

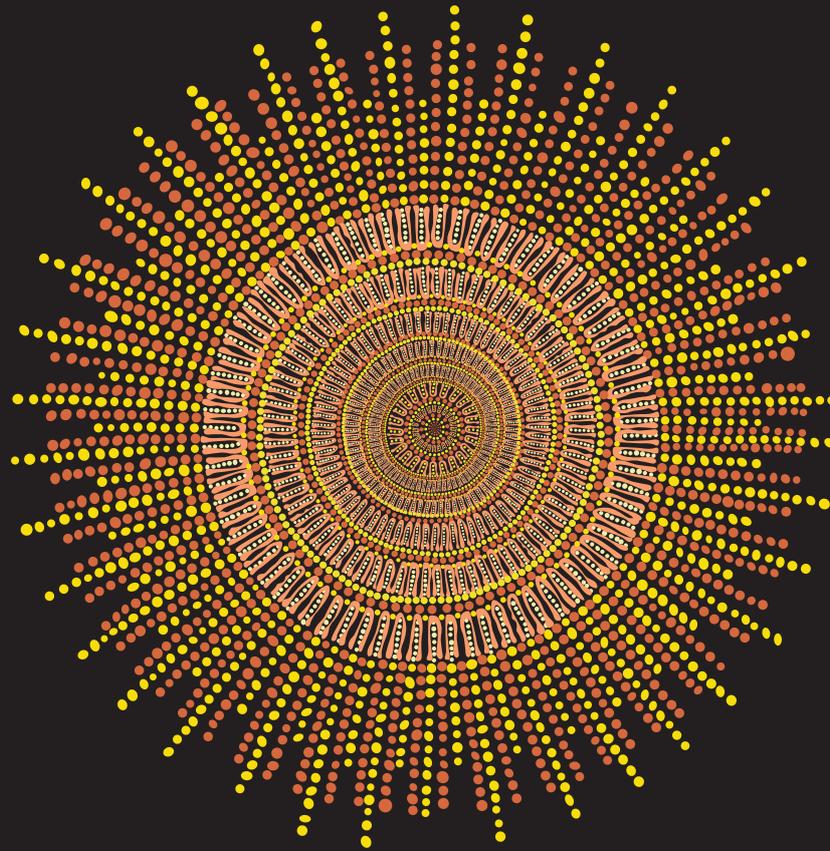


Smart Places Strategy and Action Plan

2023



CUMBERLAND
CITY COUNCIL



Acknowledgement of Country

Cumberland Council acknowledges the Darug Nation and People as Traditional Custodians of the land on which the Cumberland Local Government Area (LGA) is situated and pays respects to Aboriginal Elders both past, present and future.

We acknowledge Aboriginal and Torres Strait Islanders as the First People of Australia.

Cumberland Council also acknowledges other Aboriginal and Torres Strait Islander Peoples living in the Cumberland Local Government Area and reaffirms that we will work closely with all Aboriginal and Torres Strait Islander communities to advance reconciliation within the area.

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Introduction



Cumberland City Council is primed to embrace the opportunities that smart technology, data, and innovation can provide.

We will harness these exciting opportunities to deliver better services, increase convenience, enhance environmental sustainability, and become a smarter place for all.

This *Smart Places Strategy* will guide Cumberland as we explore smart place opportunities. It builds on the existing strengths of our city, including those established by the smart places projects already underway.

The Strategy was informed by engagement with our community and stakeholders, and aims to improve the lives of residents, visitors, and all others who experience our city.

Smart places in Cumberland are people-centric, encouraging meaningful collaboration with and within the community. They aim to drive inclusion, innovation and data exploration.



Cumberland City Council would like to extend our gratitude to the members of the working group, the community, and the following organisations for their contribution to the development of this Strategy:

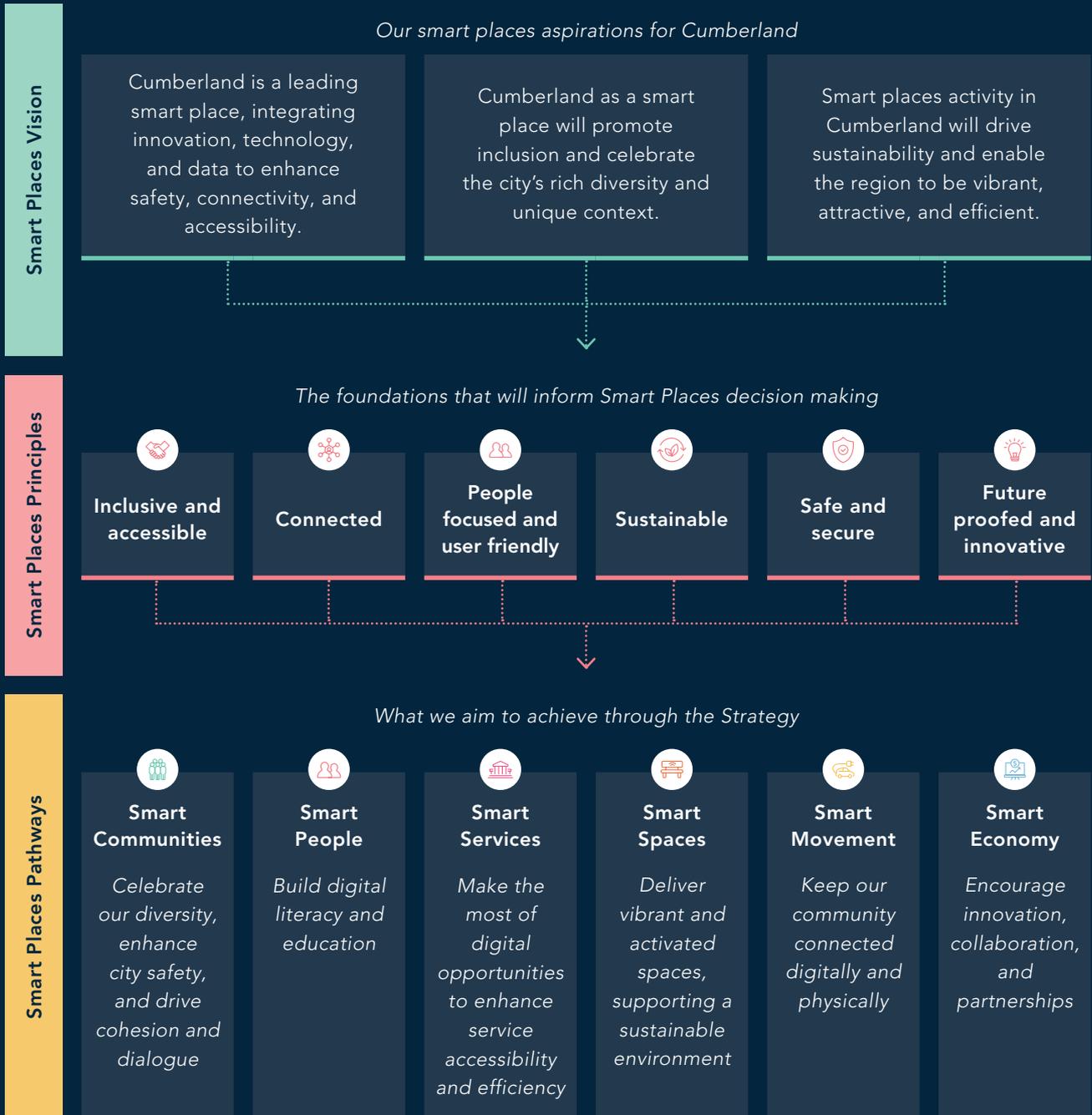
- Greater Cumberland Chamber of Commerce
- City of Parramatta
- City of Newcastle
- City of Canterbury Bankstown
- Transport for NSW
- Sydney University
- University of NSW
- Greater Cities Commission
- Australian Smart Communities Association



Cumberland City Council is a proud member of the Australian Smart Communities Association – Australia’s only not-for-profit peak body dedicated to advocating on behalf of governments for smart communities cities, and places in Australia.

Strategy on a Page

This Strategy builds on our strengths, and the aspirations of our city, community and Council for Cumberland as a smart place.



What are Smart Places?

A Smart Place leverages data, innovation, and digital technology to enhance sustainability and mobility, promote innovation and vibrancy, and enable spaces to be used more effectively by our communities.

Smart places combine the physical with the digital to improve service delivery and decision-making, and can assist in building inclusive, liveable, and accessible communities. Cities around the world regionally, and locally have implemented smart projects to support the unique needs of their communities.

A selection of these projects are highlighted below.



City of Newcastle, New South Wales

The City of Newcastle have implemented Australia's largest smart pole network. The smart poles provide free WiFi, lighting, and monitor the environment, including air quality and pollution.



City of Casey, Victoria

The City of Casey implemented a Living Lab to test and trial new concepts with their community. The Living Lab focusses on innovative ways to address digital equity challenges in the area.



City of Parramatta Council, New South Wales

City of Parramatta Council are furthering their Smart City vision by transforming Phillip Street into a 'Smart Street'. The project includes installing condition-responsive lighting, smart bins, and street furniture with USB charging ports.



Sunshine Coast Regional Council, Queensland

Sunshine Coast Regional Council have implemented a network of street lights that can be turned on or off automatically during twilight periods. This project supports reduced energy consumption, CO₂ emissions, and electricity costs.

Who Are We?

Our city is a diverse, bold, and unique Local Government Area. Our Strategy aims to ensure all our community members can benefit from smart activity in Cumberland.

Our Area (2021)



3,307

persons per square km



71.67km²

land area



3.04

average persons per dwelling

Who We Are (2021)



235,439

residents



>50%

of our population are born overseas



34

median age

What We Do (2021)



86,030

employed persons



\$1,377

median weekly household income



Manufacturing

is the top employment industry

Digital Inclusion Index (2021)

Where the higher the number, the greater the level of digital inclusion.

70.0
Cumberland

71.0
NSW

71.1
Australia

Why is Digital Inclusion Important?

Council and our community have identified digital inclusion as a priority for this Strategy. Digital inclusion is about ensuring all members of our community have the access, skills, technologies and confidence to participate digitally as much or as little as they would like.

What is the Digital Inclusion Index?

The Index uses data from the Australian Internet Usage Survey to measure digital inclusion across three dimensions of Access, Affordability and Digital Ability.



Scan for more demographic information



Why Become a Smart Place?

Becoming a smart place supports our city to become more safe, vibrant and efficient. We will be able to move around the city more easily, enhance our natural environment, and provide new opportunities for our community.

Our Strengths

Cumberland has many unique strengths that position us well to continue our smart places journey. Some of these strengths include:

| STRENGTHS | OPPORTUNITY TO LEVERAGE |
|---|--|
| Community diversity | <ul style="list-style-type: none"> • Innovative and creative ideas can thrive within a diverse community, making our city prime for smart activity. • We can celebrate our unique identity, and support digital inclusion through smart initiatives and events. |
| Local business diversity | <ul style="list-style-type: none"> • A vibrant and diverse economy that encourages innovation can support prosperity and growth by attracting investment and talent. • We can advocate to enhance digital connectivity, and continue to provide digital support for businesses to ensure our economy can thrive in the digital world. |
| Strategic location and spaces | <ul style="list-style-type: none"> • Sharing knowledge, infrastructure and resources with neighbouring smart cities can enable Council to do more with less and attract funding. • We can take advantage of the economies of scale afforded to collaboration with local governments, state government organisations and the private sector to embed smart technologies, tackle the digital divide and address the affects of climate change. |
| Transport and mobility hub | <ul style="list-style-type: none"> • Understanding traffic and movement in and around our city can enhance mobility and accessibility for residents and visitors. • We can use smart technologies and innovation to explore the application of 30-minute cities and micro mobility options across Cumberland. |
| Vibrant community life | <ul style="list-style-type: none"> • Interactive, visual and analytical technoogies can help to activate our local spaces, events and activity centres. • We can use innovative and interactive design, enabled by technology to enhance the vibrancy, culture and safety of our city and night-time economy. |
| Bold Council and already existing smart activity | <ul style="list-style-type: none"> • Successful and established smart city initiatives can provide a strong foundation and valuable lessons for future activities. • We can ensure Council policies, processes and partnerships facilitate appropriate and aligned activities across the City. |



Our Smart Places Journey

We are already on our way to becoming a smart place. This Strategy enables us to progress our journey.

Granville Smart Precinct

Council has already implemented a major smart monitoring and data collection system at the Granville Precinct. There are a range of technologies used in the Precinct which can be leveraged and expanded upon across Cumberland into the future.



Smart Traffic Management – on-road, carpark and foot traffic sensors

Enables Council to monitor traffic flow, parking usage and general precinct demand in real time, informing decision-making, planning, design and service provision



Smart Waste – rubbish bin sensors in the Precinct Town Centre

Enables monitoring of waste generation to improve waste collection service efficiency tailored to the needs of the precinct



Smart Environment – temperature and humidity monitoring

Enables better understanding of urban weather conditions, supporting smarter more sustainable design, and regulation of the natural and built environment



Smart Water – water movement sensors in Duck River

Enables Council to closely monitor ecosystem health, and to maintain and enhance the natural environment

Merrylands Civic Square

Cumberland is also continuing to progress its Smart Places journey through the ongoing development of the Merrylands Civic Square Project. The project will revitalise the Merrylands town centre by making use of several smart place technologies. Upon completion, the Square will have become a vibrant new recreational and meeting space for the community.



Smart Bins – rubbish bin sensors in the Square

Enables monitoring of waste generation to improve waste collection service efficiency tailored to the needs of the centre



Smart Streetlights – sensor activated street lighting

Enables more frequent, safer use of the square, and improves accessibility at all hours. Optimises electricity usage to reduce carbon footprint.



Smart Furniture – tables and benches with charging and connectivity capabilities

Enables the community to utilise free connectivity services and stay connected via personal electronic device charging stations

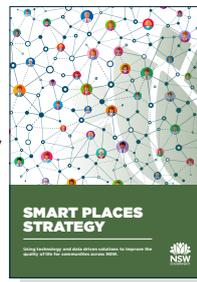
The Bigger Picture

The *Smart Places Strategy* builds upon existing policies, plans, and strategies to maximise outcomes and smart places integration in our City, region, and state.

State & Regional Policy Drivers

NSW Smart Places Strategy

This document outlines a place-based approach to deliver enhanced outcomes for citizens and businesses across the state by leveraging smart technology, data and innovation.



Westmead Place Strategy

Developed by NSW Government, this Strategy will guide Westmead's evolution into a world-class health and innovation district by 2036. The Westmead South Precinct falls within Cumberland's jurisdiction.



Smart Central River City Blueprint

This document directs the vision for the Central River City, of which Cumberland is a part, to be a future-focused, liveable, and sustainable economic corridor through digital connectivity and technologies.



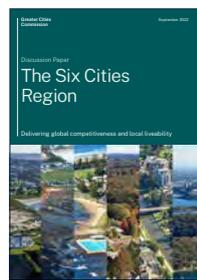
NSW Smart Places Playbook

The Smart Places Playbook guides users through a 'place-based' approach to delivering smart initiatives. The Playbook aims to empower users to identify, design and deploy smart solutions.



Six Cities Region Discussion Paper and 2023 Region Plan

Developed by the Greater Six Cities Commission, the Six Cities Region aims to rebalance infrastructure investment and promote equity and sustainability across the larger area.



Smart Places Customer Charter

The NSW Government Smart Places Customer Charter sets out principles to ensure smart places are community-centric:

- Co-creating smart places
- Respecting the local character
- Keeping information safe
- Advancing digital inclusivity
- Creating an open and fair environment
- Delivering benefits that last



Local policy drivers

Community Strategic Plan 2017–2027

This Plan establishes the Community’s vision for the City to 2027, balancing social, cultural, economic, environmental, and planning priorities. As our community’s highest level plan, the *Smart Places Strategy* will align to the goals set out and contribute to meeting the aspirations of our community.



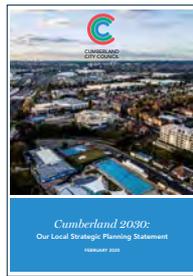
Community Engagement Strategy

This Strategy guides how Council engages with the community. It guides the planning, development, implementation, evaluation, and continuous improvement of community engagement processes. Ongoing engagement is an important aspect of the *Smart Places Strategy*.



Cumberland 2030: Our Local Strategic Planning Statement

Plans for Cumberland economic, social and environmental land use needs over the next 10 years, and is aligned to the 20 year vision for Cumberland. It sets clear priorities about what will be needed to serve a future Cumberland, such as jobs, homes, services and parks. Cumberland 2030 also sets out actions to deliver the priorities for the community’s future vision, acknowledging the close synergies between land use planning and smart places activity.



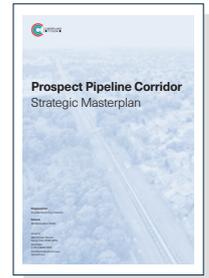
Sustainability Action Plan

Identifies Council as a leader in implementation of sustainable practices as demonstrated by the international award winning Eric Tweedale Stadium. These efforts can be supported by the Strategy.



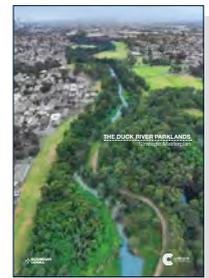
Prospect Pipeline Corridor Strategic Masterplan

Guides the development of a continuous, publicly accessible, open space commuter and recreational corridor between Prospect Reservoir in the west and Potts Hill. Smart places is embedded in the masterplan.



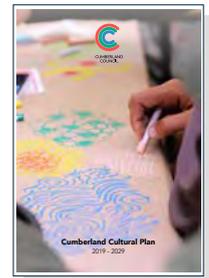
Duck River Parklands Strategic Masterplan

Guides future community use, development and improved connections and environmental management of the Duck River Parklands key open space riparian area. Smart places is embedded in the masterplan.



Cumberland Cultural Plan

Five priority areas have been identified to guide Council’s planning of programs, events and infrastructure and support a creative, culturally active and vibrant community. These include: improving cultural facilities, spaces and streets and enhancing place identity and activation.

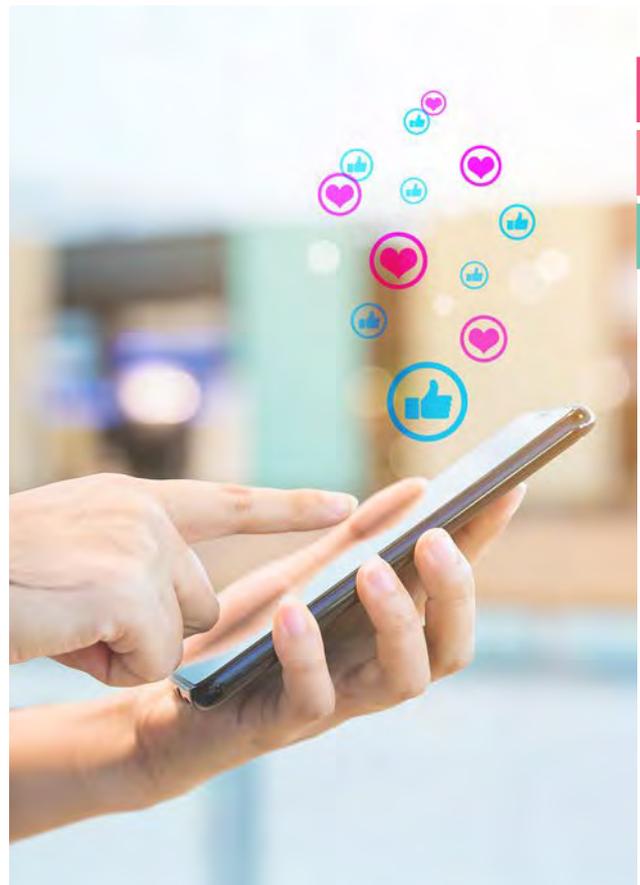


What We Heard

Cumberland City Council engaged community members, staff, and other key stakeholders to inform our Smart Places Strategy.

How We Engaged

- ✓ Community Workshops
- ✓ Community and Staff Surveys
- ✓ Key Stakeholder Workshops
- ✓ Community Pop Up Sessions
- ✓ Council Staff Roundtables
- ✓ External Working Group Roundtables



Key Insights

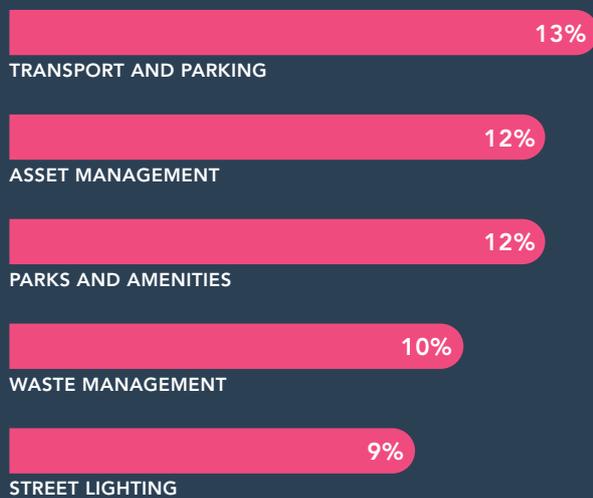
| | |
|---|--|
|  Inclusion | Acknowledged the need to ensure smart activity remains inclusive and equitable to all citizens and enable the whole community to benefit from smart initiatives. |
|  Accessibility | Noted access to digital technologies for all community members is important to support inclusion and enhance service provision. |
|  Diversity | Identified diversity of the community as a strength to embrace, with potential to drive creativity and innovative smart places initiatives and ideas. |
|  Citizen-Centric | Upheld the aspiration for a Strategy that will place community at the centre and continue to engage on smart places initiatives and actions. |
|  Safety & Security | Considered physical and cyber safety and security as important during the transition to a smart place. |
|  Sustainability | Positioned environmental sustainability as an important outcome of smart activity in the city. |
|  Innovation | Placed importance on supporting innovation to solve problems, support business growth and attract investment to the city. |
|  Partnerships & Collaboration | Supported and identified potential partnerships and collaboration opportunities that could enhance benefits and leverage synergies for smart places activity. |

What does Cumberland as a smart place look like to our Community?



Top five services the community would like to see integrated and enhanced with smart technology

From 174 community survey responses



Areas the community believe smart activity would be most valuable for Cumberland



Our Smart Places Starting Point

We are early in our Smart Places journey. This Strategy aims to continue to develop Cumberland as a smart places leader for the benefit of our community.

We are taking a strategic approach to building the maturity of smart places across the city, Council and our community and become a leading smart place in the future.

Beginning

Council is currently laying the foundations for smart progress



Developing

Smart policies and projects are more readily integrated and leverage the lessons learnt from initial stages



Embedding

Smart and innovative approaches are ingrained and integrated across all Council practices as a matter of course



Leading

Council has integrated smart places processes and serves as best practice for others

Smart Places Maturity Enablers

Our City already has several enabling factors to drive smart places maturity



Good community support and mandate



Sustainable commuter habits



Healthy business growth



Thriving nighttime economy

Smart Places Opportunities

There are clear opportunities to support smart places maturity in our City



Clear governance mechanisms



Greater internal and external project awareness



Addressing data security concerns



Unique Position of Cumberland

Smart technology, data, and innovation can enhance the unique features that make Cumberland a great place to live, work, and visit.

Our unique features and strengths, drawn from engagement, and how smart initiatives can enhance these are below.

Community Diversity



Digital skills workshops and capacity development

Smart Place Leadership



Integrate smart tech dimensions into a broad range of Council strategies and programs

Strategic Location



Smart places partnerships with neighbouring Councils and NSW Government

Interest in Economic Opportunities



Innovation hubs and networks bringing together culture and expertise

Movement, Mobility and Varied Transport Options



Smart monitoring of road conditions

Vibrant Community Life



Better data to plan and activate spaces and places

Smart Places Vision

Our vision for Cumberland as a smart place has been informed by engagement and the aspirations of our Community Strategic Plan.

Our vision provides us with a high-level and aspirational state of Cumberland as a smart place.



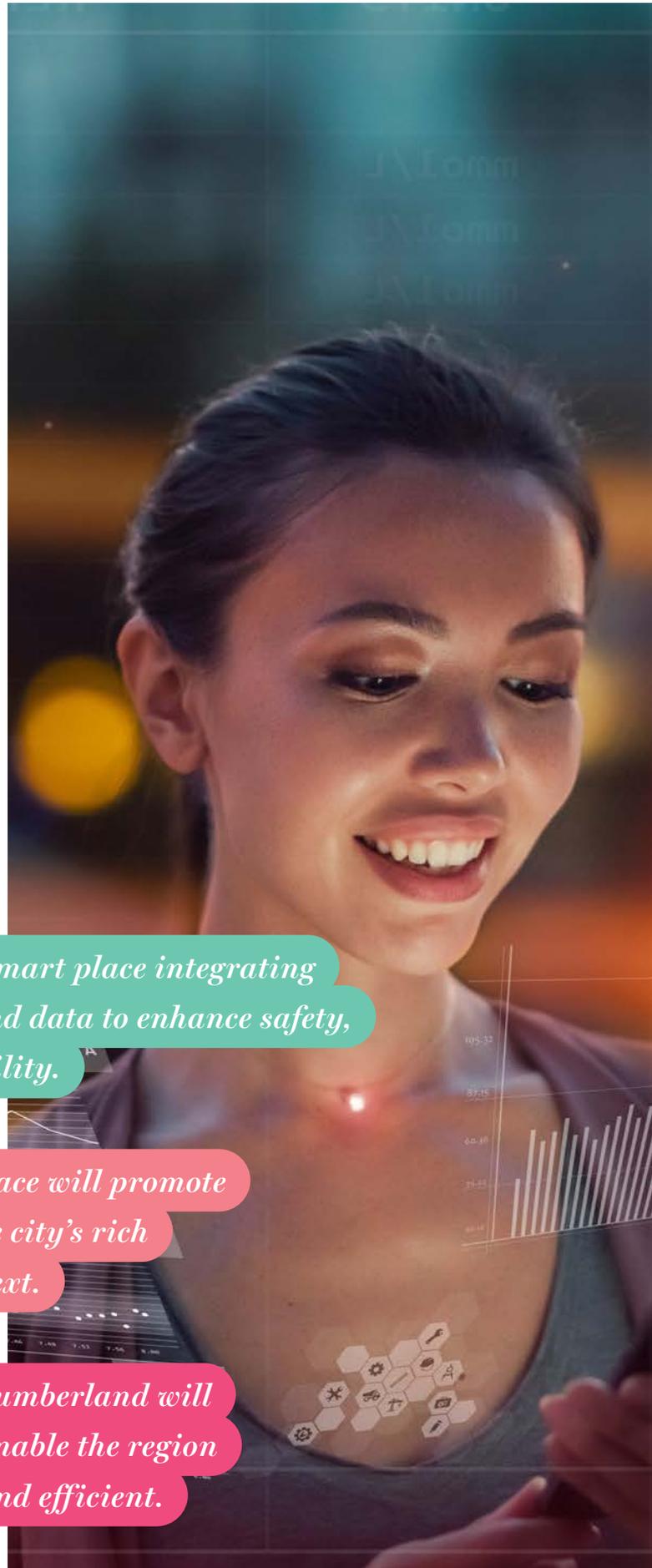
Cumberland is a leading smart place integrating innovation, technology, and data to enhance safety, connectivity, and accessibility.



Cumberland as a smart place will promote inclusion and celebrate the city's rich diversity and unique context.



Smart places activity in Cumberland will drive sustainability and enable the region to be vibrant, attractive, and efficient.



Smart Places Principles

The smart places principles act as a compass to guide our journey as aligned to.

They guide our actions and decision-making processes of Smart Places Strategy and smart activity in Cumberland into the future.



Inclusive & Accessible

Smart activity will support and celebrate Cumberland's diverse population. It will enable Council services to be more accessible and inclusive of the community.



Connected

Smart activity will promote connectivity, digitally and physically, and enable greater cohesiveness and community engagement.



People-focused & User Friendly

Smart activity will prioritise community needs and ongoing collaboration. It will enhance efficiency, effectiveness, and reliability of city services.



Sustainable

Smart activity will drive and support outcomes for the environment.



Safe & Secure

Smart activity will enhance the digital and physical safety of Cumberland, including cyber-security and privacy.



Future Proofed & Innovative

Smart activity will support innovation and partnerships that integrate technology to enhance Cumberland's offerings now and into the future.

Smart Places Pathways

Smart places are a journey with an ever-changing destination.

This strategy aims to work toward the following pathways over the next three years, before we review and reassess our path.



Smart Communities

We will embrace technologies that celebrate our diversity, enhance city safety and drive cohesion and dialogue within our community.

Smart People

We are committed to building digital literacy and education to enhance social inclusion and continue to enhance our population's digital capabilities and opportunities.

Smart Services

We will make the most of digital opportunities to enhance accessibility and efficiency of Council services, ensuring our services are meeting the needs and expectations of our community and making their lives easier.

Smart Spaces

We will continue to deliver vibrant and activated spaces, supporting a sustainable natural and built environment using digital technologies and data.

Smart Movement

We will keep our community connected digitally and physically, integrating smart technologies to enhance mobility and accessibility in and around our city.

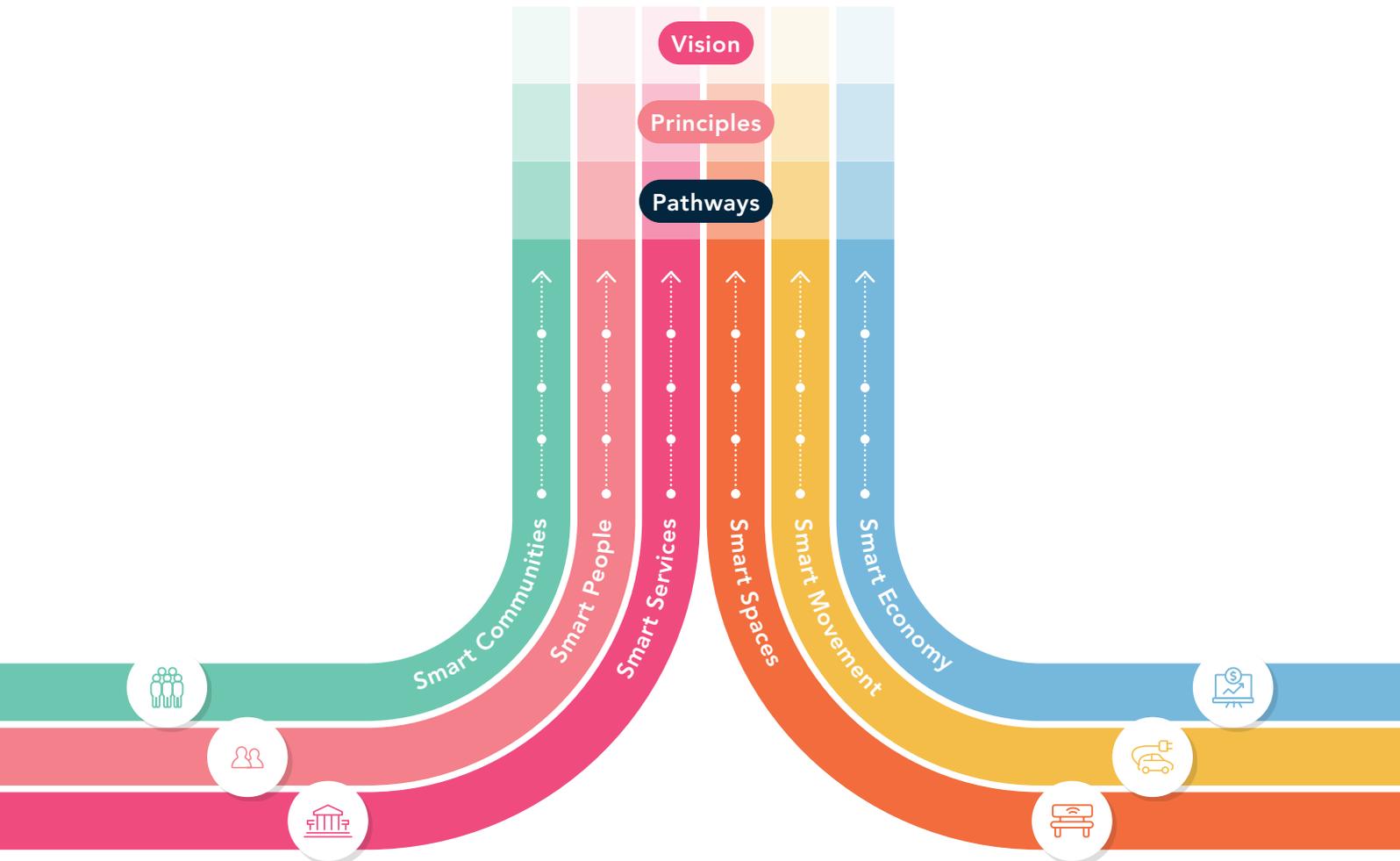
Smart Economy

We will encourage innovation, collaboration, and partnerships to future-proof and encourage a sustainable and dynamic economy ready for digital success.

Smart Places Action Plan

Our Smart Places Action Plan will be used to reach our destinations.

The action plan will be enacted through a range of initiatives that enable Cumberland to reach objectives in the short, medium, and long term.



FLAGSHIP PROJECTS

| | | | | | |
|---|---|---|---|---|--|
| <p>Leverage smart technology including smart lighting and furniture in public spaces to increase safety and accessibility</p> | <p>Develop digital and data literacy programs and workshops for Council and the community in local languages, to increase skills, confidence and support multicultural literacy</p> | <p>Implement program for smart technology to increase safety in public spaces, including CCTV components and lighting</p> | <p>Trial real time detection of potholes through smart technology</p> | <p>Procure electric vehicles as part of Council's passenger vehicle fleet</p> | <p>Work with government, education providers and emerging industries to ensure our community can access the necessary education pathways, to create the future digitally enabled workforce</p> |
|---|---|---|---|---|--|

Smart Communities



We will embrace technologies that celebrate our diversity, enhance city safety and drive cohesion and dialogue within our community.

Key projects:

- Smart technology in the new Merrylands Civic Square
- Portable earpiece translation devices for engagements
- Virtual information room for better engagement
- Smart Development Control Plan for development and public domain



| | |
|------------------|--|
| OBJECTIVE | Integrating smart technology and furniture to enhance and provide accessible places and spaces |
| ACTION | <p>Leverage smart technology including smart lighting and furniture in public spaces to increase safety and accessibility.</p> <p style="text-align: right; border: 1px solid red; border-radius: 50%; padding: 2px; color: white; font-weight: bold;">FLAGSHIP PROJECT</p> <p>Opportunity Create smart spaces in planning of town centres, major capital works and open spaces through integration of smart technology for the benefit of our residents, businesses and visitors, starting with the new Merrylands Civic Square</p> <p style="background-color: white; padding: 5px;">TIMING Merrylands Civic Square in 2023/24, then ongoing</p> |
| KPIs | <ul style="list-style-type: none"> • Smart technology integrated into the new Merrylands Civic Square • Smart technology utilised to create safe spaces • Innovative urban design leveraged |
| ACTION | <p>Work with relevant partners to incorporate standards that enhance disability inclusion in smart technology installations</p> <p>Opportunity Implement sensors to show disabled car space availabilities and shown on the Park'nPay application</p> <p style="background-color: white; padding: 5px; text-align: center;">TIMING 2023/2024</p> |
| KPIs | <ul style="list-style-type: none"> • Partners identified and established • Disability access in smart technology installations increased |



Improving communications and engagement with our community using digital technologies and channels

Leverage digital tools, technology and hardware to increase community engagement opportunities

Opportunity

Provide additional access to digital Council services by trialling portable earpiece translation devices at engagement activities and investigating the feasibility of a Cumberland City Council app

TIMING 2024/2025 and 2025/2026

- Increased engagement with our community
- Use of smart technology to improve face-to-face engagement with stakeholders explored

Enhancing community cohesion and participation through innovation and collaboration opportunities

Develop smart places partnership framework to develop Westmead as a smart innovation precinct

Opportunity

In line with the Westmead Place Strategy, undertake a Westmead Smart Development Control Plan through the Westmead master planning process

TIMING 2023/2024 and 2024/2025

- Number of partners to collaborate on innovation opportunities increased
- Implementation of changes to the planning controls to support smart places in private and public development

Develop a smart places communication campaign to build awareness and understanding of the smart places program specifically around safety in the community

Opportunity

Develop communications around how the use of technology can increase safety in the community (e.g. Smart lighting, CCTV, and safety alert buttons in public spaces)

TIMING Ongoing

- Increased awareness of smart technology used by Council to improve access to services for residents and workers

Explore how digital platforms can support cultural connection

Opportunity

Trial the use of virtual engagement rooms to support consultation approaches

TIMING Ongoing

- Opportunities identified and progressed

OBJECTIVE

ACTION

KPIs

ACTION

KPIs

Smart People



We are committed to building digital literacy and education to enhance social inclusion and continue to enhance our population’s digital capabilities and opportunities.

Key projects:

- Digital literacy program for the community
- Cyber security training and education
- Free public Wi-Fi for greater digital access
- Digital platforms showcasing local creative content



| | |
|------------------|---|
| OBJECTIVE | Delivering dedicated digital literacy training to build the skills and confidence of our community in the digital world |
| ACTION | Develop digital and data literacy programs and workshops for Council and the community in local languages, to increase skills, confidence and support multicultural literacy <div style="float: right; background-color: #4db6ac; border-radius: 50%; padding: 5px; font-size: 8px; font-weight: bold; color: white;">FLAGSHIP PROJECT</div> <hr style="border-top: 1px dotted #ccc;"/> Opportunity Provide and promote digital skills development to our community through our libraries and partnerships (i.e. free/low cost TAFE courses on how to use iPads/computers) <div style="background-color: white; padding: 5px; margin-top: 10px; text-align: center; font-weight: bold;"> TIMING First program in 2023/2024, then ongoing </div> |
| KPIs | <ul style="list-style-type: none"> Program developed and delivered Increased digital skills, confidence, and multicultural literacy |
| ACTION | Adopt a communications and education program to increase understanding of cyber security and privacy <hr style="border-top: 1px dotted #ccc;"/> Opportunity Prepare and deliver crime prevention workshops around cyber security and privacy both for residents and businesses <div style="background-color: white; padding: 5px; margin-top: 10px; text-align: center; font-weight: bold;"> TIMING Ongoing </div> |
| KPIs | <ul style="list-style-type: none"> Program developed and delivered Increased understanding of cyber security and privacy |



Smart Services



We will make the most of digital opportunities to enhance accessibility and efficiency of Council services, ensuring our services are meeting the needs and expectations of our community.

Key projects:

- Safer places through smart technology
- Smart bins for efficient waste management
- Smart monitoring of Council assets
- Open data to support decision making



OBJECTIVE Improving the customer experience of Council services and facilities through smart technology

ACTION Implement program for smart technology to increase safety in public spaces, including CCTV components and lighting

Opportunity
Use of smart technology in Safer Cities: Her Way program

TIMING From 2024/2025



KPIs

- Program developed and delivered
- Increased community satisfaction around safety

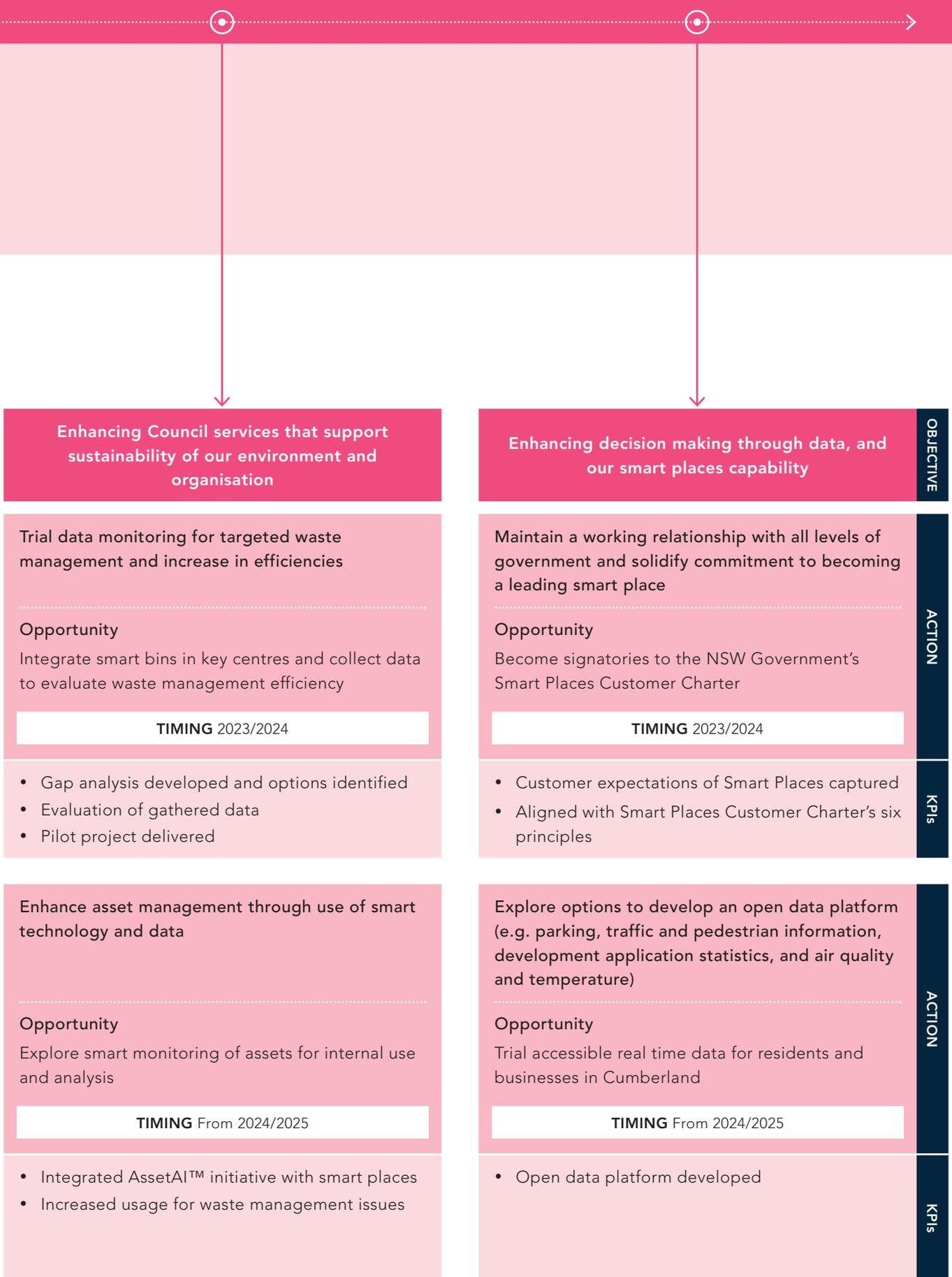
ACTION Support Council's internal Digital Strategy and prepare smart places training program for indoor and outdoor staff

Opportunity
Provide access and digital equality to internal stakeholders

TIMING From 2023/2024

KPIs

- Training plan prepared
- Services with digital elements increased
- Awareness and understanding of smart places increased



Smart Spaces

Pathway 4



We will continue to deliver vibrant and activated spaces, supporting a sustainable natural and built environment using digital technologies and data.

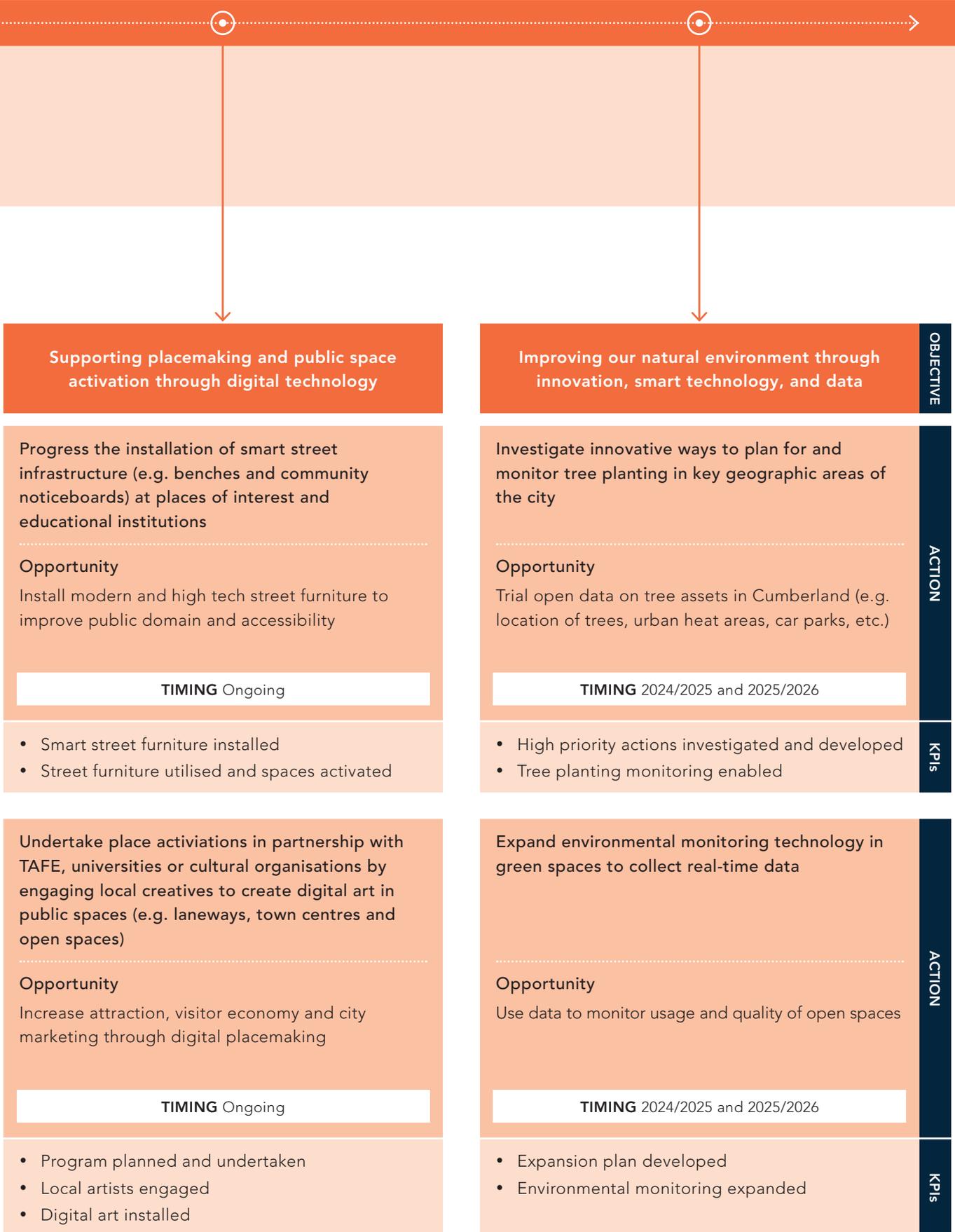
Key projects:

- Real time pothole detection
- Smart infrastructure including smart benches and noticeboards
- Environmental detection data and services
- Community batteries for clean and green energy supply



| | |
|-----------|---|
| OBJECTIVE | Enhancing the amenity of our spaces through data and smart technology |
| ACTION | <p>Trial real time detection of potholes through smart technology</p> <p>Opportunity</p> <p>Fit Council's new specialised truck fleet with pothole detection technology to identify and fill potholes faster</p> <p style="text-align: right;">TIMING Pilot program in 2024/2025</p> |
| KPIs | <ul style="list-style-type: none"> • Pilot program delivered and findings evaluated to determine ROI |
| ACTION | <p>Explore how we can leverage innovation to improve affordability and sustainability of city utilities</p> <p>Opportunity</p> <p>Advocate for the delivery of community batteries to provide affordable, shared community access to solar and renewable energy</p> <p style="text-align: right;">TIMING From 2025/2026</p> |
| KPIs | <ul style="list-style-type: none"> • Opportunities identified • Advocacy approach confirmed • Target audience engaged |





Smart Movement

Pathway 5



We will keep our community connected digitally and physically, integrating smart technologies to enhance mobility and accessibility in and around our city.

Key projects:

- Electric vehicle charging stations
- Real time car parking sensors
- Digital wayfinding to improve access
- Real time monitoring of traffic



| | |
|------------------|--|
| OBJECTIVE | Enabling future mobility options in our city |
| ACTION | <p>Procure electric vehicles (EVs) as part of Council’s passenger vehicle fleet</p> <p style="text-align: right; border: 1px solid #1a3d4d; border-radius: 50%; padding: 2px; font-size: 8px; font-weight: bold;">FLAGSHIP PROJECT</p> <p>Opportunity Use of electric vehicles by Council for operational activities</p> <p style="text-align: center; background-color: white; padding: 5px;">TIMING From 2023/2024</p> |
| KPIs | <ul style="list-style-type: none"> • Increased number of EV vehicles owned by Council |
| ACTION | <p>Investigate locations for EV charging stations in public carparks and suitable on-street locations</p> <p>Opportunity Work with stakeholders to provide spaces for the growing uptake of EVs</p> <p style="text-align: center; background-color: white; padding: 5px;">TIMING From 2024/2025</p> |
| KPIs | <ul style="list-style-type: none"> • Planning work completed • Alignment with relevant strategies and plans |



Smart Economy

Pathway 6



We will encourage innovation, collaboration, and partnerships to future-proof and encourage a sustainable and dynamic economy ready for digital success.

Key projects:

- STEM pathways for local schools and TAFEs
- Innovation lab for community use
- Digitise local business to business interaction
- Smart places night time economy activations



OBJECTIVE Preparing our community and economy for the future of work

ACTION Work with government, education providers and emerging industries to ensure our community can access the necessary education pathways to create, the future digitally enabled workforce

Opportunity
Create opportunities for exposure to STEM based pathways through school visits to medical and research facilities in Westmead

TIMING Ongoing

FLAGSHIP PROJECT

KPIs

- Partners identified and engaged
- High priority actions determined and delivered

ACTION Work with local chamber of commerce to explore smart solutions for businesses

Opportunity
Provide information on how technology can be used in small to medium sized businesses

TIMING Ongoing

KPIs

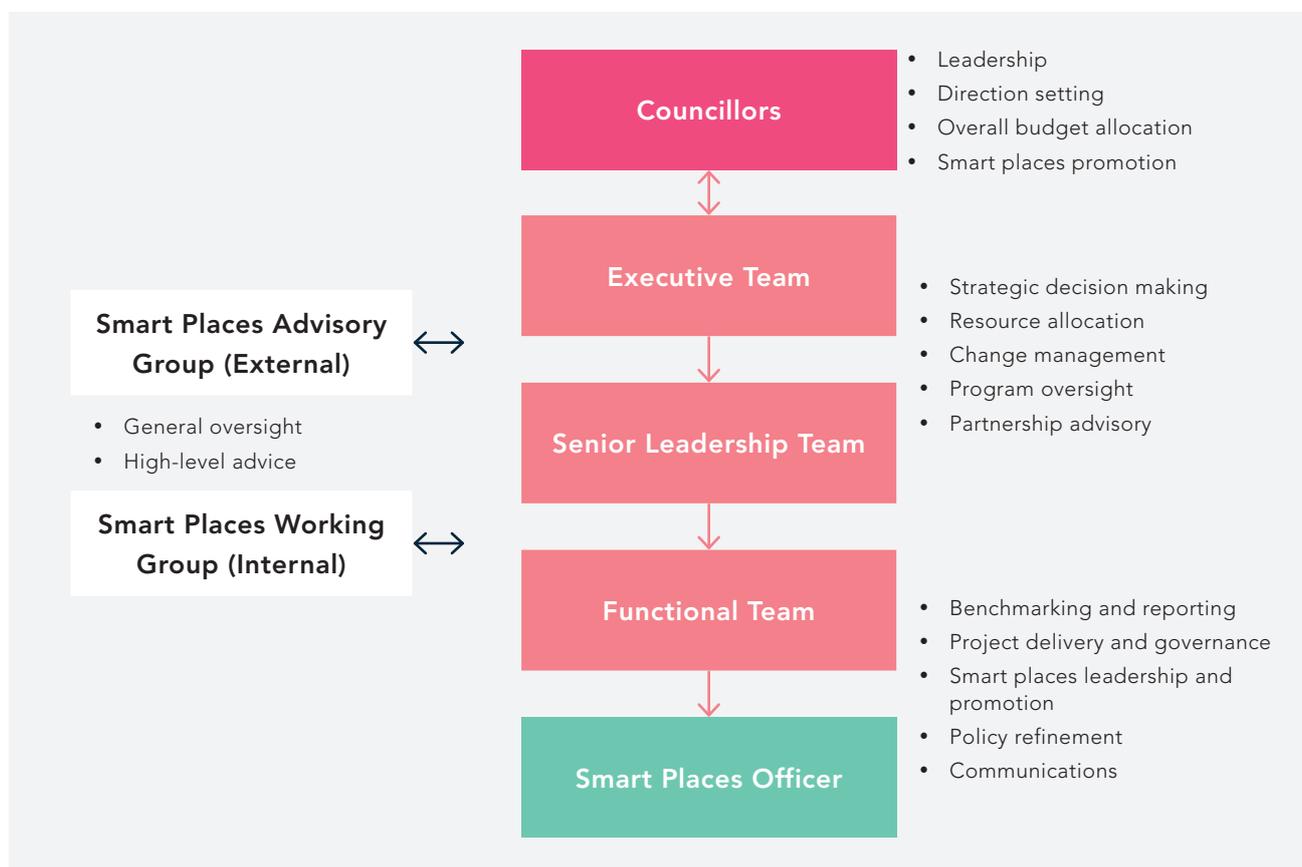
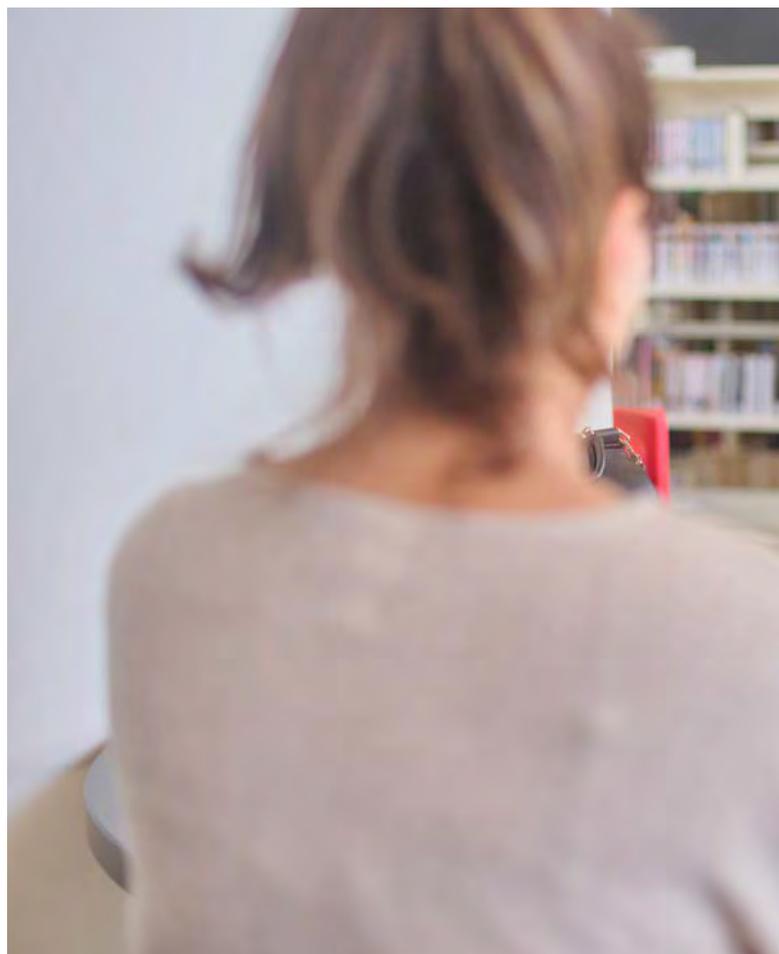
- Stakeholders engaged to understand needs
- High priority actions determined and delivered



Governance of Smart Places

To enact our *Smart Places Strategy* efficiently and effectively, clear governance mechanisms are important.

Smart Places derive value from the interconnection of Council, education providers, community, and businesses. Cumberland is working towards best practice smart city governance as articulated by the Australian Smart Communities Association.





Collaboration and Partnerships

Smart Places are collectively owned and rely on the ongoing collaboration of many different stakeholders.

This Strategy is designed to be collaborative and enable ongoing engagement with our community. There are many stakeholders who can contribute to our city as a smart place. In line with Council's Community Engagement Strategy our local industries put forward suggestions for collaboration and partnerships with groups noted below.

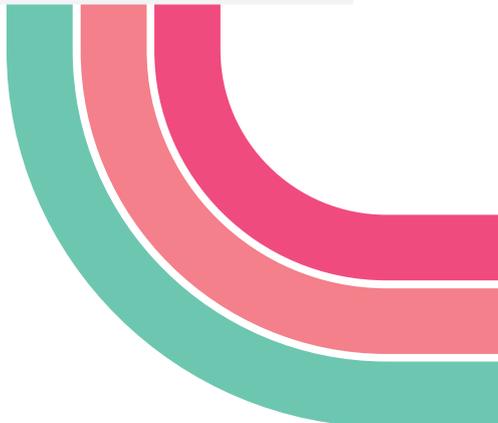


Why Collaborate?

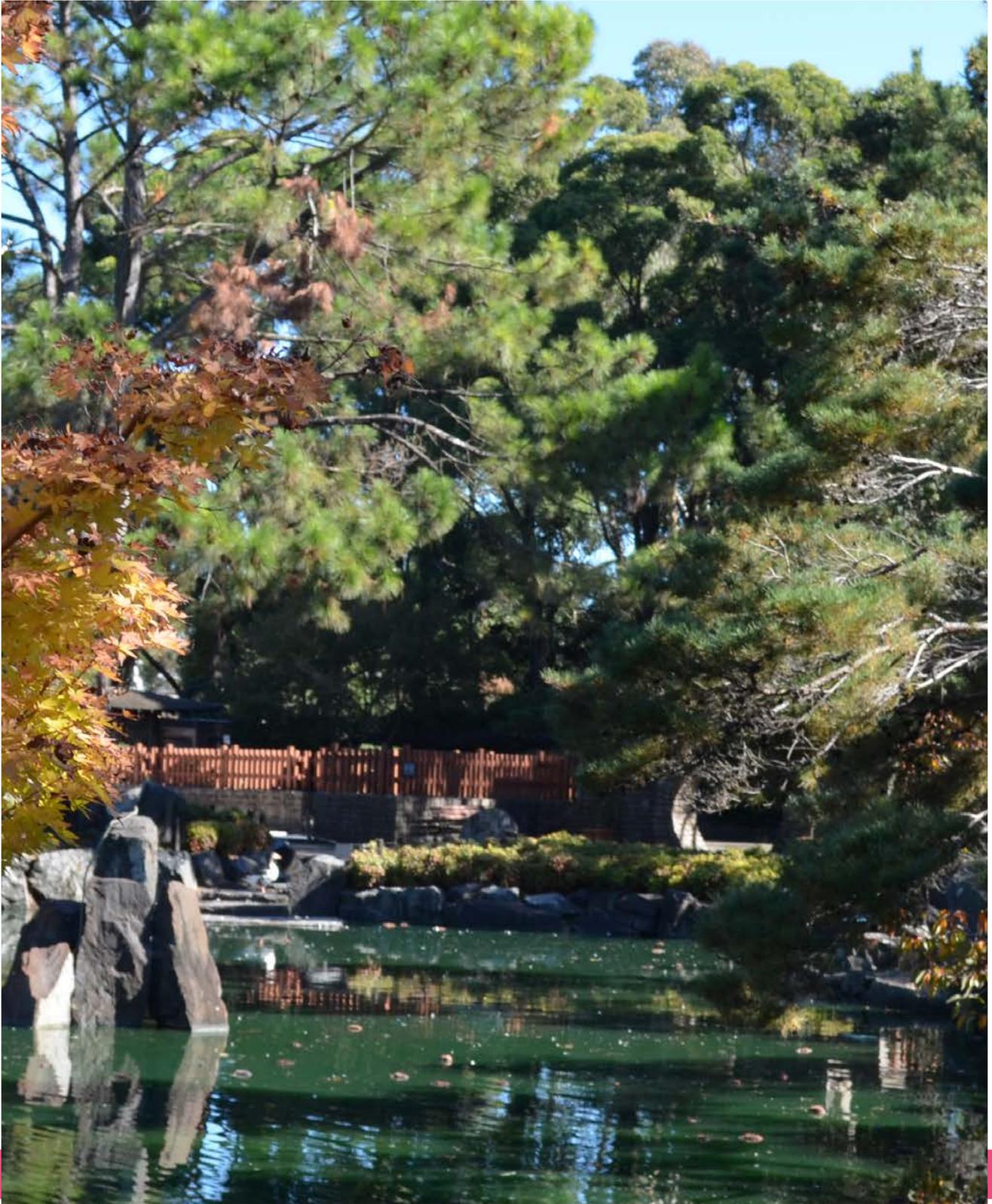
Partnerships and collaboration enable:

- ✓ Investment promotion in our city
- ✓ Innovation and ideas generation
- ✓ Knowledge and data sharing for decision making
- ✓ Sensitive service delivery
- ✓ Ongoing engagement with our community
- ✓ Project co-design

Glossary



| | |
|---------------------------------|---|
| Co-design | The process of working with clients, customers, and community to design and create services/solutions |
| Data Driven | A process or system activity that uses data and analysis to drive planning and decision making. |
| Internet of Things (IoT) | The network of devices, objects and infrastructure that can connect to the internet and each other, to communicate, trigger actions, and exchange information |
| Online Service | City 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 |
| Smart Place | A place that applies 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 |









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