Councillors,

In accordance with section 367 of the Local Government Act, 1993 notice is hereby given that an Ordinary Council Meeting will be held on:

**DATE:** Tuesday 23 May 2017  
**TIME:** 5.30pm  
**VENUE:** Council Chambers  
2nd Floor  
City Hall  
290 King Street  
Newcastle NSW 2300

J Bath  
Interim Chief Executive Officer

**City Administration Centre**  
282 King Street  
NEWCASTLE NSW 2300  
16 May 2017

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NOTICES OF MOTION Nil

CONFIDENTIAL REPORTS Nil

NOTE: ITEMS MAY NOT NECESSARILY BE DEALT WITH IN NUMERICAL ORDER
CONFIRMATION OF PREVIOUS MINUTES

MINUTES PUBLIC VOICE COMMITTEE 18 APRIL 2017

RECOMMENDATION

The draft minutes as circulated be taken as read and confirmed.

ATTACHMENTS

Attachment A: 170418 Public Voice Committee Meeting Minutes

Note: The attached minutes are a record of the decisions made by Council at the meeting and are draft until adopted by Council. They may be viewed at www.newcastle.nsw.gov.au
PRESENT

IN ATTENDANCE
P Chrystal (Interim Chief Executive Officer), G Cousins (Director Corporate Services), F Cordingley (Director Infrastructure), M Blackburn Smith (Acting Director Planning and Regulatory), E Kolatchew (Acting Manager Legal and Governance), J Gaynor (Manager Strategic Planning), A Stewart (Community Planner) and A Knowles (Council Services/Minutes/Webcasting).

MESSAGE OF ACKNOWLEDGEMENT
The Lord Mayor read the message of acknowledgement to the Awabakal and Worimi peoples.

PRAYER
The Lord Mayor read a prayer and a period of silence was observed in memory of those who served and died so that Council might meet in peace.

APOLOGIES

MOTION
Moved by Cr Luke, seconded by Cr Doyle.

The apologies submitted on behalf of the Lord Mayor Councillor Nelmes and Councillors Clausen, Osborne, Posniak and Rufo were received. Carried

DECLARATIONS OF PECUNIARY AND NON-PECUNIARY INTERESTS
The Deputy Lord Mayor called for declarations of pecuniary and non-pecuniary interests.

There being none the Deputy Lord Mayor opened the Public Voice Committee Meeting.
PUBLIC VOICE SESSIONS

ITEM-1 PV 18/04/17 - DRAFT RESIDENTIAL ACCOMMODATION SECTION TO NEWCASTLE DCP 2012

Adam Piper from Piper Planning Pty Ltd addressed Council and outlined a number of concerns and objections in regards to the Draft Residential Accommodation Section to Newcastle DCP 2012 (Draft DCP).

Mark Kentwell, PRD Nationwide also representing the Urban Development Institute of Australia (UDIA), addressed Council to highlight the impacts the Draft DCP would have to affordable housing and housing supply.

Council thanked both Mr Piper and Mr Kentwell for their presentations.

The meeting concluded at 5.53pm.
MINUTES BRIEFING COMMITTEE 18 APRIL 2017

RECOMMENDATION

The draft minutes as circulated be taken as read and confirmed.

ATTACHMENTS

Attachment A: 170418 Briefing Committee Meeting Minutes

Note: The attached minutes are a record of the decisions made by Council at the meeting and are draft until adopted by Council. They may be viewed at www.newcastle.nsw.gov.au
Minutes of the Briefing Committee Meeting held in the Council Chambers, 2nd Floor, City Hall, 290 King Street, Newcastle on 18 April 2017 at 5.53pm.

PRESENT

IN ATTENDANCE
P Chrystal (Interim Chief Executive Officer), G Cousins (Director Corporate Services), F Cordingley (Director Infrastructure), M Blackburn Smith (Acting Director Planning and Regulatory), E Kolatchew (Acting Manager Legal and Governance), J Gaynor (Manager Strategic Planning), A Stewart (Community Planner) and A Knowles (Council Services/Minutes/Webcasting).

APOLOGIES

MOTION
Moved by Cr Luke, seconded by Cr Doyle.

The apologies submitted on behalf of the Lord Mayor Councillor Nelmes and Councillors Clausen, Osborne, Posniak and Rufo were received. Carried

DECLARATIONS OF PECUNIARY AND NON-PECUNIARY INTERESTS
The Lord Mayor called for declarations of pecuniary and non-pecuniary interests.

There being none the Deputy Lord Mayor commenced the Briefing Committee Meeting.

BRIEFING COMMITTEE REPORTS

ITEM-4 BR 18/04/17 - UPDATING THE COMMUNITY STRATEGIC PLAN

Jill Gaynor, Manager Strategic Planning gave an outline in relation to Councils legislative requirement to complete a review of the Community Strategic Plan (CSP) by 30 June 2018.

The objectives included:

- A financially sustainable, long-term planning approach for Newcastle
- Capture community priorities and manage community expectations
- Meaningful community engagement
- Involve stakeholders in the development and implementation of strategies and actions to address community goals
- Ensure State and Regional planning obligations, Fit for the Future Initiatives, New Urban Agenda and IPART SRV obligations are captured
• Translates easily into a Delivery Program, Long Term Financial Plan and enables service level plans to be developed which reflect community expectations
• Clearly delineate between objectives and strategies which Council has direct responsibility for and objectives and strategies which are the responsibility of other entities
• Develop metrics which enable measurement of success and assist in the development of the Delivery Program and Asset Management Strategy

Councillor Doyle raised questions on workshops and whether the new Council would have the opportunity to engage with the community within the timeframes indicated.

Ms Stewart outlined that a separate report would be presented to the next Council meeting outlining the community engagement strategy for Council's consideration.

MOTION
Moved by Cr Luke, seconded by Cr Waterhouse

The briefing be received.  

Carried.

The meeting concluded at 6.06pm.
MINUTES ORDINARY COUNCIL MEETING 26 APRIL 2017

RECOMMENDATION

The draft minutes as circulated be taken as read and confirmed.

ATTACHMENTS

Attachment A: 170426 Ordinary Council Meeting Minutes

Note: The attached minutes are a record of the decisions made by Council at the meeting and are draft until adopted by Council. They may be viewed at www.newcastle.nsw.gov.au
PRESENT
The Lord Mayor (Councillor N Nelmes), Councillors D Clausen D Compton, T Crakanthorp, T Doyle, J Dunn, B Luke, M Osborne, S Posniak, A Robinson and A Rufo.

IN ATTENDANCE
P Chrystal (Interim Chief Executive Officer), G Cousins (Director Corporate Services), F Cordingley (Director Infrastructure), A Baxter (Acting Director Planning and Regulatory), E Kolatchew (Acting Manager Legal and Governance), L Burcham (Cultural Director), J Gaynor (Manager Strategic Planning), K Liddell (Manager Infrastructure), A Glauser (Manager Finance), K Arnott (Corporate Strategist), I Challis (Contracts Management Strategist), S Moore (Manager Business Partnering), K Hyland (Manager Communications and Engagement), K Baartz (Communications Manager), B Johnson (Media Officer), A Knowles (Council Services/Minutes) and K Sullivan (Council Services/Webcast).

MESSAGE OF ACKNOWLEDGEMENT
The Lord Mayor read the message of acknowledgement to the Awabakal and Worimi peoples.

PRAYER
The Lord Mayor read a prayer and a period of silence was observed in memory of those who served and died so that Council might meet in peace.

APOLOGIES

MOTION
Moved by Cr Luke, seconded by Cr Compton.

The apologies submitted on behalf of Councillor Waterhouse were received. Carried

DECLARATIONS OF PECUNIARY AND NON-PECUNIARY INTERESTS

Councillor B Luke
Councillor Luke declared a non-pecuniary less than significant conflict of interest in Item 37 - Executive Monthly Performance Report as it includes the Re-investment Surplus Funds Report in which many of the institutions mentioned he has day to day dealings with. The declaration is less than significant as he noted he is not involved in determining where funds are invested with and is just receiving a report.
Councillor T Doyle declared a significant non-pecuniary interest in Item 40 - Exhibition of Draft Swan Street Cooks Hill Rehabilitation Plan. Councillor Doyle stated she lived in the vicinity and would absent herself from the Chamber during discussions of the item.

CONFIRMATION OF PREVIOUS MINUTES

MINUTES - ORDINARY COUNCIL MEETING 20 DECEMBER 2016

MOTION
Moved by Cr Osborne, seconded by Cr Clausen.

The revised and corrected draft minutes of the Ordinary Council Meeting held on 20 December 2016 as circulated be taken as read and confirmed.

Carried

MINUTES - ORDINARY COUNCIL MEETING 14 MARCH 2017
MINUTES - ORDINARY COUNCIL MEETING 28 MARCH 2017
MINUTES - EXTRAORDINARY COUNCIL MEETING 31 MARCH 2017

MOTION
Moved by Cr Osborne, seconded by Cr Clausen.

The draft minutes as circulated be taken as read and confirmed.

Carried

LORD MAYORAL MINUTE

ITEM-6 LMM 26/04/17 - RETIREMENT OF DIRECTOR INFRASTRUCTURE - FRANK CORDINGLEY

MOTION
Moved by Lord Mayor, Cr Nelmes

That Newcastle City Council -

Sincerely thank Frank Cordingley for his hard work and commitment to Council and wish him all the best in his retirement.

Carried

Councillors extended their thanks and congratulations to Mr Cordingley.
ITEM-7  LMM 26/04/17 - AFFORDABLE HOUSING IN NEWCASTLE

MOTION
Moved by Lord Mayor, Cr Nelmes

That Council;

1. Develops an affordable housing strategy consistent with our 2030 Vision to create a smart, liveable and sustainable City that is inclusive to guide and improve the provision and inclusion of affordable housing throughout the city.

2. Calls on the State Government to;
   
   i) Ensure the new Planning Act identifies a clearly defined hierarchy of plans with more statutory weight given to metropolitan and regional plans that contain policies to support affordable housing, manage population growth, increase productivity and deliver economic growth;

   ii) Ensure the NSW Department of Planning review the impact on dwelling prices and housing supply in Newcastle and the Hunter of existing or future policies and regulations which, whatever their other merits, restrict land supply and development – such as percentage targets for housing development on Brownfield vs. Greenfield sites, SEPPs, and BASIX; and

   iii) Ensure as part of the reform of the planning system and its operation by councils and other planning authorities, the transaction costs, complexities and delays of making a development application should be reduced dramatically to improve returns for residential developers, to encourage new entrants to the housing delivery market and ultimately to increase both the quantity and diversity of housing built.

3. The Interim Chief Executive Officer invite Compass Housing to present to Council on the issue of affordable housing in Newcastle.

Carried unanimously

REPORTS BY COUNCIL OFFICERS

ITEM-39  CCL 26/04/17 - COUNCIL ENERGY TARGETS

MOTION
Moved by Cr Osborne, seconded by Cr Clausen

Council note this report and that a further report be tabled after the current trials being conducted with LED lights have been evaluated.
ITEM-41 CCL 26/04/17 - PROPOSED PEDESTRIAN REFUGE AT SANDGATE ROAD, MARTON STREET SHORTLAND

MOTION
Moved by Cr Clausen, seconded by Cr Doyle

Council approves the proposed construction of a pedestrian refuge on Marton Street, Shortland, as specified in Attachment A.

Carried

ITEM-42 CCL 26/04/17 - PROPOSED UPGRADE TO EXISTING PEDESTRIAN CROSSING, CROUDACE ROAD ELMORE VALE

MOTION
Moved by Cr Doyle, seconded by Cr Dunn

Council approves the proposed upgrade to the existing pedestrian (zebra) crossing on Croudace Road, Elermore Vale, as shown at Attachment A.

Carried

ITEM-43 CCL 26/04/17 - PROPOSED PEDESTRIAN REFUGE AT SMITH ROAD, CARDIFF ROAD ELMORE VALE

MOTION
Moved by Lord Mayor Cr Nelmes, seconded by Cr Doyle

Council approves the proposed pedestrian refuge on Cardiff Road, Elermore Vale, as shown at Attachment A.

Carried

ITEM-37 CCL 26/04/17 - EXECUTIVE MONTHLY PERFORMANCE REPORT - MARCH 2017

MOTION
Moved by Cr Dunn, seconded by Cr Osborne

The report be received.

Carried


Council Officers were acknowledged and thanked for their efforts in preparing the report.
MOTION
Moved by Cr Dunn, seconded by Lord Mayor, Cr Nelmes

A Council endorses the revised draft 2013-2018 Delivery Program and the draft 2017/18 Operational Plan and draft 2017/18 Fees and Charges Register as amended below, and places these documents on public exhibition for 28 days prior to final consideration by Council.

B The fees and charges for Beresfield Swimming Centre listed on pages 25, 26 and 27 of the Fees and Charges Register be exhibited consistent with the current fees and charges.

Councillor Compton asked whether the fees and charges for the Printing Services have been robustly tested and are not undercutting private firms that are competing against Council in that particular type of business. Councillor Compton is not against Council being in business in the market place, noting we are an organisation that needs to create income and support to be sustainable into the future but asks the question whether this business has a transparent fee overhead structure in accordance with what its competitors are being charged at the moment. Councillor Compton requested his comments be recorded in the minutes.

Councillor Osborne foreshadowed an Additional motion.

The motion moved by Councillor Dunn and seconded by the Lord Mayor was put to the meeting.

For the Motion: Lord Mayor, Cr Nelmes, Councillor Clausen, Doyle, Dunn, Osborne and Posniak

Against the Motion: Councillor Compton, Luke, Robinson and Rufo

Carried

FORESHADOWED MOTION

MOTION
Moved Cr Osborne, seconded by Cr Doyle

Council be provided with:

1. Information relating to the ad valorem minimum rating option for residential rates and the impact on residential properties across the local government area.

2. An option for removing the cap for the storm water services charge for businesses including any impacts that would have on business property owners, potential money raised and what could be achieved with this money.

Carried
ITEM-40  CCL 26/04/17 - EXHIBITION OF DRAFT SWAN STREET COOKS HILL REHABILITATION PLAN - OUTCOMES

Councillor Doyle left the chamber for discussion of this item.

MOTION
Moved by Cr Posniak, seconded by Cr Clausen

Council endorse the design option for rehabilitation works for Queen and Swan Streets, Cooks Hill, as described in Attachment B including the minor amendments resulting from the exhibition process.

Carried

Councillor Osborne request his name be recorded in the minutes as having voted against the motion.

Councillor Osborne sought further explanation and detail on the dollar value and what the risk is to Council in Councils insurance not covering the existing fig trees.

Interim Chief Executive Officer took the question on notice.

Councillor Doyle returned to the Chamber at the conclusion of the item.

ITEM-44  CCL 26/04/17 - LIGHTING COWPER STREET BRIDGE CARRINGTON

MOTION
Moved by Cr Posniak, seconded by Cr Osborne

That Council:

1  Seek community feedback in regards to their preference for the following three options:

   Option 1: Council resolves to retain the existing lighting on Cowper Street Bridge as installed in January 2017.

   Option 2: Council reinstate 44 post top lights on the Cowper Street bridge and install handrail lighting to meet the pedestrian lighting code requirements. In addition, Council establishes a capital budget allocation of $305,000 to complete the works and an additional ongoing annual maintenance budget of $7,800. This is not the recommended option.
Option 3: Replace the existing lights with 12 post top light fittings to a look in-keeping with the original lights, install handrail lighting to meet pedestrian lighting code requirements, approve project capital costs of $88,600 and ongoing annual additional maintenance costs of $2,460. This is not the recommended option.

2 Receive additional information on how the cost of options two or three could be ameliorated and how the lights already used could be reused to offset the cost of any replacement or change.

Carried

ITEM-45  CCL 26/04/17 - DRAFT COMMUNITY LAND PLAN OF MANAGEMENT PUBLIC EXHIBITION

MOTION
Moved by Cr Osborne, seconded by Cr Clausen

That Council:

1. Change the first paragraph under section 3.10 page 17 to read:

   Dogs are not permitted to be walked off leash unless they are within Council’s designated off leash areas. Locations of Council’s off leash areas can be found on the Newcastle City Council website, and within Council’s Off Leash Area Brochure. This plan of management allows off leash areas to be permitted on park and general community use categories of community land, subject to the appropriate separate approval process. This plan of management allows off leash areas to be permitted on sportsgrounds category of community land, as time-restricted Dog Leash Free Areas, subject to the appropriate separate approval process.

2. Approves the placing of the draft Community Land Plan of Management (Community Land PoM) as shown in Attachment A and altered as above, on public exhibition in accordance with the Local Government Act 1993 (the Act) for 60 days.

3. Holds a public hearing during the exhibition period in accordance with the requirements of the Act.

4. Receives a report on the outcome of the exhibition when considering the adoption of the draft Community Land PoM in the third quarter of 2017.
5. Receives an urgent memo as to why staff have failed to implement Council's unanimous resolution of 20 December 2016 with respect to this issue, namely:

That Council, as a priority:

1. Review the number of Dog Leash Free Areas across the city, with a focus on enclosed off leash areas and the aim to increase the number of designated areas to meet the growing demand.

2. Report to the April 2017 meeting with a draft Community Land Plan of Management to be placed on public exhibition, to outline the timeframe to roll out the new Dog Leash Free Areas (including enclosed areas) and to include any necessary expenditure in the 2017-18 Council Budget process such a draft Community Land Plan of Management to include consideration of specific sportsgrounds/ovals to be used as time-restricted Dog Leash Free Areas including Connelly Park in Carrington, Novocastrian Park in New Lambton and Waratah Park in Waratah.

6. Immediately commence the process to create appropriate time-restricted Dog Leash Free Areas in Connelly Park in Carrington, Novocastrian Park in New Lambton and Waratah Park in Waratah.

7. The report back to Council to provide information on the types of sporting equipment and where they are allowed on the sites that are currently zoned to a park.

ITEM-46 CCL 26/04/17 - BBC COMMITTEE RECOMMENDATION - CITY CENTRE AFFORDABLE HOUSING

MOTION
Moved by Cr Doyle, seconded by Cr Posniak

That Council:

1. Resolves to undertake a targeted Expressions of Interest process to seek affordable housing proposals from Tier One community housing providers registered under the National Regulatory System Community Housing using residual Building Better Cities funds valued at $3.01M; and

2. The EOI assessment criteria will cover both the nature of the building, and the service level/management regime. The criteria are to be consistent with the Objectives of the 1996 BBC Demonstration Housing Program Funding Agreement and include financial and non-financial performance measures.

The Lord Mayor asked the mover and seconder to include a Part 2 within the motion to note Parts A, B and C of Council's resolution of 13 October 2016, Item 84 - Endorsement of proposed amendment to Local Environmental Plan 2012 - Rail corridor Land between Worth Place and Watt Street Newcastle which addressed criteria needed for the process.
Councillors Doyle and Posniak agreed to include Part C of Council’s resolution of 13 October 2016 but not Part A or Part B.

Councillor Compton noted that at the Council Meeting of 28 June 2016 he had removed himself from discussions on this matter due to a conflict of interest and as Council was referring to a motion discussed at that meeting he would remove himself.

Councillor Compton left the Chamber at 8.00pm.

**AMENDMENT**
Moved by Councillor Clausen, seconded by Councillor Dunn

Part A of Council’s resolution of 13 October 2016, Item 84 - Endorsement of proposed amendment to Local Environmental Plan 2012 - Rail corridor Land between Worth Place and Watt Street Newcastle be included in the motion:

**For the Motion:** Lord Mayor, Councillor Nelmes, Councillors Clausen, Dunn, Luke, Robinson and Rufo

**Against the Motion:** Councillors Doyle, Osborne and Posniak

Carried

Having carried the amendment, the motion moved by Councillor Doyle and seconded by Councillor Posniak now reads as follows:

A Council resolves to undertake a targeted Expressions of Interest process to seek affordable housing proposals from Tier One community housing providers registered under the National Regulatory System Community Housing using residual Building Better Cities funds valued at $3.01M.

The EOI assessment criteria will cover both the nature of the building, and the service level/management regime. The criteria are to be consistent with the Objectives of the 1996 BBC Demonstration Housing Program Funding Agreement and include financial and non-financial performance measures.

B Council notes Part A and C of the resolution (as outlined below) of the Council Meeting of 13 October 2016, Item 84 Endorsement of proposed amendment to Local Environmental Plan 2012 - Rail corridor Land between Worth Place and Watt Street Newcastle.

**PART A:**

i) **Note the Media Release from Premier Mike Baird dated 4 December 2014 titled “Revitalising Newcastle: The People’s Project” which states that:** “We have always said we would involve the community in any decisions regarding the future of the rail corridor in Newcastle and we are now delivering on that commitment. Under our plan: Newcastle Council will have the final say about what development occurs on the former rail corridor and it must tick off on
any proposal before it proceeds. I know the council and some in the community have concerns about this project. We want to ensure we get the best outcome for Newcastle, which is why we are taking this step.”

ii) Note its unanimous decision of 22 September 2015 titled “Item 7 LMM 22/09/15 – Integrated Transport Plan” where Council “Call[s] for the expansion of any proposed light rail project for Newcastle to connect the inner city with the University at Callaghan, the John Hunter Hospital, Hunter Stadium, the Newcastle Airport, beaches, and the proposed Glendale Interchange; and ensure any light rail network integrates with car parking, cycle-way, pedestrian, bus and heavy rail operations.” and for Council to: “Collaborate with Transport for NSW to establish an integrated transport management plan including forward planning of the next stage of any light rail project, including community consultation on the proposed routes.”

iii) Note Minister Duncan Gay’s closing statement on the Second Reading of the Transport Administration Amendment (Closure of Railway Line at Newcastle) Bill 2015 that: “I can confirm that the Government will augment the $460 million already allocated to building infrastructure in the Hunter by a further $50 million, bringing the total investment to $510 million towards the Newcastle light rail project. We will implement legislation as soon as possible to hypothecate 100 per cent of the proceeds of the rail corridor development to the Newcastle urban renewal; all the money that we realise will go back into urban renewal.”

iv) Note its decision of 26 July 2016 titled “NOM 26/07/16 – Zoning of Rail Corridor for Public Use” that: “1. Newcastle City Council determines to retain the current zoning of the Rail Corridor as Special Purpose 2 (SP2). 2. Council convey to the State Government its intention that such zoning remain until the NSW Government develops a comprehensive, evidence based plan for public transport and active transport in the Lower Hunter consistent with achieving Council’s current transport targets, and such plans conclusively establish that the corridor land is not needed for transport purposes” and that “In the interim, Council consult with relevant State Government agencies to explore appropriate temporary uses of the corridor land.”

v) Note the letter from Minister for Transport and Infrastructure, the Hon Andrew Constance MP, dated 5 September 2016 stating that: “Light rail will travel east along the former heavy rail corridor from the new transport interchange at Wickham before moving into Hunter Street at Worth Place, then onto Scott Street before terminating at Pacific Park. This route was reiterated in the Newcastle Light Rail Review of Environmental Factors released in April 2016, and the Submissions Report released in August 2016, and is not subject to change.”
vi) Note the letter from Minister for Transport and Infrastructure, the Hon Andrew Constance MP, dated 27 September 2016 stating that: “[L]ight rail is an integral part of the Hunter Regional Transport Plan. This Plan, combined with the creation of the Transport for Newcastle integrated services operator, provides a transport strategy for the region that will improve operational efficiency. In the next 12 months, Transport for NSW will work together with the new integrated service operator, the Department of Planning, UrbanGrowth NSW and Newcastle City Council on an updated transport plan for the region.”

vii) Note that the Gateway process is where “The Minister (or delegate) decides whether the planning proposal can proceed (with or without variation) and subject to other matters including further studies being undertaken, public consultation, public hearings, agency consultation and time frames. A planning proposal does usually not proceed without conditions of this nature. The conditions are then complied with and if necessary, the proposal is changed. A decision on whether the relevant council is able to finalise particular types of LEPs is also determined at this stage.”

viii) Note UrbanGrowth NSW’s letter of offer referred on page 23 of the Planning Proposal (Attachment A of officer's report) which states that UrbanGrowth NSW wishes to enter a Planning Agreement to “facilitate delivery of the following aspects:-

a) Dedication of the land proposed to be zoned RE1 Public Recreation
b) Enhancement of the public open space
c) Repurposing heritage buildings, particularly Newcastle Railway Station and Signal Box
d) Remediation of the open space
e) Commitment to provision of affordable housing"

PART C:
Require the following commitments prior to a report to back to Council under Part B v) (receive a report back on the Planning Proposal, including draft planning agreement, following the public exhibition as per the requirements of Section 57 of the EP&A Act.) of this motion:

1. The NSW Government develops a comprehensive, evidence based plan for public transport and active transport in the Lower Hunter consistent with achieving Council’s current transport targets including:

   a. An update of the Regional Transport Plan with clear objectives to be achieved for Public Transport in the region and

   b. A revised Traffic Report of traffic impacts in the CBD based on:
      i. Current and forecast land use development proposals for the CBD.
ii. The Integrated Transport Plan for the CBD.

iii. The Parking Strategy being prepared by Transport for NSW (TfNSW).

iv. The Active transport Strategy Plan being prepared by TfNSW and NCC including cycleways and pedestrian access

C. A comparison between the land use assumptions used in the REF compared with rezoning proposal.

d. An integrated transport plan setting out the detailed operational arrangements for Busses and Ferries in conjunction with the proposed Light Rail and such plans conclusively establish that the corridor land is not needed for transport purposes.

2. A legislative commitment from the NSW Government that all proceeds from Newcastle Urban Transformation Project will be reinvested into the revitalisation of Newcastle.

The Lord Mayor put the motion to the meeting.

For the Motion: Lord Mayor, Cr Nelmes, Councillors Clausen, Doyle, Dunn, Osborne and Posniak

Against the Motion: Councillors Luke, Robinson and Rufo

Carried

Councillor Compton returned to the Chamber at the conclusion of the item.

ITEM-47 CCL 26/04/17 - EXHIBITION OF THE DRAFT AMENDED SECTION 94A DEVELOPMENT CONTRIBUTIONS PLAN 2009

MOTION
Moved by Cr Osborne, seconded by Cr Doyle

Council resolve to place the draft amended Section 94A Development Contributions Plan 2009 on public exhibition for a minimum of 28 days.

For the Motion: Lord Mayor, Cr Nelmes, Councillors Clausen, Doyle, Dunn, Osborne and Posniak

Against the Motion: Councillors Compton, Luke, Robinson and Rufo

Carried
NOTICES OF MOTION

The Interim Chief Executive Officer, in accordance with Clause 240 of the Local Government General Regulation 2015 and Clause 19.5 of Council’s Code of Meeting Practice stated that he was required to report to the meeting that a Notice of Motion submitted by Councillors Clausen, Osborne, Doyle, Posniak, Dunn and Lord Mayor, Councillor Nelmes had been excluded from the agenda. The regulation precludes the Interim Chief Executive Officer from giving details of the item, and that the exclusion of the item of the business from the agenda was supported by external legal advice which was previously notified to Councillors.

ITEM-8 NOM 26/04/17 - COUNCIL WITHDRAWAL OF SUPPORT FOR THE SUPERCAR evento

MOTION
Moved by Cr Doyle, seconded by Cr Osborne

Council resolves to:

1 Reaffirm that its first concern is for the safety and well-being of all Newcastle residents;

2 Withdraw its in principle support for the staging of the Supercars race in the residential streets of Newcastle based on safety and health concerns; and

3 Urge Destination NSW and Supercars Australia to find a more appropriate venue for this race that does not disrupt or pose any significant health or safety risk to residents.

For the Motion: Councillors Doyle and Osborne

Against the Motion: Lord Mayor, Cr Nelmes, Councillors Clausen, Compton, Dunn, Luke, Posniak, Robinson and Rufo

Defeated

ITEM-9 NOM 26/04/17 - CROWN LAND MANAGEMENT IN THE NEWCASTLE LOCAL GOVERNMENT AREA

MOTION
Moved by Cr Clausen, seconded by Cr Dunn.

That Council:

1 Notes recent legislative changes to Crown Lands, with the Government seeking to transfer ownership of Crown Land to local councils for management under the Local Government Act (see attachment).
2 Works with the NSW Government to identify and consider opportunities for Council to take ownership of identified Crown properties across the Newcastle LGA, particularly those where Council is already the Crown Land Manager, where there is public benefit, where the maintenance of the land fits within existing Council budgets, and where Council is committed to maintaining the land as Community Land in perpetuity.

3 A report on identified opportunities be provided to Council by November 2017.

Carried

ITEM-10 NOM 26/04/17 - FULLY FENCED DOG OFF LEASH AREA FOR PLAY, EXERCISE, SOCIALISATION AND TRAINING - LAMBTON PARK

MOTION
Moved by Cr Clausen, seconded by Cr Dunn

That Council:

1 Accepts the attached petition (Attachment A) with 107 signatories calling for a fully fenced dog off leash area for play, exercise, socialisation and training in Lambton Park.

2 Notes the success of Council’s Pups in the Park initiative held on 10 December 2016 in Lambton Park

3 Considers the development of a fenced dog park in Lambton Park alongside similar requests for Connelly Park in Carrington, Novocastrian Park in New Lambton and Waratah Park in Waratah as per the unanimous Notice of Motion carried 20 December 2016 (Item 22 NOM 13/12/16 – Increased Dog Leash Free Areas including Enclosed Areas).

PROCEDURAL MOTION
Moved by Cr Rufo, seconded by Cr Luke

The matter lay on the table until the current review of Off Leash Dog Areas has been completed.

Defeated

The motion moved by Councillor Clausen and seconded by Councillor Dunn was put the meeting.

Carried
ITEM-11 NOM 26/04/17 - OPEN AND TRANSPARENT GOVERNANCE - STATE GOVERNMENT TAXES AND LEVIES - 2017/18

ORIGINAL MOTION

That Council:

1 Notes the State Government’s will require Council to collect a Fire and Emergency Services Property Levy from 1 July 2017 at an expected additional cost of approximately $185 per year for each residential property (Attachment A).

2 From 1 July 2017, Council incorporates the following text on the front page of all residential rates and installment notices in a similar style and format to the NSW Government’s requirements for electricity providers (Attachment B – i.e. red text, minimum size 12 font: “NSW State Government taxes and levies add about $XXX a year to the average Newcastle household’s rates”

Where XXX, currently estimated at $280 per year for the average Newcastle residential ratepayer, is an updated total of the average Newcastle residential ratepayer’s costs for:

- The Fire and Emergency Services Levy collected for the NSW Government (~$185/year)
- The Hunter Catchment Contribution collected for the NSW Government’s Local Land Services (~$25/year)
- The Section 88 Waste Levy on the Domestic Waste Management Charge collected for the NSW Government’s EPA (~$70/year)
- Any other fee, tax or levy collected by Council on behalf of the NSW Government or any NSW Government agency.

3 Council includes a stylised ‘How Newcastle City Council works for you’ summary with the next Council News (eg, Attachment D). This is to include a summary of Council’s use of rates income in the delivery of services and capital projects, such as:

A Services

i Parks, Playgrounds and Public Open Space
ii Lifeguards
iii Libraries, Museum and Gallery
iv Sporting Facilities including swimming pools
v Development and Regulatory Services
vi Disaster Management and Resilience
vii Smart City and Information Technology
viii Waste collection
CITY OF NEWCASTLE

Ordinary Council Meeting 23 May 2017

B Capital Delivery

i SRV projects
   1 Coastal Revitalisation
   2 Cycleways
   3 Blackbutt
   4 Hunter Street

ii Renewal works
   1 Roads
   2 Buildings
   3 Environment

iii New infrastructure
   1 Waste
   2 Roads
   3 Buildings
   4 Environment

Councillor Clausen moved the recommendation in the Directors comment within the business papers.

MOTION
Moved by Cr Clausen, seconded by Cr Dunn

1. That Council notes the Directors comments.

2. That the proposed text at paragraph 2 of the Notice of Motion be amended to "The average Newcastle households annual rates and charges notice includes an amount of $xxx representing taxes and levies collected on behalf of the NSW State Government" and this message to be included in all annual rates and charges notices (ie for residential and business ratepayers).

3. Council includes information based on the stylized 'How Newcastle City Council works for you' summary (similar to Attachment D in the NOM) in the above noted "your rates at work" community engagement campaign.

AMENDMENT
Moved by Cr Compton, seconded by Cr Luke

The proposed text as referenced at paragraph two be amended from 'red' to 'green'.

Defeated
The Lord Mayor put the motion to the meeting.

**MOTION**  
Moved by Cr Clausen, seconded by Cr Dunn

1. That Council notes the Directors comments.

2. That the proposed text at paragraph 2 of the Notice of Motion be amended to "The average Newcastle households annual rates and charges notice includes an amount of $xxx representing taxes and levies collected on behalf of the NSW State Government" and this message to be included in all annual rates and charges notices (ie for residential and business ratepayers).

3. Council includes information based on the stylized 'How Newcastle City Council works for you' summary (similar to Attachment D in the NOM) in the above noted "your rates at work" community engagement campaign.

   **Carried**

**ITEM-12 NOM 26/04/17 - PUBLIC VOICE FOR GATEWAY EXHIBITION**

**MOTION**  
Moved by Cr Doyle, seconded by Cr Osborne

That Council invite community representatives, to present their comments about UrbanGrowth’s Gateway Proposal during the community consultation and exhibition period.

Cr Osborne requests the mover to include paragraph two of the Directors comment which was accepted.

**AMENDED MOTION**  
Moved by Cr Doyle, seconded by Cr Osborne

That Council:

1. Invite community representatives, to present their comments about UrbanGrowth’s Gateway Proposal during the community consultation and exhibition period; with

2. The Public Voice opportunity be scheduled prior to the final reporting date of 18 July 2017 and ensure the date available for Public Voice be provided on relevant media releases.

   **Carried**
ITEM-13 NOM 26/04/17 - SUPERCARS E

MOTION
Moved by Cr Clausen, seconded by Cr Posniak

That Council:

1 Reiterates its support of electric and low emissions vehicles, including its previous motion calling for Council to investigate options for the installation of electric vehicle charging stations with the Clean Energy Finance Corporation (June 2016), and for Newcastle to be an on-road trial site for smart, autonomous vehicles (June 2016).

2 Works with Supercars, Destinations NSW and other interested parties to explore opportunities host an advanced electric vehicle race alongside the Newcastle 500.

AMENDMENT
Moved by Cr Luke, seconded by Cr Compton

Council write to Destination NSW, the NSW Premier, Federal Members and all Local Members seeking support to hold a round of the Formula E Championship in November 2018 and onwards.

The mover and seconder accepted the amendment into the motion.

PROCEDURAL MOTION
Moved by Cr Luke, seconded by Cr Osborne.

Council vote on Parts 1 and 2 of the motion in seriatim. 

Carried

MOTION
Moved by Cr Clausen, seconded by Cr Posniak

PART 1

Council reiterates its support of electric and low emissions vehicles, including its previous motion calling for Council to investigate options for the installation of electric vehicle charging stations with the Clean Energy Finance Corporation (June 2016), and for Newcastle to be an on-road trial site for smart, autonomous vehicles (June 2016).

Carried unanimously
PART 2

Council work with Supercars, Destinations NSW and other interested parties to explore opportunities host an advanced electric vehicle race alongside the Newcastle 500.

Carried

Councillors Doyle and Osborne requested their names be recorded as voting against the motion.

PART 3

Council write to Destination NSW, the NSW Premier, Federal Members and all Local Members seeking support to call to hold a round of the Formula E Championship in November 2018 and onwards.

Carried

Councillors Doyle and Osborne requested their names be recorded as voting against the motion.

CONFIDENTIAL SESSION

PROCEDURAL MOTION
Moved by Cr Osborne, seconded by Cr Doyle

Council move into confidential session for the reasons outlined in the business papers.

Carried

Council entered confidential session at 9.30pm.

Council resumed at 9.44pm and the Interim Chief Executive Officer reported on the outcome of the Confidential Session.

ITEM-6 CON 26/04/17 - ACQUISITION OF ARTWORKS TO NEWCASTLE ART GALLERY COLLECTION

MOTION
Moved by Cr Dunn, seconded by Cr Clausen

1 Council resolves to approve expenditure of $162,000 plus GST to purchase Paper Armada 2015 by Alex Seton.

2 Council notes that this is an original work of art and that there is no competitive market for this piece of work.
3 This confidential report relating to the matters specified in s10A(2)(d) of the Local Government Act 1993 be treated as confidential and remain confidential until Council determines otherwise.

Carried

The meeting concluded at 9.45pm
REPORTS BY COUNCIL OFFICERS

ITEM-52 CCL 23/05/17 - EXECUTIVE MONTHLY PERFORMANCE REPORT - APRIL

REPORT BY: CORPORATE SERVICES
CONTACT: DIRECTOR CORPORATE SERVICES / MANAGER FINANCE

PURPOSE

To report on Council’s monthly performance. This includes:

a) Monthly financial position and year to date (YTD) performance against the 2016/17 Operational Plan as at the end of April 2017.

b) Investment of temporary surplus funds under section 625 of the Local Government Act 1993 (Act), submission of report in accordance with the Act and clause 212 of the Local Government (General) Regulation 2005 (Regulation).

RECOMMENDATION

1 The report be received.

KEY ISSUES

2 At the end of April 2017 the consolidated YTD actual operating position is a surplus of $10.9m which represents a positive variance of $6.6m against the budgeted YTD surplus of $4.2m. This budget variance is due to a combination of income and expenditure variances which are detailed in Attachment A. The full year revised budget for 2016/17 is an operating surplus of $4.6m.

3 The April YTD position includes $9.2m of revenue items which are either one-off or cannot be applied to meet operational expenditure ($4.4m 2012 Special Rate Variation revenue, $1.1m consolidation of Newcastle Airport result, $1.6m stormwater management service charge, $1.4m local road grants which fund capital works and $0.7m for the recoupment of prior year losses). When these items are removed Council’s sustainable underlying operating position at the end of April is a surplus of $1.6m.

4 The net funds generated as at the end of April 2017 is a surplus of $17.3m (after capital revenues, expenditure and loan principal repayments). This is a positive variance to the YTD revised budget of $19.9m. This is primarily due to a timing variance in the delivery of Council’s works program with a higher amount of project expenditure (both capital and operational expenditures) expected to be incurred during the final quarter of the financial year.
### FINANCIAL IMPACT

5. The variance between YTD revised budget and YTD actual results at the end of April 2017 is provided in the Executive Monthly Performance Report (Attachment A). Key elements are:

<table>
<thead>
<tr>
<th>Revised Full Year Budget $'000</th>
<th>Revised YTD Budget $'000</th>
<th>Actual YTD Result $'000</th>
<th>Variance Variance %</th>
<th>Financial Impact +ve / -ve</th>
<th>Commitments $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Operating Revenue 248,264</td>
<td>206,723</td>
<td>209,415</td>
<td>2,692</td>
<td>1%</td>
<td>+</td>
</tr>
<tr>
<td>Total Operating Expenses 243,616</td>
<td>202,481</td>
<td>198,546</td>
<td>(3,935)</td>
<td>-2%</td>
<td>+ 4,884</td>
</tr>
<tr>
<td>Total Operating Revenue Less OperatingExpenditure 4,648</td>
<td>4,242</td>
<td>10,869</td>
<td>6,627</td>
<td>156%</td>
<td>+</td>
</tr>
<tr>
<td>Total Capital Raising revenue 23,853</td>
<td>19,878</td>
<td>20,629</td>
<td>752</td>
<td>4%</td>
<td>+</td>
</tr>
<tr>
<td>Add Back Non Cash Items 38,906</td>
<td>32,362</td>
<td>31,549</td>
<td></td>
<td></td>
<td>+</td>
</tr>
<tr>
<td>Funding available for capital 67,407 expenditure</td>
<td>56,482</td>
<td>63,047</td>
<td>6,565</td>
<td>12%</td>
<td>+</td>
</tr>
<tr>
<td>Total capital spend 64,866</td>
<td>56,855</td>
<td>43,542</td>
<td>(13,313)</td>
<td>-23%</td>
<td>+ 37,966</td>
</tr>
<tr>
<td>Loan Principal Repayment 2,600</td>
<td>2,167</td>
<td>2,167</td>
<td></td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Net Funds Generated / (Used) (59)</td>
<td>(2,540)</td>
<td>17,338</td>
<td>19,879</td>
<td>-783%</td>
<td>+ 42,850</td>
</tr>
</tbody>
</table>

Note 1 - Actual and Budget results include an estimate for the Newcastle Airport.

Note 2 - Budget revised at December 2016.
6 Factors favourably impacting Financial Position

i User charges & fees – increase of $2.5m
The Summerhill Waste Management Centre (SWMC) has generated above budget commercial revenue ($1.5m) which is partially offset by an increased NSW State Waste Levy expense (refer paragraph 7(i) below). In addition Council is also achieving higher than budgeted income through the hire of facilities in our parks ($0.3m), and Development and Building assessments ($0.3m).

ii Other operating revenues – increase of $0.2m
Other revenues exceeded budget due to higher parking revenue ($0.2m) than budgeted.

iii Employee costs – decrease of $2.2m
Lower than forecast staff costs due to general vacancies and a timing difference in the delivery of training across Council staff ($0.6m).

iv Materials & contracts – decrease of $2.4m
Lower than forecast operational costs due to the scheduling of project work in Strategic Planning ($1.5m) and Waste Management ($1m).
v  **Net loss from disposal of assets – decrease of $0.8m**
   The residual book value of assets subject to renewal work is required, under Australian Accounting Standards, to be written off. There is a positive YTD variance in the value of these write-offs caused by a timing variance in the delivery of the asset renewal program. It is still forecast that both the renewal program and net loss from disposal of assets will be met at the end of the financial year.

7  **Factors adversely impacting Financial Position**
   i  **Other operating expenses – increase of $1.5m**
      Expenditure on the NSW State Waste Levy is higher than anticipated due to higher than forecast commercial tonnages ($1.9m). The higher levy is partially offset by increased revenues (refer 6(i) above).

8  At the end of April commitments raised against operating expenses totaled $4.9m. The commitments represent both the work currently being undertaken and awaiting invoice as well as the work planned and contracted for the future.

9  The month of April returned an operating deficit of $0.3m which is in line with the revised monthly budget. This was only the second month in 2016/17 to feature an operating deficit and is related to an upswing in Council's project program that will increase over the final two months of the financial year.

![Trend in monthly operating position 2016/17](image-url)
10 Council's total capital spend at the end of April is $43.5m. This result is $13.3m below the YTD revised budget. The total works spend inclusive of operational and capital expenditure is $57m at the end of April compared with a revised budget of $70.7m.

11 At the end of April, commitments raised against capital work totaled $38.3m. The commitments represent both the work currently being undertaken and awaiting invoice as well as the work planned for the future. Major commitments include:

i  **Building renewal – $10.4m**
   Commitments include $6.6m in relation to works on the southern façade of City Hall.

ii  **Environmental asset renewal – $4m**
   Commitments include $0.8m for completion of a sea wall at South Newcastle, $0.7m for the Stockton seawall, and $1.7m of work planned on Council's stormwater management systems.

<table>
<thead>
<tr>
<th><strong>Full Year Revised Budget</strong></th>
<th><strong>YTD Revised Budget</strong></th>
<th><strong>YTD Actual Result</strong></th>
<th><strong>Variance</strong></th>
<th><strong>Variance %</strong></th>
<th><strong>Financial Impact %</strong></th>
<th><strong>Commitments</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17,353 Grants &amp; contributions - Capital</td>
<td>14,461</td>
<td>15,459</td>
<td>998</td>
<td>7%</td>
<td>+</td>
<td></td>
</tr>
<tr>
<td>6,500 Proceeds from the sale of Assets</td>
<td>5,417</td>
<td>5,170</td>
<td>(247)</td>
<td>-5%</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>23,853 Total Capital Raising revenue</strong></td>
<td><strong>19,878</strong></td>
<td><strong>20,629</strong></td>
<td><strong>752</strong></td>
<td><strong>4%</strong></td>
<td>+</td>
<td></td>
</tr>
</tbody>
</table>

| **Net Surplus/(deficit) after capital revenue** | **28,501** | **31,498** | **7,378** | **31%** | + |

| **Adjustments for Non Cash Items** | **41,444** | **34,272** | **0** | **0%** |                      |                |
| Add back Depreciation             | 34,272     | 34,272     | 0     | 0%     |                      |                |
| Add back loss on Disposal         | 3,660      | 2,847      | (813) | -22%   |                      |                |
| Less land & infrastructure donations | (5,570)   | (5,570)    | 0     | 0%     |                      |                |

| **Funding available for capital expenditure** | **67,407** | **56,482** | **63,047** | **6,565** | **12%** | + |

| **Capital Expenses** | **34,805** | **30,725** | **23,903** | **(6,822)** | **-22%** | + |
| Asset renewals        | 30,725     | 23,903     | (6,822)    | -22%        | +        | 15,525 |
| 5,308 2012 SRV Priority Projects | 4,726     | 4,795      | 69         | 1%          | -        | 8,218 |
| 13,255 New / upgrade  | 11,001     | 9,047      | (1,954)    | -18%        | +        | 7,284 |
| 11,498 Non-Infrastructure Projects | 10,403    | 5,797      | (4,606)    | -44%        | +        | 6,939 |

| **64,866 Total capital spend** | **56,855** | **43,542** | **(13,313)** | **-23%** | + |
| 2,600 Loan Principal Repayment | 2,167      | 2,167      | 0           | 0%       |                      |                |

| **(59) Net Funds Generated / (Used)** | **(2,540)** | **17,338** | **19,879** | **-783%** | + |

Note 1 - Actual and Budget results include an estimate for the Newcastle Airport
Note 2 - Budget revised at December 2016
iii **Coastal revitalisation – $6m**
Commitments include $5.5m for the delivery of works on the Shortland Esplanade section of Bathers Way.

iv **Waste Projects – $6.5m**
Commitments include the contract to design and construct the next waste cell (cell 9) required at SWMC ($5.5m).

12 Council’s temporary surplus funds are invested consistent with Council’s Investment Policy, Investment Strategy, the Act and Regulations. Details of all Council funds invested under s. 625 of the Act are provided in the Investment Policy and Strategy Compliance Report (section 4 of Attachment A).

**COMMUNITY STRATEGIC PLAN ALIGNMENT**

13 This report aligns to the Community Strategic Plan under the strategic direction of ‘Open and collaborative leadership’ action 7.4b ‘ensure the management of Council’s budget allocations and funding alternatives are compliant with Council policy and relevant legislation to ensure the long term financial sustainability of the organisation.’

**IMPLEMENTATION PLAN/IMPLICATIONS**

14 The distribution of the report and the information contained therein is consistent with:

i) Council’s resolution to receive monthly financial position and performance result on a monthly basis,

ii) Council’s Investment Policy and Strategy, and

iii) clause 212 of the Regulation and s. 625 of the Act.

**RISK ASSESSMENT AND MITIGATION**

15 No additional risk mitigation has been identified this month.

**RELATED PREVIOUS DECISIONS**

16 Council resolved to receive a report containing Council’s financial performance on a monthly basis.

17 At the Ordinary Council Meeting held on 26 April 2016 Council resolved the following:

*The report be received with the addition of a compliance report on Council’s adopted clauses on ethical and social responsibility set out in Council’s Investment Policy to be included under the section "Investment Policy Compliance Report".*
18 The Investment Policy Compliance Report included in the Executive Monthly Performance Report has been amended to include a specific confirmation in regard to compliance with part E of the Investment Policy.

CONSULTATION

19 A monthly workshop is conducted with the Councilors to provide detailed information and a forum to ask questions. In circumstances where a workshop cannot be scheduled the information is distributed under separate cover.

OPTIONS

Option 1

20 The recommendation as at Paragraph 1. This is the recommended option.

Option 2

21 Council resolves to vary the recommendations in the adoption of the report. This is not the recommended option.

BACKGROUND

22 Previous resolutions of Council and the Audit Committee identified the need for careful monitoring of Council’s financial strategy and operational budget result. The presentation of a monthly Executive Performance Report to Council and a workshop addresses this need and exceeds the requirements of the Act.

REFERENCES

ATTACHMENTS

Attachment A: Executive Monthly Performance Report - March 2017

Distributed under separate cover
ITEM-53  CCL 23/05/17 - QUARTERLY BUDGET REVIEW STATEMENT - MARCH

REPORT BY: CORPORATE SERVICES
CONTACT: DIRECTOR CORPORATE SERVICES / MANAGER FINANCE

PURPOSE

To provide Council with the Quarterly Budget Review Statement as at 31 March 2017, in accordance with clause 203 of the Local Government (General) Regulation 2005.

RECOMMENDATION

1 Council receives the March Quarterly Budget Review Statement (Attachment A) and adopts the revised budget as detailed therein.

KEY ISSUES

2 The March Quarterly Budget Review Statement includes adjustments required to the budget to reflect trends identified in the actual operating performance to date for the 2016/17 financial year. Operational budget variations totalling $0.7m have been identified within the March Quarterly Budget Review Statement. These changes will result in an increase in Council’s budgeted annual operating surplus from $4.6m to $5.3m for the year ended 30 June 2017.

3 The operational position forecast in the March Quarterly Budget Review Statement of $5.3m is below the actual position reported at the end of March at $11.1m. This reflects the above average level of expenditure generated by Council's project program as it increases delivery over the final quarter of the year.

4 The net funds budgeted to be generated in the 2016/17 financial year has been increased by $3m. This results in budgeted net funds generated of $1.5m for the full financial year, which is effectively a balanced funding position at year end.
FINANCIAL IMPACT

5  The analysis below will focus exclusively on the financial impact of budget changes recommended in the March Quarterly Budget Review Statement in regard to operational revenue and expenditure. Key elements of the forecast include:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Adopted Budget $'000</th>
<th>Previously Adopted $'000</th>
<th>Recommended March 2017 $'000</th>
<th>Projected year end result $'000</th>
<th>Actual YTD $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>246,494</td>
<td>1,770</td>
<td>6,411</td>
<td>254,675</td>
<td>189,899</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>241,076</td>
<td>2,540</td>
<td>5,758</td>
<td>249,374</td>
<td>178,736</td>
</tr>
<tr>
<td><strong>Total Operating Revenue Less Operating Expenditure</strong></td>
<td>5,418</td>
<td>(770)</td>
<td>653</td>
<td>5,301</td>
<td>11,163</td>
</tr>
<tr>
<td><strong>Total Capital Raising revenue</strong></td>
<td>14,321</td>
<td>9,532</td>
<td>8,351</td>
<td>32,204</td>
<td>18,730</td>
</tr>
<tr>
<td><strong>Add Back Non Cash Items</strong></td>
<td>41,094</td>
<td>(3,688)</td>
<td>(7,147)</td>
<td>30,259</td>
<td>27,885</td>
</tr>
<tr>
<td><strong>Funding available for capital expenditure</strong></td>
<td>60,833</td>
<td>5,074</td>
<td>1,857</td>
<td>67,764</td>
<td>57,778</td>
</tr>
<tr>
<td><strong>Total capital spend</strong></td>
<td>64,352</td>
<td>514</td>
<td>(1,171)</td>
<td>63,695</td>
<td>38,724</td>
</tr>
<tr>
<td><strong>Loan Principal Repayment</strong></td>
<td>(2,600)</td>
<td></td>
<td></td>
<td>(2,600)</td>
<td>(1,950)</td>
</tr>
<tr>
<td><strong>Net Funds Generated / (Used)</strong></td>
<td>(6,119)</td>
<td>4,560</td>
<td>3,028</td>
<td>1,469</td>
<td>17,104</td>
</tr>
</tbody>
</table>

**Operating Revenue**

- Rates & charges: 144,941
- User charges & fees: 67,872
- Interest: 8,340
- Other operating revenues: 8,673
- Grants & contributions - Operating: 16,668

**Total Operating Revenue**: 246,494

**Operating Expenses**

- Employee costs: 95,220
- Borrowing costs: 3,901
- Materials & contracts: 53,266
- Depreciation & amortisation: 40,776
- Other operating expenses: 46,067
- Net Loss from disposal of assets: 1,846

**Total Operating Expenses**: 241,076

**Less Operating Expenditure**: 5,418
Factors favourably impacting Financial Position

i Rates and charges – increase of $1.9m
The budget has been adjusted to reflect the actual rates levied for the 2016/17 financial year, which have increased due to growth in the rates base arising from land sub-divisions etc.

ii User charges & fees – increase of $2.9m
The Summerhill Waste Management Centre (SWMC) is forecasting to generate higher than budgeted income through commercial tipping fees ($2.4m) however this is expected to be partially offset by lower than forecast sales of materials accessed through the construction of Cell 9 ($0.8m). The net income increase is offset by a higher NSW State Waste Levy ($1.9m - refer paragraph 7(ii) below).

In addition to higher income through the SWMC, Council is forecasting additional revenue to be generated through Transport for NSW contracts ($0.7m).

iii Other operating revenues – increase of $1.3m
Council is expecting to generate parking revenue of $0.6m above budget. In addition Council has received $0.6m in one-off payments for recovery of losses in prior financial years.

Factors adversely impacting Financial Position

i Materials & Contracts – increase of $4m
The budget has been adjusted to reflect the higher material and contract costs being generated due to the mix of operating and capital expenditure in the asset renewal program.

ii Other operating expenses – increase of $1.8m
Expenditure on the NSW State Waste Levy is above budget due to higher than forecast tonnages ($1.6m). The higher levy is partially offset by above budget income (refer paragraph 6(i) above).
Factors impacting the capital program

i Grants & contributions – increase of $8.4m
The budget has been adjusted to reflect additional forecast land under road and infrastructure asset donations. These donations are recorded as a revenue item but do not involve any exchange of cash and so are removed when calculating the funding available for capital expenditure.

ii Total capital expenditure – decrease of $1.2m
The Works Program (both capital and operational expenditure) has been reviewed to align with revised program scheduling that took place during the quarter. These adjustments have resulted in some changes between program categories and the mix of operational (opex) to capital (capex) but no significant net change to the total value of the Capital Works Program.

9 Detailed breakdown of the budget adjustments are provided in Attachment A and a summary of key movements in the 2016/17 Works program is provided below.
### Project budget requirements

#### i. Asset Renewal – decrease of $4.4m

Projects have been rescheduled during the March Quarterly Budget Review to reflect the value of work that is expected to be in progress at 30 June 2017 and carried forward into the next financial year as work in progress.

#### ii. Coastal Revitalisation – increase of $4.5m

Additional budget has been brought into the Coastal Revitalisation program for works along the Shortland Esplanade section of Bathers Way. These works have been rescheduled from 2017/18 and will ensure the continuation of Bathers Way aligns with other key projects.
COMMUNITY STRATEGIC PLAN ALIGNMENT

11 This March Quarterly Budget Review Statement aligns to the Community Strategic Plan under the strategic direction of ‘Open and collaborative leadership’ action 7.4b ‘ensure the management of Council's budget allocations and funding alternatives are compliant with Council policy and relevant legislation to ensure the long term financial sustainability of the organisation’.

IMPLEMENTATION PLAN/IMPLICATIONS

12 The adoption of the recommendation will enable ongoing implementation of Council’s adopted 2013-2017 Delivery Program and 2016/17 Operational Plan in a cost effective an efficient manner. If the recommended budget adjustments are not approved it will significantly impact on the Council's ability to undertake the projects outlined in the 2016/17 Works Program (as adjusted in the March Quarterly Budget Review Statement) and will ultimately impact on the organisation's ability to meet the current and future years' Operational Plans. In order to ensure that Council remains financially fit for the future and continues on its path to financial sustainability it is essential that it continues to meet its annual Operational Plans.

RISK ASSESSMENT AND MITIGATION

13 Adoption by 23 May 2017 will meet legislative obligations to submit a Quarterly Budget Review Statement to Council within two months of the end of each quarter.

RELATED PREVIOUS DECISIONS


CONSULTATION

15 A workshop is scheduled to be conducted with Council on the 16 May 2017 to provide detailed information to Councillors for review and a forum for Councillors to ask questions.

OPTIONS

Option 1

16 The recommendation as at Paragraph 1. This is the recommended option.

Option 2

17 Council resolves to vary the recommendations in the adoption of the report. This will impact on the ability of Council to meet the targets outlined in the 2016/17 Operational Plan and may impact on its future financial sustainability. This is not the recommended option.
BACKGROUND

18 The Integrated Planning and Reporting framework requires councils to prepare a Quarterly Budget Review Statement. The Quarterly Budget Review Statement should provide a revised estimate of the income and expenditure of the council for the financial year and recommend any budget amendments required to achieve the revised estimate of the income and expenditure for the year.

19 The Quarterly Budget Review Statement now incorporates a property and land use section. The Local Government Act 1993 requires that all leases with a term of five years or more, approved under delegated authority, are reported to Council quarterly.

REFERENCES

ATTACHMENTS

Attachment A Quarterly Budget Review Statement – March 2017

Distributed under separate cover
ITEM-54 CCL 23/05/17 - ADOPTION OF RELATED PARTY DISCLOSURE POLICY

REPORT BY: CORPORATE SERVICES
CONTACT: DIRECTOR CORPORATE SERVICES / MANAGER FINANCE

PURPOSE

The scope of Australian Accounting Standard AASB 124 - Related Party Disclosures has been expanded to include not-for-profit public sector entities. As a result Council is required to amend its policies to ensure disclosure of related party transactions is in accordance with this standard to comply with the Local Government Act 1993 (Act).

RECOMMENDATION

1 Council adopts the draft Related Party Disclosure Policy at Attachment A.

KEY ISSUES

2 Section 413(3) of the Act provides:

(a) a council must prepare financial reports for each year, and must refer them for audit as soon as practical; and

(b) the general purpose financial report must be prepared in accordance with this Act and the regulations and the requirements of:

(i) the publications issued by the Australian Accounting Standards Board, as in force for the time being, subject to the regulations; and

(ii) such other standards as may be prescribed by the regulations.

3 Section 1 of the Accounting Standard AASB 124 Related Party Disclosures (Standard) provides:

(a) The objective of this Standard is to ensure that an entity’s financial statements contain the disclosures necessary to draw attention to the possibility that its financial position and profit or loss may have been affected by the existence of related parties and by transactions and outstanding balances, including commitments, with such parties.

4 In accordance with section 9 of AASB 124, a Related Party means:

(a) a person or entity that is related to the entity that is preparing its financial statements (‘reporting entity’).
(b) a person or close member of that person's family is related to a reporting entity if that person:

(i) has Control or joint Control over the reporting entity

(ii) has significant influence over the reporting entity

(iii) is a member of the Key Management Personnel of the reporting entity or of a parent of the reporting entity.

5 Key Management Personnel (KMP) are defined as persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly. The following have been identified as KMP:

(a) CEO;

(b) Lord Mayor and Councillors;

(c) staff employed under senior management contracts.

6 Key Management Personnel are responsible for:

(a) completing a Related Party Declaration on an annual basis.

(b) advising the CEO of changes in circumstances where the information is captured in the Related Party Declarations.

7 All material Related Party transactions must be disclosed in Council's annual financial report in accordance with AASB124. The following are examples of transactions that must be disclosed by KMPs if they are with a Related Party:

- purchases or sales of goods (finished or unfinished)
- purchases or sales of property and other assets
- rendering or receiving of services
- leases
- transfers of research and development
- transfers under licence agreements
- transfers under finance arrangements (including loans and equity contributions in cash or in kind)
- provision of guarantees or collateral
- commitments to do something if a particular event occurs or does not occur in the future, including executory contracts (recognised and unrecognised)
- settlement of liabilities on behalf of the entity or by the entity on behalf of that Related Party.
8 KMP's are required to disclose all compensation received separated into the following:

- Short-term employee benefits
- Post-employment benefits
- Other long-term benefits
- Termination benefits
- Share-based payments.

9 Compensation received by Key Management Personnel will be included in Council's General Purpose Financial Statements annually as an aggregate amount.

FINANCIAL IMPACT

10 The work required to implement and monitor compliance of this draft Policy will be met from the existing annual budget.

COMMUNITY STRATEGIC PLAN ALIGNMENT

11 Open and collaborative leadership.

IMPLEMENTATION PLAN/IMPLICATIONS

12 If adopted, a copy of the Policy will be made available to the public on Council's website.

13 Material information disclosed in the Related Party Declaration will be disclosed in Council's general purpose financial statements annually.

RISK ASSESSMENT AND MITIGATION

14 Not applicable.

RELATED PREVIOUS DECISIONS

15 Nil.

CONSULTATION

16 Councillor Workshop, facilitated by a representative from Council's external auditor PwC occurred on 9 May 2017.
OPTIONS

Option 1
17  The recommendation as at Paragraph 1. This is the recommended option.

Option 2
18  Council does not adopt the recommendation. This is not recommended because the Act requires Key Management Personnel to disclose related party transactions. Failure to do so would constitute a breach of section 413 of the Act.

BACKGROUND
17  Not Applicable.

REFERENCES

ATTACHMENTS

Attachment A: Related Party Transactions
Attachment A

Policy

Related Party Disclosure

Newcastle City Council  May 2017
### Related Party Disclosure Policy

<table>
<thead>
<tr>
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| Relevant legislation/codes (reference to specific sections) | Local Government Act 1993 (NSW) S.413  
Local Government (General) Regulation 2005  
Government Information (Public Access) Act 2009  
Australian Accounting Standards AASB 124 - Related Party Disclosures; or  
AASB 124 – Related Party Disclosures |
| Related policies/documents | Nil                              |
| Related forms         | Related Party Declaration       |
| Required on website   | No                              |
| Authorisations        | Nil                              |
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7 Collection, use and privacy

8 Public access

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Part A  Preliminary

1 Purpose

1.1 The purpose of this policy is to:

1.1.1 ensure Council complies with its obligations under s 413 of the Local Government Act 1993 (this section requires compliance with the Australian Accounting Standards and AASB 124 – Related Party Disclosures) concerning disclosures required to be made by Key Management Personnel (KMP);

1.1.2 provide guidance on determining what equates to Related Party Transactions, who are the Related Parties of Council and who are KMPs;

1.1.3 provide responsibilities for recording and reporting on Related Party Transactions;

1.1.4 ensure that Council's financial statements contain the disclosures necessary to draw attention to the possibility that Council’s financial position and profit or loss may have been affected by the existence of related parties and by transactions and outstanding balances, including commitments, with such parties.

2 Definitions

2.1 CEO means Council’s Chief Executive Officer

2.2 Close Members of the Family means those family members of KMPs who may be expected to influence, or be influenced by, that person in their dealings with the entity and include:

2.2.1 the person’s children and spouse or domestic partner

2.2.2 children of that person’s spouse or domestic partner

2.2.3 dependants of that person or that person’s spouse or domestic partner.

2.3 Compensation includes all employee benefits (as defined in AASB 119 “Employee Benefits”) including employee benefits to which AASB 2 “Share-based Payment” applies. Employee benefits are all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered to the entity. It also includes such consideration paid on behalf of a parent of the entity in respect of the entity. Compensation received by Key Management Personnel will be included in Council’s General Purpose Financial Statements annually as an aggregate amount. Compensation includes:

2.3.1 short-term employee benefits, such as wages, salaries and social security contributions, paid annual leave and paid sick leave, profit-sharing and bonuses (if payable within twelve months of the end of the reporting period) and non-monetary benefits (such as medical care, housing, cars and free or subsidised goods or services) for current employees

2.3.2 post-employment benefits such as pensions, other retirement benefits, post-employment life insurance and post-employment medical care

2.3.3 other long-term employee benefits, including long-service leave or sabbatical leave, jubilee or other long-service benefits, long-term disability benefits and, if they are not payable wholly within twelve months after the
end of the reporting period, profit-sharing, bonuses and deferred Compensation

2.3.4 termination benefits

2.3.5 share-based payment.
The terms ‘compensation’ used in AASB 124 and ‘remuneration’ used in the Corporations Act 2001 are interchangeable.

2.4 Control is defined by AASB 10 as the exposure, right or ability to affect variable returns through the exercise of power

2.5 Council means Newcastle City Council

2.6 Key Management Personnel (KMP) means those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, specifically those listed at clause 5.

2.7 Related Party means a person or entity that is related to the entity that is preparing its financial statements (‘reporting entity’).

(a) A person or a close member of that person’s family is related to a reporting entity if that person:

2.7.1 has Control or joint Control over the reporting entity

2.7.2 has significant influence over the reporting entity

2.7.3 is a member of the KMP of the reporting entity or of a parent of the reporting entity.

(b) An entity is related to a reporting entity if any of the following conditions applies:

2.7.4 the entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others)

2.7.5 one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member)

2.7.6 both entities are joint ventures of the same third party

2.7.7 one entity is a joint venture of a third entity and the other entity is an associate of the third entity

2.7.8 the entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity

2.7.9 the entity is Controlled or jointly Controlled by a person identified in 2.7 (a)

2.7.10 a person identified in 2.7(a) has significant influence over the entity or is a member of the KMP of the entity (or of a parent of the entity).

2.7.11 the entity, or any member of a group of which it is a part of, provides KMP services to the reporting entity or to the parent of the reporting entity.

2.8 Related Party Transactions – following are examples of transactions that must be disclosed by KMPs if they are with a Related Party:

Related Party Disclosure Policy
2.8.1 purchases or sales of goods (finished or unfinished)
2.8.2 purchases or sales of property and other assets
2.8.3 rendering or receiving of services
2.8.4 leases
2.8.5 transfers of research and development
2.8.6 transfers under licence agreements
2.8.7 transfers under finance arrangements (including loans and equity contributions in cash or in kind)
2.8.8 provision of guarantees or collateral
2.8.9 commitments to do something if a particular event occurs or does not occur in the future, including executory contracts (recognised and unrecognised)
2.8.10 settlement of liabilities on behalf of the entity or by the entity on behalf of that Related Party.

2.9 All other definitions relevant to this policy are set out in section 3 of the Related Party Declaration Notification.

Unless state otherwise, a reference to a clause is a reference to a clause of the policy.

3 Scope
3.1 This policy applies to the:

3.1.1 Finance Business Unit;

3.1.2 KMPs.

4 Principles
4.1 Council commits itself to the following principles:

4.1.1 Accountability and transparency - this policy provides a framework for the transparent provision of documentation to support a system of accountability for Related Party disclosures.

4.1.2 Confidentiality - maintaining confidentiality in relation to the Related Party Declaration.

Part B Responsibilities

5 Key Management Personnel (KMP)
5.1 KMPs are:

5.1.1 CEO;

5.1.2 Lord Mayor and Councillors;

5.1.3 staff employed under senior management contracts

5.2 KMPs are responsible for:
5.2.1 completing a Related Party Declaration Notification on an annual basis

5.2.2 advising the CEO of changes in circumstances where the information is captured in the Key Management Personnel Related Party Transaction Disclosure Notification.

6 Finance Business Unit

6.1 The Finance Business Unit is responsible for:

6.1.1 identifying Related Party Transactions or Related Party Transactions of Close Members of the Family through Council’s accounts payable, accounts receivable, applications, payroll and document management systems;

6.1.2 assessing Related Party Transactions and disclosing those found to be of a material nature in the financial statements;

6.1.3 keeping a register of Related Party Transactions; and

6.1.4 ensuring that only those staff and external auditors that are involved in preparing the annual financial statements have access to the Related Party Declaration Notifications and that all other requests for access are handled in accordance with the Government Information (Public Access) Act 2009 (NSW).

6.2 For the purposes of this policy any transaction where the aggregate amount involved is be expected to exceed $5,000 in any financial year will be considered material and disclosed in the annual financial statements.

Part C Access and use

7 Collection, use and privacy

7.1 The Related Party Declaration Notification contains personal information and will be stored securely in Council’s records management system. The following persons are permitted to access, use and disclose the information (including personal information) for the purposes set out in clause 7.2 below:

7.1.1 KMP for information about themselves;

7.1.2 staff in Council’s Finance Business Unit responsible for maintaining Related Party information and preparation of financial reports;

7.1.3 Responsible Accounting Officer;

7.1.4 CEO;

7.1.5 members of Council’s Audit and Risk Committees;

7.1.6 Audit Office of New South Wales (including an auditor contracted by the Audit Office of New South Wales);

7.1.7 other third parties as required by law.

7.2 A person specified in clause 7.1 above may access, use and disclose information (including personal information) in a Related Party Declaration Notification or contained in a register of Related Party Transactions for the following purposes:
7.2.1 to assess and verify a notified Related Party Transaction;
7.2.2 to reconcile identified related party transactions against those notified in a Related Party Declaration Notification or contained in a register of Related Party Transactions;
7.2.3 to comply with disclosure requirements of the AASB124; or
7.2.4 to verify compliance with the disclosure requirements of the AASB124.

8 Public access

8.1 Members of the public can apply for access to Related Party Declaration Notifications or information contained in a register of Related Party Transactions under the Government Information (Public Access) Act 2009 (NSW).
ITEM-55  CCL 23/05/17 - 1 ORDNANCE STREET, NEWCASTLE - CONSIDERATION TO PREPARE A PLANNING PROPOSAL TO AMEND NEWCASTLE LOCAL ENVIRONMENTAL PLAN 2012

REPORT BY:  PLANNING AND REGULATORY
CONTACT: DIRECTOR PLANNING AND REGULATORY / MANAGER STRATEGIC PLANNING

PURPOSE

This report seeks a resolution from Council to amend Newcastle Local Environmental Plan 2012 by removing Item 1 Use of certain land at 1 Ordnance Street, Newcastle from Schedule 1 - Additional permitted uses. Item 1 permits a function centre and kiosk with associated car parking and landscaping on the land (the former King Edward Park Bowling Club site) with consent.

RECOMMENDATION

1 Council resolves to prepare a planning proposal to amend Schedule 1 - Additional permitted uses of the Newcastle Local Environmental Plan 2012 (LEP) by removing Item 1 Use of certain land at 1 Ordnance Street, Newcastle.

KEY ISSUES

2 The additional permitted use for a function centre at 1 Ordnance Street was included in Schedule 1 at the time the LEP was gazetted. This was to ensure that uses permitted by the Department of Land’s plan of management over the land were still permitted under the new LEP as they were permitted under the Local Environmental Plan 2003.

3 The validity of the plan of management was subsequently the subject of Court proceedings where the Land and Environment Court (Court) found that the plan of management was invalid.

4 Given the additional permitted use is not provided for under a valid plan of management, it is considered that the use should no longer remain on Schedule 1.

5 The land is owned by the Department of Industry - Lands (Department). Preliminary consultation was undertaken with the Department in relation to removing Item 1 from Schedule 1 of the LEP. The Department advised that it had no objection to the proposal. The Department is satisfied that the current zoning of RE1 - Public Recreation provides a sufficient range of land uses for any future development.
6 The Department further advised that the King Edward Headland Reserve is currently subject to two unresolved Aboriginal Land Claims. Council staff consulted with the Department of Planning and Environment (DPE) regarding the process for preparing a planning proposal over land subject of an Aboriginal land claim. DPE advised that there was no impediment to submitting such a planning proposal. Any gateway determination to proceed with the planning proposal would likely include conditions in relation to consultation with relevant parties.

FINANCIAL IMPACT

7 There are no significant financial impacts to Council in preparing a planning proposal to amend the LEP. This work will be undertaken by Council’s Urban Planning staff within their current work program and budget.

COMMUNITY STRATEGIC PLAN ALIGNMENT

8 Preparation of the planning proposal is consistent with the Open and Collaborative Leadership strategic direction of the Community Strategic Plan.

IMPLEMENTATION PLAN/IMPLICATIONS

9 Should Council resolve to prepare a planning proposal to amend Schedule 1 of the LEP, the preparation of the planning proposal will be undertaken in accordance with Council’s Local Environmental Plan - Request for Amendment Policy. This policy identifies Council’s processes and responsibilities in applying the requirements of Part 3 of the Environmental Planning and Assessment Act 1979 (EP&A) for amending an LEP.

10 Removing Item 1 from Schedule 1 will result in the use of the land for a function centre as no longer being permissible. Land uses permitted in the land use tables to the RE1 Public Recreation Zone will be unaffected by the amendment to Schedule 1.

11 The planning proposal will be prepared by Council staff as part of the work program for 2017 / 2018. Work will begin in the latter part of this year and take approximately 12 months to complete.

RISK ASSESSMENT AND MITIGATION

12 No significant risks to Council have been identified. The process of amending an LEP is prescribed by Part 3 of the EP&A Act. Adherence to the legislative framework reduces the risk by ensuring that a planning proposal is considered with regard to relevant strategic planning documents and is determined in an appropriate timeframe.
RELATED PREVIOUS DECISIONS

13 On 21 June 2011 Council adopted the draft Newcastle Standard Local Environmental Plan. The Newcastle Local Environmental Plan 2012 was gazetted on 15 June 2012.

14 On 10 November 2011 Council approved DA 2010/1735 for a function centre, kiosk and associated car parking and landscaping at 1 Ordnance Street, Newcastle.

15 On 11 May 2015 the Court handed down its decision that the plan of management prepared by the Department of Lands for the King Edward Park Headland Reserve was invalid and of no effect and that the development of the land for the purposes of 'function centre' was not permissible as it was not authorised by a valid plan of management.

CONSULTATION

16 Preliminary consultation has occurred with the Department, DPE and Friends of King Edward Park.

17 Should Council resolve to prepare a planning proposal, formal consultation will occur in accordance with any positive gateway determination.

OPTIONS

Option 1

18 The recommendation as at Paragraph 1. This is the recommended option.

Option 2

19 Council not prepare a planning proposal to amend Schedule 1. This will leave Item 1 in relation to 1 Ordnance Street on the Schedule. This is not the recommended option.

BACKGROUND

20 In June 2012 the LEP was gazetted consistent with the standard LEP template. Council converted the Newcastle Local Environmental Plan 2003 into the standard LEP format under a "best match" approach and endeavored to keep land use tables consistent so that there was no change in prohibited or permissible uses as a result of the conversion to the LEP standard template.

21 The 6(a) Open Space and Recreation Zone in Newcastle Local Environmental Plan 2003 permitted with consent 'any development allowed by a plan of management under the Local Government Act 1993 or Crown Lands Act 1989'.
22 Council could not transfer this provision into the Standard LEP land use table. In order to ensure that uses permitted under the Newcastle Local Environmental Plan 2003 remained permissible under the new LEP, the use for a function centre was placed in Schedule 1 as an additional permitted use.

23 The Friends of King Edward Park lodged an appeal in the Land and Environment Court against Council's decision to grant consent to the development application for the function centre and kiosk. The basis of the appeal was that the plan of management was invalid and therefore the development consent was invalid. The Land and Environment Court heard the appeal in 2014.

REFERENCES

ATTACHMENTS

Nil
ITEM-56  CCL 23/05/17 - ENDORSEMENT OF EXHIBITION OF THE DRAFT NEWCASTLE SMART CITY STRATEGY 2017-2021

REPORT BY: PLANNING AND REGULATORY
CONTACT: DIRECTOR PLANNING AND REGULATORY / MANGER STRATEGIC PLANNING

PURPOSE

The purpose of this report is to advise Council of the development of the draft Newcastle Smart City Strategy and seek endorsement to place the document on public exhibition.

RECOMMENDATION

1 Council resolves to:

   i) Place the draft Newcastle Smart City Strategy 2017-2021 (Strategy) as provided in Attachment A on public exhibition for 6 weeks.

   ii) Receive a report back on the outcomes of the public exhibition.

KEY ISSUES

2 The Newcastle 2030 vision for Newcastle is to be a smart, liveable and sustainable city. The Newcastle Smart City Initiative was established by Newcastle City Council in 2015, to maximise opportunities presented through integrated technology and data, and smart ecosystem economic development activities in sectors including technology, advanced manufacturing and digital economy.

3 Rapid progress in the Newcastle Smart City Initiative, including success in winning NSW Government funding through the Hunter Infrastructure Investment Fund for the $17.8m collaborative Hunter Innovation Project, has necessitated development of a strategic plan to guide decision making for this important city project.

4 The Strategy is a four year framework outlining the key priorities and actions to be delivered by Council in its commitment to leading Newcastle’s transition to a smart and innovative city.
5 The Strategy is structured around six key focus areas with the following objectives:

(i) Smart Governance

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

(ii) Smart Environment

A city that uses technology to ensure a cleaner and more sustainable future.

(iii) Smart Living

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

(iv) Smart Mobility

A city with connected technology-enabled infrastructure for multiple modes of mobility that innovates towards future transport modes and prioritises walking and cycling.

(v) Smart People

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

(vi) Smart Economy

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

6 A comprehensive stakeholder engagement and research process, including international peer city engagement, along with extensive technology vendor, academic and independent expert advice, has gone into identifying the issues and challenges that the Strategy responds to, and best practice approaches to developing Newcastle as a smart and innovative city.
This research, engagement and strategic development work undertaken in development of the Strategy has effectively positioned the city at the forefront of advances in smart city thinking and implementation. Outcomes include the identification of Newcastle as a leading smart city nationally as evidenced by:

i) Selection of Newcastle to present at the Federal Government’s smart cities round tables.

ii) Identification of Newcastle as a leading “lighthouse city” by Austrade.

iii) Identification of Newcastle as a leading smart city by the Australian Smart Communities Association in their advocacy activities and publications.

iv) Identification of Newcastle as a leading smart city by the Future Cities Collaborative in their recent smart cities readiness guide.

v) Requests for consultation and advice in establishing an effective smart city program from state and local governments across Australia.

vi) The identification of Newcastle as an international emerging smart city by National Geographic in their smart cities partnership program.

vii) High level interest from an extensive range of significant global and national technology corporates in partnering with Newcastle in the smart city initiative.

viii) Consistent invited speaking opportunities at national seminars and conferences to overview the Newcastle Smart City Initiative and Hunter Innovation Project.

FINANCIAL IMPACT

Exhibition of the Strategy will be undertaken within the existing operational budget. Annual budget allocations for the implementation of the adopted Strategy will be sought through the usual budget processes.

COMMUNITY STRATEGIC PLAN ALIGNMENT

The Strategy has genuinely ‘whole-of-organisation’ potential benefits and aligns with the following objectives of Newcastle 2030:

1.1 Effective and integrated public transport.

1.3 A transport network that encourages energy and resource efficiency.

2.1 Greater efficiency in the use of resources.

3.1 Public places that provide for diverse activity and strengthen our social connections.
3.3 Safe and activated places that are used by people day and night.

4.3 A creative, culturally rich and vibrant community.

5.4 Best practice energy and water efficient buildings and infrastructure.

6.2 A culture that supports and encourages innovation and creativity at all levels.

6.3 A thriving city that attracts people to live, work, invest and visit.

7.3 Active citizen engagement in local planning and decision-making processes and a shared responsibility for achieving our goals.

IMPLEMENTATION PLAN/IMPLICATIONS

10 The Strategy has been developed within existing resources. It proposes a program of works across 24 priorities / objectives. Actions will be implemented by business units across Council, and be integrated into relevant work programs and operational plans. For new programs and projects, funding will be sought through the usual budget processes or through external grant funding when available.

RISK ASSESSMENT AND MITIGATION

11 There are no corporate risks associated with the exhibition of the Strategy. Media interest is expected and will be addressed as it arises.

RELATED PREVIOUS DECISIONS

12 At the Ordinary Council Meeting held on 28 April 2015 Council endorsed the following recommendations relevant to the Strategy:

i) That Council acknowledges and endorses actions taken to date supporting the pilot project and development of Newcastle as a smart creative city.

ii) That Council endorses the Newcastle Smart City Initiative to further identify, establish and take advantage of smart city strategic opportunities.

13 At the Ordinary Council Meeting held on 28 June 2016 in response to the LMM Smart and Innovative City, Council endorsed the following recommendations:

i) That Council establishes a Smart and Innovative City Advisory Committee, appointing the Lord Mayor as Chair.

ii) That Councilors Clausen, Compton and Doyle be appointed as Council's representatives on the Committee.
CONSULTATION

14 The Strategy was prepared using a staged stakeholder engagement process. This included:

i) Appointment of a panel of international smart city experts to advise on international best practice.

ii) A Council staff workshop featuring 40 staff from across the organisation.

iii) A qualitative online survey distributed to smart city stakeholders. 50 surveys were received back from key city and regional organisations.

iv) Focus group consultations with 23 organisational stakeholders in Newcastle using semi-structured interviews to identify challenges and opportunities across key sectors.

v) A tech and creative sector consultation evening was held with 60 participants from the digital economy, creative industries and innovation grass roots.

vi) 24 primary school students were engaged in a visioning workshop to understand their views on the city of the future.

vii) 19 parents, teachers and high school students attended an interactive workshop.

viii) 16 strategic actions workshops were held with Council teams and business units to identify key challenges and project opportunities to inform the action plan.

ix) Establishment of the Newcastle Smart City Advisory Committee.

15 In addition, the Strategy has been informed by numerous strategic workshops and collaborative planning meetings with State and Federal agencies, Universities, industry groups and technology vendors.

16 The Strategy was the subject of a public briefing on 16 May 2017.

17 The proposed six week exhibition period will include, but not be limited to:

i) Online consultation program on key aspects of the Strategy, including vision, principles, objectives and key strategies.

ii) Distribution of a 'Smart City Strategy - at a glance' document that distills the Strategy to its fundamentals in plain English and visuals, and invites community participation in the online consultation program or formal submission.
iii) Formal requests for submissions, particularly from key stakeholder groups and partner agencies.


v) Newspaper and online advertisements seeking community feedback.

18 The Strategy will be updated to reflect relevant feedback before returning to Council for adoption.

OPTIONS

Option 1

19 The recommendation as at Paragraph 1. This is the recommended option.

Option 2

20 Council resolves not to exhibit the Strategy. This is not the recommended option.

BACKGROUND

21 The vision for Newcastle as a smart and innovative city requires all three levels of government, the community, educational and research providers and business and industry sectors to work together to achieve it. The overarching aim relates to improving the liveability, sustainability and economic diversity of the City. It works to increase the amenity of the city, and to increase opportunity: this represents an extremely complex undertaking.

22 Smart cities come in many shapes and sizes. There is not one single definition of what a smart city involves. Rather, aspirant smart cities must determine for themselves their own challenges, priorities and strategic approaches. Following international engagement with peer cities, our definition focuses on three interconnected elements. A smart city is one that puts the community at the centre. It also enjoys smart and digitally connected public and urban infrastructure, and works to develop a thriving ecosystem to drive innovation and creativity. Council's approach to a smart city is also defined by a strong emphasis on collaboration, particularly with industry.

23 The development of the Strategy which has the underlying aim of establishing Newcastle as an internationally recognised centre for technology innovation, has therefore been heavily influenced by collaborative strategy across research and industry, and a clear need to understand the global state of play.

24 A number of international delegations undertaken by both members of the elected Council and administration have been instrumental in understanding the scope of opportunity, and the complex nature of the task, and building the partnerships required to deliver on the challenge.
In this regard, Council resolutions to commit resources to the following international activities have been important in development of the broader smart city initiative:

i) The Smart City Delegation to the USA in 2014 taking in Palo Alto, San Francisco and Chicago.

ii) The Council delegation to the USA in 2015 as part of the Future Cities Collaborative tour.


Likewise key partner organisations in the transition to smart city such as Newcastle NOW, the University of Newcastle, Australian Industry Group and Eighteen04 have independently funded international delegations and shared the insights of these city visitations and international conferences, including:

i) Newcastle NOW delegation to Barcelona, Spain, in 2014.

ii) Australian Industry Group and University of Newcastle delegation to the USA in 2015, taking in Pittsburgh.

iii) University of Newcastle trip to Europe in 2016, taking in Copenhagen.

Knowledge gained through these activities, and opportunity to see leading international smart cities and cutting edge technologies first-hand, has been a clear factor in the success in the $17.8m Hunter Innovation Project which is delivering smart cities and innovation ecosystem infrastructure to the city centre, the ongoing and highly influential engagement with key technology companies such as Cisco and IBM, and development of the Strategy which provides the roadmap for acceleration of the initiative over the next four years.

ATTACHMENTS

Attachment A: Draft Newcastle Smart City Strategy 2017-2021
Newcastle City Council acknowledges the traditional country of the Awabakal and Worimi peoples.

We recognise and respect their cultural heritage, beliefs and continuing relationship with the land, and that they are the proud survivors of more than two hundred years of dispossession.

Council reiterates its commitment to addressing disadvantages and attaining justice for Aboriginal and Torres Strait Islander peoples of this community.
Newcastle: Our City

Newcastle is the second largest non-capital urban centre, and the second oldest city in Australia. The Newcastle Local Government Area (LGA) is home to 162,766 people (erp 2016) and welcomes about 4.1 million visitors each year. Our LGA is expected to continue to grow with an additional 32,000 people anticipated by 2036.

Newcastle is the cultural and economic capital of the Hunter - Australia’s largest regional economy contributing around 8 percent of the economic activity in NSW, with a regional output of approximately $43 billion in 2016.

Newcastle has international profile as a major port city, gateway to the world for the Hunter’s rich resources. A four time winner of the World Festival and Events City award, it is increasingly being acknowledged by international travel brands Lonely Planet and National Geographic as a must-visit destination, a ‘hidden gem’ and a smart city, creatively rising to the challenges of 21st century urban life.

We are known for our skilled workforce, high-standards of research and a business environment typified by cross-company collaboration and networking. Our services sector is strong in health and social care, finance and insurance, while construction is booming. Manufacturing in the region is highly capable and efficient and is facing the challenges of global competition with new products and an emphasis on quality outputs.

The highest number of artists per capita of any city in Australia drives an eclectic cultural scene, and enjoys a $23.6 billion regional output of $43 billion in 2016.

We are making these opportunities a reality.

Australia drives an eclectic cultural scene, and enjoys a population growth of 7.9% in Newcastle and 8.1% in the Hunter Region.

Hunter Region and Newcastle GRP

Major Industries - Employment % (Dec 2016)

Innovation in Hunter Businesses

Regional Strategic Growth Areas

World Class Research Institutions: Areas of Research Strength

First in Family Tertiary Degrees

Enrolments in Science, Technology, Engineering, Mathematics & Medicine

IP in 2015 (Newcastle & Lake Macquarie)

Trademark Applications

Patent Applications
The Newcastle Smart City Strategy (2017-2021) is a four year framework outlining the key priorities and actions to be delivered by Council in its commitment to leading Newcastle’s transition to a smart and innovative city.

It is one of a suite of Council strategies delivering on the strategic directions outlined in the Newcastle 2030 Community Strategic Plan. The Newcastle 2030 vision for Newcastle is:

In 2030 Newcastle will be a smart, liveable and sustainable city. We will celebrate our unique city and protect our natural assets. We will build resilience in the face of future challenges and encourage innovation and creativity. As an inclusive community, we will embrace new residents and foster a culture of care. We will be a leading lifestyle city with vibrant public places, connected transport networks and a distinctive built environment. And as we make our way towards 2030, we will achieve all this within a framework of open and collaborative leadership.

Newcastle 2030 includes the strategic direction for Newcastle to be a smart and innovative city by delivering on community objectives to create:

- Vibrant, diverse and resilient green economy built on educational excellence and research
- Culture that supports and encourages innovation and creativity at all levels
- Thriving city that attracts people to live, work, visit and invest

Newcastle 2030 incorporates six strategic directions in addition to Smart and Innovative City:

- Connected City
- Protected and Enhanced Environment
- Vibrant and Activated Public Places
- Caring and Inclusive Community
- Liveable and Distinct Built Environment
- Open and Collaborative Leadership

The Smart City Strategy supports the successful achievement of objectives spanning all of the seven strategic directions.

Smart City Initiative

The Newcastle Smart City Strategy is the roadmap for delivering Council’s ambitious Newcastle Smart City Initiative. This initiative is influencing a city-wide revitalisation and regional transformation aimed at establishing Newcastle and the Hunter as an internationally recognised centre for technology innovation. It leverages the smart city movement to improve our liveability, sustainability and economic diversity, develop local innovation, build international profile and attract talent and inward investment to our city.
Federal National Innovation and Science Agenda
$1.1 billion worth of initiatives over four years to drive smart ideas that create business growth, local jobs and global success with a focus on four key pillars—culture and capital, collaboration, talent and skills government as exemplar—providing a framework for Australian innovation policy.

Smart Cities Plan
The Smart Cities Plan sets out the Australian Government’s vision for our cities—metropolitan and regional—and its commitment to smart investment, smart policy and smart technology.

Smart Specialisation Strategy for the Hunter
The Smart Specialisation Strategy (S3) is an integral part of RDA Hunter’s economic development agenda to advance the region’s innovation network and grow the Hunter’s international competitiveness. Smart specialisation is an OECD framework implemented widely across the European Union to deliver regional economic transformation through analysis of local competencies and discovery of new areas of opportunity.

Hunter Region Strategic Plan 2036
The NSW Government’s vision for the Hunter is to be ‘the leading regional economy in Australia with a vibrant new metropolitan city at its heart’. To achieve this vision the Government has set four goals for the region:
1. A leading regional economy in Australia
2. A biodiversity-rich natural environment
3. Thriving communities
4. Greater housing choice and jobs.

Non-Government Initiatives
• STEM+M Strategy 2025 (2016) (University of Newcastle)
• NeW Futures Strategic Plan 2016-2025 (University of Newcastle)

Open Data Action Plan (2016)
The release of usable and up-to-date datasets provides benefits that apply across government, to individuals and industry, and contributes to wider social and economic benefits. Open, transparent and accountable government is boosted by the availability of information on how government works and what it does.

The Digital Economy Industry Action Plan (2012)
The Digital Economy Industry Action Plan was developed to create a vision and strategy for the digital economy in NSW over the next decade.

Newcastle Urban Transformation & Transport Program
The Newcastle Urban Transformation & Transport Program aims to strengthen connections between the city and the waterfront, create new jobs, provide more public space and amenity and deliver better transport. Led by UrbanGrowth NSW, the program is part of the NSW Government’s $500 million plus commitment to revitalise Newcastle’s city centre.

Newcastle 2030 Strategic Directions: a connected city, a protected and enhanced environment, vibrant and activated public places, a caring and inclusive community, a liveable and distinctive built environment, open and collaborative leadership

Newcastle City Council strategies
• Smart City Strategy 2017-2021
• Newcastle City Council Economic Development Strategy 2016-2019

State Newcastle

City of Newcastle

Newcastle 2030 Strategic Directions: a connected city, a protected and enhanced environment, vibrant and activated public places, a caring and inclusive community, a liveable and distinctive built environment, open and collaborative leadership

Strategic Direction: A Smart and Innovative City
• Newcastle City Council strategies
• Newcastle Smart City Initiative
• Newcastle Urban Transformation & Transport Program
• Open Data Action Plan (2016)
• The Digital Economy Industry Action Plan (2012)

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A COLLABORATIVE APPROACH

Becoming a smart city is a complex process and requires the sustained commitment of many different city stakeholders. It is not something that Council can achieve alone. We recognise that collaboration is critical to success in the smart city endeavor and have actively sought and established partnership strategies and collaborative approaches.

Our partnership with the University of Newcastle, Newcastle NOW and Hunter DiGiT secured $9.8m funding from the State Government’s Hunter Infrastructure Investment Fund for the Hunter Innovation Project.

With Council and the University contributing $8 million, this $17.8 million project is a catalyst for accelerating the natural transition of the city and region. The Hunter Innovation Project will deliver foundational infrastructure and services across the following three major projects:

**Smart City Infrastructure**
We will be deploying smart city infrastructure initially throughout the Newcastle city centre. Digital connectivity through WiFi and LPWAN (low power wide area networks) will link sensors and integrated technology to provide detailed real time city data, facilitating an open-ended range of services and applications to improve the ease of access, efficiency and liveability of the city for residents, businesses and tourists.

**Innovation Hub**
An innovation hub is being built at the intersection of the University of Newcastle city campus, and the city’s cultural spine. The innovation hub will bring together researchers, students, developers, entrepreneurs, investors, technical specialists and business advisors. By linking with existing innovation and entrepreneurship programs, the innovation hub will facilitate the launch of spinoffs, start-ups and mature companies; attract investment and businesses to the Hunter Region; encourage innovation and commercialisation; and produce the next generation of entrepreneurs, business leaders and inventors.

**Digital Precinct**
The digital precinct is a designated zone in the future CBD of the city with high speed fibre broadband (fttp). This concentrated capability, along with additional investment in a technology-integrated public domain, will give Newcastle a key competitive advantage in attracting and retaining high-tech, digital and creative industries to stay or locate in the city.

The Hunter Innovation Project is creating a city environment attracting entrepreneurs, start-ups and SMEs to locate, cluster and co-create a dynamic digital and innovation precinct in the heart of Newcastle.

**Living Lab**
A living lab is a model of collaborative innovation. Strategic work is underway across the region to establish a living lab in Newcastle. By bringing together research, industry, government and community, living labs are able to apply the expertise and experience of multiple disciplines and sectors to complex problems. A living lab may focus on a service, product, technology or policy innovation, or any combination of these.

Newcastle’s Living Lab will create inter-disciplinary and applied research and technology development by inviting technology vendors, start-ups and research institutes to work with a range of end-users to co-create solutions. Establishing a specific test-bedding environment will effectively enhance the reputation and ‘pull’ of our city in terms of inward investment, and our regional goals around talent attraction and retention.

**Hunter Regional Incubator**
Newcastle and the wider Hunter Region are home to world-class research institutions and a vibrant innovation ecosystem centred on energy and resources, manufacturing and engineering, health technologies, defence/aerospace, the creative industries and a rapidly growing start-up and entrepreneurial sector.

Newcastle City Council has formed a collaboration of Hunter Region business, research, technical, administrative and entrepreneurial leadership to strategically develop an ecosystem with a particular focus on innovation growth areas. The Hunter Regional Incubator strategy represents a new comprehensive approach to ecosystem development. The commitment of the project partners is to the development of a model geared towards providing fully coordinated and supported business development pathways through multiple regional facilities and services. The aim is to enhance opportunities for collaboration, innovation and commercialisation, and to provide a competitive advantage for Hunter-based businesses that have high-value potential and global ambitions.

**National and International Networks**
Newcastle is also actively collaborating beyond the city and region in order to advance smart city thinking and practice by providing platforms for sharing knowledge, experience and solutions. As a member of the Australian Smart Communities Association (ASCA), Newcastle is linked to our peer Australian smart cities to share knowledge and adoption of solutions that capitalise on the connectivity, reach and scale of the rapidly growing digital and technology sectors.

This network collaborative model is also being applied at an international scale. In 2017 Newcastle joined the Global Smart Cities and Communities Coalition (GSC3), a global alliance of smart cities. Its members, including Amsterdam, Eindhoven, Chicago and Austin, are key reference points as we develop our own specific smart city approach. These cities face challenges similar to Newcastle’s and have addressed them through models from which we can learn. GSC3 also links cities to important global smart city partners, including financial institutions, research centres and universities, advisory services and thought leaders such as the Brookings Institute, Massachusetts Institute of Technology (MIT), European Network of Living Labs (ENoLL), and Metro Labs, among others.

Collaboration plays a fundamental role in enabling Newcastle and the Hunter to realise its potential as a key innovation ecosystem within Australia and the world.
Smart City Vision
Newcastle smart city is an open, collaborative, and connected city that uses technology to make things easier, more liveable and sustainable for all people.
COUNCIL’S ROLE

Newcastle is undergoing a long-term transition from a primarily industrial city to one with diversified economic foundations. It is currently the focus of a NSW Government revitalisation agenda and is experiencing major urban renewal including light rail, growth in residential population and the development of a new university campus in the city centre.

Within this environment, the smart city initiative is a key contributor to the future of Newcastle.

Council has taken a leading role in development of Newcastle as a smart and innovative city.

What is a smart city?

Globally there is no single definition of a smart city. Each city must determine their interpretation, and their own objectives. Newcastle City Council’s definition is a convergence of three interconnected statements.

• A smart city is one that puts the community at its centre
• A smart city enjoys smart and digitally connected public and urban infrastructure
• A smart city works to develop a thriving ecosystem to drive innovation and creativity

Smart cities are more than just places where technology is overlaid on a city structure. Just as important are more traditional city values of liveability, community, health, sustainability and economic resilience. Our smart city will underpin diversification of the local economy and drive inward investment along with the commercialisation of local and regional innovation.

Why do we need a smart city?

Our research and engagement has revealed five underlying drivers:

1. Attract and retain smart people
2. Innovation and creativity
3. Collaboration, education and training
4. Increased liveability, amenity and attractiveness
5. Pride and promotion

The Hunter is on the crest of a transition that will reshape the way that we interact and do business. This transition provides the perfect opportunity to build on the region’s natural competitive advantages, exploit its depth of research talent, harness the almost perfect geometry the region has in terms of its overall population base and workforce and leverage these ingredients to shape our region into one that can be renowned for its innovation and excellence.
WHY DO WE NEED A SMART CITY?

1. Attract and retain smart people

Fundamentally, a smart city is about people. Cities now compete globally for investment, labor and talent. The creative capacity of our city is determined by the extent to which we can nurture our natural human potential, provide opportunity for our skilled and expert citizens, entice the return of talented Novocastrians who have travelled or made a life elsewhere, and attract creative and skilled individuals from afar.

Statistics show that the Hunter loses many university graduates annually to larger employment markets in Australia and internationally. Recent community engagement identified a number of reasons why Newcastle has difficulty retaining its educated youth, suggesting that there are not enough high-paying jobs or an adequate corporate environment to raise a business, meaning graduates end up moving to major cities to pursue their careers.

Often, these young people eventually return to make a life and take advantage of the family-friendly scale of the city and its outstanding natural settings and lifestyle opportunities. However, there is a great need to retain our talented graduates throughout the periods in their lives when they have an appetite for risk and a drive to create.

Increasing the number of talented people calling the city home is central to providing opportunity for ideas to thrive, by supporting a culture that nurtures and respects thinking, creativity and risk.

A number of significant initiatives are underway across the region aiming to address the need to retain and attract talent:

- Ecosystem development programs including the Regional Incubator Strategy
- The Hunter Innovation Project
- Growing numbers of incubators and accelerator programs
- The STEM schools initiative and ME Program under the stewardship of Regional Development Australia - Hunter

The four ideas of nurturing, retaining, returning and attracting talented people are cornerstones of the smart city endeavor.

2. Innovation and Creativity

The current era of rapid technological change has been termed the 4th industrial revolution. This term suggests that we are in the midst of a series of disruptions to existing systems and industries of a magnitude equivalent to the advent of the steam engine, electricity and the internet. This industrial revolution is driven by digitisation, the production and consumption of data, and the capacity of connected devices through the Internet of Things (IoT). Its common technologies are pervasive sensor networks, data analytics, additive manufacturing (3D printing), robotics and artificial intelligence. It is leading to the breakdown of boundaries between the virtual and the physical, as we access, analyse and make inferences from data, and change how we interact with inanimate objects; asking them to carry out forms of work that only a short time ago did not exist.

This is a landscape rich in opportunity and rife with challenge. New approaches to resource sustainability are needed; new business models are required to find directions for economic growth. Ensuring that the whole community is equipped to make this journey is paramount. The cities that are aware of these challenges and face them with confidence will be those in charge of their own destiny.

It is estimated that over 50 percent of the jobs of the future to be undertaken by the next generation do not yet currently exist. The only way to prepare for this is to produce creative, adaptive and innovative thinkers. For these reasons creativity and critical problem solving routinely appear at the top of employer’s lists of desired attributes.

For the smart city to take full advantage of these opportunities there is a need to develop an experimental mindset and methodologies for encouraging an appropriate appetite for risk, and providing permission to fail, learn and start over.

Innovation is difficult and unpredictable but the entrepreneurial and collaborative models of thinking that best produce it can be learnt by a culture and adopted as normal.

Examples of key initiatives underway in the city that are driving this change to innovative and creative thinking are:

- Renew Newcastle cultural incubator
- Star4000 collaboration between University of Newcastle and Slingshot
- The Newcastle City Council’s Smart City Initiative
- I2N, University of Newcastle’s regional network of innovation hubs

The Smart City Strategy strives to achieve and implement innovation and creativity across all sectors, facilitating a smarter landscape and collaborative environment that Newcastle can build on. This strategy will emphasise the role of innovation and creativity as key tools for both creating and coping with change as the city moves into the future.
3. Collaboration, education and training

A city embraces many different types of knowledge. The Newcastle Smart City strategy focuses on knowledge types that advance the local economy and society - those that give rise to creative, innovative and problem-solving.

A city can only transition to a smart city through the long-term commitment of a wide variety of stakeholders. Collaboration is essential. The transition itself is a difficult and complex change management process where new ways of thinking are adopted, and new approaches to doing things are developed, practiced and implemented. These new approaches will necessarily exist side-by-side with legacy systems and traditional methods, providing further potential for fragmentation.

People from across the city working collectively towards common goals, developing the necessary processes to support the transition, is the only way it can happen.

What is needed is careful attention to collaboration around educational pathways extending from primary school through VET sectors and tertiary education. Also important are re-training opportunities for workers in downturn sectors being impacted by increasing automation. There is a need for general community education and training programs to introduce new ideas and skills in a way that is not intimidating for the novice or layperson.

Good examples of current activities aiming to nurture collaborative education and training are:

- University of Newcastle’s innovation and entrepreneurship degree
- NSW TAFE’s Newcastle SkillsPoint Centre in manufacturing and robotics
- STEM Schools program featuring industry collaboration
- The STEMships program being piloted by the NSW Department of Industry
- NCC Libraries partnership with TAFE to deliver mechatronics and coding workshops

Council is not a lead player in formal education or training. In these arenas our role is to advocate for appropriate approaches in alignment with our vision. At an informal level of community education, Council is provider and funder of various community development programs, most prominently through our libraries, the Newcastle Museum and other cultural facilities. These facilities will play an important role in translating the opportunities of the smart city for the community. This strategy provides a framework to support the collaboration of stakeholders and alignment of efforts across the city.

4. Liveability, amenity and attractiveness

Liveability is crucial to the creation of a sustainable city community, as is the quality of amenity within its built urban fabric. The liveability, amenity and attractiveness of a city refers to the quality of social space, its economic dynamism, and the overall ability of local authorities and other stakeholders to develop a progressive and inclusive economy.

A smart city is one that focuses its resources on improving wellbeing, liveability and amenity. Its goal is to turn the ingenuity of its people towards creation of a better city and improved living environment, and a more connected and cohesive community. An attractive city, one blessed with ample green spaces, high quality public domain, and vibrant city economies across the day and into the night is a critical element in efforts to attract and retain talent.

The city has a unique opportunity to build upon is natural advantages which include high quality city beaches, open waterfront space, its human scale and heritage building stock, and its regional location as gateway to the recreational offerings of the Hunter Valley, Lake Macquarie and Port Stephens.

Newcastle is in the midst of unprecedented public investment in the key spaces of the city aiming to deliver improvements to liveability and amenity.

The integration of technology into the urban liveability agenda raises the prospect of utilising sensor technology to collect ‘open data’ on key city systems such as traffic movements, parking, pedestrian mobility and way-finding throughout the city. When integrated, this data can provide powerful insight into how the city functions and will further enhance urban, transport and development evaluation, and safety and emergency responses. Key projects underway enhancing the liveability and amenity of the city centre include:

- Smart parking, lighting and free public WiFi
- Award-winning Bathers Way development and coastal revitalisation
- Improvements and upgrades to the city’s green heart at Blackbutt
- Waterfront redevelopments continuing to deliver on Honeysuckle’s potential
- City centre light rail and new north-south connectivity between the city and the harbour
- Public domain upgrades for Hunter Street and East End, Civic Park, Wheeler Place, Market Street Lawn and the West End

The Smart City Strategy will work with key partners to identify and implement opportunities for utilising technology in creating a more liveable city that is simpler to move around, and making it a vibrant and easy place in which to undertake business and socialise.
5. Pride and Promotion

A smart city is one that uses its resources effectively, and that harnesses its human potential and provides opportunity for its people. It is also a city that has a vision of its place in the world, and works to obtain that ambition. A smart city therefore engages its people in the process of shaping the future of the city, and gives them reason to be proud.

Recent community consultation events have identified that Newcastle residents are proud of their city and want to be able to continue to uplift and maintain the city’s assets and identity.

However, in order to attract and retain smart people as well as see business growth and development within the city of Newcastle, there will need to be promotion of civic pride. Civic pride relates to how places promote and defend local identity and autonomy. It is an integral feature of a city, but its meaning and significance may sometimes be overlooked. Civic pride occurs at government, community and individual levels through successful execution of cultural policies that facilitate and promote identity formation.

Novocastrians have many reasons to be proud. The city is the Australian exemplar of successful transition to a post-industrial knowledge-based services economy. At the same time, the engineering and manufacturing expertise and depth of capability bequeathed us by the industrial past is acknowledged as genuinely world-class. This is an incredible resource as the region seeks to re-purpose these capabilities into 21st century growth sectors such as advanced manufacturing, precision health, internet of things and smart agriculture. Many challenges remain, particularly related to ongoing diversification of the economy, the need to provide high quality jobs and to address youth underemployment.

There are numerous current initiatives from across the city that provide cause for civic pride and add to the coherent promotion of the city:

- World-class research institutes including University of Newcastle, CSIRO Energy, Newcastle Institute for Energy and Resources, and Hunter Medical Research Institute
- Repeat winner of the World Festival and Events City awards
- Acknowledgment by Lonely Planet and National Geographic as a must-see destination
- Global interest in the homegrown Renew Newcastle cultural-led revitalisation model

The Smart City Strategy will bring together these many narratives and provide a consistent message across Australia that Newcastle, powerhouse of the industrial age, is embracing the challenges of the future with confidence.

COMMUNITY & STAKEHOLDER ENGAGEMENT

The vision for Newcastle as a smart and innovative city requires all three levels of government, the community, educational and research providers and business and industry sectors to work together to achieve a shared vision.

Stakeholder engagement with these groups has been central to ensuring that the Strategy is a shared vision. A range of activities were undertaken to engage with stakeholders with the aim to:

- Create a common vision for making Newcastle a smarter and more innovative city
- Define what a smart city is within the Newcastle context
- Audit what is already happening in Newcastle
- Collect ideas for what was possible and input into how to get there

The Newcastle Smart City Strategy is a collaborative strategic planning document that guides both Council and city stakeholders and partners into the future.
THE ENGAGEMENT PROCESS

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NEWCASTLE SMART CITY

Our future city could look like this

SMART CITY APP
A city app makes information on the city easily available. What’s on in Newcastle, how to get to music venues and restaurants, or real-time transport info is simple and up-to-date.

INTERNET OF THINGS (IOT)
An IoT platform connects almost any device in the city to the internet and to each other. Apps, sensors, and smart city applications generate data on the city.

SMART SCREENS
Interactive smart screens around the CBD provide information to help people find out the latest on what’s going on in the city.

SMART MOBILITY
All forms of transport are linked together to make getting around simple and seamless. Timetables are synced and vehicle locations provided in real time to provide a better travel experience.

TECHNOLOGY IN THE STREET
Light rail stops with sensor-based smart lighting and technologies including interactive information screens, device charging, WiFi hotspot and help points to make life easier and safer.

PUBLIC WIFI
Free public WiFi is available providing high-speed quality internet access no matter where you are in the CBD.

SMART LIGHTING
Smart poles provide energy efficient LED lighting, but that’s not all. Each pole can house WiFi signal points, sensors, public address system and more.

FUTURE EDUCATION
The smart city has a University at its heart. NewSpace uses new ways of teaching and researching to drive forward our thinking about the challenges of the future.

SMART PARKING AND TRAFFIC SENSORS
Sensors in the street detect available parking and send data to drivers. Intelligent traffic systems provide information to help driver’s better handle congestion or accidents.

ELECTRIC VEHICLE CHARGE POINTS
Electric vehicle charge points are available around the city to recharge electric cars and other e-vehicles, all powered by the smart grid.

SMART ENERGY
Buildings are powered by the sun through solar panels connected to battery storage.

INNOVATION HUB AND DIGITAL SANDBOX
City data collected through the IoT Platform is provided to the Innovation Hub for entrepreneurs, start-ups, researchers and students to experiment and collaborate on ideas for improving the city.

UNDERGROUND FIBRE OPTIC CABLES
Fibre optic cables run underground throughout the city bringing high-speed data and information to business, students, visitors and residents. The fibre-enabled city is attractive and more liveable.

SMART PARKING APP
A smart parking app will guide drivers quickly to the best available parking spot near their destination; pay by phone and top up remotely.

This is an indicative illustration only.
The Smart City Strategy has been structured around six major focus areas, depicted as the Smart City Mandala. This mandala represents a model of smart city prioritisation and development adopted from Boyd Cohen’s ground-breaking international framework.

The engagement process undertaken in preparation of this strategy sought to apply this smart city model to the local cultural and economic context. In order to achieve this goal a specific high-level objective was developed for each of the six focus areas, tailored to reflect community ambition and stakeholder feedback, and collectively deliver on the Newcastle smart city vision.

The six objectives aim to deliver positive change to the community, as well as improve planning, management and infrastructure. In addition, they reflect and integrate with the seven strategic directions that form the basis for Newcastle 2030.

**Six focus areas**

To further develop the approach as a response to the local context, each focus area within the Mandala is underpinned by a number of supporting sub-strategies, which have been developed through internal and external stakeholder engagement and according to international best practice.

These sub-strategies will be delivered through a program of corresponding actions that will build on one another over the life of the strategy.

The overall result is the adoption of international best practice methodology, thoroughly prioritised and developed to the local conditions and opportunities. The remainder of this document outlines the strategic framework and action plan across four years of the Newcastle Smart City Strategy.

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<table>
<thead>
<tr>
<th>Council’s Role is broken into five key areas of responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lead</strong></td>
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<tr>
<td><strong>Collaborate</strong></td>
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<td><strong>Support</strong></td>
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<tr>
<td><strong>Advocate</strong></td>
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<tr>
<td><strong>Investigate</strong></td>
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<table>
<thead>
<tr>
<th>How to read the following strategies and actions tables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year the project is scheduled:</strong></td>
</tr>
<tr>
<td>1</td>
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<td>3</td>
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<td>5+</td>
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**Our Smart City Objectives**

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

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

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

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

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

A city that invests in innovation and provides a roadmap and infrastructure to support successful business outcomes and attract industry and investment in smart sectors
SUMMARY OF KEY STRATEGIES

Smart Mobility

Objective: A city with connected technology-enabled infrastructure for multiple modes of mobility that innovate towards future transport modes and priorities walking and cycling

Strategy 1: ICT Integrated Multi-Modal Transport Planning
Deploy information communication technology initiatives that collect and leverage data supporting integrated transport

Strategy 2: Active Travel
Deploy and leverage city technology and digital platforms to enhance the delivery of cycleway and walkable city infrastructure

Strategy 3: Future Mobilities
Develop and deliver strategy and infrastructure to enable the adoption and integration of future modes of transport and mobility

Smart Environment

Objective: A city that applies technology and innovation to ensure a cleaner and more sustainable future

Strategy 1: Greener Places
Deliver technology interventions that enhance sustainability in urban planning, park and building management

Strategy 2: Smarter Waste
Use technology and data to encourage sustainability in resource use, and improve the efficiency of waste collection and processing

Strategy 3: Sustainable Energy
Pilot and deploy technologies that improve energy and resource sustainability across Council and the broader community

Smart People

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

Strategy 1: City Data
Enable access and utilisation of city data to improve planning, stimulate economic development, attract people to Newcastle and make people’s lives easier

Strategy 2: Digital Inclusion
Provide access to digital technologies to reduce the digital divide, improve digital literacy and ensure equitable community access

Strategy 3: Digital Creative Newcastle
Provide access to city digital platforms to support creative industries and broaden audiences for supporting local cultural production

Strategy 4: Community Lab
Build capacity in understanding, engagement and interaction with emerging technologies to enable communities to participate meaningfully

Smart Economy

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

Strategy 1: Innovation Ecosystem
Actively develop the regional innovation ecosystem’s capacity to nurture businesses, artists, creative innovators and generate economic growth in key industry sectors

Strategy 2: City Digital Precinct
Seed the creation of a digitally connected innovation district in the Newcastle city centre to attract businesses and industries working in the digital economy and creative industries

Strategy 3: Collaborative Living Lab
Develop a model of collaborative industry led innovation to fast-track research, development and deployment of technology prototypes and solutions

Strategy 4: Attract Future Industries
Develop new approaches to incentive structures and promotional strategies to attract 21st century business and industry and incorporate into the Newcastle Economic Development Strategy

Strategy 5: City Image
Ensure strengthening of Newcastle’s city image as a smart and innovative city through all city promotion and destination branding channels

Strategy 6: Smart Policy and Procurement
Enhance policy frameworks to maximise the local economic and innovation benefits of Council strategic procurement

Smart Living

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

Strategy 1: Smart City Infrastructure
Develop and deploy city-scale technology infrastructure to improve the amenity of the city and the lives of its residents and visitors

Strategy 2: Digitally Interactive Places
Deploy interactive technologies into a high quality public domain to create well loved, active, safe places of interest, education, and discovery

Strategy 3: Virtual City
Invest in digital applications to improve planning processes, infrastructure delivery and maintenance and citizen engagement

Strategy 4: Digital Transformation and e-Services
Adopt digital technologies and service platforms across the city to improve Council planning, asset management and service delivery

Strategy 5: Start-Up Led Innovation
Develop and deliver strategy and infrastructure to enable the adoption and integration of future modes of transport and mobility

Strategy 6: Collaborative City
Develop partnering frameworks that create opportunities for city and industry stakeholders to partner effectively and efficiently with Council across a range of initiatives

Strategy 7: Active Travel
Deploy and leverage city technology and digital platforms to enhance the delivery of cycleway and walkable city infrastructure

Strategy 8: Future Mobilities
Develop and deliver strategy and infrastructure to enable the adoption and integration of future modes of transport and mobility

Strategy 9: Smart Mobility
Develop and deliver strategy and infrastructure to enable the adoption and integration of future modes of transport and mobility

Strategy 10: Smart Environment
Objective: A city that applies technology and innovation to ensure a cleaner and more sustainable future

Strategy 11: Greener Places
Deliver technology interventions that enhance sustainability in urban planning, park and building management

Strategy 12: Smarter Waste
Use technology and data to encourage sustainability in resource use, and improve the efficiency of waste collection and processing

Strategy 13: Sustainable Energy
Pilot and deploy technologies that improve energy and resource sustainability across Council and the broader community

Strategy 14: Digital Inclusion
Provide access to digital technologies to reduce the digital divide, improve digital literacy and ensure equitable community access

Strategy 15: Digital Creative Newcastle
Provide access to city digital platforms to support creative industries and broaden audiences for supporting local cultural production

Strategy 16: Community Lab
Build capacity in understanding, engagement and interaction with emerging technologies to enable communities to participate meaningfully

Strategy 17: Innovation Ecosystem
Actively develop the regional innovation ecosystem’s capacity to nurture businesses, artists, creative innovators and generate economic growth in key industry sectors

Strategy 18: City Digital Precinct
Seed the creation of a digitally connected innovation district in the Newcastle city centre to attract businesses and industries working in the digital economy and creative industries

Strategy 19: Collaborative Living Lab
Develop a model of collaborative industry led innovation to fast-track research, development and deployment of technology prototypes and solutions

Strategy 20: Attract Future Industries
Develop new approaches to incentive structures and promotional strategies to attract 21st century business and industry and incorporate into the Newcastle Economic Development Strategy

Strategy 21: City Image
Ensure strengthening of Newcastle’s city image as a smart and innovative city through all city promotion and destination branding channels

Strategy 22: Smart Policy and Procurement
Enhance policy frameworks to maximise the local economic and innovation benefits of Council strategic procurement

Strategy 23: Smart Living
Objective: A city that makes life easier for everyone, which uses smart technology in its public places, and that develops new ways of connecting people and improving city amenity

Strategy 24: Smart City Infrastructure
Develop and deploy city-scale technology infrastructure to improve the amenity of the city and the lives of its residents and visitors

Strategy 25: Digitally Interactive Places
Deploy interactive technologies into a high quality public domain to create well loved, active, safe places of interest, education, and discovery

Strategy 26: Virtual City
Invest in digital applications to improve planning processes, infrastructure delivery and maintenance and citizen engagement

Program 1 ICT Integrated Multi-Modal Transport Planning
Strategic
1 Work with all levels of government and Transport for Newcastle to incorporate Information and Communications Technology (ICT) and data into transport planning
1.1 Lead
2 Advocate for Transport for Newcastle in delivery of innovative rapid bus transit transport models including transport on-demand (TOD) and dynamic routing between key city sites
1.2 Support
3 Deploy IoT-based smart traffic monitoring systems, and collect real-time data analytics on city centre transport networks
1.3 Lead
4 Deploy real-time transport data to support efficient transport options including multi-modal Mobility-as-a-Service (Maas) systems and dynamic signalling infrastructure
1.4 Support
5 Collect transport data from multiple stakeholders in the open data portal, and publish through city apps and digital platforms
1.5 Collaborate

Program 2 Active Travel
Strategy
1 Use crowdsourced methods and technology to collect data on informal city cycle routes and incorporate into cycleways planning
2.1 Lead
2 Develop a program for incorporating sensor-based triggering technologies into cycleways such as way-of-hand protocols and LED lighting or luminescent materials for key commuter routes
2.2 Collaborate
3 Support bikeshare networks, including E-Bikes, through strategic planning of infrastructure and network facilities
2.3 Lead/Support
4 Deploy night-time wayfinding systems utilising digital components (apps, projections) to increase safe pedestrian mobility within night-time precincts
4.1 Lead

Program 3 Future Mobilities
Strategy
1 Develop the city centre IoT platform to enable use of the city as a test-bed facility for new technologies including MaaS networks and autonomous and connected vehicles
1.1 Lead/Collaborate
2 Develop a plan for the transition of Council’s fleet towards electric vehicles, including E-bikes for Council staff to use for short city centre work-related trips
1.2 Lead
3 Pilot smart transport real-time dynamic signalling through the city centre to manage vehicle flow and congestion and advocate for wider deployment
1.3 Support/Collaborate
4 Work with research partners, transport providers and technology vendors to develop and test new mobilities technologies and regulatory innovations in Newcastle
1.4 Collaborate
5 Investigate opportunities for including rideshare (e.g. GoGet) as a proportion of Council’s fleet to reduce fleet costs and increase vehicle use
1.5 Investigate

Objective: A city with connected technology-enabled infrastructure for multiple modes of mobility that innovates towards future transport modes and prioritises walking and cycling

The smart mobility theme focuses on how people move around the city, and use technology to support transport network design and function and to promote active and multi-modal travel. Newcastle is engaging in a more inclusive approach to mobility by improving services and infrastructure around the city. Council will complement these initiatives through developing traffic mapping applications and traffic sensors, and implementing digital wayfinding as a means of encouraging tourism and travel experiences. We are also creating the infrastructure to support the uptake of future modes of transport.
**Objective:** A global smart city with coordinated leadership and collaboration across government, industry and business, which leads the way and connects with its citizens.

The smart governance theme focuses on how Council operates and sets policy to achieve the smart city vision. This includes our own adoption and use of technology and digital services, how we think about data and use it to improve asset management and our service delivery and make these processes more transparent, and how we organise our relationships across the city with external partners, industry, start-ups and citizens.

### Smart Governance Strategies

<table>
<thead>
<tr>
<th>Program</th>
<th>Digital Transformation and e-Services</th>
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<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td>Adopt digital technologies and service platforms across the city to improve Council planning, asset management and service delivery</td>
</tr>
<tr>
<td>1.1</td>
<td>Enable digital services including online submission and tracking of development applications, public exhibition submissions and grants management</td>
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<tr>
<td>1.2</td>
<td>Upgrade real time management of Council assets including GPS system for heavy fleet, digital asset inventory and integrated works programming</td>
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<tr>
<td>1.3</td>
<td>Develop and implement corporate cloud hybrid data storage and recovery including investigating opportunities for a regional data centre co-invested with key city partners</td>
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<tr>
<td>1.4</td>
<td>Investigate online and remote customer service assistance through telepresence facilities and virtual conversational interfaces such as digital concierges</td>
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<tr>
<th>Program 2</th>
<th>Open Data</th>
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<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td>Create and adopt policy frameworks, open standards and information technology platforms to make appropriate Council datasets accessible and available to increase productivity and growth</td>
</tr>
<tr>
<td>2.1</td>
<td>Adopt Internet of Things (IoT) and metadata standards to ensure interoperability and searchability of diverse data sets</td>
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<tr>
<td>2.2</td>
<td>Develop a strategic approach to open data within Council that includes open-by-default clauses and data licensing frameworks</td>
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<tr>
<td>2.3</td>
<td>Create a city open data portal to make freely available council open data sets, city IoT data, and archival big data</td>
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<tr>
<td>2.4</td>
<td>Establish data-sharing arrangements with city stakeholders and data partners to publish open data across the open data portal</td>
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<tr>
<th>Program 3</th>
<th>Collaborative City</th>
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<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td>Develop partnering frameworks that create opportunities for city and industry stakeholders to partner effectively and efficiently with Council across a range of initiatives</td>
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<tr>
<td>3.1</td>
<td>Develop the iQ events series as a regular city stakeholder engagement and collaborative strategic program</td>
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<tr>
<td>3.2</td>
<td>Develop a City Partnering Framework to identify and promote all opportunities for partnering with the City on the Newcastle Smart City Initiative and the Hunter Innovation Project</td>
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<tr>
<td>3.3</td>
<td>Engage with key city land and asset owners to integrate smart city technology capabilities as part of flagship city revitalisation projects</td>
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<tr>
<td>3.4</td>
<td>Create an online portal for informing industry and start-ups about current and future project partnering opportunities and as a mechanism to receive innovative partner proposals</td>
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<tr>
<th>Program 4</th>
<th>Digital Citizenship</th>
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<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td>Use digital platforms to enable improved communication and engagement between citizens and Council including fostering the capacity for community to influence decision-making</td>
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<tr>
<td>4.1</td>
<td>Accelerate adoption and rollout of digital consultation tools and platforms</td>
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<tr>
<td>4.2</td>
<td>Explore and evaluate digital and app technology enabling resident reporting of issues relating to Council assets and services</td>
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<tr>
<td>4.3</td>
<td>Develop a digital citizen engagement platform to improve Council-to-citizen and peer-to-peer (P2P) communication with city residents and workers and to incentivise behaviour change through challenge and rewards style programs</td>
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<td>4.4</td>
<td>Utilise social media data mining to map social networks and identify and engage with key influencers and change agents across issues</td>
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<tr>
<th>Program 5</th>
<th>Start-Up Led Innovation</th>
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<tr>
<td><strong>Strategy</strong></td>
<td>Enable strategic interaction with start-ups, entrepreneurs and innovators to access and leverage entrepreneurial and disruptive thinking within Council</td>
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<tr>
<td>5.1</td>
<td>Support innovation-based events and programs, including an annual city hackathon, that enable Council to propose challenges for collaborative problem solving</td>
</tr>
<tr>
<td>5.2</td>
<td>Run an annual staff engagement and voting process for identifying Council challenges and opportunities to be addressed through hackathon challenges and start-up engagement</td>
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<tr>
<td>5.3</td>
<td>Develop a ‘Start-Up Matchmaker’ program of bi-annual pitch events to connect Council business units with start-ups, and supported by an internal pilot development fund to part-subsidise innovative proof of concept projects</td>
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<tr>
<td>5.4</td>
<td>Develop a business case for an annual Start-up in Residence Program (StiR) to embed a start-up inside an interdisciplinary Council team to co-design a solution to a key challenge priority</td>
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<tr>
<th>Program 6</th>
<th>Smart Policy and Procurement</th>
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<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td>Enhance policy frameworks to maximise the local economic and innovation benefits of Council strategic procurement</td>
</tr>
<tr>
<td>6.1</td>
<td>Review and update relevant policy frameworks to appropriately support the adoption of innovative proposals, fast-track pilot technology deployments, and local economic development in tender and procurement processes</td>
</tr>
<tr>
<td>6.2</td>
<td>Create a technology, digital and innovation-themed competitive grants stream within the Economic Development Sponsorship Program designed to foster smart city-related activities</td>
</tr>
<tr>
<td>6.3</td>
<td>Ensure that savings and revenue from smart city infrastructure deployments are directed to a general fund for maintaining existing and funding future smart city projects</td>
</tr>
<tr>
<td>6.4</td>
<td>Explore the creation, with city partners, of a City Fund for investing in technology focused creative industries that are unique to the Hunter Region</td>
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### SMART LIVING

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

The smart living theme will identify, deploy, and leverage technology and digital applications to improve the liveability, amenity and experience of the city. It hinges foremost on the development of advanced digital connectivity and smart technology in the city centre, which enables sensors and devices to connect and share information, and to generate insights from this data to identify further opportunities for city improvements and community ingenuity.

#### Smart Living Strategies

<table>
<thead>
<tr>
<th>Program 1</th>
<th>Smart City Infrastructure</th>
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</thead>
<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td>Develop and deploy city-scale technology infrastructure to improve the amenity of the city and the lives of its residents and visitors</td>
</tr>
<tr>
<td>1.1</td>
<td>Create an Internet of Things (IoT) platform in the city centre that includes sensor array and integrated data analytics, and utilise for smart city applications</td>
</tr>
<tr>
<td>1-4</td>
<td>Lead</td>
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<tr>
<td>1.2</td>
<td>Deploy WiFi with free public access across the City Centre, including within Council-owned cultural facilities and public buildings</td>
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<tr>
<td>1-2</td>
<td>Lead</td>
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<tr>
<td>1.3</td>
<td>Develop a smart parking network in the city centre including sensors, wayfinding and payments apps, dynamic signage and digital permit systems</td>
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<td>2</td>
<td>Lead</td>
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<tr>
<td>1.4</td>
<td>Deploy an electric vehicle (EV) charge point network and infrastructure and promote through an EV-friendly city campaign</td>
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<tr>
<td>2-4</td>
<td>Lead</td>
</tr>
<tr>
<td>1.5</td>
<td>Incorporate technology infrastructure products into the public domain technical manual to ensure the progressive rollout of smart city infrastructure beyond the city centre</td>
</tr>
<tr>
<td>2</td>
<td>Lead</td>
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<thead>
<tr>
<th>Program 2</th>
<th>Digitally Interactive Places</th>
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</thead>
<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td>Deploy interactive technologies into a high quality public domain to create well loved, active, safe places of interest, education, and discovery</td>
</tr>
<tr>
<td>2.1</td>
<td>Install a network of interactive digital screens in public spaces throughout the city centre and local town centres and create an open-ended range of city apps to improve city amenity and information services</td>
</tr>
<tr>
<td>1-4</td>
<td>Lead</td>
</tr>
<tr>
<td>2.2</td>
<td>Develop a program for installing a Bluetooth beacon network across the city to utilise to provide place specific wayfinding and city information</td>
</tr>
<tr>
<td>2</td>
<td>Lead</td>
</tr>
<tr>
<td>2.3</td>
<td>Utilise beacon network and sensor technologies to create interactive interpretation sites and deliver city information including interactive city tours, creative placemaking content and environmental education</td>
</tr>
<tr>
<td>1-5+</td>
<td>Lead/Collaborate</td>
</tr>
<tr>
<td>2.4</td>
<td>Utilise sensor-based technology in the design of play features within public space design (e.g. interactive lighting and water features)</td>
</tr>
<tr>
<td>2-5+</td>
<td>Lead</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program 3</th>
<th>Virtual City</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td>Invest in digital applications to improve planning processes, infrastructure delivery and maintenance and citizen engagement</td>
</tr>
<tr>
<td>3.1</td>
<td>Continue to build capability within the 3-D city model including exploration of innovative data capture and enabling importation of digital assets from professional and community stakeholders</td>
</tr>
<tr>
<td>1-4</td>
<td>Lead</td>
</tr>
<tr>
<td>3.2</td>
<td>Encourage virtual reality (VR) and augmented reality (AR) applications for heritage, arts and culture, events, education and training</td>
</tr>
<tr>
<td>1-4</td>
<td>Lead/Collaborate</td>
</tr>
<tr>
<td>3.3</td>
<td>Provide and promote access to the 3-D city model across Council to leverage its use for predictive urban planning, modelling and novel Council applications</td>
</tr>
<tr>
<td>3</td>
<td>Lead</td>
</tr>
<tr>
<td>3.4</td>
<td>Investigate augmented reality (AR) applications that can be used in city development processes to inform community and gather feedback</td>
</tr>
<tr>
<td>3</td>
<td>Investigate</td>
</tr>
</tbody>
</table>

### SMART ENVIRONMENT

**Objective:** A city that applies technology and innovation to create a cleaner and more sustainable future.

The smart environment theme aims to enhance the use of innovative technology and data in natural and built environment management. This includes accelerating our adoption of renewables, visionary transformation of the Summerhill site into a future energy centre, encouraging a higher quality of urban design and greener city, and focusing on getting smarter about our use of resources and re-use of waste.

#### Smart Environment Strategies

<table>
<thead>
<tr>
<th>Program 1</th>
<th>Greener Places</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td>Deliver technology interventions that enhance sustainability in urban place, park and building management</td>
</tr>
<tr>
<td>1.1</td>
<td>Develop a program for installing Internet of Things (IoT) sensor clusters across the local government area (LGA) to monitor environmental conditions in urban, natural and aquatic environments</td>
</tr>
<tr>
<td>1-4</td>
<td>Lead</td>
</tr>
<tr>
<td>1.2</td>
<td>Pilot with CSIRO Energy predictive Building Management System (BMS) in key Council facilities to create smarter, more energy efficient buildings</td>
</tr>
<tr>
<td>2</td>
<td>Collaborate</td>
</tr>
<tr>
<td>1.3</td>
<td>Implement smart controls and management systems for booking and managing Council-owned park floodlights</td>
</tr>
<tr>
<td>2</td>
<td>Lead</td>
</tr>
<tr>
<td>1.4</td>
<td>Develop business case for enhancing building management systems in Council facilities towards fully IoT-enabled building information modelling (BiM) and remote monitoring and management capability</td>
</tr>
<tr>
<td>3-4</td>
<td>Investigate</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program 2</th>
<th>Smarter Waste</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td>Use technology and data to encourage sustainability in resource use, and improve the efficiency of waste collection and processing</td>
</tr>
<tr>
<td>2.1</td>
<td>Pilot and deploy smart bin infrastructure in the city centre, including the use of waste data to identify key bin locations based on demand</td>
</tr>
<tr>
<td>2</td>
<td>Lead</td>
</tr>
<tr>
<td>2.2</td>
<td>Utilise sensors for domestic garbage pick-up to collect waste data to charge by weight and incentivise recycling</td>
</tr>
<tr>
<td>2</td>
<td>Lead</td>
</tr>
<tr>
<td>2.3</td>
<td>Install reverse vending machines to engage the community and provide incentives to reduce waste through a container deposit scheme</td>
</tr>
<tr>
<td>3</td>
<td>Lead</td>
</tr>
<tr>
<td>2.4</td>
<td>Investigate and pilot large-scale waste-to-energy technology and plant as part of long-term transformation of Summerhill into an Energy Centre</td>
</tr>
<tr>
<td>4-5+</td>
<td>Investigate</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program 3</th>
<th>Sustainable Energy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td>Pilot and deploy technologies that improve energy and resource sustainability across Council and the broader community</td>
</tr>
<tr>
<td>3.1</td>
<td>Trial and deploy smart lighting across the city centre via integrated smart pole technology and then roll out to town centres</td>
</tr>
<tr>
<td>1-5+</td>
<td>Lead</td>
</tr>
<tr>
<td>3.2</td>
<td>Work with Ausgrid to pilot LED upgrades and seek Clean Energy Finance Corporation (CEFC) funding to accelerate whole-of-local government area (LGA) LED street light replacement program</td>
</tr>
<tr>
<td>1-2</td>
<td>Collaborate</td>
</tr>
<tr>
<td>3.3</td>
<td>Develop the business case for a mid-scale Summerhill Solar Farm project (5 megawatt capacity) to offset Council energy use and greenhouse emissions</td>
</tr>
<tr>
<td>1-3</td>
<td>Investigate</td>
</tr>
<tr>
<td>3.4</td>
<td>Develop Virtual Net Metering capabilities to aggregate Council’s solar capacity and offset energy usage across key assets (towards 100% renewables)</td>
</tr>
<tr>
<td>2-4</td>
<td>Lead</td>
</tr>
<tr>
<td>3.5</td>
<td>Expand solar battery storage capacity and create scalable, off-grid storage networks across Council assets including investigating investment in megawatt solar battery technology co-located with Summerhill Solar Farm Project</td>
</tr>
<tr>
<td>3-4</td>
<td>Lead/Investigate</td>
</tr>
</tbody>
</table>
# SMART PEOPLE

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

A smart city is ultimately about people. Newcastle is actively promoting its assets and facilities to engage and retain smart people. This theme of the strategy will deliver initiatives that aim address the digital divide, and ensure an inclusive city environment. It will work to equip community with the skills to engage fully with the smart city, and create opportunities for creative expression and economic growth through provision of open access technology and data platforms.

## Smart People Strategies

### Program 1: City Data

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
<th>Collaborate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Develop a city App for easy access to Council services and information on the city</td>
<td>1-2 Collaborate</td>
</tr>
<tr>
<td>1.2</td>
<td>Create a customisable city dashboard for quick visualisation of key city data indicators for citizens and visitors</td>
<td>2 Lead</td>
</tr>
<tr>
<td>1.3</td>
<td>Develop experimental data ‘sandbox’ and appropriate licensing agreements for high value real-time city IoT data for innovation hubs, researchers and entrepreneurs</td>
<td>2-3 Collaborate</td>
</tr>
<tr>
<td>1.4</td>
<td>Encourage community use of city data through free access and promotional programs encouraging people to identify and request datasets they want on the portal, dashboard and sandbox</td>
<td>2-4 Collaborate</td>
</tr>
</tbody>
</table>

### Program 2: Digital Inclusion

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
<th>Collaborate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Incorporate standards enhancing disability inclusion principles into all smart city technology installations, digital platforms and city apps</td>
<td>1 Collaborate</td>
</tr>
<tr>
<td>2.2</td>
<td>Adopt programming to increase community levels of digital literacy around cyber security, e-commerce, privacy and big data</td>
<td>1-4 Lead</td>
</tr>
<tr>
<td>2.3</td>
<td>Provide support for community access courses such as USA, Children’s University, Tech Savvy Seniors and Coder Clubs</td>
<td>1-4 Support</td>
</tr>
<tr>
<td>2.4</td>
<td>Create ‘We Lend Tech’, a lendable collection through the Newcastle Region Library that provides affordable access to internet, mobile devices, virtual and augmented reality and other emerging technologies</td>
<td>2-4 Lead</td>
</tr>
<tr>
<td>2.5</td>
<td>Pilot, deploy and promote inclusive smart assistive technology in the public domain to improve equity of access to the city</td>
<td>2-4 Collaborate</td>
</tr>
</tbody>
</table>

### Program 3: Digital Creative Newcastle

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
<th>Collaborate</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Increase the regular presentation of technology-based arts and science creative content across Council’s cultural facilities (Gallery/ Museum/Theatre)</td>
<td>1-4 Lead</td>
</tr>
<tr>
<td>3.2</td>
<td>Pilot and undertake the digitisation of city creative works collections and make them available through virtual programming and self-curated collections</td>
<td>1-4 Lead/Collaborate</td>
</tr>
<tr>
<td>3.3</td>
<td>Facilitate and broker relationships between creative producers and funders through creative hackathons and pitch events</td>
<td>2-4 Collaborate</td>
</tr>
<tr>
<td>3.4</td>
<td>Support local cultural production by providing local designers, creatives and tech start-ups access to city digital platforms to showcase original creative content</td>
<td>3-4 Support</td>
</tr>
</tbody>
</table>

### Program 4: Community Lab

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
<th>Collaborate</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Establish a community Makerspace in the Newcastle Region Library and use for technology-centric community programming such as coding clubs, robotics and mechatronics workshops, IoT labs, and citizen science courses</td>
<td>1-4 Lead</td>
</tr>
<tr>
<td>4.2</td>
<td>Develop integrated programming with University of Newcastle and NSW TAFE tech centres and digital fabrication studios to enable community lab participants access to specialised equipment, or to progress into more formal innovation processes</td>
<td>2 Collaborate</td>
</tr>
<tr>
<td>4.3</td>
<td>Develop a community lab program including free IoT sensor kits, access to city data and the low-power wide-area network (LPWAN) and specialist mentoring and expert advice to encourage community IoT projects</td>
<td>1-3 Lead/Collaborate</td>
</tr>
<tr>
<td>4.4</td>
<td>Recruit an active panel of community members interested in participating as test audiences and co-creators in Living Lab projects</td>
<td>2-4 Lead</td>
</tr>
<tr>
<td>4.5</td>
<td>Create a ‘supernova-style’ interactive demonstration space to showcase and translate new technologies for the general community</td>
<td>2-3 Lead</td>
</tr>
</tbody>
</table>
**Objective:** A city that invests in innovation and provides a roadmap and infrastructure to support successful business outcomes and attract industry and investment in smart sectors

The smart economy theme will work to further encourage diversification of the city and regional economy towards the growth areas of the 21st century. Newcastle’s strengthening economy is a result of diligent collaboration between the government, local businesses and the community. This focus area will undertake to better understand and enable collaboration and growth in the innovation ecosystem, create a city environment conducive to the digital and technology-led sectors, and develop business attraction and promotional strategies to bring the industries of the future to Newcastle.

### Smart Economy Strategies

#### Program 1  Innovation Ecosystem

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Lead the collaborative strategic development to establish the Hunter Regional Incubator network and associated projects</td>
</tr>
<tr>
<td>1.2</td>
<td>Conduit regional ecosystem auditing and mapping and use to develop an online, virtual ecosystem tool for navigating and enhancing the collaborative potential of the innovation ecosystem</td>
</tr>
<tr>
<td>1.3</td>
<td>Review and update the Newcastle economic development strategy to incorporate short and long-term strategic actions for the local innovation ecosystem</td>
</tr>
<tr>
<td>1.4</td>
<td>Engage with government and the finance sector to identify and implement commercialisation and investment support structures and international market access pathways</td>
</tr>
</tbody>
</table>

#### Program 2  City Digital Precinct

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Engage stakeholders to map the short and long-term ambitions for the City Digital Precinct as an interdisciplinary innovation district</td>
</tr>
<tr>
<td>2.2</td>
<td>Work with partners to develop incentive and support packages for start-ups and small to medium enterprises (SMEs)</td>
</tr>
<tr>
<td>2.3</td>
<td>Work with Renew Newcastle and Newcastle NOW to create an effective legal framework and promotional products to identify appropriate spaces to support graduating businesses from hubs and incubators into the City Digital Precinct</td>
</tr>
<tr>
<td>2.4</td>
<td>Develop promotional material and engage a public relations firm to promote the City Digital Precinct nationally and internationally</td>
</tr>
<tr>
<td>2.5</td>
<td>Work with city partners and government agencies to entice high profile institutions and corporates to the City Digital Precinct as anchor tenants and magnet attractors</td>
</tr>
</tbody>
</table>

#### Program 3  Collaborative Living Lab

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Create a Living Lab as a model of collaborative innovation based on regional competitive advantages including energy and resources, advanced manufacturing, transport, health, and smart city applications</td>
</tr>
<tr>
<td>3.2</td>
<td>Invite technology and research partners to access the smart city to prototype, pilot and evaluate new technologies and urban infrastructure and services</td>
</tr>
<tr>
<td>3.3</td>
<td>Support establishment of a smart city research centre within the University of Newcastle to provide independent evaluation of technologies and lab projects</td>
</tr>
<tr>
<td>3.4</td>
<td>Create a Local Industry Network Collaborative (LINC) as an organised assembly of local industry players who can be accessed for living lab projects</td>
</tr>
</tbody>
</table>

#### Program 4  Attract Future Industries

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Plan for future industries across the local government area including appropriate land use, and identifying a city competitive advantages and incentives framework, and a coordinated business attraction strategy targeting growth sectors and high value industries</td>
</tr>
<tr>
<td>4.2</td>
<td>Work with Port Stephens Council and Williamtown Aerospace Centre to support the growth of advanced aerospace, defence and associated industries in Newcastle and the Hunter</td>
</tr>
<tr>
<td>4.3</td>
<td>Engage with NSW and Federal Government agencies to develop incentive packages to attract key industry and research players to city</td>
</tr>
<tr>
<td>4.4</td>
<td>Develop with key partners, including Austrade, a national and international promotional program for future Industries in Newcastle</td>
</tr>
</tbody>
</table>

#### Program 5  City Image

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Promote Newcastle and the Hunter Region nationally and internationally as a diverse, desirable and dynamic innovation ecosystem</td>
</tr>
<tr>
<td>5.2</td>
<td>Identify and participate in key international networks, organisations and events to further the profile of the city</td>
</tr>
<tr>
<td>5.3</td>
<td>Develop and deliver an international profile, signature technology and innovation themed festival for Newcastle, and leverage as a driver for innovation and prototyping, and advancement of key industry sectors</td>
</tr>
<tr>
<td>5.4</td>
<td>Partner with stakeholders to develop and deliver coordinated and targeted strategies to promote the Hunter to national and international start-up, entrepreneur and investor markets</td>
</tr>
</tbody>
</table>
THANK YOU

This strategy documents the findings of a comprehensive review of existing literature and initiatives as well as other background research undertaken by Smart Planning and Design, with the support of an international expert panel including: Cogility, Hitachi, David Lock Associates UK, SMEC, ITP and Urban Tide.

The project includes information and insight from the stakeholder engagement program undertaken by Cred Consulting (CRED) and John O’Callaghan Consulting (JOC), and documented in the report.

The development of the strategic framework underpinning this document was supported by Smart Planning and Design.

Council would like to thank all participants in the engagement and strategic development processes that have lead to this document.

PHOTO CREDITS

P2 Street art by world renowned artist ‘Adnate’ in Wickham
Photo credit: Newcastle City Council
P7 Aerial view of Newcastle buildings
Photo credit: Imagery reproduced courtesy of University of Newcastle
P10 Hand drawn social network
Photo credit: Kenishirotie
P12 Woman rating café on iPhone
Photo credit: Imagery reproduced courtesy of University of Newcastle
P15 Aerial view of Newcastle
Photo credit: Imagery reproduced courtesy of University of Newcastle
P19 Man using smart phone
Photo credit: Imagery reproduced courtesy of University of Newcastle
P20 Child admiring globe in Newcastle Museum
Photo credit: Imagery reproduced courtesy of University of Newcastle
P35 Aida
Photo credit: Alessandra Bisquera | HMRI
P37 Team viewing a computer screen
Photo credit: Imagery reproduced courtesy of University of Newcastle
P39 Aerial view of Newcastle harbour including the Newcastle Museum solar photovoltaic system
Photo credit: Newcastle City Council

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