The three elements of a Smart City strategy
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1. Clear vision and targets
   A Smart City strategy defines a city’s intent and its vision including goals and strengths, while addressing its most pressing challenges. Without a clear vision in place there is a significant chance of wasting valuable time in resources to achieve only partial successes.
   A Smart City strategy has measurable outcomes that can be widely articulated. To achieve this the city leader needs extensive detail about the socio-economic development of the city with strategic actions that improve the existing infrastructure while managing urban growth.
   A Smart City strategy needs to be flexible enough to be reviewed and adjusted regularly in light of changing environments while maintaining the stability and momentum to keep all stakeholders engaged with the long-term vision.

2. Understanding the specific challenges
   Taking some time-out to really analyze your city’s strengths and weaknesses will provide useful direction on how you’ll allocate efforts and resources to create the most value.
   It may be useful for the city leader to conduct a horizon scanning exercise including a PEST analysis a SWOT analysis. These activities will alert city leaders to a variety of changes that operations and outcomes.
Engaging with city stakeholders

The functioning of any city is shaped by a diverse range of city actors. Successful changes to the operating model of the municipality needs the buy-in from the stakeholder community. Without acceptance from this group it will be nearly impossible to turn your vision into a reality.

Acknowledging concerns and comments from the stakeholder community will provide you with a collectively agreed plan to take forward.

Mapping out, and understanding, the new responsibilities expected of the city authority can put you at a strategic advantage when interacting with the various city stakeholders.

Don’t forget that learning from other cities and working with neighbouring cities to develop common solutions can decrease some of the risk attached to trying new processes. Every city may have its own unique history, but there are common interest and issues that unite cities globally.
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What to do now?

**Stage 1**
Launch
- Document short- and long-term goals
- Engage citizens and other stakeholders
- Consider citizen engagement around priority setting
- Start developing a business case
- Identify the areas of need of city functions
- Start collaboration within and between departments
- Develop a common language
- Start conducting regular horizon scanning exercises
- Make people aware of standards

**Stage 2**
First Achievements
- Engage stakeholders with the challenges assessment and strategic direction
- Identify barriers to adoption of smart agenda
- Get the buy-in of city stakeholders as the strategy and roadmap for smart initiatives are developed
- Aim for improved outcomes and service delivery based on repeatable standard processes
- Smart City projects and coordination beyond department level
- Test the validity of standards applied

**Stage 3**
Unify Initiatives
- Business case applied city-wide
- Systems of work and data flows are in place
- The extensive use of data analytics and modelling allows for predictions about city users needs and provides preventive services
- Adoption of standards that will support growth

**Stage 4**
Key Actions
- Continuous review and optimisation of the city strategy and vision
- Continuous progress on KPIs
- Agile strategy, IT, and governance system in place
- Sustainable citywide platform
- Keep abreast of emerging standards and consider adoption

Cross-departmental work group

Key city stakeholder work group