

Putting People First: Analysis Can Place Citizens at the Center of Smart City Projects

November 30, 2017



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ADDRESSING A GAP IN THE MARKETPLACE

Problem: The majority of all new or established smart cities projects are technology driven, not people-centric.

■ **Kansas City (Public / Private Partnership)**

- \$15.7M partnership formed in 2017 with Cisco to build the most comprehensive smart city network in North America.
- *Major Achievement To Date:* Free public Wi-Fi across 50 downtown blocks and 125 smart LED streetlights as well kiosks for residents to inquire about transportation options, accessing city services and local entertainment offerings.

■ **Sidewalk Labs / Toronto (Private Sector)**

- \$1B effort by Sidewalk Labs (Google) to transform 12 acre section of Toronto's eastern waterfront into an "internet city".
- *Major Achievement To Date:* Secured \$50M commitment from Sidewalk Labs to install free Wi-Fi, trial self-driving cars, and new healthcare delivery solutions.

■ **Envision Charlotte (Public / Private Partnership)**

- Major focus on reducing municipal energy costs, implementation of 5G cell nodes in street lights and incorporating sensor data into city operations.
- *Major Achievement To Date:* Reduced City Energy Cost By ~20%.

STRATEGIC BENEFITS

- **Ensure Long-Term Financial ROI & Social Impact**
 - Only 16% of city governments say they can fund smart city initiatives; thus any public dollars spent must be able to generate substantial citizen buy-in or fear major backlash of wasting precious tax-dollars.*
 - Smart City projects that garner citizen buy-in also are well positioned to increase customer loyalty with utility and energy providers looking to retain and attract customers.
- **Be A Disruptive Force in the National Debate Regarding Smart Cities**
 - A majority of all existing smart cities projects in the U.S. are vendor led or heavily influenced by vendors; limiting the diversity of business models cities can adopt.
- **Attract A More Diverse Set of Partners**
 - Technology led-strategy could limit Urbanova's ability to create a diverse set of funding and mobilization partners.
 - Adopting a people-centric approach opens up Urbanova's ability to be more nimble, yet focused on solving specific issues in Spokane and other potential new markets.

*Source: Black & Veatch 2017 Smart Cities Report

PHASE 0 METHODOLOGY

Objective: Build Urbanova's research capacity to collect community data to support future smart city solutions development.

- Qualitative Interviews (IDIs)
 - Conducted 12 IDIs with community stakeholders
 - Developed semi-structured interview guide
 - Balanced participant attributes to ensure diversity of perspectives
 - Performed qualitative analysis and summarized findings in narrative report

- Comprehensive Data Review
 - Met with 17 local experts from data-holding organizations
 - Conducted independent parallel review of publicly available sources
 - Summarized findings in comprehensive data inventory

PHASE 0 KEY FINDINGS

Overall: Gallup’s analysis of the Phase 0 qualitative interviews identified both areas of strength and persistent struggles for the Spokane community.

Spokane’s Strengths:

■ Comfortable community living

“My own sister lives in Seattle with her husband and they have no other family there. They have two little kids and they both work far away from where they live, so they spend a ton of their time in commutes. And they can’t get over the fact that if they moved here, their salary would be lower. But what they would be able to buy with it would be so much more. And the quality of life would be so much more. The quality of house, the quality of neighborhood, the quality of schools, everything.”

■ Natural resources

“Few participants complained about air or water quality concerns related to Spokane, and in fact several boasted about the tap water quality. In fact, The Spokane Valley Rathdrum Prairie Aquifer is one of (if not the) most important fresh water sole source underground aquifers in North America. No participant brought up issues of air or water quality without direct prompting.”

■ Small-town feel, constructive collaboration

“I really felt a calling to come back to Spokane and use my skills and my talents and my knowledge and experiences. I just felt like I could use those better back here in Spokane than I could in Seattle. Just because there’s so many people working on that in Seattle, but maybe not as many in Spokane with my skillset.”

PHASE 0 KEY FINDINGS (CONT.)

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Spokane's Struggles

- A cycle of drugs and crime

"If you got rid of drugs and addictions and mental health issues, I would probably need to have two officers on at any one time. It drives so much of our crime here."

- Brain drain

"Historically there has been a tremendous brain drain out of Spokane; toward Seattle mostly, but basically any big city besides Spokane."

- Brownfields

"The city of Spokane is like many other cities where, in the 60s-70s ... everybody fled for the suburbs... so a lot of the core of the city has some blight, some unmaintained housing, properties that are older and have contamination, so it makes development more difficult in the city."

- Resistance to change

"There are these narratives that we tell ourselves and the more we tell ourselves, the more we believe them, and the more we believe them, that's how we act. That's how we make decisions on a city-wide level. I would really love for us to change that narrative and to believe in ourselves a little bit more."

Questions?

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