



#wethecity

**COLLABORATING TO COMPETE
IN THE DIGITAL ERA**



The Committee for
Sydney



ISSUES PAPER 2 | AUGUST 2013

#wethecity: collaborating to compete

Summary of key ideas to be crowdsourced

The inspirational case studies included within this document provide a range of ideas that could be implemented in Sydney. The following is a selection of these ideas to be reviewed by you.



IDEA 1

- Establish a Sydney Policy Unit
- Promote an Greater Sydney open data centre
- Co-ordinate and consolidate the various modelling tools for Sydney, and how they are populated



IDEA 2

- Develop a digital platform for engaging the whole of Sydney in decision- and plan-making
- Embrace new models of engagement with communities and key stakeholders



IDEA 3

- Appoint a Digital Champion for the whole of Sydney
- Develop a multi-faceted digital inclusion campaign



IDEA 4

- Support digital precincts and innovation districts (for example the UTS Creative Digital Innovation Precinct, and hubs around the University of Western Sydney)



IDEA 5

- Promotion of a network of wireless hotspots



IDEA 6

- Support the continued Development of a network of digital hubs or shared work spaces across Sydney



IDEA 7

- An international festival of big city thinking online and via video conferencing

For details on these and more ideas to be crowdsourced please refer to the last section of this paper.

@wethecity is not just about the Committee for Sydney's ideas, **it is about your ideas** about the future of Sydney and how we get there. Please use the website www.sydney.org.au to tell us what you think or to let others know what you are already doing.

Contents

A message from Lucy Hughes Turnbull, AO, Chair, Committee for Sydney	4
1. Introduction	7
2. Not by accident: innovative cities by design	12
Case Study 1: New York	13
Case Study 2: UK	16
Case Study 2: San Francisco	17
Case Study 4: Boston	18
Case Study 5: Busan, South Korea	19
Case Study 6: Amsterdam	20
Case Study 7: Melbourne	21
Case Study 8: Chattanooga	22
Case Study 9: Barcelona	23
Case Study 10: Portland	24
Case Study 11: Adelaide	25
Case Study 12: NSW	26
Case Study 13: UTS/South Sydney	28
Case Study 14: City of Sydney & Partners	29
Case Study 15: ParraConnect	31
Case Study 16: Sydneysiders doing it for themselves	32
3. Putting the urban innovation puzzle together	33
4. What should Sydney do?	40

#How to use this paper:

Links to more information are highlighted in orange throughout the paper. Get more out of the paper by downloading the live links version from our website: www.sydney.org.au

The purpose of this paper is to highlight opportunities for collaboration and the use of digital technology. We are keen to know your views on the ideas shared in this paper and what you or your organisation are already doing.

This is a work in progress and the beginning of the conversation. As such the website provides the opportunity for an online dialogue to share thinking and new ideas and collect best practice. The 'we' in *#wethecity* is all of us.

A message from Lucy Hughes Turnbull AO, Chair, Committee for Sydney



The Committee's Issues Papers: understanding Sydney and seeking to improve it

#wethecity: collaborating to compete in the digital era (#wethecity) is the second in a series of Issues Papers from the Committee for Sydney looking at different dimensions of Greater Sydney's performance, priorities, prospects and opportunities for renewal. The Sydney Issues Papers are designed to provoke better understanding of the challenges and opportunities for Australia's global city and to explore some appropriate responses and policies.

Issues Paper 1, *Sydney, Adding to the Dividend, Ending the Divide*, examined Sydney's leading economic role for Australia, the recent constraints on its performance and the evidence of its current momentum. It stressed the need to ensure that the new momentum is not short-term but leads to a long-term structural breakthrough in Sydney's performance. Vital to that will be policies and interventions that enable us *both* to support the existing competitive sectors and high

value areas of Sydney *and* to plan to create new ones over time, particularly in Western Sydney. We need to make Sydney work better for all its communities, maximising the potential of all parts of the city.

#wethecity complements Issues Paper 1 and supports the Committee's priorities of:

- improving the planning and governance of Greater Sydney
- promoting an informed and participatory civic dialogue about the future of our city
- promoting effective collaboration between the private, public and not for profit sectors: the very purpose of the Committee
- encouraging innovation in and for Sydney
- improving the city's performance and competitiveness, helping it to play its key economic role for the state and indeed the nation.



Australian cities play a crucial part in the nation's productivity and prosperity. Cities are not just where most Australians live. They are also where most Australians' wealth is still produced, notwithstanding the economic impact of the commodities boom. So, how cities are managed and grow matters to more than academics, urbanists or planners. It matters to all of us.

Cities play this crucial economic role because they embody and exploit two key forces in wealth creation throughout history: agglomeration and innovation. Managing cities well requires that the policies, structures and investment are in place so as to support the concentration and density of enterprises, labour markets, residential development – that mix of uses and accessibility – that support agglomeration in cities and which lie at the heart of innovation in the era of the knowledge economy.

The well managed city as a platform for innovation

In that economy, innovation is not associated with isolated industry or research incubators in business parks or exurban university campuses. It is not confined to specialists with unique ability or skills. It is rather promoted by the platform of connectivity, collaboration, learning and economic spill-over benefits afforded by successful cities and the range and quality of interactions they enable between enterprises and citizens, residents and employees consumers and producers and private and public sectors. Well managed urban environments with vibrant neighborhoods and precincts which attract talent to live, work and collaborate are now at the heart of effective innovation strategies: they are about the place, its people, the enterprise – and the interactions and collaborations between them.

Cities: collaborating to compete

In the current age, it is the cities whose governance, infrastructure and communications best enable such collaborations to flourish – and who harness most effectively the energy, talent and creativity of the people who live there now or who might be attracted there – that will be the most innovative, will secure the most investment and will attract the most talented.

Cities are collaborating to compete and the ones that collaborate most compete best.

The challenge to Sydney, in not having metropolitan scale governance on which to base metropolitan collaboration, cannot be over-stated. In a context in which Auckland, Brisbane and Singapore have metropolitan city governments while Sydney has almost 40 separate councils, such pan-city collaboration is both elusive and vital.

This is why the Committee for Sydney is a strong supporter of the program of local government amalgamations proposed by the Independent Local Government Review Panel. We see their recommendation of perhaps 15 strategically enhanced councils in Greater Sydney – and a pan-Sydney Mayors' Forum linking them – as a vital innovation in the way the city is managed. We also strongly endorse the key reforms of the NSW Planning White Paper which if implemented will greatly enhance the involvement of communities in co-designing the future of their areas and indeed Sydney and will lead to sub-regional infrastructure and planning structures of a big enough scale and capacity to manage the growth, strategic challenges and opportunities of a global city. Have a look at our [joint submission](#) on these issues.

We support these reforms not least because the sub regional models proposed will need to be supported by a new kind of partnership between communities, business and local, state and federal government to enable collaboration, sharing of ideas and innovation. They will also need to be founded on evidence-based planning, and open access to reliable data and evidence to allow real engagement with communities on the issues that matter.

This transformation while wholly welcome will be challenging. Full use must be made of the new tools for civic engagement, city management and innovation afforded by digital media. **#wethecity shows how the most innovative cities are combining their collaborative capacity and their networks - virtual and real - and what we need to learn from them.**

New digital tools and platforms are disrupting the practices of government and urban management everywhere, bringing new opportunities, risks and business model transformation in service design and delivery, for both the private and the public sectors.

The Committee worked with members to produce a significant submission on some of these matters in its contribution to the [NSW industry review of the digital economy](#).

Also of importance is the report by Committee for Sydney member, Deloitte, entitled [Digital disruption - Short fuse, big bang?](#) which coined the useful term 'digital disruption'.

The challenge for Sydney, the nation's ICT capital and digital economy hub, which #wethecity highlights and to which it seeks to be a response, is how to harness together smart technology and smart governance, a better partnership between the private and public sectors and a dramatically improved civic dialogue to best exploit to the full the capacities and skills of its current inhabitants - and the global talent it will through such initiatives attract - to help create better outcomes for Greater Sydney.

We need to increase Sydney's 'metropolitan IQ', its ability to manage its metropolitan challenges and opportunities and its capacity to enable its communities to engage in bringing innovation to bear on and finding solutions for Greater Sydney as a whole. The cities throughout the world that are doing best at the moment are those which are combining more familiar forms of metropolitan governance and collaborations across government and between sectors with a new approach to networking, community engagement and urban innovation on new digital platforms. #wethecity identifies best practice from global cities and from within our own city, to help promote the collaborations, networking and governance model we see as at the heart of the successful management of Greater Sydney and the enhanced well-being of all its communities in the digital era.

This agenda is not a marginal one for technology enthusiasts. It is central to all of us. And in a city currently without effective metropolitan scale governance or formal structures enabling Sydneysiders wherever they live to get involved in shaping Greater Sydney's future, any initiatives which enable a pan Sydney civic dialogue and the potential for communities which do not usually participate to take part in that dialogue, should be embraced.

1. Introduction



Promoting participation, 'urban intelligence' and productivity

The Committee has several objectives in exploring the nexus between innovation, collaboration and urbanism in this digital era:

Participation - to encourage the public sector across all tiers of government to use 'web 2.0' and open-source software to create an engaged community and a more collaborative culture. This will encourage citizens to interact with the public sector on service solutions and improved outcomes for their areas. The proposed reforms to the Planning system have enhanced community engagement at their core and 'web 2.0' approaches should be a key pillar of engagement.

Urban Intelligence - to ensure that whenever key urban infrastructure is installed or refurbished in Greater Sydney, that it is also fitted with data gathering and communicating sensors so that they become tools for understanding urban complexity by citizens

and users as much as city managers. Promoting this 'urban intelligence', data gathering/sharing and management forms another objective we strongly support. This means embracing the full productivity and creative potential of new combinations of data, people, process and the digitisation of things (objects and assets) in the "Internet of Everything".¹

Productivity & Governance - our main objective in this exploration of urban innovation reflects our core priorities as an organisation.² These are to promote the productivity of Sydney which remains a key engine of growth for Australia, and to enable Sydney to have effective governance to maximise its strategic opportunities and meet its strategic challenges. *#wethecity* has fundamental implications for both.

1 http://internetofeverything.cisco.com/sites/default/files/docs/en/ioe-value-index_Whitepaper.pdf
2 http://www.sydney.org.au/media/uploads/Priorities_2013_12.pdf

Sydney needs to combine fresh thinking and new strategies for innovation and investment with decidedly old-fashioned virtues around hard policy work and structural reform. This should be accompanied by the reform of business processes in government and other institutions to spark the productivity that fuels competitive success.

Increasing 'urban metabolism' in a networked environment: global best practice

#wethecity reviews best practice examples from cities or city regions where the drive towards increased competitiveness, productivity and what might be called a more responsive, more successful "urban metabolism" – that is, how fast and effectively we can turn the inputs at our disposal, including people, assets, finances, culture and history into a stronger economy and more sustainable and attractive communities – is being created out of a mix of new investment, urban innovation, policy reform and effective governance.

In a more open, connected and increasingly digital world, a city's metabolism is rapidly becoming a function of the way a city connects, communicates and collaborates. While the best cities and governments have always sought to invest in smart people and clever new businesses, upgrade infrastructure, look for better ways to regulate and govern and develop new business models for infrastructure investment and service design and delivery, **these have now all become essentially networked tasks.**

If you want to make a city work better, you have to understand how well it connects.

Smart new ways to collaborate in the digital era

Cities we showcase later rely on more effective and often creative ways to collaborate with people, communities and institutions: within cities, between communities, around the world. Again, while collaboration is always 'smart', the possibilities of collaboration and participation have increased exponentially – as has the capacity and desire of citizens to be actively involved.

With the advent of digital technologies and social media accessible anywhere and everywhere, #wethecity shows how some of the best city governments in the world are responding to 'government 2.0' and in the process making their cities not just more inclusive and connected but economically more vibrant.

Sydney: the new landscape of jobs

The challenges of enabling and responding to an increasingly networked Sydney are made more complex by **one economic fact** which characterises all global cities and **a governance deficit which afflicts few such cities as much as Sydney.**

In the new landscape of jobs in a knowledge economy, financial and professional services increasingly predominate and agglomerate. The 2012 *State of the Cities* report drew attention to this city-shaping phenomenon which has had a dramatic impact in a comparatively short period of time on both the structure of employment in Sydney and its location³. In the last twenty years, the proportion of the Greater Sydney workforce employed in manufacturing, with its dispersed locations, has halved to below 10% while the proportion involved in financial and professional services, with their concentration in central business districts (CBDs), has doubled to over 25%.

3 <http://www.infrastructure.gov.au/infrastructure/mcu/soac/index.aspx>

This new geography of jobs – which we explored in the first **Sydney Issues Paper** – has been produced in great part by high tech companies operating within a global economy, attracted by the city ecosystem they require to be most productive. Despite the decentralising capacity of digital technologies, in practice the most technically enabled enterprises have been agglomerating in certain cities and in certain locations in those cities.

Economic concentration in Sydney: managing the consequences

Sydney has become Australia's financial, professional and increasingly digital/media services hub. The advantages of clustering for knowledge based companies, including geographical proximity to clients, services, collaborators and talent, outweigh the higher costs of locating in Sydney. Sydney is already home to an agglomeration of key growth sectors, financial, professional, ICT and media services which results in Sydney leading Australian cities and the nation in terms of labour productivity. Sydney is home to 43 per cent of the nation's financial and insurance sectors already. Not only are these sectors locating in Sydney but they have also clustered within certain 'quarters' largely close to the CBD and central Sydney with the emergence of Barangaroo and the 'digital hub' around UTS in Haymarket being the latest examples of this phenomenon.

This new economic landscape clearly raises difficult policy issues around housing and transport, for example. **How does the city and its surrounding region offer affordable and appropriate housing to people and then create the transport access and indeed the new digital infrastructure that allows them to get to work easily, efficiently and sustainably?** And what of spatial inequalities within Greater Sydney – as top jobs continue to cluster in central Sydney while manufacturing declines in Western Sydney?

Sydney's capacity to solve the new equation of sustainable and equitable prosperity that combines innovation, productivity and emerging models of digital connectedness, will increasingly determine the extent to which it can offer people across Sydney the jobs and social and cultural amenities they seek.

And given Sydney's importance to some of Australia's most forward-looking sectors (especially as the nation's resources boom moderates), managing the city's growth well is not just a matter for Sydneysiders – it is of national significance. This returns us to a specific challenge for Sydney: the metropolitan governance deficit.

The governance challenge

Many of the best examples of urban innovation in *#wethecity* come from cities that have metropolitan scale government or effective collaborations between tiers of government to maximise the potential of their cities. In the Committee's view an absence of such metropolitan leadership and governance continues to hold Sydney back from delivering growth with an impact on our productivity. *Issues Paper 1* estimates that by not delivering growth in jobs and housing to the same extent as in the 1990s Sydney has lost a potential \$43 billion in GDP since it hosted the Olympic Games in 2000.

The best cities use the new digital platforms to engage citizens and business in developing the vision for their cities and the solutions to their challenges so that governance and urban innovation is as much bottom up as top down. **Smart cities are not smart just because of technology – they have smart governance and empowered communities sharing knowledge and intelligence about their city.** The Committee welcomes the new NSW planning reforms and the prospect of local council amalgamation in Sydney to renew the basis of community engagement and to enable metropolitan scale challenges to be met and opportunities to be exploited. At the

heart of those challenges and opportunities is the management of Sydney's growth and the achievement of a better balance between jobs and homes across Greater Sydney.

The role of technology

Cities can no longer expect to advance their agendas for growth, inclusion and sustainability without technology. While technology in its broadest sense has always been part of the engine of growth and innovation for successful cities, in the modern global city and in the knowledge economy driving its development, technology and urban management have become fused. In fact, so woven together in the fabric of our cities and our experience of them, that technology should not be seen as separate from urban living but integral to it. As one urban thinker puts it, the focus must now be on the way citizens and communities create culture, successful urban living and opportunity with and through technology:

“technology is culture; it is not something separate... we cannot choose to have it or not. It just is, like air”.⁴

Technology can also help to make more varied voices heard, to collect and analyse “big data” for better decisions, and to make systems of governance and representation more transparent and accountable. Though we have become used to the idea that digital platforms are transforming commerce and the engagement with customers and how we shop, bank, travel and entertain ourselves, we need to grasp that our civic lives are also being transformed. New modes of connectedness have amplified and accelerated ways to find information, connect to each other, organise, debate and argue. This transformation is liberating and perplexing, leading for some to an unsettling sense that the world has become faster, more complex and harder to understand or control.

Yet the technologies of communication and collaboration are part of the solution. The same tools and technologies that make life faster, more densely connected and apparently more complex also help us to cope with this faster, more densely connected and complex world.



Urbanising - and humanising - technology

The point is to neither downplay nor demonise the impact of technology but to “urbanise” its impact, making sure that its power and potential intersects with the essential humanity of cities and their communities. **“The real power of technology is unleashed only if it fits the contours of the way people and cities actually work, rather than simply providing “dumb” infrastructure. The point is that users bring their own logics to these technologies. In the case of a city with its vast diversities of people and what makes them tick, the outcome can be quite different from what the designers expected.”**⁵

4 <http://www.cityofsound.com/blog/2013/02/on-the-smart-city-a-call-for-smart-citizens-instead.html>

5 <http://videos.liftconference.com/video/2895375/saskia-sassen-the-future-of>

The same point is made slightly differently in the plea for a shift in the debate from “smart cities” to “smart citizens”. This requires a reorientation away from infrastructure, buildings, vehicles and service systems, all of which are important of course, and towards people. After all:

“...the city is its people. We don't make cities in order to make buildings and infrastructure. We make cities in order to come together, to create wealth, culture, and more people. As social animals, we create the city to be with other people, to work, live and play. Buildings, vehicles and infrastructure are mere enablers, not drivers. They are a side-effect, a by-product, of people and culture. Of choosing the city.”⁶

Technology is important to the extent it can enable or accelerate the speed and impact of knowledge and ideas flowing easily across new and spreading networks of people and institutions. And to make that work, what matters is culture, practice and governance, not just technology.

A new game: connect and collaborate

Sydney's biggest challenge in the face of these trends is the lack of institutional ‘architecture’ necessary to conceive, design and then deliver a coherent, city-wide response to the new and urgent challenges of city growth, planning and competitiveness. With almost 40 separate Councils in the mix and a big role for the State Government, it's hard to pin down exactly whose job it is to pick up and run with some of the reform initiatives that are necessary to improve Greater Sydney's economic, social and environmental performance. **Sydney lacks a culture and the associated structures and habits of metropolitan governance. It turns out that this gap is one of the major challenges for Sydney's role as a city of and for innovation.**

6 <http://www.cityofsound.com/blog/2013/02/on-the-smart-city-a-call-for-smart-citizens-instead.html>

The gap must be filled. The Planning White Paper recently released by the NSW Government is a significant step in the right direction towards ‘big city’ governance with its proposals for sub-regional strategic planning boards linking a number of local councils. An enhanced community engagement over the development of strategic planning is at the heart of the proposed reforms. This is welcome and is consistent with the open and networked model of governance and collaboration that is itself increasingly at the heart of effective innovation.

The proposals supported by new digital media and the kinds of structural reforms envisaged by the Sansom Review of local government, will help fill some of the metropolitan governance gap in Sydney, by enabling a pan-Sydney civic dialogue about the future of our whole city.

In the next section, *#wethecity* explores how some cities are leading the way in this new world, and are re-designing how they operate and promote civic dialogues in order to engage and connect their communities and enterprises in new forms of common purpose for shared outcomes.



2 Not by accident: innovative cities by design



Innovation is often happy accident, but it is rarely by chance.

What the stories we've looked at from around the world tell us about cities that are pushing the boundaries of what they can do, as a city, to grow a capacity for innovation, is that results come from a mixture of design, energy and investment. Of course luck plays its part and surprise remains an inevitable part of the mix.

But the **leading cities** are working hard, if you like, to have the happy accidents that lead to new solutions, new business models and better ways to deliver services or attract new investment and jobs. **They invest in the art and practice of what we could describe as "systematic serendipity".**

They also consciously link and collaborate with initiatives in specific public services, departments and tiers of government and bring public private and not for profit and community sectors together across the geography of their metropolitan areas. We need

to find ways of doing the same so that some great digital, open data and engagement initiatives which are underway in parts of Sydney, in certain NSW departments (such as **Bureau of Transport Statistics**) and in certain councils, are taken out of their silos, shared, and 'go metropolitan'.

In this chapter we identify Case Studies from global cities which show the kinds of urban innovation and best-practice at the interface between technology, community engagement, business development, and city management of the kind we wish to encourage in Sydney. While all such cities are unique, they share a key feature - they are seldom successful by accident. They are innovative cities by design and our own path to better city management, innovation and collaboration can be guided by reflection on these urban initiatives.



Case Study 1: New York City



Chief Digital Officer - a digital matchmaker for the city and its public

In 2011 New York City appointed a single Chief Digital Officer, Rachel Haot, 27 years old at the time. (The second city in the world to follow suit was Brisbane). A goal of the position is to increase transparency and improve communication with citizens, businesses and city officials.

Mayor Bloomberg also tasked Haot with developing a *Road Map for the Digital City*, a plan to make New York “the premiere Digital City”. The ‘road map’ report emerged from a 90-day review looking at how New York City should enhance its use of digital media and its standing as a digital city⁷. The report outlined an ambitious plan to open up vast reserves of data, improve wireless internet accessibility and expand the city’s mobile-application offerings.

One of the key successes of implementing the road map to date has been to reinvent how the city engages with its residents, primarily through social media like Facebook, Tumblr and Twitter and to provide a platform to showcase the work of city agencies.

The aim is to persuade colleagues in government to embrace, not fear, digital outlets, a task that can be delicate in an age of Twitter scandals. When Haot proposed hosting a “hackathon,” a meeting of programmers, to solicit ideas for redesigning the

city’s Web site, she recalled, she had to explain to colleagues that it would not pose a security threat (**New York Times**, July 2011). Haot has said ‘it helps that the city government is led by a technophile who reads speeches on an iPad, regularly uses Google Maps and has developed an affinity for trying to stump the song-identifying mobile application Shazam’.

Mayor Bloomberg has also led a series of initiatives to boost New York’s digital innovation profile in media, education and science and technology. The city has seen a spurt of growth in start-ups, with the city now surpassing Boston as the fastest growing “tech hub” in America.

The outcome reflects a deliberate attempt to harness the combined impact of the Internet and new mobile technologies to create new businesses

7 http://www.nyc.gov/html/mome/nycodc/team_about Rachel.html



and jobs, and position New York for successive waves of technology growth.

Achievements are summarised [here](#) and include:

- The passing of legislation to support the open data process.
- **NYC Open Data** website, where nearly 900 data sets are now available to developers and data scientists enabling real-time integration with apps and up-to-the-minute analysis. The repository contains a variety of datasets, including restaurant inspection ratings, school test scores, subway entrances, Wi-Fi hotspots, birth rates and energy consumption.
- Introduction of **visualisation tools** to make data more accessible.
- **15 Hackathons** to address urban issues - equivalent to 5,000 hours of personal time dedicated to solving urban problems.
- **NYC BigApps** - competitions linked to the availability of open data that aim to drive the development of apps to support innovation. For example in the “Reinvent Green” competition to develop an app that helps make New York ‘greener’, a US\$250 prize winner in the transportation category was an app that allows people to find other people who commute along the same path and start riding with them every morning and evening, basically like car pooling for bikes.

Meet Rachel and hear about her role:

New York City's Chief Digital Officer Rachel Haot On Bringing Innovation Into Government [TCTV]



Tuesday, March 12th, 2013

0 Comments



If you are not convinced yet click below. Perhaps we need a ‘New York state of mind’.



New York City and CUSP

The role and availability of information increasingly determines how well cities are managed and how innovative and productive their citizens are. Poor information flows can be discerned as the source of urban conflict, inefficiency and bad governance.

New technologies deployed in cities generate immense repositories of data that can be assembled to provide completely new insights into the complicated operation and interactions that characterise cities. These technologies can enrich conventional data collection and analysis, such as from the census, records normally collected by public administrative agencies or from remote meteorological sensing.

Recognising the transformative potential of this information, the New York City government established CUSP (Centre for Urban Science and Progress): a research partnership with academia, industry, federal agencies and local departments that have the city of New York as their focus. In addition to conducting research, the centre intends to become a world leader in developing new tools and solutions to urban problems centred on the emerging and rapidly growing field of "Urban Informatics". The CUSP annual budget will grow to some \$70 million, drawn from the resources of its partners; it will employ senior researchers; and it will also teach.

CUSP intends to:

- Acquire, organise and integrate existing data sets;
- Develop new ways to 'look' at the city into an 'urban observatory';
- Develop predictive tools from modelling and simulation techniques;
- Explore new citizen participation methods of data acquisition and city management and how this data should or should not be used by government;

- Trial 'full instrumentation' – detailed monitoring of a part of the city;
- Explore how social and behavioral sciences can be enriched by CUSP;
- Disseminate its research – technology transfer, including commercialisation;
- Contribute meaningfully to city management and policy formation.

Initial CUSP projects include:

- Studying city noise;
- Developing a better understanding of building efficiency;
- Understanding the dynamics of particulate pollution from oil heating;
- Tracking public health in new ways;
- Improving the efficiency of resource allocation by the city; and
- In combination developing a more integrated view of urban systems.

The Committee for Sydney has arranged a video link up with CUSP to launch this Issues Paper to discuss their program and will continue to exchange best practice.





Case Study 2: UK



Digital Inclusion Champion

In 2009, Martha Lane Fox was appointed the UK Government's Digital Inclusion Champion to head a two-year campaign to make the British public more computer literate. "I don't think you can be a proper citizen of our society in the future if you are not engaged online" she has argued ([BBC News Magazine, 2009](#)).

In 2010 her government role was expanded when it was announced that she would set up a new Digital Public Services Unit within the Cabinet Office and advise on how online public services delivery can help to provide better, and more efficient services as well as getting more people online. She was invited to sit on the Cabinet Office's Efficiency and Reform Board.

Lane Fox produced a "Manifesto for a Networked Nation" – a challenge for people and organisations in every sector and every corner of the country to work together to inspire, encourage and support as many new people as possible to get online by the end of the Olympic year. The Race Online 2012 campaign had over 1000 partners pledging to reach almost 2 million adults and encourage them to get online before the Olympics.

This campaign was successful enough to inspire a new organisation "[Go ON UK](#)" which has a broader remit than Race Online 2012, focussing not just on getting people online, but on ensuring every individual, organisation and community can enjoy

the benefits of the internet. It involves a partnership between the BBC (the national broadcaster), a bank, a utility company, a telecoms provider, a community retail network, a charity and a funder with a vision to make the UK one of the world's most digitally capable nations.

The new organisation points to the fact that 16 million people in the UK aged 15 and over still don't have [Basic Online Skills](#) – yet 90% of all jobs will require ICT skills by 2015.

Just 33% of small to medium-sized companies have a digital presence and only 14% sell their products online. But the more digitally enabled a company is, the faster it tends to grow.

For a short video about this, follow this [link](#)

Click [here](#) for an interactive online review of the Digital Champion role.





Case Study 3: San Francisco



A civic accelerator driving innovation back into the city's governing processes and systems

San Francisco has established something it calls the “civic accelerator” which, led by Chief Innovation Officer Jay Nath, engages the city’s pool of technology entrepreneurs and start-ups to drive innovation back into the city’s governing processes and systems.⁸

EngageSF is an attempt to lower the barriers of entry to better working together and creates new channels of participation and tries out new incentives to exchange. And another venture, **ImproveSF**, is a “local social network of perfectly pitched challenge questions to inspire citizen solutions” according to one recent review.

When San Francisco officials needed new ways to inspire healthy eating in a struggling neighborhood, they didn’t throw money at an outside consultant. They threw a pot-luck party for ideas on ImproveSF and asked residents for solutions.

The site was launched as a “virtual town hall meeting with a twist” – instead of limiting residents to only

voicing opinions on garbage collection, road repair, property taxes, or other typical city business, the site asks participants to help solve broader “challenge questions” through discussion and crowd-source solutions. The best ideas are ultimately refined and voted upon by a panel of city officials, community leaders, and relevant industry experts to get put into action.⁹



8 <http://www.urenio.org/2012/08/10/startups-are-revamping-government-in-san-francisco/#more-8077>

9 <http://www.fastcompany.com/3000904/improvesf-invites-crowd-over-feast-healthy-ideas>



Case Study 4: Boston



'Urban Mechanics' - improved urban governance

In Boston, Mayor Tom Menino has created the Mayor's Office for New Urban Mechanics (MONUM) as an innovation platform for improved urban governance and better services.

The program is designed to build partnerships between constituents, academics, entrepreneurs, not for profits and city staff to design, conduct and evaluate pilot projects in the following areas:

Participatory Urbanism: New technology - from smart phones to GPS - and a resurgent spirit of civic engagement have created increased opportunities for closer connection and communication between City government and its citizens. Partnering frequently with the Mayor's Constituent Service Office, MONUM is piloting projects that leverage this new technology and civic spirit to deliver services that are more personal and citizen-driven.

Clicks & Bricks: From green building standards to smart sensor networks, there is a revolution on how cities are designed & built. This new focus on technology infrastructure and sustainable design links how a city is built with how it is managed and experienced. Much of this work pairs the interests and talents of both designers and technologists outside of City Hall with leaders and staff from the City's Public Works and Transportation departments.

Education: The City's education strategy is to surround youth from dawn to dusk and from birth through college with high quality and integrated educational opportunities. In collaboration with the City's schools, community centres and libraries, MONUM is exploring the use of new tools & technology to facilitate communication between educators, students and parents and to deploy new programs that could improve offerings both inside and outside schools.

The Office ran a 100-day, \$10,000 experiment with partners inside and outside the city to create innovation proofs-of-concept. In an approach which is being described as "participatory urbanism" in which "we're all urban mechanics", MONUM is shaping up as the city's R&D facility, creating some safe and separate space and resourcing for innovation and invention and linking it to practical problems the city is trying to solve. ¹⁰

10 <http://www.newurbanmechanics.org/boston>



Case Study 5: Busan, South Korea



Open data to create a city 'App Store'

In Busan, South Korea's second-largest city, a city-wide strategy is being rolled out to build the "city as a platform".

Busan is a busy city of approximately 3.6 million residents located on the south eastern tip of the Korean peninsula. The city is also home to the country's largest container-handling port (fifth largest in the world), thanks to its accessibility from the Pacific Ocean, deep harbour and gentle tides.

The city-wide strategy puts broadband and open data at the service of a growing range of application developers and entrepreneurs who are gradually creating a city 'App Store' of services for citizens and businesses. Operating like Apple's App Store, the Busan Mobile Application Development Centre (BMAC) allows developers to make use of public data provided by the government to develop applications that will "appeal to the general public and help improve the quality of life". The BMAC is the first phase of the city's green ubiquitous city (**u-City**) blueprint and the Busan Metropolitan City Government expects this project to create an ecosystem for developers, thus increasing job opportunities within such a 'knowledge industry'.

Phase 2 of the blueprint is rolling out software-as-a-service cloud services that will include billing automation, content management, and document management. Phase 3, planned for 2014, will see all these cloud services fully rolled out to all Busan citizens.

The aim is to transform the way of life for Busan citizens, improve city management, and generate new economic growth in a sustainable environment (for more, [click here](#)).

In 2012 Busan won the 'Areté Award' for city development, at the 'Torino Smart Festival', held in Turin, Italy. Busan Metropolitan City Government received the award for its outstanding city innovation work, in grafting ubiquitous technology onto established businesses in eight different sectors, including ports, tourism and crime prevention. Busan plans to keep moving this project forward by introducing ubiquitous systems to the city's administrative process, to improve work efficiency and quality of service.



Case Study 6: Amsterdam



Smart work centres and technology infused services

In Amsterdam, what started out as a small experiment in “**smart work**” centres, that provide attractive and accessible ‘third space’ work spaces across the suburbs of the city has turned into a global movement inspired by the opportunities to provide new ways of working to save money, lower carbon pollution and support networked-enabled innovation through collaboration. The smart work centres provide a state-of-the-art working environment for individuals and groups, in which workspaces are combined with a range of on-site facilities such as childcare and meeting rooms. They promote flexible working and productivity, thereby reducing travel costs and CO² emissions.

Smart or flexible working reflects and reinforces a shift in the nature of work and organisation fuelled and enabled by many of the same forces of digital disruption impacting the work and institutions of city governance.

Amsterdam started with about 7 centres as a pilot investment in a program that has now grown to about 120 across the city, and sparked rapid take-up in countries such as South Korea, France and Australia among others.

Also in Amsterdam, “Climate Street” showcases technology-infused services, like rubbish collection by electric trucks, city bus stops, billboards and lights powered by solar energy and widespread roof insulation to dramatically reduce energy consumption. Also Cisco and Phillips are collaborating with other partners to pioneer Internet Protocol (IP)-enabled lighting infrastructure which brings the convergence of broadband, energy and new lighting assets into a single end point which can also provision public services on a new consumption basis (“public services as a service” if you like) including sustainable dynamic lighting, security, public information and electric vehicle charging.





Case Study 7: Melbourne



Melbourne used a **wiki platform** to seek wider inputs to its “Future Melbourne” planning exercise and broke new ground in the clever use of simple but effective tools to open up the deliberative process and, at the same time, help to make sense of the contributions.

ComConnect brought together City of Melbourne staff and Councillors, community leaders, thinkers, designers, technologists, researchers, urbanists and decision-makers over a weekend in 2012 to explore Melbourne’s digital future. It was the first ‘**unconference**’ or ‘participant-led’ event hosted by an Australian city council and focused on the simple, but demanding question – “how can Melbourne thrive in the digital future?”. It involved over 200 people, over 45 participant-led sessions and, by all accounts, had a profound effect on City of Melbourne staff who attended. They are now more aware than ever of the community’s willingness to pitch in and co-create solutions to urban challenges and opportunities.

One of the outcomes of the engagement has been the City of Melbourne’s 24-hour **pedestrian monitoring system (24PM)** that measures pedestrian activity in the central city and Docklands precincts each day. The system, which comprises 18 sensors, counts pedestrian movements to give the City of Melbourne a better understanding of how people use these precincts so as to manage the way they function and plan for future needs. The online visualisation tool is an interactive map of

these sensor locations, which enables users to see pedestrian counts on particular dates and times to compare data.

Traditionally this data was released on a ‘per request’ basis to retailers and property consultants until the City Research team made it openly available. The data visualisation was developed in partnership with OOM Creative, a leading Melbourne data visualisation studio.

Another initiative is the CityLab which, while very much a work in progress, is an attempt by the City of Melbourne to create a more sustained collaborative and responsive way of working with the community to develop solutions to urban challenges and opportunities. The approach is based on a lean start-up ‘learning by doing’ methodology.

Although the Lab concept is still in early testing, it is anticipated that the platform will include:

- An online space in which the community and City of Melbourne staff can share opportunities and challenges arising from the rapid pace of technological change and the disruptive influence it’s having on public policy and decision making processes
- A physical ‘Lab’ space within City of Melbourne premises that will create the physical and technological conditions to allow Council staff, the public and other cities and councils to more easily work together to co-create solutions



- Opportunities to 'field test' solutions on and in the city itself.

Case Study 8: Chattanooga



Investment in broadband - innovative city management

In Chattanooga, Tennessee, investment in gigabit broadband is sparking all sorts of unexpected innovations in the way the city manages its traffic and congestion and improves dramatically its energy management.

A recent review of the emerging results in Chattanooga noted the almost accidental nature of the innovation outcomes:

“This suggests that the true benefits of municipal high-speed networks are not the consumer-friendly baubles such as high-speed video downloads, HDTV and the like, but the vast range of possibilities they open. Over the fibre network is a wireless mesh that allows government, so often wary of innovation, to try new approaches. Police in Chattanooga have vastly expanded their communications and mobile data analysis. Traffic lights will soon be able to respond in real time to changing traffic patterns. Rubbish can be collected more efficiently. EPB (Electric Power Board) can avoid, or minimise, power cuts during storms, and can charge its customers more accurately and transparently. This sort of network can improve a city’s operations while broadening its tax base.” ¹¹

11 <http://www.innovationamerica.us/index.php/innovation-daily/23562-the-connection-between-creativity-and->

[entrepreneurship-jobs-a-economy-the-atlantic-cities?utm_source=innovation-weekly&utm_medium=gazetty&utm_campaign=08-19-2012](http://www.innovationamerica.us/index.php/innovation-daily/23562-the-connection-between-creativity-and-entrepreneurship-jobs-a-economy-the-atlantic-cities?utm_source=innovation-weekly&utm_medium=gazetty&utm_campaign=08-19-2012)



Case Study 9: Barcelona



An urban regeneration knowledge and innovation precinct

Barcelona 22@ is one of the world's leading projects in urban regeneration and the creative knowledge economy. Its creation has been part of a deliberate and city-wide strategy to invest in the city, and the region's capabilities for innovation and unlocking investment and jobs from new digital economy investments. Its aim is to convert Poblenou into "the city's technological and innovation district, as well as to increase leisure and residential spaces".¹²

An estimated 4,500 new companies have moved to the district since 2000, an average of 545 per year and nearly half are start-ups. The remainder have moved from other locations. Over a quarter of companies in 22@ are knowledge-intensive and three out of ten companies created after 2000 are knowledge or technology-intensive.

The estimated number of workers in the district is 90,000 (not counting freelance workers), 62.5% more than in 2000 for a total increase of 56,200 workers. Additionally, the global business turnover totals some €8,900 million per year. A paper co-authored by 22@ CEO Josep Miquel Pique came to this powerful conclusion about the sustained impact of an initiative like 22@, which stresses that success comes not just from the clustering of knowledge economy enterprises but also from a focus on place-management and governance.

"The cities and regions that try to win position through their competitiveness by means of the attraction and development of concentrations of creative and knowledge activities, as Barcelona has done, benefit from the creation and promotion of clusters. These concentrations cannot survive, however, without including aspects related to their path dependence and becoming rooted to the territory and to the actors and institutions that characterise it."

Barcelona 22@ also points the way towards what the Brookings Institute has described as 'innovation districts' in which innovation is not being created in ex-urban business or university incubators but in higher density mixed use districts in which key human capital live, work and play, benefiting from the agglomeration and spill-over effects which are at the core of the modern knowledge economy. Good precinct planning and enterprise development come together with technology infrastructure in such districts. "The 22@ is an international exemplar of embedded governance for developing innovation and creativity."¹³

¹² <http://en.wikipedia.org/wiki/22@>

¹³ Urban regeneration and the creative knowledge economy: The case of 22@ in Barcelona by Montserrat Pareja-Eastaway and Josep Miquel Pique, *Journal of Urban Regeneration and Renewal*, Vol 4.4, January 2011



Case Study 10: Portland



Planning to support the unleashing of the 21st Century economy

Portland, Oregon has confronted a familiar challenge to take city planning beyond plotting spots on a map where new bikeways will run, or where new business districts will pop up. The approach ensures that the planning process engages the human challenges people face and develops priorities that are shared by the communities as well as across government.

The new city plan reflects more than two years of research, 300 public events, and 20,000 comments from residents, academics, youth, workers, businesses, and not-for-profits. Mayor Sarn Adams claims it's not just a plan for city government. More than 20 local and state agencies that spend an estimated \$8 billion annually inside the boundaries of Portland shaped the plan's direction and its actions. And by sharing the responsibility, they also share the savings and efficiencies that flow from the plan.¹⁴

The same instinct for openness and engagement lies behind what Oregon itself has done to “unleash the 21st Century economy”, relying not so much on big money as on what Governor John Kitzhaber describes as “big flexibility.”

Essentially the new approach decentres the investment and planning process to pick up on, and give support to, locally-driven priorities including the ability to crowd-fund at least some measure of the necessary resources increasingly unlikely to flow from a financially-strapped federal government. One initiative is an “app” for grant-seekers which incorporates a community investment “dashboard” system that will allow community leaders to set their own priorities.¹⁵

14 www.ssireview.org/blog/entry/a_fresh_take_on_building_prosperous_cities?utm_source=Enews12_05_10&utm_medium=email&utm_content=1&utm_campaign=adams

15 <http://www.governing.com/gov-institute/col-oregon-leveraging-federal-flexibility-states-solutions.html>



Case Study 11: Adelaide



Start with what you love

Adelaide City Council engaged the people of Adelaide three times in planning for the city through the Picture Adelaide project. Stage 1 asked citizens what they loved about the city and for ideas about improving it. Stage 2 used those ideas as inspiration to propose possible futures for the city. In Stage 3 the feedback was used to present the draft big plans and budget for the city. The response was “immense”.¹⁶

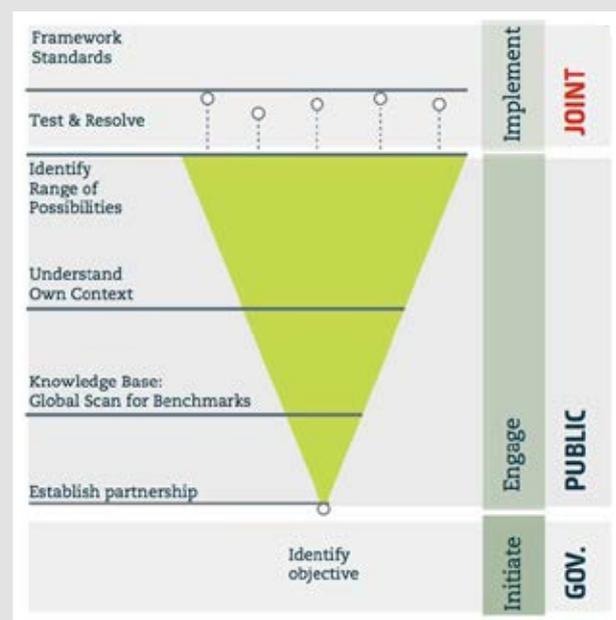
Still in Adelaide, former Integrated Design Commissioner Tim Horton, in a recent exchange about the city’s approach to innovation for the inner city development and other city projects, noted that:

“Adelaide’s secret ingredient is a collaborative approach – 8 local inner metro councils, the state government and the Australian government all pulling in the same direction.

But beyond government too; 74 community organizations and peak professional bodies have been part of the process from the beginning. More than 800 experts in childhood development, urban ecology, sociology, architecture and planning, landscape architecture, developers, demography and sustainable technologies. Leaders from business, government and the emerging entrepreneur class. This isn’t easy, but it’s important.”¹⁷

Horton drew the conclusion that for Adelaide as for most Australian cities, our past has taught us to separate functions, sectors and communities of interest. **“Our policies, procedures and prejudices drive us to decisions made in isolation. Now we need to learn to integrate functions, sectors and communities in shared interest.”**

Early integration and engagement - the Adelaide way of doing things inverts the usual approach.



¹⁶ <http://pictureadelaide.com.au/>

¹⁷ From private email exchange with Tim Horton



Case Study 12: NSW



State Government - on the innovation path

The NSW Government has been active too in the development of new social media tools for service improvement and citizen engagement. Hackathons and other competition platforms have been used in transport and health, for example, with successful and rapid development of new applications, using public data and technology ingenuity, that can be easily accessed and widely used. As well as health and transport, apps are now available in other areas like tourism, emergency and disaster response, jobs and employment and education. A full list of social media tools, including the proliferating portfolio of apps for citizens is available [here](#)¹⁸.

The *NSW Government ICT Strategy* outlines the strategic direction for achieving the primary outcome of better value public services through efficient investment in information and communications technology.¹⁹

The ICT Strategy is changing the way government manages technology to be more open, connected and innovative.

Whilst most departments are innovating in terms of engagement and open data there is a need for greater integration across departments and between tiers of government with a focus on the Sydney metropolitan area to facilitate the fullest

dialogue about the 'big city' by an enabled community.

A metropolitan focus will become increasingly important with the evolution of Sydney's subregions and the need to coordinate planning, data, delivery of investment and measuring progress across Metropolitan Sydney.

We commend appointment of new specialists to government departments including Planning and Infrastructure and TfNSW to champion the delivery of the required culture change.

Innovate NSW connects Small to Medium sized Enterprises (SMEs), researchers, major corporations and end users to collaborate, and develop globally competitive innovations in key sectors of the NSW economy. It focuses on rapid development of solutions that use 'enabling technologies'. The program includes Business advisory services, online capability building resources and funding programs such as:

- **TechVouchers** - assisting SMEs to partner and collaborate with research organisations
- **Collaborative Solutions** - supporting consortia to develop innovative solutions using enabling technologies to address high growth opportunities in key market sectors
- **Australian Innovation Showcase** - identifying innovative, market ready Australian technologies

¹⁸ <http://www.nsw.gov.au/social>

¹⁹ <http://www.services.nsw.gov.au/ict/>

with global market potential, and providing support through seminars, networking and showcasing to local and international markets.²⁰

The State Government has also recently launched a *Strategy for Creative Industries*, with the aim of putting Sydney into the top ten most creative cities in the world by supporting areas such as the visual and performing arts, fashion, design, film and publishing.²¹

Picking up on the work of people like Richard Florida about the impact on cities of creativity and culture, the strategy is part of a larger ambition to fuel Sydney's economic growth and appeal for investment and jobs.²²

More broadly, the recently launched draft *Metropolitan Strategy for Sydney 2031* sets out a number of ambitions for the city from the perspective of individual citizens – “a home I can afford, better transport connections, more jobs closer to where I live, shorter commutes and good local schools, shops and hospitals”.²³

From the perspective of this paper, the question arises about how the new assets and culture of the digital economy can respond to these kinds of aspirations that people have for their families and communities across Sydney.

There is considerable scope for a more explicit and central engagement in the overall metro Strategy with the implications for Sydney's growth and development of the digital economy. One specific area, for example, that the Strategy does not appear to pick up on is the rising interest in “smart work” centres that provide “third space” opportunities for people to work between their homes and their office (assuming they have an office in the first place, of

course). There is an opportunity for Sydney, within the context of the overall Metropolitan Strategy, to pick up on this concept more energetically, learning from the experience of places like Amsterdam, Seoul and London for example to create Sydney as what Microsoft recently described as an “anywhere working” city.²⁴

Not only would the rapid spread of a “smart work” culture of flexible working itself represent a major innovation in its own right, it would also feed into new patterns of connection and collaboration from which innovation can often be sparked and grown. There are some good examples already starting to flourish in Sydney, including sites like Fishburners in Ultimo and the Hub movement, which is opening in Sydney in May this year from its existing base in Melbourne.²⁵



20 <http://www.business.nsw.gov.au/doing-business-in-nsw/innovate-nsw>

21 <http://www.business.nsw.gov.au/doing-business-in-nsw/industry-action-plans/creative-industries>

22 <http://www.smh.com.au/entertainment/about-town/creative-arts-used-to-boost-states-economy-20130310-2fu3s.html#ixzz2OnL7HOuz>

23 <http://strategies.planning.nsw.gov.au/MetropolitanStrategyforSydney.aspx>

24 <http://georgemacianas.com/wp-content/uploads/2012/06/MS-SmartCities-FINAL-2.pdf>

25 <http://hubmelbourne.com/hubsydney>



Case Study 13: UTS/South Sydney



Creative Digital Innovation Precinct

The Committee for Sydney, Cisco and other CFS members are also strongly supporting the UTS/ Commonwealth Bank proposal to host a Creative Digital Innovation Precinct.

In their overview prospectus, UTS noted:

“Australia’s creative and digital industries are among the fastest growing sectors of our national economy. There is a mounting awareness of the tight interconnection of the creative industries with software and information and communication technology (ICT) more broadly. ICT labour plays a special role within the creative industries – it, in combination with other forms of creative labour is one of the distinctive features of the creative industries”.

The prospectus highlights international research on the growth and impact of the creative industries; for example, creative employment in the UK grew on average by 6.8% in the six years to 2010, more than five times the growth rate of other sectors.

A strong collaboration between local large and small creative and digital enterprises has already emerged around the Creative Industries Innovation Centre (CIIC), a joint Australian Government-UTS initiative. Since its launch three years ago, the CIIC has provided business advisory services to more than 400 creative enterprises. As the UTS proposal points out, the majority of the creative, digital industries and cultural and educational organisations in NSW

are located in the Haymarket/South Sydney precinct – the Powerhouse Museum, ABC, Google, Fairfax, News Ltd, UTS itself, University of Sydney, Sydney TAFE along with SMEs and entrepreneurial start-ups such as Fishburners and Vibewire Youth.

At the **Australian Technology Park** in nearby Redfern are the headquarters for Channel Seven, (ATPi), National ICT Australia (NICTA) with links to the CSIRO and the Australian Centre for Broadband Innovations (ACBI).

A massive physical transformation of the Southern Sydney CBD is underway – completely revitalising the area, including:

- UTS’s \$1 billion City Campus masterplan, with the centrepiece the new Frank Gehry designed building which will be the Dr Chau Chak Wing Business School, and new Broadway buildings
- \$2 billion Sydney International Convention, Exhibition and Entertainment precinct redevelopment
- The Goods Line – the public thoroughfare connecting the precinct
- The proposed Central to Everleigh mixed use neighborhood which will provide significant new high end a space and housing close to jobs, adds to the capacity of the area to become a key Australian ‘innovation district’.



Case Study 14: City of Sydney & partners

The previous city examples illustrate the innovation dividend from investing at the intersection of urban planning and design, technology and open data, new approaches to infrastructure and a willingness to experiment with new governance practices and institutions.

This approach combines policy, infrastructure, technology, social design, governance and institutional reform in pursuit of ambitions whose potential is a function of their interaction, not the ability to prosecute the agenda inherent in any one of them in isolation.

The good news is that the City of Sydney and other councils in the Sydney metropolitan region are showing encouraging signs of clear political and strategic intent matched with some great examples of some of these new approaches.

The key objectives of the the City of Sydney 2030 strategic plan - 'green, global and connected' pretty much overlap the objectives of #we the city.²⁶ The City of Sydney and other cities and communities within Greater Sydney are already experimenting with new ways to infuse their innovation strategies with greater engagement and flexibility, including new models of citizen engagement both on and off-line.

Supporting Start-ups and Innovation

Sydney is establishing a global reputation as a start-up hub powered by the energy and networked assets and expertise of proliferating communities of innovators, entrepreneurs and investors.

The City of Sydney in particular has long been an enabler of both digital innovation and digital inclusion, whether in its libraries or core activity as a planning authority and provider of council services. It also plays a role in supporting enterprise innovation in the digital economy. Have a look at its podcast as part of the *Startup 101* seminar. It introduces what it refers to as 'the exciting digital startup ecosystem in Sydney'. The podcast has Lord Mayor Clover Moore, joined by guest speakers to provide an understanding of the people, companies, events and hot issues that is making Australia's biggest digital hub thrive.

For example, several communities have sprung up to provide spaces and places where innovators can talk, work and invest. They include *PushStart*, a mentor-focused community for startups, *Silicon Beach* and *Innovation Bay*, both providing informal communities and networks for those working at the intersection of innovation, technology and entrepreneurship, and *Fishburners*, a non-profit co-working space for the entrepreneur community.

Matching these ventures are initiatives like the *Centre for Innovation and Entrepreneurship* at the University of NSW, the Microsoft *BizPark* and the *Founder Institute*, an early stage start-up

26 <http://www.sydney2030.com.au/>



accelerator and global launch network. Radiating out from these nodes are proliferating and cross-cutting networks of smaller ventures working on a dazzling array of projects.

The City is encouraging the revitalisation of Oxford Street by providing cheap and flexible leasing arrangements for new “creative and cultural” tenants to use former offices and shops. The initiative has led to a “positive buzz” in the lower reaches of Oxford Street from Hyde Park to Taylor Square.²⁷

The map above provides a sense of the energy and diversity of the start-up culture in Sydney in a clever Sydney start-up map.²⁸

Engaging Apps and Communication

Sydney and other Councils (for example Randwick and Parramatta City Council) are experimenting with new apps that make it easier for citizens to comment on, or get information about, things like development applications and other council projects. These trials of new digital engagement tools are part of a growing interest in using social media and an “app model” to forge more direct links between councils and citizens.²⁹

Clearly, these experiments are going to open up new conversations about the capacity for technology to afford greater clarity, transparency and immediacy in the citizen-council interactions which are at the core of effective governance.

When the City of Sydney developed its night-time economy strategy under the Open Sydney banner³⁰, it consulted with over 10,000 people using a combination of traditional consultation and newer online tools. The initiative was a powerful experiment in new ways to make effective conversations with the city more central to the policy making process. One of the outcomes was the launch of Sydney’s new “food trucks” app which gives people real time information about the location of the proliferating fleet of gourmet food trucks across the city.³¹ As one customer review put it, “a really well designed and functional app. Love that you can look at the menus for each truck. Now you just need to get more of the trucks out on the road!”

27 <http://smh.domain.com.au/real-estate-news/retail-revolution-on-oxford-street-20121016-27p2v.html>

28 <http://www.bluechilli.com/startup-growth/sydney-startups/#community>

29 <http://www.governmentnews.com.au/2012/10/23/article/>

[Councils-going-direct-with-apps/JNNHSRMZGX.html](http://www.cityofsydney.nsw.gov.au/business/CityEconomy/NightTimeEconomy.asp)

30 <http://www.cityofsydney.nsw.gov.au/business/CityEconomy/NightTimeEconomy.asp>



<http://www>

Case Study 15: ParraConnect



A community led initiative supported by Parramatta City Council

“ParraConnect - A community led initiative which aims to foster new digital initiatives in the local public sphere. We are committed to advancing connective technologies help create a better social, environmental and economic way of life for all.”

It evolved from a partnership between CivicTEC and Parramatta City Council and the community, under its e-Parra strategy developed in 2009.

Submit your idea allows ParraConnect to crowdsource ideas to be developed and creates partnerships to deliver them.

Projects include:

- **Free wi-fi** in Parramatta town centre - first 30 minutes free <http://parraconnect.net.au/2013/07/free-wi-fi-in-parramatta-cbd/>
- **ParraSync** participants will be able to use smartcards, or Near Field Communication (NFC) Mobile Phones, to access car parks, work buildings and libraries, purchase items from local businesses and access loyalty programs.

With a single card, or smart-phone, users will be able to pre-order parking, borrow books from the library, shop from participating retailers and more. Be blown away by the technology:

<http://www.youtube.com/watch?v=o5UFd60dvO4>

- **Online applications** are aimed at delivering technology to improve and support community and business effectiveness, and will include a venue booking system and residential parking permit renewal application, as part of the first phase of the project.

Users will now be able to book one of Council's venues for a birthday, wedding or community gathering using the venue booking system, where they can get 360 degree virtual tours of the facilities and view availability and submit a booking request of all Council halls and community centres. Residents can also renew their parking permits online from the comfort of their own home.

<http://parraconnect.net.au/>



Case Study 15: Sydneysiders doing it for themselves



Super Sydney

www.supersydney.org

Super Sydney is a voluntary project run by a group of committed architects, planners and others who value the input of the community on planning issues, before the plans are drawn. It was set up as a vehicle for allowing a broad cross section of the Sydney Metropolitan Community to express what was important to them when considering a Future Sydney.

In 2012, hundreds of individual Sydneysiders were asked open questions about which places meant the most to them, what their major concerns are and what their dreams are for a Future Sydney. The interviewees represent people of all ages, all socio-economic and cultural Backgrounds from Council areas all over the metropolis.

Super Sydney have said they find that when individuals are given the opportunity to take responsibility for considering the challenges of the future, they show themselves to be thoughtful articulate and altruistic.

Some general findings:

- Sydneysiders want to be involved in the future of their city. They want a vision for the future that is bold and long term.
- Sydneysiders value the landscape on many levels, as an identity giver, as a source of recreation, as a connection to nature, as a common good....

- Sydneysiders value the diversity of cultures and want more opportunities to celebrate them together. They value the places that have cultural significance....(Sydney Opera House),
- Sydneysiders are concerned about housing affordability, inadequate public transport, loss of heritage, the amount of unused space, urban sprawl, lack of trust in the planning process, disenfranchisement, Bland shopping centres, social isolation.
- Sydneysiders want regional centres to be treated as whole cities

In 2013, Super Sydney is inviting Sydneysiders to contribute ideas for identity giving projects for their area, like the Sydney Opera House has done for Sydney.

CrowdShare

CrowdShare Sydney is a platform for a pool of enthusiasts who love their city - the "crowd" - who contribute their time, skills and energy - "share" - towards creative actions in the city. Actions are talk events, co-created interventions, flashmobs, performance gatherings, media art, guerrilla gardening, participatory graffiti, manifesto readings or any collective celebration of the city.

<http://crowdsharesydney.org> lists the forward program of CrowdShare events. These events develop many of the ideas included in this report.

3 Putting the urban innovation puzzle together



There are now plenty of examples of cities thinking differently and doing different things to make themselves economically stronger, more inclusive, more sustainable and (as a consequence) more competitive. Big cities, smaller cities, the global icons of New York and London just as much as the smaller, nimble and often highly creative rising cities all deeply motivated by a concerted and collaborative search for answers to the dilemmas of urban success and the challenges to their economy that combine big thinking with practical, rapid execution.

Creating the right conditions: three characteristics of the new city innovation puzzle.

They are part of a response that recognises the outcomes these cities want to achieve will emerge as a function of the right conditions.

Putting those conditions in place - investing in infrastructure including especially digital infrastructure, reforming governance, encouraging a culture of open and connected collaboration - has to become the work of city leaders and of the city itself.

1. The first characteristic is that these cities embrace a very practical sense that the world has changed.

Across their leadership and executive teams, and more pervasively in the corporate, academic and civic networks of influence and practice spreading throughout their communities, they have accepted that **digital disrupts, and “deep digital” disrupts deeply.**

The tools, the platforms and most importantly the associated culture of open, networked and collaborative participation have disrupted pretty much everything cities do. Securing investment for new jobs and growth, conversations with communities about

values and priorities, wider participation in the big governance decisions about priorities and spending, new ways to provide services, managing traffic and infrastructure and energy - all have been impacted - as the “internet of everything” suddenly turns everything into information that feeds networks from which choices are made and performance steadily improved.

There isn't a dimension of city life that hasn't been touched and often dramatically disrupted by the digital dimension. **The cities creating good practice are the cities that are more rapidly engaging with these new patterns of communication which speak ultimately to deeper questions of legitimacy and trust.**

2. As a consequence of this whole-hearted embrace, these cities also manifest a second and closely related characteristic: they have worked out that the art and practice of connectedness is now a critical civic capability.

It turns out that the ability to combine new technology tools and platforms, a more open and connected collaborative culture and the associated practical management and leadership skills represent one of those “conditions for emergence” that successful cities are pursuing as a matter of priority.

So when the City of Sydney, Parramatta, Penrith or Toronto experiment with new social “apps” to make it easy and attractive for people to give their views on a particular issue or to contribute to a policy discussion, or open up a Facebook page to engage with their communities by the more demanding rhythms of conversation, not broadcast, they are embracing the art of connectedness.

Connectedness is not the same as connectivity. Of course connectivity - linking one person or organisation to another so they can talk or swap information - is important. In fact, it's essential. **But connectedness is something else, embracing a richer and more complex set of behaviours and attitudes - open, conversational, engaging,**

respectful, shared, responsive - which speak to what people do with the connectivity they can now get much more easily and, generally, much more affordably than ever.

So successful cities start from the premise that the world has changed and the digital disruption through which much of that change is manifest offers new ways of working.

3. Leading cities around the world, of whatever size and in pursuit of a range of outcomes that reflect their very different circumstances and culture, demonstrate a third characteristic, which is a recognition that none of the success they seek happens by accident.

Of course, it is true that most great cities have been accidental at least in some measure. They have emerged and grown with little direction or shape beyond some broad planning and regulatory boundaries. And they remain necessarily emergent phenomena, highly responsive to sometimes unpredictable and volatile economic, cultural and demographic shifts. That's in their DNA.

However, **deliberate choices that drive good policy, careful investment and more collaborative and transparent cultures of governance make the difference.** After all, you can decide to appoint a Chief Digital Officer - or a Chief Innovation Officer or a Digital Inclusion Champion or you can decide not to. You can invest in gigabit broadband or choose to spend your money somewhere else. You can leave your regulatory frameworks unchanged and let companies, investors and innovators fight their way through the complexity, or you can simplify and streamline.

You can choose to lift the rate and quality of housing development to ease cost and affordability or you can leave people, especially younger people, unable to move off the lowest rungs of an increasingly steep and inhospitable climb to ownership and some measure of security.

What the leading cities of the world are clearly offering is a growing array of choices about how to find the sweet spot of governance, planning and collaboration that means the city is open to change but not hostage to chance. They are capable of choosing the directions for growth, participation and sustainability without being trapped by irrelevant plans and brittle structures that break down at the first sign of turbulence.

These cities have all worked out, in different ways, how to harness these three attributes – the world has changed, embrace the digital and ‘not by accident’ – at the core of good policy, clever institutional and service design and effective leadership. **These are all cities that, in their own ways, are deliberately shaping and making their future by harnessing the new logic of the digital world – open, connected and collaborative.**

And they are all cities either improving or inventing new public, private or hybrid institutions that are more open to, and more engaged with, a rising network of smaller, nimbler players with ideas, energy and insight from which the new prosperity – inclusive, sustainable and creative – will be fashioned.

This, then, is the challenge for Sydney: to fashion an “operating system” for innovation that can carry the city’s largest vision and most inclusive ambitions for its future but, at the same time, be practical and intelligent enough to deliver the institutional, cultural, leadership and financial elements that will actually make Greater Sydney work.

#wethecity

So why does the notion of an inclusive and engaged governance or leadership culture matter to this larger question of how Sydney innovates in a connected world? Can the city discover and feed this new operating model for innovation in a connected world? Can Sydney put *#wethecity* at the heart of a new

operating model for innovation that can deliver the kind of growth, inclusion and sustainability into the next 20 years that its old operating model, which is rapidly running out of steam delivered up until recently.

And why does putting *#wethecity* at the heart of this story make sense anyway – and what does it really mean?

In part, the **key idea of *#wethecity* is about how the city thinks, talks and acts for common purpose.**

It’s a simple and intuitive idea. **Greater Sydney belongs to all of us so we all stand to benefit from its success and suffer from its failures. Therefore we should all have a stake in how the decisions which lead to one outcome or the other are made, executed and then held appropriately accountable.**

It’s not that the City of Sydney, the other metropolitan councils or the State Government itself haven’t been busy with various forms of consultation and “listening” to get feedback and ideas from the community. An active media and a more or less active community level conversation about the things that people like or loathe have been part of Sydney life, as they are in any large, busy city, pretty much for ever.

But the whole idea and practice of collaboration is itself at something of a pivot point.

In some measure, the community has switched off from more traditional methods and has become either less engaged in the big civic discussions around them (focusing only, when they are bothered, on the intensely local change that is impacting their homes or immediate streets) or, when they *are* engaged, manifesting a somewhat negative attitude.

In the face of poor outcomes in policy, investment and governance, at least as they are perceived across the city and its suburbs, people’s engagement with the issues of city planning and development often betray a mix of anger, frustration and resentment. It’s

not true everywhere or all the time, of course, but as a broad trend, you see signs of a sullen resignation in a community that isn't talking, sharing and engaging as positively as it might. This is partly attributable to the engagement methods used which do not attract the participation of the younger, those in full time work, women and ethnic minorities. This is why it is so important for public policy – and particularly the new planning reforms which offer a dramatic step-change towards real engagement – to embrace the shift underway from **consultation to conversation**.

This trend reflects an escape from formal and structured dialogue towards more informal and unplanned conversation. Much of this shift can be explained by, and is largely being experienced through, the “flight to social” in our use of the new social technologies of conversation and digital intimacy.

This is an important shift for governments at all levels and, for that matter, for large institutions and organisations in the private and not-for-profit sectors too. Previously, we were used to the approach in which, when it was time to “listen”, a government department or a council would gear up for a round of public meetings, maybe run a survey or a series of focus groups to determine the views and reactions of the community to a proposal from the council or government agency.

That approach, if it ever did, doesn't work so well these days.

Citizens and communities can air their views and offer their reactions to almost any issue or any concern when and how they want, without needing to wait for permission to become engaged. They can scheme, argue and act with little formal organisational support.

For councils and government agencies, instead of inviting people to join them for a conversation or “consultation” they set up, design and run, increasingly the task now is to discover where conversations in the community are already happening and then join in, to listen and to engage on terms which are more likely

to be set by others already active in those spaces. That dynamic isn't without its risks of course, not the least being the impact on underlying notions of representation and fairness. Are these new platforms simply another place for the “angry and anxious” to air their concerns out of all proportion to their actual weight in the community? And how fair and inclusive are platforms that exclude people who aren't, or can't afford to be, connected in the first place?

Sydney's new collaboration challenge has to recognise that, even though they are still evolving and experimenting, more complex, online networks and the tools and platforms they support are central to our lives and work, and stakeholders want more involvement. That means leading with a network mindset, and using measurement and learning to continuously improve.

It is just not about using the tools – having a Facebook brand presence or tweeting as the CEO of your organisation. It is about a total reorganisation of organisations and systems.

It is about “adopting a network mindset which exercises leadership through active participation, openness, decentralised decision-making, and collective action. It means operating with an awareness of the networks the organisation is embedded in, and listening to and cultivating these networks to achieve impact. It means sharing by default and communicating through a network model, rather than a broadcast model – finding where the conversations are happening and taking part.”³²

So when we talk about #wethecity, it implies a concerted effort to learn and adapt to these new rules of civic engagement and to adapt governance culture and practice to reflect new patterns of control, power and authority.

32 http://www.ssireview.org/blog/entry/becoming_a_networked_nonprofit?utm_source=Enews12_08_30&utm_medium=email&utm_content=1&utm_campaign=kanter
BethKanter, August 2012



If only Sydney knew what Sydney knows: increasing Sydney's metropolitan IQ

A second key idea implicit in the notion of *#wethecity* speaks to the way a city makes the most of its collective knowledge, expertise and skills.

The common complaint in cities is that there is no shortage of knowledge, experience and often deep and diverse expertise that could be applied to innovation or problem solving. What is more usually in chronic short supply is making that knowledge visible and accessible in a way that makes it easy and productive to combine with insights and expertise from across and outside the city.

So another important feature of *#wethecity* is the assumption that cities are more than the sum of their parts, that the real knowledge and insight which has to be unlocked is often already there or at least available, if only we knew where and how to look for it.

A CEO of Hewlett Packard (HP), Lew Platt, once famously complained "if only HP knew what HP knows. We would be three times more productive".³³ He was referring to gaps as he saw them at that time,

in the 1980s, in the way the company created, stored and shared its knowledge and business intelligence.

It's an arresting thought, especially if you apply the same complaint to the context of a city and its innovation ambitions. To get a sense of what these ideas mean in practical terms, just think of the different organisations and interests across Sydney between which we would need to weave better and more useful connections. That list would include at least the following:

- The city's 4.5 million (and growing) citizens, the people who live and work in the city's central and suburban places and whose lived experience of the city is both a unique source of knowledge in its own right, as well as the ultimate measure against which to assess the value and impact of how well the city innovates
- The City of Sydney itself and the other councils in Sydney – some 40 separate organisations or whatever number and structures which emerge from the process of local government and planning reform – and the decisions they take either in isolation or, sometimes, in various regional and local combinations
- The State Government of course, whose policies and agencies engage directly the city's current and potential future shape
- Some of Australia's best and fastest growing universities
- Major research institutions like the CSIRO, NICTA, the Australian Museum for example
- A vital business community, large and small, already generating massive economic value and responsible for huge flows of investment and employment on which our core economic development relies
- A range of small and medium-sized entrepreneurial organisations, ranging from tiny start-ups through to thriving new companies establishing often

33 <http://blog.prowork.me/post/21261027015/if-only-hp-knew-what-hp-knows-we-would-be-three>

global reputations for innovation and growth in areas as diverse as digital media, biomedicine, new models of crowd-sourcing work and innovation investment, and social innovation in areas like health, education and social inclusion, agriculture, and transport

- A rich array of not-for-profit or “for purpose” social organisations connecting wide networks of people and expertise, often tightly linked to particular places and communities across the city with deep experiential and practical knowledge and insights about the way the city works (or should work)
- The community of philanthropists and new innovation investors who are searching for more creative ways to invest their wealth not just for “point” solutions to particular problems – which is often a good place to start – but, in the process, to layer into the city new and enduring capabilities that make it progressively easier to innovate and change the next time around
- And finally, the media in both its traditional and ‘new media’ incarnations, creating a fabric of commentary and analysis which combines formal research with the often very pointed and locally-grounded insights of citizens, local leaders and others close to the action in the communities and places where urban policy is made manifest in the quality of our streets and neighbourhoods, the sense of safety and confidence and access to jobs and social and cultural amenities

This list raises daunting questions about how to extend existing, and to craft new connections between these resources and skills. It illustrates the complexity inherent in helping the city more systematically find the good ideas, and clever experiments and promising new ventures that might just work to add a new dimension – a new policy approach, new models of economic development, creating some new social or economic infrastructure – to the life and work of the city.

Tapping into a crowd of voices

It speaks as well to the way decision makers tap into this crowd of voices, values and visions to make something coherent from their often disconnected wisdom and energy (and sometimes to determine whether in some cases much of the noise is all sound and fury, signifying not very much). Where and, more importantly, how do these meetings and conversations take place? The virtual world is exploding with experiments with better ways to mould the capabilities of the connected world to this rising human instinct for better, more purposeful collaboration.

Applications like Spigit (www.spigit.com), OpenIdeal (www.openidealapp.com), Ideascale (www.ideascale.com), Crowd Engineering (www.crowdengineering.com), and Imaginatik (www.imaginatik.com) are some, and in the collaboration and democracy space companies like Bang the Table (www.bangthetable.com), Collabforge (www.collabforge.com) and Delib (www.delib.net) are pushing the boundaries of what’s possible and what helps. More recently, Collabforge and its partners have been commissioned to design the Industry Innovation Network (IIN) to support the spread of new industry precincts, part of the Federal Government’s economic development and job strategy.

Over time, these and the many other similar experiments in this space will evolve to offer robust and industrial-strength crowd solutions for much richer and more complex connections. We will start to become more practised at the art of designing and curating these virtual spaces and blend them back into some of the enduring physical institutions – council chambers, the State Cabinet room, the board rooms of our leading businesses and the formal and informal places where people make decisions about spending money, starting new ventures, changing policy – that remain critical to the city’s governance.

Often the task is not just to curate the flow of knowledge and ideas, but to pick up the knowledge “spillovers”. Previously, cities did better simply because they had larger markets and competitive pressures. Now it is because of their knowledge networks and how they are leveraged for better city management and economic success. Also, Australian cities have to maximise the impact of local geography because global geography works against them in a huge way (i.e. we’re remote and that can matter).

Wouldn’t it indeed be a good thing if Sydney knew what Sydney knows? **Sydney needs to become much better at effectively and efficiently seeking out and combining the knowledge, experience and insight that lies scattered in networks and communities around the city into new ideas for economic or social problem solving, better ways to govern or new products and services that could fuel sustainable prosperity.**

To paraphrase a recent study of the changing nature of knowledge, rapidly now showing itself as an irretrievably networked phenomenon, we have to realise that the city now lives in a world in which “the facts aren’t the facts, there are experts everywhere and the smartest person in the city is the city”.³⁴

Governance and leadership

The third dimension of *#wethecity* as a guiding concept speaks directly to the task of governance and leadership and effective metropolitan management.

The proposition is that, in the end, we’re all in this together. It is the whole city, in all of its complexity, occasional confusion and emergent creativity, which has to be harnessed and, roughly speaking, pointed in the same direction. Implicit in that assumption is the most important question – what holds it all together? How will the conversations from

which deep collaboration spring actually take place? Who gets invited and who gets to contribute?

To the extent that, more and more, these conversations are already taking place and the task is not to convene or control them, but to seek them out, to listen to them and then to render their output more coherent and purposeful, how is that going to be done without co-opting them or undermining their independence and energy and therefore eroding their value?

And how, eventually, do conversations turn to action so that, when difficult decisions need to be taken or a surprising development demands a rapid response and the city needs to take big, bold steps towards its future, we have the machinery of transparent and accountable executive power in place at an increasingly inclusive, metropolitan level?

Collaboration, knowledge and governance are all at play in the concept of *#wethecity*. How we build our institutions and habits around this new imperative will determine how successfully Sydney innovates for the future we want.

34 *Too Big to Know*, David Weinberger http://en.wikipedia.org/wiki/Too_Big_to_Know

4 What should Sydney do?



There are several key ways that Greater Sydney can build on its current momentum at both the metropolitan and State Government level and to lift its innovation ambitions and performance.

Innovation will be required if Greater Sydney is to:

- deliver an ambitious reform agenda
- maximise collaboration including cross government coordination, a new kind of partnership with both the private sector and the wider community and our centres of innovation such as the universities and other hubs of activity
- provide a focus for the delivery of the big issues and projects that will be game changers for Sydney and the State
- provide a robust and consistent approach to measuring success and identifying areas where initiatives are not performing and need attention
- support activity at a sub-regional level in Sydney

- provide an opportunity to share the innovation and best practice at a metropolitan level; and
- enable a pan Sydney civic dialogue.

Whilst many of the ideas and innovations proposed in the following sections may be applicable to other regions across NSW, they are proposed specifically for Sydney. We need to increase Sydney's 'metropolitan IQ'. By this we mean the capacity of Greater Sydney to understand the key metrics and data about itself and its performance. This is vital to inform strategic planning, decision making and action to deal with its challenges and exploit its opportunities.

The Committee view is that the ideas set out in the following pages will assist in raising Sydney's Metropolitan IQ. They also need to be seen as reinforcing the wider NSW Government reform package also supported by the Committee in relation to the transformation of Sydney.



IDEA 1

Establish a Sydney Policy Unit

Promote a Greater Sydney open data centre

Co-ordinate and consolidate the various modelling tools for Sydney and how they are populated

Establish a Sydney Policy Unit in the NSW State Government in the Department of Premier and Cabinet to provide a Greater Sydney focus for all tiers of government including the 'forum of Sydney mayors', proposed by Samson. It will promote a specific data centre for Sydney (with open architecture access to data and open software) and identify opportunities to **coordinate and consolidate various modelling tools for Sydney**. It could be staffed by secondments from the various government departments that currently collect and manage their own data with the secondees championing the needs for a collective approach to data collection, analysis and monitoring of activities.

This idea addresses the absence of a clear focus within the NSW State Government for the policy and innovation challenges facing Sydney itself.

Just as Sydney's innovation future is at risk from the absence of the practice and sensibility of metropolitan governance, this gap within the State Government needs to be filled.

Although there are obviously key parts of the NSW Government that have a major impact on Sydney – planning, transport, trade and investment, the "strategic centre" role of the Premier's Department for example – there is no clear institutional point of focus

within the State Government for dealing with Sydney as a major policy issue in its own right.

Given the fact that, increasingly, cities either alone or in powerful clusters, together with their surrounding regions are the main engines of growth and innovation in the contemporary economy, it makes sense for Sydney itself to become a more focused part of the State Government's own policy agenda. It makes sense to consider establishing a small Sydney policy unit within the Department of Premier and Cabinet that can both coordinate and align the many touch points between the State and Greater Sydney.

Such an initiative could also add momentum to the development of policies and investments that can play an even more powerful role in creating the conditions for success in Sydney – through innovation-based growth and investment.

Sydney's role as a world city and as the dominant node in the networked economy of New South Wales and of Australia is going to become more significant over time. How well the State Government engages with Greater Sydney as an entity in terms of policy and as a focus for data collection and management is therefore, more important than ever.

The Unit would provide a focal point for the policy, data, innovation, exchange of ideas and the monitoring of performance for Greater Sydney. It would bring together individuals responsible for innovation, the collection of information and data, and other relevant organisations to provide the resources to develop the Sydney unit. This group should also provide links to their departments and other organisations.

This central resource should include a comprehensive Geographic Information System (GIS) capability for Sydney and develop an interface with Sydney's emerging planning subregions in a model similar to **Greater London Economics**. This could be modeled on CUSP which is a public private university

partnership which assembles all key New York metropolitan data and analytics to enable coherent non siloed urban management

The Sydney Policy Unit would also identify high-level champions for open data within departments to promote the need for the central resource to ensure that the relevant resources are shared, and to deliver the required partnerships and culture change.

The **open data hub or data centre for Sydney** would provide a focus for the collection of consistent robust data about Sydney: trends, past performance and projections. The NSW State Government should continue efforts to ensure that all data and information collected by government and partners that relate to Sydney be publically available and easily accessible online to support debate, discussion and innovation – empowering people to positively contribute. This will improve the quality of data, reduce the duplication of effort across agencies, and therefore improve efficiency. It becomes a shared resource.

The Sydney Policy Unit should provide a conduit to coordinate, **support and align the many touch points between the State and Sydney, and between Sydney and the Federal Government.** It should also coordinate the interface between NSW Government and the newly defined sub-regions within Sydney, the pan-Sydney mayor's forum proposed by Samson and the Federal Government Major Cities Unit. There may also be an opportunity to foster joint planning between NSW's major cities including Newcastle and Wollongong.

The unit should **support the development of the sub-regional organisations**, particularly in terms of data, intelligence, networks and access to government and other resources. It could provide virtual and physical forum for the various sub regional organisations to come together and a platform for their activities and data to be aggregated at a Sydney level.



IDEA 2:

Develop a digital platform for engaging the whole of Sydney in decision- and plan-making

Embrace new models of engagement with communities and key stakeholders

Develop a new template and/or **digital platform for engaging Greater Sydney** in decision-making and planning - Sydney needs to evolve and adapt our approach to formal and informal engagement with the community including business and partners. Like other global cities we need to **embrace new models of engagement with communities and key stakeholders** in Sydney to support the development of strategic plans based on best practice from other city. This recommendation is specifically relevant to the development of the new suite of sub-regional, infrastructure and local plans that are being proposed in the Planning White Paper. Business as usual will not do if planning reform is to succeed.

This idea revolves around the need to acknowledge that technology (especially social media and the internet) has changed the way that collaboration happens. This change means that we can no longer rely on traditional consultation methods, and we need to go where the conversations are happening.

At this pivotal time in Sydney's development a new civic dialogue has to shift from consultation to conversation and address the sense of frustration and disengagement that can often erode the trust necessary to make the dialogue useful.

It also has to enable communities and individuals who do not usually participate such as younger people, renters, women and ethnic minorities, to engage in a pan-Sydney civic dialogue about the City's future.

As well as embracing new digital modes of engagement there is a need to create a virtual metropolitan planning platform to engage people, in their hundreds of thousands in the development of the next iteration of the Sydney Metropolitan Strategy. This would help identify opportunities over time to coordinate and consolidate the various modelling tools as advocated in Idea 1, or at least ensure they are using the same data and are able to 'talk' to one another. Again these become a shared resource for understanding the city and supporting innovation and planning across departments, levels of government and delivery partners. Where possible these models should be available for the private sector, universities and communities. Currently there are issues with inconsistent data being used for modelling and models not being able to talk to one another. There is also potential for the unit to work with the Sydney RDA to further develop the potential of the Virtual Sydney 3D Planning Model.



IDEA 3

Appoint a digital champion for the whole of Sydney

Develop a multi-faceted digital inclusion campaign

The Premier should appoint a **digital champion** to support the Public Service Commission and the Customer Service Commissioner to promote the digitalisation of services within government and their interaction with the customers and the wider community. This role should include overseeing a **digital inclusion campaign** to ensure that everyone can participate in the increasingly digital economy and new forms of governance and community participation in decision-making and importantly benefit from improved delivery of public services. This position should sit alongside the newly created Customer Service Commissioner position within the Department of Premier and Cabinet and take a similar whole of Government perspective.

This idea revolves around appointing a new high level position within Government; a high profile 'digital inclusion champion' to ensure that Sydney maximises the benefits of access to high speed broadband and the NBN, and ensures that these benefits are accessible to all.

One task of the Champion might be to undertake a digital inclusion campaign to address the need for an appropriate mix of places, tools and skills across Sydney for innovation. The campaign should ensure that Sydney's residents, businesses and visitors can access increasingly digitalised services, activities and new forms of city governance/democracy.



IDEA 4

Support digital precincts and innovations districts (for example the UTS Creative Digital Innovation Precinct, and hubs around the University of Western Sydney)

Support for **digital precincts** is important - all levels of Government and business need to support the development of physical and virtual digital hubs in Sydney. The Committee for Sydney, CISCO and other Committee members have backed the UTS Creative Digital Innovation Precinct bid and acknowledge that agglomeration of activity and proximity to the CBD are key to making this a success. We are also interested in what more can be done to support the physical and virtual activity hubs around the **University of Western Sydney** and the digital upskilling of the communities of the area. Cisco is developing a strategic partnership with UWS, for example, to develop a number of initiatives, including the development of spaces, that harness the creative (and sometimes disruptive) potential of networked collaboration for new models of teaching, learning and knowledge creation. The roll out of high-speed broadband is well advanced in western Sydney, ensuring that the physical infrastructure is in place to support the digital economy including the online provision of services and education at all levels.

The Committee for Sydney, CISCO and other Committee members backed the UTS bid and the emergence of the UTS Creative Digital Innovation Precinct. The Committee is identifying how members can work together to support and deliver the project. We are also working to ensure that strong links are made physically and virtually with the International Convention Centre Precinct.

The idea acknowledges the importance of agglomeration in the knowledge economy, and the need for both virtual and physical proximity. **As we enter a period of momentum for Sydney, where innovation and digital collaboration are the key drivers of economic growth, we need to remember the long-term vision for Sydney and the issues around equity and livability in a city that has become divided geographically.**

We need to ensure in our planning for Sydney that the emerging divide between the Eastern parts of Sydney and the West are not reinforced and entrenched by a digital divide. The roll-out of the National Broadband Network occurring first in Western Sydney is one example of such foresight, but better sharing of government data and models, information infrastructure and openness and an embracing of digital collaboration will help make Sydney one of the winning global cities. Support for a 'virtual digital hub' in Western Sydney tapping into the new broadband infrastructure being built is important in this respect.



IDEA 5

Promotion of a network of wireless hotspots

Promotion of a network of free wireless hotspots - encourage organisations to provide wireless in courtyards, in undercrofts and public spaces to provide informal after-hours access to wireless and informal opportunities for networking and innovation. This sort of digital accessibility will enable connectedness in all parts of the city.

Parramatta City Council is already leading by example by providing 30 minute free access to wi-fi in the town centre. Sydney Ferries also provides wi-fi for passengers increasing the productivity of journeys.



IDEA 6

Support the continued Development of a network of digital hubs or shared work spaces across Sydney

Development of a network of digital hubs or shared work spaces across Sydney along the lines of Amsterdam's experiment in "smart work" centres to support remote working, innovation, learning and collaboration. Sydney is already experimenting with new ways to create shared work space, collaborative 'hub' ventures or "smart work" centres that make it easier for people to find physical places to work, to share and to learn. We have to support that process and add to its momentum and invention, creating all sorts of ways that innovation finds its inescapable 'place' dimension through attractive and convenient building and locations which are the physical manifestation of the deeper culture of networked and collaborative work we need to nurture and extend.

High speed broadband and the roll out of the NBN across Sydney is a key enabler for this initiative. It is being promoted by many including WSROC, RDA Sydney and academics at Macquarie University.

http://www.afr.com/p/national/work_space/centres_bring_your_job_closer_to_L0oF87GGE5ZpnJoi0HQyQM



IDEA 7

An international festival of big city thinking online and via video conferencing

An **international festival of big city thinking online and via video conferencing.** The Committee for Sydney, digitally enabled by Cisco, is planning to stage a series of international exchanges to drive innovation in thinking on the 'big issues' that matter to cities like Sydney. This could include telepresence presentations and discussions with the world's best thought leaders, web-based forums and two-way exchanges.

The Committee with CISCO has already initiated a global city online dialogue which begins with the launch of this report with links to both New York and Washington. Further online conversations will include conversations with Singapore, Amsterdam and London.

- Linked to the festival could be a new program of **annual awards for 'big city thinking' and delivery of initiatives.** The criteria and focus of the awards should themselves be crowdsourced to get the widest possible input to the way such a program could be designed to offer incentives to creative ideas for new ways for Sydney to think and act as a city.



More innovation and ideas to be crowd sourced

The ideas in this paper are intended to be ‘crowd-sourced’ amongst a wider group of people with diverse ideas and experience to help shape and prioritise them. They represent initial thinking from the Committee with some input from colleagues in government and the private sector. They are intended to stimulate discussion, debate and, we hope, action. They will also raise awareness of the resources and partnership required to deliver outcomes for the newly defined sub regions and the city place shapers. We would like to see:

-  **More clever competitions** like New York City’s BigApps to harness the collective analytical capability of Sydney’s ICT and creative sectors to deliver creative ideas to the big city challenges
-  **A “Greater Sydney Collaborative”**, along the lines of the London Collaborative which is an ambitious programme designed to improve the capacity of London’s public sector to work across boundaries of place, profession and organisation in order to meet future challenges facing the capital.³⁵

A Sydney Collaborative would need involvement from all sectors (citizens, local governments, sub-regions, State Government, universities and other educational institutions, major research institutions, the business community, not-for-profits, philanthropists, the media) to share ideas and shape the vision for Sydney and provide a platform for understanding the medium and long-term challenges for Sydney.

The Sydney Collaborative could provide some or all of the following:

- A focal point for exchange about Sydney – sharing of ideas, innovation, shaping the vision from Sydney, formal and informal community/industry engagement
- A platform to develop a shared understanding of the medium to long-term strategic challenges faced by Sydney
- An opportunity to equip NSW/Sydney’s public sector with the inspiration, skills, knowledge, networks and ways of working needed to address these challenges
- Improved connections and relationships within NSW/Sydney’s public sector, and between the public and other sectors
- A magnet for innovative people and thinking – to challenge, inspire and reinforce innovative new thinking, policy development and action
- A portal for government and other organisations to engage with the Sydney – not just the usual suspects or through the traditional means
- A one-stop-shop for engagement and formal consultation on documents that require formal consultation, notifications etc
- A forum to kick start the exchange of ideas and development of informal partnerships to support activity in the newly created sub-regions and the Sydney place shapers including the urban renewal corridor of WestConnex.

35 <http://youngfoundation.org/wp-content/uploads/2013/02/The-London-Collaborative-State-of-Play-June-2008.pdf>

- 🗣️ A **series of ‘innovation fellowships’**. These should reflect a wide and eclectic range of people and backgrounds – entrepreneurs, public servants, business people, academics, start-up specialists, financiers and lawyers, marketing people – whose different enthusiasms will each bring something different to the role. Appointments would be long enough to get something done and to make a mark, but not long enough to give the impression that the role is either permanent or inevitable. The fellowships should have a sustainable funding model; the fellowships could be sponsored either by government, business or the universities so they retain their independence but can still be connected to the Digital Champion and linked to the Sydney Collaborative etc.
- 🗣️ A **‘Universities Network’** to support the marketing of Sydney’s universities and encourage the exchange of ideas and innovation between the universities sector, government and business. The Network would support the exchange of innovation between government and universities and business. It would facilitate the formation of partnerships with government and business on specific projects, tackle strategic and shorter term practical issues of common interest including the development of a brand for Sydney’s universities and marketing campaigns to international students, providing travel concessions for international students, and negotiating discounts to Sydney cultural and sporting institutions and events.
- 🗣️ An **‘Australian City Innovation Network’** that links Sydney with other leading cities in Australia – perhaps in partnership with the Federal Major Cities Unit and/or the Committees for each of the major cities. Another option would be to extend and grow the nascent Sustainable Digital Cities Network, which is evolving around the Institute for Sustainable Futures at UTS. The Network has a big focus at the moment on telework and distributed, flexible models of work and organisation, taking advantage of the growing availability of broadband assets which are making it easier to work on an “anywhere, anytime” basis.
- 🗣️ An **‘Office of City Innovation’** set up as a joint venture between the City of Sydney, the State Government and regional Organisations (e.g. WSROC). The Office of City Innovation would be headed by a significant innovation leader with credibility and profile and the ability to orchestrate different combinations of the innovation community in Sydney. It should include the capacity to reach across sectors and organisations and to connect into existing and emerging networks of innovation activity and thinking. Its mandate would reflect similar structures elsewhere, including the Mayor’s Office for Urban Mechanics in Boston. Its role would be to lead and accelerate the growth of Sydney’s performance and reputation as a city that turns the aspiration for *#wethecity* into practical methods and models of innovation in, and with the city.

The Committee for Sydney welcomes feedback on these ideas and invites views from all sectors of the City. We invite readers to be part of an online forum and contribute further ideas and experiences.

Please use the on-line dialogue to tell Sydney what you are already doing or want to do. Tell us how we can deliver on these ideas or improve them.

Please use our website www.sydney.org.au to access the digital version of this document and a link to the on-line forum to exchange ideas.



The Committee for Sydney

Issues Paper 2 co-authored by Martin Stewart-Weeks and Dr Tim Williams

Martin Stewart-Weeks

Global Public Sector Practice, Internet Business Solutions Group, Cisco

Commentator and specialist at the intersection of policy, technology and change in public and social innovation; Director of The Australian Centre for Social Innovation.

Tim Williams

CEO the Committee for Sydney

Former special advisor to UK Ministers with responsibility for housing, planning, education, urban regeneration and local government. Written extensively on digital matters and city governance.

The paper is introduced by **Lucy Turnbull Chair of the Committee for Sydney** who is a champion for open data and robust evidence based planning through her work with the COAG Reform Council and the Committee.

Acknowledgments

We would like to thank the following people for their comments and feedback on earlier drafts of this paper and for their advice and counsel on many of the ideas we've been developing:

- Committee for Sydney members
- Ross Dawson
- Rod Glover
- Bruce Katz, Brooking Institute
- Mark Elliott (Collabforge)
- Hugh Gardner, Arup
- Colin Fairweather, CIO City of Melbourne
- Sarah Pearson, ANU Enterprises
- Steven Koonin, CUSP
- Tim Williams, Super Sydney
- Ed Dycueco; and
- Feedback on earlier drafts by various officials from the State Government

They bear, of course, no responsibility for the final report and do not necessarily endorse any of the report's ideas and recommendations.

Thanks for help with images - ARUP, News Lrd., UrbanGrowth, Blue Chilli, UTS, DoPI, ParraConnect.

The Committee for Sydney
Level 10, 201 Kent Street Sydney NSW 2000
www.sydney.org.au

Email: committee@sydney.org.au
Phone: +61 2 9320 9860

 @committee4syd

 Committee for Sydney

 Committee for Sydney