

# CITY OF LAUNCESTON **INNOVATING WITH INTELLIGENCE**

A City for the Future



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## Acknowledgement of Country

We acknowledge Tasmanian Aboriginal People as traditional custodians of this land, we pay respect to Elders past, present and future, as they hold the memories, traditions, culture and hope for generations to come.

We recognise and value Aboriginal histories, knowledge and lived experiences and commit to being culturally inclusive and respectful in our working relationships with Aboriginal People.



CITY OF  
LAUNCESTON

**INNOVATING WITH  
INTELLIGENCE**

A City for the Future



# Foreword

## Mayor's Message

Since its earliest days, Launceston has a proud history of innovation and technological advancement. Launceston is now looking to improve community connection, data-driven decision-making, and cyber-security through innovation and well-managed technology. The City of Launceston has achieved many innovative successes in recent years, and as we continue to mature in this space, the time is right for us to deliver a Strategy which signals our vision for the future.

This Strategy's core aim is to facilitate a more inclusive, accessible, and convenient city for the entire community. These aims will be achieved through the integration of technology and infrastructure, the clever use of data, and above all, ongoing community consultation, protection of privacy and a people-focused approach to innovation.

I am thrilled to mark the launch of this Strategy and I look forward to our city and the wider region embracing technology, celebrating innovation, and using data to enhance liveability, connectivity and sustainability for all.



**Danny Gibson**  
Mayor



## CEO's Message

The City of Launceston has always been a centre of innovation. We're leveraging these strong foundations with a dedicated Strategy that will drive growth and prosperity and deliver better local services.

This focus of this Strategy is underpinned by the Greater Launceston Plan's community vision statement:

*'Sustainable prosperity for greater Launceston will be achieved by consolidating and building nationally and internationally recognised strategic advantages for the region through a focus on creativity and innovation, maintaining exceptional environmental and liveability qualities and ensuring a diverse, connected and inclusive region.'*

Council is already hard at work delivering innovative projects across the city. Our mindset is one of actively seeking opportunities for continuous improvement. By working together, we can help Launceston become a national centre for innovation whilst retaining and enhancing its character as a liveable and enjoyable place to live.

This Strategy will support Council's goal to operate efficiently and effectively, delivering value to the community and improving the services we provide.

We will continue to value innovation and creativity and embrace change that leads to positive outcomes for our community.

**Michael Stretton**  
Chief Executive Officer



# Introduction

Launceston is no stranger to innovation. Often referred to as a 'city of firsts', Launceston was the first city in Australia to install a sewer system, the first to be powered entirely by hydro electricity and the first to use anaesthetics in medical operations. The Innovating with Intelligence Strategy (this Strategy) continues Launceston's innovation, in alignment with the City's adage of Progress with Prudence.

Now more than ever, there is immense value and opportunity in innovation. It is the ideal time for us to consolidate our past success with a Strategy that will guide the future of innovation, technology and data across our city and region.

We have strong innovation foundations, including strong research and academic institutions, an educated and skilled workforce, and increasing investment in technology. This provides a launchpad for our next phase of innovation.

To develop this Strategy we engaged with a broad cross section of our community. This included residents, local innovators and industry leaders, as well as Councillors and staff at the City of Launceston. Together, we identified the highest priority issues in the region and how best to address them.

With this in mind, we have developed this Strategy with our community front and centre, delivering projects and programs you care about.

## What does City Innovation mean for the Launceston community?

Innovation is about doing things differently. It includes the deployment and use of technology, pioneering practices, and harnessing new ideas to improve services and products. City innovation improves the lives of residents and strengthens the fabric of our community by enhancing sustainability, liveability, and prosperity.

Through engagement, our community confirmed their support for city innovation. Our community are excited by the safe, appropriate, and effective use of technology and innovation to drive community outcomes.

Our approach recognises that innovative cities are designed with people, collaboration and improvement front of mind. An innovative city incorporates all projects and process improvements regardless of whether they are technology focused.

Whilst technology, data and smart city concepts are an important part of city innovation, the Launceston community sees them as enablers to addressing real-world challenges, enhancing local opportunities and improving community outcomes.

We will focus on supporting decision-making and deploying resources in the most effective way. This leads to positive outcomes, for example, increased community resilience and a more connected emergency management system.

We will work with our community to leverage technology, data, and innovative practices to deliver improved services and community outcomes.





Night event in Launceston's Civic Square supported by free public Wi-Fi and Smart Lighting  
Image credit: Rob Burnett







## Civic Square

ST JOHN STREET

↑	Visitor Information Centre 	6 min 
	City Park   	10 min
	Inveresk & University of Tasmania via Tamar Street	6 min
←	Esplanade	3 min
→	Brisbane Street Mall	4 min
	Quadrant Mall	8 min
	Prince's Square  	18min
	Launceston General Hospital 	



**LEGEND**

Launceston City Heart	Trail mark	Playground
Parks	Bus stop	ATM
River	Tiger bus stop	Drinking fountain
Pedestrian Zone	Public toilets	Hospital
Information	Facilities for people with limited mobility	Post office
Car park	Baby change	Scooter recharge point
Police		



Visit the Destination Launceston website

User login provided

Wi-Fi

Shared Path

Dogs on leash

Security

No smoking





## Why does Launceston need this Strategy?

Innovation is a driver of economic and community development, as evidenced by Launceston's previous successes.

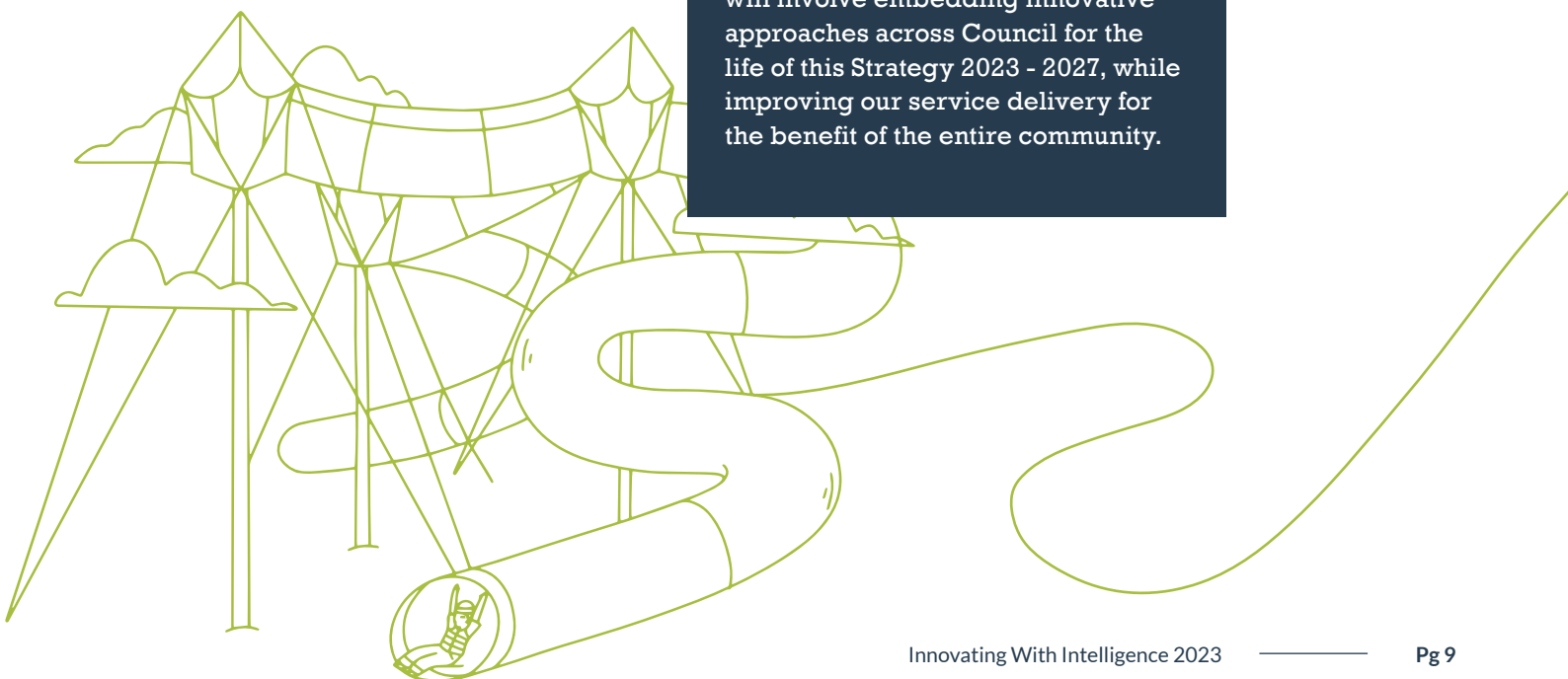
Launceston's existing innovative city success will continue to provide benefits for our community and the whole of Northern Tasmania for years to come. As we build on this success, and honour our commitment to our core value *We Care about our Community*, it is vital that new innovation projects are developed under a dedicated framework that aligns with common goals. Taking a strategic approach specific to Launceston, is the logical next step on our innovation journey.

## Benefits of a Strategy

The Strategy delivers benefits to community and Council in the following areas:

- ❑ Pathways for innovative ideas, testing, and scaling
- ❑ Data influenced decision-making
- ❑ Financial efficiency
- ❑ Inter-operability
- ❑ Privacy and security
- ❑ Contractual certainty
- ❑ Collaboration across sectors
- ❑ Foundational connectivity
- ❑ Extensibility
- ❑ Governance and accountability
- ❑ Resilient assets and sustainable services
- ❑ Transparency and trustworthy

In the short term, our next steps will involve embedding innovative approaches across Council for the life of this Strategy 2023 - 2027, while improving our service delivery for the benefit of the entire community.



# Innovative City Context

The City of Launceston has a strong foundation of innovation success on which to build future projects.

We have already implemented several related policies, reports and reviews that have helped our efforts to develop this bespoke Strategy for Launceston.

## The Strategic Landscape

This Strategy provides the framework to facilitate and promote Launceston's innovation initiatives over the next five years. It complements existing state and national success in advancing innovative projects across Tasmania and aligns with wider regional goals articulated in the Greater Launceston Plan.

This Strategy is aligned with Council's Corporate Planning Framework and has been prepared in the context of the City's broader program of work and strategic objectives.

The image on page 11 illustrates the planning framework in which this Strategy operates.

## Innovation and Smart Cities

The Tasmanian Government's Launceston City Deal signed in 2017, focused on innovation, smart cities and the appropriate use of digital technology. Projects realised through the City Deal have provided an important foundation to test and understand how these technologies can support the delivery of Council services to the community.

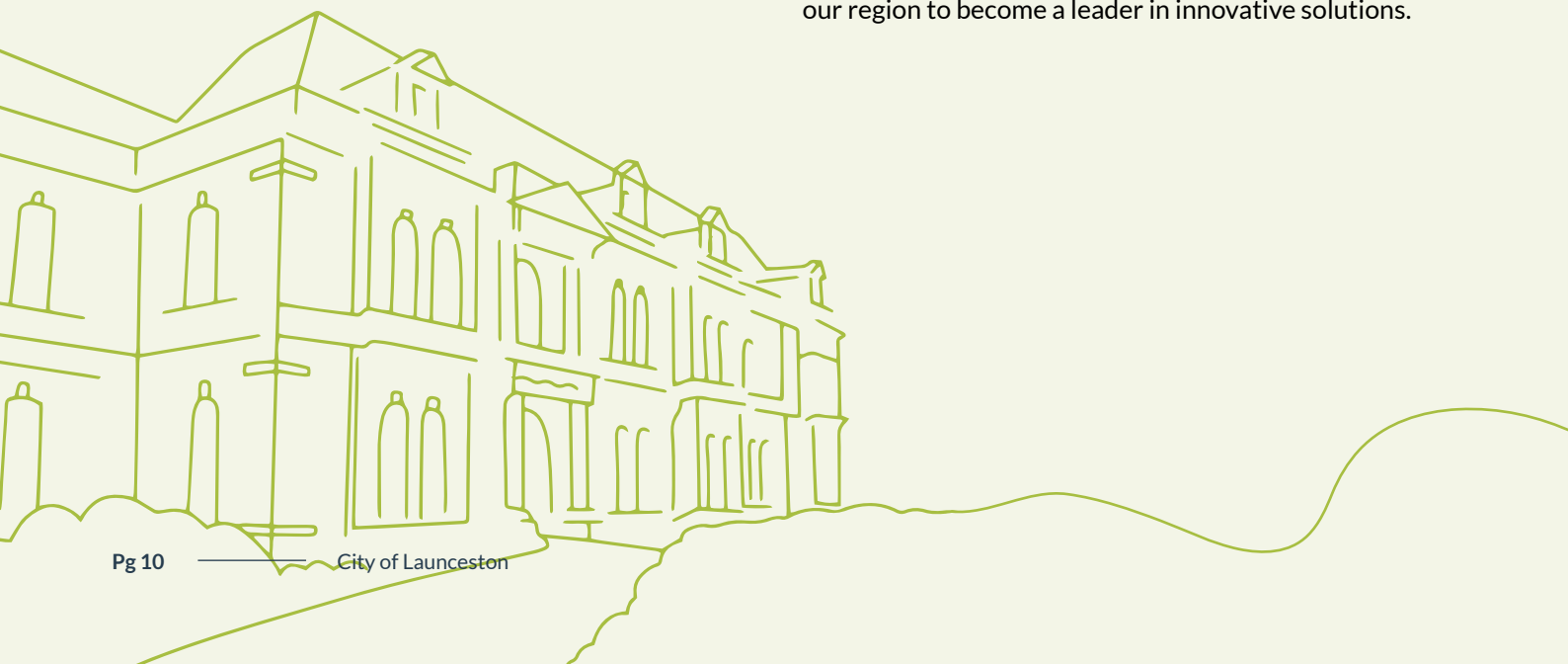
The lessons and skills developed during this process will be used to deliver this Strategy, which takes a broader and more holistic approach to future service delivery for community benefit.

Launceston has adopted a considered approach to the use of technology in our community. We are focused on innovating to ensure all solutions are thoroughly evaluated and that processes are in place to realise value and benefit, while protecting our community's interests.

## City Innovation Maturity

The City of Launceston is already regarded as being ahead of its peers in its smart city and city innovation journey. Leveraging the City of Launceston Innovation Planning Framework (page 11), our work to date, and this new Strategy we will continue to build on this maturity responsibly.

We acknowledge this process will take commitment and collaboration over several years and we will work across our region to become a leader in innovative solutions.





## Greater Launceston Plan – Community Vision Statement

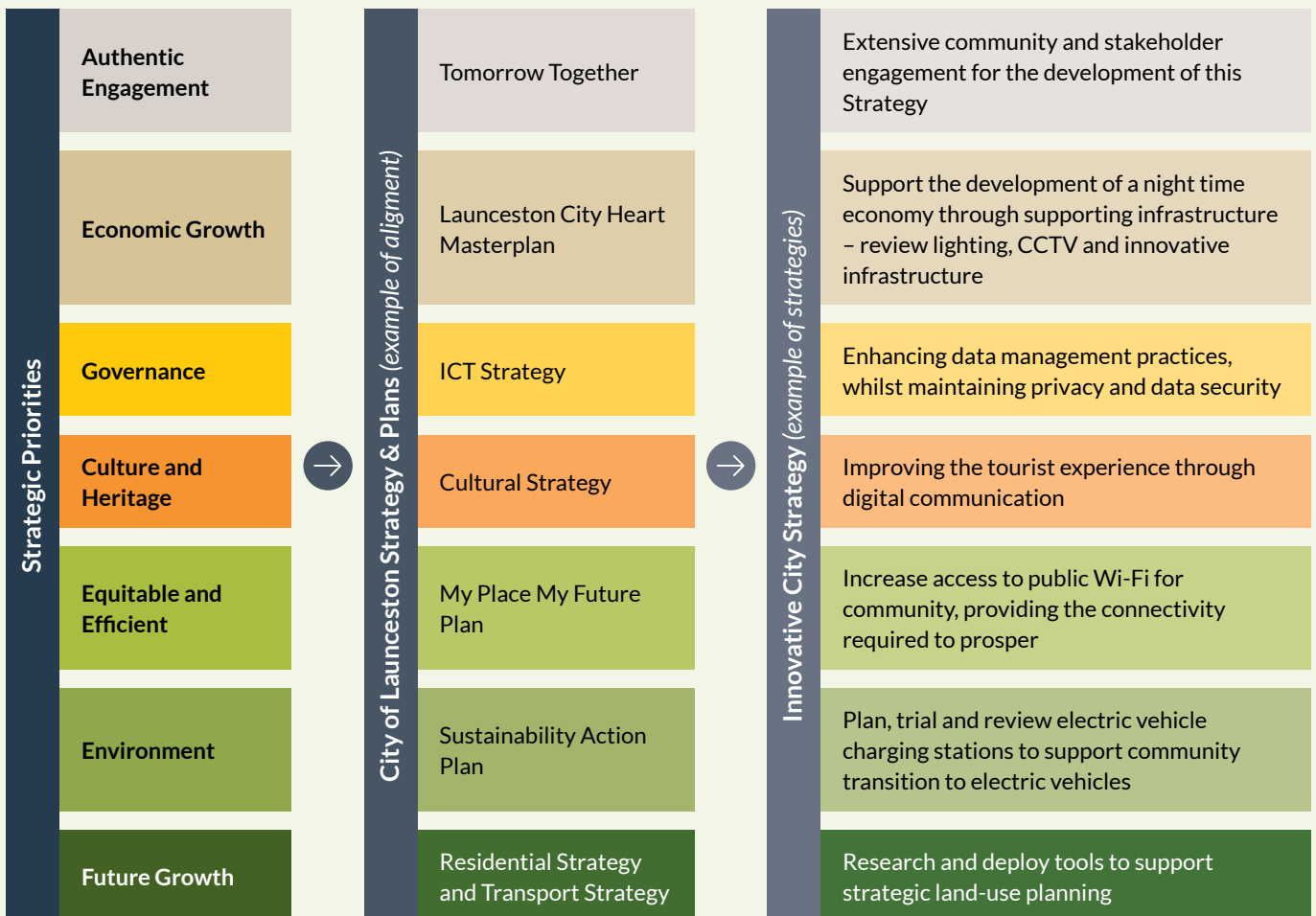
Sustainable prosperity for greater Launceston will be achieved by consolidating and building nationally and internationally recognised strategic advantages for the region through a focus on creativity and innovation, maintaining exceptional environmental and liveability qualities and ensuring a diverse, connected and inclusive region.



### City of Launceston Corporate Strategic Plan

*Vision: Inspired people, working together to create the best outcomes for our community.*

*Purpose: We are a progressive organisation, working with our community to create a positive future for Launceston.*



# Launceston City Innovation Snapshot

Launceston has been a city of innovation for many years. More than 120 years ago, the Duck Reach Power Station, Australia's first publicly-owned hydro-electric power station, built by the Launceston Municipal Council, powered our city's early industrial development.

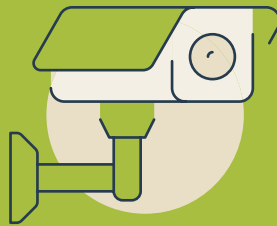
The following statistics provide a more recent snapshot of Launceston's smart city infrastructure, and broader city innovation projects.

## Innovative City Foundations



**76%**

Percentage of community survey respondents aware of existing innovation and smart city projects in Launceston



Live Traffic Monitoring - One of the highest value opportunity identified by community survey respondents



**86%**

Percentage of community survey respondents willing to use new technologies

While we do have strong foundations, there are also gaps and areas of potential improvement. This further highlights the need for this Strategy.

		Launceston	National Average
Digital Ability Index		<b>59<sup>1</sup></b>	<b>64</b>
Digital Access Index		<b>62<sup>1</sup></b>	<b>70</b>



## Key Existing Innovative City Projects



Comprehensive Fibre Optic Data Network

**40+**

Locations connected including parks, community facilities, infrastructure, and Council offices



Free Public Wi-Fi to support digital inclusion

**50+**

Wireless hotspots activated



Development of a flood intelligence system to support emergency management

River level sensors and associated datasets



Understanding pedestrian movement in the City for decision making

**20+**

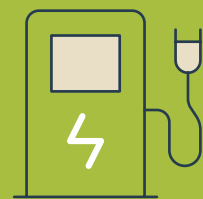
Device counters



3D City Model to support city planning and decision making

**500+**

Hectares covered



Investigate and support sustainable transport methods










**7**

Electric vehicle charging points installed

## The Project Landscape

Our Strategy interacts with and builds upon our previous projects, enabling Council to achieve objectives within the Corporate Strategic Plan to make Launceston more liveable, accessible, connected and sustainable.

Between 2022 and 2023, multiple city innovation projects across Launceston were undertaken, from low-cost path and trail sensors to help maintain our region's pristine natural environment, to the large-scale expansion of the public Wi-Fi network (originally created in 2014). The expansion is supporting community to access much needed online services and improving Launceston's visitor experience.

Smart City Projects	Location	
Public Wi-Fi Network Expansion	Kings Meadows, Rocherlea, Invermay	
Device Counters	Launceston CBD, Cataract Gorge, Punchbowl, Royal Park, City Park	
Electric Vehicle Charger Network Expansion	Cataract Gorge, Riverbend Park, Inveresk Car Park, Lilydale Memorial Hall	
Noise Level Meters	Launceston CBD	
Micro-Climate Weather Station Sensors	Launceston CBD & Kings Meadows	
Public Device Charging Network	Riverbend Park, Royal Park, Civic Square, Brisbane Street Mall	
Launceston Flood Intelligence System (System Foundation)	North Esk River & South Esk River	
Launceston Ride Share e-Scooter Trial	Launceston CBD & Suburbs	N/A
Launceston 3D City Model	Launceston CBD & Suburbs	N/A
Existing EV Charger Network	Paterson St West Car Park, York St Car Park, Paterson St East Car Park	
Existing Public WIFI Network	Launceston CBD, Cataract Gorge, Mowbray, Ravenswood, Waverley, Mayfield	

Launceston has established a comprehensive private fibre optic data network with work beginning as far back at the 1990s. As opportunities present to expand the network, such as construction or civil works, Council assess the possibility to install additional infrastructure including fibre and power conduits to support future initiatives. Many of the initiatives highlighted leverage this network, making them more cost effective and more secure than using public networks.



# The Project Landscape Map



# Our Approach to City Innovation

Our approach to innovation includes three critical elements: People First, Whole of Council, and Regional.

This guides and shapes the implementation of the Strategy:

- Our people-first approach ensures technology is not deployed without due regard for community need.
- Our whole-of-Council approach ensures Council works collectively to integrate innovative concepts and processes across the organisation.
- Our regional approach ensures we deploy resources equitably across Launceston and engage with stakeholders across the region regarding collaboration opportunities.

## A People-First Approach

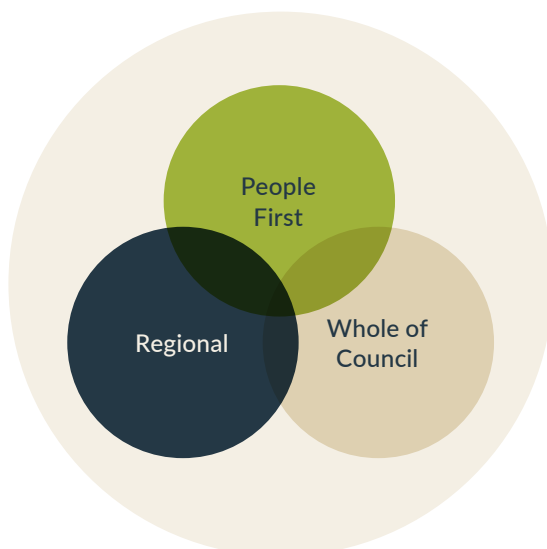
This Strategy is based on the findings of community engagement. Our ‘people-first’ approach reflects the fact that innovative initiatives require the support and involvement of the community to be effective and provide long-term benefits.

In Launceston a people-first approach to innovation means programs, policies, and technology are not deployed for their own sake. Rather, the needs and aspirations of the community come first and determine the way in which digital technology and data can be deployed in a considered way for maximum effect in line with data privacy and security obligations.

## A Whole-of-Council Approach

Innovative cities are about people, improving liveability, accessibility, connectivity and sustainability. As such, innovative concepts should be a mainstay in all Council work, as we strive to improve every aspect of service delivery and embed innovative thinking into our operations. This Strategy takes a whole-of-Council approach. This means that the objectives and actions, as we strive for maturity as an innovative city, will require education and the participation of different Council teams, working in a collaborative, whole-of-organisation framework.

FIGURE 1.  
Our Approach to City Innovation





## A Regional Approach

Launceston continues to champion city and regional innovation across Tasmania. As the regional city for Northern Tasmania, our Strategy considers how we build partnerships for the benefit of all Northern Tasmanians.

### Greater Launceston Transformation Project

An initiative of the Launceston City Deal, the Greater Launceston Transformation Project (GLTP) has provided a launchpad for Launceston and neighbouring councils to progress their city innovation journey together.

Through the GLTP, collaborative partnerships have been developed between six local government areas, private partners, and the Tasmanian and Australian Governments. Using a coordinated approach, the GLTP has successfully delivered several projects including the Launceston Multimodal Model, Launceston Traffic Signals and Intelligent Transport System Project, and the IoT in Schools Project.

### Smart City Foundation Infrastructure and Networks – Assessment Report

A product of the GLTP, the Infrastructure and Networks Assessment Report reviewed Launceston’s technological capabilities including internal systems, IoT networks, and the integration of new and existing solutions. This Report also identified the need for a comprehensive Smart City Strategy (encompassed in this Strategy) to guide the direction of future smart projects. The City of Launceston has acknowledged the need for a strategic approach to projects, consolidating key aspects into a broader Strategy.



### Benefits of an Innovative, Smart and Connected Region

These initiatives and partnerships demonstrate the clear community value derived from membership of an innovative, smart and connected region in Northern Tasmania. An innovative region means working together, pooling resources, and sharing risks. It ensures that Launceston can deploy innovative technologies and concepts in a cost-effective manner, while also helping to support integration and interoperability with our neighbours. The GLTP and partnerships like it will help to advance Launceston’s smart city maturity and ensure the opportunities and benefits of innovation are extended throughout the region.

# Engagement Summary

The people of Launceston had a deep impact on the development of this Strategy. Reflecting our people-first approach, residents, businesses, and Councillors had their say on the value of Launceston's existing city infrastructure and brainstormed future innovative ideas.

As such, this Strategy will play a key role in guiding the development of all city innovation projects to ensure they align with community aspirations.

## Our Engagement Method

Through a combination of seven in-person workshops, three digital surveys, and a digital follow-up roundtable, we made sure to give as many people as possible a chance to have their say on the direction of this Strategy.

Across the three surveys, more than 790 responses were received, while many more had their say during the workshops, roundtables and presentations held at the Summit in May 2022. The Summit was a resounding success in that more than 50 attendees from a diverse range of community groups provided valuable input to guide the strategy.



## Our Findings

This section presents perceptions and aspirations identified through the community workshops and survey. Key insights from the engagement included:

### Perceptions of Strong Innovative City Foundations



**76%**

of respondents were aware of **some existing smart city projects** in Launceston



**76%**

of respondents rated their **own digital literacy skills** highly (despite a digital inclusion index score lower than the national average)



**98%**

of the City of Launceston's staff were **familiar with smart city concepts**

### Clear Community Aspirations

The community's top three aspirations include:

A citizen-centric approach to smart city activity

Improving transport and mobility

**63%**

of respondents wanted the City to take a proactive approach to **adopting new technology and systems**

A sustainable approach to smart city activity

### Challenges Acknowledged

#### Connectivity

14% of respondents rated the quality, reliability, and accessibility of their internet and mobile connectivity as either poor or very poor

#### Transport

12% of respondents identified that transport, mobility, and parking could be improved through technology

#### Skills

10% of respondents saw local skills and understanding as a current challenge for Launceston.

### Top 4 High Value Opportunities Identified



Live traffic and road condition monitoring



Additional free public Wi-Fi in community spaces



Improved CCTV to assist with public safety and crime prevention



Smart street lighting to improve public safety and vibrancy

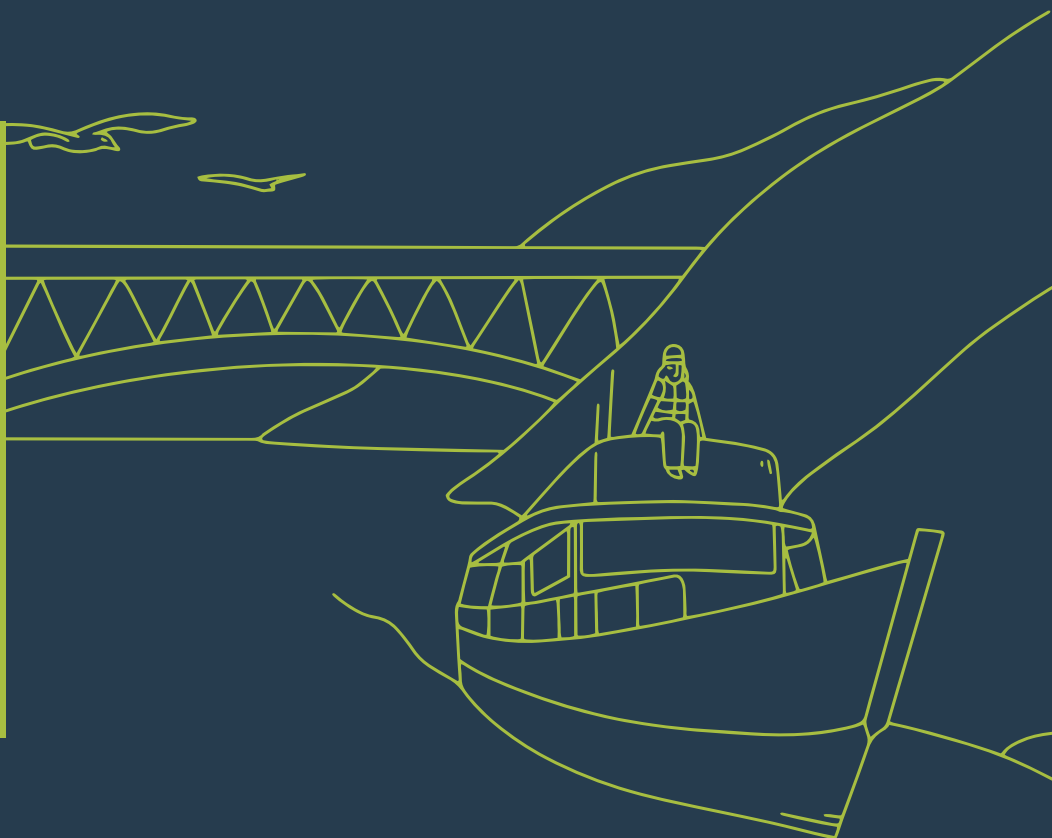


# Our City Innovation Vision

Our city innovation vision for Launceston is derived from community engagement. It recognises Launceston's pedigree as an innovative 'City of Firsts' and our collective ambition to continue to spearhead innovation across Tasmania.

Launceston will take a people-first approach to foster innovation, embrace appropriate technology, and utilise data to enhance liveability, accessibility, connectivity and sustainability.

Innovative cities are dynamic and resilient, constantly evolving and quickly adapting to new challenges and opportunities. The city innovation vision will guide all future innovation by defining the desired outcomes the City of Launceston aims to achieve. This will allow the community and Council to make the most of new and exciting opportunities as they arise.



# Strategic Framework

The Strategic Framework defines how this Strategy operates and delivers results.

While Launceston’s city innovation vision sits at the heart of the strategic framework and guides all innovation, the themes reflect the core focus areas of the Strategy. Each strategic theme identifies a series of specific objectives and accompanying action areas, providing tangible ways for Council to further develop and foster innovation in Launceston.

Spanning both the themes and vision of the Strategic Framework, our principles guide all that we do, representing the manner in which we will enact change.

FIGURE 2. The Strategic Framework



# City Innovation Principles

Developed in collaboration with our community and key stakeholders, Council will consider the following principles at every stage of an innovation project from idea formation, throughout project delivery and policy development, into ongoing management and beyond.

These principles are categorised into two groups - to either support project planning and delivery, or as a consideration in application of a technical solution.

## Strategic Principles

*Reflect our values and should be considered in all elements of innovation activity*

### Connected

Ensure integration of services and infrastructure

### Collective and Inclusive

Ensure co-design opportunities across our community and key stakeholders to encourage collaboration

### Data-driven

Ensure all Council processes are supported by data insights, with appropriate considerations for open data policies and opportunities for community data use

### Community-oriented

Ensure all services have tangible benefit to the community, and are accessible to all facets of the community

### Transparent and Trustworthy

Ensure Council decisions are publicly available and supported by community engagement

### Sustainable

Ensure all outcomes incorporate sustainable best practice and are maintainable on environmental, financial and social levels

### Relevant

Ensure innovation initiatives consider the unique identity of Launceston and build its innovation ecosystem

## Technology Principles

*Reflect our values and should be considered when implementing new technologies and processes*

### Future-proof

Ensure investments and activities consider trends, integrate technology, and foster long-term future success

### Interoperable

Ensure seamless ability of smart systems to integrate with other systems, existing and future. When considering software, vendor lock-in should be avoided where possible and open source software considered

### Robust and Innovative

Ensure new or emerging ideas, innovations, and digital technologies are adequately considered in all projects

### Safe and Secure

Ensure privacy and data security processes are considered in all projects, continually enhancing management practices

### Convenient and Accessible

Ensure services are easy to use and accessible to the whole community





Wi-Fi installed in the Civic Square supports its use as an outdoor meeting space





# Strategic Themes

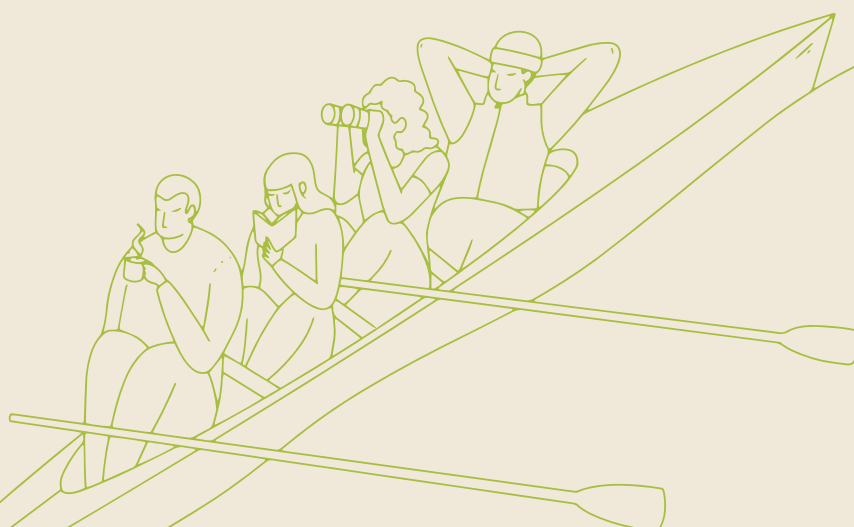
This Strategy is based around six strategic themes, identified through stakeholder engagement and best-practice research.

Each theme contains a series of objectives which provide the underlying strategies for making Launceston a more liveable, accessible, connected and sustainable place to live.

## The Role of Council and Implementation

The Strategy has a lifespan of five years. Over that period, it will guide the City of Launceston to deliver a variety of relevant projects and policies, while building partnerships to bring about the city innovation vision.

Strategic themes are used to support the organisation to identify focus areas, and prioritise and deliver projects. Council has a leading role to play in delivering many of the objectives outlined under each theme, while others will be best achieved by local partners, regional partnerships, or the Tasmanian and Australian Governments. In all instances, the City of Launceston will play a leading role in advocating for each objective through collective effort.





# 1. Transport and Mobility



Engagement revealed the need for reliable, accessible, and diverse transport and mobility solutions in Launceston.

To help people move through Launceston with ease, we will seek solutions to improve traffic efficiency and access to multimodal transport, using innovative approaches, and the use of digital technology and data. Several actions identified in the *Launceston Transport Strategy 2020-2040* and associated Implementation Plan consider the adoption of innovative practices and technology.



Electric vehicle charges deployed at the Gorge First Basin car park to support transport options

Our ambition is for innovation to help us...

**Improve physical access and mobility for the whole community.**

Key objectives for Council and the community include:

Key Objectives	→	Possible Actions
Improve access to multimodal transport		by advocating for the adoption of an innovative multimodal transport system
Increase car parking efficiency		by improving real time access to data to support signage and other initiatives
Develop and improve active transport facilities and uptake		by using smart technologies to inform the community of active transport opportunities
Increase community access to mobility options		by leveraging innovation and transport data to improve accessibility of transport
Improve future planning of the transport system		by using data to analyse and inform decisions

# 2. Digital Access and Data



Council strives to foster access to the digital technology, data, and connectivity necessary for Launceston to become the most innovative and liveable regional city in Australia.

We will continue to connect our community through the development of appropriate digital infrastructure that ensures Launceston remains a hub for innovation and new business.



Our ambition is for innovation to help us...

**Improve Launceston’s digital accessibility through continual enhancements to our physical and digital infrastructure including the availability of data.**

Key objectives for Council and the community include:

Key Objectives	→	Possible Actions
Develop and improve backbone digital infrastructure and connectivity across the City of Launceston		by building and advocating for better data networks and prioritising the deployment of appropriate infrastructure
Increase public access to digital networks		by deploying secure high-bandwidth public Wi-Fi in key locations
Facilitate the access and use of secure data		by sharing appropriate Council data with the community
Facilitate Internet of Things use in Council and the community		by building and advocating for improved digital networks and demonstrating use cases through trials and proof of concepts
Improve data systems, storage and applications within Council		by continuing to review and develop policies with privacy and data security foremost

# 3. People and Equity



A true innovative city requires a people-first approach.

We will advocate for all members of our community to have equal, sufficient and safe access to digital technology and connectivity they require to prosper.



Community programs support inclusion and empowerment

Our ambition is for innovation to help us...

**Empower the community to make the most of emerging opportunities.**

Key objectives for Council and the community include:

Key Objectives	→	Possible Actions
Improve digital inclusion and digital empowerment across the community		by collaborating with local community groups to identify and overcome barriers to digital accessibility, affordability, and skills
Increase levels of digital literacy in marginalised communities		by advocating for targeted and dedicated programs to increase digital literacy
Strengthen digital democracy in the City of Launceston		by continuing to develop digital platforms to enhance community engagement and participation
Improve and develop digital skills in Council and the community		by creating, participating, and collaborating to deliver digital workshops to community and Council



# 4. Environment and Place



We care about our environmental impact. We will continue to explore the use of digital technology and innovation to protect the environment and our community, including through emergency response.

We will ensure the places we live, work, and relax can be enjoyed by the community for years to come. Our *Sustainability Action Plan 2022-2030* recognises the role of innovative solutions and will therefore guide many of the initiatives in this theme.



Emergency management processes help protect the community in a flood event

Our ambition is for innovation to help us...

**Leverage innovative approaches, including the use of appropriate digital technology and data to further develop Launceston as a sustainable and climate conscious city.**

Key objectives for Council and the community include:

Key Objectives	→	Possible Actions
Increase the uptake of sustainable mobility options		by deploying and advocating for additional electric vehicle charging stations and transitioning fleet to electric where suitable
Further improve the sustainability of council buildings, facilities, and assets		by upgrading existing facilities to improve energy efficiencies, advocating to ensure new builds and infrastructure are smart assets, using environment sustainable design (ESD) and management principles
Further improve environmental monitoring and data gathering		by ingesting data from existing sources, deploying IoT sensors and other monitoring and emergency management systems
Enhance waste management procedures		by implementing circular economy principles and practices and deploying smart waste management infrastructure
Further enhance the amenity of public spaces and parks		by deploying communal infrastructure including smart benches, bins, and streetlights, and community assets such as public Wi-Fi and charging points



# 5. Economy and Investment



An innovative city supports the local economy by making available the most appropriate digital tools for local businesses to be competitive on the global stage.

We will help foster and support initiatives that provide employment and investment opportunities for the next generation of innovators. Several innovative actions are identified in the City of Launceston Economic Development Strategy 2022-2026, which are complimentary to this Strategy.



Supporting business helps the economy thrive

Our ambition is for innovation to help us...

**Facilitate employment and investment opportunities in Launceston.**

Key objectives for Council and the community include:

Key Objectives	→	Possible Actions
Develop the visitor economy		by improving the tourist experience through digital communication
Encourage business development and involvement in innovative activity		by partnering with industry and private sector companies to develop the innovation ecosystem
Increase innovation across Council and the community		by supporting mentoring groups to host innovation labs, promote start-ups and the innovation ecosystem
Enhance Launceston's reputation as an innovative economy		by supporting city innovation events
Develop the night-time economy		by reviewing lighting, CCTV and other innovative infrastructure

# 6. Smart Council and Government



Council is leading from the front by embracing digital transformation in a way that is safe and responsible.

We are committed to the efficient and effective delivery of community services through the appropriate use of technology and data. Our people-first approach means governance structures within Council will be critical in ensuring innovation projects address real community needs and return value for residents.



Responsibly connecting the community to Council services

Our ambition is for innovation to help us...

**Develop and enhance Council services in a way that is safe and responsible.**

Key objectives for Council and the community include:

Key Objectives	→	Possible Actions
Improve access to Council services		by utilising innovative techniques for the digitalisation of critical services across Council, whilst maintaining options for those who prefer traditional methods of accessing services
Embed digital processes within Council		by continuing to support skills development and increased digital literacy within Council
Enhance data governance within Council		by continuing to enhance data management practices to enable data-driven decision making within Council, whilst maintaining privacy for the community by Improving data quality and data cleansing processes
Strengthen city governance		by reviewing and enhancing existing innovative city governance mechanisms

# Measuring Success

People are at the heart of successful innovative cities. Our success as an innovative city will be measured by the extent to which we have achieved our people-focused vision for the future:

Launceston will take a people-first approach to foster innovation, embrace appropriate technology, and utilise data to enhance liveability, accessibility, connectivity and sustainability.

As part of our implementation planning, Council will develop a detailed internal framework for monitoring success through a series of goals and milestones associated with each theme. This will ensure Council can track progress, build maturity, and keep the community informed of city innovations as they launch and progress.

To give an indication of this approach, example measures linked to the ambitions which underpin each strategic theme have been included in the graphic below:



**Improve physical access and mobility for the whole community**

### Example measures

- Mode share metrics
- Transport network efficiency
- Digital/innovation transport projects
- Transport data collection, analysis, and use



**Improve Launceston's digital accessibility through continual enhancements to our physical and digital infrastructure including the availability of data**

### Example measures

- Quality/quantity of digital networks
- Utilisation of networks
- Consumer satisfaction
- Collection and use of data
- Security and privacy metrics



**Empower the community to make the most of emerging opportunities**

### Example measures

- Digital skills and literacy metrics
- Digital inclusion and affordability metrics
- Community participation in local planning
- Community led digital projects and activity



Through the implementation of this Strategy, Launceston will inevitably mature as an innovative city. As we integrate innovative thinking across the Council, the broader community and the region, it is our ambition to further our goal of becoming the most innovative and liveable regional city in Australia by the end of the operational life of this Strategy.



**Use innovative approaches, including the use of appropriate digital technology and data to retain Launceston's image as a sustainable and climate conscious city**

**Example measures**

- Greenhouse gas emissions
- Sustainability and environmental metrics
- Collection of data to monitor and manage city sustainability
- New/innovative sustainability projects



**Facilitate employment and investment opportunities in Launceston**

**Example measures**

- Investment flows
- Investment events
- Employment impacts
- GRP impact



**Develop and enhance Council services in a way that is safe and responsible**

**Example measures**

- Digitisation of Council services
- Community satisfaction
- Service efficiency
- Service innovation metrics



# Staying Involved

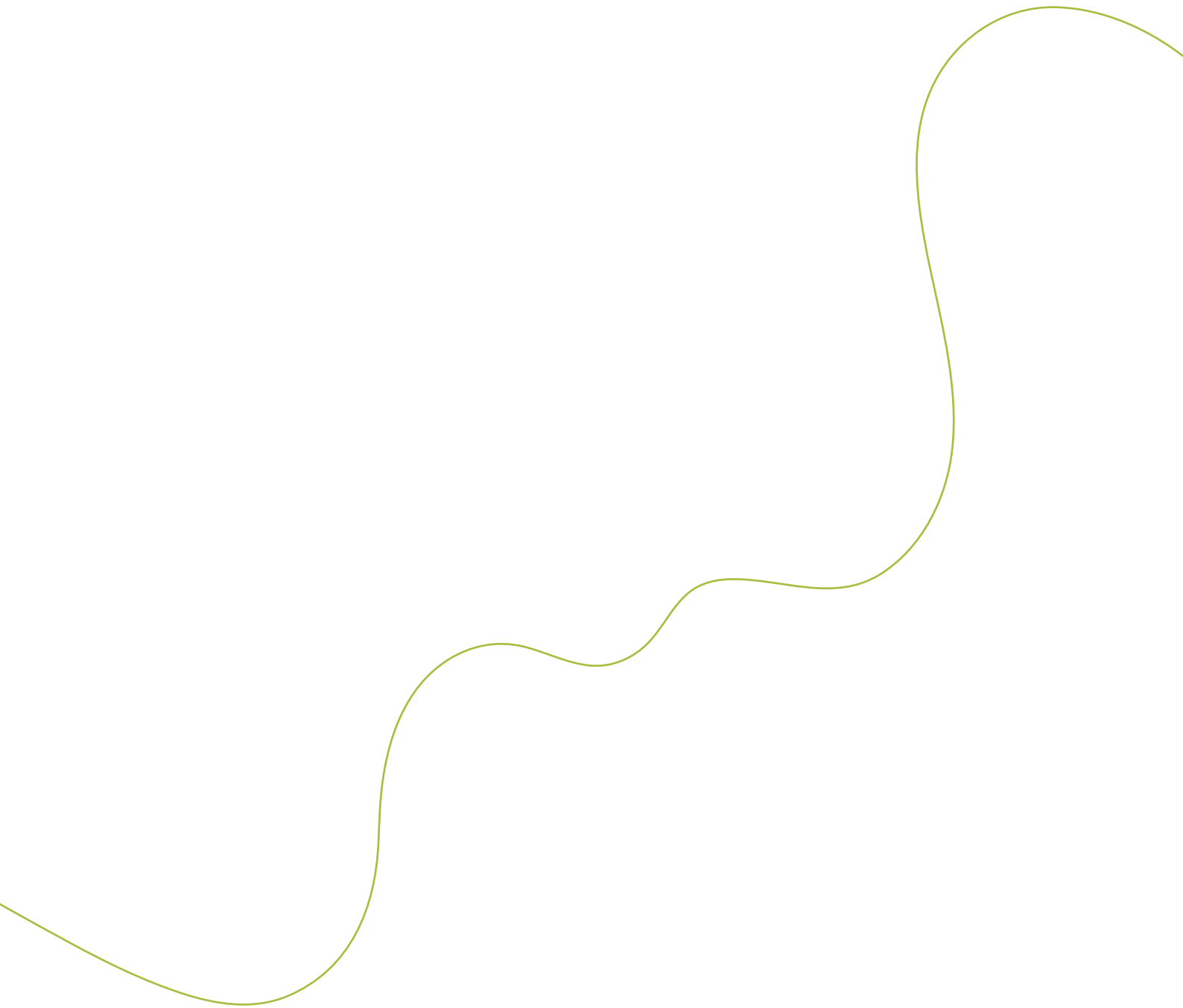
Community involvement hasn't stopped with the launch of this Strategy. Council will keep the community up-to-date on the rollout of innovative city projects via media releases and Council's website.

There will also be opportunities to provide input and feedback via the Tomorrow Together program.



[www.tomorrowtogetherlaunceston.com.au](http://www.tomorrowtogetherlaunceston.com.au)





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**LAUNCESTON**

