SMART CITY

STRATEGIC FRAMEWORK

Enabling Future Stonnington

City of STONNINGTON

SMART CITY

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Contents

Foreword 3

Introduction 4

Enabling a smarter Stonnington 6

Strategic alignment 8

Our smart city vision 10

Smart city initiatives 12

Engagement summary 14

Building smart city maturity 15

Smart city foundations 16

Strategic Framework overview 18

Smart city principles 19

Strategic pillars 20

- Collaborative communication & partnerships 21
- Connected communities & identity 22
- Enhanced council services & customer experiences 23
- Vibrant places & character 24
- Thriving economic innovation & businesses 25
- Vsionary people & leadership 26

Collaboration in our smart city ecosystem 27

Keys to success 28

Glossary 29

Acknowledgement of Country

We acknowledge we are meeting on the Traditional Lands of the Wurundjeri Woi Wurrung and Bunurong peoples of the East Kulin Nations and pay our respect to their Elders past, present and emerging.

We extend that respect to all Aboriginal and Torres Strait Islander peoples. We acknowledge their living connection to Country, relationship with the land and all living things extending back tens of thousands of years.

Foreword

The City of Stonnington has something for everyone. From iconic shopping precincts to stunning parks and gardens, our beautiful Yarra River, and a wonderful, diverse, growing community.

A smart city is one that uses digital technology, data, and innovation to better service its residents, businesses, and visitors – and that's what this *Smart City Strategic Framework* imagines for Stonnington. Building on what we already know and love about Stonnington, and using technology to unlock better social, economic, and environmental outcomes.

This is the starting point on which we can build practices, principles, skills, and engagement to shape and inform all our future strategies – not just those related to technology.

We're already seeing some great work in this space, with recent initiatives including smart lighting, better understanding parking availability, digital literacy training, and free wi-fi in our public spaces. I'm excited about building on this list in the future in partnership with our community.

Please enjoy reading our *Smart City Strategic Framework* and considering the future it can help to unlock for Stonnington.

Mayor, Cr Jami Klisaris
Mayor

Introduction

A future Stonnington, enabled by data, technology and innovation.

The City of Stonnington (CoS) is ready to begin the next phase of local government service delivery. This phase will be enhanced by smart technologies and focus on:

- People
- Connection
- Curiosity
- Agility
- Sustainability
- Proactivity
- Data-enablement
- Efficiency

This *Smart City Strategic Framework* will guide and direct our investment in technology and skills to reach our *Future Stonnington* vision.

Developed in collaboration with our community, local stakeholders and industry experts, this Strategic Framework builds on the priorities and challenges of Stonnington to deliver targeted solutions and greater conveniences.

Our smart city puts people at the centre, encouraging collaboration, participation, ongoing engagement, and co-design. We remain proactive and agile, using data and engagement to guide smart activity and assess our progress.

Our focus is on delivering a range of projects that produce visible benefits to all members of our community. Projects could include the installation of sensors to capture data about our city, smart lighting or parking in public spaces or increasing availability and access to Wi-Fi.

At its core, the City of Stonnington's smart city aspirations are driven by the underlying motivation to engage with our community, and deliver the highest quality services and experiences.

What does it mean to be a 'smart city'?

A smart city uses digital technology, data, and innovation to better serve residents, businesses, and visitors.

A smart city is a place where technology, data and innovation are used to improve economic, sustainability and liveability outcomes for all members of the community. By combining the deployment of targeted smart technologies with a people-focused approach, Stonnington will enhance its ability to deliver real outcomes to our community.

Smart city concepts & ideas

Smart cities bring together a range of technologies, concepts, ideas, and modernisations. Through this Stategic Framework the City of Stonnington explores, among others, the following concepts:

DATA-ENABLEMENT

Data-enabled systems or processes collect and analyse information insights to inform decision-making.

Data is a key output of smart cities and is used to drive:

- Proactive emergency management
- Automated systems and processes
- Real-time community insights
- Integrated planning

THE INTERNET OF THINGS (IOT)

The Internet of Things is an ecosystem of devices, objects and infrastructure that connect to the internet to record, collect, send, and act on data.

IoT is the backbone of smart cities, allowing devices to exchange information to support:

- Smart lighting
- Weather and environmental monitoring
- Mobility monitoring
- Intelligent waste management

INNOVATION

Innovation focuses on leveraging new ideas, methods, and tools to enhance liveability and productivity.

Innovation in our smart city generates:

- More effective processes, products, and ideas
- Increased economic productivity
- New partnerships and relationships
- A strong smart city brand and culture

TEST-BEDS

Test-beds are a space to test and evaluate new technologies, services, and ideas, to improve our city within a dedicated policy environment.

Test beds are locations for:

- Investigating new technology
- Trialling new ideas and solutions
- Collaborating with the community and key partners
- Supporting technology integration

DIGITAL DEMOCRACY

Digital democracy refers to the modernisation of democratic processes using digital technologies.

Whilst promoting existing democratic processes, digital democracy can enable:

- Real-time feedback loops
- Greater transparency of decision-making
- More convenient engagement and participation opportunities
- Ideation and co-design of policies and projects

Enabling a smarter Stonnington

Smart city activity enables greater balance across social, economic, and environmental outcomes – the key to a more prosperous and vibrant city.

SOCIAL

Smart cities have the primary goal of improving liveability for their citizens. This is achieved by leveraging innovation and digital technology to increase public amenity, enhance connectivity, lower living costs, and improve safety, security, mobility, and health outcomes.

Smart cities look to empower communities by conquering the digital divide, enabling mobility, providing greater access to healthcare and education, and creating new employment opportunities. They build an environment for dynamic education, training, testing and trialing to support citizens at all stages of their digital potential.

ECONOMIC

Smart cities seek to transform and strengthen the economy by introducing innovation and modernisation and enabling the community to connect with businesses in new ways. These outcomes attract new business and industry, external funding, and appeal to tourists.

Smart cities are attractive places for start-ups, investors, businesses, and new talent to collaborate in an innovative and sustainable way, increasing the competitiveness of a city's economy. They also support collection and sharing of data to help guide decision-making across the city.

ENVIRONMENTAL

Smart cities support environmental advocacy and sustainability outcomes. They support the monitoring and control of energy and water usage, and allow the city to accurately measure its greenhouse gas emissions. Smart devices also help ensure cleaner water and air leading to positive heath outcomes for humans and wildlife alike.

Innovation through smart cities drives solutions to environmental challenges such as conservation, emissions reduction and enhanced waste management. They improve a city's resilience and its ability to respond to disasters and ongoing changes to our environment.

This Strategic Framework is a starting point on which we can build practices, principles, skills, and engagement to shape and inform future strategies.

Strategic alignment

By aligning the *Smart City Strategic Framework* with our key strategies, policies, and plans, we find efficiencies across council and support our overall strategic direction.

Future Stonnington: Community Vision 2040, Council Plan 2021-25

The City of Stonnington Community Vision 2040 was developed by a panel of community members and looks to shape Stonnington in a way that reflects the needs and ambitions of its citizens. It is brought to life by the Council Plan 2021–25. These documents set the direction for Stonnington over the next 5–10 years.

This *Smart City Strategic Framework* provides guidance and informs decision-making through our six Smart City Strategic Pillars.

A future of collaborative communication & partnerships

A future of connected communities and identity

A future of enhanced council services & customer experiences

A future of vibrant places and character

A future of thriving economic innovation and businesses

A future of visionary people & leadership

These strategic pillars further our Community Vision 2040 and Council Plan 2021-25 by:

- Focussing on digital inclusion
- Embracing innovation and digital creativity
- Enhancing our ability to mitigate, adapt and respond to climate change
- Driving data-informed decisions
- Building digital and physical connectivity

This Strategic Framework is designed to support the delivery of initiatives across Council by incorporating the use of smart city principles.

STRATEGY/PLAN	OVERVIEW	ALIGNMENT
Place-Led Economic Development Strategy	This Strategy is being developed as a blueprint for growing and expanding Stonnington's economy.	> Focusing on enhancing the digital economy > Supporting innovation and modernisation in local business > Promoting data to improve decision making
Climate Emergency Action Plan	This Plan is Council's commitment to immediate and urgent climate advocacy and action as well as preparing the community for climate change.	> Leveraging innovation to reduce the city's ecological footprint > Improving resilience and adaptability > Improving environmental monitoring
Sustainable Environment Strategy 2019-2023	This Strategy outlines a path towards a more sustainable and resilient future in Stonnington.	> Creating solutions to sustainability challenges through innovation > Reducing water and energy usage through more efficient processes and technologies > Developing sustainable infrastructure
Towards a circular economy: Our future waste strategy 2022–2025 Waste Strategy	This Strategy outlines our sustainable approach to waste reduction and resource recovery.	> Creating solutions to waste challenges through innovation > Reducing waste to landfill and increase recourse recovery through more efficient technologies > Customer interaction, incentives, and empowerment
Integrated Transport Strategy	This Strategy sets the direction of planning and development of transportation in Stonnington.	> Investing in sustainable mobility > Improving connectivity > Utilising data to inform planning
Public Health & Wellbeing Strategy	This Strategy seeks to maintain and improve liveability outcomes across the city to improve the health and wellbeing of citizens.	> Improving safety and security > Enhancing public amenities > Improving inclusion and collaboration with the community
Asset Plan 2022	The Plan is being developed to address matters relating to renewal, maintenance, monitoring, and management of all Council assets. It has a particular focus on roads, drainage, buildings, and open spaces.	> Collecting data to inform future decision-making > Embedding continuous improvement of life-cycle management > Enhancing the sustainability of our assets

Smart city opportunities and interconnections are applicable right across Council service areas and additional strategies, plans and policies have been considered through the development of this *Smart City Strategic Framework*.

Our smart city vision

Stonnington will leverage the best of digital technology, data, and innovation to pursue our 2040 Vision of a safe, inclusive, and creative city.

A SMART STONNINGTON IS...

- CONNECTED
- CURIOUS
- EFFICIENT
- SUSTAINABLE
- DATA-DRIVEN
- AGILE
- PROACTIVE
- PEOPLE-FOCUSED

EMBRACING THE 'BEST OF' DIGITAL TECHNOLOGY

The opportunities, risks and benefits of digital technologies are changing and advancing daily. Guided by this *Smart City Strategic Framework*, the City of Stonnington is deploying innovative and digital solutions to:

> meet current and future service needs and requirements

> support community expectations and priorities

> deliver positive change and tangible benefit

We are embracing technologies that are fit for Stonnington, and 'best' for our City as a whole.

STONNINGTON 2040 VISION STATEMENT

Our community is a safe, inclusive, and creative city that celebrates and embraces its vibrancy of cultures.

Walking the tree lined streets, we pay respect to the influence of the Nation's First Peoples past and living on a modern, sustainable, and interconnected way of life that supports the good health and wellbeing of all.

Welcome to Stonnington 2040.

This Smart City Strategic Framework, embraces digital technology, data, and innovation to support and enable our 2040 Vision.

Strategic objectives

Through the delivery of this Strategic Framework and the integration of digital technology we aim to…

OBJECTIVES	INDICATORS
Improve communications, engagement, and partnership opportunities with the community, stakeholders, and other collaborators	> Awareness of smart city activities > Number and impact of smart city partnerships
Improve the City's digital confidence, skills, and access to empower participation through digital mechanisms	> Citizen satisfaction with Council services > Efficiencies achieved by use of digital technology and data
Increase the efficiency and convenience of Council service delivery to better allocate limited resources	> Digital skills and literacy levels > Number of people regularly engaging with Council via digital channels
Improve the function and sustainability of our places and spaces	> Coverage, speed, and reliability of key digital networks > Smart city investment enquiries
Increase economic opportunities, outputs, and interaction with the digital economy	> Usage and safety of public spaces/places > User satisfaction
Position Stonnington as a destination for future innovation, testing, training, and investment	> Total and relative size of the 'digital economy' > Numbers and growth of 'smart city' businesses and jobs

Smart city initiatives

Current initiatives

The City of Stonnington has begun its journey to becoming a smarter, more liveable, and efficient city by delivering smart initiatives. These initiatives aid in the rollout of the *Smart City Strategic Framework* forming a foundation in which future initiatives can leverage. These projects include:

Pedestrian, bike, vehicle, and visitor counters

Council has deployed anonymised vehicle, pedestrian, and visitor sensors across 10 locations in the City. They relay information to staff via a dashboard. Locations include Chapel St, Prahran Square and Prahran Market

OUTCOMES

Establishing data on the usage of walkways, bike tracks, roads and public spaces enables Council to make more informed planning decisions

Smart lighting

Council has installed smart lighting infrastructure across the city and leverage a dashboard to monitor use and maintenance requirements

Installing smart lighting improves visibility across the city while also reducing electricity usage and maintenance issues

Smart parking

Council has begun trailing smart parking technology and a user-based app across the city

Smart parking leverages parking data to improve convenience for users, communicate availability, reduce congestion and emissions, and increase enforcement efficiencies

Free Wi-Fi

Free Wi-Fi has been established in public spaces and community housing estates

Free Wi-Fi increases accessibility to online services and provides greater connectivity to all members of the community

Digital literacy training

Council Libraries and other service providers lead a number of digital literacy training programs to build digital skills, understanding and confidence

Improving digital capabilities within the community builds education, employment, and creativity opportunities

Future priorities & opportunities

This *Smart City Strategic Framework* guides and directs the delivery of specific smart city initiatives and actions. Building on this Framework, some of these actions include:

INITIATIVE	OPPORTUNITY	SMART CITY AIGNMENT
My Stonnington app A mobile application that acts as a gateway to digital services delivered by Council	This initiative promotes digital engagement and support demand for digital services. It also aims to reduce call volumes and allow customers to easily self-serve when it suits them.	This initiative is working to promote digital engagement and participation in city planning and decision-making
Smart waste bins Waste bins integrated with sensors to monitor waste patterns and quantities	This initiative allows Council to monitor in real-time waste in public places. Council will be able to proactively respond to demand and make informed updates to waste collection policies and processes.	This initiative is working to promote smart resource management
Active transport safety Monitoring of traffic patterns and participants in key activity areas	This initiative allows Council and associated governing bodies to make informed decisions about traffic control measures and road design based on usage data. This will improve safety for pedestrians and cyclists among other road users.	This initiative is working to enhance opportunities for sustainable mobility
Smart water monitoring Water flow sensors in drainage hotspots	This initiative supports a proactive response to flooding events. It monitors drainage hotspots to predict and alert Council to drainage issues.	This initiative is working to prepare for and mitigate the effects of climate change

Engagement summary

Smart cities are designed to meet the needs of their residents, businesses, and visitors.

To direct and inform the development of this *Smart City Strategic Framework* Council engaged with a range of stakeholders in late 2021 and early 2022. Stakeholders included:

> Councillors
> General community
> Key local stakeholders
> Council staff
> Local businesses & retailers
> Council contractors & suppliers
> Representatives of community housing residents
> Education providers

Engagement approach

The engagement process:

1. collected initial insights on aspirations and priorities
2. tested draft objectives and areas of focus

via two distinct engagement phases.

Smart city concepts and ideas were also tested in other strategic planning engagement processes. This *Smart City Strategic Framework* reflects the ideas, priorities, and expectations of those involved.

Key insights

Vision for Stonnington as a smart city

- Citizen-centric city
- Agile, flexible, and innovative
- Committed to long term growth and execution of smart city development
- Curious and bold city
- Digital and analogue inclusion
- Leverage data to inform decision making and policy

Community smart city objectives

> People-focused, convenient & user friendly **17%**
> Smart for sustainable outcomes **13%**
> Enhance public amenity, convenience, & safety **11%**

Services with the greatest potenetialto leverage smart technology and innovation for improvement

> Transport, mobility & parking **11%**
> Online Council services **10%**
> Community engagement & participation **10%**

Ongoing engagement

Smart cities are people-focused. To deliver on this Strategic Framework and future initiatives we are committed to ongoing engagement and co-design. We are taking a collaborative approach to smart city design and development that considers the ideas, concerns and aspirations of our community.

Building smart city maturity

Smart cities are evolving and growing. Our approach, priorities and partnerships depend on our smart city maturity and capability to deliver.

We have already begun our smart city journey through the delivery of a number of foundation projects. Now, this Strategic Framework guides our future investment and priorities as we grow and build our smart city maturity.

To support our future aspirations, we are focusing on:

Greatest challenges for Stonningtons smart city transition

- Red tape **12%**
- Collection, management & sharing of data **11%**
- Immature innovation & smart city culture **9%**

SMART CITY LEADERSHIP

Providing our City and community with a platform to develop as a smart city.

AWARENESS & UNDERSTANDING

Building acceptance, excitment and understanding for the opportuntites and benefits of smart technologies.

CAPABILITY, SKILLS & CULTURE

Developing the skills, capabilities, capacity and confidence to actively engage in digital environments.

COMMUNITY ENGAGEMENT & CO-DESIGN

Continuing to engage and encourage active community participation in City problem-solving to ensure priorities reflect community expectations.

DATA MANAGEMENT, CYBER SECURITY & PRIVACY

Furthering our ability to collect, share and analyse City data while safeguarding privacy and security.

SMART SERVICES & INNOVATION

Delivering high-quality digital services and innovative approaches to community challenges.

PARTNERSHIPS & COLLABORATION

Advancing partnerships to help deliver smart city and innovation projects and initiatives.

Smart city foundations

The City of Stonnington has identified two foundational principles on which our smart city approach is built: inclusion and sustainability. These are critical priorities for both Council and the community and will be embedded in our smart city planning and operations.

Fostering digital inclusion

Australia, and the entire world, is experiencing rapid advancements in digital technology. With Stonnington's smart city commitment, it is important that we include the community as a whole in this digital advancement. We acknowledge digital exclusion has the potential to accelerate social exclusion and this Strategic Framework, along with Council's existing strategies and policies aim to reduce this impact

Digital inclusion ensures our diverse and varied community has the resources, capabilities, and opportunity to use technology effectively to participate in society. As the vision for Stonnington as a smart city enhances liveability, connectivity, sustainability, and inclusivity it is important all citizens can make use of smart city initiatives.

Fostering digital equity, capability, and inclusion is critical to Stonnington's success as a smart city. This Strategic Framework identifies a number of potential actions and programs for enhancing digital inclusion including:

- Promoting digital engagement and participation in city planning and decision-making
- Redefining collaboration within Council and with the community
- Promoting transparent evidence-based decision-making
- Improving access to the internet by identifying opportunities to expand free public Wi-Fi in high-priority, high-need areas
- Promoting digital inclusion and building digital literacy
- Encouraging community connection through a diverse range of mediums
- Exploring digitalisation of services
- Improving speed and reliability of digital connectivity

To participate in our digital literacy programs, please visit Stonnington Library and Information Service website, and join in on the Digital Learning series. Or drop into any of our libraries during opening hours for up to 30 minutes of assistance with your digital learning enquiries.

Addressing sustainability

Sustainability at its core is the ability for a city to maintain itself over time without adversely affecting resource availability or the environment. Globally, sustainably is at the forefront of city planning.

To truly achieve sustainability, Stonnington must take a holistic approach towards the environment, natural resources, infrastructure, and mobility.

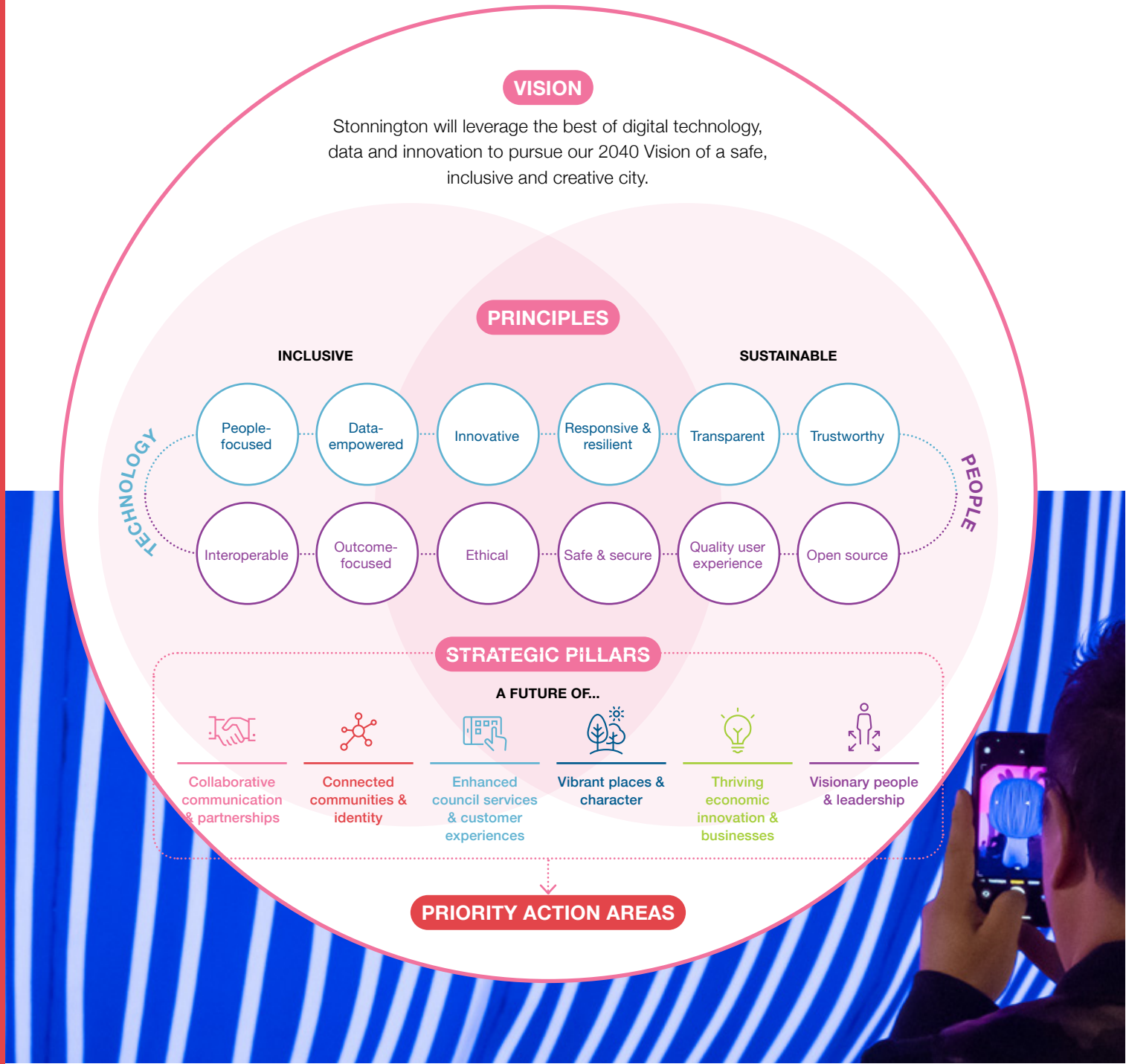
Smart technology can support this change acting as or enabling a sustinable the solution to many of the local challenges facing our City.

Stonnington has made a strong commitment to sustainability and this Strategic Framework identifies a number of potential actions and programs that support sustainable outcomes.

- Promoting smart resource management
- Enhancing smart asset management and utilisation
- Preparing for and mitigating the effects of climate change
- Enhancing opportunities for sustainable mobility
- Increasing safety of public spaces
- Encouraging smart city considerations in local developments
- Supporting the circular economy

Strategic Framework overview

This *Smart City Strategic Framework* takes a holistic approach to the integration of digital technology, data, and innovation. Smart cities act as an enabler to work being done across Council and within our community, local industry, and businesses.



Smart city principles

Working in collaboration with our community and key stakeholders, we have developed a set of smart city principles that will guide activity that reflects our needs and ambitions. We have grouped these principles into three areas:

- Foundation principles need to be considered in all elements of smart city activity
- People principles guide smart city activity to focus on improving outcomes for citizens
- Technology principles guide key considerations from an industry perspective

FOUNDATION PRINCIPLES

Inclusive

The City of Stonnington takes an inclusive approach to smart cities. Through the delivery of smart initiatives, we are working to:

- Enhance community access to quality digital and in-person services
- Build digital skills, literacy, confidence, and trust
- Provide access, where appropriate, to technology, digital connections, and support

Sustainable

The City of Stonnington is committed to sustainable outcomes for Council and the community. Through the delivery of smart initiatives, we are working to:

- Balance social, economic, financial, and environmental benefits with smart city growth
- Reduce, mitigate, and respond to the impacts of climate change
- Protect our natural environment and consider technology impacts

PEOPLE PRINCIPLES

People-focused

We are focussed on our community's priorities, needs, and challenges through ongoing engagement

Data-empowered

We embed data insights to inform decision-making and ensure the success of Council activity

Innovative

We are not afraid to try new things to continue to improve community outcomes

Responsive & resilient

We are agile and prepared to act on community requests, data insights and changing trends

Transparent

We are open and clear in our decision-making and policy development processes

Trustworthy

We ensure our actions and communications remain honest and truthful so that our community is empowered to participate and can rely on decision-making

TECHNOLOGY PRINCIPLES

Interoperable

Our disparate technology systems are able to exchange and use data and insights

Outcome-focused

Our technology integrations focus on solutions that provide real community benefit

Ethical

Our approach to technology considers public values and community expectations

Safe & secure

Our technology and data services are deployed in accordance with best practice security and privacy

Quality user experience

Our digital services consider ease of use and positive user experience in design and ongoing upkeep

Open source

Our data and information regarding smart projects and approaches is available publicly

Strategic pillars

Council has identified six smart city strategic pillars based on best-practice research and engagement with our community.

These strategic pillars and their priority action areas are informed and centred around Stonnington's Smart City Principles. While we have grouped our focuses and priority actions across six 'pillars', we also acknowledge the synergies and interdependencies between individual pillars and action areas.

Each strategic pillar also includes an action area directed at the City of Stonnington as an organisation – *Future Council Priority Action*. The City of Stonnington cannot reach its smart city aspirations without also investing in becoming a 'smart organisation' that enhances the skills, capacity and technical capability of its staff, systems, and processes.

The strategies and actions included in this Strategic Framework were informed through the smart city engagement process. However, we are committed to ongoing engagement and co-design to continue to shape the outcomes of this Framework in line with community priorities and aspirations.

A future of collaborative communication & partnerships

Stonnington is focused on two-way communication, collaboration, and engagement that is immersed in the needs of our community.

We are committed to embracing new and innovative ways of engaging with our community, key stakeholders, and governments across all levels. We are exploring partnerships that enhance smart city activity and connect Council with the broader community.

Our objective is to leverage smart city thinking to…

Improve communications and partnership opportunities with the community, stakeholders, and other collaborators

Priority actions could include:

KEY STRATEGIES	**Actively communicating smart city initiatives, benefits, and critical information**	**Promoting digital engagement and participation in city planning and decision-making**	**Redefining collaboration within Council and with the community**	**Establishing local and international innovation partnerships**	**Promoting transparent evidence-based decision-making**
POSSIBLE ACTIONS	BY…				
	…profiling smart city initiatives in all relevant CoS digital channels, and increasing awareness by developing a dedicated smart city presence on Council's website	…investigating additional opportunities to communicate with target audiences to promote participation in line with Council's engagement policy	…establishing communities of practice both within the organisation and externally, to test, guide and identify smart city activities	…developing a smart city partnership framework that encourages collaboration and synergies across organisations	…strengthening the integration of digital democracy considerations in key decision-making processes

Future council priority action

Leveraging data to support advocacy	BY	…identifying data gaps in critical priorities and developing a data asset lifecycle roadmap

A future of connected communities & identity

Our community has a unique identity. We are committed to enhancing our individual culture to engage, support and empower through success and hardship.

We are connecting our community through physical and digital channels to the people, services, environments, activities, and resources they need to thrive.

Our objective is to leverage smart city thinking to…

Improve the City's digital confidence, skills, and access to empower participation through digital mechanisms

Priority actions could include:

KEY STRATEGIES	Improving access to the internet	Promoting digital inclusion and building digital literacy	Encouraging community connection through a diverse range of mediums	Leveraging digital methods to support engagement and participation in events and festivals	Exploring digitalisation of services	Supporting COVD recovery and community development
	BY…					
POSSIBLE ACTIONS	…identifying opportunities to expand free public Wi-Fi in high-priority, high-need areas	…working with our libraries and local community groups to identify and overcome barriers to digital empowerment, accessibility, affordability, and skills	…promoting crowd-sourced and co-designed ideas, activities and innovative solutions that strengthen community connection	…integrating digital technologies that improve planning efficiencies, enhance promotion, encourage activation and gamification and host activities	…identifying high-priority, high-value services that would benefit the community by being available digitally and developing e-accessibility standard measures	…leveraging smart technology and data to identify community development opportunities

Future council priority action

Building digital skills and capabilities within Council	BY	…continuing to deliver digital training programs and communities of practice that focus on smart city opportunities, IoT considerations, data skills and cross-Council collaboration among other high-priority topics

A future of enhanced council services & customer experiences

Council is embracing digital transformation. We are committed to the efficient and effective delivery of core community services through the appropriate use of digital technologies and data.

We are enhancing the way we deliver services to ensure Council activity is focused where our community needs it most.

Our objective is to leverage smart city thinking to...

Increase the efficiency and convenience of Council service delivery to better allocate limited resources

Priority actions could include:

KEY STRATEGIES	**Promoting smart resource management**	**Enhancing smart asset management and utilisation**	**Expanding smart infrastructure integration**	**Effectively leveraging data for improved service delivery**	**Preparing for and mitigating the effects of climate change**
POSSIBLE ACTIONS	**BY...**				
	...deploying smart meters and sensors to monitor water, drainage, waste and other resources' usage, leaks, and issues	...integrating technology into assets to support efficient monitoring, maintenance, and utilisation	...integrating data, digital and innovation opportunities in design and planning processes	...exploring data and insight sharing opportunities across Council and with the community	...deploying technologies that advance Stonnington's Climate Emergency Action Plan

Future council priority action

Exploring responsive modernisation of services and regulations	BY	...developing a pathway to support the review, modernisation, reform or replacement of policies and regulations in line with changing community and technology demands.

A future of vibrant places & character

Stonnington is a place of vibrancy and activity. We are committed to making the most of our spaces and places with enhanced activation, recreation, and environmental sustainability through the use of digital technologies.

We are improving the liveability of our city, looking at the way we move around, use, and engage with spaces across Stonnington.

Our objective is to leverage smart city thinking to…

Improve the function and sustainability of our places and spaces

Priority actions could include:

KEY STRATEGIES	Enhancing opportunities for sustainable mobility	Increasing safety of public spaces	Exploring innovative approaches to place activation and management	Promoting sports, recreation, and use of green spaces	Managing the effects of urban heat	Encouraging smart city considerations in local developments
POSSIBLE ACTIONS	BY…					
	…exploring smart parking, EV charging, and active and micro-mobility, on-demand transport, and intelligent freight opportunities	…integrating smart urban design, smart lighting, data analysis and CCTV in high-priority public areas	…deploying technologies that collect space-usage information and encourage interaction, exploration, and gamification of public places	…exploring smart park integrations such as virtual environments, smart BBQs, free public Wi-Fi, smart benches, localised information services among others	…collecting, reducing, and responding to thermal satellite and urban heat data through increased tree canopies and other means	…integrating digital considerations in *Stonnington Planning Scheme, Environmentally Sustainable Design*, and relevant development processes

Future council priority action

Understanding place-based needs and priorities	BY	…identifying opportunities to utilise and expand application of GIS data including 3D models and digital twins

A future of thriving economic innovation & businesses

Stonnington has a robust and dynamic economy. We are committed to supporting our local businesses to leverage the skills, data and new business models that drive success in the digital age.

We are positioning Stonnington as a destination for investment and innovative business.

Our objective is to leverage smart city thinking to...

Increase economic opportunities, outputs, and interaction with the digital economy

Priority actions could include:

KEY STRATEGIES	Engaging with the digital economy	Supporting the circular economy	Facilitating open data	Attracting investment	Supporting COVID recovery and economic resilience	Exploring opportunities for multi-use spaces	Reducing red tape and barriers to economic innovation
	BY...						
POSSIBLE ACTIONS	...building digital and innovation capacity of local businesses through business incubators or accelerators and alternative work modes	...developing a digital circular economy program that encourages sharing of items and promotes sustainable selection of digital technologies within Council and the community	...delivering a data sharing platform to support innovation and provide the community with information to make decisions	...promoting a smart city prospectus that outlines Stonnington's point of difference as a place for innovation, investment, and digital activity.	...leveraging smart technology and data to measure economic and social activity.	...supporting opportunities to repurpose underutilised spaces and to develop them into spaces that support economic growth	... decreasing unnecessary barriers for small and medium businesses to open and trade within the City of Stonnington

Future council priority action

Improving data utilisation and management across Council	BY	...continuing to implement robust data management and governance frameworks

A future of visionary people & leadership

Our community has the keys to our future. We are committed to empowering and nurturing our growing smart city ecosystem of individuals, community groups, businesses, creatives, start-ups, entrepreneurs, innovators, students, academics and more to encourage new ideas and creativity.

We are working with our community to build skills, creativity, and confidence for the future.

Our objective is to leverage smart city thinking to...

Position Stonnington as a destination for future innovation, testing, training, and investment

Priority actions could include:

KEY STRATEGIES	Empowering the next generation to engage with smart technology, data, and innovation	Promoting Stonnington as a destination for innovation	Exploring the benefit of test-beds	Exploring the next wave of smart technology	Engaging with the research and education industry	Improving speed and reliability of digital connectivity
	BY...					
POSSIBLE ACTIONS	...sharing data, hosting events, and partnering with the education and research sector to encourage next-gen skill development	...exploring the development of an innovation ecosystem and encouraging opportunities to engage with Council	...investigating feasibility, critical focus areas, and models for implementation	...partnering with research institutions to establish a research hub to identify emerging technologies and their opportunities, risks, and benefits	...establishing mutually beneficial smart partnerships that could involve data sharing, solution generation, research capabilities joint ventures and more	...leveraging connectivity data, economic and innovation analysis to advocate for high-speed connectivity

Future council priority action

Developing responsive privacy and security policies	BY	...continuing to actively update privacy and security policies in line with global regulation, best practice and changes in technology and promoting data privacy awareness

Collaboration in our smart city ecosystem

Everyone has a role to play in building our smart city. Communication and collaboration with stakeholders are key parts to a bringing the vision of Stonnington as a smart city to life. Stakeholders across the City are valuable contributors, participants, and drivers of Stonnington's smart city transformation.

See how you can get involved below. Contact us at **smartcity@stonnington.vic.gov.au** for more information.

Stakeholder roles

Community

The community's role in a smart city is to participate in smart city activity, engage in co-design initiatives and provide feedback to council. Council encourages the community to share ideas and participate in smart city workshops and events to ensure smart city activity is meeting community needs.

Local business

Local businesses have a role to participate in smart city activity and help grow the digital economy in Stonnington. Council encourages businesses to leverage city data to enhance their decision making and support innovation in business processes and outputs.

Education sector

The education sector's role in a smart city is to use data and digital tools in education and learning programs to help foster a culture of innovation and digital transformation. Council hopes to continue to collaborate with the education sector to promote Stonnington as a learning and research destination.

Innovation sector

The innovation sector's role in a smart city is to support Council in developing innovative and digital solutions to local challenges and enable integration of smart technology into existing infrastructure. Council encourages innovators to collaborate with Council, share their ideas and help spread innovative thinking across the City

Council

Council's role is to champion smart cities by building awareness of smart city projects, sharing our progress, and providing opportunities for smart city engagement and upskilling. Council supports innovation and is focused on leveraging smart technology that has direct benefits to the community.

Keys to success

Stonnington's *Smart City Strategic Framework* is ambitious and requires commitment across the City.

We have identified four key areas that will enable us to successfully implement smart cities in Stonnington. Being accountable in these areas ensures we are able to build trust in our innovation ecosystem, advance our capacity and capability and continue to provide visible and measurable benefit to the community.

Smart Leadership

This Strategic Framework demands leadership to guide smart city activity and champion the smart city principles. The City of Stonnington leads by example in the transformation to a smart city. We put in place clear governance arrangements that assist us in managing risks and fostering a culture of innovation and awareness both within, and outside our organisation. Encouraging engagement, co-design and partnerships promotes the value and increases understanding of smart cities.

Funding & resourcing

This *Smart City Strategic Framework* is an enabling document that underpins all other Council programs and strategies. It provides guidance and a structure to inform future decision-making. It aligns to and furthers our *Future Stonnington* aspirations and funding will be incorporated into the existing aligning programs and budgets. Smart technology, data and innovation is an integral part of the solution to some of the challenges being addressed across Council, and we are taking a holistic approach to ensure technical together with non-technical aspects are considered.

Advancing maturity

This Strategic Framework acts as a guide to our vision for Stonnington as a smart city. To support overall implementation of our smart city endeavours and ensure accountability to our vision, an action plan complements the Framework. It includes priority actions, responsibilities, resourcing, timings, and milestones. The action plan will be reviewed annually to ensure our objectives and actions continue to align with the City's strategic direction and smart city maturity.

Alignment of Framework

At a local level, the Strategic Framework supports Council's plan and vision. It aligns the thinking of international and national smart city leaders and the UN Sustainable Development Goals. We work closely with the Australian Smart Communities Association, other leading industry bodies and M9 Council members to ensure Stonnington supports and promotes shared smart accountability and responsibility across Greater Melbourne.

Measurement & analysis

Analysis and evaluation are important to ensure the Strategic Framework supports ongoing smart city transformation. We measure our progress against our smart city objectives and indicators and continue to align to the aspirations of our strategic planning framework. These act as a tool for ongoing prioritisation and evaluation of initiatives and will maximise the benefits from smart city investment. Measuring and promoting our success will build buy in from key stakeholders and continues to encourage participation within the community.

Glossary

Artificial intelligence	The use of machines and systems to complete tasks normally requiring human intelligence such as learning, reasoning and speech.
Big data	Large volumes of data either structured or unstructured.
Co-creation/ co-design	Process of working with clients, customers, and community to design and create services/solutions.
Co-working/ remote working	Emerging mode of working where a mix of individuals, innovators and organisations work in the same physical location, sharing space, ideas, technology, and motivation.
Dashboards	An online interface which reports key city data, and provides visualisation, interactivity, and data access functionality.
Data analytics	A computer process that examines data patterns, extracting meaning and drawing conclusions about data sets.
Data-driven	A process or system activity that uses data and analysis to drive planning and decision making.
Digital art	Modern art that uses digital technology as part of the presentation medium.
Digital democracy	The use of digital technology to modernise democratic processes and facilitate participation in debate and decision-making.
Digital literacy	The skills and capabilities to effectively use digital technology.
Digital transformation	The use of digital technology to modernise and improve services, organisations, business models, culture, and products.
Innovation ecosystem	The network of people, institutions, programs, regulations, culture, and resources that work to promote innovation.
Internet of things (IoT)	The network of devices, objects and infrastructure that can connect to the internet and each other, allowing improvements in functionality and efficiency.
Interoperability	The ability for technology and systems to work in conjunction with each other.
Test-bed	The use of city space to test and evaluate new technology, services, and ideas to promote innovation, dialogue, and better outcomes.
Online services	Council services that can be accessed and completed on the internet.
Open data	Data that is freely available to use to enhance transparency, innovation, and community outcomes.
Red tape	Inefficient legislation, regulation, or business process that places undue cost on the economy.
Regulatory reform	Changes to improve and modernise regulation to streamline systems and processes to support innovation and technology deployment.
Smart city	Cities that apply digital technology, data, and innovative thinking to improve liveability, sustainability, and productivity.
Smart sensors	Technology that monitors, measures and reports defined parameters of the physical environment to support real time analysis and decision making.
Smart technology	Digital networks, sensors and systems that support delivery of smart services and assets.
Smart traffic monitoring	An intelligent system that makes use of sensors, analysis, control, and communication technologies to improve efficiency, reduced congestion, and increased convenience.

Source: Delos Delta

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311 Glenferrie Road, Malvern

Stonnington Services and Visitor Hub
Chatham Street, Prahran Square,
Prahran

Stonnington Depot
(Administration Building)
293 Tooronga Road, Malvern

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