TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE
FROM:	JOHN M. FLEMING MANAGING DIRECTOR, PLANNING AND CITY PLANNER
SUBJECT:	DRAFT SMART CITY STRATEGY MEETING ON OCTOBER 15, 2018

RECOMMENDATION

That, on the recommendation of the Managing Director, Planning & City Planner, the Director of Information Technology Services, the Manager II, Information Technology Services, the Director of Community and Economic Innovation and the Manager II, Geospatial Infrastructure Systems, the following actions **BE TAKEN** with respect to the Draft Smart City Strategy:

1. The Draft Smart City Strategy, attached as Appendix 1, **BE CIRCULATED** to identified stakeholders and interested members of the community for feedback and suggestions.

2. An associated Implementation Plan **BE PREPARED** for consideration through the next Four-year Strategic Plan process and the associated 2020-2024 Multi-year Budget process.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

*   **December 7, 2015, Strategic Priorities and Policy Committee** - Proposed Terms of Reference for the Smart City Strategy

*   **February 20, 2018, Corporate Services Committee** - Infrastructure Canada's Smart Cities Challenge

*   **June 19, 2018, Corporate Services Committee** - Infrastructure Canada's Smart Cities Challenge Update

BACKGROUND

Who has prepared the Draft Smart City Strategy?

*   The Draft Smart City Strategy was prepared by four primary partners, who have a significant stake in the future of London as a Smart City. They include:

    o   The City of London
        *   Planning Services
        *   Information Technology Services
        *   Environmental and Engineering Services
        *   Community and Economic Innovation
    o   The London Economic Development Corporation
    o   London Hydro
    o   LARG*net (London and Regional Global Network)

*   In addition, stakeholders and members of the London community have provided input into the development of this strategy.

- IBI Group, who has international experience in smart city strategy development has provided consulting services to develop this Smart City Strategy.

What is a Smart City?

- Our research found that there are many potential definitions of a smart city. Such definitions can be extremely complex, can focus on the details of specific technologies, or can be so broad that they do not provide any clarity on the subject of smart cities or why it is important.

- We've chosen what we believe is a simple, yet powerful, definition of a smart city:

  A Smart City uses innovation, data and technology to make our lives better, strengthen our economy, protect our environment and deliver services more openly, efficiently and effectively for all Londoners

- As our Smart City Strategy states, a culture of smart city thinking is at the core of any smart city. Smart city thinking includes delivering services around concepts of:

  o Digital government
  o Open government
  o Connected community
  o Citizen experience
  o Innovation
  o Efficiency and effectiveness
  o Collaboration and partnerships

Why is a Smart City Important to London's Future?

- Cities across Ontario, Canada and the World are developing smart city strategies. They understand the importance of a deliberate strategy around the subject of smart cities to compete with other cities in their region and across the globe.

- Smart cities will be well positioned to offer their community the infrastructure, amenities, and supports that business, residents and labour force talent are looking for.

- Furthermore, smart cities can offer services that are:
  o More convenient
  o Less expensive
  o More effective
  o Better experiences
  o More inclusive
  o More accessible

- Smart cities can allow residents, businesses, institutions and governments to make better decisions with the available information.

- Quite simply, cities that do not strategize and plan around smart city thinking risk losing competitive ground, with economic consequences, to those who have deliberately planned and delivered a smart city in the future.

Foundations for a Smart City

This Smart City Strategy builds on the base of several plans and strategies that have already set a foundation for smart cities in London. They include:

- **The London Plan** – which is unique as an Official Plan in providing an entire chapter devoted to planning for a smart city. Policy in the London Plan states:

625_ Through city investments, long-term planning initiatives and the review of planning and development applications, action will be taken to design and build our smart city in the following ways:

1. Build a connected city that links all of its residents, stakeholders, investors, and external partners.
2. Give London a competitive advantage as a city that is well known to have the highest quality of information and communications infrastructure for those businesses and industries that require it.
3. Use smart cities infrastructure and technology to foster an environment that supports business incubation.
4. Enhance quality of life for all Londoners by supporting the development and delivery of state-of-the-art communication capabilities for all residents and businesses throughout the city.
5. Provide customer-centric public services that leverage digital infrastructure, people, and processes to serve all residents and businesses.
6. Facilitate open government by using technology that will make the city more transparent and inclusive to encourage the participation and involvement of all stakeholders in decisions faced by the city.
7. Provide the highest level of smart city infrastructure and amenity offered in London to locations within our Downtown, our Transit Villages and Rapid Transit Corridors, our Institutional Place Types, and in appropriate locations within our Industrial Place Types.
8. Use smart city infrastructure to support the Key Directions and City Building policies of this Plan.
9. Ensure that rights to the protection of privacy are always respected and maintained

- **Council's 2015-2019 Strategic Plan** – which calls for the preparation of a Smart City Strategy and associated Smart City Implementation Plan. This initiative is under the Strategic Area of Focus "Growing Our Economy" and "Leading in Public Service"
  - o Use new and emerging technology to improve quality of life and grow London's economy
  - o Deliver great customer experiences to residents, businesses and visitors
    - Innovative service delivery models
    - Improved access through web, phone, and in person
    - Innovative technology

- **City of London Information Technology Strategy** – that includes 25 key strategic drivers that lay the foundation for investment and aligns with smart cities principles. These drivers are then translated into tactical action including the successful completion of over 22,000 incidents and 40 transformational technical projects annually. These operational and modernization actions support the effective delivery of public service to users and residents in our community resulting in a smarter city.

Some Examples of Smart City Initiatives Already Underway in London

There are many smart city initiatives already underway in London – being delivered by the larger community as well as by our local government. Below are some illustrative examples:

- **Corporate Asset Management** – to allow detailed, proactive and effective asset management that will lower risk, reduce service interruptions, allow for effective financial planning, and lower the cost of managing city assets.

  Computerized Maintenance Management System – to allow Water, Sanitary, Stormwater, Forestry, Parks Operations, Transportation & Roadside Operations and Solid Waste Divisions to leverage a solution for enhanced work planning, tracking of resources and scheduling, improved budgeting and expenditure tracking, increased productivity and reduce downtime, better communication and planning between departments, and provide timely and accurate information.

- **Customer Relationship Management Software** – to allow for the integration of online, telephone and in-person customer services – providing consistent and robust information to call-takers, advanced status tracking of responses, seamless and personalized information for customers and ongoing analytical tools to help assess and address customer needs.

- **Open Data Portal** – a collection of data sources assembled and maintained by the City, available online in a format that is accessible to third party users. The intent is to provide information that is useful to others for the development of applications that can help Londoners, businesses and institutions in a variety of different ways.

- **Renew London *WAZE* Integration** – integrating construction information into the third party WAZE system so that Londoners can be aware of, and avoid, construction projects and understand the best way to navigate alternative routes given up-to-date traffic volumes

- **Intelligent Transportation System** – to include such things as a state-of-the-art transit signal priority for rapid transit, adaptive control, motor vehicle and bicycle detection, counting and classification, video monitoring, modern traffic control centre, real-time travel time monitoring and feedback to drivers

- **Virtual Reality Urban Modelling** – including three dimensional models of civic spaces, development proposals, and urban landscapes that allow community members to visualize proposed changes in tangible ways that can provide for understanding and effective feedback.

This list is not inclusive. There are many, many more examples that show that London is moving smart city initiatives forward in tangible and important ways.

What Has Been the Smart City Strategy Process to Date?

With the assistance of the IBI Group, the following steps have been undertaken to develop the Draft Smart City Strategy:

- Partnership development – terms for sharing the cost of the Smart City Strategy
- Terms of Reference for Smart City Strategy (Council Approved)
- Stakeholder interviews
- Public engagement
- Smart City Challenge engagement
- Best practices research

A summary of feedback received from the stakeholder and public engagement processes is included in Appendix 2. Appendix 3 provides an overview of feedback received from the Smart City Challenge process.

Draft Smart City Strategy

Through our research, we found that many smart city strategies include a long list of interesting technology projects that the subject city is proposing to initiate. Many of these projects are focused on specific software, technology, or practices that are currently relevant. Our strategy does not take this approach for the following reasons:

- Technology is changing extremely rapidly in today's world. A project that seems cutting edge today may seem out-of-date and irrelevant within one or two years. A list of tech projects in a strategy will, thus, become dated very quickly as will the strategy itself.

- We recognize that technology, for technology sake, is not the answer (the "cool factor" should not be the focus). It is important to focus on the problems we need to solve and the opportunities that exist to make our lives better, help improve the economy, and deliver services more efficiently and effectively.

- A strategy such as this focuses on the efforts of a municipal government. For a strategy to be truly effective, it needs to facilitate the power of the private sector, institutions, utilities and other sectors of the community to develop smart city initiatives. Reliance solely on municipal government to do so is not an effective strategy.

With this in mind, our Draft Smart City Strategy takes a higher level approach. It focuses on three main prongs:

- Prong 1 – Creating a Culture of Smart City thinking
- Prong 2 – Developing our Smart City infrastructure
- Prong 3 – Facilitating Smart City initiatives

In essence, the strategy seeks to put the right pieces in place to establish an environment that stimulates the broader business, institutional and wider community to develop smart city initiatives on an on-going basis over time.
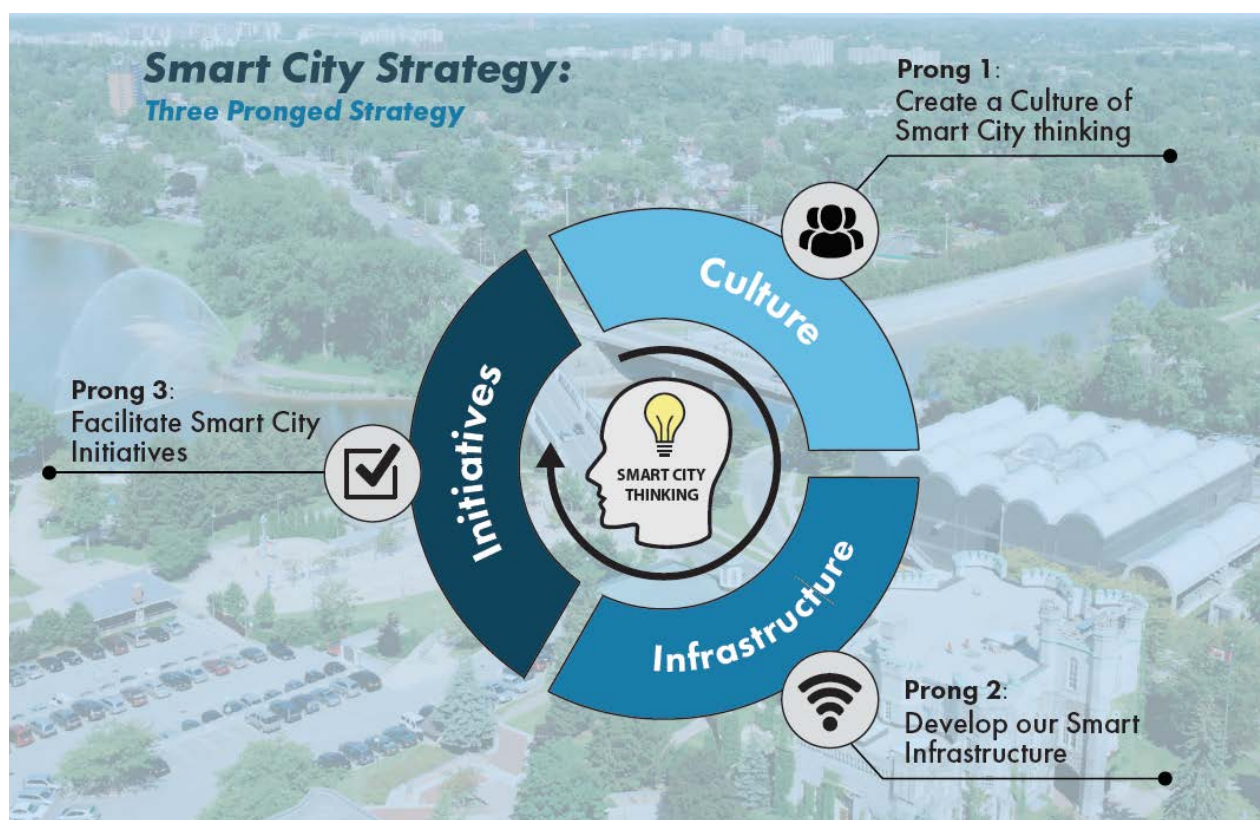
Attached, as <u>Appendix 1</u>, is the DRAFT Smart City Strategy. It provides a vision, defines smart city thinking, provides this over-arching 3-prong approach, and proposes specific actions that can be taken to advance London as a Smart City.

What are the Next Steps?

With the Draft Smart City Strategy now prepared, planned next steps are as follows:

1. Circulate the draft Smart City Strategy widely to seek out feedback.

2. Prepare an implementation plan, which identifies costs and prioritizes implementation steps and recommends who should be responsible for these various implementation pieces going forward.

3. Resources will be allocated in City Planning during 2019 to develop the implementation plan for the Smart City Strategy.

4. Revise the Smart City Strategy, based on feedback received and ensure that Implementation Plan is aligned.

5. Return to Council for approval of the final Smart City Strategy and the associated Implementation Plan.

6. Incorporate the Smart City Strategy and Implementation Plan in Council's Strategic Plan and prepare an associated business plan for the 2020-2024 Multi-year Budget.

Acknowledgements:
In addition to those who are listed on the signature block, this report was prepared with assistance from the following Steering Committee members:
- Jeffrey Grieve – LARG*net Western
- Peter Gilbert – LARG*net Fanshawe College
- Luke Seewald – London Hydro
- Jelena Kosarac – London Hydro
- Larry MacKinnon – London Economic Development Corporation

In addition, significant input and assistance was provided by Titus Ferguson, Executive Director of UnLondon

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APPENDIX 1

DRAFT SMART CITY STRATEGY

Using innovation, data and technology to make our lives better.
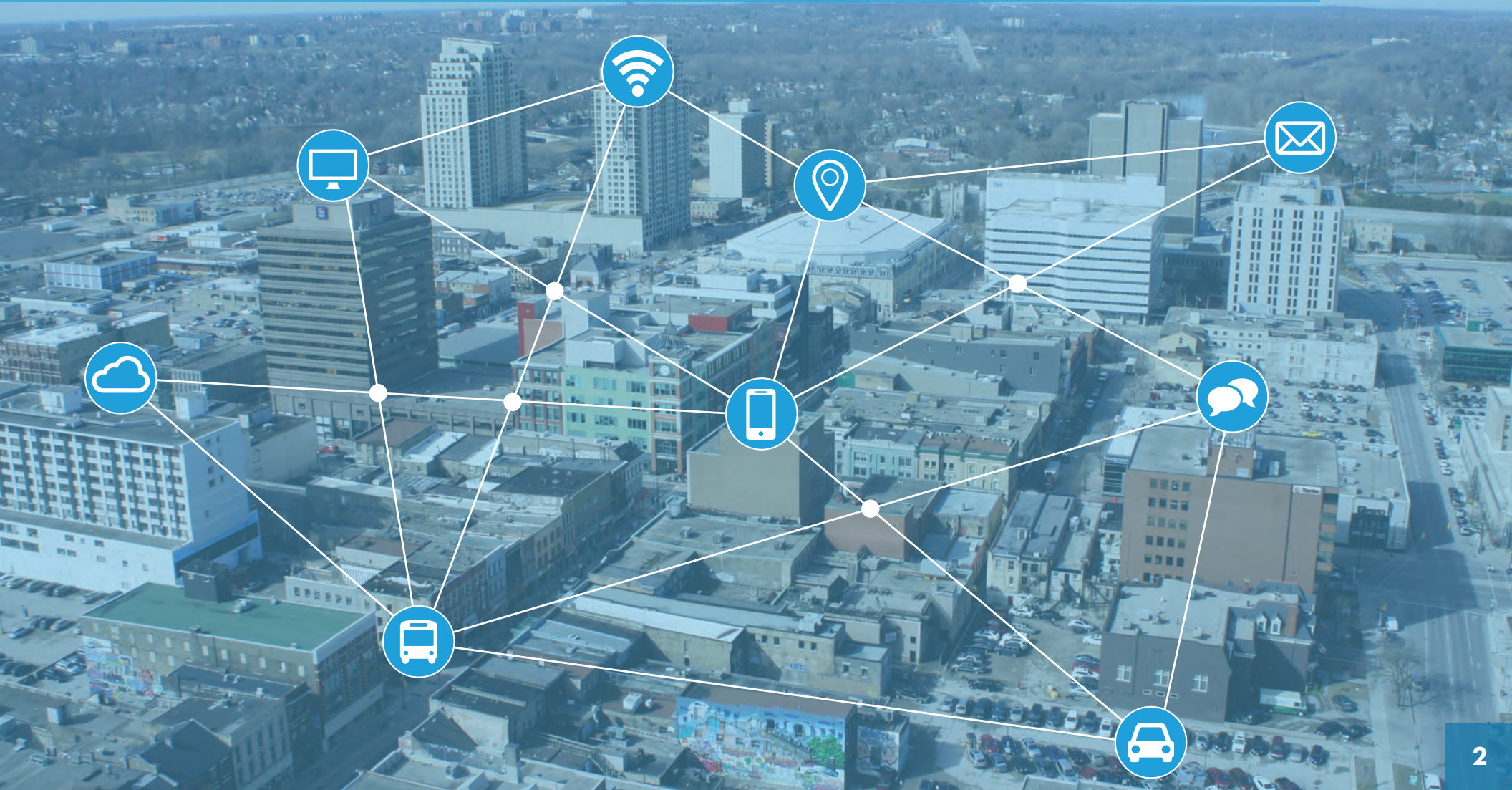
Draft Smart City Strategy

London
CANADA

Our Smart City Vision
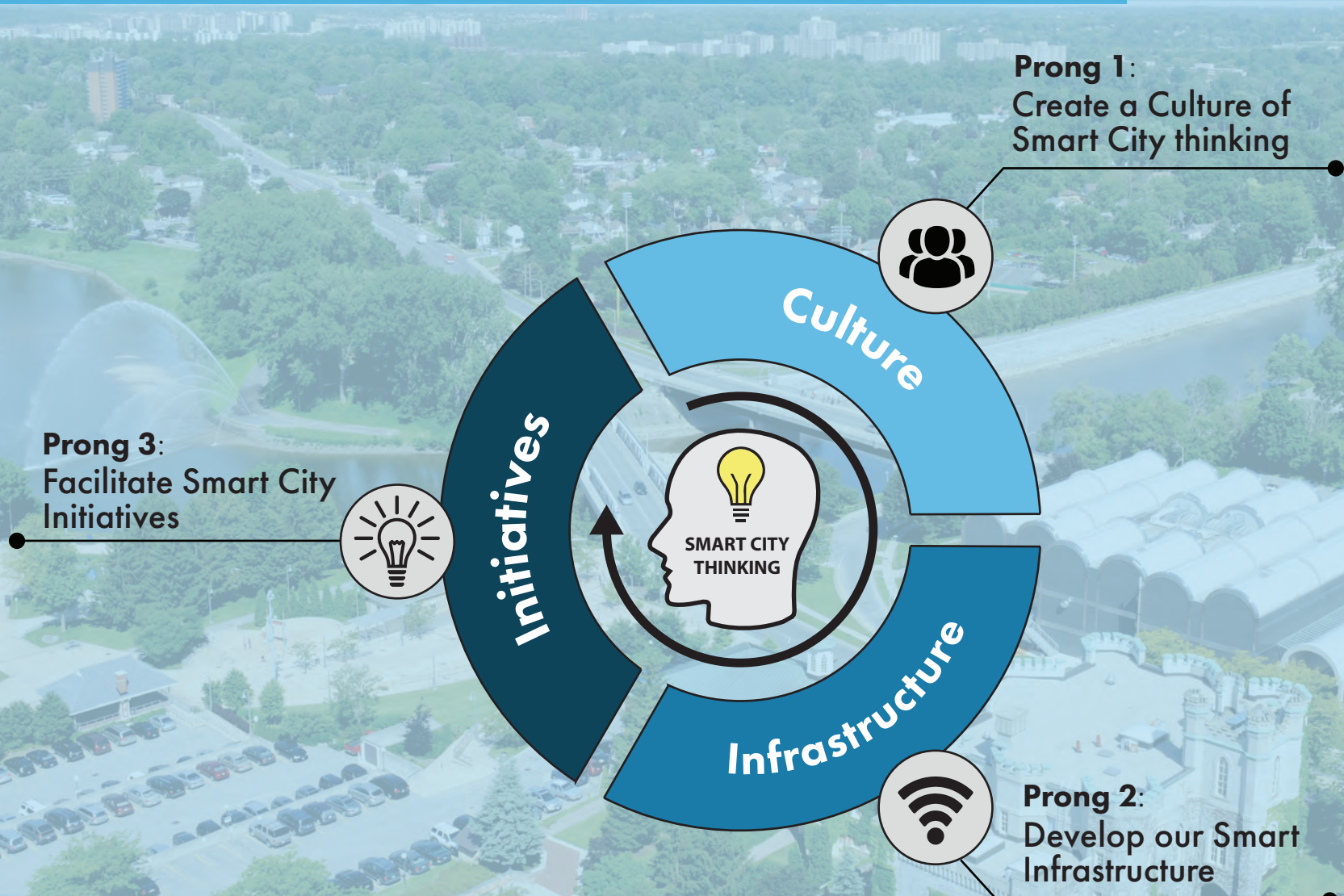## A Picture of Our Future

Our future London will use innovation, data, and technology to make our lives better, strengthen our economy, protect our environment and deliver government services more openly, efficiently and effectively for all Londoners.
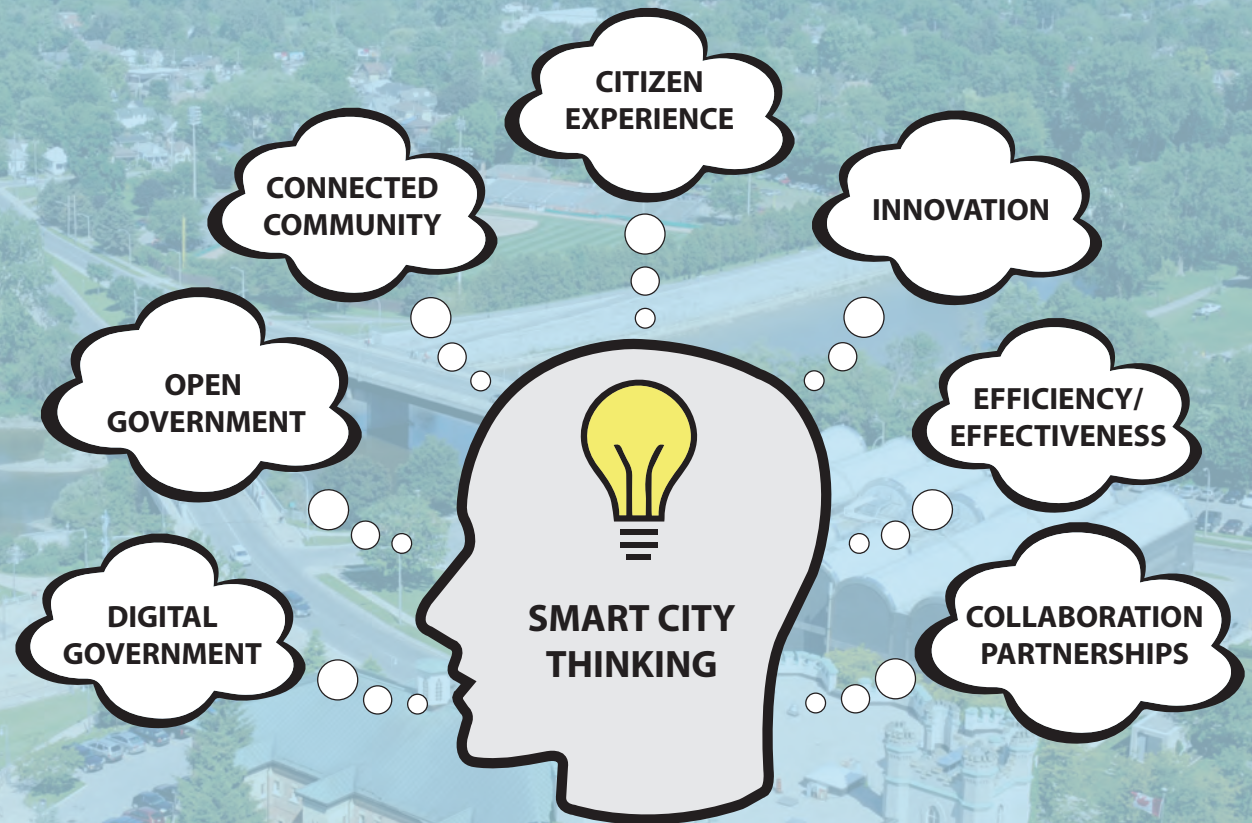
Our Strategy
How We Will Achieve A Smart City

We will achieve our Smart City by implementing a three-pronged strategy:

Prong 1:
Create a Culture of Smart City thinking

Prong 3:
Facilitate Smart City Initiatives

Prong 2:
Develop our Smart Infrastructure

Culture

Initiatives

Infrastructure

SMART CITY THINKING

What is "Smart City Thinking"?

In order for London to move toward this vision of a smart city we'll need to use smart city thinking. But what is smart city thinking? Based on our engagement process, our research and analysis of best practices elsewhere, we've boiled smart city thinking down to the following principles.

CITIZEN EXPERIENCE

CONNECTED COMMUNITY

INNOVATION

OPEN GOVERNMENT

EFFICIENCY/ EFFECTIVENESS

DIGITAL GOVERNMENT

SMART CITY THINKING

COLLABORATION PARTNERSHIPS

"Smart City Thinking"
In more detail

1| Digital Government

- Delivering a wide range of government services digitally
- Using data and technology to deliver government services

2| Open Government

- Being transparent in the way government operates
- Providing easy and useful access to rich data sources
- Using analytics and other tools for reporting
- Ensuring procurement processes are open and accessible

3| Connected Community

- Connecting citizens to each other
- Connecting Citizens, Business, Government, Utilities and Educational Institutions with one another
- Engaging in highly effective, authentic and regular ways
- Being inclusive, allowing for people to be engaged as they would like

4| Citizen Experience

- Creating an excellent user experience for citizens
- Using human centred design – putting people first
- Making London attractive and easy to navigate – physically, functionally and digitally
- Allowing for personalization and meaningful ties to individual preferences
- Putting a premium on convenience and efficiency

5| Innovation

- Consistently looking for new and better ways to deliver services and products
- Experimenting on an ongoing basis
- Creating an environment of greater risk tolerance that gives measured permission to fail

6| Efficiency and effectiveness

- Seeking out ways to streamline processes, cut waste, and save time and money
- Looking for new ways to get better results
- Using analytics to enhance public service decision-making and problem solving

7| Collaboration and Partnerships

- Bringing the public and private sectors together to collaborate
- Leverage private sector expertise, innovation and existing technology
- Finding new ways to work together with others by communicating, sharing information, problem-solving

The Value of "Smart City Thinking"

When Smart City thinking is applied, it can have a transformational impact on the way that we deliver services. And, the outcomes can be significantly improved for all citizens.
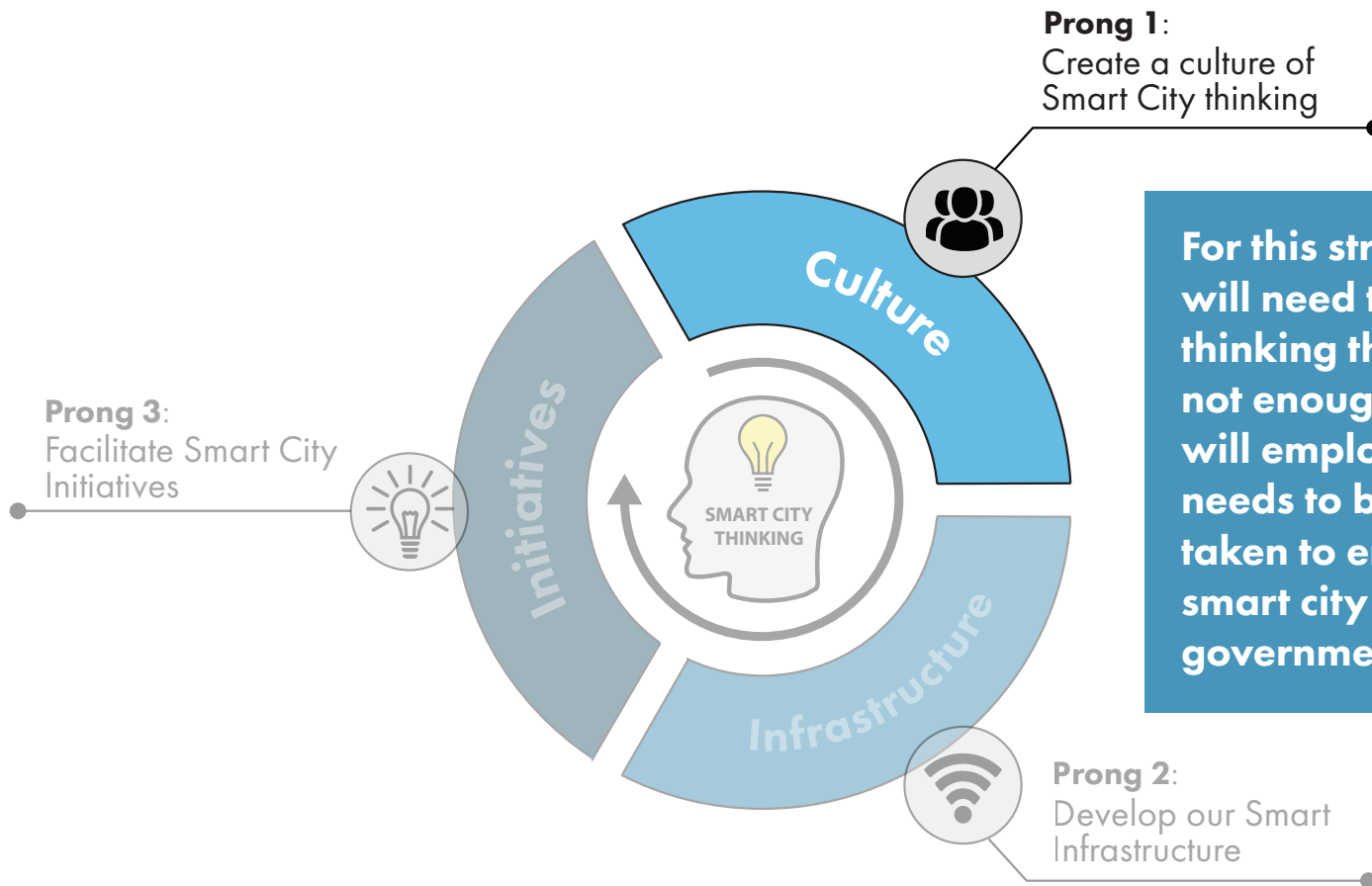
Traditional Services → SMART CITY THINKING →

Smart City Services
- More effective
- Better experiences
- Allow for better decisions
- More inclusive
- More accessible
- More convenient
- Less expensive

Strategic Prong 1
Creating a Culture of "Smart City Thinking"

Prong 1:
Create a culture of
Smart City thinking

Culture

Prong 3:
Facilitate Smart City
Initiatives

Initiatives

SMART CITY
THINKING

Infrastructure

For this strategy to have an impact, we will need to create a culture of smart city thinking throughout our community. It's not enough to proclaim that we, as a city, will employ smart city thinking. There needs to be meaningful, strategic measures taken to ensure that a pervasive culture of smart city thinking is driven into our local government and our community.

Prong 2:
Develop our Smart
Infrastructure

How we will Create a Culture of "Smart City Thinking"

1

Create a Smart City Office that will have the primary mandate of driving a smart city culture throughout our organization. This will include such things as:

- Implementing the Smart City London Strategy
- Presenting, educating and coordinating training on smart city thinking
- Helping service areas to move through smart city thinking, as they evaluate how it could be applied to the services they deliver
- Helping service areas to integrate smart city thinking and industry best practices into their business plans, business analysis and project management
- Bringing together tech sector innovators and service area leaders to collaborate, exploring new ways of delivering services
- Identifying needs for smart city infrastructure and support
- Identifying gaps and high demands for smart city services
- Facilitating collaboration and partnerships to deliver smart city projects and products
- Promoting and branding London as a smart city and place to do testing
- Measuring smart city progress
- Supporting service areas in developing data analytics and business intelligence skills
- Serve as a single window for smart city enquires & initatives reelating to local government

How we will Create a Culture of "Smart City Thinking"

2 Promote London as a test bed for smart city innovation; brand London as a good place to test new technologies and applications; and allow for a broad range of testing on city lands, services and assets. Share access to municipal sensors and associated information.

3 Engage the public, tech community, utilities, institutions, university, colleges, development community and many other stakeholders in smart city conversations, speaker series, hackathons, strategy evaluation, service reviews, etc. on an ongoing and regular basis.

4 Establish a smart city strategy implementation committee, with the mandate of advancing the smart city strategy, promoting collaboration and partnership development and advancing smart city thinking throughout the London community. This committee would be composed, primarily of people from the private sector, institutions, NGO's and other non-government sectors.

5 Create a "Civic Accelerator" to bring the public sector, private sector, tech community and educational institutions together to solve challenges facing our city with smart city thinking. Integrate the Civic Accelerator with supporting organizations that can help grow businesses that evolve from this innovation.
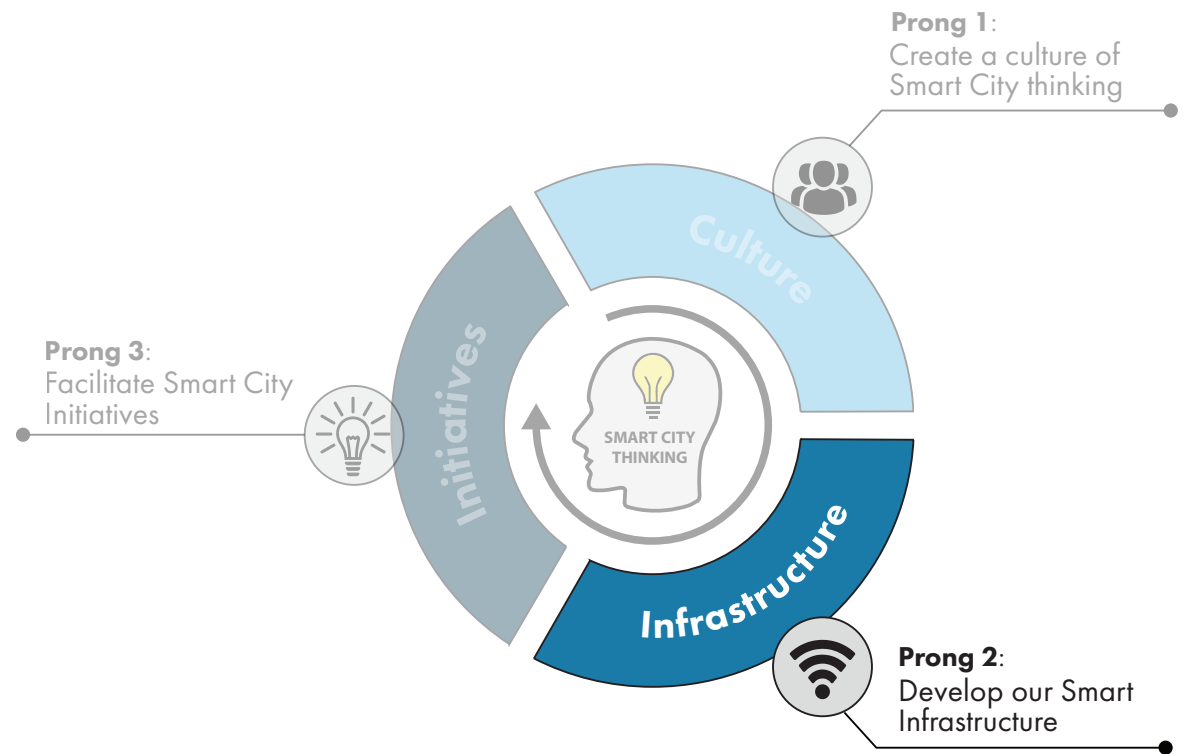
Strategic Prong 2
Developing Our Smart City Infrastructure

Even if we create a strong culture of Smart City thinking, this strategy cannot be successful unless there is a solid base of infrastructure and support to deliver our Smart City initiatives. For example, we'll need such things as:

- Robust information and communication technology - the infrastructure that conveys huge volumes of data quickly

- High capacity computing technology – to "crunch" large amounts of data, calculations and digital processes quickly

- A broad range of sensors, meters, and cameras to gather data

- Big data storage, open data systems and analytics tools that make this information accessible and usable

- Various charters, protocols, roadmaps, financial plans and other supports that bring order to the way we deliver our smart city

- Information Technology human resources and contracts to support, maintain and replace Smart City Infrastructure

Prong 1: Create a culture of Smart City thinking

Prong 3: Facilitate Smart City Initiatives

SMART CITY THINKING

Culture

Initiatives

Infrastructure

Prong 2: Develop our Smart Infrastructure

Going forward, we will **BUILD** on the **ASSETS & INFRASTRUCTURE** that we already have in place.

How We Will Develop Our Smart City Infrastructure

1

Improve Information Communication Technology (ICT) Infrastructure

Develop a telecommunications infrastructure strategy for the adoption of next generation technology – explore, design and integrate new technologies with urban landscapes and pilot and partner to create new opportunities.

Facilitate and incentivize investments in broadband Internet enabling ICT infrastructure.

Integrate ICT infrastructure requirements into the municipal planning process and public realm projects (e.g. roads, parks, sidewalks) .

Explore opportunities for partnerships to expand access to Internet across the city.

2

Expand Data Collection

Enable the establishment and implementation of sensor/meter/camera deployment initiatives by investing in the supporting infrastructure and applications utilizing data collection technologies.

Establish best practices to encourage the use of "internet of things" (IOT) devices for City infrastructure and equipment.

Establish guiding principles to collect, warehouse and analyze information used for services delivered by the City and its boards and commissions.

How We Will Develop Our Smart City Infrastructure

3

Manage and Communicate Data More Openly

Establish a data governance strategy, with Council-approved policies on transparency/open-data standards, stewardship and integration from new methods of collection.

Modernize open data portal with emphasis on data visualization, user interface experience and application programing interface (API).

Continue to release new & updated open datasets supported by a responsive infrastructure.

Develop analytics, data visualization and reporting tools to proactivity communicate insights to City staff, business, and the community.

Establish data warehousing strategy – future proof for new requirements to store more data and unify fragmented datasets.

Create strategic data connections to existing applications to benefit London citizens, businesses and institutions.
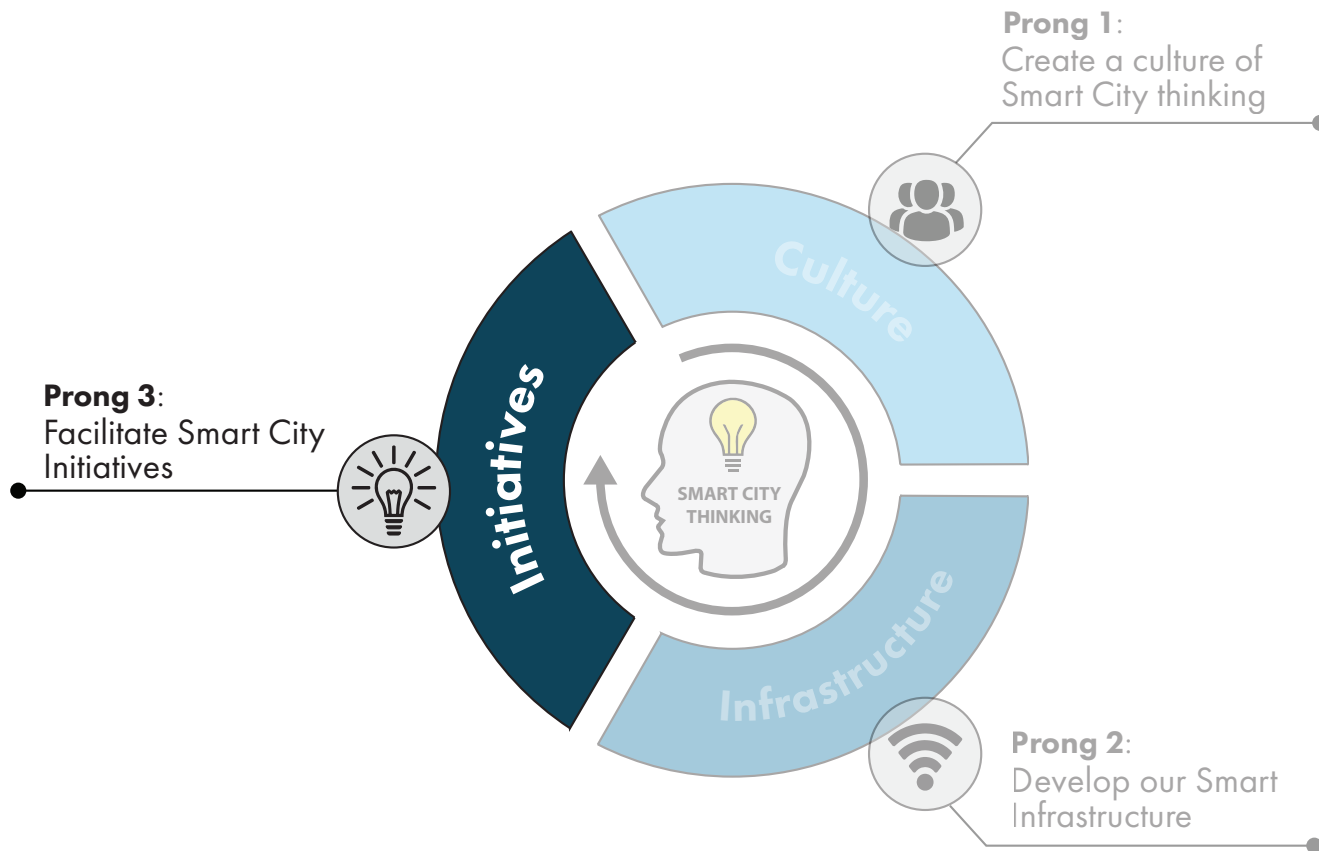
Enhance business processes through digital transformation.

Establish policies that facilitate meaningful data joins and analysis between service areas within the Corporation and between partners and stakeholders.

Improve the efficiency and effectiveness of resident support interactions using advanced data analysis techniques.

Strategic Prong 3
Facilitate Smart City Initiatives

Prong 1: Create a culture of Smart City thinking

Prong 3: Facilitate Smart City Initiatives

Prong 2: Develop our Smart Infrastructure

Culture

Initiatives

Infrastructure

SMART CITY THINKING

With a culture of Smart City thinking and a robust Smart City infrastructure in place, the third prong of our strategy is to facilitate the creation of Smart City initiatives. This may include education, encouragement and collaboration led by our Smart City Office, Smart City Strategy Implementation Committee, Civic Accelerator and others in our community

How We Will Facilitiate Smart City Initiatives

What is a Smart City Initiative?

For the purpose of our Smart City Strategy, a smart city initiative is a product, service, or program that makes our lives better, strengthens our economy, protects our environment or delivers government services more effectively.

Who Will Deliver Smart City Initiatives?

Our Smart City Strategy doesn't rely on local government to deliver smart city initiatives. Rather, with a culture of smart city thinking and a robust smart city infrastructure in place, our strategy sets the right environment for our entire community to deliver these initiatives. It draws upon the innovation and "horsepower" of our institutions, utilities, NGO's, technology sector and the broader private sector. At the same time, it is expected that our local government will apply smart city thinking to deliver city services more efficiently, effectively, and with greater accessibility.

How We Will Facilitiate Smart City Initiatives

What Can Smart City Initiatives Do For Us?

Smart City initiatives can take many forms and be delivered by many different stakeholders in our community. For example, they can help us with such things as:

- Connecting members of our community to one another in new useful ways

- Monitoring the health of our environment and allowing us to make changes to improve it

- Allowing local government to better engage Londoner's in important conversations and decisions

- Making driving, cycling, using transit and walking more convenient, accessible, and efficient

- Giving Londoner's the information they need to make good decisions that help them save energy, save money, protect the environment, or gain employment

- Supporting the delivery of emergency services, health care and social services

- Allowing newcomers to more easily access services, participate in events and become more comfortable in their new community

- Offering new forms of culture, arts and entertainment and new ways of accessing them

- Providing utilities in new cost-effective and environmentally conscious ways

- Creating connections between London and the rest of the world

- Supporting research and innovation in our institutions, laboratories and industries

- Creating new business opportunities that stimulate job creation

What are the next Steps?

With the Draft Smart City Strategy now prepared, planned next steps are as follows:

1 Circulate the draft Smart City Strategy widely to seek out feedback.

2 Prepare an implementation plan, which identifies costs and prioritizes implementation steps and recommends who should be responsible for these various implementation pieces going forward.

3 Resources will be allocated in City Planning during 2019 to develop the implementation plan for the Smart City Strategy.

4 Revise the Smart City Strategy, based on feedback received and ensure that Implementation Plan is aligned.

5 Return to Council for approval of the final Smart City Strategy and the associated Implementation Plan.

6 Incorporate the Smart City Strategy and Implementation Plan in Council's Strategic Plan and prepare an associated business plan for the 2020-2024 Multi-year Budget.

APPENDIX 2

SMART CITY STRATEGY ENGAGEMENT SUMMARY

Smart City Strategy Engagement Summary

During Phase 1 of the Smart City Strategy, extensive stakeholder and public engagement was undertaken. Multiple days of stakeholder workshops were held to assess the City's Smart City goals, objectives, and to identify opportunities for Smart City thinking and initiatives.

Stakeholders included representatives from various business, education, institutional, transportation, engineering/utilities, development, and technology sectors. Organizations included:

- LARG*net
- London Economic Development Corporation (LEDC)
- London Hydro
- London District Energy
- London Public Library
- London Heritage Council
- London International Airport
- London Police Services
- London Health Sciences Centre
- St. Joseph's Health Care Centre
- London Chamber of Commerce
- Various B.I.A.s
- Representatives from various London tech industry businesses
- University of Western Ontario
- Fanshawe College
- Various City of London Service Areas (e.g. Planning; Information Technology Services (ITS); Dearness Home; Fire Department; Environmental and Engineering Services; Neighbourhoods and Social Services).

In addition to the stakeholder engagement, public consultations were held at various public events and conventions (e.g. London home show), online polls and surveys were conducted, as well as inclusion of the project on the City's Get Involved webpage (for the Smart City Challenge, and social media hashtag #SmartCityLDN).

The Stakeholder engagement sessions resulted in the following themes of discussion:

- Decision-making and Management: City budget/costs and efficiency of operations
- Improving Infrastructure – Networks, Connectivity
- Access/Sharing and Public Navigating the City – real-time information, improve citizen interactions with City
- Energy, Green City, and Improving Quality of Life
- Partnerships

The public engagement resulted in the following themes of discussion:

- Transportation/Moving Around the City
- Digital inclusion, capacity, and literacy
- Support digital economy/attracting talented workforce
- Strategy implementation and resources
- Partnerships
- Climate Change/Green City/Quality of Life & Well-being
- Navigating the City/Improving Decisions/Access City Programs

Below is a table of example feedback from the engagement sessions and on-line surveys that were conducted during Phase 1. The table is provided to demonstrate the themes and 'flavour' of discussions during the engagement sessions.

Summary of Feedback from Engagement Sessions

Theme	Some Examples of Feedback
Transportation/Moving Around the City	• "Bus app – show schedule/real-time." • "Parking spots available in downtown/rest of city." • "Smart grid: Something on EMS/buses/bicycles to change traffic lights to 'green'." • "Real-time app showing roads blocked by trains in downtown." • "Left-turn lights are too short." • "Use "smart intersections" for traffic."
Digital inclusion, capacity, and literacy	• "Downtown wifi." • "Wifi should be throughout rest of city." • "Access to technology – age friendly; work with schools." • "Digital inclusion – libraries, schools as focus."
Support digital economy/attracting talented workforce	• "City-sponsored 'hackathon'." • "Make City data available without barriers – everyone create/innovate." • "Get Fanshawe/UWO to be involved in Smart City projects." • "Branding London to attract talent/tech companies and fill Smart City gaps in projects."
Strategy implementation and resources	• "City needs open data." • "City needs person for outbound tech and communications." • "Don't focus entirely on apps."
Partnerships	• "Use existing businesses to work/partner with Bloomberg Financial." • "Build relationships with Tech Companies in London." • "Find best practices from City of Stratford ("an intelligent community")." • "Partner but be cautious of proprietary installations/prohibitive tech." • "Tech companies partner with Post-Secondary Schools." • "Don't reinvent what others doing – partner with them."
Climate Change/Green City/Quality of Life & Well-being	• "Reach out to Seniors for age-friendly issues with technology" • "Safety: night-time lighting and walkability and safety." • "Tech to mitigate future problems of intensification (more people/less space). " • "MIT project – trash compactors in garbage cans: waste." • "Smart grids, smart infrastructure, energy savings." • "Use Geothermal tech." • "Introduce "solar roads"."
Navigating the City/Improving Decisions/Access City Programs	• "Each City department needs Social Media to connect to community." • "Best practices for Social Media – look to other cities (Greenville, SC)." • "Notify when sidewalks are icy." • "'Push notifications' to deliver messages." • "Tech to reach other demographics." • "Amassing data to make better/more efficient decisions – cheaper operations."

APPENDIX 3

SMART CITY <u>CHALLENGE</u> ENGAGEMENT SUMMARY

City of London Smart City Challenge Application

Infrastructure Canada's Smart Cities Challenge

Announced by Infrastructure Canada in late 2017, the Smart Cities Challenge is a competition open to all municipalities, local or regional governments, and Indigenous communities (First Nations, Inuit, and Métis) across Canada.

The Challenge is intended to inspire communities from across the country to define their future with the help of their residents. By using a smart cities approach, communities can achieve meaningful outcomes for residents by leveraging the fundamental benefits that data and connected technology have to offer: openness, integration, transferability and collaboration.

The central component of the Challenge is the development of a Challenge Statement. This Statement is a single sentence that defines the outcome or outcomes a community aims to achieve by implementing its smart cities proposal and should be shaped by residents, both in its development and implementation. It must be measurable, ambitious, and achievable through the proposed use of data and connected technology.

Smart Cities Challenge Application Engagement

In order to develop London's Smart Cities Challenge application, a steering committee comprised of City staff from across the organization, as well as representation from London's civic tech community, was created. The City also partnered with the civic tech/open data advocacy community to help design and lead a variety of engagement sessions specific to the Smart Cities Challenge, which were open to all Londoners and promoted widely through postcards and social media channels.

GetInvolved

Building upon the work of The London Plan and London's Smart City Strategy, the City initiated a community conversation about the focus of our Smart Cities Challenge application. Using the www.getinvolved.london.ca platform, residents had the opportunity to identify the area(s) of focus they wished to be considered for the Challenge application, as well as provide thoughts, ideas and project proposals. In total there were 695 unique visitors and 98 contributions to the getinvolved platform.

Open Houses

Open House sessions were held in the evenings of March 29 and April 4 from 7:00-9:00 p.m. at central locations in the city's downtown. These sessions included a broader discussion of London's Smart City strategy and ambition, as well as a review of inspiration from other communities from across Canada and around the world. Suggestions, ideas and visions were collected through familiar engagement techniques and collated with the input gathered through the getinvolved platform.

Hackathon and Ideation Session

The final community-wide engagement activity was an ambitious day-long hackathon and ideation session. On Saturday April 7, community members, civic leaders, businesses, non-profits and interested residents gathered at Innovation Works and worked collaboratively to review the public input gathered through the Smart Cities Challenge engagement as well as the City's previous Smart City Strategy engagements. This process led to the selection of 'Empowerment and Inclusion' as the theme and helped to focus the direction and development of the application. Our community has been an active and ongoing part of the writing process including producing the Challenge Statement, developing outcomes, and recommending specific projects.

London's Challenge Statement

The conclusion of the public engagement and ideation process led to the development and submission of the following Challenge Statement:

London will be the most connected, empowered and democratic city in Canada. All residents will have a strong sense of civic belonging and the ability to shape community decision-making, supported by the use of technology, data and culture of innovation.

This Statement is grounded in several foundational processes and plans, including: ReThink London, The London Plan, Council's Strategic Plan, London's Smart City Strategy and the London Strengthening Neighbourhoods Strategy.

The smart cities activities and projects associated with this Challenge Statement include:

- Build a localized neighbourhood application and platform built on various forms of city and community data to connect residents to each other and to their city;
- Create the ability for residents to provide real-time feedback on content, processes and services;
- Develop a user acquisition strategy that is part of all city engagement and communication processes;
- Apply algorithms and machine learning to predict next steps and/or related services; and,
- Use application data to shape service planning, design and community decision-making.

Indicators or progress toward the outcome of becoming the most connected, empowered and democratic city in Canada include:

- Ongoing evaluation of London Strengthening Neighbourhood key initiatives;
- Annual Citizen Satisfaction Surveys;
- Municipal voter turnout;
- Headcount data on public engagement activities;
- Adoption, usage rates, user satisfaction with platform;
- Increase in the number of residents receiving location/interest based notifications;
- Increase in any format public participation and direct democracy interactions;
- Increase in the number of residents prompted and converted to take a next service step; and,
- Success/value of recommendation and referral engine.

The full application (underline attached as Appendix A) was submitted to the federal process and is posted on https://getinvolved.london.ca/smartcities. This is an exciting initiative, and an opportunity to build on the great work already happening across the corporation to build our capacity as a leader in public service.

On June 1, 2018, the federal government announced the communities selected as finalists for the Smart Cities Challenge (https://impact.canada.ca/en/challenges/smart-cities/results). Over 200 communities from across Canada submitted applications, of which 20 were selected as finalists. While London's application was not selected, all information and ideas gathered through the Smart Cities Challenge process have been captured and will be used to help inform the development of London's Smart Cities Strategy.