

# Smart City Strategy

City of Busselton



NOVEMBER 2020

  
City of Busselton  
*Geographe Bay*



Front cover photos by Russell Barton & Sko Media



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# Introduction

Digital connectivity and smart technology are creating opportunities for cities to become more dynamic, liveable and sustainable. The benefits of smart cities are numerous, with a multi-directional focus on people, policy, the economy, the environment and everything in between.

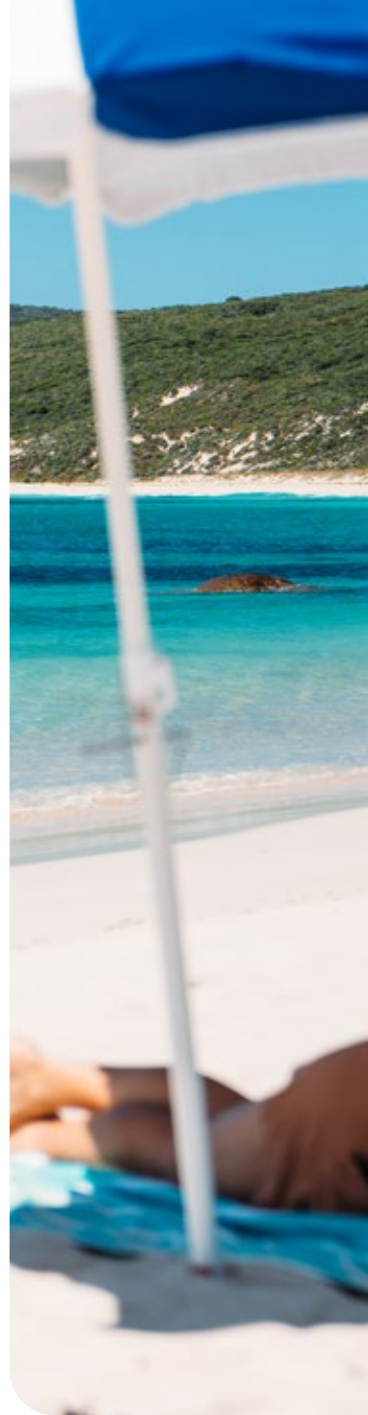
## Profile

The City of Busselton is a thriving community with a strong identity. Located 223 kilometres south-west of Perth, the City of Busselton (the City) is one of Western Australia's favourite tourism hotspots.

The City has sustained above average population growth, and now has the capacity to leverage the benefits of smart cities to stimulate economic and social growth.

Smart city technology and innovative thinking will enable the City to become a major commercial centre supported by tourism, wine production, creative industries and professional services.

The City will also leverage existing transformational projects, such as the development of the Busselton Foreshore, the Busselton Margaret River Airport, the Busselton Performing Arts and Convention Centre (BPACC) and the Dunsborough Town streetscape enhancement, to continue to lead and explore community benefits of smart city opportunities





## About this Strategy

The City of Busselton's Smart City Strategy 2020 – 2024 will position Busselton to support a productive, accessible, liveable city that attracts talent, encourages innovation and promotes jobs and growth. This Strategy will assist the City of Busselton in adapting to a new technology-driven economy, expand innovative thinking and support social and economic growth.

The City will implement this Smart City Strategy as an enabler to support existing and attract new knowledge, creativity and investment. This Strategy provides a new framework that extends across the City of Busselton directorates and business units that enables the City to identify and deliver innovative outcomes for the community from a smart city perspective.

An Implementation Plan supports the Strategy by outlining a range of achievable and aspirational initiatives to ensure that the vision and objectives of the strategy are adhered to, as well as identifying smart city progress and achievement.



# Benefits of a Smart City



## Smart cities attract people and investment

The implementation of smart technology facilitates and fosters an environment where ideas and innovation can thrive, with a culture that promotes creative thinking and risk taking.



## Smart cities enhance mobility and transport

Smart and connected transport systems, that utilise systems such as intelligent traffic signals, smart parking management and electric/autonomous vehicle capabilities, allow cities to relieve congestion, capitalise on revenue streams and efficiently utilise public land.



## Smart cities utilise data for effective decision making

Advancements in big/open data, real-time access and connectivity have allowed cities to access, analyse and leverage new information to make effective decisions and create efficient services for their citizens.



## Smart cities support economic development

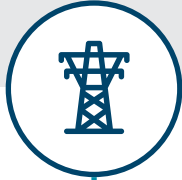
Investment in smart city programs, such as business support initiatives, innovative technology and smart infrastructure, creates a multiplier effect that results in significant economic, business and community growth.





**Smart cities increase digital equity**

Smart technology and smart policy ensure the citizens of smart cities have equitable access to services such as high-speed internet, free public Wi-Fi, online Council services and more.



**Smart cities improve liveability and amenity**

The liveability and amenity of smart cities is achieved through investment in enabling infrastructure and services that improve the living environment, activate public space, and enhance community wellbeing.



**Smart cities improve utility efficiency**

Smart technology is enhancing the capacity of cities to monitor, evaluate, analyse and improve the efficiency of water, electricity and waste services. Smart sensors and grids allow cities to quickly identify and solve problems and provide consumers with detailed information that can help them improve their utility use efficiency.

**Smart cities are environmentally responsible**

Smart technologies can be harnessed to reduce impacts on the environment through dynamic and efficient monitoring and utilisation of services. Examples include smart lighting systems that activate and deactivate as required, renewable energy production and specialised recycling and waste technologies.

“Infrastructure and services that improve the living environment, activate public space, and enhance community wellbeing.”

# Smart City Strategy Overview

## Vision

To enable the City of Busselton to innovatively connect people and data to improve our lifestyle, encourage economic growth and safeguard the environment.

## Objectives and KPIs

A city that:

- invests in people
- makes life easier for everyone
- applies technology for sustainability
- invests in innovation and business
- supports connected, technology-enabled infrastructure
- leads, coordinates and collaborates

## Planning

- Federal
- State
- Local

## Engagement

- Economic Development Taskforce
- Digital Economies/Smart Cities Economic Sub-Group
- Smart Cities Exploration Workshop
- 2018 Hackathon





### Current Projects

- Wayfinding Signage
- Smart technology at BPACC
- eSmart accreditation in the City of Busselton Libraries
- Queen St City Centre revitalisation
- Revitalisation of Mitchell Park

### Strategic Themes and Actions

- Community
- Economy
- Places & Spaces
- Transport
- Environment
- Leadership

### Implementation and Next Steps

Implementation & action plan – updated annually as a separate document. Details include:

- Internal best practice
- Smart regulation
- Commitment to consistent change and adaptability
- Community outcomes



## Vision & Principles

“To enable the City of Busselton to innovatively connect people and data to maintain and improve our lifestyle, encourage economic growth and safeguard the environment.”

– **Smart City Vision**



Successful implementation of this vision will require the joint efforts of government, business and individuals to improve the liveability and sustainability of the Busselton region.

## Smart City Principles

The City of Busselton Smart City Principles support the 'Smart City Vision'. The principles are:

### Connectivity



Ensure the capacity for interconnection of people, platforms, systems and applications

### Efficiency



Ensure orderly, capable, competent and valuable outcomes

### People



Embrace and engage community, humanity and citizens

### Openness



Ensure access to data and a subsequent increase in transparency, acceptance, tolerance, receptiveness and understanding

### Collaboration



Ensure organisations are working together to realise or achieve positive change and success



Supplied by Margaret River Busselton Tourism Association

# Planning Context

The mission of local economic and smart city development is to position Busselton as a desirable place to live, work, visit and invest. This mission is supported by all three levels of Government, as outlined below.

FEDERAL	STATE	LOCAL
National Innovation & Science Agenda	Digital inclusion in WA- Draft	Strategic Community Plan 2017 (Review 2019)
Smart Cities Plan	Regional Centres Development Plan Framework	Corporate Business Plan
	Regional Development Strategy 2016-25	Economic Development Strategy (2016-2026)
	Science & Innovation Division	Long Term Financial Plan
	South West Development Commission Strategic Plan 2021-2023	Asset Management Plan
		Annual Budget
		Local Planning Strategy

## Federal Government

The National Innovation and Science Agenda is a program that contains \$1.1 billion worth of initiatives that drive smart ideas for business growth in Australia. The Agenda has four key themes that are outlined below.

### Taking the Leap

Supporting Australian entrepreneurs by opening up new sources of finance, embracing risk, developing innovative ideas and increasing the utilisation of public research.

### Working Together

Increasing the collaboration between industry and researchers to find solutions to real world problems and create jobs and growth.

### Best and Brightest

Promoting the development of key skills that are essential to supporting the future economy and attracting internationally renowned talent for the jobs of the future.

### Leading by Example

The Australian Government will lead by example; embracing innovation and agility in the way we deliver services and do business.





Photo by Russell Barton

### Smart City Objectives

- An innovative and diversified economy that provides a variety of business and employment opportunities as well as consumer choice
- A community where local business is supported

### Smart City Strategies

- Develop and implement strategies that attract business investment, diversify the economy and provide a balance between large and small business
- Work with key partners to develop initiatives that support new local business, including the activation of key business nodes
- Work with key partners to improve digital and internet connectivity across the District

## State Government

There are multiple overarching State Government divisions and documents that guide our city planning including the City's smart city focus and development.

### State Government Science and Innovation Division

Supports and facilitates investment attraction, economic sustainability and diversification and the creation of new jobs and industries.

### South West Development Commission Regional Strategic Plan

Prioritises high capacity digital communications, sustainable energy supply and sustaining environmental qualities, creative industries and community enterprise.

## Local Government

The City's overall vision and objectives are outlined throughout its strategic planning framework. The Smart City Strategy aligns with this framework.

### Strategic Community Plan 2017 (Review 2019)

Long-term plan that guides the City's activities.

### Economic Development Strategy (2016–2026)

Sets out the vision, strategies and mission for economic development, with investment in smart technology and infrastructure.

# Engagement & Collaboration

The City of Busselton conducted a range of dynamic, interactive and hands-on engagement sessions with community leaders, industry members, Council staff, Government officials and other key stakeholders. The ideas explored during these sessions were central to the development of this Strategy.

## Smart City Development

The design and implementation of the Smart City Strategy is empowered through partnerships and collaboration. The smart city agenda in the City of Busselton has been led by the Economic Development Taskforce (EDT), and in particular the Digital Economies/ Smart Cities Economic Development Sub-Group (Smart Cities Subgroup).

### Economic Development Taskforce

The EDT is a diverse team, tasked with implementing the City's Economic Development Strategy. Their role in the Smart city space is to provide strategic and policy leadership, recommendations and updates to Council.

The EDT includes representation from:

- Community leaders
- Key local industry members
- Elected officials and Council Staff
- Margaret River Busselton Tourism Association
- South West Development Commission
- Regional Development Australia South West
- The Busselton and Dunsborough Yallingup Chambers of Commerce and Industry

The City's Economic Development Strategy identifies six key focus areas for action:

- Investment Attraction and Marketing
- Business Retention and Expansion
- Regional Workforce Development
- Industry Development
- Strategic Infrastructure
- Place Making and Activation

### Digital Economies/Smart Cities Economic Development Sub-Group

The Smart Cities Subgroup is at the forefront of Busselton's smart city agenda and one of two sub-groups set up by the EDT to progress the Economic Development Strategy.

The Smart Cities Subgroup is made up of a multidimensional team that has a variety of areas of expertise and interest. Notably, it has worked with the community in the development of this Strategy to explore smart city concepts and priorities through the delivery of a smart cities Exploration Workshop and Hackathon.

The Smart Cities Subgroup includes representation from:

- Community leaders and local industry groups
- Local entrepreneurial and digital focused business representatives
- Council
- Margaret River Busselton Tourism Association
- South West Development Commission
- Central Queensland University
- Busselton and Dunsborough Yallingup Chambers of Commerce and Industry
- City of Busselton Economic Development and Information Services directorates





## Smart Cities Exploration Workshop

In November 2017, the City hosted a workshop where 40 invited participants explored smart city concepts and identified opportunities and challenges that could be addressed within a Smart City Strategy. The workshop was designed to:

- Improve participant understanding of the core concepts associated with a smart city initiatives
- Create a positive buzz about the opportunities presented by smart city initiatives
- Seek agreement on the top five issues affecting the City of Busselton community

As part of the workshop, participants brainstormed and prioritised local issues that could be addressed through a Smart City Strategy with the following key issues to be further developed at the 'hackathon' event:



### Community

Connecting people to innovate



### Places and Spaces

Creating diversity and a variety of experiences in one place, a 'sticky place'



### Environment

Simplify available data to inform and educate the community for sustainable living



### Economy

Have smart airport infrastructure to meet technology needs, use as a greenfields project



### Transport

Other viable transport options to get back and forward from Perth that are quick, efficient and capable

## 2018 Hackathon

In March 2018, the City hosted a hackathon to further develop the priority issues identified at the exploration workshop and to inform this Smart City Strategy. The day was sponsored by TPG, Department of Primary Industries and Regional Development, and South West Development Commission.

Approximately 30 people attended, representing a range of community and business interests throughout the City, and created small groups tasked with developing and pitching a range of ideas which have been used to inform this Strategy.

# Current Projects

The City of Busselton have begun their smart city journey, implementing a number of smart, innovative and digital projects to help drive real community solutions in mobility, connectivity and sustainability. A selection of projects already underway include:

## Wi-Fi

Free Wi-Fi has been installed at the Busselton Foreshore to make the busy public spaces more accessible and visitor friendly.



## Strategic Community Plan: Transport – Smart, connective and accessible

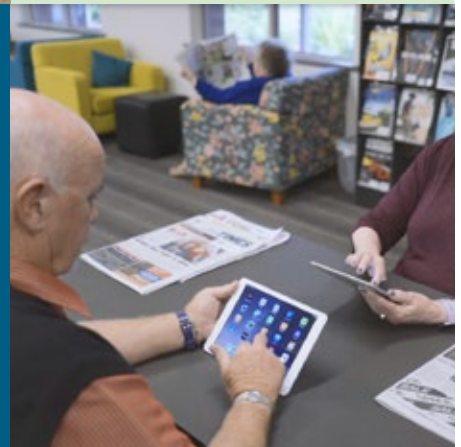
Charging stations for electric and hybrid vehicles have been installed on the Busselton Foreshore and Dunsborough Town Site.

## Strategic Community Plan: Economy – Diverse, resilient and prosperous

The proposal for a Business Incubator and Co-Working space is progressing, and public Wi-Fi has been provided to a number of City managed facilities: Libraries, Youth and Community Activities Building (YCAB) and Undalup Room.

## Strategic Community Plan: Leadership – Visionary, collaborative and accountable

Community engagement has been conducted through the City's website and social media platforms and the newly launched Your Say survey platform.



## Busselton Performing Arts & Convention Centre

The Busselton Performing Arts & Convention Centre, a 660-seat convention, entertainment and performing arts centre, is set to be a central hub for the region's significant creative industry, as well as a prime destination for conferences, trade shows and conventions.

## eSmart Accreditation in the City of Busselton Libraries

The City of Busselton Libraries have received an eSmart accreditation, meaning that the libraries, the staff and the community have the skills to use digital technology in a safe and responsible way.



# Best Practice Digital Planning & Delivery

The City of Busselton understands that best practice involves appreciation of standards and close consideration of community outlook and attitudes.

The City of Busselton is committed to becoming a smart city that works towards and promotes best practice principles as summarised below.

## Openness & Transparency

Abiding by relevant freedom-of-information laws and allowing the community to stay up-to-date with the happenings within Council.

## Security & Privacy

Apply international best practice standards in security and privacy, with a focus on data utilisation, storage and user privacy standards.

## Interoperability

Creating systems and implementing innovative technologies that can be seamlessly integrated into current and future infrastructure without restriction.

## Accessibility

Improve the quality of access to Council and City information for residents and the overall accessibility and liveability of the city.

## Sovereignty & Ethics

Establish and communicate ethical standards for action across the City – providing a framework to assist with decision making processes within the City and keeps the community informed.

## Standards

Identify appropriate smart city standards and models that prescribe best practice for action in the City of Busselton.

## Data Utilisation

Abide by modernised data utilisation standards that outline issues such as only collecting data when it is used for a purpose, and clearly communicating that with the community.



Photo by Russell Barton

# Objectives & KPIs



## COMMUNITY



## PLACES & SPACES



## ENVIRONMENT



## ECONOMY

### OBJECTIVES

A City that invests in people and attracts talent to the area, which creates opportunities through emerging smart technologies and enables everyone to participate

A City that makes life easier for everyone, which uses smart technology in its public places, and that develops new ways of connecting people and improving City amenity

A City that applies technology and innovation to ensure a cleaner and more sustainable future

A City that invests in innovation and provides a roadmap and infrastructure to support successful business outcomes and attract industry and investment in smart sectors

### KPIs

- Population growth
- Population demographics - age distribution
- Participation in the labour force
- Immigration numbers
- Rates of volunteering
- Socio-economic indexes for areas
- Digital Technology access and literacy
- Number and attendance of smart city programs/events
- Participation in community engagement
- Perceptions of inclusion and opportunity

- Utilisation of public spaces and amenities
- Access to urban green space
- Safety perceptions and outcomes
- Number of city events
- Community connection and participation

- Renewable energy consumption/production
- Greenhouse gas emissions per capita
- Air and water quality
- Water and energy usage

- Productivity of local business and industry
- Innovation- Export ready
- Innovation capacity of community
- Participation in local and regional economy
- Number of partnerships and collaborations with local businesses and innovators
- Tourism numbers and feedback



TRANSPORT

A City with connected technology-enabled infrastructure for multiple modes of mobility, then innovates towards future transport modes and prioritises walking and cycling



LEADERSHIP

A global smart city with coordinated leadership and collaboration across government, industry and business, which leads the way and connects with its citizens

OBJECTIVES

- Enabling disabled access and inclusion
- Community satisfaction
- Rate of flexible working
- Congestion rates
- Commute times
- Public transport satisfaction
- Coverage and use of public transport
- Number of cyclers/walkers
- Multiple transport options
- Community satisfaction with services
- Innovation capability and capacity within Council
- Efficiency of Council service delivery
- Services covered by smart city and innovation reform

KPIs



Photo by Russell Barton

# Strategic Themes & Actions

In consultation with the community, key stakeholders, elected officials and staff, six strategic themes, supported by priority actions, have been recognised to help guide and achieve the City's Smart City Vision.



## Community

Welcoming, friendly and healthy

City of Busselton is committed to ensuring an ongoing community focus. We will invest in people and services to support the community. Utilisation of emerging smart technologies and ideas will help transform Busselton, give the most value to the community and enhance the accessibility and opportunities available in the city.

Our priorities include:

### Data

Enable access and utilisation of City data to improve planning, stimulate economic development, attract people to the District and make people's lives easier

### Inclusion

Provide access to digital technology to reduce the digital divide, improve digital literacy and ensure equitable community access

### Creative

Provide access to City digital platforms to support creative industries and broaden audiences for supporting local cultural production

### Community

Build capacity in understanding, engagement and interaction with emerging technologies to enable communities to participate meaningfully



## Places and Spaces

Vibrant, attractive and affordable

By utilising smart technology in its public places, a creative city will be achieved that makes life easier for everyone. The City is committed to designing, planning and developing new and effective ways of connecting people and improving city convenience and liveability.

Our priorities include:

### Infrastructure

Develop and deploy City scale technology infrastructure to improve the amenity of the City and the lives of its residents and visitors

### Interactive

Deploy interactive technologies into a high quality public domain to create well loved, active, safe places of interest, education and discovery

### Virtual

Invest in digital application to improve planning processes, infrastructure delivery and maintenance and citizen engagement



“We will invest in people and services to support the community.”



## Environment

Valued, conserved and enjoyed

The city, coast and natural environments are unique assets that can be enriched and maintained through smarter environmental management. Leveraging and applying technology and innovation, tailored to available resources and strengths, will help to ensure a cleaner and more sustainable future for the Busselton region.

Our priorities include:

### Greener

Deliver technology interventions that enhance sustainability in urban places, parks, waterways and building management

### Smarter

Use technology and data to encourage sustainability in resource use, and improve the efficiency of waste collection and processing

### Sustainable

Pilot and deploy technologies that improve energy and resource sustainability across Council and the broader community



## Economy

Diverse, resilient and prosperous

The City's distinct and strong economy will drive and support sustainable and equitable development in the City. The City will invest in innovation, provide a roadmap, and implement infrastructure to support successful business outcomes and attract industry and investment in smart sectors.

Our priorities include:

### Ecosystem

Actively develop the regional innovation ecosystems capacity to nurture businesses, creatives and innovators and generate economic growth in key industry sectors

### Digital Precinct

Seed the creation of a digitally connected innovation district in the City centre to attract businesses and industries working in the digital economy and creative industries

### Collaborative

Develop a model of collaborative industry led innovation to fast-track research, development and deployment of technology prototypes and solutions

### Future Industries

Develop new approaches for incentive structures and promotional strategies to attract 21st century business and industry and incorporate into the City of Busselton Economic Development Strategy

### Image

Ensure strengthening of the City of Busselton's image as a smart and innovative city through all city promotion and destination branding channels

# Strategic Themes & Actions (continued)



## Transport

Smart, connective and accessible

Transport and mobility fundamentally impact the lives of residents. The City will invest in connected and technology-enabled infrastructure to improve mobility outcomes and innovatively support accessible, affordable and sustainable transport options for our citizens.

Our priorities include:

### Planning

Deploy information communication technology initiatives that collect and leverage data supporting integrated transport

### Active

Deploy and leverage city technology and digital platforms to enhance the delivery of cycleway and walkable city infrastructure

### Future

Develop and deliver strategies and infrastructure to enable the adoption and integration of future modes of transport and mobility



## Leadership

Visionary, collaborative and accountable

The City of Busselton is committed to leading the way and aim to be a global smart city. The City's focus will be citizen-centric, with outcomes driven by community input and coordinated leadership and collaboration across government, industry and business.

Our priorities include:

### E-services

Adopt digital technologies and service platforms across the City to improve Council planning, asset management and service delivery

### Open data

Create and adopt policy frameworks, standards and open information technology platforms to make appropriate City datasets accessible and available to increase productivity and growth

### Collaboration

Develop partnering frameworks that create opportunities for business and industry stakeholders to partner effectively and efficiently with Council across a range of initiatives

### Digital Citizenship

Use digital platforms to improve communication and engagement between community and Council, including facilitating the community to influence decision-making

### Start Up Led Innovation

Enable interaction with start-ups, entrepreneurs and innovators and be open to new ideas

### Policy and Procurement

Enhance frameworks to maximise the local economy and benefits of Council's strategic procurement policies



# Implementation & Next Steps

Smart city success is only possible through a practical and collaborative approach.

Implementation is where the rubber meets the road – and Local Governments across Australia are moving towards creating real, tangible outcomes for their citizens based on prioritised action. Council will employ a sophisticated, multidimensional framework taking a strategic approach to implementation.

The four key pillars of the implementation process are summarised below:

## Implementation & Action Plan

To enact this approach City of Busselton has developed a dedicated Implementation and Action Plan. This Plan will be guided by the themes and actions identified throughout this Strategy and will be subject to annual review to provide iterative improvement utilising lessons learnt and adapting to new technology. This provides agility for Council in its future actions, whilst maintaining a consistent direction for smart city development.

## Internal Reform

Council will cast a critical eye to its own internal operations. It will aim to take a holistic approach to reforming its processes, planning regulations, staff and community training and the modernisation and digitisation of key Council services.

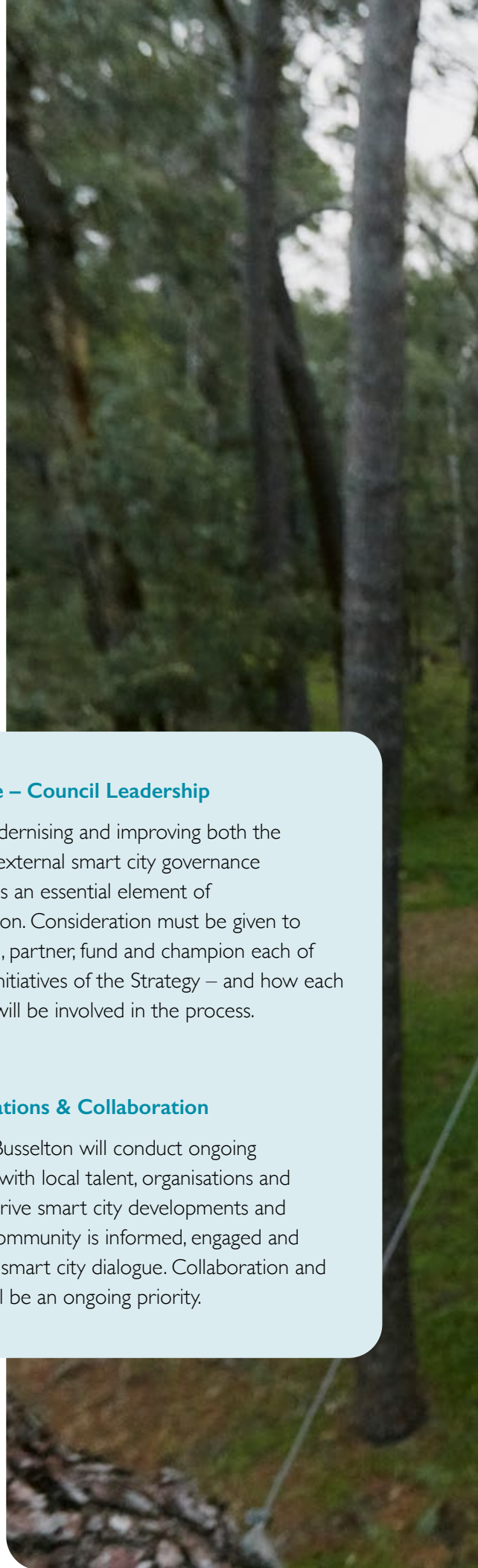
## Governance – Council Leadership

Defining, modernising and improving both the internal and external smart city governance frameworks is an essential element of implementation. Consideration must be given to who will lead, partner, fund and champion each of the priority initiatives of the Strategy – and how each stakeholder will be involved in the process.

## Communications & Collaboration

The City of Busselton will conduct ongoing engagement with local talent, organisations and business to drive smart city developments and ensure the community is informed, engaged and active in smart city dialogue. Collaboration and co-design will be an ongoing priority.

Innovation is complex and ever changing. As such, the City of Busselton will ensure that the process for implementing the key initiatives set-out in this Strategy remains an agile and adaptive process.







Telephone: (08) 9781 0444  
Facsimile: (08) 9752 4958

2 Southern Drive, Busselton  
Locked Bag 1, Busselton WA 6280

[city@busselton.wa.gov.au](mailto:city@busselton.wa.gov.au)

[www.busselton.wa.gov.au](http://www.busselton.wa.gov.au)



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