



# MAYORS' INTRODUCTION

Goulburn Mulwaree has a long and proud history, and as times and technology have changed, we have always been quick to adapt, innovate and prosper.

Today, in the digital age, we are again moving to take advantage of new digital and smart city technologies.

The Goulburn Mulwaree Smart City Strategy is our blueprint for the digital future of the region. It will support our Community Strategic Plan, contributing to all 5 objectives - environment, economy, civic leadership, infrastructure and community.

The Smart City Strategy is integrated with our regional identity, focuses on local priorities, and was developed based on positive conversations with our community, both online and in person.

Improving digital connectivity, skills and opportunity. Access to better local services that are convenient and user-friendly. Strengthening our digital economy and regional innovation. Enhanced community consultation. New approaches to sustainability. Smarter planning and delivery of community infrastructure.

These are the objects of our Smart City Strategy - objectives that as a community we will work together to achieve. An engaged community, dynamic business sector, innovative Council, and creative partnerships will ensure the success of this Strategy.

I look forward to working with you to make Goulburn Mulwaree a smart city leader.

# COMMUNITY ENGAGEMENT

In early 2017 Goulburn Mulwaree Council implemented the Your Say Goulburn online community consultation portal in an effort to reach a wider audience on issues that matter to our citizens.

The platform allows for discussion forums, surveys and Q&A's. Council will continue to use this method of engaging with the community on the multitude of issues and projects we are involved in.

Consultation that has filtered into this Strategy was predominantly undertaken online, with a public meeting also held in April. A sample of this engagement is presented below.

## Top digital opportunities



Increased job & economic opportunities



Improved city activation (for locals & tourists)



Better social & environmental outcomes



# OUR SMART CITY PRINCIPLES AND OBJECTIVES

1

## Community at the Centre

This is a people plan, not a technology plan. Making our region more liveable, prosperous, sustainable and innovative is the goal, and we will use smart technology to do this. Moreover, we are committed to ongoing conversation with the community, so we understand local priorities and concerns, and can design the best services.

2

## Partnership and collaboration

Digital possibilities for our region are immense, and getting the best will require leadership, contribution, and collaboration from many partners – Council, community, local business, innovators, industry, other governments, and academia. We are committed to such collaboration.

3

## Embracing innovation

As a community we will be open to innovation, new ideas, engaging with risk, testing new technology, and service transformation. We will encourage new perspectives, and support fresh solutions.

4

## Sustainability

Smart technology offers new pathways to protect and enhance our environment, and drive sustainable economic growth for our region. Council will work with our community to apply digital technology that improves efficiency, reduces negative environmental outcomes, creates green jobs, and invests in our future.

5

## Social inclusion

Goulburn Mulwaree is committed to using digital technology to enhance opportunities and outcomes for our entire community. Participation, unlocking creativity, life-long learning, increasing digital literacy, and building new skills are all core principles of our Smart City Strategy.

# OBJECTIVES

1

## Increase digital capability

We are committed to increasing digital awareness, literacy and skills, right across our community – for individuals, local businesses and Council itself.

Building our digital capacity – through communication, training, and collaboration – will accelerate local benefits, and allow everyone in the community to engage with new technology.

2

## Strengthen digital connectivity – build the smart city foundation

To be a smart region we need strong digital foundation, including broadband, mobile, Wi-Fi, and narrowband networks.

Council will continue to support improvements in connectivity across our region, directly where possible, and as collaborator and advocate where necessary.

High-speed, reliable, integrated connectivity is the ultimate goal. But basic connectivity that works is the starting point, and we will work with our villages to get better outcomes.

3

## Better engagement, better local services

Council will use smart technology to deliver better online services for residents, and improve the planning and management of community infrastructure. We will increase accessibility to data and information, and continue to develop our digital community engagement platforms to encourage participation.

4

## Supporting smart jobs, attracting digital investment

Goulburn Mulwaree will use smart technology to strengthen our economy, to grow, diversify and share prosperity. We will expand our digital economy, promote smart working, encourage innovation, foster digital investment, and increase international economic connections.

5

## Promote Goulburn as modern, dynamic region

The Goulburn Mulwaree shire is a part of a growing, dynamic region. This Strategy will continue to promote and position Goulburn Mulwaree as a future oriented region with great opportunities for residents, investors and visitors alike.

# DELIVERING OUR SMART CITY, BUILDING MATURITY

This Strategy starts our smart city journey, and launches a long-term program of action, reform, collaboration and evaluation.

Implementation and progress will be iterative, and just as digital technologies are changing, so too will our Strategy change and evolve over time.

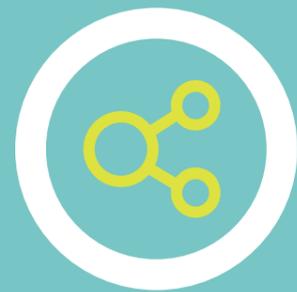
To ensure we are moving forward, Goulburn Mulwaree will apply a Smart City Maturity Model that charts the progress of our community.

Council will use this Maturity Model to guide implementation, not only to to shape next steps, but also to assess results.

Against key smart community attributes, the Maturity Model indicates that Goulburn Mulwaree is starting from the Beginning/Developing level.

Our aim, over time, is to move from these foundations to be a leading smart community.

## POSSIBLE ISSUES WE'LL NEED TO MANAGE



Digital connectivity



Good user-experience



Funding



# GOULBURN MULWAREE SMART CITY

## DEVELOPING OUR MATURITY, PHASING ACTION AND EFFORT

<b>Smart services</b>	Low availability and low services standards	Increasing number of smart services and improving standards	Smart services are wide-spread with high standards	Smart services are ubiquitous, integrated, and have excellent standards
<b>Data</b>	Limited data collection and analysis. Very low integration with performance management. Mostly closed data	Data analysis is increasing, some data sets are accessible, and the performance framework is emerging	Most data sets are accessible, and well used. Data analysis and integrated performance management are wide-spread	Sophisticated data management is embedded, drives performance improvement, and supports a thriving innovation ecosystem
<b>Community</b>	Community engagement is limited and largely non-digital	Engagement is improving and digital has growing role	Community engagement is broad and digital channels are well-established	Community co-creates smart plans and programs
<b>Culture</b>	Limited awareness and openness to digital reform	Increasing reception to digital innovation and more opportunities to enact	Digital innovation is encouraged and clear change processes are in place	Leveraging digital innovation is how we do things, frameworks are supportive and initiative is the norm
<b>Connectivity</b>	Networks are basic with low use and performance	Networks are growing, and use is improving	Networks are broad, connected, and high performing	Networks are universal, integrated with exceptional service outcomes
<b>Digital planning &amp; governance</b>	Basic Plan and governance in place	Planning includes some prioritisation and assessment	Planning includes full performance and accountability framework	Planning is recognised as best practise, and emulated by others
	<b>Beginning</b>	<b>Developing</b>	<b>Embedding</b>	<b>Leading</b>

# CASE STUDY – 🔍

## SMART WORKING AT WORKSPACE 2580

Workspace 2580 is the brainchild of Community Plus Inc , a Goulburn based community development organisation which is supported by the Goulburn Mulwaree Council and the Veolia Mulwaree Trust.

Community Plus has entered into a partnership with Goulburn Mulwaree Council to create the Workspace 2580 initiative. This is a community-managed and funded business hub with very high speed internet services, providing inspiration and opportunities for collaboration in co-working spaces for micro business and start-ups, video conference facilities, serviced offices, community spaces and education and training facilities.

Community Plus Inc has a number of ambitious projects which are contributing to Goulburn’s continuing development as an intelligent community. These include:

- The Goulburn Community College which is providing short courses, workshops and seminars to enhance engagement with technology and lifelong learning [www.goulburncommunitycollege.com.au](http://www.goulburncommunitycollege.com.au)
- In collaboration with the Office of Environment and Heritage creating an information kiosk for residents to gain information about energy efficiency, waste and energy management
- Creating a regional portal - this project has commenced with creating a directory of community services and organisations, will expand to business and government listings and will eventually incorporate a 24 hour livetv station. [www.southerntablelandslive.com](http://www.southerntablelandslive.com)

- Working with The Digital Hub, a Wollongong based social enterprise to engage young people in learning works-related skills to provide support to local businesses engaging in social media and online marketing: [www.thedigitalhub.com.au](http://www.thedigitalhub.com.au)
- Partnering with the Open University platform - [www.futureLearn.com](http://www.futureLearn.com) to facilitate new learning pathways through supported online learning groups.
- Supporting the activities of the Goulburn Business Chamber which is co-located in Worksapce2580.
- Creating MeetUps for professional development opportunities for teachers, accountants, businesses, solicitors and community service providers.
- Working with Southern Tablelands Arts to promote and support STEAM learning initiatives. [www.southerntablelandsarts.com.au](http://www.southerntablelandsarts.com.au)
- Working with RDA Southern Inland to engage tradespeople in online marketing through the iTradies initiative [www.rdasi.org.au](http://www.rdasi.org.au)

Workspace2580 is also working with the University of Canberra to facilitate internships, off-campus workshops, and providing access for local students to video access to lectures.

Co-working hubs with high quality broadband connectivity such as Workspace2580 can enable small businesses to significantly expand their influence, overcoming issues to connect with local, regional and international markets. A critical success factor is digital connectivity to harness creativity and share ideas. [www.workspace2580.com.au](http://www.workspace2580.com.au)

# CASE STUDY - 🔍

## THE GOULBURN GROUP AND FREE PUBLIC WI-FI

The culture of digital collaboration and leadership in Goulburn Mulwaree is exemplified by our local free public Wi-Fi initiative.

Led by local community action collective, the Goulburn Group, this project was launched in March 2013, and provides a number of free public Wi-fi access points in the Goulburn CBD.

The Goulburn Group was formed in 2008 by a group of residents and businesspeople to research and promote environmentally and economically sustainable local development projects.

Imagined, planned and delivered by the Goulburn Group, this project also leverages support from a number of local businesses and Goulburn Mulwaree Council.

The objectives of this digital initiative included:

- attracting more tourists and travellers into Goulburn
- promoting flexible/smart working by increasing access to digital connectivity
- encouraging digital engagement and capacity building amongst local businesses
- signaling Goulburn's digital leadership.

This project has invested in Goulburn's digital foundations, and has provided a model of community-business-Council partnership to drive smart city outcomes.

Looking forward, Goulburn Mulwaree Council is committed to further enhancing local Wi-Fi - access, performance and user experience - and we will work with the Goulburn Group and other partners to deliver these benefits to our community.



# CASE STUDY - 🔍

## ONLINE SERVICES AND OUR SMART LIBRARIES

**Goulburn Mulwaree Council is continuing to embrace digital innovation in service provision to our community.**

### 'Big READ bus'

The Big READ Bus is Goulburn Mulwaree Council's state of the art Mobile Library. The Bus visits rural areas, schools, nursing homes and retirement villages to provide library services to members of the community who can't easily access the library building in Bourke Street.

The key to the success of the Mobile Library has been the use of innovative technology. The Big READ Bus is equipped with onboard Wi-Fi, computers, devices such as iPads and Kobo's for use by the community. The Bus is also completely eco-friendly, with rooftop solar panels providing the power for the technology onboard.

Council is also trialing other services within the bus including payments and electronic transactions and the lodging of service requests.

### Mobile visitor information centre

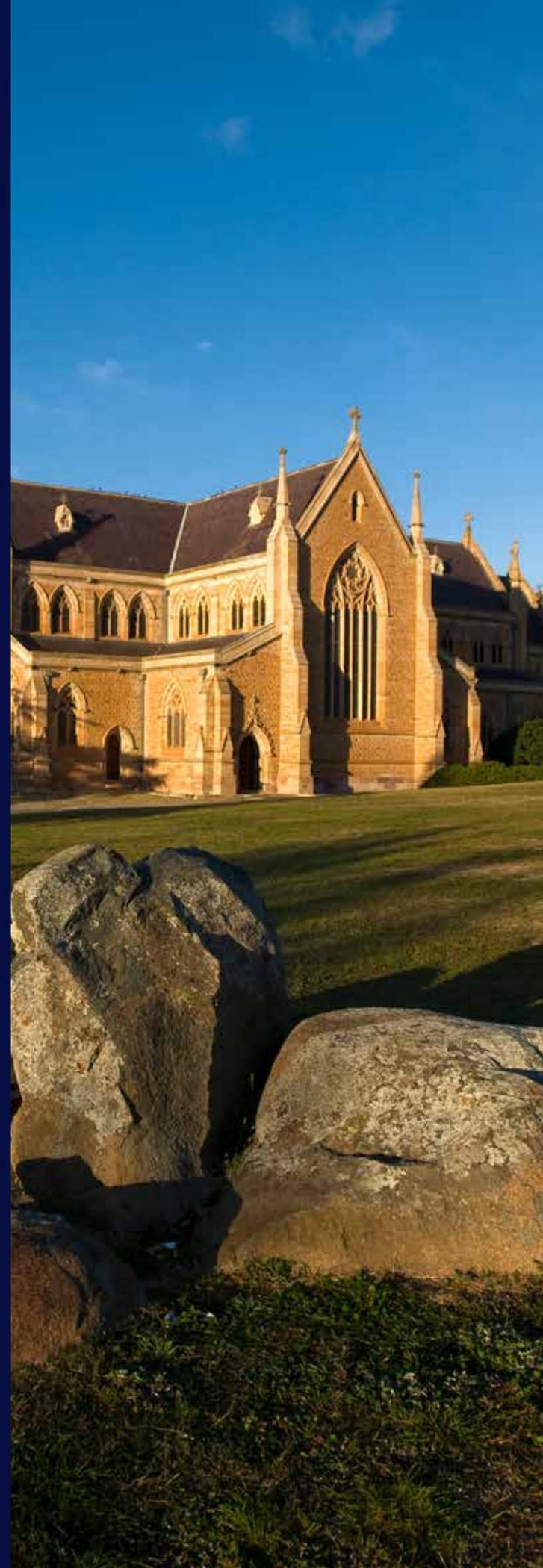
Goulburn Mulwaree Council's Mobile Visitor Information Centre, affectionately named Vickie, is an example of an innovative use of technology to complement the Goulburn Australia marketing campaign activities.

The van is stocked full of information for visitors and tourists, and features three television screens, computers and iPads all connected to free public Wi-Fi. The van is used at events and strategic locations, and provides an immersive, interactive experience for visitors.

Council also plans to use the van for community consultation by parking in key locations to encourage residents to have their say on important issues and exciting projects.

### Tesla charging stations

Goulburn Mulwaree Council is 'leading the charge' in the electric car market with Tesla Supercharger stations located at the Visitor Information Centre on the edge of our CBD. The stations are able to charge up to eight tesla's at a time, and can give around 270km of range within 30 minutes. The location was strategically chosen to enable users of the station to enjoy the nearby Belmore Park, as well as the many cafes, restaurants and shops within a short walk.



## BETTER LOCAL SERVICES USING DIGITAL



Online services



Planning and development



Tourist and visitor services

# PRIORITIES AND ACTIONS

## Connectivity improvement and innovation program

As top priority, Goulburn Mulwaree Council will continue to support the improvement of connectivity for the community. This includes:

- enhancement to free public Wi-Fi, both coverage and performance
- leveraging technology like microwave and narrowband networks to drive innovation and diversification
- advocacy for better connectivity outcomes, working with state and federal government, telecommunication and technology companies, and NBNco

## Creating smart city and digital transformation leadership in council

To coordinate implementation and ensure results, we will create new responsibility and accountability within Council to deliver smart city and digital transformation for our community.

## Digital services

Goulburn Mulwaree Council will continue our program of expanding and improving online services, working to enhance both quality and resident satisfaction.

## National/International partnership

Goulburn Mulwaree will partner with the Australian Smart Communities Association – the nation’s peak smart city group – to strengthen our advocacy, to leverage national expertise and knowledge, and to promote Goulburn’s achievements.

## Digital community engagement

Goulburn Mulwaree Council is committed to listening to our community and working together. Digital technology offers much opportunity to improve the breadth, depth and quality of community engagement and co-creation. Council will continue to modernise our communication processes and digital platforms to enhance community dialogue and collaboration.

## Smart water metering

The Goulburn community is committed to efficient and sustainable water management, from our catchments to our water assets to our taps. The Council will examine smart water metering options that provide better information to residents, and support water network planning, leak detection and maintenance.

## Smart learning – progressing a Goulburn University centre

Council will continue to work through the Goulburn University Centre Steering Committee to establish a Country Universities Centre in Goulburn.

Leveraging digital technology, online course material, and relationships with institutions such as the University of Canberra and Charles Sturt University, these Centers allow local students to complete tertiary education in their own region.

The first Country University Centre was established in Cooma, and the NSW and Federal Government’s have provided funding to expand this smart learning model.

## Working with the Australian Government

Council will work closely with the Australian Government to take advantage of their \$50 million Smart Cities and Suburbs Program. As a first step, Council will develop a co-funding proposal for Australian Government consideration.

## Develop a digital showcase precinct

To build digital maturity, and encourage community conversation, Council will explore the establishment of a digital showcase precinct in part of the Goulburn CBD. Such a precinct could include free public Wi-Fi, smart street-lighting, smart parking, digital signage, and smart waste management. The aim of this zone would be to trial better local services, to promote Goulburn’s digital credentials, and to support innovation.

## Partnership with the University of Canberra

Goulburn Mulwaree is developing our connection with the University of Canberra through a range of projects. We will explore ways to leverage this partnership to accelerate digital initiatives and outcomes for our community.

## Smart street-lighting

New technology is turning street-lights around the world into a pillar of the smart city – offering new energy efficient LED lighting, smart/remote controls for the lights, connectivity options (including Wi-Fi, cell, and beyond), and the base for smart services like CCTV, smart parking, and EV charging.

Council will scope options to progress such upgrade to our street-lights to save energy, Co2 and financial cost, and improve connectivity and service outcomes.

## Building city and region with digital

Coordinating planning and development is one of the most important functions of a council, and one of the greatest areas of interest for the community.

Digital technology is changing traditional method of planning, design, consultation, approvals, and reporting – making it more efficient, interactive, convenient and inclusive.

Council will explore options for providing better planning and development outcomes for our community, given consideration to 3D smart city/region models, new digital engagement methods, and reforms to planning processes.





## “ TALKING DIGITAL WITH GOULBURN MULWAREE

- Connectivity is critical
- I'd like to see local government play a greater advocacy role
- .... emphasise the ability of technology to bring people together, activate spaces and create 'place'
- ... support our citizens to connect and understand technology
- ... modernise, encourage growth and jobs, and put Goulburn on the map as a great place to live, work, visit and do business in
- Getting messages out to the community quickly
- ....easier to do business with Council
- connectivity is a big issue
- online facilities for accessing Council information
- creative uses of digital technology for telling and sharing stories about our community
- I love the idea of free city wifi. Especially in parks and playground areas
- more services online
- encourage digital inclusion

## GOULBURN MULWAREE SMART CITY STRATEGY

The Goulburn Chamber of Commerce has welcomed from the outset the opportunity as the representative voice of the business community in Goulburn Mulwaree to be engaged in Goulburn Mulwaree Council's development of a clear smart city agenda.

The Chamber was represented at the Smart City Roundtable held on 6 April 2017 at Council Chambers and held a Discussion Forum at its May 2017 meeting of the Chamber membership. At that Forum members particularly considered:

- What are the smart/digital city priorities for the business community in Goulburn Mulwaree?
- What are the digital barriers to economic growth in Goulburn and the surrounding region, and how might they be addressed?
- What role can the local business community play as leader, innovator, and initiator to accelerate Goulburn's digital advancement?
- How can the Chamber support Goulburn's digital aspirations as the representative of certain stakeholders?

In addition to supporting the roll-out of smart poles which might host free, public Wi-Fi connectivity, energy-saving LED lighting, audio speakers for public announcements and cameras for real-time traffic and parking analysis, members noted that Goulburn was presently experiencing a significant increase in the development of new-housing estates, and the building of new and the refurbishment of existing public facilities and infrastructure, both of which provide an excellent opportunity for "smart city" design elements to be integrated.

Members also noted that Goulburn and particularly the surrounding region, is becoming more and more a location in which businesses are being operated from business-owners homes, including life-style acreages and smaller, intense primary production enterprises. To support existing businesses, and encourage more such economic activity to be established in the district, members, some of whom operate such businesses themselves, stressed the need for reliable and fast internet connectivity.

Members who in recent years have volunteered to assist at Council's stand at the Royal Easter Show in Sydney have noticed how a common inquiry from members of the public visiting the stand has changed from being about employment prospects to the quality of internet connection both within the City boundaries and, particularly, for close-by, life-style and rural holdings.

Chamber members are keen to work with Council in developing publicly available, multi-media material that can demonstrate to people who are expressing interest in moving to the city and surrounding area the current situation with internet connectivity, and perhaps even more importantly cutting-edge, cost-effective ways of improving existing service levels. Public meeting in the outlying areas for existing residents and business owners were seen as another vital plank in such an initiative.

Such an initiative is seen as a key element and working in tandem with efforts to introduce smart poles and other technology to help make the Goulburn Mulwaree region run more efficiently and provide valuable data insights for existing and future businesses and entrepreneurial industries.

July 2017



## « NEXT STEPS

### Implementation

Goulburn Mulwaree Council is committed to this Strategy, and will develop an implementation program to turn our smart city vision into reality.

The program will include:

- strong leadership
- establishing clear governance, authority and accountabilities
- ongoing engagement and collaboration with the community
- robust business case development, project planning, and prioritisation of funding
- sound digital management, following principles of integration, security, privacy, interoperability, and open source
- embedding change management, and integrating supporting reforms
- sound project management
- effective communication with all stakeholders

### Measuring progress

Goulburn Mulwaree is determined to deliver real benefits to our community through this Strategy. This means measuring progress, having a good understanding of our key indicators for success, and clear baselines to assess improvement.

To do this, Goulburn Mulwaree will develop a smart city performance framework, to track our progress, and support future conversations with the community.

Indicators that will be considered may include:

- the uptake of digital service provision
- use of new community engagement technologies
- use of new of digital infrastructure (including measuring WiFi sessions)
- community satisfaction with online services
- economic growth in digital sector
- tourist use of digital services/infrastructure

### Evaluating smart projects

Goulburn Mulwaree Council will also take a proactive approach to evaluating digital and smart city projects, to ensure the achievement of community objectives and value for money.

Clear objectives, measurable targets, collecting and using data, transparent performance reporting, and openness to reform, will all support our culture and practice of assessment and continuous improvement.

### Updating the strategy

This Strategy is all about digital, and just as digital technology and opportunity can change quickly, so too will our Strategy remain agile and dynamic.

Through open engagement with the digital revolution, and ongoing conversation with our community, Goulburn Mulwaree Council will continue to update and refresh this Strategy, leveraging the best from technology for our region.

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