# Smart Raleigh
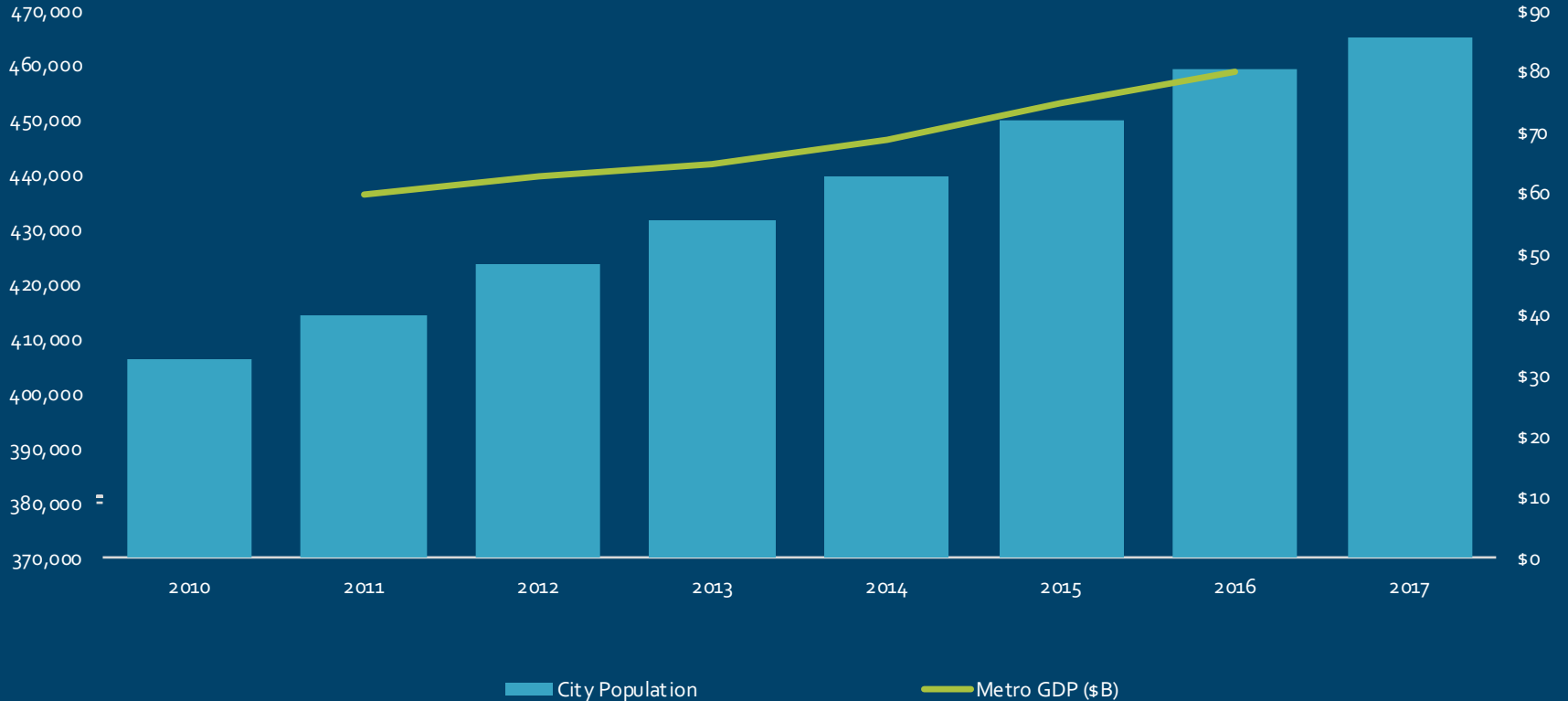## The City of Raleigh's Smart City Strategy

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# The City of Raleigh's Unique Strengths and Challenges

Raleigh is a Vibrant, Growing City

# With Growth Comes Challenges

## Growth

- **Businesses and jobs**
  - 50 companies have expanded in Raleigh in 2017
  - Employment continues to grow.

- **Population:**
  - 63 people into Wake County each day
  - Raleigh is the 2$^{nd}$ hottest real-estate market in the U.S. in 2018 (Zillow)

- **Attractiveness**
  - High Creative Vitality Index
  - High ratings in 2017 Citizen Survey

## Challenges

- **Rising Housing Costs**
  - Housing costs have increased 35% for rentals

- **Need for new infrastructure, schools, city services**

- **Increased traffic congestion**
  - Commute times rose from 2017 compared to 2016; the evening peak congestion increased 49%. (TomTom)

# Overall, Residents Are Highly Satisfied with City of Raleigh's Performance
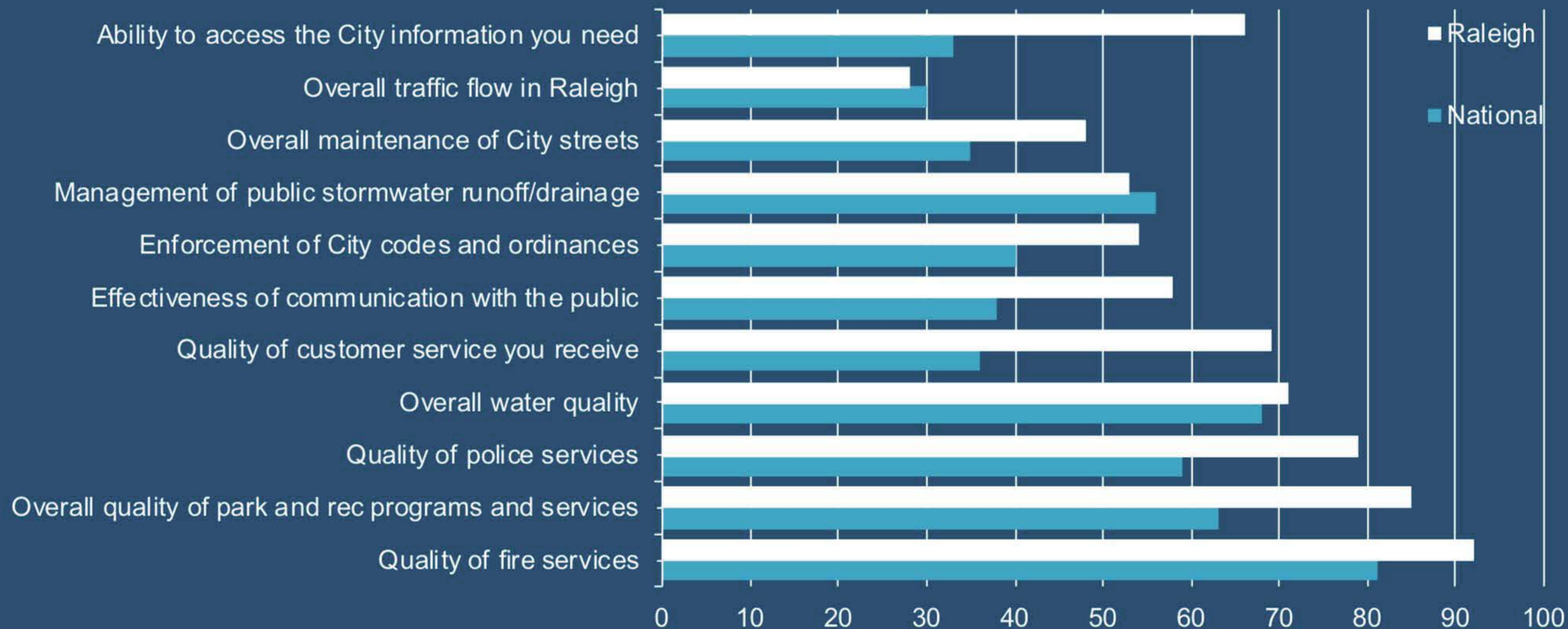
# Raleigh is Addressing Issues with City's First-Ever Strategic Plan

## Arts & Cultural Resources

Embrace Raleigh's diverse offerings of arts and cultural resources as iconic celebrations of our community that provide entertainment, community, and economic benefit.

**Objectives: 2   Initiatives: 6**

## Economic Development & Innovation

Maintain and grow a diverse economy through partnerships and innovation to support large and small businesses and entrepreneurs, while providing employment opportunities for all citizens.

**Objectives: 4   Initiatives: 12**

## Growth & Natural Resources

Encourage a diverse, vibrant built environment that preserves and protects the community's natural resources while encouraging sustainable growth that complements existing development.

**Objectives: 4   Initiatives: 12**

## Organizational Excellence

Foster a transparent, nimble organization of employees challenged to provide high quality, responsive, and innovative services efficiently and effectively.

**Objectives: 4   Initiatives: 15**

## Safe, Vibrant & Healthy Community

Promote a clean, engaged community environment where people feel safe and enjoy access to community amenities that support a high quality of life.

**Objectives: 4   Initiatives: 11**

## Transportation & Transit

Develop an equitable, citywide transportation network for pedestrians, cyclists, automobiles and transit that is linked to regional municipalities, rail, and air hubs.

**Objectives: 4   Initiatives: 11**

# The Newly Created IT Strategy Supports City Strategic Plan

**Focused Enterprise**
Increase efficiency and automation through enabling technology, engagement, and clarity of demand and measurement of services
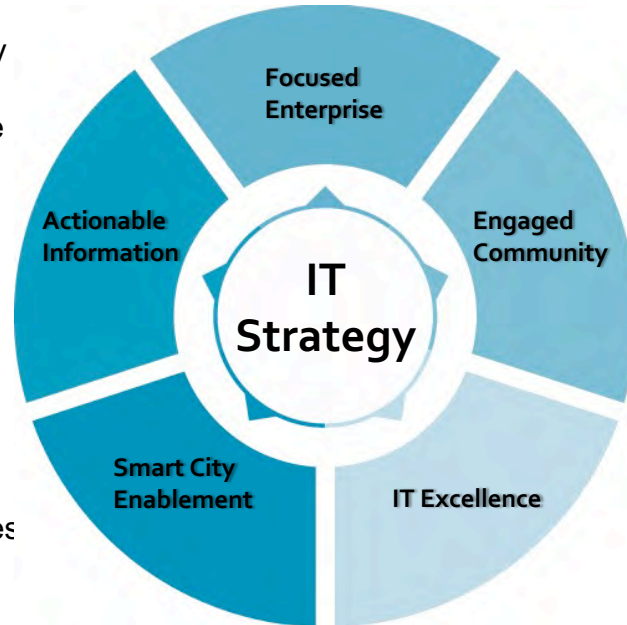
**Actionable Information**
Provide citizens, leadership, and city employees across departments with information in the right format, at the right time, and at the right level of detail to support decisions

**Engaged Community**
Collaborate with and engage citizens, employees, customers, and partners to improve and optimize service delivery across the City

**Smart City Enablement**
Providing technology leadership to integrate and orchestrate Smart Cities Systems of Systems securely, seamlessly, and efficiently

**IT Excellence**
Create, deploy, operate, and evolve technology capabilities to enable the enterprise while optimizing the return on technology

How Did the City Come Up With The Smart City Strategy?

# The City Conducted a Comprehensive Assessment to Develop the Strategy

- Benchmark survey
- Round Table interviews

- Meetings with Ecosystem Partners and Community

- Evaluation with advisory firm using industry benchmark

**204**
**Employee survey responses**

**15** **Suppliers &** **3** **Non-Profits**
**4** **state agencies**
**1** **RCAC Meeting**

**19**
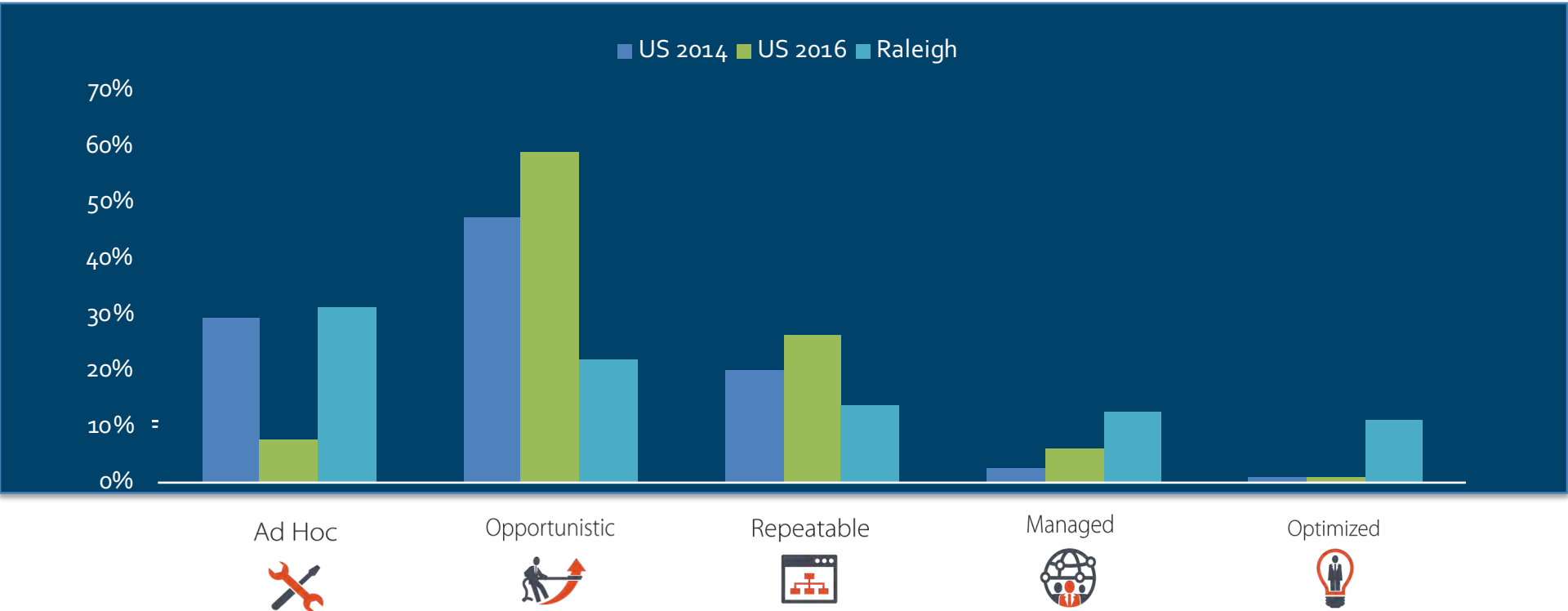**Evaluation parameters**

# What We Learned

# Assessment Results

# Five Need Areas Emerged Across Community Members and City Employees

**1** The need to manage rapid economic growth of City of Raleigh

**2** The expectations of the community for more modern, digital services

**3** The desire for more community engagement

**4** The need internally for better data sharing and data analysis

**5** Managing the Digital Deluge

5 Strategic Priorities for Smart Raleigh
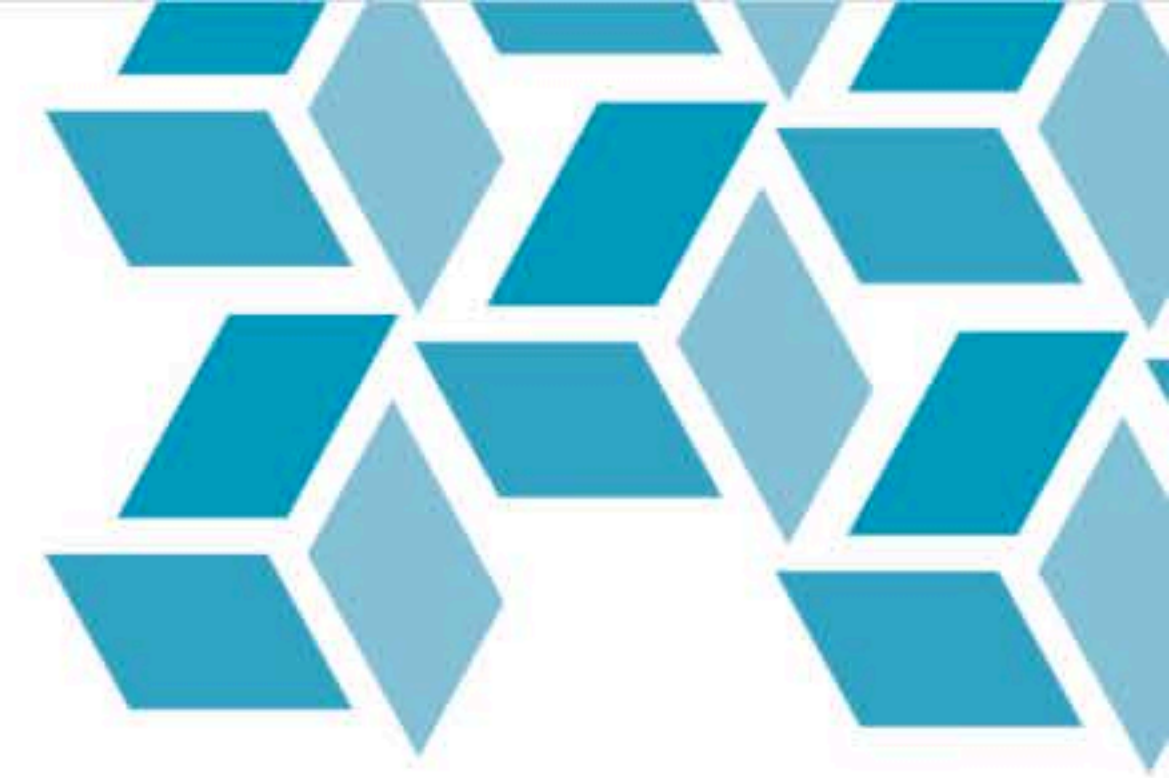
What Does "Smart City" Mean to the City of Raleigh?

# Introducing **Smart Raleigh**

**Smart Raleigh:** Where technology innovation meets city strategy. Smart Raleigh is a city-wide initiative focused on specific projects and areas in which technology can play a transformative role.

**Smart Raleigh Vision:** To be a world class leader in technology-driven, urban transformation for the residents and businesses of the City.

**Smart Raleigh Mission:** To meet city and community goals using technology and data to improve the quality of life for all.

# Smart Raleigh is focused on Five Strategic Priorities

Help Manage the City's Economic Growth

Provide A Superior Customer Experience

Improve and Expand Community Engagement

Improve Data Sharing and Data Use

Formalize Smart City Operations and Partnerships

Raleigh's Smart City Strategy Is Coordinated with The City Plan and IT Strategy

City Strategy

Smart City strategy

IT Strategy

Smart City Initiatives

IT Enablement

Smart City Enablement

Coordinated Investment, Use of Resources, & Implementation of Initiatives for Desired Outcomes

# Implementation:  Aligning Smart Raleigh strategic priorities with the City's Strategic Plan
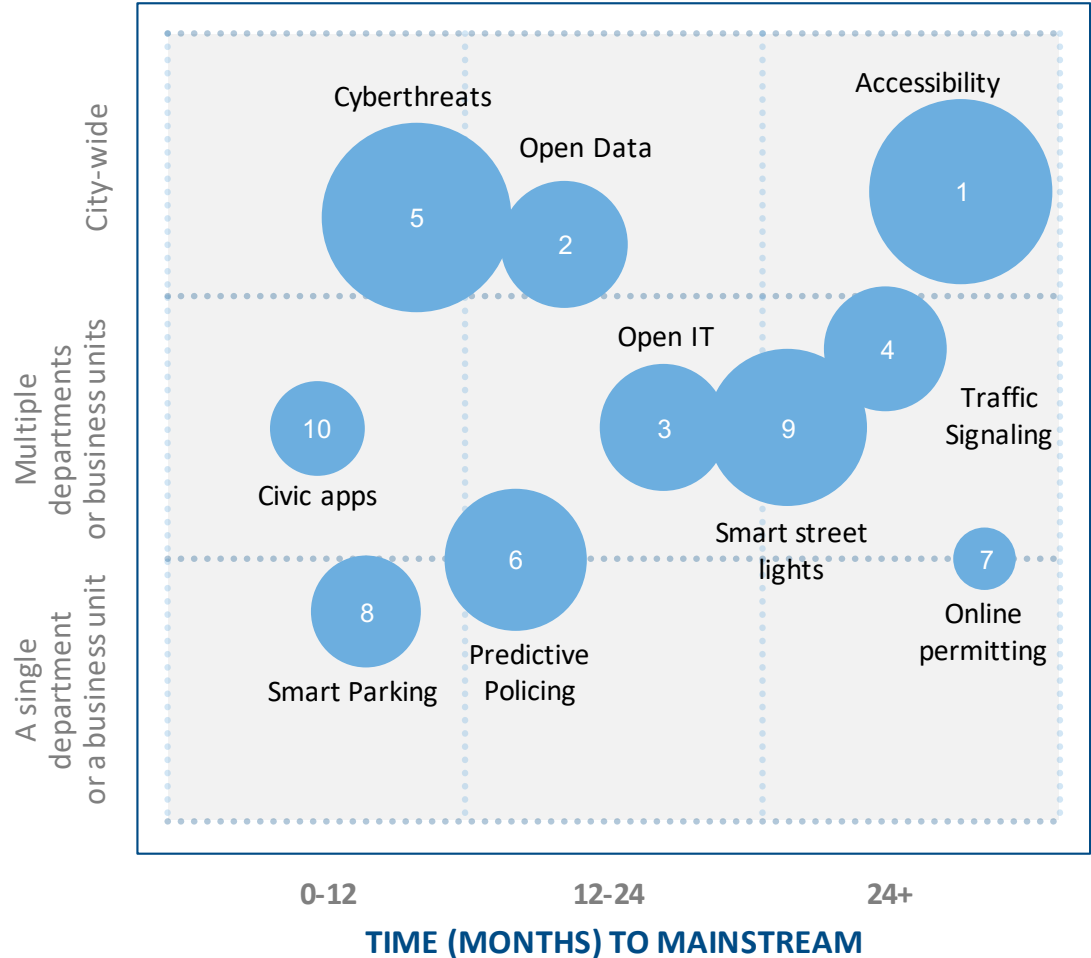
- Ongoing or future projects will be identified, scored, and prioritized through the IRMC intake process

- Scoring criteria includes alignment with City's Strategic Initiatives

**Interviews**

Engaging with departments throughout the year

**Information Resource Management Committee (IRMC)**

Review, Score, and Prioritize

**Approved**

These Projects Have Varying Timelines, Budgets and Resources Required

ORGANIZATIONAL IMPACT

City-wide

Multiple departments or business units

A single department or a business unit

Cyberthreats — 5

Open Data — 2

Accessibility — 1

Open IT — 3

9

4

Traffic Signaling

10 — Civic apps

6 — Predictive Policing

Smart street lights

7 — Online permitting

8 — Smart Parking

0-12    12-24    24+

TIME (MONTHS) TO MAINSTREAM

*For illustration purposes only – Actual Project identification is currently in progress*

# The Organizational Plan

# Two Key Goals to Implement Plan and Drive Outcomes

1. Formalize Smart City internal operations

   Step 1: Create a formal Smart City Steering Committee

2. Formalize key partnerships with suppliers and other government and academic organizations

   Step 1: Identify key partners

   Step 2: Identify and approve projects and develop implementation plans (funding, staffing, milestones, deliverables)

# Aligning Smart Raleigh Internally

- ## Smart Raleigh Steering Committee

  - Made up of representatives from most City departments

  - Led by City CIO

  - Meet on a six-month cycle to review and, if necessary, refresh the Smart Raleigh strategic plan

  - Monthly team calls to brief and update on progress in implementing plan and around specific projects

  - Each project will have its own meeting schedule and distinct timeline

# Evolve Smart City Capabilities and Embed Tech Innovation in All Departments

**We Are Here**
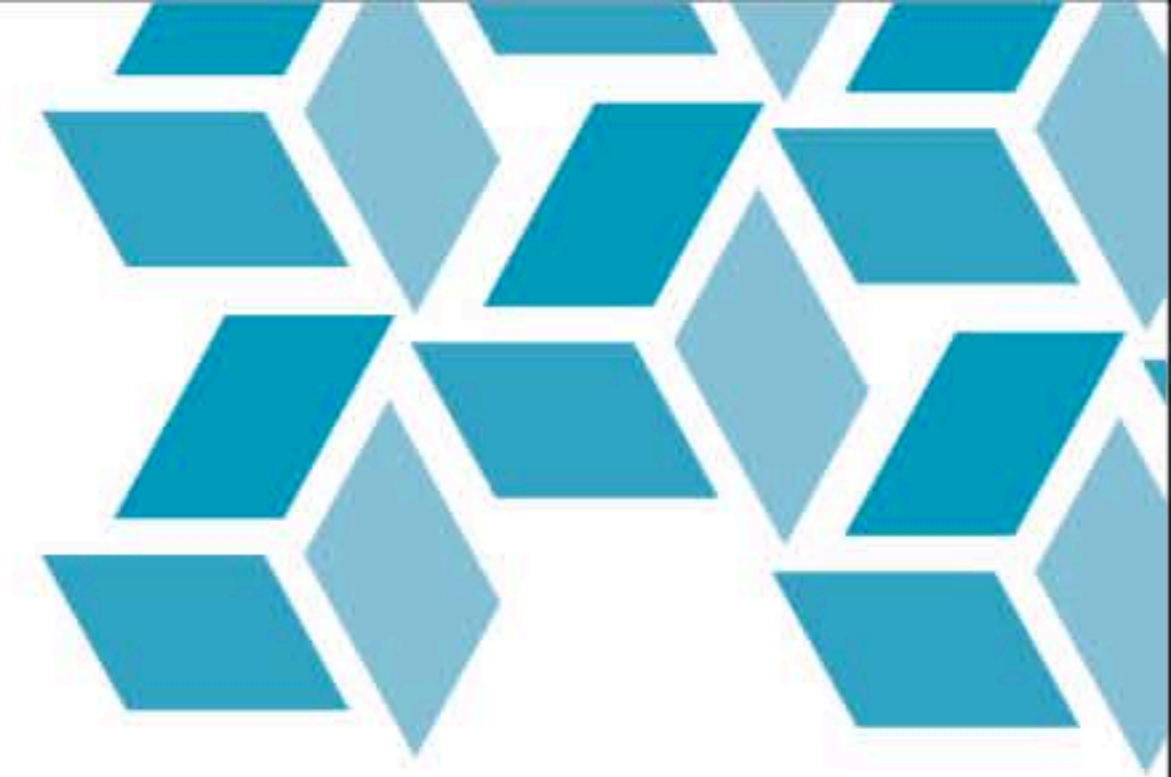
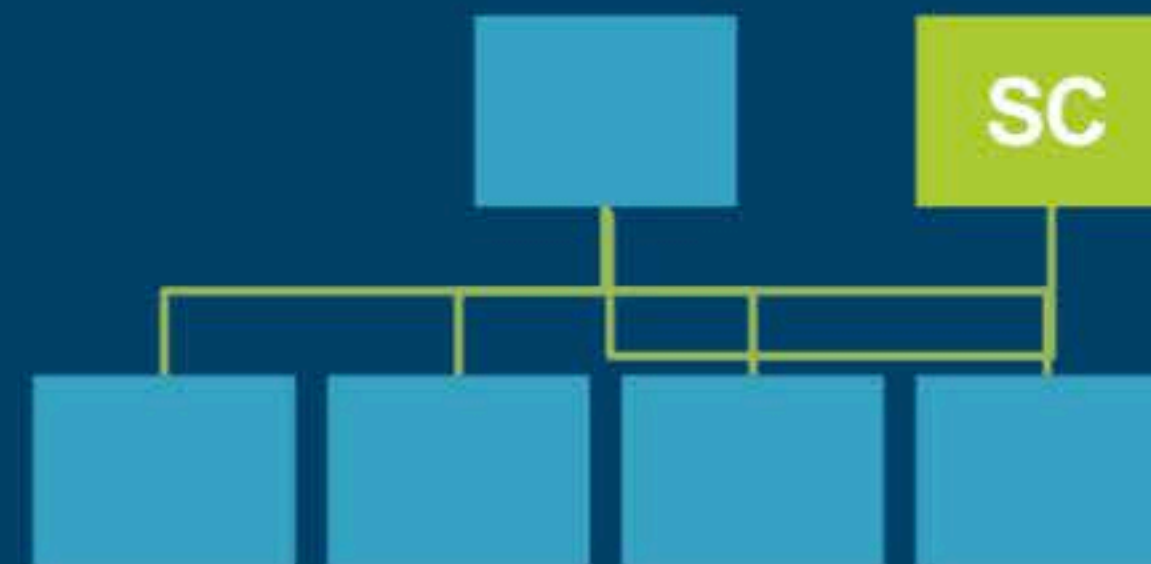## Creation of a Smart Cities Team

**SC**

### Formalizing Roles

Defining Vision, Mission, Objectives, Projects

Establish Priorities for City with Stakeholders

## IT Department Enabling Technology Innovation

**SC**

### Formal authority to drive project implementations

Recognized internal consultants

Governance, Policies

## Embedded Innovation

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### Accelerating Transformation

Ongoing Implementations

Processes developed for idea generation, compliance, continuous improvements

INFORMATION TECHNOLOGY

Thank You

Raleigh