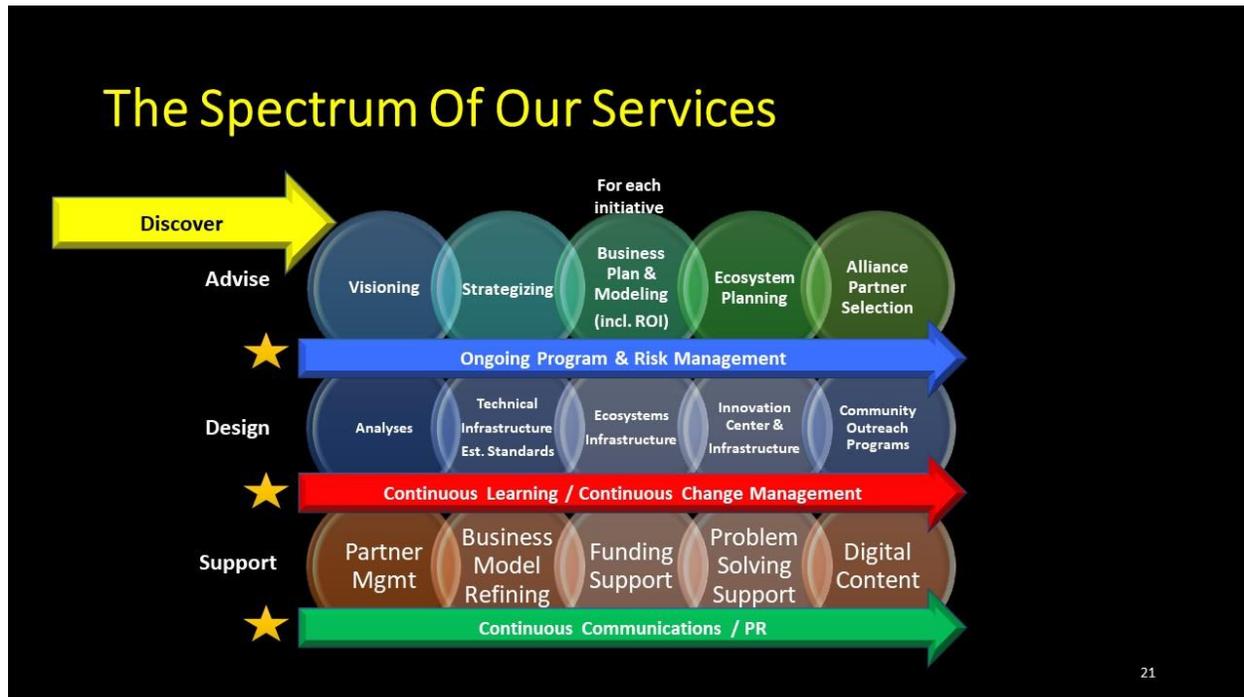# International Innovation Centers Services

## *Phillip Andrews (972-672-6657)*

Here is our approach for Planning and Implementing Smart Cities initiatives:



**Please contact us for additional information on what the different steps in these processes contain in terms of specific actions and deliverables.**

**Key Points:**

1. Each city has a different **Vision** as to what Smart City is all about, the level of sophistication sought or required, and the breadth of scope. Some Smart Cities have a wide scope and establish a Smart City program as "the big umbrella" over Sustainability, Going Green, Conscious Capitalism and several other initiatives. Others have a very narrow scope, focusing primarily on implementing the advanced infrastructure that is required for implementing certain Smart City initiatives.

2. True Smart Cities need a **Strategic Plan** to outline not only the Whats and Whys, but also the Who and How-tos. It is similar approach that the business world follows by outlining their:

a. Description of the City's Vision (what is envisioned and sought)
b. Vision and Mission Statements
c. Goals and Objectives
d. Critical Success Factors
e. Initiatives (Projects/Programs)
f. Accountabilities and Responsibilities
g. Priorities
h. Action Plan

Secondarily, the plan must provide the required information to initiate:

i. A **Program Management Plan** (including the creation of a Program Management Office (PMO))
j. **A Risk Management Plan** (aimed at mitigating risks and dealing with crises and unforeseen calamities)
k. **A Change Management Plan** (that addresses organizational culture changes, societal culture changes, and personal culture changes that must take place in order for the Smart City to achieve its goals and objectives)
l. **A Communications and PR Plan** (that provides continuous updates to both the government staff and the public --- based on the new approach of dealing with the public, and supporting the Change Management Plan)

3. The Strategic Plan identifies the initiatives that need to be implemented according to the agreed priorities.  **East Smart City Initiative must have its own Business Plan and Business Model** (including identifying the target audience(s), their needs, Value Proposition, justification, ROI, etc.).

4. The Strategic Plan must also **provide the right "hooks"** into other plans, like the **Urban Planning, Economic Development**, **Sustainability and Going Green Plans,** and ensure that there is perfectly alignment and synergy between them all.  Cannot afford to have disconnects and contradictions.

5. Moreover, the Smart City Initiative must have **Ecosystems** that require a **Relationship Management Plan** (especially if Public-Private Partnerships are involved).  Identifying, developing and managing the right ecosystem for each initiative is one of the most difficult tasks in ensuring the Strategic Plan is a success.

6. Prior to formalizing a Strategic Plan (and after the Visioning step) it is smart for the city to:

   a. Develop the **As-Is picture** or situation (for determining where the City really is --- outside perceptions, exaggerations and illusions). The As-Is picture is required in order to determine the **Roadmap** (and associated initiatives and projects) to achieve The Vision (also known as the **To-Be picture** or future state). The As-Is picture is captured in the **Discovery Phase** of the project. This phase involves assessments, interviews, analytics, and other analyses of what is currently available. Comparing the To-Be and the As-Is pictures establishes the size of the gap between them. A subsequent **Gap Analyses** provide the insights and justification needed to establish the right initiatives and projects.

   b. **Identify what is important** not only for the City's own departments, but also for its own citizens. This is where new community outreach programs (including hackathons) are advisable. These types of actions help identify what matters to the City and what citizens value the most.

   c. **Define what the Smart City must achieve to satisfy the VOC (the Voice Of the Citizens).** Define the expected objectives that clearly state what the City must implement to address its priority issues.

7. **A Key Reminder:**

   <span style="color:red">**The Smart City pays equal attention to Infrastructures, Ecosystems, People, Society, and Culture. Once again, perfect configuration and alignment are essential to success of a Smart City. The problem is that very few people know how to achieve all that.**</span>

   a. **Ubiquitous and Smart Infrastructures** Include:

      i. **Utilities Infrastructures** for Energy, Communications, Water, Waste Management, Transportation / Mobility, etc.

      ii. **Technical** (or Digital) **Infrastructure** (Sensors, Data, DBs / Data Platforms, Devices, Applications, Systems, Networks (Connectivity), Cybersecurity (Digital Security), etc.)

         - The **Spatial Information Framework** matters. Here is a typical one:
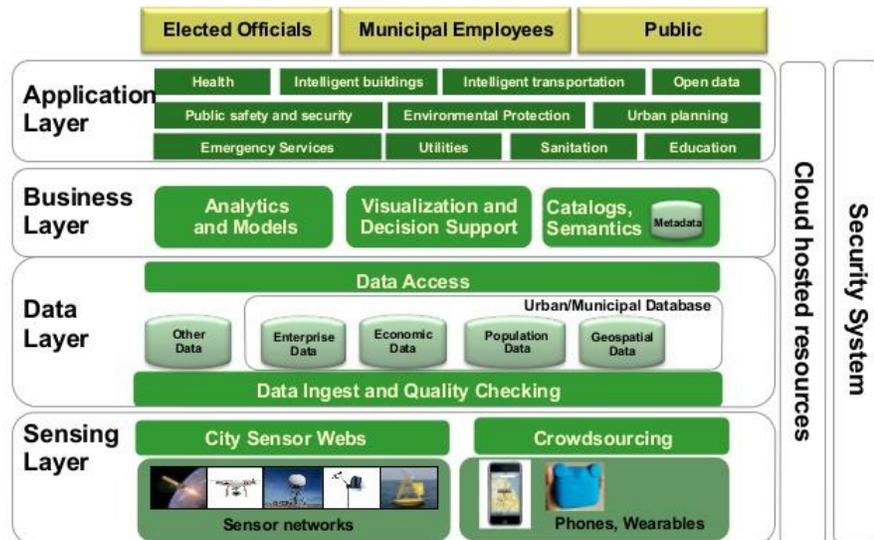
   iii. **Institutional Infrastructure**

   iv. **Social Infrastructure**

   v. **Economic Infrastructure**

  b. **Ecosystems** include:

   i. **Business Ecosystem**

- Strategic and Tactical Alliances
- P3 and other Co-Creation Partnerships

   ii. **Knowledge Sharing Ecosystem**

   iii. **Innovation Ecosystem**

   iv. **Social & Living Ecosystem**

- Homes, Parks, Natural Environment
- Well-Being, Health, Safety
- Social Services
- Ethics (Yes, there are several ethical issues that must be addressed as part of the Smart Cities' progress), etc.

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**We help Smart Cities with all those steps of the process of Strategic Planning and Execution.**