



**City of Hamilton**  
**Mayor's Intelligent Community Task Force**

**Meeting #:** 18-003  
**Date:** September 25, 2018  
**Time:** 9:30 a.m.  
**Location:** Council Chambers, Hamilton City Hall  
71 Main Street West

Loren Kolar, Legislative Coordinator (905) 546-2424 ext. 2604

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1. **APPROVAL OF AGENDA**  
(Added Items, if applicable, will be noted with \*)
2. **DECLARATIONS OF INTEREST**
3. **APPROVAL OF MINUTES OF PREVIOUS MEETING**
  - 3.1 July 18, 2018
4. **DELEGATION REQUESTS**
5. **CONSENT ITEMS**
6. **PUBLIC HEARINGS / DELEGATIONS**
7. **STAFF PRESENTATIONS**
8. **DISCUSSION ITEMS**
  - 8.1 Mayor's Intelligent Community Task Force Final Report
9. **MOTIONS**
10. **NOTICES OF MOTION**
11. **GENERAL INFORMATION / OTHER BUSINESS**

12. PRIVATE AND CONFIDENTIAL

13. ADJOURNMENT



**MAYOR'S INTELLIGENT COMMUNITY TASK FORCE  
MINUTES 18-002  
1:30 p.m.  
Wednesday, July 18, 2018  
Council Chambers, 2<sup>nd</sup> Floor  
Hamilton City Hall  
71 Main Street West**

**Present:** Mayor Fred Eisenberger  
Councillor Judi Partridge

**Also Present:** Jeff Cowan, HCE Telecom  
Chris Cutler, Office of the Mayor  
Tracey Dallaire, Mohawk College  
Mark Farrow, Hamilton Health Sciences  
Troy Hare, HCE Telecom  
John Hertel, Director Strategic Partnerships & Communications  
Tammy Hwang, Business Development Office, Global Hamilton  
Rob McMann, Intelligent Community Forum  
Andrea McKinney, Chief Digital Officer  
Chris Moore, Hamilton Chamber of Commerce  
Sarah Wayland, Project Lead, Global Hamilton

**Absent with  
Regrets** Councillor Maria Pearson - Personal

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**FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 1)**

The Clerk advised that there were no changes to the agenda.

**(Partridge/Eisenberger)**

That the Agenda for the July 18, 2018 Mayor's Intelligent Community Task Force be approved, as presented.

**CARRIED**

**(b) DECLARATIONS OF INTEREST (Item 2)**

None.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING**

**(i) January 31, 2018 (Item 3.1)**

**(Partridge/Eisenberger)**

That the Minutes of the, January 31, 2018 meeting of the Mayor's Intelligent Community Task Force be approved, as presented.

**CARRIED**

**(d) CONSENT (Item 5)**

**(i) Smart City Challenge Projects and Next Steps – Update from Task Force Members (Item 5.1)**

Task Force Members took this time to discuss matters of interest.

**(e) PRESENTATION (Item 7)**

**(i) Intelligent Community Forum Global Summit (Item 7.1)**

Tammy Hwang, Business Development Office, Global Hamilton, addressed the Task Force with an overview of the Intelligent Community Forum Global Summit, with the aid of a PowerPoint presentation. A copy of the presentation has been included in the official record.

**(Partridge/Eisenberger)**

That the presentation respecting the Intelligent Community Forum Global Summit, be received.

**CARRIED**

The presentation is available at [www.hamilton.ca](http://www.hamilton.ca)

**(e) DISCUSSION ITEM (Item 8)**

**(i) Mayor's Intelligent Community Task Force Terms of Reference Review and Next Steps (Item 8.1)**

**(Partridge/Eisenberger)**

That staff be directed to report back to the Mayor's Intelligent Community Task Force with an evaluation of the work of the Task Force.

**CARRIED**

For more information on this presentation, refer to Appendix "A" of the Minutes for the July 18, 2018 meeting.

(f) **ADJOURNMENT (Item 12)**

**(Pearson/Eisenberger)**

That, there being no further business, the Mayor's Intelligent Community Task Force be adjourned at 2:17 p.m.

**CARRIED**

Respectfully submitted,

Mayor F. Eisenberger, Chair  
Mayor's Intelligent Community Task  
Force

Loren Kolar  
Legislative Coordinator  
Office of the City Clerk



## Mayor's Intelligent Community Task Force

- In attendance – Mayor Fred, Joe Fazzari, Howard Rabb, Jeff Cowan, Troy Hare, Andrea McKinney, Rob McCann, Mike Field, Tammy Hwang, Chris Cutler, Judi Partridge
- Smart Cities Challenge – Next steps
- Worked actively with the community
- Went in but not successful
- Another city that is looking to partner with us for the second round
- Debrief with the federal government for feedback
- Started community conversations – that want to move forward on some of the themes and sub projects through
- Question: wondering about rural broadband – doesn't fall off the radar
- Continue to work with the ISP for access generally – working with HCE
- Increasing the inner city in the coming months – positive signals from investment from the ISPs
- Lots of conversation with the service providers – some of the ISPs have mentioned that there is a challenge – it's an ongoing topic and not being forgotten at all
- Rural is identified as a priority – OMAFRA, ROMA, we have Flamborough, we have large agricultural and cannabis industry in there – which are in need of broadband brought into place
- HCE – April 2017 made an application to Federal Government called Connect to Innovate – 3.5 million, - building fibre to the Flamborough region. Have not seen a status update – but we are waiting for that
- HCE will check up on the timing of the Connect to Innovate funding and the length of time to invest – looking at innovative means to proliferate connections from academic to deliver IT services
- Tammy presented the ICF Global Summit – Presentation
- Invaluable exercise – motivating additional services in the community – made significant progress in the community want to reapply and continue the process
- May want to wait another year – continue to drive on different projects, and collaborate in that space
- Discussion Item – would like to see a report card and evaluation of this committee – what is the financial investment – what is the ROI of this investment? With the election coming up on October 22 – we may need to wait until after the election – would like to see more meat to see how we've accomplished – see and determine what we have done – taxpayer dollars are spent wisely – how have we spent these dollars – would like to see it continued – would like to see more formal information in front of us
- Report on accomplishment – for achieving smart 21 and top 7 – for next meeting in September – would like to see all of the

Appendix "A"  
Mayor's Intelligent Community Task Force  
Minutes 18-002  
July 18, 2018

- Tammy – REPORT CARD Main objectives, what have we achieved, Tammy – andrea will report on Smart Challenge, what have we achieved, on going conversation with service providers,
- Proposal – to bring on energy strategy





Hamilton

SEPTEMBER 2018



# Mayor's Intelligent Community Task Force

FINAL REPORT

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Prepared by: Tammy Hwang

# INTRODUCTION

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As a means of increasing Hamilton's international visibility and name recognition, the City of Hamilton applied for an "Intelligent Communities" designation to the Intelligent Communities Forum (ICF) based in New York City. ICF is a non-profit group that examines the capability of individual cities to prosper in a Broadband Economy and designates some of them as "Intelligent Communities."

In the 2016 Intelligent Communities Awards, Hamilton was named a Smart21 Community. Upon presentation of Information Report PED16038 about the ICF designation, a motion was made to create a task force to examine Hamilton's infrastructure, identify gaps in our digital strategy across the municipality, and develop an action plan to make Hamilton a destination for investment.

The Mayor's Intelligent Community Task Force was originally tasked with a two-year mandate to explore, discuss, and build upon our existing digital infrastructure. A key priority was also to focus on the six indicators of an Intelligent Community:

1. Broadband
2. Knowledge Workforce
3. Innovation
4. Digital Equality
5. Sustainability
6. Advocacy

As we reach our two-year mark, the Task Force is taking stock of its achievements and identifying areas for future consideration. This report is intended to provide insight into the progress that has been made, and that has laid the foundation for the Task Force to continue to work towards its mandate. It is clear that creating a digitally enabled Hamilton is a multi-year, multi-partner journey that involves ongoing leadership and engagement from the Mayor and Council, City Staff, public sector partners, Academia, the private sector and external community organizations.



# MAIN OBJECTIVE AND GOALS

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The Mayor's Intelligent Community Task Force was created in September 2016. It was tasked with providing leadership in the identification of Hamilton's opportunities and challenges, and working collaboratively to move the city forward by leveraging strengths.

Specific objectives include:

- to examine and assess Hamilton's IT infrastructure
- to develop a city-wide digital strategy, supported by an action plan to make Hamilton a destination for investment and employment
- to improve Hamilton's strengths and assets as they pertain to ICF indicators

# YEAR ONE ACTIONS

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In the first year, the Task Force met approximately eight times between the span of September 2016-2017. The meetings included a variety of topics related to the mandate, but a primary focus in the first year was the opportunity for open dialogue and current initiatives in Hamilton and beyond. A key focus was local Internet Service Providers (ISP), as well as major service providers, sharing with the collective group their future expansion plans and strategies for Hamilton. This was also an opportunity to ask about their perspective on Hamilton's Digital Future and how they plan on contributing to that vision.

This included opportunities to share with the Task Force the projects and initiatives each organization was working on and ask for additional support from other organizations around the table as necessary. This was also a great opportunity the Task Force to provide input into the 2018 ICF submission for Smart 21.

Another notable accomplishment was supporting the work from the Hamilton Chamber of Commerce. In partnership with the City of Hamilton, the Chamber saw an opportunity to connect with its local members to create a committee focussed on Hamilton's Digital Infrastructure. This committee initiated local research relating to Hamilton's infrastructure and they worked directly with the ISPs to gather information.

They commissioned MacData to coordinate research efforts and create a report that could be presented to City Staff and community members about Hamilton's current state with recommendations on future steps. To support this initiative, the City of Hamilton entered into an agreement with the Canadian Internet Registry Authority (CIRA) to execute on a performance speed testing pilot project. The results of this pilot project were integrated into the MacData Research Study.





# YEAR TWO ACTIONS

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In year two the Task Force met another five times. Members built on the on the projects that were initiated in the first year. And looked evaluated the community's current state as it related to the ICF indicators.

As a result of the collaborative effort in the 2018 ICF Submission, Hamilton was awarded a Smart 21 designation. In 2018 there were 11 Canadian communities that received the award. Building on the work of the Task Force, the City then applied to the next round to be considered as one of the Top7 Intelligent Communities of the world.

Through the effort put forward by our Chief Digital Officer and the Global Hamilton Team, the City of Hamilton was awarded a Top7 Designation globally by the ICF. The City hosted ICF Judge, Robert Bell in April 2018 for consideration to be the Top Intelligent Community of 2018. The announcement for Top Intelligent Community was at the Global ICF Summit in June 2018 in London, England. These events led to multiple networking opportunities for the City and have attracted international attention.

In the lead up to the Global Summit, MacData and the Digital Infrastructure Subcommittee completed their report on Hamilton's Digital Infrastructure. They presented their findings to the Mayor's Task Force where information was presented on Hamilton's current state, opportunities for future investment, and recommendations for our City Staff to encourage our local ISPs to make the investment in our digital infrastructure. Since that time, our Chief Digital Officer has been facilitating further conversations between our City Staff and ISPs about future investments.



# ADDITIONAL DEVELOPMENTS

Through the presentations and networking by our Mayor's Task Force, our IT department and Chief Digital Officer have been able to strengthen connections with local ISPs. There have been follow up meetings to discuss how these companies can invest in our community and how can the City create more streamlined processes to facilitate this investment.

The Task Force also compliments the Economic Development Division's Five Year Action Plan stretch goal to achieve internet speeds of 250 mb/s to all rural Hamilton, 1 gb/s to all urban Hamilton, and 10 gb/s to all business parks and commercial areas. The Task Force is an ideal organization to build and implement an action plan to attain this goal. The members of the Task Force include City of Hamilton Staff, representatives from our anchor institutions, representatives from the Innovation Ecosystem, Academic Partners, and Private Sector representatives.

The Task Force is also a valuable partner in the City of Hamilton's journey to becoming a Smart City. This Task Force has been supporting the work of the Chief Digital Officer and other team members involved with our Smart Cities Roadmap and integration of city services in order to provide a better user experience for our community members.

Some of the Task Force members were also valuable resources as the City applied for Smart Cities Challenge funds through Infrastructure Canada. Ultimately, the City did not advance to the next level of the challenge, but received positive feedback on the proposal as it relates to future rounds. The work created also has the potential to be leveraged as an action plan for the City to execute on several Smart City initiatives that may yield results across multiple sectors.



# NEXT STEPS

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FOLLOW UP MEETING IS SET FOR SEPTEMBER 2018

## FOR CONSIDERATION:

- Task Force membership
- Frequency of meetings
- Continued support from Clerks Office
- Working Sub-Committees
- Future vision and direction of the Task Force
- Planned activities aligned with the vision and direction

## APPENDIX ITEMS

- Terms of Reference
- Hamilton Chamber Digital Infrastructure Working Group Report
- Hamilton ICF Report Card July 2018
- MICTF Summary - 13 SEP2017
- ICFTF Backgrounder 12SEP2017

*Mohawk College has had the opportunity to be a member and active participant on the City of Hamilton's "Mayor's Intelligent Community Task Force" (MICTF) over the last year. Participating in the MICTF enabled Mohawk to build new, and grow existing, community partnerships and relationships as we collectively worked to further Hamilton's advancements in connectivity and technology for the community. The strength of the partnerships with leading Hamilton organizations is a strong foundation upon which we continue to collaborate and work together for the community. We look forward to the opportunity to continue this engagement and continue the great work started through the MICTF.*

*- Tracy Dallaire, Mohawk College*



## FINAL REPORT

For more information please email: [tammy.hwang@hamilton.ca](mailto:tammy.hwang@hamilton.ca)

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## Report Card

### Intelligent Community Awards Program

Prepared by Robert Bell, Co-Founder, July 18, 2018

FOR: **Hamilton, Ontario, Canada**

### Purpose

Hamilton submitted a nomination for ICF's 2018 Intelligent Community Awards program and was named to the Smart21 Communities of the Year, semi-finalists for the coveted Intelligent Community of the Year Award, when they were announced in October 2017. The region also submitted a Top7 questionnaire and was named to the Top7 in February, but was not named the Intelligent Community of the Year in June. This Report Card provides insight into how Hamilton ranked among the contenders for the Smart21, Top7 and Intelligent Community of the year in 2017-18.

### Intelligent Community Awards Criteria

The Intelligent Community Forum's Awards program is based on a set of Intelligent Community Indicators identified by the Forum as the critical success factors for developing a competitive and inclusive local economy today. They are:

- **Broadband Connectivity.** Broadband, or information and communications technology (ICT), is the next essential utility, as vital to economic growth as clean water and good roads. Whatever the speed, broadband connects your computer or mobile device instantly to billions of devices and users around the world, creating a digital overlay to our physical world that is revolutionizing how we work, play, live, educate, govern our citizens and relate to the world.
- **Knowledge Workforce.** Today, all desirable jobs in industrialized economies – and increasingly in developing economies as well – require a higher component of knowledge than they did in the past. It is by applying knowledge and specialized skills that employees add enough value to their labor to justify the cost of employing them. In the future, jobs whose "value-added" does not exceed their salary cost will be replaced, sooner or later, by software or hardware. A continuous improvement in an evolving range of skills is the only route to personal prosperity.
- **Innovation.** Innovation is essential to the interconnected economy of the 21st Century. Intelligent Communities pursue innovation through a relationship between business, government and such institutions as universities and hospitals. The Innovation Triangle or "Triple Helix" helps keep the economic benefits of innovation local, and creates an innovation ecosystem that engages the entire community in positive change. Investments in innovative technology by government contribute to that culture and improve service to citizens while reducing operating costs.

- **Digital Equality.** Digital equality is a simple principle: that everyone in the community deserves access to broadband technologies and the skills to use them. Like most principles, it is easier to understand than it is to live. The explosive advance of the broadband economy has worsened the exclusion of people who already play a peripheral role in the economy and society, whether due to poverty, lack of education, prejudice, age or disability. It has disrupted industries from manufacturing to retail services and enlarged the number of people for whom the digital revolution is a burden rather than a blessing.
- **Sustainability.** Improving current living standards, while maintaining the ability of future generations to do the same, is at the core of sustainability. As humanity begins to push up against the limits of the ecosystem to provide resources and absorb waste, we need to find ways to continue growth – with all of its positive impacts on the community – while reducing the environmental impact of that growth. Intelligent Communities seek to lead in the effort to build a better future for citizens while reaping economic rewards. In the process, they leverage popular enthusiasm for local environmental protection to build community spirit and increase engagement in the community.
- **Advocacy.** A population committed to a better future is a powerful driver of progress. Yet it is all too common for a community's citizens or even leaders to set themselves against changes that would ultimately benefit the community. The willingness to embrace change and the determination to help shape it, however, are core competencies of the Intelligent Community. Few places naturally possess those competencies. They must be cultivated, often over years, by skilled work to turn citizens into knowledgeable advocates for positive change.

### **Awards Selection Process**

ICF tracks hundreds of cities, towns and regions around the world for its annual award program and receives up-to-date information from them throughout the year. From this data, ICF conducts an analysis of quantitative data while an international team of academic Analysts from the US, Canada, Japan and South Korea evaluates the qualitative (narrative) data on each community based on the ICF Method. From these combined analyses, ICF selects 21 communities each year to serve as global modals.

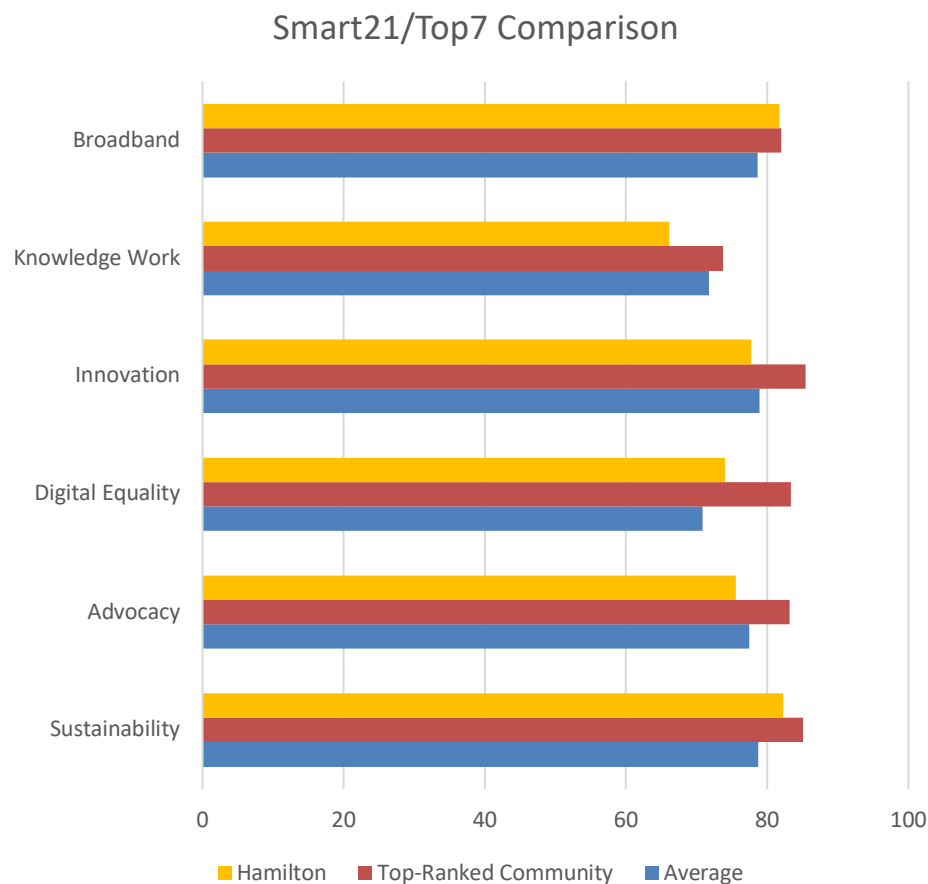
Communities named to the Smart21 are then invited to submit detailed questionnaires for consideration for the Top7 Intelligent Communities of the Year. Quantitative data from the Top7 questionnaires is again analyzed by ICF while the same team of Analysts reviews and scores the extensive qualitative information provided in the questionnaires. The scores resulting from this analysis are averaged with the scores from the Smart21 stage to produce a numerical score on each of the

Intelligent Community Indicators. The seven top-scoring contenders become the Top7 Intelligent Communities of the Year.

The final step in the process is based on site visits by ICF co-founders to each of the Top7. Reports from those site visits are reviewed by an international jury comprised of past Intelligent Communities of the Year, Intelligent Community Visionaries and subject matter experts. The votes of the jury are combined on a weighted basis with Top7 scoring to select the Intelligent Community of the Year.

### Smart21/Top7 Comparison

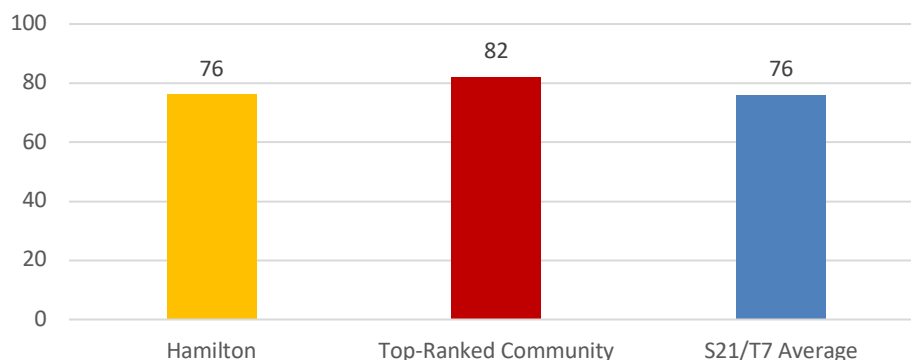
The chart below combines the results of the Smart21 and Top7 stages of the competition on an equally weighted basis, as they are evaluated in selection of the Intelligent Community of the Year. Out of a possible 100 points for each category, Hamilton received the following scores, compared with the average of the combined Smart21/Top7 and the top-ranked community at each stage.



Category	Hamilton	Top-Ranked Community	Group Average
Broadband	<b>82%</b>	82%	79%
Knowledge Workforce	<b>66%</b>	74%	72%
Innovation	<b>78%</b>	85%	79%
Digital Equality	<b>74%</b>	83%	71%
Advocacy	<b>76%</b>	83%	77%
Sustainability	<b>82%</b>	85%	79%

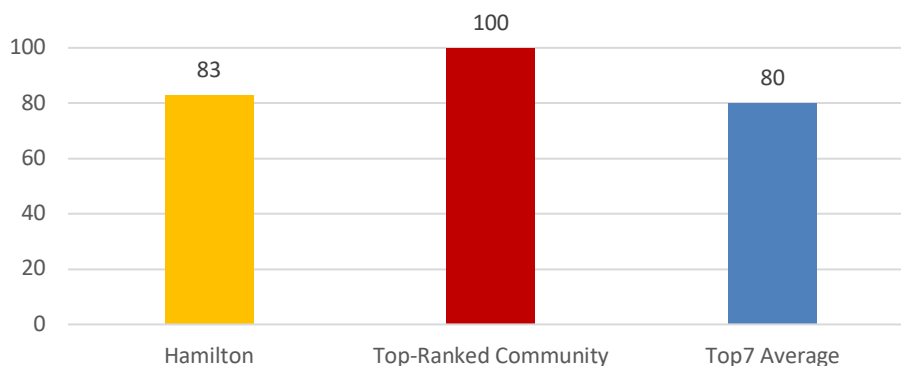
Averaging the scores for all of the Indicators, Hamilton equaled the Smart21/Top7 average and was slightly outscored by the top-ranked community (6 points or 7%).

Average Scoring



In addition to the scoring of the quantitative and qualitative factors, the international Awards jury reviewed site visit reports and the Smart21 and Top7 data. Their vote makes up 30% of the total score and may either support the results of the quantitative and qualitative factors or occasionally counter them. In this case, the jury vote supported the selection of the top-scoring community as Intelligent Community of the Year.

Jury Scoring



## Analysis & Recommendations

The mission of the Intelligent Community Forum is to share the best practices of communities that consciously prepare themselves for economic, social and cultural prosperity in the global economy of the 21<sup>st</sup> Century. We view our Intelligent Communities as experts in the art of defining challenges, building public support for addressing those challenges, and implementing programs that incorporate information and communications technology (ICT) to achieve their goals.

A review of Hamilton's Smart21 and Top7 questionnaires reveals both strengths and opportunities for improvement.

### Broadband

Category	Hamilton	Top-Ranked Community	Group Average
Broadband	<b>82%</b>	82%	79%
Percent of average & top-ranked community		100%	104%

On the quantitative questions, the city received 100% of available points for broadband competition and the competitive cost of broadband connectivity. Broadband adoption, at 84% of the population, received 80% of available points, compared with 64% for the Smart21/Top7 average and 100% for the top-scoring community.

The response to the qualitative questions received 67% of available points, which exceeded the average of the 2018 Smart21/Top7 and was equal to the top-scoring community. This strong score reflected the quality of Hamilton's projects – HCE Telecom, the Digital Infrastructure Task Force and the Rural Broadband Initiative – that target the barriers to broader adoption and the need to provide businesses and institutions with greater speed and capacity. The projects also demonstrate municipal leadership in defining the city's broadband future, which is vital to continued progress.

### Knowledge Workforce

Category	Hamilton	Top-Ranked Community	Group Average
Knowledge Workforce	<b>66%</b>	74%	72%
Percent of average & top-ranked community		90%	92%

Across the quantitative questions, Hamilton received 79% of available points compared with 78% for the group average and 84% for the top-ranked community. Among those questions:

- For technology in schools, it received 80% of available points for technology in schools, compared with 89% for the group average and 84% for the top-ranked community.
- For programs guiding young people from education to local employment, it received 100% of available points compared with 94% for the average and 83% for the top-ranked community.
- The city earned 60% of points for the educational attainment of its population, compared with the group average of 56% and 68% for the top-ranked community.
- Access to higher education received 75% of available points compared with 73% for the group average and 95% for the top-ranked community.
- Enrollment in continuing education generated 40% of available points, equal to the group average and compared with 60% for the top-ranked community.
- Job creation earned 60% of available points compared with 56% for the group average and 20% for the group average.

Analysts gave the answers to the qualitative questions 70% of available points, compared with 61% for the group average and 70% for the top-scoring community. Examples included The Forge incubator, Mohawk College Engineering and Tech programs, and Hamilton HIVE. They are excellent examples of their kind, each addressing a slightly different need but all using education to drive economic expansion and diversification of the economy. We recommend that in a future nomination, Hamilton:

- Move The Forge to the Innovation section and bring City Lab from Innovation to the Knowledge Workforce section. This alignment is more appropriate and may earn slightly higher scoring from the Analysts.
- Provide metrics on the results of the programs wherever possible. In this year, the Mohawk College and HIVE projects were new, and as they develop measurable results, these will add impact to the project descriptions.

### Innovation

Category	Hamilton	Top-Ranked Community	Group Average
Innovation	<b>78%</b>	85%	79%
Percent of average & top-ranked community		91%	98%

Hamilton received 98% of available points on the quantitative questions, compared with 88% for the group average and 96% for the top-ranked community. The

answer to the qualitative questions received 64% of available points. To put that into context, the average of the group for the qualitative question was 60% of available points, and the top-scoring answer earned 88% of available points.

Examples included:

- CityLab
- Advanced Traffic Management System
- Online Customer Service Training Program
- MEDIC at Mohawk College
- QReserve
- Hamilton Health Sciences Innovation Exchange
- Synase Life Science Consortium
- Software Hamilton
- McMaster Innovation Park

Hamilton has reason to be proud of the range and quality of the projects described in its questionnaire. Each contributes to a public-private-academic innovation ecosystem that addresses community challenges, creates new companies and fosters their growth. Clearly, the Smart21 and Top7 of 2018 represented very tough competition in the innovation category. Communities scoring higher than Hamilton had a longer track record to demonstrate success. Five of Hamilton's nine examples were less than three years old at the time the questionnaire was submitted, which lessens their ability to demonstrate strong impacts on the community. Each year that Hamilton maintains a consistent focus on growing its innovation ecosystem will improve its competitive position as a community as well as in the awards program.

### Digital Equality

Category	Hamilton	Top-Ranked Community	Group Average
Digital Equality	<b>74%</b>	83%	71%
Percent of average & top-ranked community		89%	104%

Hamilton received 100% of available points for the answers to the quantitative questions, compared with 87% for the group average and 99% for the top-ranked community. The community received 68% of available points (compared with a 65% group average) for answers to the qualitative questions, with the top-scoring community receiving 75% of available points.

Hamilton described three projects: City School by Mohawk College, Hamilton Code Clubs and the Xperience Annex. All are quality projects, and the design of City

School in particular and its integration with the library system are highly impressive. In a future nomination, we recommend reporting on the public library's core digital inclusion programs (access and training) and including the Xperience Annex as part of that description. The Top7 site visit identified the library as the linchpin of digital equality because of the way it connects with other programs and provides remedial educational support for them. Including it will make clear how well the programs Hamilton offers in this category work together.

### Advocacy

Category	Hamilton	Top-Ranked Community	Group Average
Advocacy	<b>76%</b>	83%	77%
Percent of average & top-ranked community		91%	98%

In this category, Hamilton received 93% of available points for answers to the quantitative questions on citizen engagement and economic development marketing, compared with 87% for the group average and 100% for the top-ranked community. Its responses to the qualitative question received 66% of available points compared with 57% for the group average and 68% for the top-ranking community.

The qualitative questions described six initiatives:

- Public Engagement Charter and 25-Year Community Vision
- Neighborhood Action Strategy
- Mayor's Intelligent Community Task Force
- Bay Area Economic Summit
- Unstoppable Hamilton Campaign
- Hamilton Consulate Event

Successful advocacy encourages citizens and institutions to contribute to a shared vision of how the community will adapt to the challenges of the digital age, maintain or restore economic vitality, and address social challenges. It also uses Hamilton's Intelligent Community programs as key storytelling elements in its outbound marketing.

Hamilton's projects are well-designed and substantial examples. We offer the following recommendations for a future nomination:

- The Public Engagement Charter and Community Vision is precisely the kind of deeply collaborate effort to engage citizens in planning the future that ICF looks for in the communities in its network, and Hamilton should be



proud of the effort that went into it. A future nomination should update on specific results arising from this program.

- The Neighborhood Action Plan is an outstanding example of government-academic collaboration to address a serious problem facing the community. A future nomination should also include mention of its connection to such programs as City Schools – to convey the overall integration of Hamilton’s efforts – and provide one or two anecdotes of positive outcomes for neighborhood residents.
- There is nothing to improve upon in the Mayor’s Intelligent Community Task Force. A future nomination should relate additional outcomes and indicate the connection of the ICTF’s work with the Community Vision.
- The description of the Bay Area Economic Summit results would be improved by more references to economic benefit to the region. It includes mention of Hamilton HIVE, Renew Hamilton and the Centre for Climate Change Management at Mohawk. Though these are described elsewhere, a few actual or estimated economic metrics would make this description more powerful.
- The Unstoppable Hamilton and pop-up Consulate are creative and powerful marketing initiatives. As they move into their second year, the reporting of additional results (beyond marketing reach) will give them greater impact with the Analysts.

## Sustainability

Category	Hamilton	Top-Ranked Community	Group Average
Sustainability	<b>82%</b>	85%	79%
Percent of average & top-ranked community		97%	105%

On the quantitative metrics, Hamilton provided data for all measurements and achieved a strong score of 79% of available points, compared with 77% for the Smart21/Top21 average and 82% for the top-scoring community. The weakest sustainability metric was for the percentage of non-automobile trips by residents; communities with limited transit are disadvantaged in this metric because cars are the only cost-effective means of transport there.

Hamilton’s answer to the qualitative question received 74% of available points, compared with 61% for the group average and 70% for the top-scoring community. ICF places high value on using sustainability as a means to build community spirit and engagement as well as to achieve goals. Two of the three projects in the questionnaire – Harbour Remediation Action Plan and the ERASE program – clearly

serve the environmental needs of the community but, as described, do not engage the community in identifying issues, recommending solutions and contributing to progress. The third project, Cycling Infrastructure, probably has less pure sustainability impact but engages a multitude of community organizations in promoting a cycling culture. If Hamilton's harbor and brownfield programs involve community engagement, a future nomination should stress this aspect as well as describing the excellent work being undertaken.

## Conclusion

We thank you for submitting your nomination for ICF's 2018 Awards cycle and look forward to welcoming future nominations from your community. In this report, we have identified areas where Hamilton's scored below its biggest competition and specific reasons for it. Some factors will take time to resolve. Others are already in process and will produce results as they scale up. Still others are the result of how Hamilton told its story for maximum advantage, and these can be addressed in the next nomination.

We encourage you to take advantage of other ICF programs that support your community's progress toward becoming an Intelligent Community ready to prosper in the broadband economy while building a stronger society and better quality of life:

- **Publications.** We invite you to review our collection of free white papers and to purchase books by ICF on our Web site. Purchase prices begin at US \$14.95.
- **Online Consultation.** You may schedule an online consultation with an ICF executive, who will review your questionnaire in greater detail, interview you on the community's challenges and opportunities, and offer guidance based on leading communities. A 60-minute Web conference is available for US\$500.
- **Community Accelerator.** Our fifteen years of experience with Intelligent Communities is captured in an education and mentoring program called the Community Accelerator. You may select from modules including an Accelerator Keynote, a half-day Online Master Class, two-day live Master Class, Mentoring from ICF's network of communities, and a detailed Metric Analysis of your community's challenges, opportunities and readiness. Fees begin at US\$5,000.



Co-Founder  
Intelligent Community Forum



# THE MAYOR'S INTELLIGENT COMMUNITY TASK FORCE

## TERMS OF REFERENCE

### Background

As a means of increasing Hamilton's international visibility and name recognition, the City of Hamilton applied for "Intelligent Communities" designation to the Intelligent Communities Forum (ICF). ICF is a non-profit group that examines the capability of individual cities to prosper in a Broad Band Economy and designates some of them as "Intelligent Communities."

Global Hamilton led this initiative, with support from the Mayor's Office and input from City of Hamilton staff across the organization. Based on the application, Hamilton was named a Smart21 Community in the 2016 Intelligent Communities Awards.

Upon presentation of Information Report PED16038 about the ICF designation, a motion was passed to create a Mayor's Task Force to examine Hamilton's IT infrastructure, identify gaps in our digital strategy, and develop an action plan for improving Hamilton's ranking by the ICF.

### Purpose and Mandate

The Mayor's Intelligent Community Task Force will provide the leadership and direction to explore and address Hamilton's weaknesses while leveraging the strengths, as they relate to an Intelligent Community. Specific objectives include:

- to examine and assess Hamilton's IT infrastructure
- to develop a city-wide digital strategy, supported by an action plan
- to improve Hamilton's strengths and assets as they pertain to ICF indicators

### Responsibility and Scope of Work

The Mayor's Intelligent Community Task Force will:

- Establish defined outcomes with specific deliverables related to addressing the gaps outlined in the report card from Intelligent Community Forum. Additionally, it is expected that input from specific industry sectors will inform the action plan.
- Ensure that the strategy is "industry driven" and that this strategy will continue to grow and evolve according to industry demands.
- Provide advice and assistance in the implementation of the Task Force's mandate for the digital strategy.
- Provide advice and suggestions to the Mayor, Council, and Senior Managers where and when required.
- Monitor and track progress and make recommendations where new or improved performance is required.
- The Task Force members will adhere to a specified code of conduct.

<b>Membership Terms and Rules of Engagement</b>	<ul style="list-style-type: none"> <li>• The Mayor’s Task Force will operate for 24 months (or as required and agreed upon by members based on community needs)</li> <li>• Task Force will meet quarterly at the call of the Chair</li> <li>• Members are expected to attend all meetings</li> </ul>
<b>Chair &amp; Co-Chair</b>	<ul style="list-style-type: none"> <li>• Mayor Fred Eisenberger (Chair)</li> <li>• Co-Chair to be elected from the membership</li> </ul>
<b>Member Composition</b>	<p>The Task Force will consist of the Mayor and two (2) members of Council, City of Hamilton staff across the organization, as appropriate, and interested community partners and experts, to include McMaster University, Mohawk College, Hamilton Health Sciences, St. Joseph’s Healthcare Hamilton, and Innovation Factory. The views of industry representatives with an interest in digital infrastructure and strategy will inform the work of the Task Force.</p> <p>Task Force members are:</p> <ul style="list-style-type: none"> <li>• Mayor Fred Eisenberger (Chair)</li> <li>• Councillor Judi Partridge</li> <li>• Councillor Donna Skelly</li> <li>• John Preston, Associate Dean and External Relations, Faculty of Engineering, McMaster University</li> <li>• Laura Dobson, Chief Information Officer, Mohawk College</li> <li>• Mark Farrow, Hamilton Health Sciences and St Joseph’s Healthcare</li> <li>• Keanin Loomis, CEO, Hamilton Chamber of Commerce</li> <li>• David Carter, Executive Director, Innovation Factory</li> <li>• Troy Hare, HCE Telecom</li> <li>• Rob McCann, Clear Cable Networks and ICF Canada</li> <li>• Maria McChesney, Director of Information Technology</li> <li>• Filipe Janicas, Manager, Infrastructure and Operations, Information Technology</li> <li>• John Hertel, Director, Enterprise Management and Revenue Generation</li> <li>• Cindy Mercanti, Director, Customer Service, Access and Equity</li> <li>• Gord McGuire, Manager of Corridor Management, Public Works</li> <li>• Andrea McKinney, Director of Communications and Intergovernmental Affairs</li> <li>• Andy Zimmerman, Corporate Communications Officer – Digital Media</li> <li>• Ali Sabourin, Strategic and Business Planning Coordinator, PED</li> </ul> <p>Characteristics required for a Task Force member include:</p> <ul style="list-style-type: none"> <li>• Brings a Hamilton focus and has an established network that can be utilized to assist in accomplishing the Task Force objectives.</li> <li>• Understands why Hamilton needs a strong digital infrastructure and IT to remain competitive against other cities that want to attract international firms for investment</li> <li>• Recognizes that successful collaboration produces results, not just structures and activities</li> <li>• Engages others with diplomacy and political acumen</li> <li>• Is willing to put challenging or delicate issues on the table and work through them</li> <li>• Is willing to pioneer, break through and identify innovative solutions to complex issues related to Hamilton’s IT strategy, governance, and infrastructure</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• City staff liaison from Global Hamilton Office in Planning and Economic Development Department</li> <li>• Legislative Services from the Office of the City Clerk</li> <li>• Meeting facilities that are adequate and accessible will be provided</li> </ul>
<b>Date of Last Review</b>	August 8, 2017

## Mayor's Intelligent Community Task Force – Update and Next Steps

September 14, 2017

The Mayor's Intelligent Community Task Force has been meeting for one year, marking the halfway point of its original mandate.

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### Year One Accomplishments:

- Each meeting, the Task Force invited Internet Service Providers to the meeting to share with the collective group, their future expansion plans and strategies for Hamilton in the future. We had an opportunity to ask about their perspective on Hamilton's Digital Future and how they plan on contributing to that vision.
- Meetings included opportunities to share with the collective group some of the projects and initiatives each organization was embarking on and ask for additional support from other organizations around the table.
- Provide input into 2018 ICF Smart21 application – Submitted on September 13th
- The Hamilton Chamber of Commerce created a committee focusing on Digital Infrastructure. This committee initiated local research relating to Hamilton's IT infrastructure (broadband assets). A report will be coming in Q3, 2017.
- Working directly with local internet service providers, MacData Institute has been coordinating efforts to create a comprehensive map that shows all existing broadband assets. The Broadband Study has integrated comments and information from our internet service providers and will be completed in Q3 2017.
- The City of Hamilton entered into an agreement with the Canadian Internet Registry Authority (CIRA) to execute on a performance speed testing pilot project. The results of this pilot project were integrated into the MacData Institute's Broadband Study.

## Presentations

- HCE Telecom
- Rogers Communications
- Net Access Communications
- Detour Wireless
- Peel Region, Public Sector Network
- Cogeco

### Year Two Plans:

- Provide input into 2018 ICF Top7 application (pending admission to Smart21)
- 2-3 specific goals/targets identified at October 2017 Task Force meeting

Proposed agenda for October's Task Force meeting:

1. results of MacData study
2. ICF Smart21 results (if available)
3. Year 2 planning of Task Force goals and activities (facilitated discussion?)

## Internet Performance Testing – in Rural Communities

About: The Mayor’s Intelligent Community Task Force was created in September 2016 to provide leadership and direction to explore and address Hamilton’s weaknesses while leveraging the strengths, as they relate to an Intelligent Community. Specific objectives include:

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To this end, the Mayor’s Task Force identified a significant gap in information about Hamilton’s broadband infrastructure, including broadband capacity at specific locations as well as overall strengths and weaknesses. In order to identify all broadband infrastructure assets within the city, the City of Hamilton entered into a pilot project with the Canadian Internet Registry Authority (CIRA) to map and test internet speeds through an open source portal.

CIRA’s speed tests for Hamilton are developed into heat maps that graphically depict local download and upload speeds. To date, more than 4000 local internet performance speed tests have been performed. Preliminary data shows widespread internet coverage across the city, with different package offerings leading to varying internet speeds in the urban core. Data from rural Hamilton is not as robust and indicates the presence of very slow internet speeds.

The City of Hamilton would like to enrich the heat maps through further testing of internet speeds in rural areas. To this end, rural community members, enterprises, and organizations are asked to run an internet performance speed test through the following URL:

<http://performance.cira.ca/hamilton> -- Shortened BITLY URL: [bit.ly/2IJN9EG](http://bit.ly/2IJN9EG)

This URL will provide data on the location of the speed test, the actual speed of the internet, and will provide valuable insight into the availability and speed of the internet in the area. The data generated is available as an open data set through Google Labs and the City of Hamilton will use this data to inform decisions on investment in rural broadband infrastructure. It is hoped that this data can be used to influence local internet service providers to improve broadband quality in our rural communities.

Please share with your community the benefits of performing internet speed tests. We have included some sample social media posts for your consideration:

- Take the Internet Performance Test and help #HamOnt get faster internet! – [bit.ly/2IJN9EG](http://bit.ly/2IJN9EG)
- See how your Internet performance stacks up by taking #HamOnt Internet Performance Test – [bit.ly/2IJN9EG](http://bit.ly/2IJN9EG)
- Take the free Internet Performance Test and compare your results to others in the area: [bit.ly/2IJN9EG](http://bit.ly/2IJN9EG)
- Head to [bit.ly/2IJN9EG](http://bit.ly/2IJN9EG) to see how your Internet performance nets out #HamOnt
- Take a free Internet performance test at [bit.ly/2IJN9EG](http://bit.ly/2IJN9EG) #HamOnt