

SmartResults: Assessing SmartCapital

Christopher Wilson

Youssef Berbash

April 23, 2004

Outline

- Objectives
- Report on SmartResults Deliverables
- General SmartCapital Summary
 - Main Successes
 - Lessons Learned
 - Recommendations
- Final Thoughts
- Potential Future Activities

SmartCapital Goals and Objectives

- Vision Statement

“Building the most connected city in the world”

- Objectives:

- Fulfilling the requirements of Industry Canada SCDP
- Deliver Smart Services to partners’ constituencies, clients, or customers
- Build a Smart Community in Ottawa
- Enhance the quality of life of Ottawa Citizens

SmartResults Objectives

- **Assessment of SmartCapital**
 - to conduct a formal and post project assessment of smart community contributions by SmartCapital and its subprojects
 - to facilitate collaboration & knowledge dissemination
- **Smart Communities Research**
 - to contribute to the body of knowledge on Smart Communities
 - to create an international network of smart community experts, researchers and practitioners

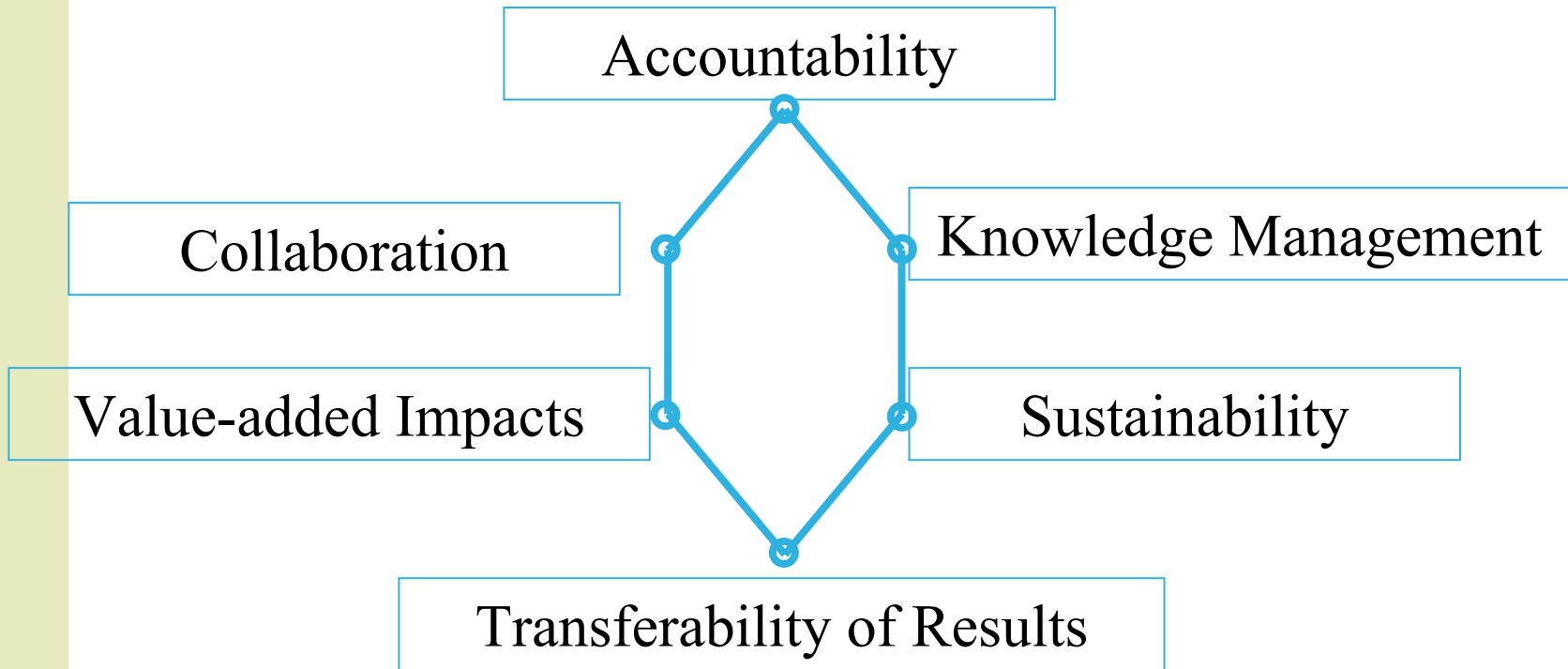
Deliverables

1. Performance Measurement Plan (completed)
2. Evaluation Guidelines Report (completed)
3. Baseline Assessment (completed)
4. Post Implementation Report (in progress)
5. Smart Community Chair (unsuccessful)

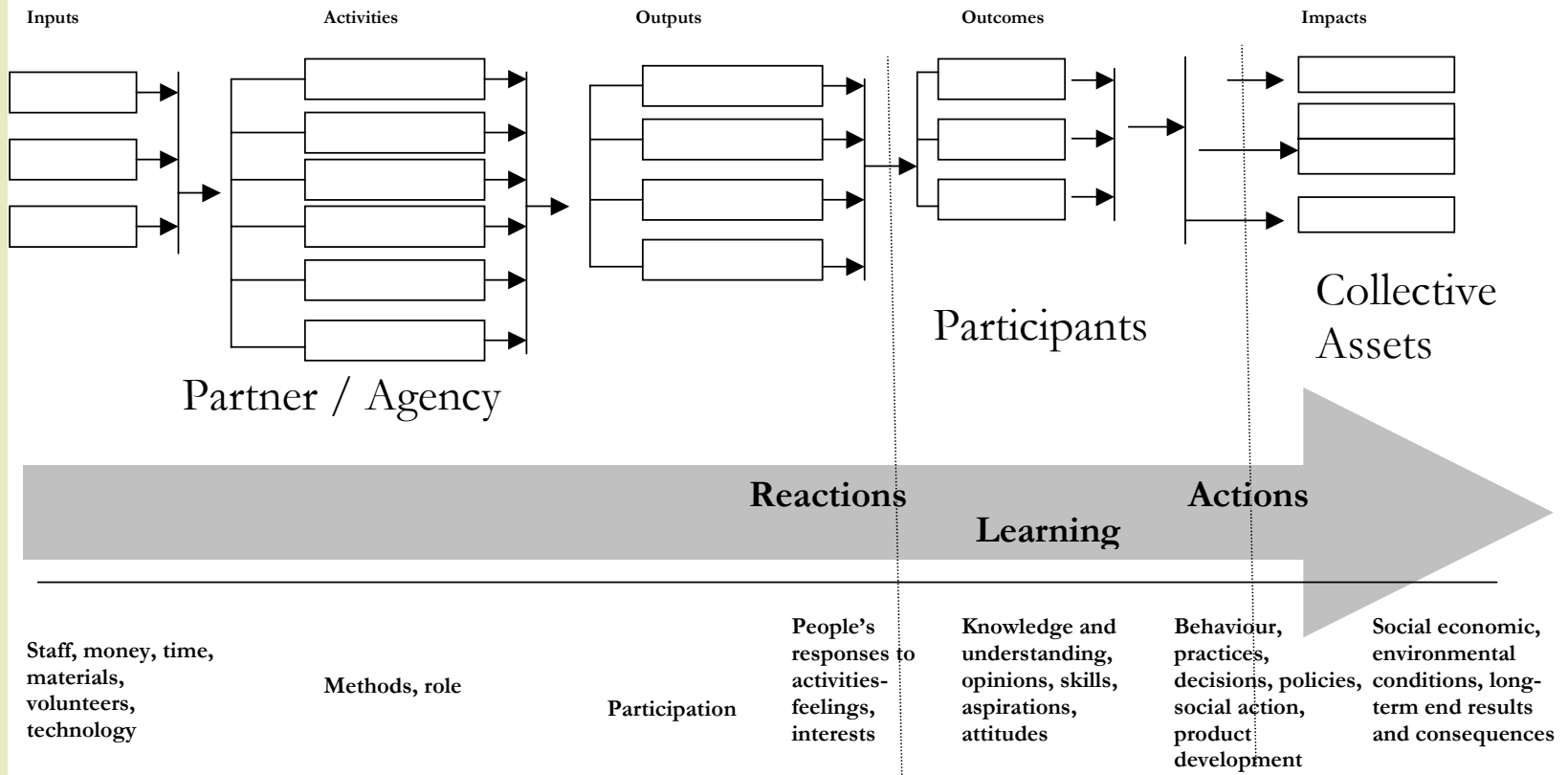
1. Performance Measurement Plan

- used theory-based evaluation approach for classifying levels-of-evidence for the implementation and results of SmartCapital and its subprojects.
- expanded the PMP framework suggested by Industry Canada.

SmartCapital Governance



Performance Measurement Logic Model



Negotiating Metrics

- Guided by AG's advice on accountability in the public service
- Profiling end users and indirect beneficiaries
- Identify & negotiate meaningful project outcomes and impacts not just outputs
- Be conscious of achievable and valid implementation of project evaluation plan

2. Evaluation Guidelines Report

- Established main research questions
 - *Has the initiative and its subprojects contributed to the enrichment of the Ottawa community and how?*
 - *To what extent have the information and communications technologies that have been utilized contributed to this enrichment and how?*
 - *What lessons have been learned from this implementation of a “Smart Community”?*
 - *Has the investment in the experiment of SmartCapital been a good use of public funds?*
- Established agreed upon metrics with which SmartCapital and subprojects would be assessed
- Set standard templates for an informative, purposeful, actionable, and timely assessment of SCDP smart services

Contributing to Performance Management

- Regular meetings/interviews with subproject teams and management
- Participation in SmartCapital project meetings permitted conveyance of additional subproject information
- ‘Third party’ perspective from identifying & negotiating meaningful project outcomes facilitated development
- Contributed to subproject-subproject interactions and management-subproject interactions

3. Baseline Assessment

Report focused on:

- Initial conditions among target audiences and/or the status of existing services either prior to or, at the least, during start-up period of SmartCapital.
- Information was collected primarily in semi-structured interviews with subproject team leaders between June and December 2001.
- Ongoing analysis of subproject progress during the implementation stage was provided in the annual reports.

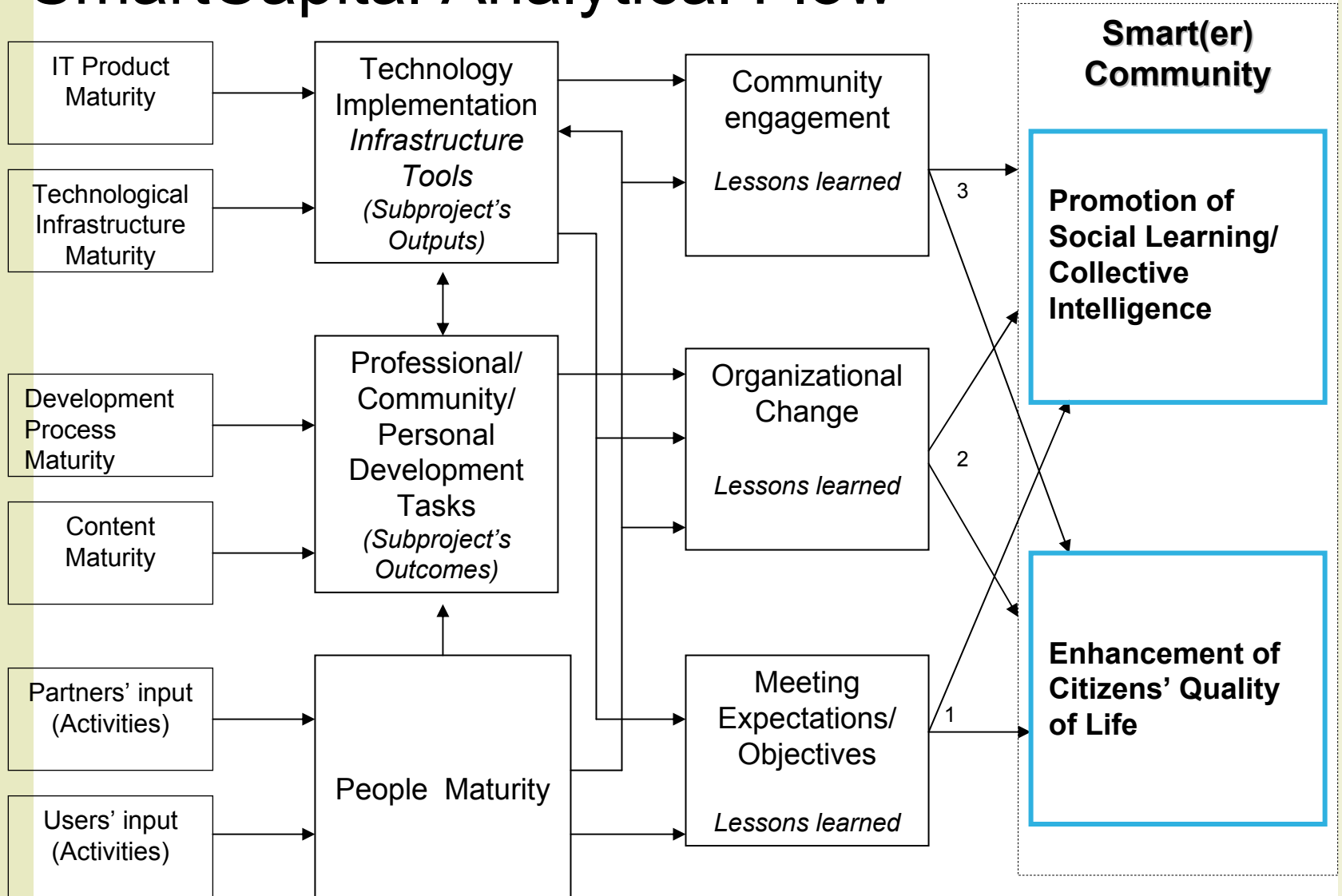
Baseline Assessment of Subprojects

1. Partnership
2. Key Characteristics of the Existing On-Line Service
3. Key Characteristics of the New SCDP On-line Service
4. Observations on Goals and Objectives
5. Risks
6. Evaluation Issues and Caveats:
 - i. Tracking Change
 - ii. Attribution and Causality
 - iii. Challenges

4. Post Implementation Report: *A Smart Community Assessment*

- Final data collection, report and analysis
 - Interviewed subproject leaders and SmartCapital team (Nov 2003-Feb 2004)
 - Participated in SmartCapital project meetings
 - Participated in subproject visits
 - Conducted two user surveys (Entrepreneurship Centre, EduNet)
 - Collecting information from all sources available
- In progress

SmartCapital Analytical Flow



Final Report Structure

EXECUTIVE SUMMARY

I. INTRODUCTION

- 1.0 The Objectives Of Post-Implementation Assessment
- 2.0 Gathering Information Post-Implementation Assessment

II. BACKGROUND

- 1.0 History Of SmartCapital
- 2.0 Smart Services
- 3.0 SmartResults Evaluation Process
- 4.0 A Results-Based Evaluation Methodology

III. FRAMING THE POST-IMPELEMATION EVALUATION

- 1.0 Results-Based Evaluation Methodology Structure
- 2.0 Customizing SmartResults Evaluation Process
- 3.0 Limitations

IV. THE STATUS OF SMARTCAPITAL (DECEMBER 2003)

- 1.0 Partnership Structure & Composition
- 2.0 Supporting Partners
- 3.0 Governance
- 4.0 SmartCapital Finances
- 5.0 SmartCapital Marketing And Promotion
- 6.0 Knowledge Management

V. ORGANIZATION OF SUBPROJECT BASELINE ASSESSMENTS

- 1.0 Information Gathering Strategy
- 2.0 Presenting The Post-Implementation Assessment Of SCDP Subprojects

VI. SUBPROJECT POST-IMPLEMENTATION ASSESSMENTS (A separate Section for each subproject

VII. SUSTAINABILITY

VIII. SMART COMMUNITY PERFORMANCE ANALYSIS

IX. CHALLENGES FOR SMARTCAPITAL

X. FINAL CONCLUSION

XI. APPENDIX A: Resources Consulted

XII. APPENDIX B: List Of Interviews

XIII APPENDIX C:Subproject's Supporting Documents

IXV. APPENDIX D:Other Supporting Documents

5. Smart Community Chair

- Survey identified the need for a ‘Smart Community Centre of Excellence’
- Economic downturn in 2000, eliminated the prospect of direct industry support.
- Applications submitted to SSHRC INE program for alternative funding. A development grant was obtained (\$50K) but no multi-year funding.
- 2 applications were made to HRDC (both declined) to establish a Smart City Student Exchange (SCSE) in cooperation with Memorial University, the National Capital Institute of Technology, OCRI, Cambridge University, Trinity College in Dublin, Delft University in Netherlands, Aarhus University in Denmark and Catania University in Italy. These institutions along with the World Foundation for Smart Communities, SCIN and Virginia Polytechnical Institute are informal members of **Smart Cities Collaborative**.
- A CIDA application was submitted in partnership with the Asian Institute of Management and the Cyberspace Policy Center for Asia-Pacific of the Philippines but declined.
- While there continue to be opportunities to create some form of an international smart community research network (a recent opportunity emerged with the Malaysian Super Corridor group), no Canadian combination of private companies, academic granting councils or government agencies has been willing to invest.

Knowledge Development

- 10 papers, including one special journal edition on Smart Communities in *Lac Carling*
- 10 presentations at conferences or workshops
- Project web site for knowledge sharing
- Ongoing face-to-face interviews with sub-projects and management team
- SCIndex

Main Successes

ICT & Social Learning

- Use of ICT increases new institutional co-operation and community decision-making (SmartLibrary)
- Use of ICT helped identify new opportunities of supporting existing community partnership (EduNET)
- Use of ICT fosters organizational evolution (Entrepreneurship Centre Online)
- Use of ICT fosters increased community interaction (AlltogetherOttawa, NCF)
- Use of ICT enhances education (Algonquin College Online & EduNet)

ICT & Quality of Life

- Use of ICT increases the potential for citizen engagement in municipal government and public consultations (e-Democracy-Ottawa 2020)
- Use of ICT facilitates volunteering (AltogetherOTTAWA)
- In-kind contributions from private sector encouraged new contributions for other projects (SmartSites, EduNET, NCF)
- SmartCapital's visibility helped position Broadband infrastructure as part of the City's strategic planning process
- SmartCapital has enhanced international marketing of Ottawa

Lessons Learned

Implementation

- Need for flexibility in meeting targets (changes in SoW)
 - Accuracy of initial estimates
 - Need for historical data
 - Despite historical data external environment affects development and progress
- Leadership
 - Absence of champions causes delays
 - Entrepreneurial leadership is very important and passionate leaders go the distance (e-government, Entrepreneurship Centre, AltogetherOTTAWA)
 - Service leadership required
- Smart Community projects need Brokers and Deal makers
 - Collaboration is not 'cost free'
 - Read the market and take advantage (e.g, EduNet)
 - Proactive approach
- Collaboration in multi stakeholder / multi project environment requires ongoing work and commitment
 - Not easy
 - Coordination challenges and opportunity costs
 - Accomplishment at the implementation stage was minimal (SCOR)

Management of Expectations

- Better Allocation of Resources based on Scalability of Services
 - Smart Services consumption follow natural cycle of needs (e.g, business startup, student year, residents' seasonal needs)
 - Users' needs have peaks and valleys
 - Choices and options
 - Costs and priorities
- Build it with them and support them to stay
 - Build it and they will come not an option (e.g., City portal/ Youth Channel)
 - Must link in with established behaviors and interests
 - Targeted marketing is essential
- Users' interests define usage of Tools
 - Use of information and transactional services comes first and Online forums and video on demand last (e.g, Ottawa 20/20, Entrepreneurship Centre)

Partnership Management

- Understanding partners needs and challenges was appreciated
- Flexibility offered (SoW modifications)
- Industry Canada reporting was helpful but use of tools could be improved
- SmartCapital project office professionalism was highly regarded.
- Arms length involvement with subprojects could result in feeling of distance and disconnection from the project (e.g., Library concerns, lack of overall ownership)

Collecting Information

- Time underestimated
- Little incentive for sub-project teams
- Perception that results inconsequential
- Little commitment to future use of metrics

Recommendations

- Increase the use of Internet marketing and advertising in local media
- Communicate status of Infrastructure development to subprojects
- Identify policy issues and action items as soon as possible
- Partnering with private sector based on their commitment to community not profit opportunity
- Make use of personalized information services ('My Yahoo' model.. NCF is one example)
- More incentives to tell SmartCapital stories (both process and product)
- More defined role for SmartCapital within (TOP) strategies

Final Thoughts

- With \$60m investment SCDP is the single most significant social experiment ever conducted in Canada.
 - Canada is the envy of every other country
- Misaligned contracting and incentive framework
 - service delivery vs. social research
- Knowledge is the most important outcome from SCDP, however, it is unclear how that knowledge will influence future decision makers locally, provincially or federally
 - ***Will decision makers take to heart the understanding that a co-investment in social technologies is necessary to optimize the return on investment in physical technologies?***



What's next?

- Check opportunities to collaborate with the evaluators in the other 11 SCDP projects
- Find funding opportunities to conduct and publish further research and case studies.
- International opportunities to exchange knowledge and experience

Thank You

Christopher Wilson & Youssef Berbash

Centre on Governance,
University Of Ottawa,
550 Cumberland Street,
Ottawa, ON K1N 6N5
Phone: (613) 562-5800 ext. 1653
Fax: (613) 562-5371
E-Mail: gouverne@uottawa.ca