



**North Sydney  
Smart City Action Plan  
DRAFT**

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# Introduction

The North Sydney Smart City Strategy outlines key objectives and pathways for North Sydney to leverage smart technology, data and innovation to become an even better Local Government Area (LGA).

The Strategy is supported by this Smart City Action Plan, which presents actions and performance measures. The Action Plan acknowledges that North Sydney is in the infancy of its journey to becoming a smart city. In accordance with the Maturity Assessment detailed within the Strategy, implementation of these actions is intended to move us from the 'Beginning' phase to the 'Developing' phase. The Action Plan focuses on the next three years (2019/20 to 2021/22). Council will review and update this Action Plan annually as part of the broader planning and budget process.

Monitoring reports will be prepared biannually to track implementation, including traffic light reporting against the actions and indicator measurement.

# Governance Structure

The Governance structure for North Sydney's Smart City Strategy is shown in the diagram below.



Roles and responsibilities within this governance framework include:

- ▶ Council
  - Leadership, direction setting, overall budget allocation, oversight
- ▶ Executive (Senior Management or MANEX)
  - Strategy director/coordinator, leadership/culture, policy, and reporting
- ▶ Smart City PCG
  - Coordination, oversight, partnerships, business case development, communications, collaboration across Council, and advice to Executive and staff
- ▶ Departments (within Council)
  - Implementation, reporting, evaluation
- ▶ External partners (e.g. vendors, researchers, other governments):
  - Delivery, opportunity assessments, knowledge-sharing and local eco-system growth

# Schedule of Action

Key actions and performance measures for the forthcoming the period 2019/20 to 2021/22 are presented in the schedule below. Actions are aligned with the Strategic Themes and Priority Action Areas within the Smart City Strategy.

Strategic Theme	Objectives	Actions	Performance Measures	Responsible Department	Year
Smart Travel	Improve the experience and efficiency of travel in North Sydney	Install dynamic parking signs at Council owned car parks, reporting live parking availability	<ul style="list-style-type: none"> <li>▶ Number of Council car parks with dynamic parking signs</li> </ul>	▶ Works Engineering	▶ 2019/20
Smart Travel	Improve the experience and efficiency of travel in North Sydney	Provide open access to live parking data, and explore options for app(s)	<ul style="list-style-type: none"> <li>▶ Live data access provided</li> <li>▶ Number of parking apps developed</li> <li>▶ Number of parking data users</li> </ul>	▶ Traffic & Transport Operations/Works Engineering	▶ 2021/22
Smart Travel	Improve the experience and efficiency of travel in North Sydney	Support the development/delivery of on-line journey planning tools and apps by sharing relevant data	<ul style="list-style-type: none"> <li>▶ Number of transport datasets published</li> <li>▶ Number of transport data users</li> </ul>	▶ Strategic Planning/Traffic & Transport Operations	▶ 2021/22
Smart Travel	Increase up-take of low emission transport options	Prepare an Electric Vehicle (EV) Policy to coordinate Council action (accounting for planning, promotion, infrastructure, services, etc.)	<ul style="list-style-type: none"> <li>▶ EV Policy adopted</li> </ul>	▶ Strategic Planning/Traffic & Transport Operations/ Works Engineering	▶ 2019/20
Smart Travel	Increase up-take of low emission transport options	Explore options to install EV charging stations in Council owned car parks and other infrastructure	<ul style="list-style-type: none"> <li>▶ Number of EV charging stations installed</li> <li>▶ Number of people using the supplied EV charging stations</li> </ul>	▶ Traffic & Transport Operations/Works Engineering	▶ 2019/20

Strategic Theme	Objectives	Actions	Performance Measures	Responsible Department	Year
Smart Travel	Improve our understanding of transport in North Sydney	Expand use of cycleways counters	<ul style="list-style-type: none"> <li>▶ Number of cycleways with counters installed</li> <li>▶ Number of cycleway datasets published</li> </ul>	▶ Traffic & Transport Operations	▶ 2021/22
Smart Travel	Improve our understanding of transport in North Sydney	Monitor and analyse transport data to inform future transport planning and pricing	▶ Number of Council strategies and plans incorporating transport data	▶ Strategic Planning/Traffic & Transport Operations	<ul style="list-style-type: none"> <li>▶ 2019/20</li> <li>▶ 2020/21</li> <li>▶ 2021/22</li> </ul>
Smart Infrastructure	Modernise planning and building compliance processes and tools to better leverage digital technology	Review planning policies and standard conditions of development consent to promote the incorporation of smart city initiatives	▶ Revised planning policies and/or standard conditions of development consent incorporating smart city initiatives adopted	▶ Development Services/Strategic Planning	▶ 2019/20
Smart Infrastructure	Modernise planning and building compliance processes and tools to better leverage digital technology	Implement electronic lodgement system for development applications	▶ Electronic lodgement system for development applications implemented	▶ Administration Services/Development Services/Information Technology	▶ 2019/20
Smart Infrastructure	Modernise planning and building compliance processes and tools to better leverage digital technology	Review current planning and building compliance processes/systems, identifying the top digital reforms e.g. 3D modelling for CBD based development, aerial mapping, etc.	▶ Number of smart planning and building compliance tools adopted	▶ Development Services/Environment & Building Compliance/Strategic Planning	<ul style="list-style-type: none"> <li>▶ 2020/21</li> <li>▶ 2021/22</li> </ul>
Smart Infrastructure	Enhance our public places with smart technology	Seek expressions of interest for the provision of smart street infrastructure, e.g. wayfinding information pylons, community noticeboards, and free public Wi-Fi	▶ Number of expressions of interest received	▶ Engineering Infrastructure/Landscape Planning & Design/Strategic Planning	▶ 2019/20

Strategic Theme	Objectives	Actions	Performance Measures	Responsible Department	Year
Smart Infrastructure	Enhance our public places with smart technology	Install smart street infrastructure, e.g. wayfinding information pylons, community noticeboards, and free public Wi-Fi	<ul style="list-style-type: none"> <li>▶ Contract for the provision of smart street infrastructure completed</li> </ul>	<ul style="list-style-type: none"> <li>▶ Engineering Infrastructure/ Environmental Services/ Landscape Planning &amp; Design/Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li>▶ 2020/21</li> <li>▶ 2021/22</li> </ul>
Smart Infrastructure	Enhance our public places with smart technology	Explore options to better manage and maintain infrastructure	<ul style="list-style-type: none"> <li>▶ Recommended approach to smart infrastructure monitoring tools adopted</li> </ul>	<ul style="list-style-type: none"> <li>▶ Engineering Infrastructure/ Environmental Services/ Landscape Planning &amp; Design</li> </ul>	<ul style="list-style-type: none"> <li>▶ 2021/22</li> </ul>
Smart Infrastructure	Improve our understanding of the use of public places in North Sydney	Explore options to install sensors to measure people movement and use of public places	<ul style="list-style-type: none"> <li>▶ Recommended approach to provision of people sensors adopted</li> </ul>	<ul style="list-style-type: none"> <li>▶ Engineering Infrastructure/ Environmental Services/ Landscape Planning &amp; Design/Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li>▶ 2021/22</li> </ul>
Smart Infrastructure	Improve our understanding of the use of public places in North Sydney	Monitor and analyse public place data to inform future infrastructure planning	<ul style="list-style-type: none"> <li>▶ Number of Council strategies and plans incorporating public place data</li> </ul>	<ul style="list-style-type: none"> <li>▶ Engineering Infrastructure/ Environmental Services/ Landscape Planning &amp; Design/Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li>▶ 2019/20</li> <li>▶ 2020/21</li> <li>▶ 2021/22</li> </ul>
Smart Economy	Increase local innovation capacity and activity	Undertake audit of local start-ups and co-working spaces	<ul style="list-style-type: none"> <li>▶ Audit of local start-ups completed with recommendations for future action (if any)</li> </ul>	<ul style="list-style-type: none"> <li>▶ Integrated Planning &amp; Special Projects</li> </ul>	<ul style="list-style-type: none"> <li>▶ 2019/20</li> </ul>
Smart Economy	Increase local innovation capacity and activity	Support local start-ups and co-working spaces	<ul style="list-style-type: none"> <li>▶ Joint project undertaken with NSW Government to support local start-ups and co-working spaces</li> </ul>	<ul style="list-style-type: none"> <li>▶ Integrated Planning &amp; Special Projects</li> </ul>	<ul style="list-style-type: none"> <li>▶ 2020/21</li> <li>▶ 2021/22</li> </ul>
Smart Economy	Increase local innovation capacity and activity	Implement the outcomes of the VPA at 100 Christie Street for a co-working space	<ul style="list-style-type: none"> <li>▶ VPA at 100 Christie Street approved</li> <li>▶ Approval granted for the construction of the co-working space</li> </ul>	<ul style="list-style-type: none"> <li>▶ Development Services/ Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li>▶ 2019/20</li> <li>▶ 2020/21</li> <li>▶ 2021/22</li> </ul>

Strategic Theme	Objectives	Actions	Performance Measures	Responsible Department	Year
Smart Economy	Increase local innovation capacity and activity	Progress the cultural hub as part of the Ward Street Masterplan	▶ Proposal for cultural hub at Ward Street approved	▶ Strategic Planning	▶ 2019/20 ▶ 2020/21 ▶ 2021/22
Smart Economy	Build our digital/knowledge economy	Prepare <i>North Sydney Smart City Profile Plan</i> to guide promotion, positioning and partnerships into the future	▶ Smart City Profile Plan prepared	▶ Communications & Events/ Integrated Planning & Special Projects	▶ 2020/21
Smart Economy	Develop our night time and visitor economies	Prepare <i>Smart City Night Time Economy Discussion Paper</i> , to explore challenges and smart tech options for enhancing the night time economy	▶ <i>Smart City Night Time Economy Discussion Paper</i> prepared with recommendations for future action (if any)	▶ Communications & Events/Community Development/Integrated Planning & Special Projects/ Strategic Planning	▶ 2020/21
Smart Economy	Develop our night time and visitor economies	Test and trial <i>Smart City Night Time Economy</i> options e.g. digital activations	▶ Number of <i>Smart City Night Time Economy options</i> trialed	▶ Communications & Events/Community Development/Integrated Planning & Special Projects/Strategic Planning	▶ 2021/22
Smart Economy	Develop our night time and visitor economies	Investigate digital options to promote North Sydney LGA to key visitor markets	▶ Number of digital options promoting tourism	▶ Communications & Events/Integrated Planning & Special Projects	▶ 2020/21 ▶ 2021/22
Smart Leadership	Increase the capacity of Council to deliver smart city projects	Undertake smart city awareness and training for staff	▶ Smart city training programs/ options paper prepared	▶ Integrated Planning & Special Projects/Workforce Planning	▶ 2019/20 ▶ 2020/21 ▶ 2021/22
Smart Leadership	Increase the capacity of Council to deliver smart city projects	Integrate smart city and innovation opportunities and projects into Council's Workforce Management Strategy (part of Resourcing Strategy)	▶ Smart City Workforce Planning Options Report submitted to Council	▶ Integrated Planning & Special Projects/Workforce Planning	▶ 2021/22
Smart Leadership	Improve innovation capability and outcomes	Review the Information Communication and Technology Strategy	▶ Information Communication and Technology Strategy adopted	▶ Information Technology	▶ 2019/20

Strategic Theme	Objectives	Actions	Performance Measures	Responsible Department	Year
Smart Leadership	Improve innovation capability and outcomes	Migrate Council's data centre	▶ New data centre operational	▶ Information Technology	▶ 2019/20
Smart Leadership	Improve innovation capability and outcomes	Explore open platform options for Council's website	▶ Brief for new website prepared	▶ Information Technology	▶ 2019/20
Smart Leadership	Improve innovation capability and outcomes	Ongoing review of Council's Information Security Architecture to enhance cyber security provisions	▶ Alignment with Council's business objectives	▶ Risk	▶ 2019/20 ▶ 2020/21 ▶ 2021/22
Smart Leadership	Improve innovation capability and outcomes	Prepare a Data Sharing Policy to improve data collection, sharing, analysis and decision making across Council	▶ Data Sharing Policy adopted ▶ Data Sharing Program developed (to guide Policy implementation)	▶ Document Management Services/Information Technology/Integrated Planning & Special Projects	▶ 2019/20
Smart Leadership	Improve innovation capability and outcomes	Collaborate with universities and other industry and government stakeholders to provide open data for local hackathon and app building events/programs	▶ Number of events/programs participated in	▶ Information Technology/Integrated Planning & Special Projects	▶ 2020/21 ▶ 2021/22
Smart Leadership	Use smart technology to improve Council services	Continue the roll out of online forms	▶ Number of online forms developed	▶ Customer Services/Information Technology	▶ 2019/20 ▶ 2020/21 ▶ 2021/22
Smart Leadership	Use smart technology to improve Council services	Increase use of online tools and digital media e.g. info graphics, animations, video, audio and interactive webpages for exploring plans/reports on Council's website and social media posts	▶ Number of new tools utilised	▶ Communications & Events/Integrated Planning & Special Projects	▶ 2019/20 ▶ 2020/21 ▶ 2021/22

Strategic Theme	Objectives	Actions	Performance Measures	Responsible Department	Year
Smart Sustainability	Improve our understanding of environmental management and sustainability	Identify opportunities for accelerating smart technology solutions for better energy/environmental management in the LGA	▶ Smart Sustainability Report submitted to Council with key insights and recommendations	▶ Environmental Services	▶ 2019/20
Smart Sustainability	Improve our understanding of environmental management and sustainability	Prepare Sustainability Action Plan, including smart technology solutions	▶ Sustainability Action Plan completed	▶ Environmental Services	▶ 2019/20
Smart Sustainability	Improve our understanding of environmental management and sustainability	Enhance open spaces with smart technology, including the Coal Loader Centre for Sustainability	▶ Number of recommendations from <i>Coal Loader Living Lab Workshop Report</i> implemented	▶ Environmental Services/Landscape Planning & Design	▶ 2019/20 ▶ 2020/21 ▶ 2021/22
Smart Sustainability	Improve our understanding of environmental management and sustainability	Monitor and analyse environmental data to inform future planning	▶ Number of Council strategies and plans incorporating environmental data	▶ Environmental Services/Landscape Planning & Design	▶ 2019/20 ▶ 2020/21 ▶ 2021/22
Smart Sustainability	Improve energy and water management in North Sydney	Collaborate with utilities to promote smart metering for North Sydney	▶ Utilities Smart Metering Communications Plan completed	▶ Environmental Services	▶ 2021/22
Smart Sustainability	Improve energy and water management in North Sydney	Continue roll out of solar photovoltaics, including a car port system at Holtermann Street Car Park	▶ Number of Council facilities with solar photovoltaics installed	▶ Environmental Services/Landscape Planning & Design	▶ 2019/20 ▶ 2020/21 ▶ 2021/22
Smart Sustainability	Improve waste management in North Sydney	Prepare <i>Smart Waste Options Paper</i> for Council's consideration	▶ Smart Waste Options Paper prepared	▶ Environmental Services	▶ 2020/21

Strategic Theme	Objectives	Actions	Performance Measures	Responsible Department	Year
Smart Sustainability	Improve waste management in North Sydney	Explore options to facilitate the re-use, recycling and repair of products and materials with the community	Circular Economy Plan prepared	► Environmental Services	► 2020/21
Smart Sustainability	Improve waste management in North Sydney	Deliver priority smart waste projects	► Number of smart waste projects delivered	► Environmental Services	► 2021/22
Smart Community	Use smart technology to engage the community in Council's decision making	Explore emerging smart engagement tools as opportunities arise (per project specific engagement needs)	► Number of new tools utilised for engagements	► Integrated Planning & Special Projects	► 2019/20 ► 2020/21 ► 2021/22
Smart Community	Use smart technology to engage the community in Council's decision making	Recommence online engagement panels program (VoiceBox)	► Number of members per panel	► Integrated Planning & Special Projects	► 2021/22
Smart Community	Improve the community's digital literacy	Continue to promote awareness of Stanton Library's technology based services, including free Wi-Fi, databases, e-resources and digital collection access	► Stanton Library's technology based services promoted via Council's website e-newsletters	► Library Services	► 2019/20 ► 2020/21 ► 2021/22
Smart Community	Improve the community's digital literacy	Stanton Library to deliver digital inclusion program to provide technology training and assistance to seniors	► Number of residents participating in digital inclusion program	► Library Services	► 2019/20 ► 2020/21 ► 2021/22
Smart Community	Encourage participation in community programs	Develop Stanton Library Mobile App to allow members to search the catalogue, renew items, and other functions	► Stanton Library Mobile App developed ► Number of Stanton Library Mobile App users	► Library Services	► 2019/20

Strategic Theme	Objectives	Actions	Performance Measures	Responsible Department	Year
Smart Community	Encourage participation in community programs	Develop public programs for all ages that support lifelong learning in STEAM and promote ideas and innovation e.g. Shorelink mobile makerspace, Live Science Engagement Talks, coding/robotics workshops, digital content creation and creative programs	<ul style="list-style-type: none"> <li>▶ Number of programs delivered</li> <li>▶ Number of participants</li> </ul>	▶ Library Services	<ul style="list-style-type: none"> <li>▶ 2019/20</li> <li>▶ 2020/21</li> <li>▶ 2021/22</li> </ul>
Smart Community	Encourage participation in community programs	Implement the outcomes of the VPA at 617-621 Pacific Highway for a contemporary arts centre	▶ Approval granted for the construction of the contemporary arts centre	▶ Community Development/Development Services/Strategic Planning	<ul style="list-style-type: none"> <li>▶ 2019/20</li> <li>▶ 2020/21</li> <li>▶ 2021/22</li> </ul>