

# CAPRICORN COAST

SMART REGION STRATEGY





# INTRODUCTION

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**The Capricorn Coast Smart Region Strategy will help achieve economic growth powered by digital innovation.**

**This strategy aligns with emerging trends in digital technologies and innovation with an emphasis on leveraging opportunities for regional areas to benefit from the advantages of being proactive in this constantly evolving space.**

**This strategy has been developed to ensure the goals listed in the technology and innovation strategic initiatives detailed in the Invest Capricorn Coast Region Economic Development Plan are achieved.**

***The Capricorn Coast region's Economic Development goal is to build a diverse, strong, innovative and sustainable local economy providing employment and business opportunities for current and future generations.***



Figure 1 – Overview of the Invest Capricorn Coast Region Economic Development Plan Strategic Initiatives.

Prompting creativity and fostering an environment of entrepreneurship within the region, will lead to new business ventures, creation of local jobs and increasing innovation and knowledge within the local economy.



# OUR IDENTITY

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*Capricorn Coast Region: We are a region of lifestyle, diversity, sustainability, innovation and untapped opportunities.*

*We are driven and future focused.*

*We embrace the opportunity to determine our own future.*

*The Capricorn Coast region is a popular tourism destination and a thriving community in a region full of potential and possibilities for future business, industry and the community.*

*This is the Capricorn Coast Region.*





# OUR SMART REGION

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**THE VISION:**  
*The Capricorn Coast Smart Region Strategy will support local economic development, liveability and sustainability in both the community and within Council to be future focussed, innovative, efficient and engaged.*

**This vision enables a future which embraces the spirit of the community, environment and the lifestyle that is deeply embedded within the local community, whilst contributing to economic development, business outcomes and creating more local opportunities.**

**Investing in digital and innovative technologies will make the Capricorn Coast region an even better place to live, work, play and invest.**

## What is a Smart Region?

Smart regions are focussed on the future and constant improvement to jobs, growth, liveability and sustainability.

As a Council we will enable this through:

- Better decision making by being more informed with data.
- Improved asset use, cost savings and performance due to deeper understanding of how assets are used.
- Ensuring citizens are meaningfully involved to allow council to better align services to the community needs.
- Leveraging smart technologies and innovation to inform and create efficiencies.

## What is a Smart Region for the people that live here?

To become a smarter region we will use technology, data and innovation to help us unlock our potential, creating new opportunities for innovation, jobs and growth. We will be more sustainable and energy efficient, we will use data to support and drive decision making, we will be innovative, thinking of new ways to solve problems and we will use innovation to create local opportunities and different ways of solving problems. We will achieve this by:

- By better aligning services, addressing mobility and making the local area more liveable, the community will benefit from an increased quality of life – healthy, safe and engaged lifestyle.
- Using data and innovation to prompt economic development and growth to create more local jobs, increase regional output and prosperity.
- Technology informed decision making to promote environmental sustainability, ensuring the responsible and efficient use of natural, human and economic resources.

## Why do we need the Smart Region Strategy?

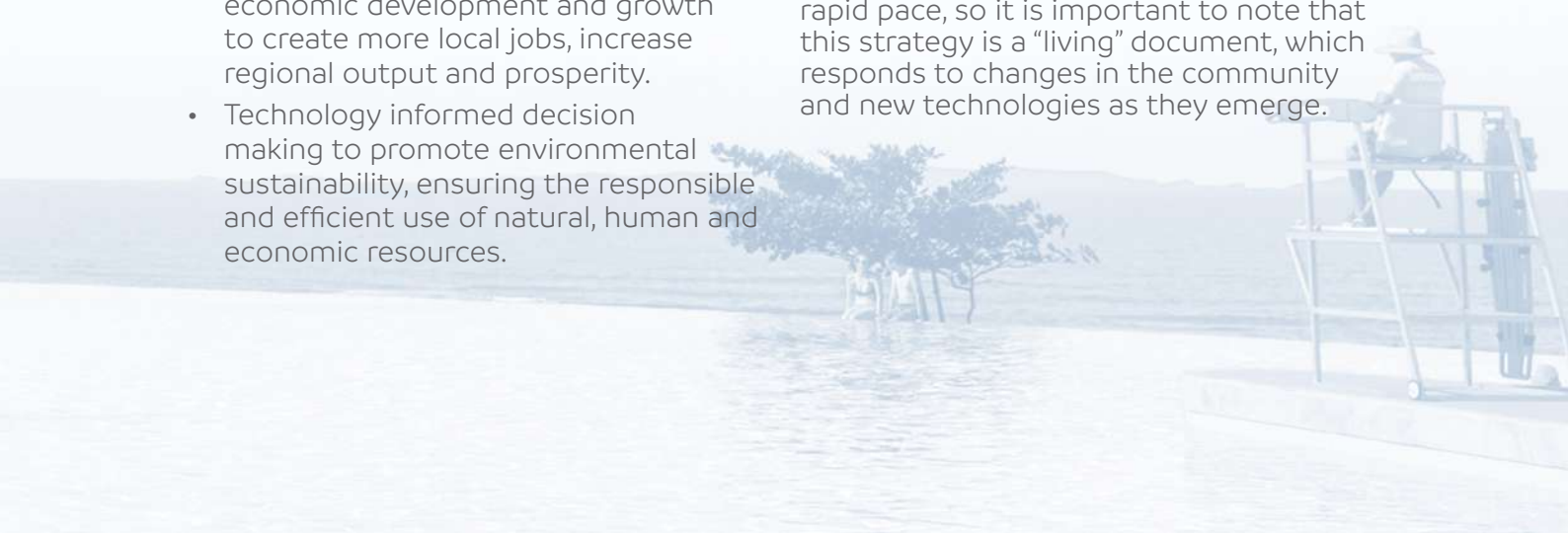
The primary goals of the Smart Region Strategy are to:

- Improve operational efficiencies, using digital tools and data to inform decision making for Council operations.
- Contribute to sustainability outcomes, through a conscious effort to reduce our environmental impact, reduce waste and increase the use of sustainable energies.
- Provide mechanisms for deeper engagement with the community, seeking feedback to better serve the community needs.
- Continued stimulation of the local economy by providing skills, advocacy and support for local industry.
- Provide local opportunities for skills development and preparing for the jobs of the future.
- Deliver upon what local people and industry need and want more easily due to enhanced collaboration and feedback.

## The Smart Region Strategy

To be effective, a strategy needs to provide a shared sense of goals and directions and must also be responsive, particularly to deal with rapidly emerging digital technologies. This Strategy is posed to help Council, businesses and the community work together to advance the Capricorn Coast region's digital future.

Our world and technology is changing at a rapid pace, so it is important to note that this strategy is a "living" document, which responds to changes in the community and new technologies as they emerge.





## The engagement process

Throughout the development of this strategy, the following process was followed to consult with the community, local businesses, government agencies and other relevant stakeholders to ensure a holistic approach to the Smart Region Strategy development:



## What our community told us:

- You want to be involved in decision making.
- You're proud of our regional community "feel" and coastal lifestyle.
- Environmental sustainability is important to you.
- You want to see continuing digital skills development (community and small business related).
- You like our new online services and eServices (paying rates online, submitting and tracking building applications or service issues) and want to see more of it.
- You want to see us continue to focus on the future and long-term planning as well as short term delivery of the services that matter to you.

Council is actively trying to plan for the future, align with the local community needs and provide value for money within the region for the local services and infrastructure provided. This Strategy details how becoming a Smart Region will help us get there.



**What does the community want?**

During stakeholder engagement the community and small business told us what they believe technology and innovation could mean for the region.

This feedback is summarised below:

sustainable |   
leisure SUSTAINABILITY  
insight proactive data efficiency  
decision **GROWTH** SERVICE  
engaged support livability  
excellence **JOBS** EFFICIENT   
**FUTURE SMART** Regional  
 OPERATIONS innovation



## Smart Region Strategy Guiding Principles

Based on stakeholder engagement, four key themes emerged as areas you would like to see our region focus on, these themes are our Smart Region Objectives:



### 1. INNOVATIVE

You want to see things done, better, cheaper, faster and more efficiently.

### 2. SUSTAINABLE

The region has strong values around the environment, the coastal lifestyle with a country feel (beach to bush) and you value sustainability.

### 3. ENGAGED

You want to be meaningfully involved in decision making, what is prioritised, and you want to have your voice heard.

### 4. DATA DRIVEN (DECISION MAKING)

Concerns around governance, long term planning and spending money wisely

## Smart Region Objectives

Drawing from global smart city frameworks (to provide the ability to assess our performance), we have broken the smart region objectives into individual initiatives.

### Community Inputs

- Sustainable
- Cost Effective
- Community
- Lifestyle
- Local Opportunity
- Regional Focus

### Council Inputs

- Cost Effective
- Savings Driven
- Future focused
- Well Governed
- Measured Results
- Outcome and Citizen focussed



## Smart Region Initiatives

These initiatives establish the delivery of the vision and actions for each of the smart region objectives across the Capricorn Coast Region

SMART REGION INITIATIVE	TARGET OUTCOMES
<b>Smart Economy</b>	<ol style="list-style-type: none"><li>1. Establish and develop the innovation ecosystem</li><li>2. Build digital skills locally</li><li>3. Build skills in emerging and future industries</li><li>4. Create more local opportunities</li></ol>
<b>Smart Governance</b>	<ol style="list-style-type: none"><li>1. Clear policy and vision</li><li>2. Future focussed procurement</li><li>3. Innovation enablement</li><li>4. Transform service delivery and e-services</li><li>5. Enable data sharing/open data</li><li>6. Communication and engagement</li></ol>
<b>Smart Environment and Water</b>	<ol style="list-style-type: none"><li>1. Target sustainable energy initiatives</li><li>2. Waste management and reduction</li><li>3. Encourage placemaking and greenspace usage</li><li>4. Encourage the use of smart building technologies to enhance sustainability</li><li>5. Preserve waterways and the natural environment</li></ol>
<b>Smart Planning</b>	<ol style="list-style-type: none"><li>1. Enabling smart infrastructure to inform planning and decision making</li><li>2. Enhancing participation and involvement from local businesses and community</li><li>3. Digital modelling to enable interactive and visual planning</li></ol>
<b>Smart Mobility</b>	<ol style="list-style-type: none"><li>1. Use data to inform planning and decision making</li><li>2. Reduce traffic and parking delays</li><li>3. Encourage sustainable mobility solutions</li></ol>
<b>Smart Community</b>	<ol style="list-style-type: none"><li>1. Encourage digital citizenship</li><li>2. Build digital skills locally</li><li>3. Create opportunities for local innovation</li><li>4. Open data and government transparency</li></ol>



# SMART ECONOMY

*To continue to deliver opportunities for local people within the Capricorn Coast region, Council will focus on growing the economy to create local opportunities and enable collaboration and efficiency.*

## **Activities:**

The key activities that will be undertaken to deliver upon the Smart Economy initiatives are:

- Provide digital training opportunities such as digital marketing for business
- Deployment of smart infrastructure to provide new marketing opportunities for business and new areas for innovation
- Provide open data to encourage innovation opportunities using Council data
- Build skills in emerging and future industries through collaboration with the local innovation ecosystem, universities and local business to offer skills development locally

## **Success Measures:**

We can measure progress using indicators such as:

- Percentage of opportunities kept local
- Range of digital skills available locally
- Innovation enablement activities e.g
- workshops, forums, events
- Collaborative activities with local businesses and education groups

## OUTCOMES

### *Better*

- Engagement with the digital and innovation ecosystem
- Range of digital skills within the region
- Planning and focus on digital skills
- Visibility for local businesses and innovators to get involved

### *More*

- Information to inform Council and enable decisions
- Local capability and skills
- Retainment of our youth through increasing local job diversity and opportunities
- Economic growth and development opportunities

### *Fewer*

- Ad hoc activities
- Opportunities which require skills and resources from outside the region
- People needing to travel outside the region for work

### *Shorter*

- Engagement cycles due to working groups
- Time to outcome for Council led challenges





# SMART GOVERNANCE

*Provide a contemporary framework to allow governance and procurement to be future focussed and to enable collaboration between industry, business and the community.*

Council to focus on a citizen centric service delivery model and continue to move to a more collaborative approach with citizens.

## **Activities**

The key activities that will be undertaken to deliver upon the smart governance initiatives are:

- Clear policy and vision to enable decision making and to provide uniform direction
- Future focussed procurement involving the assessment of innovation and future proofing in procurement processes
- Establishment of a Smart Region working group within Council and with external stakeholder engagement
- Innovation enablement within Council, to enable those with ideas to share and have their ideas considered by the Smart Region working group
- Transform service delivery and e-services by continuing to deliver

online/accessible services

- Enable data sharing/open data to create new local opportunities and to provide transparency
- Ongoing development of two-way communication and engagement with citizens

## **Measuring success**

We can measure progress using indicators such as:

- Participation rates for engagement – within Council and externally with citizens and industry
- Customer satisfaction rates.
- Usage/uptake of digital services provided by Council
- Internal process adherence
- Key Performance Indicators (KPI's) for staff and leadership to drive initiatives
- Benefits tracking (before, during and after)

## OUTCOMES

### *Better*

- Decisions regarding Council procurement
- Visibility across business unit projects within Council
- Transparency of Council activity within the community
- Service delivery for citizens

### *More*

- Discussion and engagement with citizens
- Feedback from the community and all levels of Council
- Community feedback which is discussed, adopted and actioned
- Efficiency in information access for citizens

### *Fewer*

- Barriers to change
- Calls to call centres
- Cost implications due to short term thinking

### *Shorter*

- Time to result – outcomes
- Wait times for customer service
- Path to business cases for innovative initiatives





# SMART ENVIRONMENT AND WATER

*The Capricorn Coast region is a sustainably minded community which values the natural environment and we should provide a sustainable approach by default, applying technology and innovation to create a cleaner and more sustainable future.*

By focusing on high quality urban design, adoption of renewables, a greener region and smart use of resources including water sensitive design and recycling/re-use of waste we can create more regional opportunities for new industries, economically sustainable businesses or other innovation opportunities.

## **Activities**

The key activities that will be undertaken to deliver upon the Smart Environmental initiative are:

- Target sustainable energy initiatives including electric vehicle charging and smart lighting in the public space
- Continued waste management and waste reduction plans to divert from landfill where possible
- Continued placemaking and greenspace usage
- Optimise water management
- Encourage the use of smart building technologies to enhance sustainability, such as smart lighting and building management systems
- Preserve waterways and the natural environment
- Investigate the use of biofuels and renewable energies (solar/battery storage)

- Inclusion of smart/green technologies in private developments (influenced by Council policies/encouragement/support)
- Usage of environmental sensors to understand trends measure the success of council treatments, resolve problems and create new opportunities through the understanding of environmental impacts (such as water leaks, beach erosion or carbon emissions) and ways to resolve them

## **Measuring success**

We can measure progress using indicators such as:

- Volume of waste to landfill versus diverted from landfill
- Percentage increase in sustainable energy versus traditional energy from the grid
- Percentage increase in greenspace within the region
- \$ water savings cost
- Increase in recycling rates
- Reduction in resources to empty bins (cost savings)
- Percentage energy reduction and cost savings/increased reliance on renewable energies
- \$ efficiency savings



## OUTCOMES

### *Better*

- Environmental sustainability
- Liveability for the region
- Use of greenspace and public places
- Measure of the current state and ability to measure future results
- Visibility of the before and after results of environmental challenges as Council tries to address them

### *More*

- Sustainable consumption
- Operational efficiency
- Data to inform decision making.
- Engagement with the community to deliver upon sustainability initiatives
- Cost Savings

### *Fewer*

- Carbon emissions
- Amounts of waste to landfill
- Inefficiencies

### *Shorter*

- Time to a return on investment due to the focus on sustainable impacts
- Time to action as Council will have real-time data to deliver efficient services
- Time to inform decisions due to the measurement and availability of data





# SMART PLANNING

*By using innovative, future focussed planning we can create more dynamic engagement with the community and provide a digital element to the region to inform planning and decision making.*

## Activities

The key activities that will be undertaken to deliver upon the Smart Planning initiative are:

- Enabling smart infrastructure and sensor technologies to provide deeper visibility, to inform decision making and planning
- Enhancing participation and involvement from the local industry and community to better align needs
- Using digital modelling to enable iterative and visual planning activities along with consultation
- Development of future focussed procurement policies which support innovation

## Measuring success

We can measure progress using indicators such as:

- \$ cost savings for Council operations
- Community participation and involvement
- Reduced cost to design and build infrastructure

## OUTCOMES

### ***Better***

- Alignment in citizen needs and Council planning
- Service delivery for citizens
- Connected residents, citizens and visitors
- Managed maintenance processes as these will be needs based rather than time based (enabled by predictive maintenance)

### ***More***

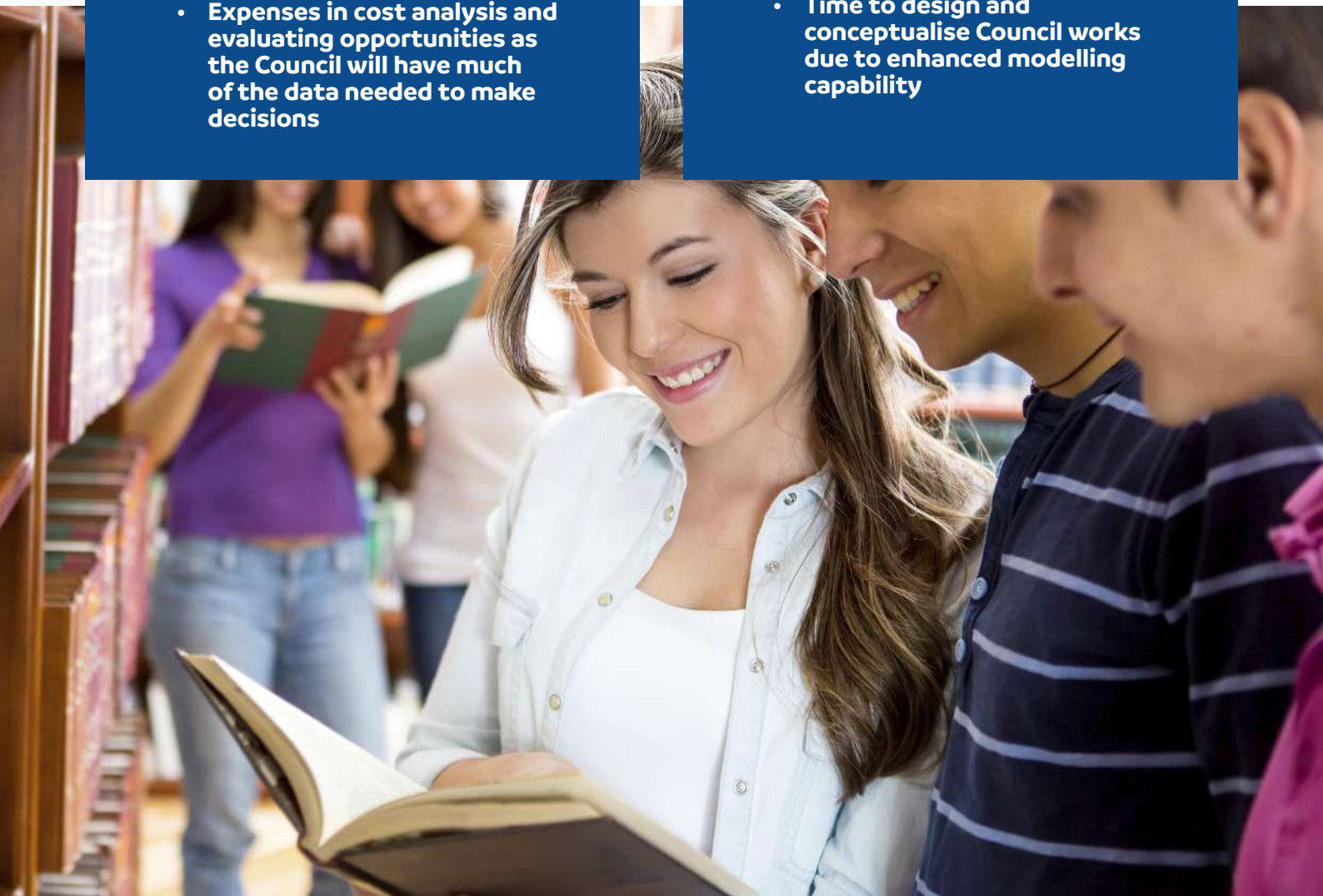
- Community engagement in planning activities
- Visual planning capabilities and modelling tools
- Informed decision making as there is more data to validate and make decisions
- Measurable results for Council to use in evaluating opportunities
- Efficient services due to operational monitoring tools

### ***Fewer***

- Guesses or gaps in data
- Calls or requests to call centres due to self-service availability
- Expenses in cost analysis and evaluating opportunities as the Council will have much of the data needed to make decisions

### ***Shorter***

- Time to access the required information for both Council and the community
- Time to design and conceptualise Council works due to enhanced modelling capability





# SMART MOBILITY

*Smart mobility is about providing choice for transport and mobility. The goal is to connect both citizens and visitors to more convenient transport services whilst enhancing sustainability.*

## Activities

The key activities that will be undertaken to deliver upon the smart mobility initiative are:

- Reduce traffic and parking delays
- Use traffic/transport data to inform planning and decision making
- To provide transport services that people want, in partnership with service providers
- Encourage sustainable mobility solutions such as walking and bike transport

## Measuring success

We can measure progress using indicators such as:

- Report on the use of public transport, heavy vehicles, bikes, personal vehicles on Council assets and transport networks and measure the results over time
- Community participation and feedback to align and prioritise mobility initiatives
- Use sensor technologies to measure the use of Electronic Vehicle (EV) chargers and/or other sustainable transport methods such as eBikes

## OUTCOMES

### *Better*

- Transport services that align with community needs
- Traffic flow and transport options
- Parking availability and usage

### *More*

- Informed decision making for transport planning
- Use of existing transport services due to information availability
- Informed community on local transport options

### *Fewer*

- Carbon emissions due to sustainable transport methods
- Expenses replacing Council assets due to information collected

### *Shorter*

- Feedback cycle for community feedback on mobility initiatives such as bike paths
- Travel times throughout the region





# SMART COMMUNITY

*Continue to develop local skills to create new opportunities and to enable innovation within the region.*

## **Activities**

The key activities that will be undertaken to deliver upon the smart community initiative are:

- Encourage digital citizenship with online services and two-way engagement with Council
- Provide support for the community to access digital and new technology courses such as Tech Savvy Seniors, Social Media Training and other relevant courses.
- Build digital skills locally to avoid the need to source skills from outside the region. This aligns with the regional economic development and job creation strategic initiatives
- Create opportunities for local innovation by providing environments for people to collaborate and share ideas

- By encouraging the use of open data, increasing local government transparency and increasing citizen involvement to solve problems and create resource, and or cost saving opportunities in the region

## **Measuring success**

We can measure progress using indicators such as:

- Number of local digital jobs
- Local participation and engagement
- Adoption of digital tools and e-services
- Attendance at training and development activities
- Number of open data sets
- Frequency of use for open data

## OUTCOMES

### *Better*

- Participation in local digital and innovation training and development opportunities
- Communication and skills development
- Transparency of government activity

### *More*

- Jobs kept local
- Local skills and digital literacy/ inclusion
- Informed decision making
- Opportunities to develop innovative local skills

### *Fewer*

- Skills that are required to be 'imported' into the region
- Missed opportunities for locals
- Barriers to using online services

### *Shorter*

- Time to delivery for the skills and development that the community want to see





## *How will we get there?*

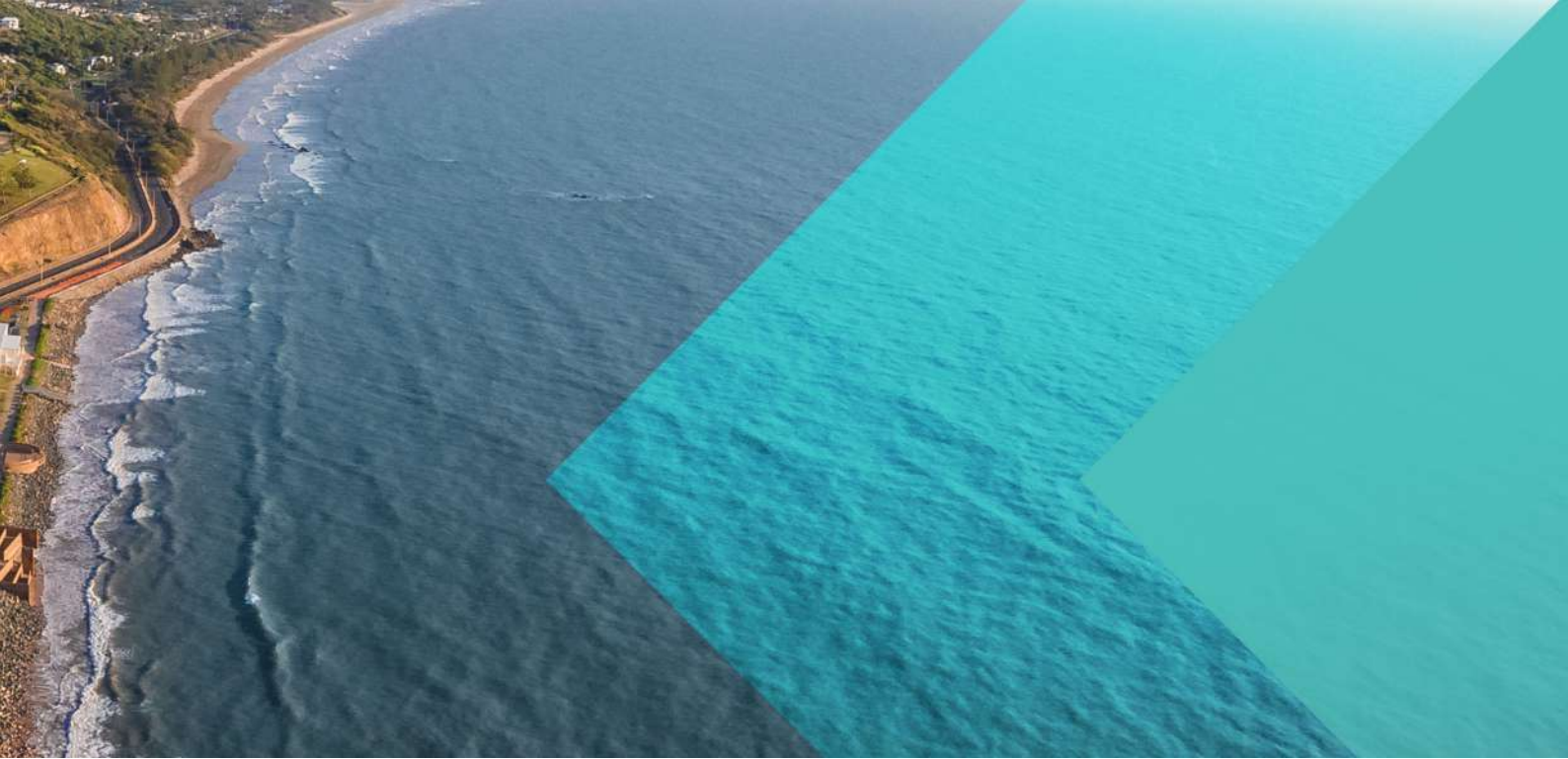
### ***What's Council doing well already?***

- Digital Skills in the community such as Tech Savvy Seniors, Robotics for kids, Social Media Marketing for business
- Procurement which favours local skills, economic development and local opportunities
- Council has worked hard to secure Smart City Grants from the Queensland and Australian governments to kickstart digital innovation
- Contracts have been negotiated to avoid locking into non-innovative solutions, providing flexibility for Council moving forward
- This Strategy provides a collective way forward for the future, with executive, community and business engagement to ensure all viewpoints are represented and incorporated
- Council has been participating in innovation in collaboration with neighbouring regions and has participated in hosting events for local business and start-ups to network with national and internationally successful entrepreneurs

### ***Key activities – 2018***

- Open Data portal enablement
- Continued development of the local innovation ecosystem
- Implement recommendations from the carbon emissions reduction report (for example replacing existing lighting with LED lighting in Council owned assets)
- Hackathon and/or regional innovation event
- Establish the digital champions in the community
- Sustainable Transport review – eBikes, electric vehicle chargers
- 3D modelling/Augmented Reality/Virtual Reality/Digital Art Engagement
- Repeat projects with good measurable outcomes – reinvest in innovation





## 2019

- Amendment to Council procurement evaluation processes to assess projects and expenditure against future focussed procurement principles and the inclusion of innovative solutions
- Establishment of an internal Council working group to share knowledge, ideas and innovative practices
- Ongoing Digital community and business training – digital skills development and online business training
- Smart Infrastructure and technology projects in the Yeppoon Town Centre
- Ongoing community engagement forums to shape the future direction of the region
- Continued delivery of digital services/online services
- Understand the local digital and innovation landscape and begin to identify champions in both the community and within Council

## 2020

- Biofuels, advanced manufacturing and new industry development
- Continued innovation ecosystem development
- Repeat projects with good measurable outcomes – reinvest in innovation
- Ongoing community engagement forums to shape the future direction of the region
- Continued delivery of digital services/online services
- Community led forward looking smart region strategy update

## Capricorn Coast Smart Region Strategy Outcomes

Opportunities enabled by innovation and technology will enable the Capricorn Coast region to think differently about how business and community services are delivered. By using tools such as the internet, digital technologies, data, smart infrastructure IoT (Internet of Things), mobile applications and social media, Council can inform planning and more closely deliver upon the needs of the community, whilst constantly producing cost saving efficiencies and local opportunities for innovation.



***For further information  
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