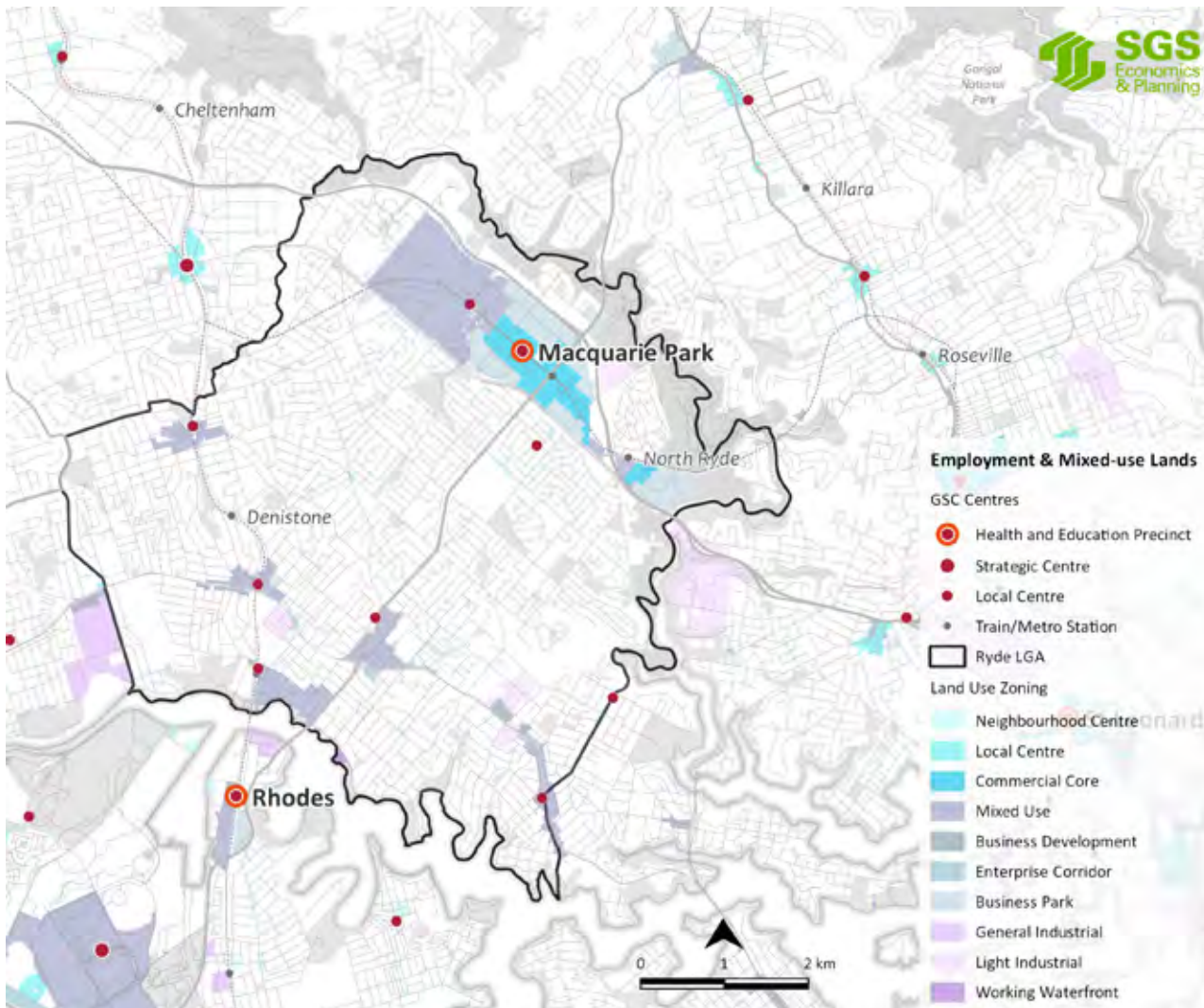
Business networks

- The most representative category of Business Point in the LGA is Accommodation and Food Services, accounting for 27% of all businesses, with a total of 711 points identified. They are clustered in Eastwood, West Ryde, Ryde, Macquarie University, Macquarie Park and Gladesville along Victoria Road.
- Health care services are the second most relevant category in the LGA representing 20% of businesses or 538 facilities. This is a highly clustered industry with the main locations being Eastwood, West Ryde, Ryde and Macquarie University/Park.



Coworking spaces

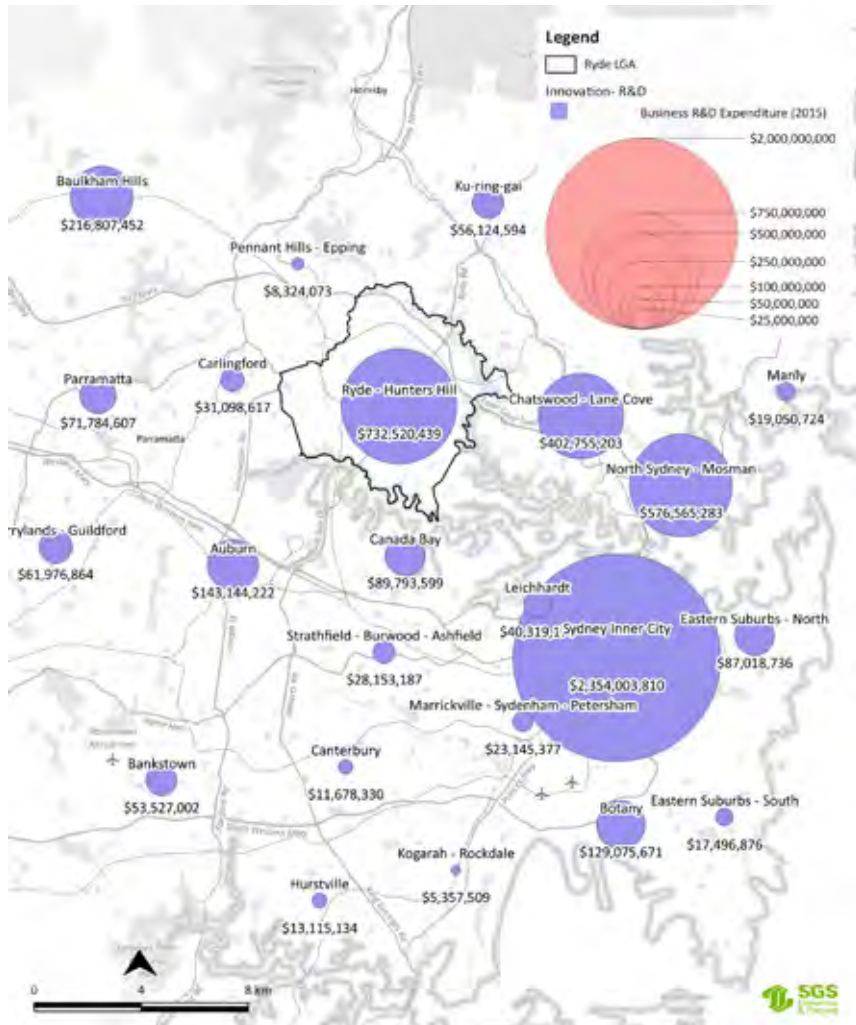
- Coworking spaces are concentrated in the northern and southern parts of the LGA, with a lack of coworking spaces in the middle of the LGA.
- It is important to note that there may be other coworking spaces in the LGA that do not have a geographic location or aren't listed publicly online.



Employment lands

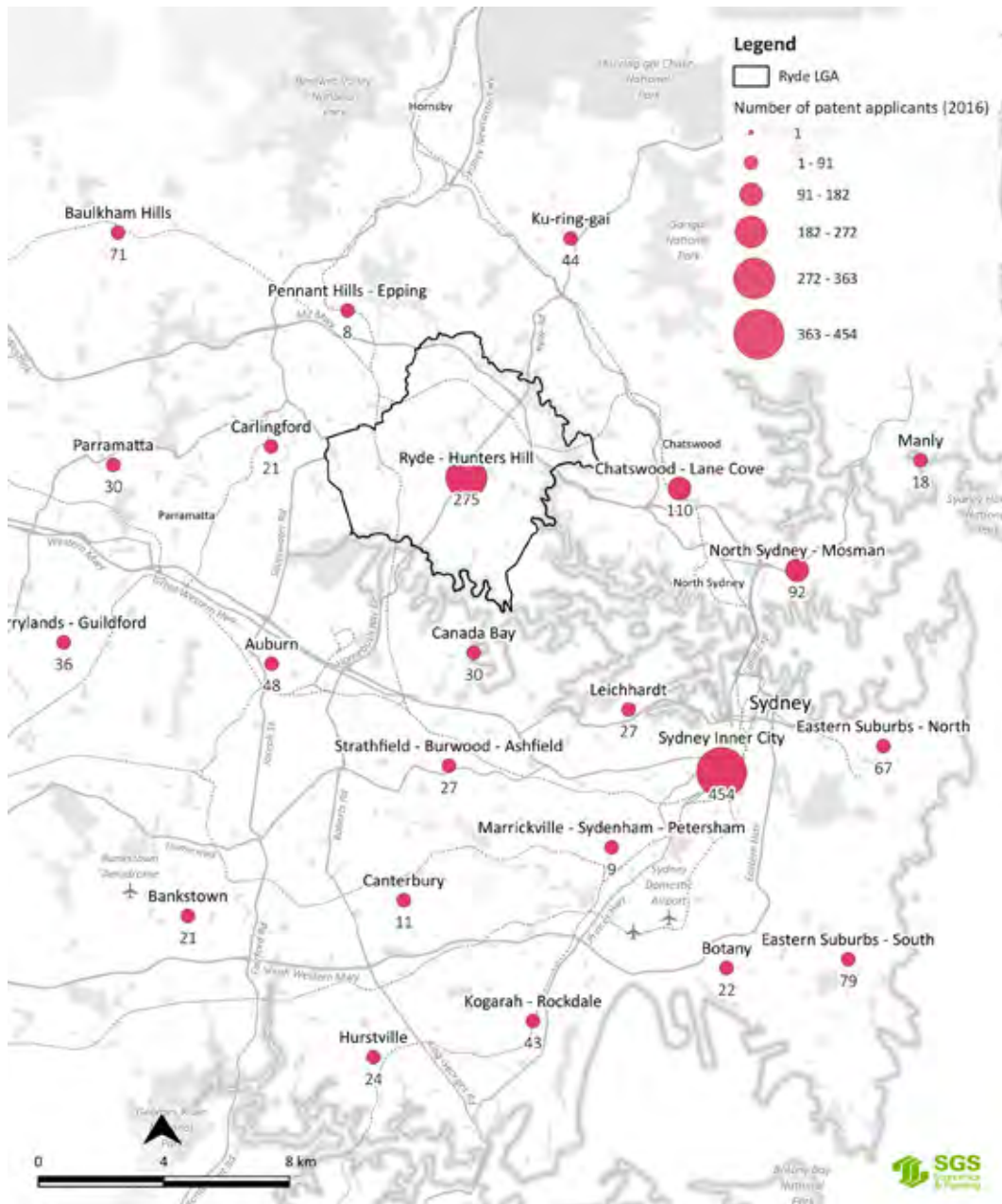
- Employment and mixed-use lands represent 12.6% of the LGA's area in total.
- Mixed-use lands account for 6.9% of the City of Ryde land, followed by Business Park lands which account for 2.37% of the area.
- Other significant employment-related uses include the Commercial Core, Light Industrial, Neighbourhood Centre and Business Development and Enterprise Corridor.
- Most of the employment uses are concentrated around Macquarie Park and Macquarie University.
- Other significant mixed-use areas are concentrated around the local centres of Meadowbank, Ryde, West-Ryde, Eastwood and Gladesville.

Appendix 2 - Innovation assets



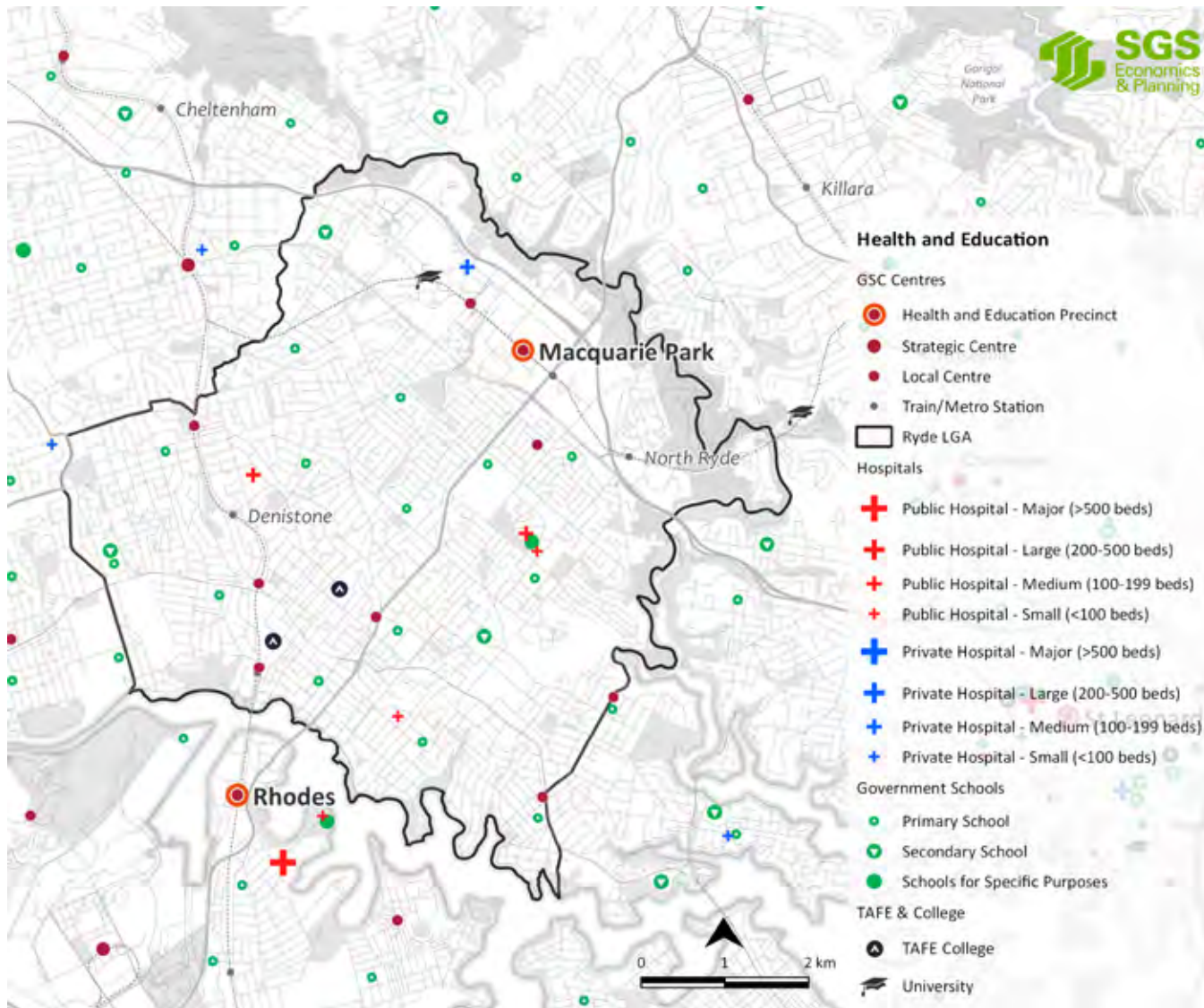
R&D Expenditure

- Ryde-Hunters Hill is second only to Sydney Inner City in terms of R&D Expenditure (\$732.5 million compared to \$2.3 billion).



Patent applications

- Patent applications are generally associated with granting protection for inventions. They emerge from the research phase of product development.
- Across Greater Sydney, Ryde-Hunters Hill’s number of patent applicants (275 applicants) is second only to Sydney Inner City (454).



Health and education

- Apart from Macquarie University, located in the north section of the LGA (specialising in physical, environmental, biological and agriculture sciences), there are two TAFE Colleges located in the West Ryde – Meadowbank area.
- There are also four public hospitals, the biggest one of which is the Ryde Hospital- classified as a medium hospital with more than 100 beds including an emergency department.



 City of Ryde



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