The Administrative Gap in Smart City Design

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5th Annual Creating Digital Opportunity Partnership Network Conference
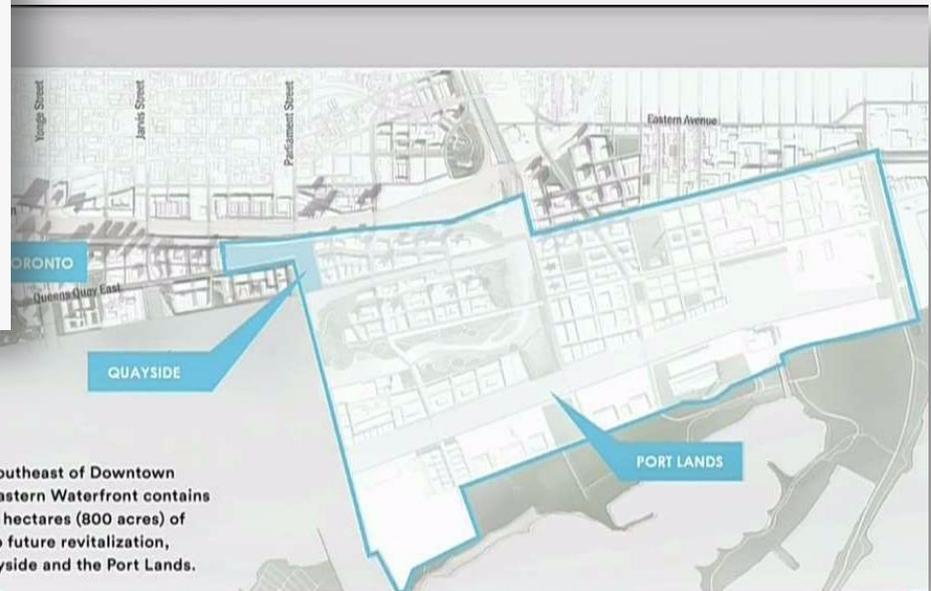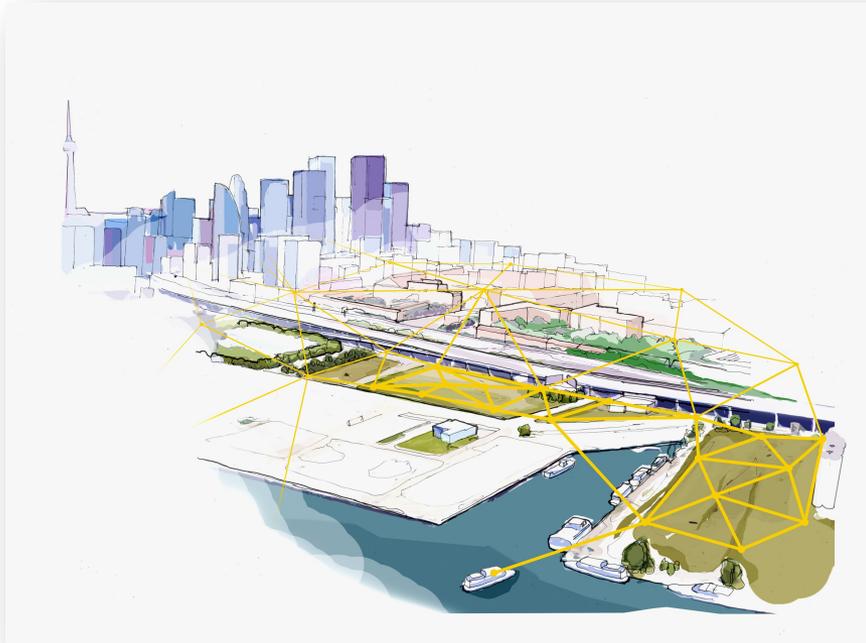
Vancouver, BC

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INNOVATION POLICY LAB
at the MUNK SCHOOL OF GLOBAL AFFAIRS

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UNIVERSITY OF TORONTO

Key Developments

SMART CITIES
CHALLENGE

#smartcitiesCanada

BRIEF

Nokia launches joint program to fund Canadian smart city projects

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TORONTO

Key Developments

Located just southeast of Downtown Toronto, the Eastern Waterfront contains more than 325 hectares (800 acres) of land subject to future revitalization, including Quayside and the Port Lands.

QUAYSIDE

PORT LANDS

The Questions

1. With increased activity in the Canadian smart city space, who is driving the process? Who is it for?

    - The Public?

    - Private Investment?

    - Elected Officials?

    - Administrative Staff?

2. Where is the smart city process?

3. Where is it going?

Overview of Findings

- In the absence of clear community consensus, municipalities focused on administrative items (websites, sign up for services online, etc)

- Residents place a greater focus on services, but little clarity on which is a priority

- Top characteristic not technology, but transparent & accountable governance
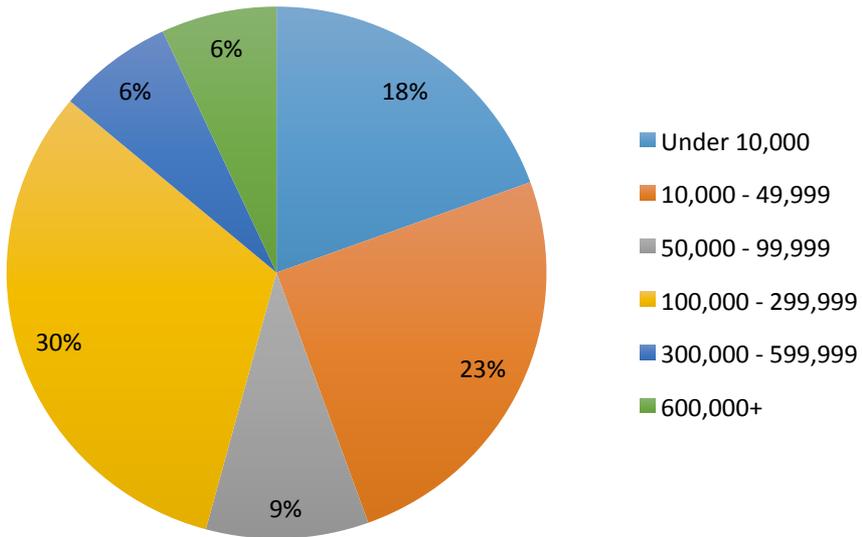
Data & Methods

2 Original data sets

1. Canadian residents (N=3,227)
    *   AskingCanadians panel, representative of the Canadian population
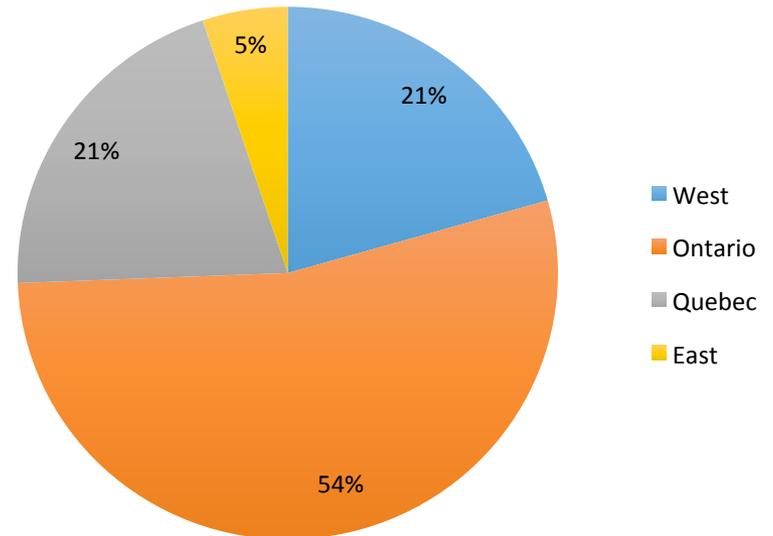2. Survey of Admin (N=78) and Politicians (N=185), (Total N=263)

Administrators

Municipal size

- Under 10,000
- 10,000 - 49,999
- 50,000 - 99,999
- 100,000 - 299,999
- 300,000 - 599,999
- 600,000+

18%
23%
9%
30%
6%
6%

Regional representation

- West
- Ontario
- Quebec
- East

21%
54%
21%
5%

Elected representatives

Municipal size

▪	Under 10,000
▪	10,000 - 49,999
▪	50,000 - 99,999
▪	100,000 - 299,999
▪	300,000 - 599,999
▪	600,000+

Regional representation

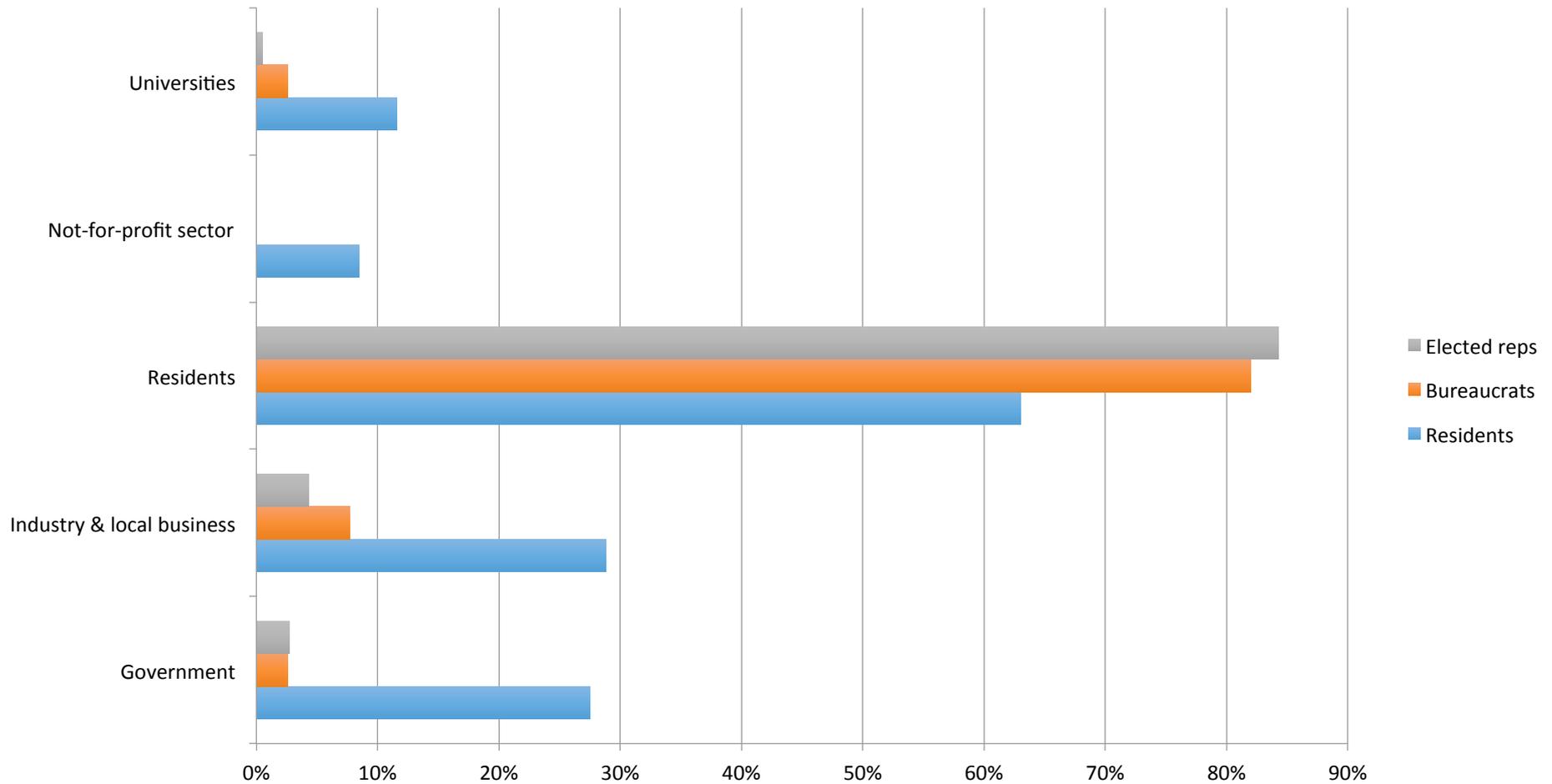|	
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▪	Ontario
▪	Quebec
▪	East
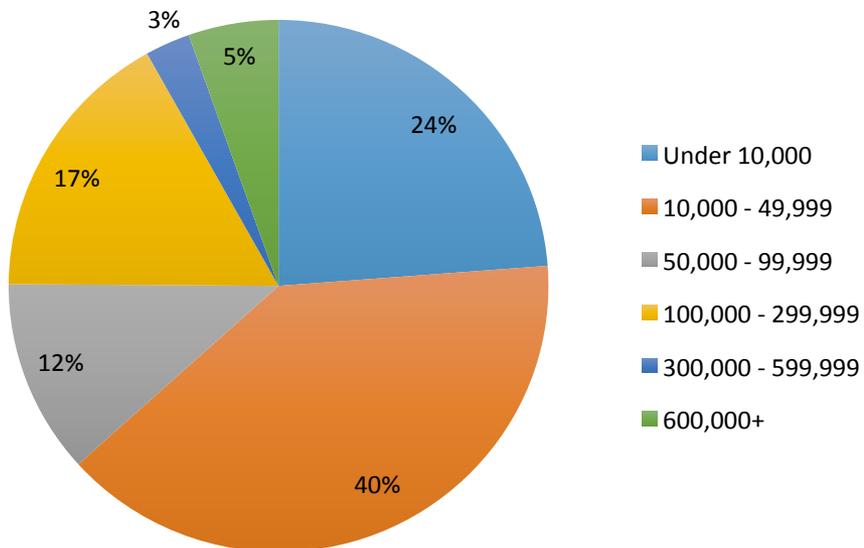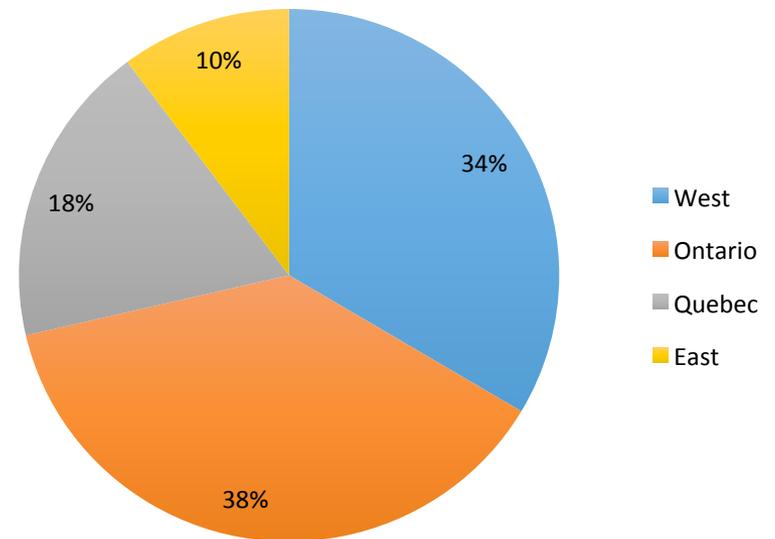
Context

An unambitious municipal agenda

- Municipalities are pressing forward with smart city implementation, but focusing on easily achievable items:

  - Online complaint trackers
  - Connecting social media to websites
  - Paying bills online
  - Open data
  - Online transit schedules

# Who is smart city development for?

Top reasons for adopting smart city infrastructure

- Citizen-centric governance & service

- Being a leader/ competitive

- Keeping pace with technological change

- Engagement

- Improved efficiencies (lower cost, less time, resources etc.)

Top challenges of becoming a smart city

Top 4 challenges:

1. Financial

2. Resources & capacity

3. Adapting business model

4. Poor broadband
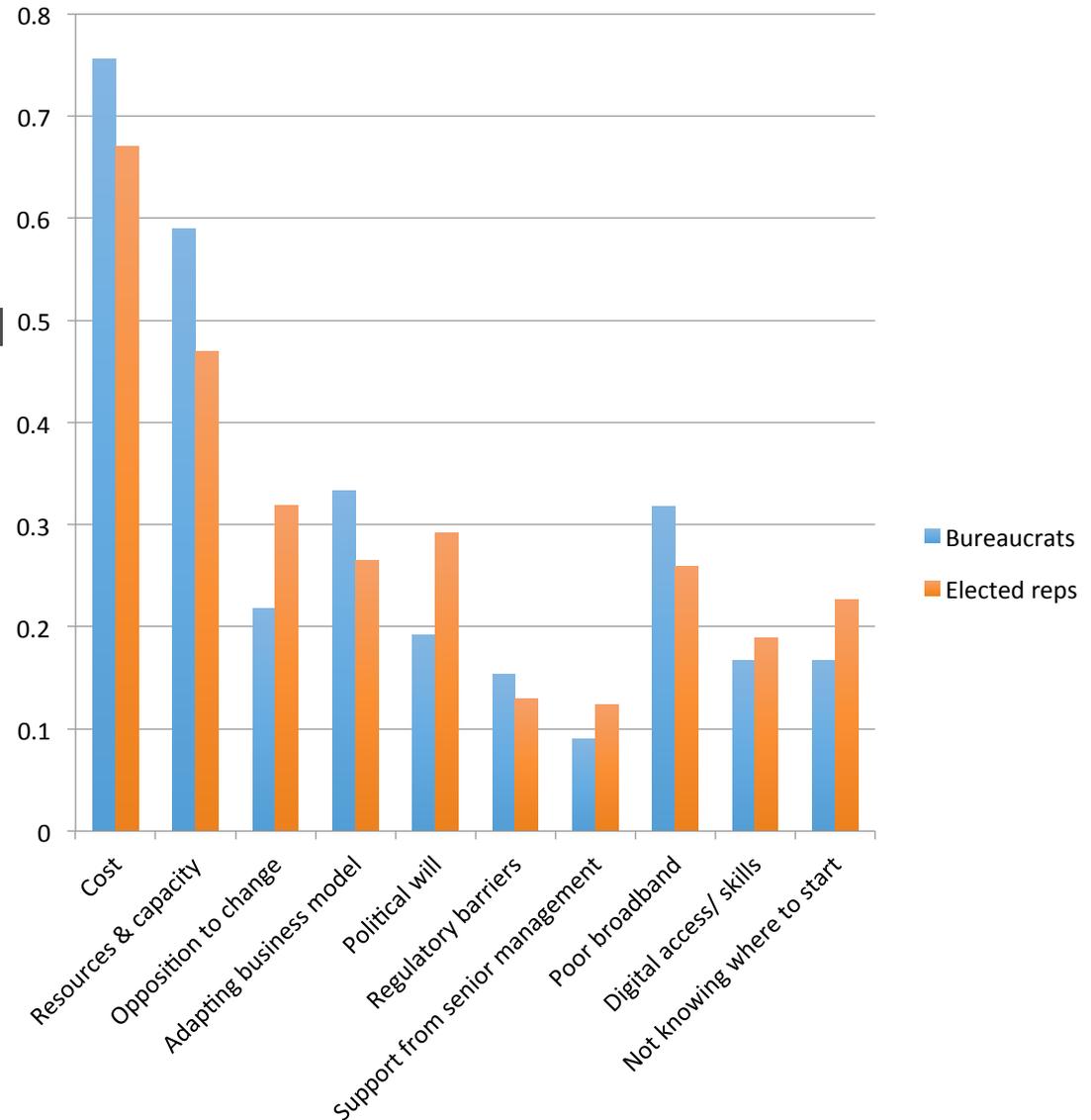
Future vision

Top 3 smart city characteristics

- **Residents**
  - Transparent & accountable government 54%
  - Community health services 29%
  - Strong economic development 28%

- **Bureaucrats**
  - Transparent & accountable government 47%
  - Online municipal services 46%
  - Community engagement 45%

- **Elected representatives**
  - Transparent & accountable government 54%
  - Community engagement 47%
  - Strong economic development 37%

What is the <u>TOP</u> characteristic a smart city cannot exist without?

Bureaucrats

- Transparent & accountable government 24%
  - Investments in ICTs 18%
  - Opportunities for community engagement 13%

Elected representatives

- Transparent & accountable government 23%
  - Strong economic development 13%
  - Online municipal services 10%

Important areas to future, ideal city

- **Transparency & accountability** most important element of governance for all groups

- With respect to social elements, **environment** most important for residents/ elected representatives

- Bureaucrats equally value **innovation** and **digital inclusion**

- **Innovation, Internet, knowledge workforce, e-business** not as important to residents as bureaucrats/ elected representatives

Services & Implementation

Online services (top response)
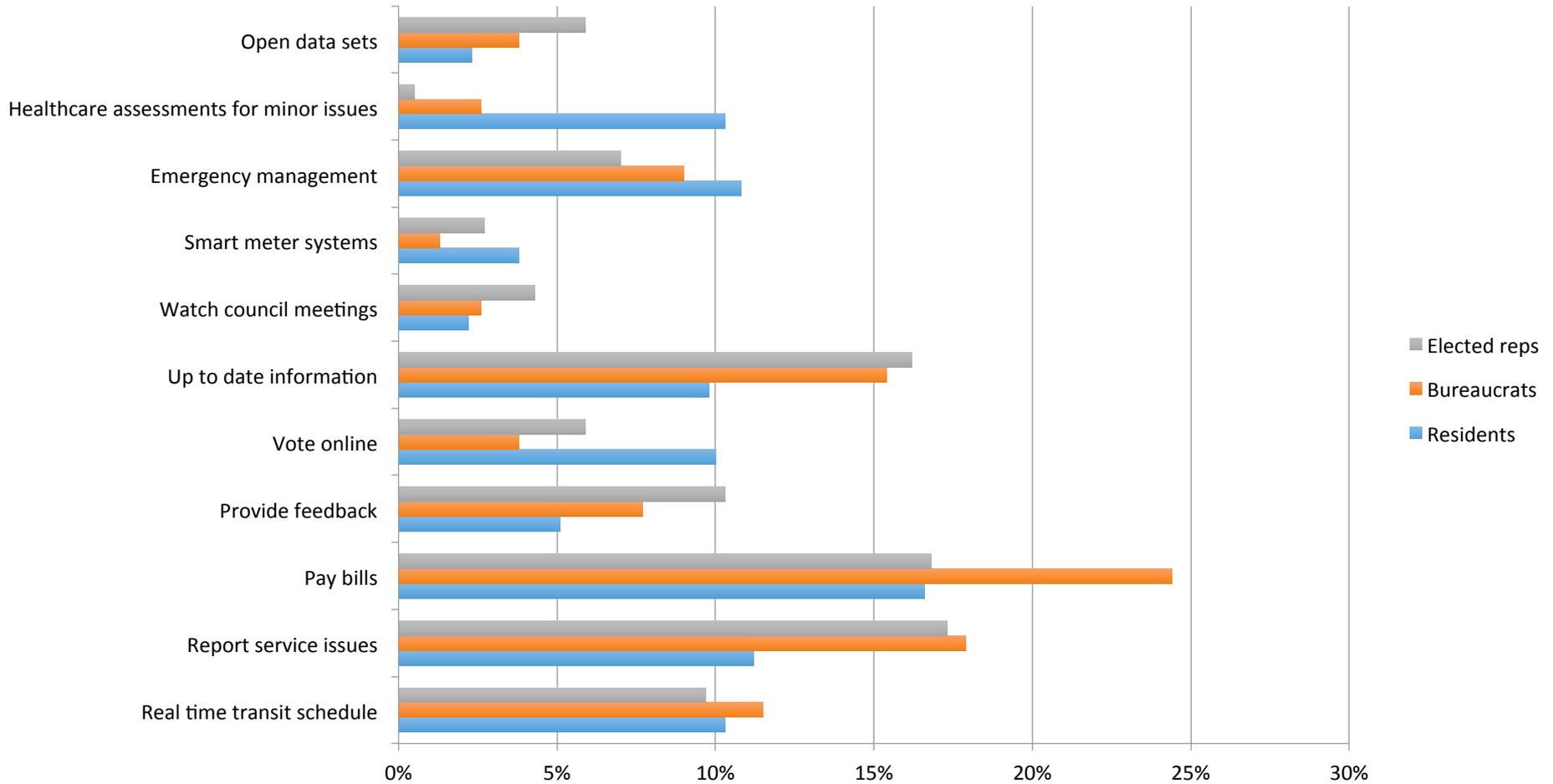
Service area	Residents	Administrators	Elected reps
Real time transit schedule	10%	12%	10%
Report service issues	11%	18%	17%
Pay bills	17%	24%	17%
Provide feedback	5%	8%	10%
Vote online	10%	4%	6%
Up to date information	10%	15%	16%
Watch council meetings	2%	3%	4%
Smart meter systems	4%	1%	3%
Emergency management	11%	9%	7%
Healthcare assessments for minor issues	10%	3%	1%
Open data sets	2%	4%	6%

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Conclusion

- Top challenges involve fiscal health and capacity challenges

- Lack of consensus about citizen priorities

- Smart City Challenge can help

- Accountability and transparency concerns remain high
  - Sidewalk Labs

Next Steps

- Data governance and privacy

- Inclusion

- Implementation in small, rural and remote communities

- Research & practical outcomes
  - AMCTO Smart City Summit
  - Partner Report
  - FCM Innovation Network Advisory Committee