EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 27, 2017

Item 3, Report No. 26, of the Committee of the Whole, which was adopted without amendment by the Council of the City of Vaughan on June 27, 2017.

**3   LAUNCH OF THE MAYOR'S SMART CITY ADVISORY TASK FORCE:
CREATING A SMART CITY**

The Committee of the Whole recommends approval of the recommendation contained in the following report of the Chief Corporate Initiatives and Intergovernmental Relations, dated June 20, 2017:

Recommendation

The Chief Corporate Initiatives and Intergovernmental Relations, in consultation with the Chief Information Officer, recommends:

1.   That recruitment for the Smart City Advisory Task Force be commenced pursuant to the Membership and Selection section of this report (Committee of the Whole Report No. 24, Item 21); and

2.   That Staff be directed to report back on the findings and/or appropriate milestones of the Task Force at the conclusion of its mandate to the Vaughan Metropolitan Centre Sub Committee, as determined by the Chief Corporate Initiatives and Intergovernmental Relations by 2018.

Contribution to Sustainability

Green Directions Vaughan embraces a *Sustainability First* principle and states that sustainability means we make decisions and take actions that ensure a healthy environment, vibrant communities and economic vitality for current and future generations.

Economic Impact

There is no immediate economic impact associated with approving the recommendations in this report. Any additional funds required for the administrative needs of the Task Force will be allocated from the Economic Development and Cultural Services 2017 and 2018 annual operating budget.

Communications Plan

Although the initation of the Smart City Advisory Task Force (SCATF) was a recommendation of the Vaughan Metropolitan Centre Sub Committee, the work of the Task Force will be communicated through updates to the Committee of the Whole (Working Session) as the proposed Task Force recommendations will have city-wide implications.

Additionally, information on the work of the Smart City Advisory Task Force will also be available through Staff's regular Vaughan Metropolitan Centre website, www.MyVMC.ca, Vaughan Business Link, Vaughan Business eNewsletter and through Corporate Communication's digital resources.

Purpose

The purpose of this report is to provide a status update on the Smart City Advisory Task Force and request the Mayor to appoint a Chair and a Co-Chair of the Task Force as required in the Terms of Reference adopted by Council. (ATTACHMENT 1).

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 27, 2017

Background – Analysis and Options

Staff in Economic Development and Culture Services have been researching and evaluating concepts, systems, and applications designed to make the Smart City Task Force project management efforts more efficient and less costly. Municipalities across the world have been developing strategies for becoming Smart but there is a lack of clarity and common approaches. Attention was paid on the following questions:

- What are the essential steps needed to develop a successful Smart City strategy?
- How did other City's prioritize their Smart City Initiatives?
- How do other municipalities successfully address and launch their City Smart City implementation? What were their successes and challenges?

As such, significant effort was dedicated to collaborating with experts in academia, internal City Staff, York Region, York University, Vaughan Smart Technology companies, Vaughan Chamber of Commerce and as well as associations in advancing Smart City systems and technologies. Staff have explored the economic, environmental, and public policy implications. In addition, Staff have reached out to other municipalities and taken the Intelligent Community Forum Master Class. Case studies and anecdotal interviews are an important approach to complimenting the academic in-depth research conducted.

William (Bill) Hutchison of Hutchison Management International Inc., Chair, i-CANADA Alliance and Distinguished Research Fellow Munk School, University of Toronto has been retained as the Smart City advisor. Bill Hutchison will be facilitating the SCATF and workshops and assisting with recruiting industry leaders to participate on the Task Force. For the past twenty-three years Mr. Hutchison has been leading, and advising some of the world's top Smart City initiatives and outcomes.

This effort has led to a robust SCATF project management approach. Through the knowledge accumulated during the initial research and analysis stage, the Pillar lead chose the Corporate Project Management Office (CPMO) program through Office of the Chief Information Officer's approach to stay consistent with Vaughan's vision for developing roadmaps. The complete plan has a detailed step-by-step approach that ensures transparency and manages expectations. There are several benefits for utilising a project management approach:

- Common language and understanding of Smart City concepts
- Mechanism for delivering normalised information that is easily accessible
- Procedures developed for capturing, validating and analysing data to ensure consistency

Workshop documentation will be compiled and organized by theme, to ensure that once the "green light" is given, each theme will have useful information needed to educate members to advise the City.

The first phase for achieving global Smart City status and leadership is the recruitment of the membership of a Smart City Advisory Task Force. It is planned that the recruitment will be completed by end of 2017.

A core team of five (5) Staff and Bill Hutchison (advisor) will work with the SCATF. The core team members are:
- Chief, Corporate Initiatives and Intergovernmental Relations
- Chief, Office of the Chief Information Officer
- Chief Financial Officer and City Treasurer

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 27, 2017

- Director, Office of Transformation and Strategy; and
- Pillar Lead, Smart City Initiative, Economic Development and Culture Services

The Task Force candidates will most likely come from personal outreach and recommendations from the Core Team.

External Leaders are high in-demand as municipalities plan for their Smart City transformation. Twelve (12) members of the Smart City Advisory Task Force will be selected as key opinion leaders for their expertise and experience in the sectors below. The value and input of these 12 key opinion leaders provide credibility for Vaughan's initiatives for input in the planning of the City. These Task Force members will provide reach out for soliciting workshop participants. As well, Task Force members can be the voice for the future of Vaughan to be communicated with a wide range of communities to increase collaboration, promotion and support for the goal of creating a future vision of Vaughan.

Members will be selected from the following sectors:

- Education
- Transportation
- Social Welfare
- Arts & Culture
- Health Care and Medical Community
- Research & Innovation
- Information, Communications and Technology Companies
- Financial Services Industries
- Construction Industry
- Environment

In addition to external leaders from the above sectors, five (5) Vaughan citizens will serve on the SCATF
Citizens make up a critical component of the SCATF. Citizens are aware of the potential that technology has to enrich the City of Vaughan and boost its economy and improve the quality of life. The Office of the City Clerk will be facilitating the recruitment as per ATTACHMENT 2: Vaughan Citizen Role and Responsibilities.

Staff will conduct eight half-day visioning workshops with members of the SCATF in 2017.
The visioning workshops will focus on one to two themes to further develop an awareness of the potential of technological capabilities available and their relevance to the City of Vaughan and its businesses and citizens. The workshops will be facilitated by Bill Hutchison with the participation of at least one SCATF member as the key opinion leader. Each workshop is made up of ten to fifteen citizens with the option of adding one to two Staff members to provide visioning and community input. This type of citizen engagement is critical to ensure that SCATF considers and focuses on themes that impact citizens. The SCATF will then review the input from the workshops and blend it with their own perspectives to advise Mayor, Members of Council and Staff on suggested future Smart City strategies. Effective Smart City plans are all about the people. New technology can be a disappointment if people are not consulted about the need or desire to interface with it. Citizen engagement must be valued for true societal transformation.

The workshops will follow three core themes:

Inclusivity: The City of Vaughan is a city of choice that promotes diversity, innovation and opportunity for all citizens, fostering a vibrant community life that is inclusive, progressive,

environmentally responsible and sustainable. The SCATF will focus on the service excellence model and how the City of Vaughan can proactively seek solutions to improve how all residents and businesses experience services.

Productivity: According to UN-Habitat, a city's ability to create jobs depends to a large extent on economic growth. Adequate investments in urban infrastructure and basic services, inappropriate and unnecessary regulations on businesses, adequate investments in education, skills development and technical and financial efficiency of urban authorities are key to enhancing urban productivity and thereby achieving economic growth and decent jobs for all.

Resiliency: Urban resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt and grow. City resilience is about making a city better, in both good times and bad, for the benefit of all its citizens, particularly the disadvantaged and vulnerable.

Present Smart City Findings Report in 2018
SCATF will meet to provide feedback from meetings to distill the information collected from the eight workshops, based on the SCATF recommendations. Bill Hutchison will meet with the SCATF to discuss and prioritize the findings to generate a summary describing recommended priorities for a Smart City Vaughan. Based on the Findings Report, the Task Force will determine the report frequency to the VMC Sub-Committee.

The final deliverable will be the Findings Report based on the collaboration of feedback and consensus from the SCATF. The first draft of the Findings Report will be presented to the VMC Sub-Committee for recommendations.

Relationship to Term of Council Service Excellence Strategy Map (2014-2018)

The recommendations of a Smart City Advisory Task Force will inform and potentially impact many of the 2014-2018 Term of Council's priorities:

- Facilitate the development of the VMC
- Invest, renew and manage infrastructure and assets
- Continue to ensure the safety and well-being of citizens
- Attract investment and create jobs
- Continue to cultivate an environmentally sustainable city
- Support and promote arts, culture, heritage and sports in the community
- Continue to advance a culture of excellence in governance

Regional Implications

A Smart City gains its initial competitive advantage by implementing a more advanced broadband communications infrastructure than its neighbours. The infrastructure becomes the foundation upon which members of the community collaborate more effectively, and implement advanced applications in business, education, healthcare, science and research, culture and the arts and community services.

The creation of a Smart City Advisory Task Force and its future recommendations would ultimately support York Region's Broadband Strategy. The Region has made broadband connectivity a priority in its 2016 Federal and Provincial pre-budget submissions.

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Conclusion

The Vaughan Digital Strategy and Smart City Advisory Task Force
Vaughan can evolve into one of the world's leading Smart Cities of the Future, subject to final approvals of a process that blends citizen input and expert stakeholder visions with the City's Digital Strategy.

Twenty years ago, cities began using new digital technologies to transform and improve their operational efficiencies and effectiveness. This transformation has been necessary to support new economic, social and environmental applications and services for their citizens, business, institutions and non-governmental organizations (NGO). The fundamental key success factor in the world's most successful digital transformations has been the effectiveness of community collaboration and citizen outreach, a fact that was reinforced at the recent World Council on City Data's (WCCD) Global Summit in Dubai. The City of Vaughan joined the network of cities to become a WCCD Platinum Certified City in accordance with ISO 37120 in December 2015.

Many cities have embarked on their digital transformation by focusing on the pursuit of broadband and other technology elements; only to find they've spent significant resources on consulting for a broadband strategy and received few final approvals to implement their new technology ideas. This is because city management and city council have not been presented with a coherent "future city" vision and strategy, created collaboratively between city Staff and an expert advisory task force featuring council representation along with citizens and subject matter experts from economic, social and environmental segments of importance.

Blending community collaboration with a Digital Strategy: The process for achieving success has always included the creation of a Smart City Advisory Task Force, as recommended by Vaughan's management in 2016 and approved in June 2016 by the VMC Sub-Committee. Members of the SCATF will assist with populating a number of visioning workshops and then use their expertise and experience in various segments to provide their advice and priority recommendations to City management and City Council.

The accepted priorities then inform Vaughan's Digital Strategy and Implementation Plan, described in the City's Digital Strategy as follows: "Smart City Taskforce Definition + Priorities: Over the course of 2017, stakeholders will be invited to develop Vaughan's definition of a Smart City and set priorities through a series of workshops. These strategic outcomes and priorities will be supported by the Digital Strategy Implementation Plan."

In summary, the effective pursuit of these internal and external collaborative processes will ensure Vaughan's future recognition and ranking as a global Smart City leader.

Attachments

1. Terms of Reference adopted by Council
2. Vaughan Citizen Roles and Responsibilities

Report prepared by:

Elaine Yim Spencer, Economic Development Officer, Ext. 8429
Tim Simmonds, Chief Corporate Initiatives and Intergovernmental Relations, Ext. 8427

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

LAUNCH OF THE MAYOR'S SMART CITY ADVISORY TASK FORCE:
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Recommendation

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2. Vaughan Citizen Roles and Responsibilities

Report prepared by:

Elaine Yim Spencer, Economic Development Officer, Ext. 8429
Tim Simmonds, Chief Corporate Initiatives and Intergovernmental Relations, Ext. 8427

Respectfully submitted,

Tim Simmonds
Chief Corporate Initiatives and Intergovernmental Relations

Smart City Advisory Task Force Terms of Reference Adopted by Council

Smart City Advisory Task Force Terms of Reference

Objectives:

The Task Force will:
1. Serve as a forum for the discussion of SMART City concepts amongst residents, businesses, and segment stakeholders;
2. Consider research, best practices, and findings related to the latest SMART City implementations including the management and use of data efforts across Canada and the world;
3. Develop a vision for what Smart Cities could mean for Vaughan;
4. Review administrative recommendations regarding various aspects of the forthcoming City-Wide Digital Strategy, that is part of the Council endorsed 2015-2018 Service Excellence Strategy Map, and provide strategic guidance and other perspectives as required;
5. Share updates and presentations with advice and recommendations related to Smart Cities to the relevant City Committee(s) including the VMC Sub-Committee which culminate with a final report of Smart City Recommendations by end of 2018;

Term
The term of this Task Force shall be from June 2017 until July 2018.

Membership and Selection (12 External Participants)
Members shall include members of Council, Stakeholders and Vaughan Citizens.

Council
That the Mayor nominate Two (2) Council members as a Co-Chair and a Co-Vice Chair of the Smart City Advisory Task Force. The Mayor, as Chair of the VMC Sub-Committee, will serve as an ex officio member of the Task Force.

Chair and Vice Chair
The Task Force will have Two (2) stakeholders as a Co-Chair and a Co-Vice Chair. One Member of Council will serve as a Co-Chair and be appointed by the Mayor. The second Co-Chair will be selected by the Task Force membership.

One Member of Council will serve as a Co-Vice Chair and will be appointed by the Mayor. The second Co-Vice Chair will be selected by the stakeholder Task Force membership.

Leadership functions of the Chairs:

Co-Chairs: One person from City Council and one "non-City" senior stakeholder person

Co-Vice Chairs: One person from City Council and one "non -City" senior stakeholder person

Facilitator: An outside subject matter expert with proven leadership experience in facilitating collaboration and achieving consensus among disparate groups of senior officials

Citizens
Five (5) public members (Vaughan citizens) shall be selected based on a competitive application process administered by the Clerk's office.

Stakeholders
Seven members (7) shall be senior representatives selected from priority communities, such as:
- Education Community
- Transportation Community
- Social Welfare Community
- Arts & Culture Community
- Health Care and Medical Community
- Research Community
- Information, Communications and Technology Companies, (ICT) including SMEs
- Financial Services Industries
- Construction Industry

Functions of the SCATF Stakeholder

Co-Chairs: To represent their constituency while jointly chairing meetings of the SCATF with each one providing guidance based on their perspectives. To participate as part of the SCATF "Executive Steering Committee."

Co-Vice Chairs: to perform the duties of their related Co-Chair in the absence of such Co-Chair. To participate as part of the SCATF "Executive Steering Committee".

Facilitator: To collaborate with City staff and bring contacts and connections during the creation of the SCATF and visioning work groups. Collaborate with City Staff with respect to logistics requirements, capturing content of discussions and conclusions during meetings and to participate as part of an "Executive Steering Committee." Facilitation of the visioning work groups.

Selection criteria should include:
- Ability to commit to the meeting schedule and requirements of the Task Force (mandatory); and
- Experience and knowledge in SMART City applications, municipal innovation, public/private partnerships, business attraction, community master planning, and/or other related areas; and
- Academic and professional credentials; and
- Evidence of community leadership and experience working collaboratively and providing effective recommendations on a board or committee

Member Roles and Responsibilities
All members of the Committee are expected to:
- attend all scheduled meetings;
- participate in discussions and decisions, listen actively, share insights and experiences, communicate regularly throughout the process, and provide constructive input;
- complete preparatory work or reading prior to meetings, where necessary,

- maintain confidentialities and comply with the terms of the procedural by-law and any protection of privacy legislation that may be applicable to their activities, including the City of Vaughan's Personal Information and Collection, Use and Dissemination Policy; and, avoid conflict of interests and declare conflicts when they arise

The Co-Chair shall confirm meeting agendas in consultation with the Task Force facilitator, preside over meetings, and sign the findings report to Council on the Task Force behalf.

The Co-Chair shall be directly supported by the Task Force facilitator. In the absence of either Co-Chair, a Co- Vice-Chair shall undertake the duties of the Chair.

Committee Resources
Member(s) of City Administration shall support the Task Force, including the Chief Corporate Initiatives and Intergovernmental Relations and the Chief Information.

The Chief Intergovernmental Relations shall also name a Task Force Facilitator, who will:
- support the Chair and provide the Task Force with information, research, and other services as required;

Agendas of meetings shall be filed and maintained in the Office of the City Clerk. After each meeting, the committee will submit to the VMC Sub-Committee a report which will be noted in the Sub-Committee's report to Council under the section titled "Other Items Considered by the Committee"

The Committee will be provided with additional administrative and technical support at the discretion of the Chief Corporate Initiatives and Intergovernmental Relations.

While there is no specific budget allocated to this Task Force, funding for incidental items such as report preparation, office supplies, and general meeting expenses will be drawn from the VMC Marketing Budget but will not exceed $5,000 annually.

Meeting Format and Schedules
Task Force meetings are intended to be informal, and structured to encourage maximum flexibility and open, honest debate.

Quorum shall be calculated as a majority of the total number of persons appointed to the Task Force; ex-officio members will not be counted for the purpose of calculating the total number of persons appointed to the Task Force but will be counted as a member present when in attendance.

Task Force meetings will commence at the end of June 2017. Specific meeting schedules are at the discretion of the Task Force; however, it is anticipated that:

- One meeting would be scheduled every two (2) months, with additional meetings at the Task Force's discretion;

Vaughan Citizen Smart City Advisory Task Force Roles and Responsibilities

Citizen Engagement Criteria and Process

The Smart City Advisory Task Force shall be comprised of five (5) Vaughan citizens selected from the community. All members must reside within the City Vaughan. Representation shall include a diverse spectrum of age, economic status, work experience, and activity in different sectors of the community. Current City of Vaughan employees will not be considered for appointment. Members will be recruited by Clerks, through a notice in the local newspaper, social media, and on the City website.

Ideal Profile of the five (5) Vaughan Citizens:

1. A millennial successful start-up business leader
2. Social inclusion leader (Not-for-Profit) focused on support for the lower economic sector and their issues
3. A citizen leader focused on elderly mobility and home-wellness
4. An individual dedicated to preserving/innovating Vaughan's heritage, culture and entertainment
5. A highly educated professional that works in or commutes from Vaughan. Ideally they are between the ages of 30-40 years old with a young family.

This is a volunteer role. Interested individuals will be requested to submit a resume outlining their qualifications and experience with a cover letter explaining the reasons why they would like to be appointed in order for Clerks to ensure the makeup of the Task Force meets the criteria of Section.

The Selection Committee will review the letters and resumes received as the basis for appointment and may conduct interviews (depending on the volume of interest). If a conflict of interest is perceived during the selection process, the applicant will not be considered for a position on the SCATF.

The Selection Committee will appoint members to the Task Force and are authorized to revoke any appointment at its discretion. Vacancies created by a revocation of appointment, resignation, or prolonged absence will be filled with a new appointee for the remainder of the term of the SCATF at the discretion of the Selection Committee. Members of the Task Force shall serve without remuneration.

Overview of the Citizen Task Force
With the initiation of the Smart City Advisory Task Force, the competitive application process will begin to select the five (5) Vaughan citizens administered by the Clerk's office. The Core Team will assist in selecting the type of citizen candidates based on the following criteria

Description of the Citizen Task Force Candidates
The five Vaughan citizens will have a sincere interest in the community, have specific expertise, will be able to consider a broad variety of perspectives and who are willing to commit to the duration of the project. They will serve as a key channel for publicizing the project in the broader community and will communicate with people in the City concerning upcoming workshop participation opportunities for citizens to provide input for the Findings Report. Typical candidates to join this group should include representatives from a local neighborhood or two, the Chamber of Commerce, business groups, land developers, real estate brokers, and school districts, various county departments, water and environmental professionals, and student groups etc.

Criteria for Candidates

A matrix was developed to help you through the selection of nominees. It is important to find candidates, who will represent the three districts, as well as candidates who bring skills and expertise that will benefit the Smart City Advisory Task Force project. Any candidate may satisfy for than one skill or level of expertise.

THE FOLLOWING ARE SOME OF THE IMPORTANT CRITERIA:

Desired Qualities

- Good Organizational Skills
- Good Communication Skills: Speaking and Listening
- Interest in City of Vaughan

- Team Player
- Open Minded and Willing
- Ability to Commit to the Project – aware that the Task Force will require approx. 4-6hrs for four months

Professional Experience/Expertise/Education

We seek people who have worked/ had professional experience & education in the following:

- Business Development
- Technology
- Finance
- Commerce/Retail Real Estate
- Healthcare/Medical
- Environment
- Land Development
- Real Estate
- Alternative Energy
- Water/Waste Water/Infrastructure

- Transportation & Roads
- Affordable Housing or other Social
- Parks, Recreation & Open Space
- Emergency Services – Police, Fire, Ambulance, Disaster Management
- Education – Private or Public
- Post-Secondary Education
- Youth/Post-Secondary Representation