

# City of Ryde Draft Economic Development Plan 2015 - 2019



## 1.0 Foreword

The City of Ryde Economic Development Plan 2015-2019 has been prepared to stimulate the local economy and support jobs and business growth in our community.

We have consulted business owners, workers and residents to make sure we are concentrating on the most important issues to them. What has emerged is a plan that covers small business support, job seeker initiatives and investment attraction.

Over the last 10 years City of Ryde has experienced unprecedented growth. We now have 10,000 businesses, 90,000 jobs and a Gross Regional Product of \$14 Billion per year. Our growth is due largely to the success of Macquarie Park as a hub for world-class businesses, education, health services and retail. The next step is to encourage a greater degree of collaboration between these organisations and for the benefits to be shared with the broader community.

Whilst the Ryde economy has been performing well in recent years, the unemployment rate reached 5.9% in 2013. We must therefore ensure the 3,700 job seekers in our community have access to the best employment services and vocational training to help them find work. It is for this reason that Council held the inaugural Ryde Job & Skills Expo in 2013 to provide a one-stop-shop for job seekers wanting to more information on career pathways.

Research has proven that the small business sector is where the majority of new jobs are created. As the majority of small business owners also live in the local area, Council is in a prime position to support new small businesses during their critical start-up phase. It is for this reason that Council continues to deliver Ryde's Small Business September program providing practical training, networking and advice.

All of Sydney faces the common issue of traffic congestion. The key challenge facing communities is how to reduce our dependency on private motor vehicles. Fortunately, City of Ryde is serviced by two train lines, an integrated bus network, ferries and ever increasing bike paths. Council is supporting Connect Macquarie Park + North Ryde, the first transport management association of its kind in NSW. Their task is to encourage commuters to Macquarie Park to choose sustainable transport options to get to work.

City of Ryde is fortunate to have many significant economic assets on which to build upon. We have world-class education and training organisations, excellent transport infrastructure, strong business networks, unique town centres, popular community events and a beautiful natural environment. It is intended that this plan will provide a supportive framework to facilitate stakeholders to work together on moving our economy forward and meet the challenges that lay ahead.

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## 2.0 Introducing the City of Ryde Economy

The City of Ryde is fast becoming Sydney's premier suburban CBD. Over the past 10 years Ryde Local Government Area has transitioned from a typical suburban area to become an important employment and education hub.

The City of Ryde is located in Sydney's north-western suburbs 12 km from the Sydney CBD and 9 km from Parramatta CBD. Set in a beautiful natural environment, City of Ryde is well-connected to other parts of Sydney via two train lines, an integrated bus network, a daily ferry service to Sydney CBD, and the M2 Motorway.

The local economy has experienced unprecedented growth. In 2013 the Gross Regional Product was worth \$13.93 Billion and over the past 10 years the economy has grown at a rate of 4.35%, compared to the NSW State average of 2.17% over the same period. This growth added approximately 2,000 jobs to the local economy per year and average house prices having risen to over \$1 Million.

The City's town centres are changing and each has their own unique identity and offerings. Ryde has undergone a revitalisation with the new Top Ryde City shopping centre and apartments. Eastwood is a renowned cultural centre with people coming from all over Sydney, including international visitors, to experience the best in local Chinese and Korean food. Gladesville is an interesting enclave with an international food strip and heritage buildings. An important commuter hub, West Ryde is in a season of transition and development with a wide variety of supermarkets, hobby shops, restaurants and pubs.

Macquarie Park is home to many world-class businesses such as Optus, CSIRO, Microsoft, Johnson & Johnson, Cochlear and Foxtel. And the precinct is well on track to become Australia's fourth largest CBD by 2030 behind Sydney, Melbourne and Brisbane. In 2014 Macquarie Centre became the largest suburban shopping centre in Sydney with a \$440 million re-development and host of new retailers.

The city boasts a wealth of educational institutions. Some of the key educational institutions include: Macquarie University, Macquarie Graduate School of Management, the two campuses of the Northern Sydney Institute of TAFE and Macquarie Community College. The community is also well serviced by five hospitals including the new Macquarie Private Hospital and the Australian Hearing Hub.

Many of the challenges and opportunities facing the City of Ryde economy are related to how successful we can manage the growth. This will require changing the way people travel to work, our types of accommodation, the businesses and jobs we attract, the education and training we deliver, and improving the visitor experience of our centres.

With an abundance of economic assets, strong community partners and a proactive local council, City of Ryde is well-positioned for the next phase of growth in an increasingly competitive global economy.

## 3.0 SWOT Analysis of the Local Economy

The SWOT Analysis below provides an insight into the economic profile and identifies some key challenges and opportunities.

### Strengths:

- Strong economic growth for 10 years, driven by Macquarie Park;
- Proximity to Sydney's other major centres (e.g. Parramatta and Sydney);
- Connectivity via excellent transport infrastructure (rail, bus, ferry, M2 Motorway);
- World-class higher education, research and vocational training institutions;
- Proactive chambers of commerce;
- A highly talented young workforce and culturally diverse population;
- Attractive town centres and well-attended community festivals; and
- Pleasant surroundings and natural bushland setting.

### Weaknesses:

- Increasing pressures of traffic congestion;
- Perceptions of Macquarie Park as a boring place to work;
- Overreliance on Macquarie Park rather than other centres for jobs growth;
- Low-levels of collaboration between key organisations within Macquarie Park; and
- Housing affordability pushing out lower-paid employees.

### Opportunities:

- For Macquarie Park to progress from co-location to genuine cluster-like activity;
- Encourage more small business 'spin-offs' from the high-tech firms;
- Workforce to make greater use of local vocational training organisations;
- Increase the use of public transport (i.e. train, bus, ferry);
- Building on our cultural diversity for increased trade with Asia;
- Raise greater awareness of our beautiful natural environments; and
- Harness the maximum benefits from High Speed Broadband rollout.

### Threats:

- Inadequate response to traffic congestion and making the shift to other modes of transport;
- A downturn in telecommunications or wholesale trade industry sectors;
- Potential land use changes that might threaten employment lands;
- The high cost of accommodation for low-wage, casual and part-time workers;
- The wide-ranging effects globalisation such as highly mobile capital and the transferring of many local jobs offshore; and
- The decline in conventional retail trade accompanied with the increase in internet shopping.

## 4.0 Council's Role in Economic Development

### Defining Local Economic Development

"The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation... It focuses on enhancing competitiveness, increasing sustainable growth and ensuring that growth is inclusive." – World Bank, 2014

### Council's Role

It is important to acknowledge the important contribution a local council makes towards local economic development through the wide range of services delivered. Some of these services include: land use planning, public domain upgrades, road maintenance, community events, waste collection and recycling, food safety, bush care, libraries, parks and playgrounds. Each of these services plays an important role in providing a competitive and attractive business environment.

The specific contribution the Economic Development Plan (**EDP**) hopes to make is concerned with the following five areas:

- 1) Providing leadership and strategic direction;
- 2) Facilitating communication and partnerships;
- 3) Providing information and analysis of the local economy;
- 4) Supporting small business growth and continued investment attraction; and
- 5) Targeting unemployment issues with identified groups.

### Council's Approach

Council seeks to adopt a 'partnership approach' to economic development whereby we work alongside key stakeholders to positively influence change. Primarily, council's role in the economic development process will be to **influence** and **inform**. Council hopes to adopt a leadership role and facilitate partnerships between like-minded organisations in order to achieve economic development outcomes.

It should be noted that the duplication of existing government services should always be avoided. On occasions when council does deliver programs we will seek to do it through partnerships with local organisations that have specialist skills in these areas.

## 5.0 Strategic Framework

The NSW Government and City of Ryde already have in place a number of plans providing strategic direction. It is necessary to appreciate the hierarchy of plans in which the EDP operates.

### NSW 2021 (State Plan)

NSW 2021 is a 10 year plan to rebuild the economy, provide quality services, renovate infrastructure, restore government accountability, and strengthen our local environment and communities. The six core activities under the theme 'Rebuild NSW's Economy' include:

1. New infrastructure
2. More land available for housing and jobs
3. Grow critical industries and investment
4. 20% red tape reduction
5. Improving public sector efficiency
6. Boosting skills and qualifications

### NSW Economic Development Framework

The Framework encompasses the NSW Government's broad reform program covering planning, procurement, regulation, infrastructure, business facilitation services and advice.

The 'Five Priority Actions' include:

1. Demonstrate leadership
2. Make it easier to do business
3. Collaborate to drive innovation and competitiveness
4. Invest in critical infrastructure
5. Raise the global profile of Sydney and NSW

### Sydney Metropolitan Strategy

The Metropolitan Strategy is a comprehensive plan to manage the growth of Sydney. The Strategy provides the targets for housing provision, jobs growth and infrastructure. Key points for City of Ryde:

- Global Economic Corridor (including Macquarie Park) - This corridor will be protected and developed as an important cluster of professional and service industry jobs.
- Urban Activation Precincts – these are areas reserved for increased residential density located at Herring Rd and North Ryde station.

### City of Ryde Community Strategic Plan

The Community Strategic Plan is a long term strategy for the whole community. It aims to ensure that the City of Ryde lives up to the aspirations of our community, while meeting the challenges of the future. In particular, two relevant goals under the 'City of Prosperity' outcome include:

- Goal 1 - Our community and businesses across the city flourish and prosper in an environment of innovation, progression and economic growth.
- Goal 3 – Macquarie Park is recognised globally and locally as an innovative education and technology hub.



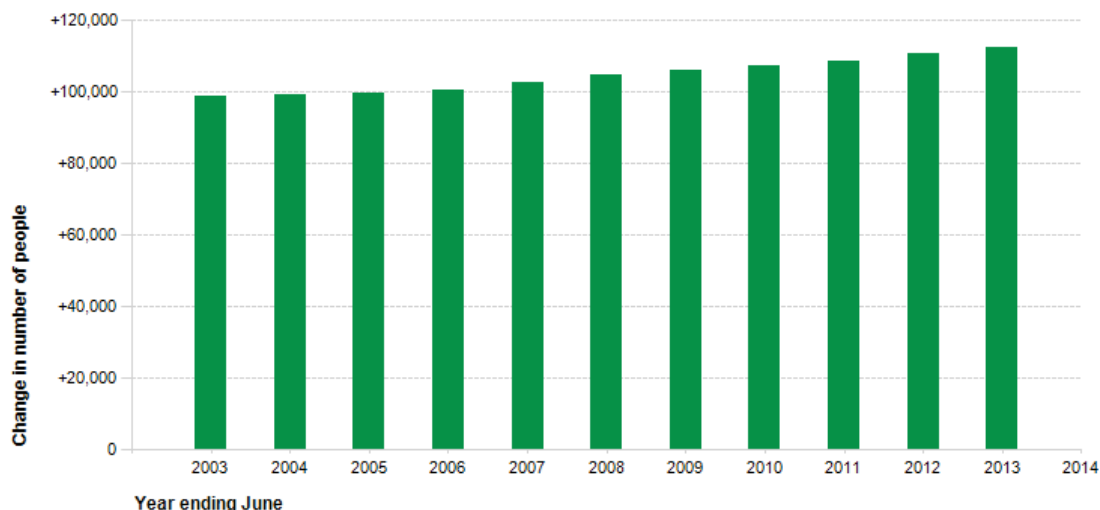
## 6.0 Economic Profile & Analysis

### Growing Population

The Estimated Resident Population (ERP) is the official population of the area. It is updated annually by the Australian Bureau of Statistics, and reassessed every Census. In 2013 there were 112,545 residents in City of Ryde. On average 1,350 new residents are added to the area each year.

#### Estimated Resident Population (ERP)

City of Ryde



Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented by .id the population experts

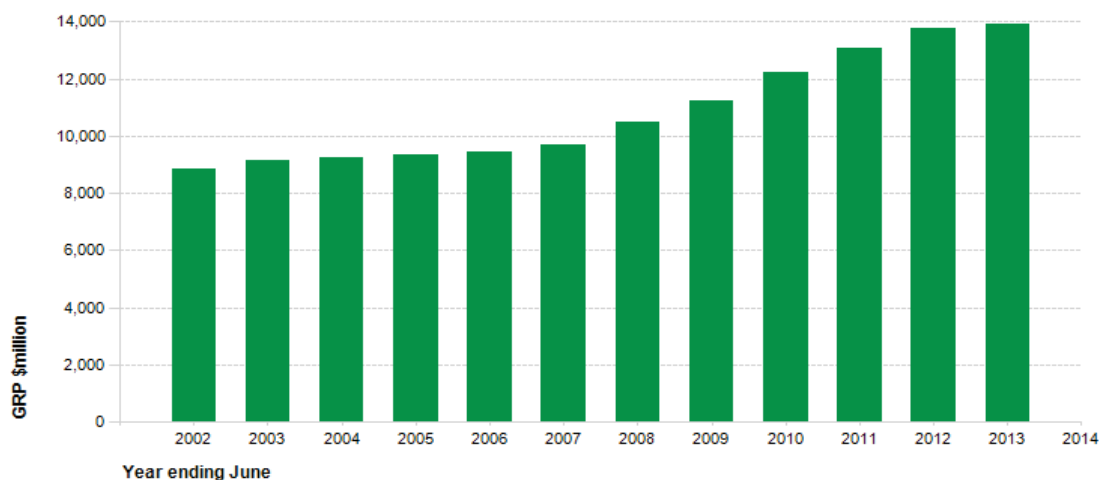
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### Strong Economic Growth

Headline Gross Regional Product (GRP) is a measure of size or net wealth generated by the local economy. Changes in this figure over time can represent changes in employment, productivity or the types of industries in the area. In 2013 The GRP for City of Ryde was \$13.93 Billion.

#### Gross Regional Product

City of Ryde



Source: National Institute of Economic and Industry Research (NIEIR) ©2014  
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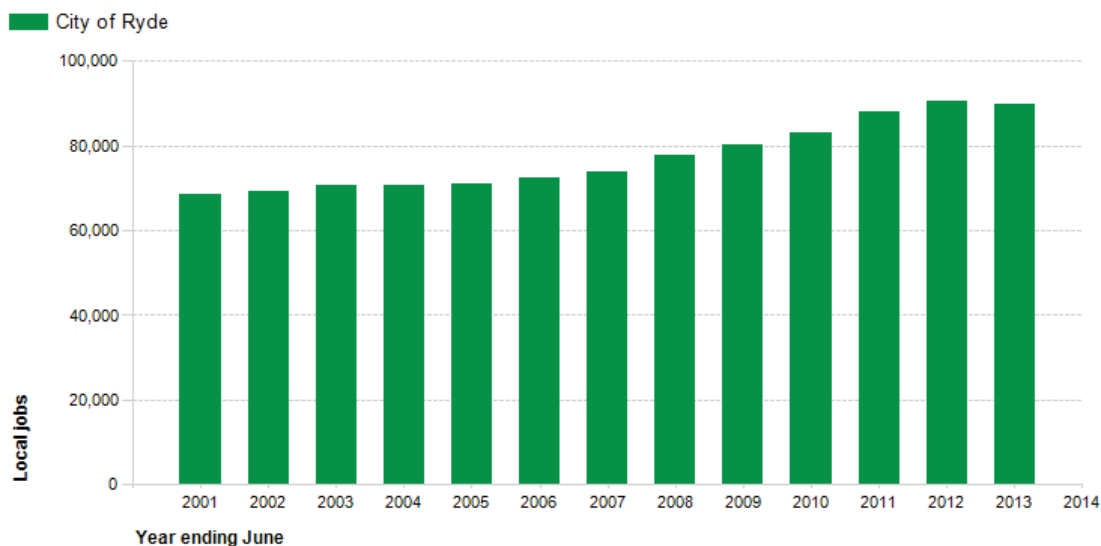
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## Local Jobs Growth

A count of jobs is one of the most fundamental economic indicators of the size of the local economy, and increasing numbers of jobs generally represent a growing economy. In 2013 there were a total of 89,857 jobs in City of Ryde.

### Local jobs



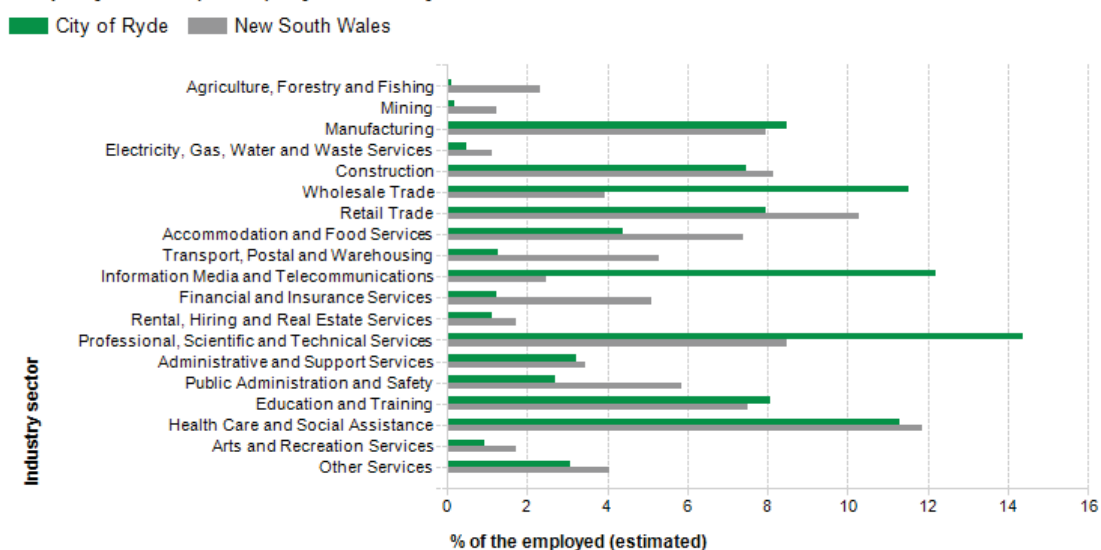
Source: National Institute of Economic and Industry Research (NIEIR) ©2014  
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## Economic Structure

By comparing the number of jobs in each industry sector to a regional benchmark, you can clearly see the structure of City of Ryde's economy. The three largest employing sectors are in 'Professional, Scientific and Technical Services', 'Information Media and Telecommunications', and 'Wholesale Trade'.

### Employment (total) by industry 2012/13



Source: National Institute of Economic and Industry Research (NIEIR) ©2014  
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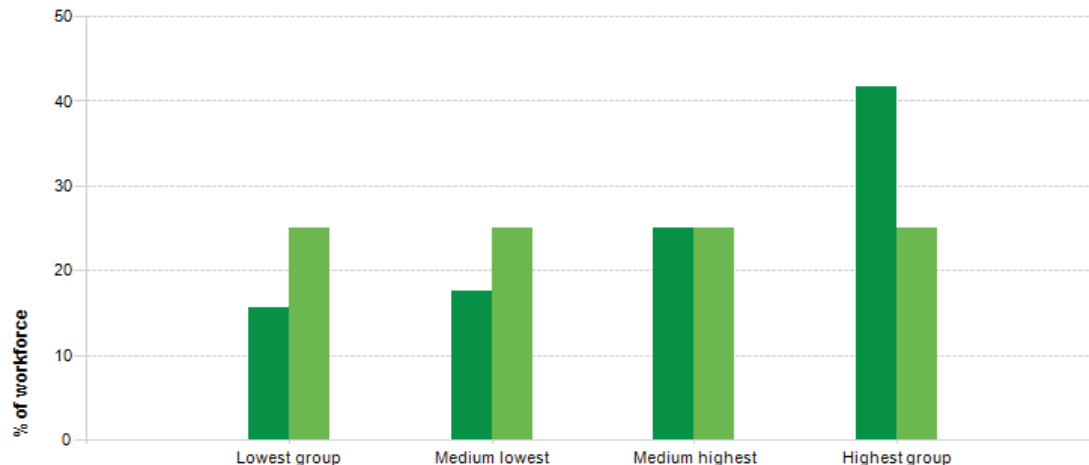
## High-Paying Jobs

Individual Income is an indicator of socio-economic status, skills and occupations required in a particular industry. It is important to note that over 40% of the City of Ryde workforce is in the highest earning quartile for NSW.

### Workforce individual income quartiles, 2011

City of Ryde - All industries

■ All industries ■ New South Wales



Income quartile group

Source: Australian Bureau of Statistics, Census of Population and Housing, 2011  
Compiled and presented in economy.id by .id, the population experts.

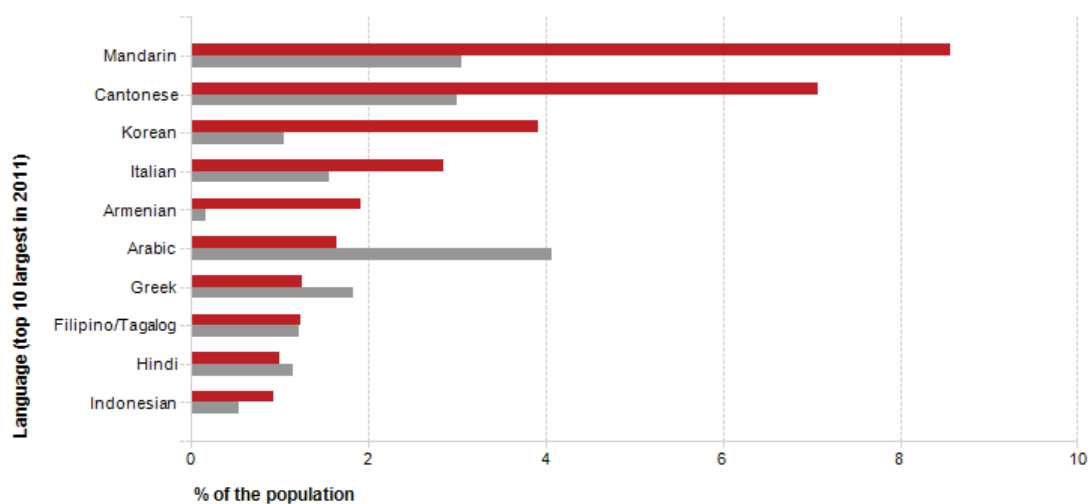
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## Culturally Diverse Community

Language spoken at home is a useful indicator of the cultural diversity of a city. In City of Ryde 42% speak a language other than English at home with Mandarin, Cantonese and Korean the top three.

### Language spoken at home, 2011

■ City of Ryde ■ Greater Sydney



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)  
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## 7.0 Consultation Process & Feedback

In addition to statistical analysis, there have been a series of surveys and focus group studies to further understand the current local economic climate of the City of Ryde.

### Macquarie Park Situation Analysis (Nov 2011)

A SWOT analysis was conducted on Macquarie Park to determine the key marketing assets, why tenants chose Macquarie Park, and identify barriers to continued growth. This was the preliminary study on which to base the marketing plan. The results were presented to Macquarie Park Forum.

Summary of key findings:

1. Macquarie Park is has out-performed all other office precincts in Sydney;
2. It has grown very fast in recent years with significant building activity over the last 10 years;
3. The initial attraction was that it was cheap to build with generous car parking provisions;
4. Northern Sydney region drawing on a talented workforce;
5. The precinct is particularly attractive to large occupiers interested in more than 1,000m<sup>2</sup> of commercial space; and
6. Traffic congestion and pedestrian-friendliness were the two most critical issues to address.

### Macquarie Park Marketing Plan 2013 – 2015 (Oct 2012)

A marketing plan was prepared following the findings of the Situation Analysis Report to brand the precinct. Surveys and four separate consultation workshops were held as part of this process and the outcome was the creation of a brand and logo. The plan itself has put in place steps to raise awareness, attract workers and improve communication among stakeholders. The results were presented to Macquarie Park Forum and the plan was endorsed.

Summary of the main objectives in the Marketing Plan:

1. Build a clear brand and logo;
2. Align stakeholders to support the vision and plan;
3. Establish the Macquarie Park Marketing Group;
4. Promote the social, professional, academic and community-oriented opportunities available to employees working in Macquarie Park; and
5. Encourage efficient and effective communication between all stakeholders to enhance the perception and experience of users in the area.

### Business Retention & Expansion Survey (Sept 2013)

A Business Retention and Expansion survey involves surveying the business community to prepare a SWOT analysis-style report on the local economy. A total of 104 surveys were completed with representation from a wide range of businesses in size, industry and location.

Summary of key findings:

1. City of Ryde is a good place for business;
2. Most businesses chose to locate in Ryde because they live here or its central location;
3. The top three economic assets are proximity to CBD, Parramatta and Chatswood, transport connectivity, and pleasant surroundings;

4. The top three things to improve the local economy are increasing car parking at train stations, public transport improvements and business training and networking events.

## **Economic Development Plan Survey (Feb 2014)**

This recent survey was prepared to further analyse issues raised in the BRE Survey and to obtain feedback on the current economic development plan. A total of 161 surveys were completed and the results presented to EDAC.

Top five suggested economic development activities:

1. To advocate/lobby for transport solutions & infrastructure improvements;
2. To provide an attractive local area for residents and visitors;
3. To provide practical support for new small business owners and job seekers;
4. To prepare a local economic development plan for City of Ryde; and
5. To stimulate and revitalise local town centres.

## **Four Focus Group Workshops (March 2014)**

Four separate workshops were held on 'Marketing the City', 'Small Business,' 'Job Seekers', and 'Place Making' during March 2014. The purpose was to hear from stakeholders and to provide the opportunity to suggest new projects. There were 41 people in attendance and the results of these workshops were presented to EDAC.

There was strong support for the following initiatives (in order of priority):

1. Council-run events and festivals;
2. Work experience/employment initiatives and jobs expos;
3. Small business workshops and master classes;
4. Connect Macquarie Park + North Ryde and transport initiatives;
5. Support for the Macquarie Park website and associated marketing; and
6. Support for town centre revitalisation initiatives and main street programs.

## 8.0 Vision, Goals & Objectives

### City of Ryde Vision for Economic Development

*“By 2019 City of Ryde will have a dynamic, business-oriented local government and be recognised as Sydney’s premier location for employment and globally competitive business with strong links to education and training. Our City will be vibrant with a dynamic business-enabling environment, and our community will be leaders in sustainable transport.”*

### Goals in the City of Ryde Economic Development Plan

**Goal 1:** Macquarie Park continues to attract new businesses and a talented workforce.

**Goal 2:** Town and neighbourhood centres are vibrant and attractive for residents, employees and visitors.

**Goal 3:** Small businesses thrive in an environment of relevant information, training and networking opportunities.

**Goal 4:** Job seekers find work locally via employment services, vocational training and work experience opportunities.

**Goal 5:** People can freely move into, out of, and around City of Ryde using modes of transport that are sustainable.

**Goal 6:** Market investment opportunities and permit a variety of activities in the city’s employment and industrial lands.

### Objectives to Achieve the Goals

**Objective 1:** Macquarie Park reaches 1,250,000 m2 of commercial office space by 2019.

**Objective 2:** By 2019 businesses in Macquarie Park report a 10% improvement in attracting and retaining talented staff by 2019 compared to 2015 levels.

**Objective 3:** By 2019 businesses in town and neighbourhood centres will report a 10% improvement in vitality and increased visitors as identified by a business survey.

**Objective 4:** Small business programs supported by City of Ryde receive a satisfaction rating of 80% or higher as identified by survey.

**Objective 5:** By 2019 small business owners report a 10% improvement in the provision of networking opportunities as identified by survey compared to 2015.

**Objective 6:** Employment training programmes supported by City of Ryde receive a satisfaction rating of 80% or higher as identified by survey.

**Objective 7:** The City of Ryde maintains an unemployment rate that is below the average for NSW.

**Objective 8:** By 2019 the percentage of residents and workers commuting to work by car (as a driver) is reduced by 10% on 2015 figures as measured by the Census.

**Objective 9:** By 2019 an industrial lands viability study will be undertaken to consider any necessary land use planning changes and market the opportunities to investors.

## 9.0 Programs & Projects to Achieve the Objectives

### **Program 1: Macquarie Park Investment Attraction Program**

- a) Project 1.1: Macquarie Park Investment Prospectus
- b) Project 1.2: Macquarie Park Website & eNewsletters
- c) Project 1.3: Business Climate Survey
- d) Project 1.4: NSW Government 'Bridging the Gap' Program

### **Program 2: Macquarie Park Employee Experience Program**

- a) Project 2.1: Guide for Macquarie Park Employees
- b) Project 2.2: TEDx Macquarie University Event
- c) Project 2.3: Events in Macquarie Park

### **Program 3: Centres Revitalisation Program**

- a) Project 3.1: Facilitate the NBN Rollout with NBN Co.
- b) Project 3.2: Promotion of Restaurants and Town Centres
- c) Project 3.3: Town Centre Business Needs Survey

### **Program 4: Small Business Advisory Program**

- a) Project 4.1: Ryde Planning & Business Centre Advisory Service & Business Fact Sheets
- b) Project 4.2: Council's 'Setting Up a Home-Based Business' Workshop
- c) Project 4.3: NSW Government Small Biz Connect Initiative

### **Program 5: Small Business Training & Networking Program**

- a) Project 5.1: Small Business Workshops & Networking Events

### **Program 6: Education and Training Program**

- a) Project 6.1: Skilled Migrant Job Seeker Program
- b) Project 6.2: Local Work Experience Campaign
- c) Project 6.3: Improved Web Presence for Employment Initiatives

### **Program 7: Industry and Skills Alignment Program**

- a) Project 7.1: Ryde Jobs and Skills Expo
- b) Project 7.2: Industry Employment & Training Needs Survey
- c) Project 7.3: NSW Government 'Smart and Skilled' Initiative

### **Program 8: Sustainable Transport Solutions Program**

- a) Project 8.1: Promotion of 'Connect Macquarie Park + North Ryde'
- b) Project 8.2: Support Sustainable Transport Research Projects

### **Program 9: Employment Lands Review Program**

- a) Project 9.1: Conduct a review of employment lands in City of Ryde for land use planning
- b) Project 9.1: Prepare information for potential investors on the major employment lands in City of Ryde



## 10.0 Delivery Partners

The programs and initiatives suggested in this plan are to be delivered in partnership with the suggested specialist organisations outlined below (in alphabetical order):

- 1) Community Migrant Resource Centre
- 2) Connect Macquarie Park + North Ryde
- 3) Goodman International
- 4) Local job service agencies
- 5) Macquarie Community College
- 6) Macquarie University
- 7) Macquarie Graduate School of Management
- 8) NBN Co.
- 9) Northern Sydney Institute of TAFE
- 10) NSW Department of Trade & Investment
- 11) Property Council for NSW
- 12) Ryde Business Forum & Chambers of Commerce
- 13) Ryde Human Services (Centrelink)
- 14) Small Business Commissioner's Office
- 15) TEDx Macquarie University

## 11.0 Governance Structures

For the Economic Development Plan to be successfully implemented there must be appropriate governance structures in place. Outlined below are the various committees and working groups that oversee various aspects of the EDP.

### Council

Council makes policies on the City's direction, funding expenditure, investment, borrowing, finance, strategic development and growth.

### Economic Development Advisory Committee

EDAC provides direction and support to assist and guide Council in the implementation of the Economic Development Plan. It should be noted that EDAC has the most significant role in overseeing the EDP.

### Macquarie Park Forum

Macquarie Park Forum provides high-level strategic and industry input in areas such as transport, marketing, urban design and sustainability.

### Macquarie Park Marketing Group

This working group provides project-specific advice on the marketing initiatives, investment attraction and the employee experience of working in Macquarie Park.

### Ryde Jobs & Skills Expo Organising Committee

This working group is the primary organising committee of the Ryde Jobs & Skills Expo. This event was first held in 2013. There is strong support for holding a similar event in the future.

### Transport Management Association

Connect Macquarie Park + North Ryde is a partnership between the State Government, City of Ryde and the businesses in Macquarie Park to make it easier for employees to travel to and from work.

## 12.0 Reporting & Key Performance Indicators

Every objective listed in the EDP has a corresponding Key Performance Indicator (KPI) or benchmark. The progress in achieving the KPIs will be regularly reported to EDAC.

Objective	Key Performance Indicator (KPI)
Objective 1: For Macquarie Park to reach 1,250,000 m2 of commercial office space by 2019.	KPI 1: Total commercial floor space in Macquarie Park sourced by Property Council for NSW quarterly reports.
Objective 2: By 2019 businesses in Macquarie Park report a 10% improvement in attracting and retaining talented staff compared to 2015 levels.	KPI 2: To be assessed by survey.
Objective 3: By 2019 businesses in town and neighbourhood centres will report a 10% improvement in vitality and increased visitors as identified by a business survey compared to 2015 levels.	KPI 3: To be assessed by survey.
Objective 4: Small business programs receive a satisfaction rating of 80% or higher as identified by survey.	KPI 4: To be assessed by survey at the completion of all small business programs.
Objective 5: By 2019 small business owners report a 10% improvement in the provision of networking opportunities as identified by survey compared to 2015.	KPI 5: To be assessed by survey.
Objective 6: Employment training programmes supported by City of Ryde receive a satisfaction rating of 80% or higher as identified by survey.	KPI 6: To be assessed and by survey at the completion of all employment programs.
Objective 7: The City of Ryde maintains an unemployment rate that is below the average for NSW.	KPI 7: To be assessed annually via the Small Area Surveys prepared by the Australian Bureau of Statistics and Centrelink.
Objective 8: By 2019 the percentage of residents and workers commuting to work by car (as a driver) is reduced by 10% on 2015 figures as measured by the Census.	KPI 8: To be assessed via published Census results at the end of the period.
Objective 9: By 2019 an industrial lands viability study will be undertaken to consider any necessary land use planning changes and market the opportunities to investors.	KPI 9: To be assessed by the completion of an industrial lands review.

## 13.0 Economic Development Plan Spreadsheet

The table below outlines the relationship between goals, objectives, KPIs, programs and projects.

Goal 1	Objective	KPI	Program	Project
Goal 1: Macquarie Park continues to attract new businesses and a talented workforce.	Objective 1: Macquarie Park reaches 1,250,000 m2 of commercial office space by 2019.	KPI 1: Total commercial floor space in Macquarie Park sourced by Property Council for NSW quarterly reports.	Program 1: Macquarie Park Investment Attraction Program	Project 1.1: Macquarie Park Investment Prospectus
				Project 1.2: Macquarie Park Website & eNewsletters
				Project 1.3: Business Climate Survey
	Objective 2: By 2019 businesses in Macquarie Park report a 15% improvement in attracting and retaining talented staff compared to 2015 levels.	KPI 2: To be assessed by survey.	Program 2: Macquarie Park Employee Experience Program	Project 2.1: Guide for Macquarie Park Employees
				Project 2.2: Macquarie University TEDx Event
				Project 2.3: Events in Macquarie Park

Goal 2	Objective	KPI	Program	Project
Goal 2: Our town and neighbourhood centres are vibrant and attractive for residents and visitors.	Objective 3: By 2019 business in town and neighbourhood centres will report a 10% improvement in vitality and increased visitors as identified by a business survey compared to 2015 levels.	KPI 3: To be assessed by survey.	Program 3: Centres Revitalisation Program	Project 3.1: Facilitate the NBN Rollout with NBN Co.
				Project 3.2: Promotion of Restaurants and Town Centres
				Project 3.3: Town Centre Business Needs Survey

Goal 3	Objective	KPI	Program	Project
Goal 3: Small businesses thrive in an environment of relevant information, training and networking opportunities.	Objective 4: Small business training programmes supported by City of Ryde receive a satisfaction rating of 80% or higher as identified by survey.	KPI 4: To be assessed by survey at the completion of all small business programs.	Program 3: Small Business Advisory Program	Project 3.1: Ryde Planning & Business Centre Advisory Service
				Project 3.2: Council's Setting Up a Home-Based Business Workshop

				Project 3.3: NSW Government Small Biz Connect Initiative
	Objective 5: By 2019 business owners report a 10% improvement in local networking opportunities as identified by survey compared to 2015.	KPI 5: To be assessed by survey.	Program 4: Business Networking Program	Project 4.1: Small Business Workshops & Networking Events

Goal 4	Objective	KPI	Program	Project
Goal 4: Job seekers find work locally via employment services, vocational training opportunities and work experience.	Objective 6: Employment training programmes supported by City of Ryde receive a satisfaction rating of 80% or higher as identified by survey.	KPI 6: To be assessed and by survey at the completion of all employment programs.	Program 5: Education and Training Program	Project 5.1: Skilled Migrant Job Seeker Programme
				Project 5.2: Local Work Experience Campaign
				Project 5.3: Improved Web Presence for Employment Initiatives
	Objective 7: The City of Ryde maintains an unemployment rate that is below the average for NSW.	KPI 7: To be assessed annually via the Small Area Surveys prepared by the Australian Bureau of Statistics and Centrelink.	Program 6: Industry and Skills Alignment Program	Project 6.1: Ryde Employment and Training Expo
				Project 6.2: Industry Employment & Training Needs Survey

Goal 5	Objective	KPI	Program	Project
Goal 5: People can freely move into, out of, and around City of Ryde using sustainable transport options.	Objective 8: By 2019 the percentage of residents and workers commuting to work by car (as a driver) is reduced by 10% on 2015 figures as measured by the Census.	KPI 8: To be assessed via published Census results at the end of the period.	Program 8: Sustainable Transport Solutions Program	Project 8.1: Promotion of 'Connect Mac Park + North Ryde'
				Project 8.3: Support Sustainable Transport Research Projects

Goal 6	Objective	KPI	Program	Project
Goal 6: Market investment opportunities and permit a variety of activities in the city's employment and industrial lands.	Objective 9: By 2019 an industrial lands viability study will be undertaken to consider any necessary land use planning changes and market the opportunities to investors.	KPI 9: To be assessed by the completion of an industrial lands review.	Program 9: Employment Lands Review Program	Project 9.1: Industrial lands viability study to consider any necessary land use planning changes.
				Project 9.1: Prepare information for potential investors on the major employment lands in City of Ryde