

CITY OF VAUGHAN
REPORT NO. 3 OF THE
VAUGHAN METROPOLITAN CENTRE
SUB-COMMITTEE

*For consideration by the Committee of the Whole
of the City of Vaughan on September 5, 2018*

The Vaughan Metropolitan Centre Sub-Committee met at 9:36 a.m. on June 12, 2018.

Members Present: Mayor Maurizio Bevilacqua, Chair
Local & Regional Councillor Sunder Singh
Councillor Rosanna DeFrancesca
Councillor Sandra Yeung Racco

The following items were dealt with:

**1 YORK REGION RAPID TRANSIT CORPORATION
CONSTRUCTION ACTIVITIES UPDATE**

The Vaughan Metropolitan Centre Sub-Committee advises Council:

- 1) That the recommendation contained in the following report of the Deputy City Manager, Public Works dated June 12, 2018, was approved; and**
- 2) That the presentation by Stephen Hollinger, Manager, Infrastructure, Yonge Subway Extension, Liza Sheppard, Director, Bus Rapid Transit Program, and Michelle Goland, Community Liaison, York Region Rapid Transit Corporation, and C2, presentation material titled: “York Region Rapid Transit Corporation, City of Vaughan, Presentation to VMC Sub-Committee”, was received.**

Purpose

York Region Rapid Transit Corporation (YRRTC) is responsible for delivering major transit projects within York Region, and is currently engaged in constructing a dedicated transitway and stations along Highway 7, Bathurst and Centre Street. The purpose of this report and associated presentation from YRRTC staff is to present a status update on these projects.

Report Highlights

- York Region Rapid Transit Corporation is progressing on the delivery of a number of key transit projects within Vaughan.
- Construction of the VivaNext Bus Rapid Transit lanes are on-going along Bathurst and Centre Streets, and along Highway 7 west of the VMC.
- The SmartCentres Place VMC Bus Terminal construction is progressing.
- The Yonge Subway Extension to Richmond Hill Centre is in the Preliminary Design and Engineering phase.
- YRRTC continues to provide business support programs to mitigate construction impacts in Vaughan, in collaboration with Vaughan Chamber of Commerce and the Vaughan Business Enterprise Centre.

Recommendation

1. That the presentation from York Region Rapid Transit Corporation staff on the status of construction of rapid transit projects within Vaughan be received.

Background

YRRTC is engaged in a number of key planning and construction projects within Vaughan. The Yonge Subway Extension to Richmond Hill Centre is currently undergoing preliminary design and engineering, which will take approximately two years to complete. Construction of the VivaNext bus rapid transit lanes on Highway 7 is also on-going. The first phase of the Highway 7 construction from the CN/GO Rail line to Edgeley Boulevard is now complete. The second phase of construction is divided into two parts; along the existing Viva route which uses Bathurst Street south of Highway 7 and Centre Street from Bathurst Street to Highway 7; and on Highway 7 from Edgeley Boulevard to Bruce Street. Finally, the construction of the SmartCentres Place Bus Terminal at Vaughan Metropolitan Centre is progressing.

To help mitigate the impacts on businesses in the area where construction activities are taking place, YRRTC has collaborated with the Vaughan Chamber of Commerce and the Vaughan Business Enterprise Centre to provide business support programs.

Previous Reports/Authority

Previous update provided to the Vaughan Metropolitan Sub-Committee on October 18, 2017:

https://www.vaughan.ca/council/minutes_agendas/Agendaltms/1018_17_VMC_3.pdf

Analysis and Options

Since the previous update, the following VivaNext Bus Rapid Transitway activities have been identified for 2018 construction season:

Bathurst and Centre

- A Vivastation canopy will be installed at the intersection of Atkinson Avenue and Bathurst Street. The first two canopies are already installed at the Bathurst/Hwy 7 Vivastation on the Bathurst connector road.
- Sidewalk, raised cycle track, boulevard work and concrete planter box construction will begin this year.
- Asphalt paving of the road base will begin this year.
- Utility relocations and upgrades—including new hydro poles – will continue and are expected to be completed this year.
- Further road widening work will continue, to accommodate the road widenings, retaining walls are being built, as well as improvements, to the storm sewer system.
- Construction will continue on a multi-use path along Highway 7 between Bathurst Street and the Richmond Hill Centre Terminal.

Additionally, City staff are currently engaged in discussions with YRRTC and York Region on the proposed type and size of pedestrian and cycling facilities on Bathurst Street between Worth Boulevard/Flamingo Road and the Highway 7 Connector Road.

Highway 7 West

- The expansion of Highway 7 over Highway 400 is progressing, with construction of the new bridge deck commencing this spring. The expansion will provide space for the new transitway and dedicated cycling facility in the centre lanes of Highway 7.
- Construction of Vivastations west of Vaughan Metropolitan Centre will also begin in the spring, with the platform at Commerce Street is currently under construction.
- Enabling works to facilitate the construction of the transitway are currently under way. These works include the installation of retaining walls, culvert extensions, and utility relocations such as new hydro poles.
- Storm sewer installation and road widening work will continue through the corridor.

SmartCentres Place VMC Bus Terminal

- Work is on-going on this bus terminal, which will serve as primary station for YRT and inter-regional buses at the VMC.

Financial Impact

There are no financial impacts resulting from the recommendation of this report.

Broader Regional Impacts/Considerations

The delivery of these projects will provide high quality transit connections between York Region municipalities located along Highway 7.

Conclusion

The presentation from York Region Rapid Transit Corporation staff will provide an update on the status of transit projects in Vaughan. The on-going delivery of these projects within

Vaughan will serve to further the goals of the City's initiatives, to provide more reliable and more convenient transit service for residents and businesses.

For more information, please contact: Selma Hubjer, Manager of Transportation Planning

Attachments

N/A

Prepared by

Selma Hubjer, Manager of Transportation Planning, Ext. 8674
Christopher Tam, Transportation Project Manager, Ext. 8702

In consultation with:

Gino Martino, Capital Programming Coordinator, Infrastructure Delivery, Ext. 8746

**2 VMC PARKS MASTER PLAN AND IMPLEMENTATION STRATEGY
PROJECT UPDATE**

The Vaughan Metropolitan Centre Sub-Committee advises Council:

- 1) That the recommendation contained in the following report of the Deputy City Manager, Planning and Growth Management dated June 12, 2018, was approved;**
- 2) That the presentation by the Director of Parks Development and C3, presentation material titled: "*Vaughan Metropolitan Centre Parks Master Plan & Implementation Strategy*", was received; and**
- 3) That the deputation by Ms. Paula Bustard, Vice President, Development, SmartReit, Applewood Crescent, Vaughan, was received.**

Purpose

To provide an overview of the scope and timing of the VMC Parks Master Plan and Implementation Strategy.

Report Highlights

- The Vaughan Metropolitan Centre (VMC) Secondary Plan establishes a comprehensive vision to achieve a connected network of parks and open spaces that will meaningfully serve downtown residents, while also creating a series of inspiring destinations for the enjoyment of all Vaughan residents
- In 2015 Council identified the VMC and development of a Parks Master Plan and Implementation Strategy as a Term of Council priority initiative
- Terms of Reference are being prepared to issue a Request for Proposals by the end of 2018 with an estimated project duration of 18 months
- The VMC Parks Master Plan and Implementation Strategy will review residential development trends, real estate opportunities and constraints, and provide recommendations to achieve parkland goals, provision targets and implementation guidelines

Report Highlights (continued)

- The VMC Parks Master Plan and Implementation Strategy will explore the possible programs, facilities and uses for each park identified in the VMC Secondary Plan, while analyzing parkland conveyance and acquisition options, alternative operating models and partnerships, and develop a phasing strategy for implementation of parkland overtime

Recommendation

1. THAT this report and presentation BE RECEIVED.

Background

The VMC is planned for more than 50,000 new residents at full build-out by year 2051. With a mid-term planning horizon of 25,000 residents by 2031, and a forecast of more than 12,000 residents to be living in the area in the next five years, the VMC is becoming one of the busiest urban growth centres in the Greater Toronto Area.

To support the projected population, the VMC Secondary Plan has established a comprehensive vision to achieve a connected network of parks and open spaces that will meaningfully serve downtown residents, while also creating a series of inspiring destinations for the enjoyment of all Vaughan residents. In addition to the Secondary Plan, the VMC Streetscape and Open Space Plan provides high-level recommendations that establish a design framework for the various public realm typologies in the VMC. Other VMC foundational studies, such as the VMC Cultural and Public Art Framework and the VMC Urban Design Guidelines, provide a placemaking framework that will help inform the Parks Master Plan and Implementation Strategy.

Previous Reports/Authority

Not Available

Analysis and Options

The VMC Parks Master Plan and Implementation Strategy will help crystalize an exciting and inspiring vision for the downtown's parkland network that captures the imagination of Vaughan's residents, and sets the path for the timely delivery of parks and open spaces in Vaughan's new downtown. Through this project, the City will set forward a vision for Vaughan's first urban parks that are expected to be the heart of the new downtown. Urban parks are new open space typologies for the City that offer a combination of passive and active recreation facilities to become important civic gathering spaces for the VMC.

City staff are preparing to issue a Request for Proposals (RFP) in Q4 2018 to retain a consultant team to undertake this important study with an estimated project duration of approximately 18 months.

The Terms of Reference for this study will include, among others, the following objectives:

1. Prepare an exciting vision, supporting design principles and detailed facilities program for all planned VMC parks and open spaces to service VMC residents and visitors.
2. Review parkland conveyance and provision requirements and real estate opportunities and constraints to guide land acquisition.
3. Develop an implementation strategy based on the VMC Secondary Plan forecasted population targets, together with current VMC development trends.
4. Generate a multi-phased capital budget plan that supports the VMC Parks Master Plan and Implementation Strategy.
5. Explore opportunities to strengthen pedestrian and cycling connections to surrounding parks and open spaces based on established programming and facility plans located within the adjacent city blocks.
6. Prepare an Order of Magnitude cost estimate for the development of proposed VMC parks and open spaces to understand the financial requirements and forecast construction and maintenance budgets.
7. Explore park governance models, including conservancy group models, that may help Vaughan to build, operate, maintain and activate VMC parks.

An innovative community outreach plan will be leveraged through the study to engage the public, stakeholders, agencies and Council to capture ideas for the parks program and facilities. In addition, comments and feedback will be gathered throughout the project's key phases.

Regular updates of the project will be brought before the VMC Sub-Committee of Council, and posted to the City's dedicated website: www.vaughan.ca/vmc.

- 3) That the following was approved in accordance with Communication C1, Memorandum from the Chief, Corporate Initiatives and Intergovernmental Relations, dated June 12, 2018:
 1. That “Attachment 1” to the report of the Chief, Corporate Initiatives and Intergovernmental Relations, dated June 12, 2018, be received; and
- 4) That the following deputations were received:
 1. Mr. Peter Cortellucci, Fenyrose Crescent, Vaughan;
 2. Mr. Tod Hofley, Communify, East Liberty Street, Toronto;
 3. Ms. Jane Wedlock, United Way Greater Toronto, Centurian Drive, Markham;
 4. Dr. Judy Farvolden, Executive Director, University of Toronto Transportation Research Institute, St. George Street, Toronto;
 5. Mr. Peter Lyman, Nordicity, Adelaide Street West, Toronto;
 6. Ms. Julie Morin Pede, Microsoft Corporation, Summerbreeze Court, Kleinburg; and
 7. Mr. William (Bill) Crago, Huawei Technologies Canada, Allstate Parkway, Markham.

Purpose

To provide the VMC Sub-Committee with an update on the Smart City Advisory Task Force, its recommendations and the work completed thus far, including the City of Vaughan’s submission to the Federal Government’s Smart Cities Challenge.

Report Highlights

- Vaughan’s application for the Federal Government’s Smart Cities Challenge was submitted on April 24, 2018; 20 communities will be short-listed by Summer 2018; each short-listed community will receive \$250,000 for full development of a proposal; and a winner announced in Spring 2019 for \$10 million.
- The Smart City Advisory Task Force made recommendations on four key areas: Smart City Vision and Guiding Principles; Smart City Infrastructure; Governance Structure and Management Framework; and, Recommendations and Priority Action Items.
- Vaughan citizen engagements and consultations revealed enthusiasm for a Smart City future; 159 community outcomes and 404 big ideas and actions were generated during the engagement process.

Recommendations

1. That the VMC Sub-Committee receive the Smart City Advisory Task Force Findings Report (Attachment 1);
2. That the VMC Sub-Committee forward for Council’s consideration, the recommendations of the Smart City Advisory Task Force, as identified in the

Analysis and Options section of this report under Summary of Recommendations and Priority Action Items;

3. That the recommendations of the Smart City Advisory Task Force be included in the 2019 Budget process; and
4. That, the VMC Sub-Committee request Council to formally extend its special thanks to all members of the Smart City Advisory Task Force for their commitment, knowledge and advice on the strategic advancement of the City of Vaughan.

Background

As of February 2018, Vaughan's population reached more than 335,000, and is estimated to grow to more than 488,000 by 2041. As cities grow, cities must now have to deal with the demands that come with population growth. How cities address these urban challenges associated with growth will be critical to a city's sustainability.

Cities are transforming into Smart Cities by using data, connected technology and collaboration to address challenges and improve quality of life.

To transform Vaughan into a leading Smart City, the Mayor requested that Staff create a Smart City Advisory Task Force (Task Force) to advise on a 'future city' vision and strategy for Vaughan that is based on the needs of citizens. (Report no. 2 of the Vaughan Metropolitan Centre Sub-Committee for consideration by the Committee of the Whole May 31, 2016).

The Smart City Advisory Task Force (Task Force) is Chaired by Mayor Maurizio Bevilacqua. Councilor Sandra Yeung-Racco served as the Vice Chair. The Task Force is comprised of ~~40~~ 35 leading Canadian and U.S. leaders in various sectors of the economy. A majority (69 per cent) of Task Force members, are senior executives who are directly responsible for affecting change within their organization and have been working to implement Smart City initiatives. In addition, through an extensive recruitment process, seven Vaughan citizens were selected to participate. The Task Force is facilitated by William Hutchison, Chair, i-CANADA Alliance and Distinguished Research Fellow at the Munk School, University of Toronto, with more than 20 years experience in building Smart Cities. [ATTACHMENT 2: Smart City Advisory Task Force Membership Biographies]

The Task Force recognized Mayor Bevilacqua and the City for championing the work of the Task Force as Vaughan continues to take a leadership role to innovate its processes and systems to prepare for planned growth.

As noted, the membership of the Task Force represented a broad representation of economic sectors that contribute to city building. The following is a list of the 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

To ensure citizen priorities are at the forefront of Smart City, extensive citizen engagement has been undertaken which defined issues and challenges regarding Vaughan’s future.

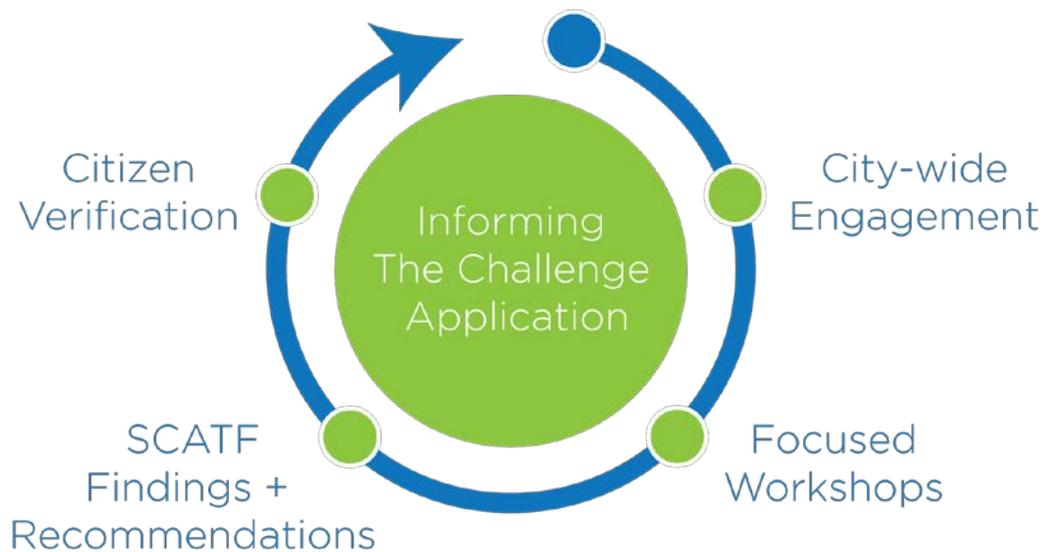


Figure 1: City of Vaughan’s citizen engagement feedback loop

Various Surveys and Survey Models were conducted to solicit citizen needs and priorities

The City engaged with citizens by traditional email through established e-lists. Including:

- Vaughan Business Enterprise Centre (2,700);
- Vaughan Chamber of Commerce (900);
- City of Vaughan internal staff;
- City of Vaughan Social Media Channels: Twitter – 12,843, Facebook – 4,722, Instagram – 2,519;
- “On the street” (intercept), surveys using mobile devices were conducted at Winterfest with more than 100 citizens participating.

Mayor and Members of Council also reached out with an email survey to their respective constituents. [ATTACHMENT 3: Social media creatives used by Council]

The digital transformation tool for decision-making processes, PowerNoodle, was used during the workshops to facilitate meaningful conversations with stakeholders.

To obtain the expertise of a wide spectrum of experts, the City held six focused workshops and a community engagement workshop, which were open to all citizens. The themes included: millennials, arts and culture, inclusion and empowerment, environmental sustainability, industry and innovation, health and wellness. The seven workshop/focus groups were each comprised of approximately 20 individuals who had a high degree of interest or knowledge in the subject.

The small group workshops were conducted using intuitive decision software, PowerNoodle, that organized feedback and prioritized 404 big ideas and 159 outcomes. These community outcomes and ideas were then reviewed by the Task Force. (Figure 2)

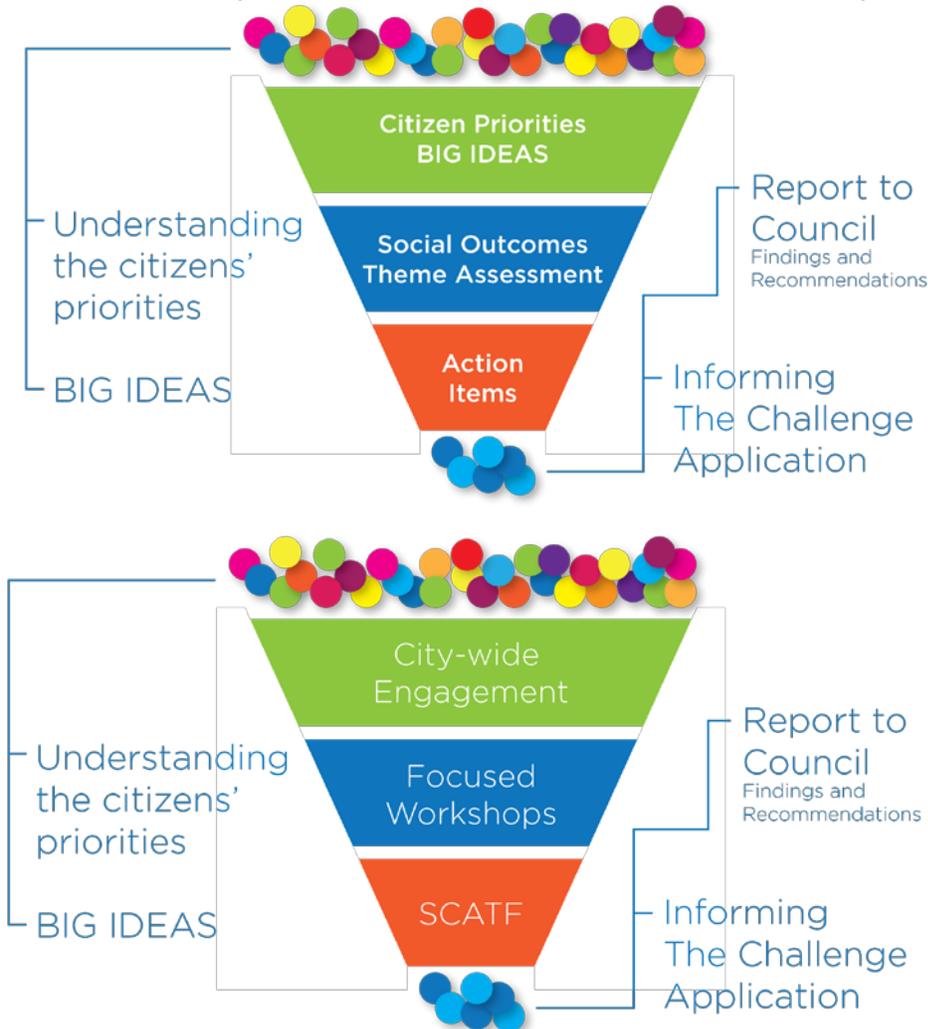


Figure 2: Citizen engagement and ideation process

An art-inspired curated Smart City event, called “smARTcities: Exploring the Digital Frontier” offered a unique engagement component to Vaughan citizens.

Artist Ron Wild integrated Vaughan-centric imagery into a symbolic visual vocabulary to envision the transformative role technology and Internet of Things (IoT) can play. Smart City is the current subject of Art on the Slate and the City used art as a medium to educate and facilitate conversations with citizens on Smart Cities. As part of this exhibit, the “smARTcities SALON Night” was an engaging discussion held with an expert panel, consisting of artist Ron Wild, Oren Berkovich, CEO, SingularityU Canada Summit, Lilian Radovac, Urbanist Professor, University of Toronto and the City of Vaughan CIO, Frank Di Palma. Members of the audience contributed to an engaging discussion about art, innovation and city-building, filtered through the context of Smart City transformation. As part of this process, Vaughan citizens were encouraged to submit digital interpretations illustrating the transformative potential for Smart City technologies and all submissions will be integrated into an original MEGAsmARTcities digital map remixed and composed by Ron Wild.

Vaughan citizens were very engaged during the entire consultation process and were enthusiastic about the potential for Smart City developments.

During the consultation process for the Smart Cities Challenge, citizens provided extensive feedback on top-of-mind issues they thought could be addressed using a Smart City approach. Citizens wanted to see more connected and vibrant communities with a strong “One Vaughan” sentiment. The need for mental health awareness was a topic that came up during the consultations, as well as building inclusive communities to encourage the participation of all citizens, including the marginalized, youth, aging, newcomers etc. Many also expressed the need to make Vaughan the place to go to and not only the place to leave, there was an emphasis to build a vibrant Vaughan with more jobs, entertainment and programming.

City staff also took into consideration previous stakeholder engagements and consultations that formed key City of Vaughan strategies. The findings and results were reviewed from the following: Digital Strategy 2.0, Citizen Satisfaction Survey, Service Vaughan Strategy, City of Vaughan Strategic Plan: Vision 2020, Green Directions Vaughan, Active Together Master Plan, VMC Cultural Framework and Public Art Plan and Creative Together: A Cultural Plan for the City of Vaughan. Each of these strategies and plans included extensive consultations with citizens, staff and other key stakeholders.

Previous Reports/Authority

1. [Smart City Task Force: Creating a Smart City of Excellence, June 7, 2017](#)
2. [Launch of The Mayor’s Smart City Advisory Task Force: Creating a Smart City June 27, 2017.](#)

3. [Smart City Advisory Task Force Recruitment of Citizen Members January 30, 2018](#)
4. [Smart City Advisory Task Force – Extended Recruitment of Citizen Members, April 11, 2018](#)

Analysis and Options

Based on the findings from the citizen engagement process, the Task Force reviewed and analyzed the inputs to compile the following recommendations and call to action, as outlined in the Smart City Advisory Task Force Findings Report (Attachment 1). Overall, a theme of ‘urgency’ emerged. There is a sense of urgency for Vaughan to be a Smart City, to be smarter about the way the City thinks about the future.

The Task Force identified the following four areas as priority for the City:

1. Smart City Vision and Guiding Principles.
2. Smart City Infrastructure.
3. Governance Structure and Management Framework.
4. Summary of Recommendations and Priority Action Items.

1. SMART CITY VISION AND GUIDING PRINCIPLES

Extensive citizen consultations revealed that Vaughan’s vision and definition for a Smart City should be inclusive and vibrant. Collaboration, through a culture of sharing and learning, is the core value of Vaughan’s Smart City work. A Smart City is a result of smarter solutions across all sectors, therefore requires a holistic approach to city building. Ensuring no one is left behind, this means policies and programs are inclusive and enable every citizen an equal opportunity to participate.

Smart City initiatives also align with the City of Vaughan’s digital transformation that is already underway and supports the four focus areas of the Digital Strategy:

An engaged community – a Smart City enables citizens to be more aware and informed of what’s happening in their community and providing the resources for citizens to be fully engaged in the City.

Citizens can do business with the City through digital channels – a Smart City provides seamless and efficient digital services for citizens to do business with the City.

Be an open and transparent government – a Smart City uses data (this data is open) to facilitate dialogues with citizens and for informed decision making.

Internal transformation and modernize city processes – a Smart City changes the way the City of Vaughan staff work and interact and engage with citizens and adopting a culture of data.

A Smart City is about better use of resources, cost savings, making better decisions based on the use of data, efficient and seamless services, community collaboration and partnerships, improvements to safety and security, ease of doing business and equal opportunities for all citizens.

Communication and continuous citizen engagement is an important component for successful Smart City implementation. The City of Vaughan's updated strategic plan Vision 2040 should include a Smart City approach that is shaped and informed by citizens. The City of Vaughan needs to continue its citizen engagement with a strategic communication plan to promote awareness of the benefits of a Smart City.

The Task Force recommends that the City of Vaughan incorporate a Smart City focus in its next Term of Council Service Excellence Map. Smart City should be an overarching theme in the strategic plan in order to ensure every department is guided by Smart City policies. A Smart City communication plan and strategy should be developed for citizen engagement and continued feedback from Vaughan citizens.

2. SMART CITY INFRASTRUCTURE

Communication infrastructure is the foundation for a Smart City.

Infrastructure is more than just hard physical infrastructure that consists of roads and bridges, more importantly, a Smart City requires the right communication infrastructure. High-speed fibre networks and points of presence (POP).

Having the right infrastructure in place at the onset of development is preferable. Smart City initiatives will require the City to work closely with partners and businesses, including developers, engineers, architects and technology providers to ensure communication infrastructure is available. Once hard infrastructure is built, it is difficult and costly to integrate communication infrastructure. This must be considered at the initial planning stage. The Task Force suggests the City of Vaughan consider long-term needs and plan ahead.

It is also important for the City of Vaughan to participate in international Smart City networks. Staff are in discussions with the U.S.-based Smart Gigabit Cities "SGC" Cluster to become the first Canadian city to participate in this network. The SGC Cluster includes 20 U.S. mid- and smaller-sized cities, along with the City of Adelaide, Australia. Created by U.S. Ignite, a not-for-profit the SGC is positioned to stimulate innovation, the SGC project was one of the U.S. government's Smart Cities Challenge initiatives in 2015. Cities in the cluster each have an innovation district for start-ups, and each city commits to creating two new Smart City Apps and sharing them with the other cities in the Cluster, thereby creating and sharing a total of 40 new Smart City Apps. The City of Vaughan will become a full participant using high-bandwidth, low-latency technology called SAVI that is compatible with the U.S. technology. Participating in this cluster will provide a unique opportunity for start-ups in Vaughan to

collaborate with start-ups in the 20 U.S. cities. It will also facilitate collaboration and engagement between Vaughan's socially focused organizations, to share ideas and easily arrange online high-bandwidth collaboration and discussions using the gigabit networks in each participating city.

3. GOVERNANCE STRUCTURE AND FRAMEWORK

Task Force members recommend a "top-down" management approach to ensure successful implementation of Smart City initiatives. Former Waterfront Toronto CEO, and current Task Force member, John Campbell, advocates for Smart City initiatives driven by one person with an executive leadership role reporting directly to the head of the organization.

There must be strong central leadership and executive ownership in order for Smart City initiatives to be implemented and successful. This could be a Smart City Office or Smart City business unit. It was noted that this office/business unit have the authority and capacity to coordinate Smart City initiatives across the City. Some cities have Smart City offices and others have a Chief Transformation Officer who is organized within the City Manager's Office.

In the case of the City of Vaughan, the Task Force recommended that the Smart City office would be ideally situated within the Economic and Cultural Development Department as a business unit. The Smart City Office should also have close collaboration with the Office of the Chief Information Officer as Smart City initiatives will be linked closely to the City of Vaughan's digital transformation through the implementation of the Digital Strategy 2.0.

The Task Force also recommended that the Task Force should also continue its work to advise the Mayor, and the newly established Smart City office to help develop the Smart City strategy and roadmap.

Big data and sensors are synonymous with Smart Cities and therefore data governance and intellectual property, resulting from Smart City initiatives, need to be examined and taken into consideration. Smart City technology and initiatives should be implemented for the greater good of citizens, and therefore data and intellectual property need to be protected to ensure this happens and to prevent misuse. Lessons should be taken from the Toronto Waterfront and Sidewalk labs experience with regards to data governance and privacy issues.

The Task Force recommends that the City of Vaughan create a Smart City business unit in Economic and Cultural Development with a team of dedicated staff to develop a business plan, strategic roadmap and budget for Smart Cities.

4. SUMMARY OF RECOMMENDATIONS AND PRIORITY ACTION ITEMS

As per the Findings Report of the Smart City Advisory Task Force (Attachment 1), the following are high-level recommendations, put forward by the Task Force to be adopted by Council.

1. City of Vaughan recognize and incorporate Smart City as a priority in the 2018-2022 Term of Council Service Excellence Map;
2. Smart City citizen engagement plan be developed;
3. Council continue the Smart City Advisory Task Force for the next term of Council and that Economic and Cultural Development staff work with the Office of the City Clerk to undertake the process in 2019;
4. Economic and Cultural Development Department be identified in the Corporation's Organizational Structure as the Secretariat Office for a corporate wide Smart City Strategy, Program and Initiatives; and
5. Staff in the Economic and Cultural Development Department prepare a multi-year Smart City business plan, including a strategic roadmap, a governance model, terms of reference, and budget for inclusion in the 2019 Budget process.

As per recommendation 5, and based on priorities identified by Vaughan citizens throughout the engagement process, the Task Force suggests that City staff investigate and include in their work plan the following priority action items:

- i. Conduct a survey and mapping of existing Smart City initiatives that are already underway within the various city departments and divisions to identify strengths and gaps. This mapping will help form a basis for the development of a Smart City roadmap.
- ii. Identify best practices from cities around the world that have implemented successful Smart City initiatives to solve challenges based on citizen priorities.
- iii. Consider and actively pursue alternative funding models and opportunities for Smart City initiatives, such as crowdsourcing and fundraising. Options could include the creation of a Smart City fund, which would include contributions from businesses, community partners, City of Vaughan, York Region and other government sources. Dedicated Smart City funding in the City's annual budget may be another option.
- iv. Examine and investigate policies around data governance and intellectual property of Smart City developments.
- v. Create an innovation platform for businesses, entrepreneurs, community partners, and cities to provide input and feed into the City of Vaughan's Smart City roadmap.
- vi. Vaughan to create its own "Supercluster" for innovation;
- vii. Establish a start-up/scale-up ecosystem to support Vaughan entrepreneurs.

- viii. Establish Vaughan sponsored co-working/incubator space, that can also be an event space for people to collaborate in the sharing of ideas.
- ix. Investigate the demand and need for expanded communication infrastructure network investments required to support Smart City developments.
- x. Develop a “One Vaughan Portal” and App with real-time information on traffic, events and other services.
- xi. Create a Vaughan Smart City 3D model to communicate to citizens what a Smart City would look like and the potential benefits.
- xii. Consider Smart City pilot projects in the Vaughan Metropolitan Centre, in order to capture unique opportunities for seamless integration while the City’s new downtown is still at the development stage.

Financial Impact

All incurred costs to date associated with the Smart City Challenge application and the Task Force meetings were in the 2018 Economic and Cultural Development budget.

The preliminary cost for implementing the recommendations by the Task Force is approximately \$150,000 annually. This includes costs associated with a dedicated new full-time position, however, a more fulsome costing exercise and business plan will be submitted with the 2019 budget process.

Broader Regional Impacts/Considerations

The City of Vaughan has been selected by the World Council on City Data (WCCD) to be one of the first cities to pilot the new international standard for Smart Cities, ISO 37122. The City of Vaughan has been part of the WCCD network since 2011 and is already a platinum certified city for ISO 37120, an international standard for sustainable cities. The WCCD hosts a network of more than 100 international cities including London, Dubai, Amsterdam, Shanghai, Melbourne, Los Angeles and Boston, just to name a few, that are committed to building smarter cities through the use of standardized open data for sharing and learning. Being chosen as a pilot city by the WCCD, the City of Vaughan can help other municipalities in York Region and the province to implement this new standard. Once implemented by other municipalities within York Region, this data on Smart Cities can be aggregated and scaled up to the regional level for economic development to attract and retain investments and skilled talent, as well as profile the Region’s innovation.

York Region is an important partner for the City of Vaughan in its Smart City strategy and implementation. Vaughan’s Smart City development also aligns with the York Region Broadband strategy to improve connectivity infrastructure. The York Region Broadband Strategy report was adopted by Regional Council on May 15, 2014, which provided recommendations for improving access to high-speed Internet connectivity for businesses and institutions and citizens throughout York Region.

The vision for the York Region Broadband Strategy is to establish York Region as a Gigabit Region, recognized for its leadership in fostering an eco-system of collaboration and business innovation within a connected lifestyle community. Smart City initiatives, as recommended in this report by the Smart City Advisory Task Force for the City of Vaughan, supports the vision for York Region to become a Gigabit Region.

Furthermore, York Region communities, such as Markham and Richmond Hill, are also engaging in Smart City developments. A Smart City approach is focused on collaboration and connectivity, therefore benefits of Smart City initiatives in one municipality will naturally extend to other citizens within York Region.

Conclusion

The Task Force's primary objective was to provide advice to Council and the City administration, including high-level political and community perspectives into the development of a smart city initiative. Cities around the world are moving toward a Smart City approach, and it is important for the City of Vaughan to continue moving forward to become one of the world's leading Smart Cities.

Attachments

1. Smart City Advisory Task Force Findings Report – to be provided prior to the June
2. Smart City Advisory Task Force Member Directory
3. Social Media Creatives used by Council

Prepared by

Helen Ng, Economic Development Officer, Smart City, ext. 8288

Dennis Cutajar, Director, Economic and Cultural Development, ext. 8274

(A copy of the attachment 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.)

The meeting adjourned at 11:58 a.m.

Respectfully submitted,

Mayor Maurizio Bevilacqua, Chair