City of Fredericton and Saint Mary's First Nation Joint Submission

Infrastructure Canada Smart Cities Challenge

April 20, 2018

City of Fredericton / Saint Mary's First Nation Joint Submission – Smart Cities Challenge

On behalf of the City of Fredericton and Saint Mary's First Nation, we are pleased to enter a joint submission for Infrastructure Canada's Smart Cities Challenge.

Saint Mary's First Nation is one of six Wolastoqewiyik communities existing on the planet and solely unique to New Brunswick. The City of Fredericton is one of only a few urban cities in Canada to have a First Nations community within its boundaries. Both are nestled in the heart of the Wolastoqewiyik traditional ancestral territory – divided only by the Saint John River known to the Wolastoqewiyik as the Wolastoq. In addition to our many shared reciprocal benefits due to geographic proximity, we share a history, the land, and a collaborative spirit to learn from each other.

In the spirit of Truth and Reconciliation, the City of Fredericton and Saint Mary's have agreed to enter into a Friendship Accord; the Accord is a joint expression of interest with tangible and economic outcomes. The Accord will provide a collective approach, and will build countless mutual benefits from the creation of new start-ups driving economic growth and employment, to better land use management and cost savings in service provision, to increased community resilience overcoming barriers and social issues.

Building on this, and through the Smart Cities Challenge engagement process, we have identified 'Empowerment and Inclusion' to be our priority focus area, as it impacts our communities at-large, and in particular the more vulnerable segments of our population. We are dealing with mutual challenges like homelessness, aging population, talent out-migration, and accessibility with respect to education, mobility and digital literacy. We have also determined that there is a real lack of data with respect to the aboriginal people of New Brunswick.

Given these challenges, we have identified five projects for our Smart City Challenge:

1. Digital Fredericton to improve customer service through e-government services
2. Appdigenous for people with disabilities
3. Road Home Digital Platform to address homelessness
4. Non-profit Data Collaboration
5. Real-time Census / Smart City Dashboard

In partnership with Saint Mary's First Nations, the City of Fredericton envisions a **S**mart **C**ity inspiring **M**obilization and full community participation through **A**ccepting and **E**mbracing our diversity. We **R**espect the contributions and **T**alents of all citizens supported by open dialogue and open data that will inform quality of life and value every citizen.

Together, with an inclusive strategic approach, we will realize an even better quality of life and overcome barriers -- ensuring all citizens across generations and cultures are empowered and connected to the community.

Chief Candice Paul, Saint Mary's First Nation

Mayor Mike O'Brien, City of Fredericton

*The City of Fredericton logo represents the blue waves and
curving banks of the Wolastoq River that our communities share.*

Contents

1. Participating Communities

- Name of community: Fredericton
- Province/Territory: New Brunswick
- Population: 58,220
- Indigenous community: No

- Name of community: Saint Mary's First Nation
- Province/Territory: New Brunswick
- Population: 1,850
- Indigenous community: Yes

2. Prize Category

- Please select a prize category: $10 million (population under 500,000 residents)

3. Challenge Statement

My city does not recognize me or connect me to what matters most; Fredericton will collaborate with First Nations to create an accessible, welcoming, supportive city for youth, newcomers, and an aging population, empowering everyone with a Personalized Inclusion Plan that connects people to create an exceptional quality of life.

4. Challenge Statement Elaborated

How the challenge reflects the true needs of the community – Public Feedback

Fredericton residents answered the call for public feedback responding with a variety of issues ranging from transportation, affordable housing, economic opportunities, feelings of isolation, and the need for better communication and information. An important insight gained from the feedback was that the biggest issue facing the community is different for each person. But no matter the issue, they say, a Smart City should gather data to better understand citizens' needs and then target services to individuals based on their needs.

For example, Carrie responded to the Smart Cities website suggesting that combining transit route data with rider profiles could help riders and improve services. We asked how data and technology could help. Carrie responded, "*If you created an app, where the person creates a quick profile, and is able to enter where they are and where their destination is (you can gather stats data on who uses your system and how), the app could tell them which bus, where the closest stop is and what time it is due to arrive. This would create data and stats for the city to address issues etc.*"

Isaac played the LiveKool mobile game app and told us that, "*Fredericton needs to find a way to keep people in the city.*" The game asked how data and technology could help. Isaac responded, *"Find the profile of the people that are most likely to stay"*

Sandra also responded to the survey suggesting that we need to be connecting youth and seniors "*Both these demographics battle issues of loneliness, feeling undervalued, isolated, unsocialized. Youth need guidance, mentors, connectivity and a sense of self-worth. Seniors have time, education, empathy, untapped energy and a need for socialisation.*"   On the question of how data and technology can help, Abe from UNB suggested, "*Better communication between the city and residents about events, engagement, and community life, a Smart City is one that is connected and sensitive to its residents' needs.*"

Abby suggests, "*Using data and crowd sourcing information*" and "*making information accessible to everyone would make the city more vibrant and inviting for all people living here or seeking life here, from all walks of life, to participate equally in the city life.*"

In the public feedback received for this challenge, the comments characterized as empowerment and inclusion represented the largest group with approximately 22% of all responses. Within that category, 16% of responses related to finding an affordable place to live.

Emily responded to the survey and is concerned about better information for those at risk of homelessness, "*We need more support for the poor and people who fall through the holes.*" We asked what improvements should be made*; "More connected services so people who face difficulties can go to one place to access the services that can help them.*" How could data and connected technology help; "*Now at-risk people would be able to find and access the services they need.*"

In 2015, the Mayor's Task Force on Homelessness developed The Road Home Plan, A Plan to End Homelessness in Fredericton. Two issues identified were the need to focus services based on different customer segments, and the need for a shared data platform; a type of Customer Relationship Management system for at-risk people facing homelessness, so that resources can be coordinated, and services targeted.

How the challenge reflects the true needs of the community – The Task Force

In addition to the calls for public feedback, a Smart Cities Task Force was formed from a broad cross section of community leaders: academic researchers, social innovators, technology innovators, civic officials, and entrepreneurs. The task force discovered that there are many resources and services available throughout the city, but there is very little awareness and coordination between groups and initiatives.

The Task Force learned that many initiatives lack the ability to collect and share data in an effective way to improve services.

Gathering data about people with disabilities is challenging. Joshua, a member of the Smart Cities Task force, a rehabilitation engineer, told the Task Force it is hard to develop new devices for people with disabilities because there isn't local data about the number of people and types of disabilities they have.

The Task Force learned that accessing data about First Nations is challenging. First Nations data is not collected municipally nor provincially, and resources for data analytics within First Nations communities are limited.

The Task Force also learned about the risk of outmigration of youth and newcomers. New Brunswick loses 1,500 people to out-migration annually. With an aging demographic, it is critical that we connect our citizens, in particular our youth, with relevant information and opportunities so they remain in our province, and build fulfilling lives here, contributing to the economic well-being of our community.

Conversely, Statics Canada shows that First Nations are the fastest growing and youngest portion of the population in Canada and the provinces making collaboration a vital component for the future economic success of New Brunswick.

The task force reviewed public feedback looking for the single biggest issue facing the community and concluded that the biggest issue varies for each person based on their unique needs, situation, and preferences. The issues for people with physical disabilities are different than those at risk of homelessness, or a newcomer, transit rider, recent graduate, or a senior wanting to connect with their community. A Smart City connects with individuals, and provides information and services tailored to them in a way that feels personalized and meets their unique needs.

Rational for Smart Cities Approach – Smart Cities Technology

Starbucks, Netflix, and Amazon use big data analytics and collections of data from various sources to create segment-of-one customer profiles that deliver targeted services focused on the unique preferences of their customers in very personalized ways. Starbucks and others collect data on its customers' demographics, their transactions, their beverage preferences and more. Using geolocation technology, its mobile apps target customers with personalized messages.

Fredericton aspires to bring those same technologies to our seniors, youth, at-risk communities, people with disabilities, newcomers, First Nations, and all city residents. Don't citizens deserve the same personalized attention from their community as someone ordering a coffee, buying a book, or choosing a movie?

With the proliferation of smart phones and the growing amount of personal data available, this is now rapidly becoming reality. Consumers are willing to share their personal data if they receive services or other features that they value in exchange.

Cities can use customer data and smart devices to improve both the experience for the individual and the economics of the city. Cities can raise citizen satisfaction by instantly meeting customers' real-time needs

with context-specific services and information. Segment-of-one implemented thoughtfully at the right moments can lift citizen engagement and civic participation.

The Benefits

Customer segmentation is a powerful means to identify unmet customer needs. A city can use this as the basis for allocating resources to services.

Personalized information allows the City to learn more about customers' needs based on demographics, contextual and behavioural data. This allows cities and other public service providers to drop services that are ineffective and redirect money into services that have a measurable impact.

Fredericton will use big data analytics and market segmentation to:
- Prioritize new service development
- Develop customized and personal information for constituents
- Design an optimal communication strategy
- Create transparent and open democracy

Citizens in today's technology driven world face an overwhelming variety and volume of information and services available to them. Few have the time or are willing or able to search through everything that is available. Consumers get frustrated when they cannot find the information that meets their unique needs. Citizens expect ease and convenience in their digital experiences.

The Technologies

Advanced data collection, big data analytics, and data integration and warehousing, along with social media analysis and access to large third-party data sets, combined with access to on-demand compute resources, machine learning, and cloud-based Infrastructure-as-a-Service enable organizations to create effective real-time citizen experiences.

Data management platforms (DMP) are systems for collecting, integrating and managing large sets of structured and unstructured data from disparate sources. DMPs are used to create relevant, timely, engaging and personalized messaging that resonate with the unique needs of citizens.

Customer Relationship Management (CRM) Platforms are used to manage and analyze citizen interactions and information throughout the customer lifecycle to improve relationships with citizens. CRM systems are designed to compile information across different channels, CRM can also give customer-facing staff better information to enhance citizen interactions with the City.

Mobile apps can combine data from various sources using Application Programming Interfaces (APIs) to curate information based on geolocation and citizen profile.

Steps and Issues

There are four main steps:

1. **Identify:** differentiate citizens to get to know their preferences, needs, and priorities. Divide the community into meaningful and measurable segments according to their needs and demographic profiles. Collect demographic information and connect that to third party data from other service providers and social media.
2. **Interact:** know what communication channels are best to connect with citizens.
3. **Customize:** personalize the information or services to the individual. Invest resources to tailor products, service, and information to match the needs of each target segment.
4. **Measure:** analyze outcomes for each segment and adjust the approach and decision making throughout the organization over time as the situation changes.

Issues to overcome:
1. Address privacy issues, security and 'Big Brother' fears, especially when some data may be collected without obvious consent.
2. Adapt to new technology, get in touch with new forms of social media analysis, DMPs, CRMs and advanced data analytics technologies.
3. Restructure internal and external organization relationships to share data and reconsider how information circulates.
4. Search carefully to access the right data. Finding the right data sets and integrating them in a way that's practical takes a lot of work.

Our Smart Cities Challenge focuses on a few high-potential "lighthouse" initiatives. We have identified the most suitable customer segments and services to accomplish early successes. Once the concept has proven itself, we will roll it out at scale, across different user profiles and services.

Rational for Smart Cities Approach – Community Support for the Ideas

Municipal, non-profit, and First Nations service providers will dramatically improve the effectiveness and reach of services using advance data analytics and personalized communications tools. There is often a significant overlap in service delivery that creates waste in the system, but clients are still being underserved due to lack of quality data, not sharing data, and being unable connect clients to the right resources.

Not having a way to collect, store and analyze data are huge barriers to reaching target audiences and creating effective services. Gathering user profiles and usage patterns help to identify unmet needs. This data can be used to create better services, then reused to target those impacted with the improved services.

One contributor said, "A great challenge for cities is the integration of urban transport systems. Getting information from users on how they use the systems is the missing piece in designing more effective solutions."

Richer data is needed to understand how to improve systems to have more impact for people with disabilities. The public highlighted needs for accessible transit routes, improved accessibility of public buildings, and safer pedestrian routes for inclusion of persons with disabilities.

"The full participation of seniors and persons with physical disabilities is the biggest, most important challenge we face in our community. As a province with an aging population, we want to lead the way in terms of accessibility. There are five outcomes we can achieve: generate the full participation and independence of seniors and persons with physical disabilities, collect data and put it to work to better our community, set a new standard in accessibility, give marginalized people a voice, and make Fredericton the smartest, most accessible city in Canada." - Melissa L., Founder of Appdigenous, an indigenous entrepreneur creating applications and technology for the people with disabilities.

Specific Goals and Outcomes

The outcome of this proposal is to create enhanced data tools for identifying citizens' unique needs and connecting them to services and resources that meet those needs.

We will develop **Personalized Inclusion Plans** to create targeted services using unique citizen profiles, data collection, and analytics.

A Personalized Inclusion Plan is a collection of resources and activities targeted at a person's unique needs for inclusion within the community. It is a compilation of outcomes the have the highest priority for the person and is based on their strengths, needs, and preferences, their level of ability, short-term objectives, the resources and services available to them.

The goal of developing Personalized Inclusion Plans for everyone begins with the pilot project of developing Personalized Inclusion Plans for vulnerable sectors.

Project #1 Digital Fredericton
- Improve the quality of life of all Frederictonians by making it easier for citizens to access all services provided by the City and for the City to push out information that is meaningful to citizens,
- Make the City a more 'personal city' by improving the efficiency of processes and redirecting freed-up staff to customer facing roles.
- Use CRM systems to increase newcomer retention and decrease youth out-migration.
- Drive citizen engagement and participatory democracy.

Project #2 Appdigenous
- Promote and aid in the full participation and independence of senior persons and those with physical disabilities.
- Create thousands of unique profiles using self-identified data collected with technology and applications specifically targeted for people with disabilities.
- Use new mobile app technology to collect data to improve accessibility.

- Create hundreds of Personalized Inclusion Plans for those with mobility issues.
- Retrofit municipal buildings with the adoption of new technology for improved accessibility.
- Improve accessibility of the transportation systems for disabled and senior populations using real-time data collection.

Project #3 Road Home Digital Platform

- Create a common data platform for social service providers and increase adoption of a shared Homeless Individuals and Families Information System (HIFIS).
- Compile data sets and analytics that improve research.
- Create hundreds of Personalized Inclusion Plans for the most vulnerable people in the priority population segments including women, children, youth, seniors, Aboriginal people, people with disabilities, and newcomers.
- Decrease average time spent in shelters before accessing permanent housing from 38 months down to than ten days including the support services to maintain.
- End chronic homelessness in Fredericton.
- Reduce cost of homelessness i.e. emergency services - police, fire, shelter.

Project #4 Fredericton Non-profit Data Collaboration Project

- Identify and collect more meaningful secure data, for better informed decision-making, policy development, program design and service delivery optimizing results.
- Identify service gaps.
- Ensure important linkages between and among data portals.
- Create a shared social enterprise / tool box.
- Promote more collaboration and sharing of resources which will lead to increased sustainability of non-profits

Project #5 Real-time Census / Smart City Dashboard and Data Management Platform

- Data Management Platform – store, analyze and share data with non-profits groups
- Develop customer segmented profiles 'Inclusion plan' by personas / target audiences.
- Create a real-time census and community dashboard.

5. How Residents Shaped the Challenge Statement

FIRST NATIONS FRIENDSHIP ACCORD

The City of Fredericton is one of only a few urban cities in Canada to have a First Nations Community within its boundaries. Saint Mary's First Nation is one of six Wolastoqewiyik communities on the planet and solely unique to New Brunswick. Both communities are nestled in the heart of the Wolastoqewiyik traditional ancestral territory. Divided only by the Saint John River known to the Wolastoqewiyik as the Wolastoq, we share a history, a land, we collaborate, learn from each other and share many reciprocal benefits due to our geographic proximity.

In the spirit of Truth and Reconciliation the City and Saint Mary's have agreed to enter into a Friendship Accord; the Accord is a joint expression of interest with tangible and economic outcomes. The Accord will provide a collective approach and will build countless mutual benefits from the creation of new start-ups driving economic growth and employment to better land use management, cost savings in service provision to increased community resilience overcoming barriers and social issues.

Building on the latter, and through the Smart City Challenge engagement process, we have identified 'Empowerment and Inclusion' to be our priority focus area, as it impacts our communities at-large, and in particular the more vulnerable segment of our population. We are dealing with mutual challenges like homelessness, aging population, talent out-migration, and accessibility with respect to education, mobility and digital literacy. Additionally, we have determined that there is a real lack of data with respect to the aboriginal people of New Brunswick.

Given these shared challenges, we have identified projects for our Smart City Challenge which will have mutual benefit or can be piloted in our First Nations community:

SMART CITY PUBLIC ENGAGEMENT

The Smart Cities Challenge public engagement process was multifaceted, involving a broad spectrum of demographics and target audiences from across the city. Based on a population of 58,220, it is estimated that 31% of the population participated in some form of public outreach.

SMART CITY CHALLENGE DIRECT MARKETING & COMMUNICATIONS

The City of Fredericton used a wide number of marketing channels to distribute its Smart Cities Challenge survey - see dashboard below - which included a webpage portal, surveys (online, paper, a youth targeted app), digital display advertisements, e-blasts, and broad social media promotion using Facebook, Twitter and a YouTube video.

As part of the initial launch on January 31, 2018, the City of Fredericton established a web portal at:

http://www.fredericton.ca/en/form/smart-cities-challenge , and launched a month-long survey process. The survey process was three-fold encompassing an online survey, telephone surveys, and the development of a mobile game app, 'Fredericton 2043', to appeal to the city's younger demographic. A local start-up company, Livekool Fredericton, was hired to develop the app downloadable via Apple and Google stores. It solicited input by asking respondents to imagine Fredericton in 2043, also aligning with the community's growth strategy.

The survey process had a total of 969 respondents in addition to the other touch points outlined in the Marketing Dashboard below.

MARKETING DASHBOARD

Surveys: (969 sample size)
App-Fredericton 2043/Youth Survey 100
Online Surveys 411
Telephone Surveys 400
Webforms 58

Social Media (Organic Posts):
Impressions 26,616
Video Views 1,600+
Clicks to Fredericton.ca 649

Fredericton.ca Smart City Web Content Analytics:
Pageviews 3,375

Advertising - Digital & Social:
Social Media Ad Reach 29,782
Digital Ad Impressions 1,346,940
30 sec. Video Views 36,896
Clicks to Fredericton.ca 1,649

The engagement process was led by His Worship Mayor Mike O'Brien, who assembled a cross-section of community partners and thought leaders in technical innovation, entrepreneurship and social innovation, as his **SMART CITY TASKFORCE** - see section 10 for composition.   The task force was responsible for distilling/culling the data and aligning focus areas based on not only public feedback, but existing plans and strategies and their own expertise. The task force will be integral in terms of sustainability and implementation of the projects going forward.

Foundational to Fredericton's Smart City Challenge, the community's growth strategy, **IMAGINE FREDERICTON**, entailed a comprehensive public engagement process involving 2,800 participants over 85 days. In addition to a public launch and city summit, it encompassed 1,500 online surveys, 800 open house participants, 30 interviews among 50 stakeholder groups, 10 citizen advisory committee meetings, and other digital engagement with 17,000 website views and 435 social media followers.

The **DIGITAL FREDERICTON** engagement process involved a municipal corporate wide effort with over 680 employees.

There are several other important initiatives, which align to the community empowerment and inclusion focus area, and which involved significant public engagement such as:

- The Mayor's Task Force on Homelessness brought together 100 individuals (50 organizations) representing: architects, designers, builders, private, non-profit and public-sector property

developers, non-profit associations, those with lived experience, apartment owners, and academics, to develop recommendations/actions for **THE ROAD HOME** -- a strategic plan to end chronic homelessness in Fredericton using the successful Housing First model.

- **NON-PROFIT DATA COLLABORATION PROJECT** – The Partnering for Impact event, uniting 72 participants from 30 non-profits organizations, was the catalyst for this project. The event included representatives from our caring community non-profit agencies, City of Fredericton, Fredericton Playhouse, Ignite Fredericton, Horizon Health Network, Fredericton Library, and the RCMP. The event objective was to find ways to collaborate on shared concerns. The principle outcome of this discussion was the need to enable data collection and measurement in the non-profit sector as most of these agencies generally lack expertise in outcome evaluation and measurement.

- **AGE FRIENDLY SURVEY -** In pursuit of Fredericton's designation as an Age Friendly city our Age Friendly Community Advisory Committee partnered with the NB Senior Goodwill Ambassadors, the Wellness Movement, L'Unité du Troisième Âge pour l'Apprentissage de la Capitale (UTAAC), and Greater Fredericton Social innovation (GFSI) to conduct the largest and most comprehensive survey on the lifestyle needs of our older adults. To date, 824 English surveys were completed/ 29 French to help long term decision-making on issues affecting seniors; and to provide a basis for ongoing public discussion about concerns and development of an age-friendly action plan. **A Day for The Ages Conference** was also held to bring together over 200 people of all ages from our community to change the conversation on aging.

- **FREDERICTON'S ENVIRONMENTAL LEADERSHIP STRATEGY** - The City has long been a national leader in philosophy and action when it comes to being environmentally focused. This has been and will continue to be a major focus area of the city - serving as a platform from which to introduce and progress new and evolving smart and renewable energy initiatives; as well as advance existing and future green and sustainable, climate change, and environmental planning initiatives, in an integrated approach. This will require an environmental overlay on current and future city initiatives in the environmental realm, coupled with an active public engagement approach. In terms of past engagement, Fredericton reached all five milestones in the Federation of Canadian Municipality's Partners for Climate Change Program involving a comprehensive outreach strategy designed to influence behavior across our community via Greenmatters focused on residents and Green Shops with 80 participating businesses. Over a 10 year period, through these outreach efforts, Fredericton was able to reduce GHG emissions by 14+% per capita, while at the same time experiencing population growth and building infrastructure.

TARGET AUDIENCES:

Public at-large: Citizens were engaged through various City related departments and facilities like the Public Library and using several promotional mediums outlined in the dashboard above.

Newcomers: The Multicultural Association of Fredericton, representing the newcomer community/19 ethno-cultural associations, was targeted through the English language teachers with an in-class survey assignment.

Youth K-12: Children ages 11-18 in grades 6-12 were targeted through George Street Middle School, Bliss Carmen Middle School, Devon Middle School, Nashwaaksis Middle School, Fredericton High School and Leo Hayes High School, plus there was some broad reach with elementary school aged children. Primarily, the children were engaged using the Fredericton 2043 App, and through the local school district STEAM Coordinator.

Post-Secondary Education Students: University and college students were targeted among the seven educational institutions.

Seniors: Covered by recent Age Friendly survey – see Age Friendly Survey above.

Social Inclusion Network: Through Greater Fredericton Social Innovation, the following organizations were targeted:

- United Way - two e-newsletters (40 organizations)
- People Link Newsletter - focus on older adults (330)
- Fredericton Arts Alliance e-newsletter (1500)
- Non-profit Community - shared on Facebook (154 member agencies)
- Faith-based Community of Fredericton Unites - shared on Facebook (67 Churches)
- People with lived experience of homelessness face-to-face interviews (10)

Business Community: Through the leadership of the community's economic development catalyst agency, Ignite Fredericton and the Fredericton Chamber of Commerce, the business community was engaged through a specialized event, called **Ideation Bus**, comprised of 30 community businesses leaders, innovators, disrupters, and members of the start-up and entrepreneurial community. Participants toured Fredericton's microbreweries and craft alcohol producers, while having a thought-provoking discussion about the Smart City Challenge.

Representing hundreds of businesses, the memberships of **Fredericton's business agencies (**Downtown Fredericton Inc. - 200 members, Business Fredericton North-210 members, the Fredericton Chamber of Commerce-1000 members, Fredericton Tourism 400, the Fredericton International Airport, Ignite Fredericton/Planet Hatch/Knowledge Park - 2600) and entrepreneurial networks like Startup Fredericton, were targeted using **e-blasts** as part of the engagement process.

Startup Weekend - Fredericton also hosted its annual Startup Weekend February 23-25, 2018, presented by Tech Stars, where 60 start-ups and potential entrepreneurs explored the Smart City Challenge as it relates to the Digital Fredericton initiative.

SMART CITY CHALLENGE

*The City of Fredericton logo represents the blue waves and curving banks of the Wolastoq River that our communities share.

MAJOR PLANS & INITIATIVES INFLUENCING PROCESS

| IMAGINE FREDERICTON | DIGITAL FREDERICTON | AGE FRIENDLY SURVEY | VISION 2020 |
| FRIENDSHIP ACCORD | ROAD HOME | OPEN DATA PORTAL | ENVIRONMENTAL LEADERSHIP |

MAYOR'S SMART CITY TASK FORCE

His Worship Mayor Mike O'Brien assembled a cross-section of community partners and thought leaders in technical innovation, entrepreneurship and social innovation to guide the Smart City process.

31% of the population participated in some form of public outreach

Social media [organic posts]
Impressions: 26,616
Video views: 16,000+

969 surveys
App-Fredericton 2043/Youth Survey: 100
Online Surveys: 411
Telephone Surveys: 400
Webforms: 58

12,000 eBlast reach

ADS- DIGITAL & SOCIAL

29,782 Social Media Ad Reach

1,346,940 Digital Ad Impressions

36,896 30 sec. Video Views

SMART CITY CHALLENGE ENGAGEMENT
Surveys — Social Media — Ads — Website — Other Promo

ENGAGED CITIZENS AT-LARGE

Targets:
Newcomers
Youth K-12
Post-secondary Education Students
Business Community
Seniors

SURVEY SAYS...

- Empowerment & inclusion
- Mobility
- Economic opportunity
- Other
- Healthy living & recreation
- Environment
- Safety & security

CHALLENGE STATEMENT

"My city does not recognize me or connect me to what matters most; Fredericton will collaborate with First Nations to create an accessible, welcoming, supportive city for youth, newcomers, and an aging population, empowering everyone with a Personalized Inclusion Plan that connects people to create an exceptional quality of life."

FREDERICTON'S SMART CITY PROJECTS

| Digital Fredericton | AppDigenous | Road Home Digital Platform | Non-Profit Data Sharing | Real-time Census Smart City Dashboard |

6. Preliminary Proposal Details

Project #1 Digital Fredericton

DESCRIPTION

Digital Fredericton will be a City that recognizes me, connects me to the things that matter most, and enables me to experience an exceptional quality of life in extraordinary ways.

- Recognize me – every part of the City knows the unique profile of the citizen
- Connect me – open, predictive push of relevant information to the citizen
- Enable me – the right tools and processes to enable a better citizen experience

ACTIVITIES

The Digital Fredericton plan focuses across three areas:

- Digital core government process and systems for operations,
- E-government services that provide exception experiences for citizens,
- A digital ecosystem that enables the community to innovate.

Digital Core Process/Systems - Fredericton has already started. The City has a partnership agreement with Deloitte to build *a first in Canada* cloud-hosted municipal digital core.

This phase replaces outdated systems with externally focused cloud-based services creating a digital cornerstone on which to build customer focused systems. This automates processes, drives internal efficiencies, and allows resources to focus on services that are important to customers.
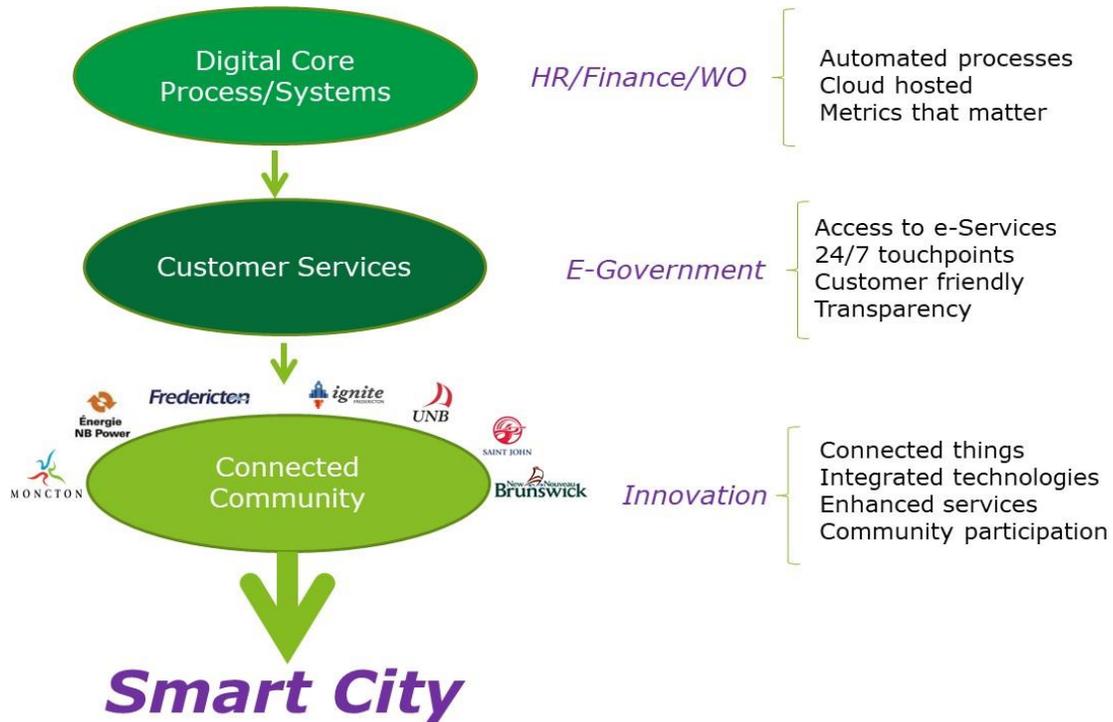
A Citizen Relationship Management (CRM) system is being developed, and recreation and building permit systems have been upgraded with new systems that create efficiencies and improve customer experiences.

We are leading with this initiative by transforming old internal municipal systems into cloud hosted modern citizen facing digital portals.

E-Government Services - Our Smart Cities Challenge will use this core digital platform to enhance citizen experiences and create e-Government services that help connect people to services that matter to them. Citizens will opt in creating profiles in these systems that allow them to receive real-time information and quick access to targeted services.

Innovative Connected Community - Key to this proposal is engaging the broader community to innovate in the digital ecosystem. Fredericton will partner with entrepreneurs and social innovators to create new applications connected to core systems that enhance the relevance of the municipal information system to citizens.

Using this digital cornerstone and improved citizen profiles, Fredericton will create innovative integrated mobile apps to empower citizens with information tailored to their specific needs.

Allowing entrepreneurs and non-profits to share data, innovate, and connect within the digital core ecosystem will allow for enhanced self-identified customer profiles and will allow services to be curated to deliver relevant on-line experience to citizens.
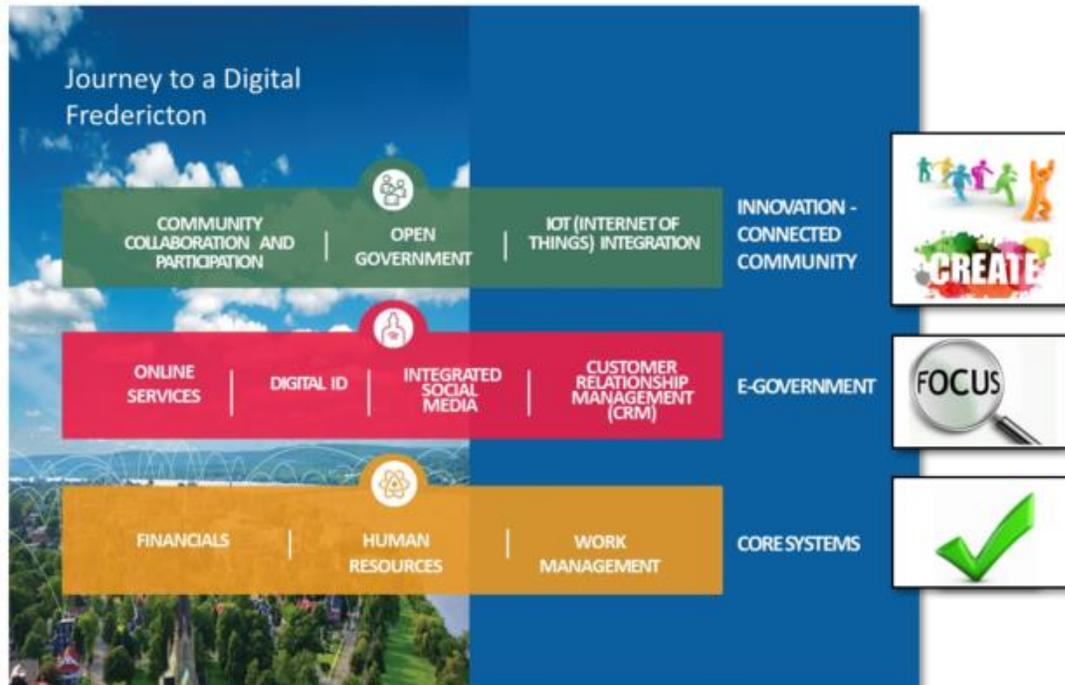
METRICS

- Staff capacity efficiencies reallocated to customer facing services;
- Number of citizens who create user profiles on the City customer portal and CRM systems;
- Number of innovative applications built on the Digital Fredericton core platform;
- Number of external organizations using the Open Data Portal.

OUTCOMES

- Improve the quality of life by making it easier for citizens to access services provided by the City and for the City to push out information that is meaningful to citizens;
- Create a more 'personal city' achieved though improving the efficiency of processes, improved customer information and redirecting freed-up staff to customer facing roles;
- Increase newcomer retention and decrease youth out-migration.

We will create this community-as-a-service platform starting with innovative projects for those whose needs for inclusion and empowerment are the greatest.

Project #2 Appdigenous for People with Disabilities
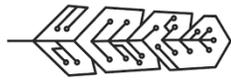
APPDIGENOUS
merging technology with tradition

DESCRIPTION

Appdigenous is a technology start-up company founded by a young Indigenous entrepreneur, with a goal of providing innovative accessibility technologies and mobility options for people with disabilities.

The New Brunswick disability rate is estimated to be 12-13% and between 30-40% for our First Nations Community. Combined with an aging population, improving accessibility of public buildings and transportation systems is vital to creating an empowering and inclusive city.

Appdigenous is an early stage tech company that has developed hardware technology and mobile applications that improve accessibility for persons with physical disabilities. The City is currently piloting the technology in public facilities. Development of the technology will include data collection tools that allow people to self-identify their disability and gather information about the current accessibility of public locations.

The data and customer information collected will be combined with other City data to identify transit routes and public destinations that need improvement or require urgent attention.

This combined data set will use big data analytics, database management, and CRM tools to provide richer more relevant information for this citizen customer segment and to develop Personalized Inclusion Plans empowering to persons with physical disabilities.

Details of the technology and business model are not provided here to protect the entrepreneur's interests while the product is being developed and tested.

ACTIVITIES
- Retrofit all municipal buildings with innovative accessible technology;
- Collaborate with city for data collection trial;
- Develop commercialization and market entry strategy
- Develop intellectual property, and other legal preparations for market readiness

MEASURES

- Number of public buildings retrofitted with new technology
- Number of users of the mobile application
- Development of data analytics and data management platform
- Number of people accessing information using Personalized Inclusion Plans tailored for persons with physical disabilities

OUTCOMES

This will be a game-changer for the mobility impaired across Canada.

- Gain the full participation and independence of senior persons and those with physical disabilities
- Create thousands of unique profiles using self-identified data for people with disabilities
- Create hundreds of Personalized Inclusion Plans for those with mobility issues
- Develop more accessibility options for disable and senior populations in public buildings, public transit and pedestrian routes.

Project #3 Road Home Digital Platform

The Road Home

A Plan to End Homelessness in Fredericton
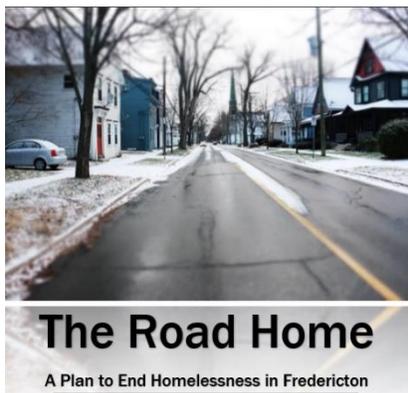
DESCRIPTION

Approximately 750 people or 1.2% of Frederictonians experience homelessness annually, another 2.4% are at risk. To address this challenge, Fredericton developed **The Road Home - A Plan to End Homelessness in Fredericton.**

Core concepts of the plan:
1. System planning following a Housing First Philosophy
2. A phased, Strategic Approach
3. A Priority Population Lens

System Planning Strategies:
  a) Increase adoption of a shared information system across diverse providers.
  b) Integrate Information Management to align data collection and reporting.

Priority Population Strategies:
  a) Tailor interventions to meet the needs of priority populations.
  b) Coordinate tools to enhance access to the right service at the right time.

ACTIVITIES

- **Develop, host and promote shared intake and assessment tools to enable coordination**

Currently there are six participating service providers using the Homeless Individuals and Families Information System (HIFIS). Although the system has proven to be extremely useful, not all providers are currently using the resource.

This proposal will identify digital assessment and intake tools, create a digital platform to host them, and work with system participants to identify and eliminate the barriers to adoption of a common data model.

- **Connect shared data and eliminate barriers to information sharing**

Data sharing across agencies is hampered by several barriers. This proposal will create a digital platform to collaborate on data, and work with system participants to identify and eliminate the barriers to information sharing.

By aggregating data from across the system, it will enable a better sense of needs, performance tracking and real-time adjustments at a community level.

Homelessness data analysis are critical for planning and interventions because they help us assess as a community what type of interventions we need to ramp up (or scale down).

- **Develop a priority population lens using Personalized Inclusion Plans**

The Road Home plan calls for tailored interventions to meet the needs of priority populations; to ensure right services are delivered at the right time, tailored to individual needs.

"Coordinated access can go a long way in reducing the run-around and frustration service participants experience by having to tell their story multiple times and being sent from one provider to the next."

We will create profiles of the priority populations for women, children, youth, seniors, Indigenous people, people with disabilities, and newcomers. These plans will be used to tailor services that meet their specific needs. Using these profiles and the same technologies used by consumer companies to reach targeted customers, we will create digital systems that connect people with resources that meet their needs.

We will develop these unique customer profiles by partnering with providers who deliver case management services (Fredericton Outreach Services, Horizon Health, Fredericton Downtown Community Health Clinic, Ability NB, and Capital Region Metal Health & Addictions).

MEASURES
- Number of service providers using common digital tools
- Number of service providers used a shared data platform and sharing data
- Number of Personalized Inclusion Plans developed for priority populations

OUTCOMES
- Reduction in the average stay in emergency shelters, from 38 months down to less than ten days;
- Reduction in the number of those experiencing chronic and episodic homelessness;
- Reduction in the number of individuals who become homeless;
- Reduction in the cost of homelessness i.e. emergency services - police, fire, shelter.

The Road Home plan estimates that a systems-wide Housing First approach will reduce the social costs of homelessness by $12 million in the first nine years compared to the status quo.

Project #4 Non-Profit Data Collaboration Project

DESCRIPTION

The catalyst for this initiative was a Partnering for Impact event that united 72 participants from 30 non-profits. Including representatives from our caring community non-profit agencies, City of Fredericton, Fredericton Playhouse, Ignite Fredericton, Horizon Health Network, and the Fredericton Library.

The principle outcome was the need to enable data collection in the non-profit sector. Most agencies lack expertise in using data to measure effectiveness and target services. They are being left behind in the Big Data movement. They understand that this is detrimental to them securing sustainable funding, and demonstrating their relevance, efficiency, and effectiveness.

There is often an overlap in service delivery among organizations, but clients are still being underserved due to lack of quality data, data sharing, and being unable connect to the clients that are most impacted.

ACTIVITIES

The project will provide non-profit organizations with processes and templates to collect, integrate, and analyze data and connect that data with open data systems.

This project will create collaboration on data use that will lead to greater community impact through more effective service delivery, partnerships in projects, outcome-oriented funding, and targeted service delivery. This project will build community capacity to collect data, establish measures and integrate with other public data.

This project brings together partners including the Province, City, United Way, Fredericton Community Foundation, NB Institute for Research, Data and Training, and Civic Tech Fredericton.

MEASURES

- The number of non-profit organizations who participate in using a common data platform
- The development of a non-profit DIY toolkit for data collection
- The development of modern technology tools available for use by the non-profit community including Data Management Platforms, CRM systems, advanced data collection and data analytics, data integration, social media analysis and access to large third-party data sets.

OUTCOMES

Agencies will be provided data tools to optimize service delivery and create capacity to pool all the community data and develop community wide indicators. In the long-term it will enable non-profits to identify gaps in services and successes and align their services with municipal and provincial priorities to address long-term (wicked) problems.

Project #5 – Real-time Census / Smart City Dashboard

DESCRIPTION

By opting-in self-identifiers, the purpose of this project is to collect and analyze data from all citizen segments, which will enable a real-time Census and a 'Smart City' public dashboard.

This project will combine data from shared data platforms, disparate data systems and the pilot projects to develop detailed information about the citizens who live in our city and their unique "Big Issue". The real-time census will be used by the municipality and non-profit service providers to develop Personalized Inclusion Plans for all segments and profiles.

ACTIVITIES

Use shared data bases and data management platforms to create detailed real-time census based on detailed customer segments.

Use Appdigenous, non-profit data, and The Road Home Plan to model how shared data and targeted customer segments can create Personalized Inclusion Plans.

Develop privacy operating protocols to protect against the misuse of personal data.

Create a Smart City Dashboard.

MEASURES

- Number of distinct customer segments identified

- Number of Personalized Inclusion Plans developed
- Number of users who access the public dashboard

OUTCOMES
- Better informed decision-making supported by citizens' core needs.
- Fredericton will take a more proactive and inclusive approach in serving its customers and empowering citizens creating a voice and channel for participatory democracy.

7. How this Proposal Supports Long-term Goals

Pivotal to Fredericton's Smart City Challenge is its **FRIENDSHIP ACCORD with Saint Mary's First Nation.** The Accord provides an agreed upon process of how the municipality and the First Nation will work together. It is an exercise of trust building and allows for a collaborative approach to build a path forward; by providing the framework and tools to identify barriers and gaps and ways to overcome and address them.

In 2017, Fredericton's Growth Strategy, **IMAGINE FREDERICTON, https://imaginefredericton.ca/** set the framework for the physical development of the city's smart growth over the next 25 years, as well as guide policy development for a new Municipal Plan. It is based on nine community goals to build 'A':

1. Sustainable and efficient city
2. Green and healthy city
3. Welcoming and supportive city
4. Strong and diverse economy
5. Culturally rich and diverse city
6. Vibrant downtown and riverfront
7. Complete neighbourhoods and distinctive places
8. Complete transportation system
9. Safe and inviting public realm

In 2013, Fredericton's Economic Development Strategy, **VISION 2020,** set Fredericton's vision to be the 'Startup Capital of Canada' by 2020. In three short years, Fredericton achieved its goal being recognized as the 'Startup Community of the Year' by Startup Canada. Vision 2020 is a roadmap to create economic prosperity through:

- Supporting start-ups
- Attracting investment and business growth
- Attracting and retaining talent/population growth
- Supporting key sector growth and high value industry

Non-profit organizations are undertaking the **FREDERICTON NON-PROFIT DATA COLLABORATION PROJECT** by developing a plan to collect, integrate, analyze and include data in the municipal, provincial and federal governments' open data movement. This project is intended to provide meaningful data to support funding applications, program evaluation, and better-informed decision making, thus optimizing service delivery, aligned with governmental priorities. It will also help to identify service gaps, and avenues to address long-term problems.

The Mayor's Task Force on Homelessness developed 18 recommendations to advance **THE ROAD HOME** strategic plan to end chronic homelessness in Fredericton using the successful **Housing First** model http://www.fredericton.ca/en/city-hall/plans-and-processes/mayors-task-force-on-homelessness.   An innovative solution to support Housing First was the creation of The Housing First Fund to provide capital for the construction of Housing First developments and to serve as an enduring endowment that will support their long-term, sustainable maintenance. To date, this community fund has raised enough money to build 28/40 required units.

DIGITAL FREDERICTON is very well aligned with our Smart City Challenge outcomes. It was founded on the realization that the municipal world is changing, the pace of technology adoption is increasing rapidly, and disruptive digital technologies now have the potential to solve major social, economic and operational challenges while greatly improving engagement with employees, citizens, community and business partners. It builds on early successes, providing a cornerstone on which to build and map a continuum, a plan that will ultimately lead to us to a collaborative, inclusive and connected community.

These plans and strategies are blueprints for the City's future growth and are foundational to our Smart City Challenge.

8. Community Readiness

Fredericton has a track record for success with a wide and varied history conceptualizing, planning and implementing smart city initiatives and complex projects.

In the early nineties, Fredericton's first economic development strategy, Vision 2000, changed Fredericton's trajectory in terms of diversifying from a government and university town to a knowledge-based economy. This was accomplished through a large community engagement process, and the deployment of task forces to drive priority sector growth. The City made significant investments in digital and physical infrastructure as the building blocks for the future. One of the most significant outcomes was the creation of a technology, research and clustering environment for knowledge-based companies – Knowledge Park, which was a complex project within itself involving three levels of government, the University of New Brunswick and the private sector.

In the absence of broadband availability and the increasing digital divide, the second most significant outcome was the City taking an unprecedented move to create its own telecom with e-Novations in 2001. The City Council of the day adopted a philosophy of viewing digital infrastructure as essential as traditional infrastructure - streets and water and undertaking required investments across the organization. On the

backbone of its fibre optic network, Fred-eZone was born in 2003 - making Fredericton Canada's first free wireless city.

These investments have paid off and have earned Fredericton global brand equity as a smart city and ranked Fredericton among the 'World's Top 7 Most Intelligent Communities' two years in a row by the Intelligent Community Forum of New York. Because of these achievements, Fredericton has carved its niche as the 'Knowledge-based Capital of New Brunswick' - home to two of Canada's biggest tech exits.

There are numerous examples of Fredericton's ability to rally and engage its citizens around a cause or project, typically using a task force approach, such as:

- Developing Fredericton's growth strategy for the next 25 years, Imagine Fredericton
- Becoming the 'Startup Capital of Canada' / Vision 2020 Economic Development Strategy
- Competing as 'One of the World's Top 7 Intelligent Communities'
- Landing the National Research Council's Institute for Information Technology
- Attracting U.S. Air Connection by raising $2.3 million through a travel bank
- Creating a technology and research environment, Knowledge Park
- Establishing a Local Immigration Partnership

As evidenced from past experience executing major projects, and through the establishment of Fredericton's Smart City Task Force encompassing community leaders across multiple sectors and disciplines, the City of Fredericton is ready to proceed with the next phase of the competition.

Fredericton's commitment is further demonstrated by the commitment of City Council and His Worship Mayor Mike O'Brien. City Council has dedicated a senior position within the corporation, Adam Bell – Assistant Director of Finance, Innovation & Technology, to oversee Fredericton's bid and the deployment of resources and assets across the corporation to bring this project to fruition. A Transformation Team has also been formed to achieve digital transformation objectives, and recognition of the City as the most innovative municipality in Canada.

The Fredericton/Saint Mary's Friendship Accord partnership framework is still in development and will be officially launched in the near future. The Accord is foundational to the successful implementation of Fredericton's Smart City Challenge.

The City of Fredericton will utilize an innovation lab model to facilitate the execution of this project. The City has deployed this approach in the past under its GoFred brand, GoFred Labs, part of its telecommunications portfolio through the fibre optic network, e-Novations.

GoFred partners with various private sector and University research projects for product development, and market testing. The University of New Brunswick was named Post-Secondary Institution of the Year at the 2014 Startup Canada Awards.

This partnership allows for unique access to a production ISP network to test real world scenarios in product development to enhance pubic facing municipal services. Supporting Fredericton's 'Startup

Capital of Canada' vision, GoFred Labs has been an integral element of Fredericton's 'bias to yes' as an early adopter of various start-up companies/technologies as cited previously.

Some recent examples include:

- Simptek – Public energy dashboards monitoring municipal buildings
- Reconnect and Amplify - Citizen issue reporting and conversation app
- Hotspot Parking – Public parking mobile app and real-time parking information
- Readypass – Pubic transit app with real-time transit information
- LiveKool – Interactive mobile game app for community engagement
- Beauceron Security – Cybersecurity end user awareness and risk reporting

The City of Fredericton and Deloitte have formed a strategic relationship to support the City's goal to digitally transform itself and become the most innovative and smart municipality in Canada.

This collaboration is a critical step, enabling both parties to perform at a higher level toward a shared vision of Digital Fredericton. The core transformation team is made up of leaders across Supplier's lines of service and across the City's lines of service - leaders responsible for engaging and working collaboratively (two in a box) on the City's most pressing business problems.

Further complimenting Fredericton's innovation track record is its continual investment in Lean Six Sigma practice. To date, the City has invested in training 22 black belts, 38 green belts and 180 people taking basic quality improvement methodology training (waste walks). As a result, the City has saved close to $8 million in recurring annual savings, and carved a niche as a centre of excellence, architecting and hosting the Canadian Public Sector Lean Summit.

Fredericton's collaborative work extends beyond borders with multiple past and current international projects through the Federation of Canadian Municipalities exchange missions. We are currently working with Port St. John's, South Africa that has vulnerable communities as one of its focus areas.

Building upon our partnership track record, the Mayor's Task Force on homelessness reached beyond its initial mandate by helping to create partnerships and ongoing initiatives. These include developing a funder's network connecting philanthropic and government funders, enabling the creation of a Housing First Fund (a unique partnership of the United Way of Central New Brunswick and the Fredericton Community Foundation), helping create the Faith-based Homeless Serving Network, and developing resources for the design and development of affordable housing in the community.

9. Plan for Finalist Grant

Finalist grant funding will be split between the proposed projects and will focus on developing common elements to create personalized inclusion plans, data platforms, and to build technical competencies in big data management and analytics.

High-level breakdown of spending categories

1. **Digital Fredericton - $75,000**
   a. Develop a conceptual framework for customer portals
   b. Engage consultants to leverage CRM digital core to develop customer profiles
   c. Develop privacy operating protocols to protect against the misuse of personal data
   d. Develop staff competency development in data integration and big data analytics tools

2. **Appdigenous - $75,000**
   a. Develop application
   b. Create data management platform
   c. Manufacture production ready hardware for installation in municipal buildings
   d. Engage legal and consulting expertise to complete intellectual property protection and go-to-market strategy

3. **The Road Home - $50,000**
   a. Facilitated workshops focused on removing barriers from data sharing and understanding opportunities and barriers to using shared digital intake tools.
   b. Employ academic research to review current data sets and data that is needed.
   c. Engage consultant for architecture and proof of concept for secure data collaboration tools.

4. **Non-Profit Data Project - $15,0000**
   a. Facilitated workshops focused on removing barriers from data sharing and establishing data sharing agreements.
   b. Employ academic research to review current data sets and data that is needed.
   c. Design elements and architecture for a DIY non-profit data toolkit.

5. **Real-Time Census - $35,000**
   a. Build prototype Smart City Public Dashboard
   b. Use Appdigenous, non-profit data sharing, and The Road Home prototype data sets to model using shared data and targeted customer segments to create Personalized Inclusion Plans
   c. Use shared data bases and test data management platforms to develop proof of concept real-time census.

Rational for Grant Spending

The grant will be used to overcome the key issues identified and take the first steps in developing core technologies.

1. **Address privacy issues**, data security and fears of 'Big Brother'.
   a. Engage consultants to develop personal data handling protocols.
   b. Learn data aggregation techniques to de-identify personal data.
   c. Build staff capacity in protection of data and personal privacy.
   d. Develop privacy models for personalized inclusion plans.

2. **Adapt to new technology** learn new forms of social media analysis, Data Management Platforms, Segment-of-one Customer Relationship Management tools and big data analytics.
   a. Build staff competencies to understand the 'art of the possible' with new technology.
   b. Use expert consultants to design customer and data technical architecture.
   c. Develop technology platform proof of concepts.
   d. Test data analytic and data platform for integrating and managing structured and unstructured data from disparate sources.

3. **Restructure internal and external organization relationships**.
   a. Facilitate working groups to conceptualize new data sharing relationships
   b. Define customer segments and service assets to develop personal inclusion plans

4. **Search carefully to access the right data**.
   a. Facilitate working groups to identify data that is already available and data that is needed

10. Project Partners

The Mayor's Smart City Task Force will be integral in terms of advancement to the next stage and implementation of the Smart City Challenge projects. Members represents key partnership and required contributions.

Government:

City of Fredericton
- Finance, Innovation & Technology Department – Adam Bell, Assistant Director: Adam is chair of the Smart City Task Force overseeing the development of Fredericton's Smart City Challenge bid. He is responsible for the City's financial health, innovation agenda and technology assets. Adam will hold primary responsibility for the deployment of this project, and prize administration.

- Transit & Parking – Meredith Gilbert, Manager: Already, the City has been an early adopter in terms of e-Parking (Hot Spot Parking), providing residents with real-time transit information (Ready-Pass), and e-Road maintenance (TotalPave). Meredith will be integral in terms of the City's next steps deploying smart mobility, electric fleets/charging and intelligent traffic systems.

- Imagine Fredericton – Juan Estepa, Manager of Heritage & Urban Design: As Co-Chair of the community's growth strategy, Imagine Fredericton, Juan will be responsible for the linkages and correlation with the growth strategy goals in relation to the Smart City Challenge.

- Digital Fredericton – Valerie Kelly, Manager of Corporate Systems Renewals: Valerie is responsible for the City's initiative to modernize government through public access to data and technology, and private sector engagement in developing innovative solutions to address municipal challenges.

Saint Mary's First Nation - Kim Nash-McKinley: Primary partnership representing the Friendship Accord with the City and aboriginal economic development.

Fredericton Public Library - Julia Stewart: The most highly frequented library in the province, Fredericton's library is at the heart of the community, and will be central to deployment of this initiative.

Stan Cassidy Centre - Joshua Keys: Selected as global innovators for those with disabilities/mobility impairments from neurological conditions.

Institutional:

University of New Brunswick (UNB) - Joe Allen and Dr. Jeff Rankin: Selected to bridge UNB's engagement in terms of research and development and tech transfer particularly in terms of new start-up companies developing innovative solutions for smart city challenge(s).

New Brunswick Community College Mobile-First Technology initiative - Dr. Bill McIver: Selected for applied research program work on the technical and design issues inherent in the evolution of the mobile technologies.

Not-For-Profit:

Non-profit Data Collaboration Project / Greater Fredericton Social Innovation - Sandi MacKinnon: Selected for their network and social inclusion work including best practices to address community challenges and data collaboration project.

Ignite Fredericton – Larry Shaw: Selected to bridge the Smart City Challenge with the economic development and innovation agenda of the region.

Corporate:

Deloitte (Digital Transformation) - Bobby Stillwell: Selected for leading smart city national best practices, and integral partner of the **Digital Fredericton** project**.**

Rogers Communications - Bruce MacDougall: Selected as regional telecom provider and innovation partnership agreement with the City.

HotSpot Parking - Phillip Curley: Representing Fredericton's start-up community, and private sector vendor delivering e-parking solutions for the City.

Opus International Consultants - Dr. Anna Robak, Whole of Life Asset Management Practices, focusing on how people use public infrastructure to meet their daily needs, and post graduate advisor on Smart City Indicators PhD research project.

The Cities of Fredericton, Moncton and Saint John have a strong working relationship, and actively partner on a range of operational and strategic initiatives such as continuous improvement, performance management and procurement issues. By way of specific example, the three Mayors recently co-led an investment attraction and population growth mission to Toronto. Recognizing that all three Cities are submitting applications to the Government of Canada's Smart Cities Challenge and the level of work that has gone into each application, the three Cities have agreed to share key learning's and best practises. The first step will be a Tri-City Smart Cities webinar to be organized in May or June. Staff from Fredericton, Moncton and Saint John have also committed to actively supporting each of the Tri-City projects that progress to the second round of the Smart Cities Challenge.

11. Proposal Summary

After conducting many rounds of public consultation and listening to citizens speak with passion about issues ranging from basic human needs to the desire for better services, one thing became abundantly clear… the biggest issue facing the community was different for everyone.

With this insight, Smart City Task Force Chair, Adam Bell, approached Deputy Mayor Kate Rogers and asked "what would your best Fredericton be?"

Ms. Rogers, well versed in the City's history, community and ongoing initiatives, responded surprisingly fast;

 "I want to live in a City that empowers me with a personalized inclusion plan connecting me to things that matter most; Imagine Fredericton, a Digital Fredericton that collaborates with First Nations, welcomes youth, supports newcomers and aging populations, connects people, creating an exceptional quality of life with measurable outcomes."

Thus, laying the groundwork for a Smart City Challenge submission focusing on:

- initiatives that are underway and have meaningful impacts
- a layered approach – core, citizen, and connected community
- putting our most vulnerable, first
- the data, always capture the data
- "It's personal"
- building to replicate

We will build a Smart City that will recognize, connect and enable all citizens, across generations and cultures, in unique and different ways that are meaningful to them.