

SMART CITY STRATEGIC GROWTH MAP

# Smart City Strategic Growth Map tool & assessment results



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# Smart City Strategic Growth Map tool

No.	Category	Questions	Answers		TOTAL number of 'YES' answers per category
			YES	NO	
1	City Strategy	1. Do you have a clear vision of what you'd like your city to look like in the future?			
		2. Do you have a set of goals, priorities and actions?			
		3. Do you know what main challenges your city needs to address?			
		4. Do city stakeholders and city users have input into your city vision?			
		5. Is your vision being revised regularly in light of both the changing urban environment and the availability of technological solutions?			
		6. Have you conducted a horizon scanning exercise including a PEST and SWOT analysis to enhance your smart city development?			
		7. Is your strategy citizen centric?			
		8. Have you mapped the skills needed to deliver smart city projects?			
		9. Do you have established a common terminology agreed among all city stakeholders?			
		10. Are you using insights obtained through data analytics – or similar methods - to inform your decision and policy making process?			

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2	Stakeholder Engagement & Communication	1. Are cross-departmental representatives, private sector experts and citizen part of the leadership team?			
		2. Do you engage the citizen in the planning processes for your city?			
		3. Do you act upon the collectively agreed decisions?			
		4. Do you keep stakeholders informed on decisions taken?			
		5. Do you capture the views and ideas of the different city stakeholders to improve services?			
		6. Do you have a digital inclusion strategy to enable to uptake of digital services by all segments of the population?			
		7. Are new suggestions for engagement by citizens and business considered and leveraged where appropriate?			
		8. Are you integrating digital and non-digital channels to enable stakeholder participation and gather opinion?			
		9. Have you mapped the stakeholder environment in your city?			
		10. Are you measuring in regular intervals citizen satisfaction with the city – its services, its quality of life...?			
3	Operating Model & Service Delivery	1. Are you employing strategies to breakdown silo working?			
		2. Are you regularly reviewing the state of suppliers?			
		3. Do you have a portfolio of cross-departmental projects?			
		4. Are you developing the skills of the municipal workforce in areas like agile project management, user experience, or digital business models?			
		5. Are your service initiatives characterised by agility and focused on innovation?			
		6. Are smart city pilot projects or demonstrators taking place?			
		7. Are you reorganising departments and agencies in accordance with service delivery goals?			
		8. Are you performing cost-benefit analysis for Smart City projects to determine an effective resource allocation?			
		9. Are you engaging with other cities to learn lessons and exchange experiences?			
		10. Do you prioritise shared architecture solutions and interoperability to break down barriers between departments?			

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4	Physical Asset Management	1. Are there joint investment plans for the citywide deployment of connected assets with multipurpose sensors?			
		2. Do you have a citywide asset management register of physical and digital assets in place?			
		3. Are you upgrading existing physical assets to capture data throughout the city?			
		4. Do you have maintenance arrangements in place to take over the responsibility for assets developed by and/or managed by city stakeholders that leave the city?			
		5. Do you know who owns the assets in your city?			
		6. Are you using predictive methodologies to proactively manage city assets?			
		7. Do you have citywide management of critical assets crucial to urban infrastructure operations?			
		8. Do you have a public-private infrastructure pipeline in place?			
		9. Is asset data opened across service providers to improve public services?			
		10. Does real time asset data support service delivery?			
5	Data Strategy	1. Are you managing your data?			
		2. Are data analytics applied on combined data sets to acquire new insights support, service delivery, information sharing or the better utilization of resources?			
		3. Are you using data from various sources to create a complete visual overlay of your city?			
		4. Have data management standards and processes been implemented?			
		5. Have you made interoperability key to your successful data strategy?			
		6. Are you identifying opportunities to increase real-time data capture?			
		7. Have you reached agreements with partners about data sharing, data privacy and data management policies?			
		8. Do you continually monitor, review and develop data processes in an agile manner?			
		9. Is your data used for predictive models to improve services?			
		10. Are you using real-time data to respond to non-predictable events?			

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6	Access to Data	1. Are you making city data openly available to the wider public?			
		2. Are you operating a data platform for open data?			
		3. Did you consider user-friendliness when designing the data portal?			
		4. Do physical and virtual spaces exist to support city data communities?			
		5. Do you have data sharing targets and performance measures?			
		6. Did you engage with organisations inside and outside of government to overcome data sharing barriers and make access to data fully operational?			
		7. Is all city data available through a single data hub, including data from government services and external stakeholders (such as utilities...)?			
		8. Is your data shared more widely across departments?			
		9. Are your performance metrics accessible to the public?			
		10. Is data published to agreed formats?			
7	ICT Plan	1. Does the existing ICT infrastructure support your smart ambitions?			
		2. Are you providing citywide access to next generation broadband for both fixed and wireless provisions?			
		3. Are connected assets deployed citywide?			
		4. Are you continuously reviewing your ICT architecture?			
		5. Do you have an immediate response mechanism to ICT system failure?			
		6. Is your ICT capable of supporting the growing number of sensors in the city environment – either embedded in the built environment or as carried digital devices?			
		7. Have you conducted an analysis of your existing ICT infrastructure?			
		8. Is your city using standards based ICT equipment?			
		9. Does your digital infrastructure allow real-time data to be generated?			
		10. Are you making the location of the digital and communications infrastructure available for the benefit of the city?			

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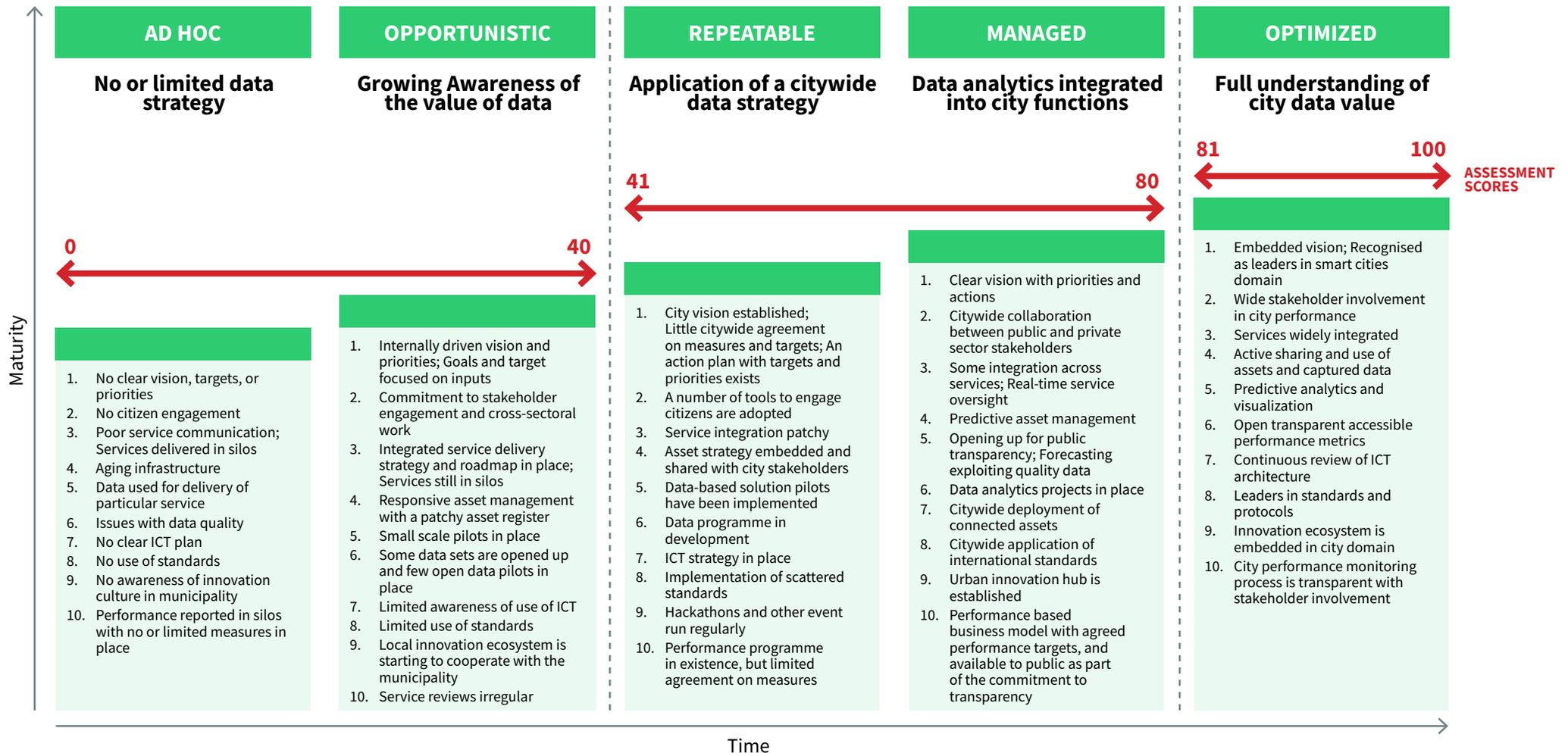
8	Standards	1. Have you considered using open standards?			
		2. Are you selecting suppliers based on their willingness to adopt standards that you've selected?			
		3. Do you exploit standards that foster cross department working and decision making?			
		4. Are you using standards to create integral technology architectures?			
		5. Are you using and are you encouraging other city stakeholders to adopt smart city vocabularies created by standards developing organisations (SDOs)?			
		6. Have you identified the key areas for interoperability in your city?			
		7. Have you engaged with your national SDO or one of the international SDOs about your smart development?			
		8. Are you using standards to break down silo operations in government and industry?			
		9. Have you identified bottlenecks that standards might help resolve?			
		10. Are you aware of the different smart city initiatives undertaken by SDOs?			
9	Innovation Ecosystem	1. Is your city committed to innovation?			
		2. Do you have an incubator space to harness new ideas and innovations?			
		3. Are you investing in innovation to stimulate new ideas through competitions, hackathons, etc.?			
		4. Are you engaging with start-ups, SMEs, and academia located in your city?			
		5. Are you empowering citizens to be part of this urban innovation movement?			
		6. Are you taking calculated risks when implementing new solutions?			
		7. Are you promoting the work of innovative data-driven start-ups to drive public sector reform?			
		8. Have successful prototypes been rolled out citywide?			
		9. Are the needs of the city at the heart of the innovation cycle?			
		10. Are running event for like-minded people to network and develop ideas together?			

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10	Performance management	1. Are you using an outcomes-focused performance metrics to monitor service solutions, processes, and staff?			
		2. Do you know how mature your city is in terms of its governance and its sectorial system?			
		3. Do you have a widely agreed measurement framework of key performance indicators (KPIs) in place?			
		4. Are you aware of ISO 37120 indicators?			
		5. Do you have established clear baselines for all benefits?			
		6. Do you have established measurable success criteria for the benefits you are trying to achieve?			
		7. Do you have wide stakeholder involvement in the city performance monitoring process?			
		8. Do you assess 'quality of life'?			
		9. Are you using the results of performance monitoring process to engage with other similar cities to exchange experiences and learn from success as well as failure?			
		10. Is your performance monitoring process transparent?			
<b>Total number of 'YES' answers overall</b>					

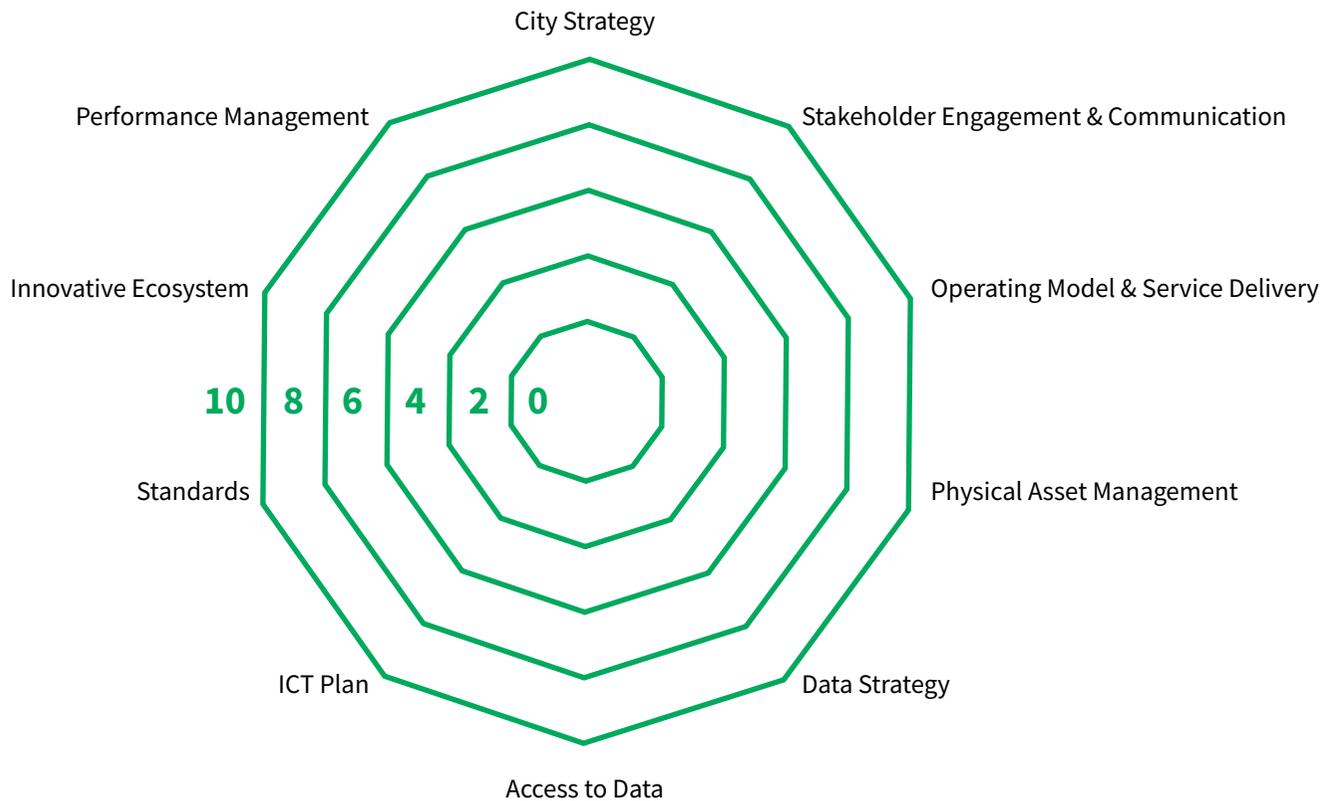
# Assessment tool results

## The City Maturity Model



# Assessment tool results

## How is your city doing?



Looking at your questionnaire results for both the maturity model and the radar diagram, you will notice that despite being at a particular level of maturity, your city will be at different stages for each of the smartness categories. By identifying these critical measures and actions, you can begin to set a roadmap for your smart city development.

If you are interested in a sectorial maturity analysis of your smart city efforts, refer to either of the following assessments:

1. **ESPRESSO's Smart City Indicator Platform** enables cities and stakeholders to measure performance of the different sectors of the city against a set of measurable, available indicators. The Platform uses a set of metrics as KPIs related to the various sectorial services of a city, including environment, mobility, energy, healthcare, governance, etc. By gathering information across your departments, it will support you in removing silos.
2. The [Smart Cities Council's Readiness Guide](#) also provides an analysis of your city's smartness by sector.

Following the assessment questionnaire, the chapters in this brochure build on the identified 10 categories and provide practical advice for your city to implement.