

**Introduction**

The Intelligent Community Forum will use the data provided on this form for the first stage of its international awards program: the selection of the Smart21 Communities of the Year, semi-finalists for the Intelligent Community of the Year award. The Smart21 will be announced in October at a ceremony hosted by the Institute for the Study of the Intelligent Community in Dublin, Ohio, USA. The following is the schedule of the 2016 Awards cycle:

July
Aug
Sept
Oct
Nov
Dec
Jan
Feb
Mar
Apr
May
June

Communities complete and submit the Smart21 nomination form while ICF reviews and updates its database of potential Smart21 communities for consideration. During this period, ICF will present two Webinars for communities applying for the Award to explain the nomination form and evaluation process:

**September 23, 2015:** Deadline for submission of Smart21 nomination forms.

ICF names the **Smart21 Communities of the Year** (semi-finalists).

Each of the Smart21 Communities completes a detailed questionnaire in order to be considered for ICF's Top7 and Intelligent Community of the Year (ICY) awards. During this period, ICF will make available to Smart21 communities a personal online consultation with an ICF co-founder to provide feedback on the Smart21 nomination form and consider content to be included in the Top7 nomination. The information in this form will be evaluated by an independent research firm, which produces numerical scores for each community.

**January 15, 2016:** Deadline for submission of Top7 nomination forms.

ICF names the **Top7 Intelligent Communities of the Year** (finalists).

The Top7 Communities host an ICF co-founder for a **Top7 Site Visit** lasting not more than two business days, at the community's expense, for a site visit to validate the information provided to the Forum. The co-founder's report on the community is reviewed by an international jury, which votes on its choice for ICY. To select the ICY, ICF combines the results of the jury vote on a weighted basis with the scores of the independent research firm.

**June:** ICF invites Top7 representatives to its annual **Summit**. They participate in panels, a ceremony honoring their achievement and an individual interview on stage.

ICF names the **Intelligent Community of the Year**, which becomes a mentor community, serves on the Awards jury and is no longer eligible for future Awards.

Smart21, Top7 and ICY are eligible to become **members of ICF**, which provides a permanent platform for collaborative economic development and peer learning.





Le Maire de Montréal

September 23, 2015

**Object: Montréal (Canada) nomination form  
Smart21 Intelligent Communities of the Year Program**

Dear Smart21 selection committee members,

As Mayor of Montréal, it is my great pleasure to join my colleague Harout Chilibian, Vice-chair of the executive committee in charge of *Montréal Smart and Digital City* initiative, in submitting Montréal's candidacy for the Intelligent Community Forum's 2016 Smart21 Communities of the Year Award. I am confident that you will be impressed by the quality of our intelligent community program and look forward to seeing Montréal ranked among the world's top Intelligent Communities in 2016.

Already recognized for its vitality, Montréal has become an appealing city for talent working in the field of digital technologies. As Canada's second largest city, Montréal boasts more than 4 million inhabitants, representing 120 communities speaking 150 languages. This diversity is at the very heart of the many thriving projects presented in our award nomination form. These projects reflect the strong commitment and collaboration among regional stakeholders including Montrealers and academic, cultural, corporate, government and community organizations.

Now, more than ever, it is clear that quality of life, innovation and economic prosperity will be achieved by Montrealers, for Montrealers. I have committed my political support to the creative, effective and sustainable leveraging of these initiatives, so that Montréal may proudly claim its place among the world's top intelligent communities.

Thank you very much for considering Montréal's candidacy. It is with great optimism that we enter this year's Smart21 competition, and I relish the opportunity to welcome members of the Top7 selection committee to Montréal in 2016.

Sincerely,

The Honourable Denis Coderre  
Mayor of Montréal and President of the Montréal Metropolitan Community

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## Nomination

### Name of Community

Greater Montreal

Fill in the fields below. Each field will expand to make room for your complete answer. Save the file to your computer and email it to ICF at [awards@intelligentcommunity.org](mailto:awards@intelligentcommunity.org) by **September 23, 2015**. The Analysts for the Smart21 will use only the information on this form in making its evaluation. Do not send additional information or attachments.

The questions are grouped into six sections, each covering one of the Intelligent Community Indicators. **You will note that there are no questions concerning the 2016 theme, *From Revolution to Renaissance*.** Questions on the theme will be included in the Top7 questionnaire completed by the Smart21.

In each section below, you will find a mix of multiple-choice and short-answer questions plus one narrative question requiring a more detailed explanation. The multiple-choice and short-answer questions seek to identify the state of progress in your development of an Intelligent Community. The narrative question offers you an opportunity to explain specific projects and initiatives, and to share with us your aspirations for the future.

**Before answering the questions, review the description of the Intelligent Community Indicators and Success Factors** beginning on page or visit ICF's Web site at [www.intelligentcommunity.org](http://www.intelligentcommunity.org).

You may find that answering the questions requires you to gather information from several government departments as well as from educators, cultural institutions, community groups and individual community leaders. The communities that succeed in our program tell us that **completing the questionnaire helped bring about community-wide collaboration, which was a vital step in creating a better future.**

### Vital Statistics

Population	Municipality	<input type="text" value="1 988 243"/>	Metro Area (if applicable)	<input type="text" value="4 027.1M"/>	
Area	Municipality	<input type="text" value="498"/>	<input type="checkbox"/> sq miles	Metro Area (if applicable)	<input type="text" value="4 259"/>
			<input checked="" type="checkbox"/> km <sup>2</sup>		

**Indicator #1  
 Broadband**

Broadband is the new essential utility. Intelligent Communities express a strong vision of their broadband future, develop strategies to encourage deployment and adoption, and may construct infrastructure of their own.

- Which of the following broadband systems are available in your community? For each system, indicate the number of competitive providers from which the service can be purchased. *Note: ICF expects the number of systems and providers to vary with population density and analyzes the data on a weighted basis.*

<b>DSL</b>	No. of Providers:	43	<b>Fiber optics</b>	No. of Providers:	10
<b>Cable modem</b>	No. of Providers:	22	<b>Wireless ISP</b>	No. of Providers:	4

- Please indicate the availability and adoption of broadband among the following groups. **Availability** means having the opportunity to subscribe to the service (“premises passed”) as a percentage of total premises, while **adoption** means actual subscriptions to the service as a percentage of total premises. The availability percentage should be higher than the adoption percentage. *Note: if municipal-level data is not available, please provide county-level data.*

	Availability	Adoption		
<b>Premises:</b>	100 %	86	%	<input checked="" type="checkbox"/> Municipal data <input type="checkbox"/> County data

- Is your community engaged in a project to promote availability or adoption of broadband by citizens and organizations? If so, please:
  - Explain what segment of the population is being targeted
  - Explain what problem the project seeks to solve
  - Describe the project
  - Outline its results to date

<b>Project Name</b>	Laboratoire urbain numérique / <u>Urban Digital Laboratory (UDL)</u> of the <u>Quartier des spectacles</u> (watch the <u>video</u> )
	<p><b>Partners</b></p> <p><i>International</i></p> <p><u>Christie Digital Systems (California)</u>, <u>Placemeter</u> (New York), <u>Powersoft</u> (Italy), <u>Lighting Urban Community International (LUCI)</u>, <u>Connecting Cities Network</u>, etc.</p> <p><i>National</i></p> <p><u>Quartier des Spectacles Partnership</u>, <u>City of Montréal</u>, <u>TechnoMontréal</u>, <u>Université du Québec à Montréal (UQAM)</u>, <u>BAnQ (National Library of Québec)</u> <u>National Film Board</u>, <u>La place des Arts</u>, <u>Multimedia Producers Alliance</u>, <u>Moment Factory</u>, <u>Raw Design</u> (Toronto), <u>Miralupa</u>, <u>augmented reality makers</u>, <u>Daily tous les jours</u>, <u>Mutek</u>, etc.</p>
<b>Target Segment</b>	Artists, institutions, industry, entrepreneurs, researchers, students (college and university) and citizens
<b>Problem to Solve</b>	Smart Communities have a solid IT base and an IT-savvy population. Such resources generate a range of other benefits for society as a whole. The Urban Digital Laboratory (UDL) will help fortify our cyberculture, nurture cyberartists and transfer knowledge to the public, while promoting economic development.
	<p><b>Intercontinental Peering Access:</b></p> <p>With the main trans-Atlantic backbone connecting Europe and North America, Montréal is</p>



well positioned to provide such access. This North Atlantic route also serves as back up for New York. Many international tier-1 providers, such as [Peer 1](#), [TATA Communication](#) and [Level 3](#), have a presence in Montréal. Montréal has had an Internet exchange point ([QIX](#)) since 1995. This neutral service enables all Internet service providers (ISPs), small or big, to swap traffic at lower cost.

**University And Educational Telecommunication Network:**

The [Réseau d'informations scientifiques du Québec](#) (RISQ) is a private telecom network supporting the training and research requirements of Québec's educational community. The network has a 100 Gbps capacity since 2014. Québec's High Performance Computing (HPC) centres are interconnected and linked with other Compute Canada members through a dedicated network with multiple 10 Gbps paths. RISQ spans some 6 000 km of Quebec with high-capacity fibre-optic infrastructure, providing service to some 750000 students, teachers, researchers, innovators and university research hospitals. Risq is a precious resource to the fostering of innovation, within the universities, and between the academic institutions and industries of Montreal. RISQ is also the main gateway to access the CANARIE, a portal for all national and international research and education networks:

- **National:** ACORN-L, ACORN-S, Aurora College, BCNET, CANARIE, Cybera, MRnet, New-Brunswick Advanced Network, SRnet, Yukon College
- **International:** AARNET (Australia), Abilene (United-States), GLORIAD (Worldwide), GÉANT (Europe), Internet2 (Worldwide), Janet network (UK), NORDUnet (Scandinavia), Renater (France), SINET4 (Asia), SURFnet (Dutch).

With this robust infrastructure, Montréal and its partners have succeeded in developing one of the most exciting urban and digital projects: The Digital Urban Lab of the *Quartier des Spectacles* (Entertainment District).

**Description**

The [Urban Digital Laboratory \(UDL\)](#) (watch the video) covers the entire Quartier des Spectacles (1 km<sup>2</sup>). Running on state-of-the-art infrastructure, UDL is dedicated to research, experimentation and creation. In the Quartier des spectacles, UDL brings [bold creative experiments](#) to life. UDL is also used to create public services that transform the relationship between constituents and municipal government. It can also serve in testing new solutions and strategies that promote the advancement of knowledge and the adoption of new practices, as well as technological and industrial developments in all digital creation fields.

As an integral part of the Quartier's planning and design, UDL offers significant potential for technological development, in line with rapid progress in digital technology and applications. UDL is a vital tool in the development of geolocation units, sensors, virtual-reality headsets and international video.

**How does it work?**

UDL is a fibre-optic network:

- Interconnects all public areas, eight architectural video projection sites, and a variety of specialized public amenities (fountains, cameras, public address systems, water misters, street lights, etc.).
- Connects to a broad range of institutions and cultural venues, several of which ([UQÀM](#) [BAnQ](#), [Place des Arts](#), etc.) have networks which are now directly plugged into the Quartier's hub.
- Broadcasts festivals and other events held in the Quartier and partner institutions, providing access to systems and equipment that boost efficiency,

shrink operating costs and maximize audience experience.

- Facilitates intercommunication and significantly speeds up data transmission, facilitating the development of new interactive and indoor/outdoor projects.

### **Infrastructure**

UDL is operated year-round, even during the winter months, from a central control room that monitors and commands its systems and equipment. UDL includes:

- 100 MB/s upload/download Internet capacity.
- A fibre-optic backbone consisting of a single mode OS2 8.2 µm optic fibre, with up to 192 strands.
- A current Wi-Fi accessibility based on 21 access points using the AP-170 model from Aerohive and supporting up to 500 clients DHCP /per access point ( 10/100/1000 Base-T Ethernet PoE 802.3at.).
- Powerful Xenon video servers located in the control room
- Powerful, HD video output video projectors, installed at each broadcast site.
- Shelters equipped with all-season temperature control and forced ventilation, designed and custom built to house projectors and video content management and control devices.
- [Medialon](#) centralized projection management system allows remote control from any computer (including mobile devices), anywhere.
- Other components, including many closed circuit TV units (Axis PTZ-5534-E) to monitor site.

### **Establishing Montréal as one of the world's great centres for digital creativity**

As both showcase and springboard, UDL not only helps the Quartier des Spectacles become a metropolitan hub for new creative practices and large-scale public works, but firmly establishes Montréal as one of the world's great centres of digital innovation.

### **Making Montréal a smart city**

UDL is ideal for developing new public services and apps for Montréal's different municipal departments. These include dynamic parking guidance system, signage, traffic control, urban equipment control, street lighting, surveillance cameras, downtown traffic and trip analysis, crowd counting and sensor-equipped parking spaces. This exceptional asset has great potential for the Montréal of tomorrow.

### **Results to Date**

UDL has, of course, been at the heart of many [important art projects](#), some of which have won international recognition or been presented internationally. In 2015, alone, these included the [Diagonals](#) project by Daniel Iregui, the [Applied Arts](#) Award and Champagne Club Sandwich won the Grand prix Grafika, for [Trouve Bob](#) (Find Bob), a huge game of hide and seek in fantasy landscapes projected on 7 different buildings. UDL's potential has thus far barely been tapped and will contribute to further development of multiple sectors.

### **Contributing to the economy**

As a distinctive and crucial component of the Quartier des spectacle's offer, UDL builds on the district's inherent appeal, as confirmed in a recent [economic impact study](#). Published in January 2015, this study reported that UDL can generate over \$1.5 B in enhancements in the property sector alone. Such figures demonstrate how revitalizing a district and giving it specific economic focus can spark economic development for the entire city. By bringing together artists, institutions, entrepreneurs, researchers, students and citizens, and establishing a network of business incubators and accelerators, UDL provides an ideal nursery for Montréal's digital sector. UDL has as helped Montréal forge

bonds with foreign partners and creates opportunities to enhance Montréal's overall visibility and recognition.

***Large-scale test bed***

As an incubator of ideas, projects and companies, UDL allows the Quartier des Spectacles to serve as a solution-generator space both for equipment manufacturers and the creative industries. *Real incubator for technology and industry*, UDL is a large-scale space for designing, testing, demonstrating and launching new products. For example, the Quartier des spectacles has served as a test-bed for solar, WiFi and wireless speakers, for 18 months in 2013-2014. This provided the Italian company Powersoft with a unique opportunity to test their speakers in real and extreme climatic conditions. Powersoft's product is now on the market and has been implemented in the Quartier des Spectacles. Still to come, a project currently in development which will allow companies in Montreal's very strong video game market to use UDL infrastructures and sites to develop new ideas for games in larger-than-life environments.

***Improving the Quartier des Spectacles experience***

UDL's infrastructure makes it simple to control various parameters for several projects being presented simultaneously in the Quartier des Spectacles. As an example, the powerful Xenon video servers located in the master control room are able to communicate with their counterparts at each projection point, providing specific video content. Each site is also self-standing and can run its own playlist without constant connection to the central control room. Technical choices have freed the system from the constraints of plans and rigid screens, delivering illumination levels suited to the size and nature of the projection and its immediate environment.

***Introducing new, broad-based audience experiences:***

UDL allows audiences to enjoy bold and unique performances, some commissioned by the Quartier des Spectacles Partnership and others by Quartier's cultural partners. Examples include [21 Balançoires](#), an exercise in musical collaboration now synonymous with the arrival of Spring. [Mégaphone](#), an innovative interactive installation proposed by the internationally renowned Montréal-based company [Moment Factory](#) for capturing and amplifying citizens' thoughts, as well as [Iceberg](#) and [Entre les rangs](#), two large installations presented in Place des Festivals as part of the wintertime *Luminothérapie* event.

***Forging Montréal's international profile***

UDL opens new creative possibilities which contribute to building a true community, both here and abroad, of creators and partners interested in its infrastructure potential. Competitions and calls for proposals organized are steadily gaining prestige around the world. For example, [McLaren—Wall to Wall event](#), presented in the spring of 2014 in collaboration with the National Film Board, had attracted more than 200 submissions from creators around the world. Four of these proposals eventually became works presented in the Quartier des Spectacles. Among them, a cutting-edge and interactive creation called [McLarena](#), which captured and projected a choreography made by passersby interacting with a recording booth installed on a public square onto the monumental façade of an adjacent building.

***Powerful tool for advancing and transmitting knowledge***

Through UDL, the Quartier des Spectacles has established itself as a space for learning, research and experimentation for Montréal's universities. For example, UDL makes it possible to create original projects designed to educate audiences, such as [Le Cycle de](#)



*l'eau*, an architectural video projection by UQAM's faculty of science that brings art and science together to educate the public about the critical importance of water. Projects of this kind enrich neighbourhood life while raising public awareness of important actual issues.

#### ***A hub for co-creation***

UDL serves as a catalytic host for gatherings designed to stimulate innovation and generate new partnerships, including: thematic workshops for sharing experiences and generating new projects, open-experimentation events or test sessions and co-creation spaces open to the general public.

As an example, the Quartier des spectacles Partnership organized a creative, participatory co-design workshop in May 2014 to imagine and explore how UDL could welcome and integrate initiatives from the community (designers, technology firms, public administrations, citizens).

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An co-creation approach that will be fostered soon as the [Centre for Interdisciplinary Research in Music Media and Technology](#) (CIRMMT) of McGill University and the Quartier des spectacles Partnership will invite researchers and students in interdisciplinary research on music, media and sound to submit a technology innovation project using UDL to offer new experiences to the public.

#### ***Hub for urban exchanges***

UDL is an important player in the City's public digital art exhibition network and benefits from strong ties to libraries and Maisons de la culture across the city. UDL has become a driver of digital development in different Montréal neighbourhoods, to the benefit of all residents of the metropolitan area.

#### ***More to come***

In addition to improving services, UDL also generates data that will contribute to the open-data movement in which the City of Montréal is deeply involved, as revealed in the [Montréal, Smart and Digital City Action Plan 2015-2017](#).

Discussions are already underway between the City and the Quartier des spectacles to find a way to exchange data, to release it in open and standard formats and to develop application program interfaces (API) and collaborative events such as hackathons to encourage the community to make use of existing data and expand the creation of related applications and solutions. The possibilities raised by UDL become incentives for Montrealers to contribute to the development of digital culture and to build new relationships with their City. UDL is an essential tool for building the smart city of the future.

**Indicator #2  
Knowledge  
Workforce**

A knowledge workforce is a labor force that creates economic value through its knowledge, skills and ability to use information effectively. Intelligent Communities exhibit the determination and ability to develop a workforce qualified to perform knowledge work from the factory floor to the research lab, and from the construction site to the call center or corporate headquarters.

4. Check the boxes that indicate the technology offerings of public schools (elementary to secondary) in your community. (check all that apply)

- Inclusion of information and communications technology – e.g., smart boards, laptops, tablets, digital textbooks, Web conferencing, social media – in classroom instruction
- Interactive Web portal for students, teachers and parents
- One-to-one laptop or handheld device program
- Distance learning programs
- Specialized classes in coding, robotics, digital media and related topics
- Other:

In addition to the digital equipment offered in schools by Montréal's school boards, there are community-driven initiatives to nurture a knowledge workforce from elementary school through continuing education. While technologies are important to the development of Intelligent Communities, people are even more critical. The most important challenge is of course to *enhance the skills of people with respect to technology, but also with respect to its uses. **Technology is only a means to foster creativity and innovation in communities.*** While digital natives can quickly master technologies, it is essential that we unleash their creativity in order to stimulate the development of economic and social projects. Moreover, technologies should not be a source of social exclusion (see Digital Equity). Among the Montreal projects which share this vision and contribute to the development of a qualified workforce and an engaged community, are the following:

- [Eureka! Festival](#): Because it is essential that no one be left behind because of technology, Montréal has chosen to make comprehensive sciences and technologies available to everyone through the largest free science festival in Canada: The Eureka! Festival. Designed for the whole family, using a highly interactive approach, The Eureka! Festival seeks to nurture future scientists with a special day dedicated to youth and school groups. The Festival also presents programming all year long as part of the *Prefestival, Eurêka! On Tour, and School Initiatives*. This programming is based on collaboration with actors from the academic, non-profit, educational and private sectors involved in the promotion of science & technology, such as the [Société des Arts Technologiques \(SAT\)](#). More than 100 000 enthusiastic visitors participated in the 9th edition of the Eureka! Festival last June (2015).
- [Fab Lab@School \(Marguerite Bourgeoys School Board\)](#) : FabLab@Marguerite, a mobile laboratory affiliated with the Massachusetts Institute of Technology (MIT) and the first of its kind in Canada, allows students to experiment with the most modern technologies, such as 3D printers and laser cutting tools. A distance education component will also be created to enrich the Business Services offering.
- [Adopt a school](#) is a Montréal program fostering collaboration between 5 school boards, 7 universities, 12 colleges, several private companies (Global Engineering, RONA Lachine, etc.) and communities to carry out large-scale projects that will contribute to students' success. For example :
  - In the borough of LaSalle, a project is bringing together health and education professionals in order to develop a healthy community aligned with the needs of at-risk children in the area.
  - An elementary school in the borough of Lachine will be equipped with mini-greenhouses, to be developed by the students in conjunction with Concordia University engineers, so they can grow vegetables in class throughout the year.

5. How widespread are these technology offerings within the public schools? (check one)
- Pilot projects(s)     Schoolwide in selected schools     In deployment to all schools     Fully deployed to all schools
6. Check the boxes that describe programs in your community fostering collaboration between secondary, technical/community and undergraduate/graduate institutions and local employers. (check all that apply)
- Work-study programs provided as part of the curriculum by schools in partnership with employers
  - Summer & post-graduate internship programs provided in collaboration between schools and employers
  - Formal educational-employer task force, partnership or institute targeting employment issues
  - Career fairs and employer open house events
  - Customized skills training programs developed for local employers by educational institutions
  - Other:

With Greater Montréal’s 11 universities (4 of which are world-renowned) and more than 150 research centres and university labs, as well as many colleges and specialized schools offering high level training in cutting-edge technologies, Montréal can count on talent: 380 000 knowledge workers represent about 30% of the total active population. Montréal has close to 240 000 postsecondary students of which more than 31 000 are foreign students.

Montréal is also home to high-end industrial clusters in biotech, ICT, aeronautics, cleantech, etc. Montreal ranks 1st among North America’s top 20 R&D cities. and 3rd among the 20 largest cities in North America, particularly in high-tech sectors.

Within this combined force of academics and industrial personnel, there are several initiatives to foster collaboration between schools, employers, and academia and more generally throughout communities. For example:

- [«J'ai le kick pour les TIC»](#) ("I've got a thing for ICT"): Since 2009, in order to increase the number of high school students in ICT-related training programs, [TechnoMontréal](#) (our ICT cluster) has gathered an ensemble of industrial, institutional and associate partners to present the Journées Carrières Techno (Techno Career Days). This program includes a series of activities that promote ICT careers among youth, teachers, career counsellors and parents.
- [Ubisoft Industrial Chair of Learning Representations for Immersive Video Games](#): This Research Chair was established to promote research into new innovations and technologies from the video game world that could one day help to foster the development of artificial intelligence. Data on a player’s in-game behaviour is analysed using an artificial intelligence machine. The goal is to “learn” from the data and modify the content of the games in real time to reflect the unique behaviour of any given player. [Ubisoft](#) is the 3<sup>rd</sup> independent publisher of new video games in the world with more than 2700 employees in Montréal) and is known worldwide.

7. Indicate the percentage of the population with the following educational attainment. *Note: ICF expects educational attainment to vary with population density and analyzes the results on a weighted basis.*

Technical/Community College Certificate or “Some College”	25.1%
Undergraduate degree	23%
Graduate degree or higher	12.2%

8. Indicate the number of higher education institutions located in your community or within reasonable commuting distance (approximately 2 hours travel time). *Note: ICF expects the number of institutions to vary with population density and analyzes the results on a weighed basis.*

	In your community	Within commuting distance
Technical/Community Colleges	70 (including technical schools)	31
Undergraduate or Graduate Institutions	11	24

9. Describe your most important program or project, created and operated by local government or a partner organization, that aims to raise the skill level of youth or adults in order to give them access to better economic opportunities, including:
- What segment of the population is being targeted
  - What problem the project seeks to solve
  - Description of the project
  - Its results to date

<b>Project Name</b>	<b>Fusion Jeunesse/Youth Fusion</b> (To learn more about Youth Fusion : <a href="#">site</a> & <a href="#">video</a> )
	<p><b>Partners</b> (Please see the full list <a href="#">here</a>)</p> <p><u>Academic partners</u>: 7 universities, 5 school boards</p> <p><u>Public and community partners</u>: City of Montréal, Junior Chamber of Commerce of Montréal, Board of Trade of Metropolitan Montréal, Montréal Hooked on School, etc.</p> <p><u>Foundations</u>: J.W. McConnell Family Foundation, Foundation of Greater Montréal, Simple Plan Foundation, J Armand Bombardier Foundation, etc.</p> <p><u>Corporate partners</u>, such as: <a href="#">BMO Financial Group</a>, Bombardier Inc., Ubisoft, Google, CAE, Pratt &amp; Whitney Canada, Canadian SpaceShip Agency, Interactive Intelligence, Suncor, Saputo, TD Bank, CGI, etc.</p>
<b>Target Segment</b>	At-risk elementary and high-school youth
<b>Problem to Solve</b>	<p>In Quebec, and in Montreal, the percentage of teenagers who complete high school within the prescribed five years is alarmingly low. High dropout rates cost Québec society a total of \$1.9 billion each year, according to a study led by the Groupe d'action sur la persévérance et la réussite scolaires au Québec.</p> <p>Dropping out is also harmful to individuals. People who lack diplomas are less socially engaged (e.g., fewer of them vote, volunteer and donate blood), and they have a lower average annual income, an unemployment rate that is 2.1 times higher, and a lower life expectancy.</p> <p>In the face of this social problem, Youth Fusion decided to offer a solution wich is community based. It works to lower school dropout rates by creating an ongoing continuous relationship between the school system and the community. It involves at-risk youth in innovative and meaningful educational projects that contribute to their learning, their qualifications and their social integration.</p>
<b>Description</b>	Youth Fusion is a non-for-profit organization that creates partnerships between elementary or high schools and universities, aiming to prevent school dropout.

Started in 4 schools in Montréal in 2009, Youth Fusion today now serves 95 Montreal schools and 147 more throughout the province of Quebec, including schools in the Inuit and First Nations communities of Northern Quebec.

The leadership of the organization and its capacity to mobilize major partners such as Ubisoft, Google, CGI, CAE, Bombardier, BMO and the [McConnell Foundation](#) among others, has been rewarded in many different ways. Its founder Gabriel Bran Lopez has been named *ASHOKA FELLOW 2011* by Ashoka Canada, a global organization that identifies and invests into top social entrepreneurs around the world. Youth Fusion has also recently been named one of Canada's Top 10 most impactful charities by [Charity Intelligence](#), an organization that evaluates non-profits in Canada. Youth Fusion and Gabriel Bran Lopez have received over 15 major [awards](#) since the organization's creation 6 years ago.

***How does it work?***

Youth Fusion hires university students and recent graduates as *project coordinators*, and sends them into elementary and high schools to implement projects that engage youth in learning both inside and outside the classroom while strengthening their sense of belonging. The programs go beyond mentoring: project coordinators work between *15-30 hours per week* in their designated school for the entire *34 weeks of the school year* (a commitment of over 500 hours per coordinator). Youth Fusion implements projects in *10 different fields*, ranging from Robotics to Music and Video Games Creation and works very closely with the teachers and school principals to ensure that projects are in line with the education program of the Quebec Ministry of Education, Recreation and Sports (MELS). Projects include :

- **Video Games Creation:** Engineering/Video games design university students work with youth to design and program a video game and participate in a final Video Games Gala. The project is done in collaboration with [Ubisoft](#) who provides mentors and financial resources.
- **Environmental Design:** Environmental science/Urban design/Architecture university students collaborate with teenagers to analyze an urban problem in their community, conduct a real public consultation among their young peers in their school and develop a 3D project that is presented as a recommendation to City Hall. The project is done in collaboration with [TD Bank](#), who provides mentors and financial resources.
- **Entrepreneurship:** Business/Management university students help teenagers start businesses and entrepreneurial projects and organize an end-of-year Stock Exchange Simulation where young entrepreneurial teams compete to obtain the investments of real investment specialist/entrepreneurs. The project is done in collaboration with La [Caisse de dépôt et de placement](#) and [Desjardins](#), who provide mentors and financial resources.
- **Science & Technology:** Science/Engineering university students help elementary school students develop science projects and organize an end-of-year Science Rally. The project is done in collaboration with [Suncor](#), which provides mentors and financial resources.
- **Fashion Design:** Fashion Design students help teenagers create a collection of women and men clothes and participate in a final fashion gala where a jury selects winners for different categories. The project is done in collaboration with [Aldo](#) and [Groupe Dynamite](#), who provide mentors and

financial resources.

- **Cinema and Video:** Cinema students work with students to produce a 3 minute short film. A year-end Oscar-type gala is organized to celebrate winners in different categories.

***Special, innovative and scientific projects***

Beyond this core program, which is based upon a unique partnership with the 5 Montreal school boards and 7 Montreal universities, the vision and impressive leadership of the organization have allowed Youth Fusion to develop and conduct other special projects with different partners from the public, private and non-profit sectors that contribute to inspire today's youth to become future creators and innovators. These include:

- The [FIRST Québec Robotics project](#): An international and renowned robotics contest designed to offer youth aged 14-18 years an exciting and hands-on experience in science and technology. Held annually in Montréal, the [competition](#) invites high school students to create a functioning robot designed to play a sport. The students have six weeks to build their robot in collaboration with university students and engineers. This is an excellent way to give youth the tools and passion needed to be science and technology leaders, to inspire innovation and to foster well-rounded life capabilities including self-confidence, communication and leadership. The role of Youth Fusion in this initiative is crucial.

Co-founding member of FIRST Robotics Quebec, along with [Bombardier Inc.](#), the [Joseph Armand Bombardier Foundation](#) and [BMO Financial Group](#), Youth Fusion offers an innovative mentoring program in robotics to students before the competition, and organizes the annual robotics festival in Montréal.

- [Robotics LEGO project](#) :To provide a continuum in educational robotics, Youth Fusion and FIRST Robotics Quebec became official partners of [FIRST Lego League](#) for students aged 6-13 years. As a way of ensuring continuity – and a strategic continuum between elementary schools, high schools, post-secondary institutions and the industry, 9-13 year-olds use LEGO® Mindstorms NXT technology to build, test and program autonomous robots capable of completing a quest with a scientific theme. With the support of engaged and engaging teachers, as well as high school students who act as mentors, the participating students acquire skills and knowledge by researching efficient and effective designs and presenting their innovative solutions to a team of experts. A new version aimed at 6-9 year olds is also being implemented in elementary schools.

**Results to Date**

***Global results***

- Students engaged through innovative extra-curricular activities that motivate them, as well as strengthen their school spirit and sense of belonging
- Teachers supported in the academic curriculum with hands-on activities that are meaningful to youth, both inside and outside the classroom
- Links created between the school and the community; intergenerational exchanges and transfers of expertise accomplished
- Interest in and access to postsecondary education improved by effective

- partnerships created between universities and high schools
- Valuable professional field experience offered to undergraduates, graduate students and recent graduates of the partner universities.

***A well implemented mobilizing program***

- 147 targeted schools, 95 located in Montréal
- 17 000 at-risk young people involved on a weekly basis, including 5000 in the Robotics programs alone 180 projects coordinators
- More than 500 mentors and volunteers
- An impressive network of involved and engaged partners from the academic, institutional, community and business sectors (full list on p. 13)

***A worthwhile investment***

A recent study of expanded [SUCCESS MARKETS INC.](#) released in 2015 showed that each dollar invested in Youth Fusion delivers an average of \$17 in social return on investment.

***A measurable approach that works***

The impact of Youth Fusion programs is quantifiable and generates concrete benefits. Results assessed by a 2012 study conducted by the Centre for Research and intervention on academic achievement ([CRIRES](#)) based at Université Laval showed that:

- Motivation: 81% of surveyed student participants agreed that Youth Fusion activities were a motivating factor for school attendance.
- Social Skills: 92% of school staff members reported that Youth fusion activities contributed to social skills such as self-expression, communication, teamwork, and leadership.
- Academic performance: 80% of school staff surveyed indicated that Youth Fusion activities support academic objectives. These results will be refined in a new study this year.

***More to come***

Youth Fusion's innovative formula has captured the attention of other provinces and international organizations/governments, who have demonstrated an interest in seeing Youth Fusion projects implemented in their communities. Youth Fusion was invited to September's [USAID School Dropout Prevention Summit](#) in Washington DC. The formula will be implemented in the rest of Canada and in other countries over the next three years.

**Indicator #3  
Innovation**

Innovation is the creation of a new process, technology or method, as well as the discovery of new sources of supply, that have commercial value. It has become essential to the interconnected economy of the 21<sup>st</sup> Century. Intelligent Communities pursue innovation through the Innovation Triangle or "Triple Helix" – relationships between business, government and such institutions as universities and hospitals, help keep the economic benefits of innovation local, and create an innovation ecosystem that can engage 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.

10. Does local government have policies in place to promote business, institutional and/or government innovation? If so, what is the status of those policies? (check one)

- No policies       Administrative guidance only       Under discussion/ review by Council       Approved by Council       Published as public policy document

11. Which of the following innovation programs is available in your community? (check all that apply)

- Hackathons, mashups, apps contests and related innovation events
- Entrepreneurship training and mentoring
- Business incubator for start-ups
- Business accelerator for young companies
- Matchmaking between new and established businesses
- Angel investment
- Financing from the public sector or institutions (local, county, state, national)
- Venture capital investment
- Technology demonstration site for local businesses
- Maker space
- Other: Living Labs, co-working space

Several initiatives testify to Montréal's belief that innovation should be developed along with communities. It is also no secret that new clusters emerge at the fringe of existing ones, such as gaming or bioinformatics, and with the engagement of users (those who can define uses for new products, services or technologies). With that in mind, Montréal counts a dozen co-innovation spaces and places. As examples we can highlight the following two entities which aim to foster collaboration:

- [NovaCentris](#) (the open innovation portal) is a space which allows participants to submit technological challenges to a large research community, uncover avenues for solutions, find partners, develop collaborative projects, access funding and coordinate with the main public partners in the field of innovation.
- [Living Lab SAT/Sainte-Justine](#) is a place dedicated to humanizing care. This initiative is part of a societal transformation that focuses more on the person behind the disease and seeks to improve the human experience behind healthcare. For example :
  - Video mapping and immersive projection: Creates atmosphere in private and public spaces using projection technology
  - Marionnect: Therapy where the child interacts with an avatar of their choice on a human scale
  - Toonloop: Creating artistic works with portable digital technologies
  - Immersive and interactive gym: an immersive gym allowing children to explore new types of games that develop their motor skills and engage in physical activity despite their limitations.

The project is funded by the Sainte-Justine Hospital Foundation. Technological developments are co-financed in partnership with suppliers of immersive video equipment. Technology can be transferred from one hospital to another. The SAT/ Sainte-Justine is part of the Montréal Living Lab roundtable (hosted by [TechnoMontréal](#)).

12. Which of the following online services is offered by local government or public agencies to improve quality of life? (check all that apply)

- Open data sets
- Web portal providing citizens with interactive services and transactions
- Mobile apps providing citizens with interactive services and transactions



- Online services specifically supporting sectors of the business community: Sectors : hi-tech start-up, SMEs
- Intelligent transportation management systems
- Smart meter systems for utilities
- Other:

Innovation is one of the main paths to Intelligent Communities, but once again, innovation is nothing if it doesn't help people in their day-to-day life. One of the most critical issues to address in metropolises is mobility. [Montréal Smart and Digital City Action Plan 2015-2017](#), (details Q.23) launched last May (2015) proposes 70 projects under 6 programs, one of which is smart mobility. This program aims to improve the availability of real-time mobility data, to implement intelligent, intermodal and integrated transportation systems, as well as to support solutions designed to inform users, resulting in maximized real-time mobility throughout the territory.

To achieve this goal, The City is working with many organizations and transportation authorities. It is also strongly supported by high-end research centers such as:

- [Mobility Chair](#): In order to fight against congestion, Polytechnique Montréal, in partnership with the City of Montréal, the Quebec government Transportation Department, the [Metropolitan Transportation Authority](#), the Montréal Transportation Authority and [CIRRELT](#), has created the Mobility Chair. It studies the design, management and operation of sustainable transportation networks, and helps policy makers and managers by combining their talent to deal with public infrastructure issues, service networks in several areas such as transportation, telecommunications, health care, finance and energy. It also studies reverse logistics networks dealing with product recovery and recycling, as well as logistics networks where many business units are coordinated to efficiently transform raw material into a combined set of products to be delivered to users or customers.
- [IVADO](#): The Data Validation Institute (Institut de valorisation des données) is a Université de Montréal, Polytechnique Montréal and HEC Montréal collaboration that brings together 900 scientists to work on the validation of large data sets (Big Data). The aim is to create solutions that will help organizations interpret the enormous volumes of data generated online by their customers, their partners and all other players in their economic environment, in order for them to make the best decisions in real time. Industrial partners such as [Hydro-Québec](#), [CAE](#), [Cogeco](#) and [Gaz Métro](#) are also involved.

13. Below are sets of two statements describing your community, representing opposite ends of a spectrum of situations. Between the statements are five check boxes. For each set of statements, check the one box that best describes where your community falls on that spectrum.

	Strongly Agree	Agree	Neutral	Agree	Strongly Agree	
	-	-		-	-	
<b>Government</b>						
Local government generally leaves business and institutions alone to carry out their missions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Local government works to raise the innovation rate of businesses and connect them with institutions and services that can help.
<b>Business</b>						
Businesses generally operate independently in pursuit of	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Businesses actively collaborate with each other

innovation.

as well as institutions and government to spur innovation.

**Education/health/culture institutions**

Universities, technical/community colleges and other higher education institutions operate independently to educate students.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Schools, universities and other institutions work with business and government to drive innovation, prepare students for local careers and contribute to community quality of life.
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14. Please describe an example of an innovative development in your community that involves business, institutions (universities, hospitals, museums, etc.) and government. The innovation may generate new companies, address social or infrastructure challenges, or add to quality of life.
- What segment of the population or business community is being targeted
  - What problem the project seeks to solve
  - Description of the project
  - Its results to date

<b>Project Name</b>	<a href="#">Quartier de l'innovation</a> (Innovation district): An innovation ecosystem in the heart of Montréal
<b>Partners</b>	<p><b>Academic partners:</b> 3 universities, 3 colleges, 1 school board</p> <p><b>Public partners:</b> City of Montréal, Government of Quebec, Government of Canada, <a href="#">TechnoMontréal</a>, <a href="#">Montréal International</a>, etc.</p> <p><b>Economic clusters and business networks:</b> <a href="#">AéroMontréal</a> (Aerospace Cluster), <a href="#">Montréal In Vivo</a> (Life Sciences and Health Technologies Cluster), <a href="#">Board of Trade of Metropolitan Montreal</a>, <a href="#">Alliance numérique</a> (Digital Alliance), etc.</p> <p><b>Corporate partners:</b> <a href="#">Sid Lee</a>, <a href="#">Ubisoft</a>, <a href="#">BMO</a>, <a href="#">Innovitech</a>, <a href="#">Devimco</a>, Google, <a href="#">Allied Proprieties</a>, <a href="#">Cadillac Fairview</a>, <a href="#">Prével</a>, <a href="#">Canada Lands</a>, etc.</p> <p><b>Community partners:</b> <a href="#">C2-MTL</a>, Communautique (see Q.17), <a href="#">RÉSO</a> (South-West community economic development corporation), etc.</p>
<b>Target Segment</b>	Innovative players in Montreal, Quebec and the rest of Canada, coming from the academic, cultural, artistic, economic, technological and multimedia sectors.
<b>Problem to Solve</b>	<p>As a City, we are also responsible for the redevelopment of industrial lands in order to maximize land use and economic development. For residents, such efforts lead to the revitalization of urban districts and quality of life improvements. One such initiative, the dynamic <a href="#">Quartier de l'innovation</a> (Innovation District), is the result of both technological and social innovation.</p> <p>Montréal recently joined an international field of innovation-centric cities with Quartier de l'innovation (QI), a project inspired by, but recognizing the nuances of ecosystems such as the MaRS Discovery District in Toronto, 22@Barcelona, the Boston Innovation District and the Manchester Corridor. Spanning the South-West boroughs of Montréal, once the cradle of the Industrial Revolution in Canada but shunned for</p>

	nearly half a century, the QI offers fertile ground for a transformational project.
<b>Description</b>	<p>Launched in May 2013 by the <a href="#">École de technologie supérieure</a> (ÉTS), an engineering university, <a href="#">McGill University</a>, a world renowned university, and evolving to include <a href="#">Concordia University</a>, the QI is an innovation ecosystem in the heart of Montréal designed to boost the city’s potential for creativity. The QI builds on the complementary strengths of its founding institutions and its many partners in research, education, innovation and entrepreneurship. Located steps from downtown Montréal, in an area that includes Griffintown, Pointe-Saint-Charles and Saint-Henri/Little Burgundy, QI intends to be a creative, dynamic place dedicated to the needs of innovative players in Montréal, Quebec and the rest of Canada.</p> <p><b>Mission</b>                  To create favourable conditions around knowledge institutions for the establishment of an urban district of the highest quality, based on international standards, which brings together a creative and engaged community for the purpose of driving the development of an innovative and entrepreneurial culture that balances four pillars: Industrial, Education and Research, Social and Cultural and Urban.</p> <p><b>Vision</b>                  QI will become a reference in innovation, a vector of mobilization around academic institutions as well as industrial, social and cultural actors. It will be an “ecosystem” which encourages social, cultural and technological innovation. It will become a model of sustainable development. It will be a catalyst for growth for entrepreneurs, small businesses and cultural and social organizations.</p> <p><b>Strategy</b>                  QI’s strategy rests on the integration of four segments which are essential to a creative society and which are already in place in the sector:</p> <ul style="list-style-type: none"> <li>• The industrial segment.</li> <li>• The education and research segment.</li> <li>• The urban segment.</li> <li>• The social and cultural segments.</li> </ul> <p>The QI works to reinforce the integration of and interconnections between these segments. Working in close collaboration with the district’s organizations, the QI serves as a catalyst for transforming the community. It is deeply rooted in the urban fabric and the social and cultural life of the city. Projects in the QI foster innovative practices while helping to create an environment which respectful of the sector’s mixed-use character and mixed social and cultural heritage.</p> <p><b>Strategic Strengths</b>                  The QI can count on strategic strengths in the achievement of its goals. Home to a <b>dynamic artistic community</b> which includes artists and cultural organizations such as Arsenal, Fonderie Darling, Musée des Ondes Emile Berliner, and the Biennale, as well as <b>numerous non-profit organizations</b>, the area is also home to close to <b>100 000 students</b>. Indeed, the territory encompasses the Multimedia City, E-Commerce Place and Le Nordelec. With its 250 companies and 20 000 jobs, the QI boasts the largest <i>concentration of information technology and multimedia workers</i> in Canada. The QI also has a unique <i>entrepreneurial ecosystem</i> with its 6</p>

	<p>incubators/accelerators supporting 250 start-ups, a digital fabrication laboratory (<a href="#">échoFab</a>, see Q. 17 for more information), research centres and ongoing training centres dedicated to the needs of the industry, such as the <a href="#">Centre for Aerospace Professional Education</a> (CAPE).</p> <p><b><u>Solid partners</u></b> The QI can count on the support of a strong network of partners, including McGill University, a research leader with international ties, and ETS, a technical university with a successful track record in applied research, technology transfer and close ties to Quebec’s small-and-medium sized business community. Other major players supporting this unique project include the governments of Quebec, Canada and the City of Montréal.</p> <p>Firmly convinced by and committed to the QI project, the Mayor of Montréal, M. Denis Coderre, announced this past June an investment of \$600 000 over three years, while the provincial government has earmarked an additional \$200 000 for the project. The City has also made a generous donation to ÉTS—the Dow Planetarium— which will be turned into a Hub of Creativity, one of the <a href="#">many projects</a> which will be launched within the QI district.</p>
<p><b>Results to Date</b></p>	<p>From its inception and in keeping with its mission, the QI has helped create conditions that favour the development of a high quality urban environment boasting an entrepreneurial, creative, and engaged community. Despite its short history, the QI has already made a significant positive impact. A number of companies and organizations eager to integrate the current ecosystem have already relocated to the area and many multidisciplinary projects and new initiatives have also been created. The QI is committed to pursuing its mission over the coming years, creating more wealth and making Montréal a centre for innovation and entrepreneurship, with some major accomplishments including:</p> <p><b><i>Contributing to the revitalization and renewal of the area</i></b> The QI revitalizes communities, as it draws new residents and businesses. These efforts have culminated in \$6 B in property development (Devimco \$900 M, Cadillac Fairview \$2.7 B, Prével \$900 M and others) and municipal investment. <b>Philippe Starck, the internationally renowned designer</b>, chose Griffintown as the location for his first residential <a href="#">building</a> in Quebec, confirming the essence and uniqueness of a neighborhood which grew by welcoming immigrant workers and which now hosts visionaries of the 21st century.</p> <p>Furthermore, the City of Montréal plans to invest over \$119 M in municipal works and land acquisition in order to revitalize the public landscape of Griffintown, one of the three neighbourhoods in the QI district, to include new streets, parks and cycling paths.</p> <p><i>Watch this <a href="#">video</a> to see the major real estate developments and innovative initiatives (2015)</i></p> <p><b><i>Developing strong local, national, and international partnerships</i></b> The QI was essential in signing major agreements:</p> <ul style="list-style-type: none"><li>• Between participating universities (ÉTS, McGill, and Concordia) and the three levels of government (municipal, provincial, and federal), for a total of 45 M\$;</li><li>• Between the research, industry, and community sectors, with, for example, the <a href="#">McGill Impact Internship Program</a> allowing McGill students to complete 10-week</li></ul>



- internships in social enterprises in the city's South-West since 2013;
- On an international level, initiating the creation of an international network of innovation districts (Quartiers innovants) in 2012. The network meets in a different location each year (Liège in 2013, Compiègne in 2014, and Brazil in 2015) to discuss the different innovation districts of the world.

#### ***Developing new initiatives and organizations***

QI has played a leading role in the emergence of several projects and organisations such as :

- [The INGO Innovation Centre](#), which occupies 65 000 square feet on the site of an old brewery, provides premises for innovative companies that wish to develop their research and technology transfer partnerships with ÉTS, as well as research groups like [BioFuelNet](#). In addition to having priority access to ÉTS labs and departments, companies enjoy an open innovation environment, designed to promote networking activities, exchanges, research and development, with the aim of accelerating the process of innovation by working collaboratively. INGO also includes an integrated business centre with shared services and an idea platform. INGO opened officially in the spring of 2013 after a \$25-million renovation, and about 20 companies have already set up shop, occupying more than 75% of the area. Building on the success of INGO, ÉTS and McGill are currently planning to develop a second centre, INGO II, which will cover 150 000 square feet – a project estimated at \$35 million.
- [Salon 1861](#) : Salon 1861: Located in a former church, Salon 1861 is a meeting place for exchange and job creation that has been fostering interaction between social enterprises, BCorps, professors, students, artists, community groups and neighborhood residents since it opened this past summer (2015). It houses co-working areas, an event space, a social innovation observatory, a restaurant, and a showcase that promotes a commitment to sustainable development. Five McGill University faculties and their partner organizations (QI, [RÉSO](#) and others) helped develop the project under the leadership of private partner [Gestion Immobilière Quo Vadis](#). The project perfectly exemplifies the QI's ability to mobilize.

#### ***Building an entrepreneurial ecosystem and attract new companies***

Facilitating the cross-pollination of ideas within the district, the QI supports entrepreneurial ventures at the earliest stages through its 6 incubators, including the [Centech](#) (*Technological entrepreneurship Center*) and [CEIM](#) (*Montreal business and innovation center*). While the CEIM largely offers customized management support and related services for start-ups in information technology, new media, life sciences, clean and industrial technologies, Centech focuses its incubator services toward ventures in the realm of manufacturing technology.

The QI also provides entrepreneurs with the specialized support of other organizations settled there, such as rapid prototyping with [échoFab](#) (for more details, see Q.17), or [McGill HPC](#), a research consortium for high-performance computing (HPC) which makes a crucial contribution to accelerating potential innovations and developing collaborative projects with industry.

Aiming to further develop this entrepreneurial community, the QI has also worked to attract new players to enrich this ecosystem of actors and services, including:

- [Freeware Institute \(Institut du logiciel libre\) \(Google\)](#): led by Google and the ÉTS, this institute addresses employability issues identified by the industry. The

Institute provides a space that simulates the industrial reality dedicated to the creation of freeware where students in the Greater Montreal Area can come to develop their portfolios. The project, which will open in Fall 2015, is a result of Google's interest in participating in the QI.

- [Tech Shop](#): This organization offers SMEs the on-site rental of industrial machinery. An initiative of the Coopérative de solidarité en fabrication artistique, industrielle et technologique, the project chose to open its doors in the QI because of the entrepreneurial ecosystem being developed and its proximity to our partner universities
- [BioFuelNet](#): BioFuelNet Canada brings together 74 researchers from 25 postsecondary institutions focused on the development and commercialization of advanced biofuels as a major source of renewable energy over the next few years. As a network of centres of excellence, BioFuelNet receives major funding from the federal government—\$25 M over five years—as well as support from 40 industry partners. It is located at the INGO Innovation Centre in the heart of the Quartier de l'innovation.

#### ***Hosting and organizing major events***

Because the QI believes in caring about factors that affect quality of life when developing this kind of project in response to the needs of the district's residents, students, young entrepreneurs, and creative talent and in developing their sense of involvement, it is committed to organizing mobilization events, offering a dynamic culture and arts scene, customized urban infrastructure, and easy access to different services. Among these efforts are:

- [C2 Montréal](#): a major immersive three-day international event centred on commerce and creativity which takes place annually in the QI. C2MTL has attracted such world-renowned speakers as Francis Ford Coppola, Richard Branson, Philip Stark, James Cameron and Chelsea Clinton.
- It also offers interactive exhibits, collaborative workshops and a collective experience all within a custom-designed Innovation Village built exclusively for the event by C2MTL in the heart of the QI. C2MTL was founded and imagined by the Sid Lee creative agency in collaboration with Cirque du Soleil, Microsoft and EMC. To get a sense of the C2MTL experience, watch this [video](#).
- [The Montreal Summit on Innovation](#): Following four annual summits, including a 2014 edition that brought together over 500 professionals from the healthcare and creative industries to create a white paper of specific recommendations to foster greater collaboration, the QI will hold its 5th Summit this November 30th (2015). This year's theme will be reinventing the city in the face of climate change.
- [The QI Challenge](#). A new annual event organized by the QI featuring the projection of video games on the walls of buildings, offering exposure to both major game developers as well as smaller developers, and encouraging community participation (May 27 and 28, 2015 as part of C2MTL).
- [Contemporary art biennale](#). The QI offers unusual spaces for art installations as a way of bringing culture to citizens' doorsteps.

#### ***Coordinated neighborhood development***

Given the major and rapid changes that the neighbourhoods are currently undergoing, the Groupe de liaison du QI (*QI Liaison Group*) was created in to ensure a smooth transition. Bringing together private businesses, residents, and other organizations in the area including the QI itself, this group will work to influence the different players in order to ensure the coordinated development of the sector. Among

other things, it has released memorandums about specific urban planning projects during OPCM's consultations (please see Q.21 for more information )

**More to come**

The QI is determined to keep up its efforts over the coming years and is committed to seeing a rise in the creation of technological, social, and cultural enterprises in the sector, creating wealth and positioning Montreal as a centre of innovation and entrepreneurship. Among the projects that will soon be developed under the QI's leadership are:

- The Maison de l'innovation: Located within the QI district, ÉTS's Dow Planetarium will be transformed into a Hub of Creativity. It will feature a public showcase for innovations by Montreal entrepreneurs where the public will not only be able to purchase products, but also test, provide feedback and participate in product development and improvement. The existing parking lot will be transformed into a multi-purpose public green space. QI will manage event programming and content. Construction will begin in Fall 2015.
- Test Platform: In collaboration with QI, the Montreal Smart and Digital Bureau will transform the territory into a living laboratory, a prototyping and test platform for new products and solutions in real-life conditions.
- Mat'Inno: Morning conferences (4-6 per year) featuring university experts from cutting-edge sectors in order to share expertise and inspire.

**Indicator #4  
Digital  
Equality**

As broadband deploys widely through a community, there is serious risk that it will worsen the exclusion of people who already play a peripheral role in the economy and society, whether due to poverty, lack of skills, prejudice or geography. Intelligent Communities promote digital equality by creating policies and programs that provide offline citizens with access to computers and broadband, by providing skills training and by promoting a compelling vision of the benefits that the broadband economy can bring to their lives.

15. What facilities and services does your community offer to **citizens** who do not have their own online access? (check all that apply)

- Free Wi-Fi hotspots
- Free access to computers with broadband connections (for example, at public libraries)
- Free ad hoc technical support for users
- Free formal classes in digital skills for users
- Outreach and training in more than one language
- Programs to create community champions among excluded segments of population
- Computer donation or subsidy program for households without a computer
- Subsidies or discount programs for broadband access
- Other:

Digital inclusion is about people who are not familiar with ICT for a variety of reasons including age, disability and ethnicity. Here are some initiatives aiming at reducing the digital divide:

- AccessibilitéWeb: As project initiator, the Collaboration Cooperative for Digital Accessibility promotes web accessibility for aging populations and people with disabilities by promoting best practices to optimize both the user experience of all Internet users and the design efforts of website and Web

application developers. Its mission is to "contribute to Web accessibility for people with disabilities in order to reduce the digital divide through training and certification of professionals and websites".

- [Naviguons ensemble \(Navigating together\)](#): This program aimed at the digital inclusion of seniors is a collaboration between the Université du Québec à Montréal and Les petits frères, a not-for-profit organization that welcomes and provides support to lonely seniors by creating a caring, committed extended family around them thanks to the dedication of 1500 volunteers.

16. What facilities and services does your community offer to **organizations** (businesses, nonprofits, others) to promote digital adoption? (check all that apply)

- Evaluation checklist to assess an organization's digital readiness and training needs
- General classes in digital skills and applications for organizations
- Customized digital training programs for organizations
- Technology demonstration center to educate on digital opportunities
- Outreach and training in more than one language
- Other:

[CEFRIO](#) has launched several initiatives to help organizations promote digital adoption. CEFRIO brings together more than 150 university, industry, and government members and some 80 associate and guest researchers. Together, they help accelerate the transition to a digital society by leveraging technology for social and organizational innovation. The following are good examples:

- [SMEs 2.0](#): In Quebec, more than 90% of SMEs are connected to the Internet. However, the use they make of Internet is still limited. For example, they rarely use Internet management tools. Thus SMEs 2.0 assists companies, managers and employees in the acquisition of new practices and digital skills. SMEs 2.0 is supported by the Quebec Ministry of Economy, Innovation and Exports. Moreover, CEFRIO leads 30 pilot projects related to information technologies in the areas of fashion and aeronautics. The objective of SMEs 2.0 is to develop strategic technology projects with companies and to enhance learning. CEFRIO develops and distributes new tools for the adoption of digital technology in SMEs.
- [Mobile Training Unit](#): CEFRIO and the Federation of Quebec school boards (FCSQ) have launched the mobile training unit, an innovative approach to digital workplace qualification for workers of Quebec's industrial SMEs. A pilot project, the mobile training unit travels throughout the territories of six Quebec school boards. It allows industrial SMEs to train their workers in their workplace by leveraging the mobilizing effect of information and communications technology (ICT). This mobile classroom is housed in a 53-foot trailer and features several technological tools. This allows companies to offer state-of-the-art worker training at their own facilities.

17. Describe the best example of a program in your community that aims to increase digital equality.

- What segment of the population or business community is being targeted
- What problem the project seeks to solve
- Description of the project
- Its results to date

**Project Name** [Communautique](#)

**Partners**

*International:* [Massachusetts Institute of Technology](#), [Renne's Lab Fab](#) (France), France Living Labs, [Miriade Silver](#) (France), [Forum des alternatives \(Maroc\)](#), [Kër THIOSSANE](#) (Sénégal), [VECAM](#) (France)

*National :*



	<p><b>Academic partners:</b> 4 universities, 6 Research Chairs &amp; Centers,  <b>Public partners:</b> Industrie Canada, Ministère de l'Éducation, du Loisir et du Sport du Québec, <a href="#">Economic and Community Development Corporation</a>, <a href="#">Montreal Social Economy Committee</a>, <a href="#">Montreal metropolitan area Secretariat</a>;  <b>Community partners:</b> <a href="#">Quartier de l'innovation</a>, more than 60 community groups and associations, 5 <i>FabLabs and maker spaces</i>, 1 <i>accelerator</i> (<a href="#">Griffin Camp</a>, setteled in the QI), 6 specialized organizations in innovative and collaborative process</p>
<p><b>Target Segment</b></p>	<p>Citizens and Communities</p>
<p><b>Problem to Solve</b></p>	<p>Increase citizen and community participation in democratic life by reducing the digital divide.</p> <p>Communautique's mission is to support civic participation by promoting information literacy and the appropriation of information and communication technologies. For the past 15 years, Communautique has worked to democratize access to technology, in an effort to encourage economic and social development. It has trained and equipped hundreds of organizations and supports thousands of citizens each year through mediator- and facilitator-led coaching.</p> <p>But the means to act upon the digital divide also evolve. It became apparent to Communautique that certain open innovation systems such as Living labs, co-working spaces, learning circles, Fab Labs and video remix offered powerful ways to favour learning, development and the application of personal competencies according to conditions which are both collective (learning with and from others) and entrepreneurial (learning through initiative and action).</p>
<p><b>Description</b></p>	<p><b>Objectives</b>          Communautique's objectives are to:</p> <ul style="list-style-type: none"> <li>● Increase access to ICTs and to the Internet.</li> <li>● Promote resourcefulness and self-reliance among community groups and citizens</li> <li>● Create a democratic cyber-culture.</li> <li>● Combat socioeconomic exclusion and unequal access to ICTs.</li> </ul> <p><b>They do so by:</b></p> <ul style="list-style-type: none"> <li>● Providing training in the strategic use of ICTs and enhanced access.</li> <li>● Developing tools for deliberation and analysis with a focus on research, experimentation and innovation.</li> <li>● Engaging and co-operating within the community.</li> </ul> <p><b>Communautique offers training to various organizations across Quebec, enabling groups and citizens to make strategic use of the ICT. It offers both basic as well as tailor-made training, including:</b></p> <ul style="list-style-type: none"> <li>● Basic Internet and an introduction to some social issues surrounding ICTs.</li> <li>● Intermediate Internet (Web search and e-mail).</li> <li>● How a web site can affect your organization.</li> <li>● Informing, communicating and co-operating on the Net: an introduction to interactive services.</li> <li>● Passing it on: Teaching the Internet to beginners.</li> <li>● Open Source Software: Issues and practices.</li> </ul>

Communautique is active in various projects and provides services aimed at increasing access for segments of the population who are normally excluded. These services include:

- Projects that allow groups to acquire hardware and get connected and that allow employees and volunteers to receive training in the use of these technologies.
- Educational initiatives that focus on the particular challenges facing persons with disabilities in the use of ICTs.
- Web development services.
- Support for Community Internet Access Points (CAP Sites).
- Peer training.

### **Research**

Communautique conducts or contributes to various studies that aim to assess the level of appropriation of ICTs and how this is influenced by socio-economic factors. It is also working to analyze the impact of the digital divide in Quebec and to study the process of citizen appropriation of ICTs as well as the issues surrounding cyber-democracy.

### **Consensus-building**

Communautique is engaged in activities that foster discussion and consensus-building, with a focus on fostering an inclusive, co-operative and knowledge-based society in which each individual is a full participant. It believes that this goal can be achieved through:

- Democratic access to ICTs.
- Development of common cyberspaces.

### **Projects**

Several projects are currently being conducted by Communautique:

- Matière Grise QI2025: this project invites socio-economic partners to consider the challenge of an aging population as an opportunity for the creation of value and innovation.
- Médiation en innovation citoyenne: The Citizenship Innovation Mediation Program (MIC) aims to train "codesigners" to work with citizens in order to build new projects and services. This is done through the use of co-design techniques, where users/citizens are the engines of innovation.
- Territoires numériques: The Digital Territories project aims extend the impact of citizen training content through gamification in order to facilitate their interaction with information and communication technologies The project takes the form of an open innovation gaming laboratory: the MOBmontréal device, a joint initiative with Métacollab Montréal. To learn more about the numerous activities which have resulted from this initiative visit [www.mobmontreal.com](http://www.mobmontreal.com)
- Métropole en résidences: The Metropolis-in-residence program offers:
  - Alternatives to techno-centric approaches and considers citizen-expertise from the user's perspective. .
  - To experiment with and create the culture shift required to fully benefit from the potential of open innovation and digital practice.
  - To provide a methodological approach to co-design and users- stakeholder

guidance.

- New forms of learning based on cooperation, as well as knowledge and experience sharing.
- [Internships for Youth](#): This program promotes the appropriation of new technologies by the population and helps address the issue of the digital divide. In addition, it enables young people to acquire a unique experience in the field of information and communications technology (ICT). It encourages young people to learn about the Internet and personal computers through training and facilitation in the host organizations for internships (OHS).
- [Remix The Commons](#): Remix the Commons is a collaborative and scalable multimedia project. It documents and illustrates the ideas and practices surrounding the issue of public goods, providing direct explanation through the creative process. The project aims to protect and promote public goods through the collection, sharing and remixing of digital content such as video.
- [Mandalab](#): a living lab which aims to meet the complex challenges of organizations and communities by stimulating the emergence, the development and the networking of innovative projects with social, technological and economic promise. Mandalab offers a methodology, space and session facilitation based on Living Lab principles of open culture and the creation of public goods. Mandalab plays a leading role in the development of the practice of citizen co-design in Montreal.
- [échoFab](#) is the first fab lab in Quebec. It is open to the community two days a week and offers a variety of training programs. People can come and work on their own projects or contribute to collective projects and open network development services. ÉchoFab also offers specialized services for businesses and the education community. Customized training and expertise in rapid prototyping and digital design allows échoFab to support educational projects as well as research and development.

ÉchoFab has been certified an "Operating Fab Lab" by MIT and is a member of the international network of 400 Fab Labs. ÉchoFab respects the Charter of Fab Labs, and aims to bring the community together in an innovative and creative space in order to demonstrate the social and economic potential of fab labs.

Work done at échoFab by two elementary schoolchildren has been featured on the popular television program Dragon's Den. This is a clear example of how creativity, innovation and entrepreneurship can be nurtured at the earliest stages of education, through community involvement. Please watch the [video](#).

**Results to Date**

***Appropriation by citizens of information and communication technologies***

Communautique significantly helped, for years, increase citizen participation through its community work in the field of ICT training and appropriation. Since its inception, Communautique has accompanied more than **100 000 Quebec citizens** and engaged thousands of young people through its mission of the appropriation of the digital continent. Two programs merit particular attention as pertains to the acquisition, development and application of digital competencies by youth and older segments of the population:

- **Internship program for youth**



This program has offered, for the past 15 years:

- 67 000 hours of training
- 10 631 coaching sessions
- 116 internships, of which 2/3 were conducted in Montreal
- 67 host organisations

- **Matière Grise (Grey Matter) Q12025**

Through its technology and social inclusion projects facilitating transfer and development of Elder knowledge, Communautique:

- Reaches out **4,000 seniors** each year
- Puts seniors at the heart of the project which aims to identify their needs. They are, with all stakeholders concerned, an integral part of the solution.

***The Development of community spaces for citizen participation***

- **Mandalab:** This approach has resulted in the creation of immersive residencies which have allowed organisations to imagine, rethink and create policies, programs and services through an immersive, on-the-ground approach whereby users are involved in the innovation process. These include:

- Imaginons Saint-Marc (Imagine St-Mark):

A 2014 co-design residency recipient of an award given by the Quebec council on religious heritage, "Imagine St. Marc" has been recognized for the quality of its approach. This excursion into the world of citizen co-design has resulted in a great success in terms of participation (almost 500 participants).

A clear picture of what a 21<sup>st</sup> century citizen's space should look like emerged following weeks of mobilization and knowledge-sharing. The co-design exercise resulted in a project that preserves the venue's essence, while providing a meeting space where citizens can share experiences in an informal setting where minimal organisation is required. The space will provide a mix of activities and complementary or integrated activities.

- Imaginons nos fablabs (Imagine Our Fab Labs):

A series of participatory workshops based upon the question "How can fab labs contribute to the vitality of our communities and in what fertile ground can this grow?" Out of this process emerged the idea of Fablab@Marguerite, Canada's first school-run fab lab. (see Q. 4)

- Montreal conversations about social economy

This series of conversational co-creation workshops run across the city dealt with the development of a social economy on the island of Montreal. The approach opened an exploration of the changes the city is undergoing and allowed participants to identify emerging needs and promising growth niches for the future of Montreal's social economy.

- **Métacollab**

Inspired by the growing popularity of Serious Games and concepts of gamification, Communautique in partnership with Métacollab Montreal acquired MOBmontréal, an experimental laboratory. Since February 2013, MOBmontréal has explored the ties between gaming and citizen engagement through animation, prototypes and research, including a series of **8 MOBîles workshops** centered on different themes of the gamification of citizen engagement which brought together professionals from the video game industry, social and community entrepreneurs, institutional representatives as

well as academic researchers.

● **échoFab**

- 368 persons trained in the lab and through external workshops
- 900 persons made aware through events
- Reinforcement of collaborations with universities and entrepreneurs thanks to a new location in the Quartier de l'innovation since 2014 (see Q.14)
- Increased exposure as an expert in the fields of 3D printing, interactive technology and fab labs, in academic, media and citizen forums.
- Supported the implementation of new fab labs, including Fablab@Marguerite
- Organisation of and participation in various national and international events including: Mini Maker Faire de Montréal (electronic workshops), Arduino Day Montréal (promotion of open source hardware), Repair Café (promotion of the repair and value of objects in the face of planned obsolescence), WikiCité Montréal (3D printing and moulding techniques, see Q.21), The International Fab Lab Conference (Barcelona, Spain), The "Semaine de travail sur la documentation en Fab Lab" (Nantes, France), etc.

**Publication of reports and essays**

- "Manifeste pour un Québec numérique libre et ouvert" (2014)
- "Manifeste pour un plan numérique québécois" (2011)
- "Programme de recherche sur l'inclusion numérique" (2006-2011)
- "Recueil de récits d'expérience en TIC, un monde de nouvelles pratiques" (2002)
- "Mémoire L'accès aux TIC : au cœur de la lutte contre la pauvreté et l'exclusion sociale" (2002)
- "Le monde communautaire et Internet : défis, obstacles et espoirs" (2001)

**Networks**

- Founding member of the network of francophone Fab Labs
- Co-founder of Fab Labs Québec
- Founding member of the Centre de recherche et d'expérimentation sur l'inclusion numérique (CREIN)
- Founding member of Réseau MAILLONS
- Founding member of Un Québec branché sur le monde (UQBM)

**Indicator #5  
 Sustainability**

Environmental sustainability projects improve local quality of life, from cleaner air and water to improved public transportation and greater livability. Communities that use fewer resources to create products and provide services are also more efficient and productive, which is key to continued improvements in their standard of living. Communities that make environmental sustainability a shared goal typically engage

organizations, community groups and neighborhoods in advocating sustainability programs and activities. These contribute to civic pride, local identity and shared goals.

18. Does local government track the following sustainability measures, based either on its own research or reporting from other organizations? (check all that apply)

- Total greenhouse gas emissions of the community?  Yes
- Residential and commercial indoor water use?  Yes
- Percentage of municipal waste that is recycled, composted or incinerated rather than going to landfill?  Yes

19. What support does sustainability receive from the local government? (check all that apply)
- Statement of intent from elected officials  Yes
  - Department/staff resources dedicated to sustainability  Yes
  - Formal sustainability guidelines, framework or charter approved by Council  Yes
  - By-Laws approved by Council  Yes

20. Describe the best example of a sustainability program or project that contributes to quality of life, engages citizens in positive change and/or reduces operating costs for your community.

<b>Project Name</b>	<u><a href="#">The Saint- Michel Environmental Complex (CESM)</a></u>
	<p><b>Partners</b></p> <p><u>Public partners</u>: City of Montreal, Government of Quebec, Government of Canada, Canadian Art Council, Montreal Art Council</p> <p><u>Corporate and community partners</u> : Gazmont, Cirque du Soleil, <u><a href="#">Fondation TD des amis de l'environnement</a></u>, Taz, Tohu, 5 school boards, numerous community groups</p>
<b>Problem to Solve</b>	<p>Environmental protection is a major challenge for Montréal, as it is in major cities worldwide. To mitigate the effects of urban development on the environment, the municipality has chosen to focus on sustainable development and has adopted various programs and policies to that end. These include a <u><a href="#">strategic sustainable development plan</a></u>, an urban plan, a transportation plan, a policy of protection and development of natural habitats, a tree policy, and regulations on the use of pesticides.</p> <p>Sustainable development implies efficient economic development which is socially equitable and ecologically sustainable. This choice is based on a new form of governance that encourages the mobilization and participation of all actors of civil society in the process.</p> <p>The Saint-Michel Environmental Complex (CESM) is part of this innovative approach. This large-scale project brings a creative solution to environmental urban problems through the transformation of an old quarry and 30-year old landfill into a large public urban park This represents a fantastic opportunity to foster research and technological innovation, while stimulating environmental awareness among citizens.</p>
<b>Description</b>	<p>Great public spaces are places where celebrations are held, where social and economic exchanges occur, where friends run into each other and where cultures mix. They are spaces where we interact with one another and with our government. When these spaces work well, they serve as stages for our public lives.</p> <p>This is exactly what the Saint-Michel Environmental Complex (CESM) already is, with its different zones, facilities and organizations evolving in 3 main areas: environment, sport and culture. It hosts, for example, the <b>internationally acclaimed</b> Cirque du Soleil's international Headquarters.</p> <p>This is also what it will increasingly become in coming years, given that the City of Montréal is deeply invested in transforming the Saint-Michel Environmental Complex (CESM) into a major municipal park and environmental demonstration project; our most ambitious environmental rehabilitation project to date.</p>

***A true environmental hub***

The Saint-Michel Environmental Complex (CESM) occupies some 192 hectares in the heart of the Villeray-Saint-Michel-Parc-Extension borough. This site, which once housed the Miron limestone quarry, was converted into a gigantic 75 hectare landfill in 1968. Having acquired the site in 1984, the City of Montréal launched its project of providing long-term transformation of the site into a large technological, environmental and sustainable complex in 1995.

Given its history and legacy, the transformation of this unique park is one of the most ambitious urban environmental restoration projects ever undertaken in North America. This urban space with a long and negative history has emerged as a one-of-a-kind gem. It is now the second largest green space in Montréal, after Mount Royal Park and is on its way to becoming as iconic.

A significant portion of the complex is a true environmental hub, given that it includes:

- A sorting centre that receiving all of the city's recyclable materials.
- Gazmont, a plant that converts landfill-produced biogas into electricity.
- Composting and wood shredding sites.
- Community gardens.
- Educational/environmental activities.
- 2 major LEED-NC Gold certification level buildings:
  1. [An indoor/outdoor soccer complex](#), considered by environmentalists to be exemplary given the use of materials that are non-harmful to the environment, the reduction of heat islands as well as the intensive greening of the complex's surroundings, including water management through retention basins, the integration of a solar wall on the majority of exposed walls, a green roof covering the entire administrative wing, and a white roof. The result of an architectural competition, the soccer complex also stems from a will to increase the quality of the design of public places within Montréal, UNESCO City of Design.
  2. [TOHU](#): an international leader in circus arts facility. TOHU's building was one of the first projects in Canada to attain a superior level of ecological performance. Several technologies and other environmental elements have been integrated into the building, including passive geothermal power, ice bunkers, conventional geothermal power, biogas heating, natural/hybrid ventilation, recycled architecture, green roofs, naturalized basins and beehives. This last project will enable pollination by bees, an endangered species in many parts of the world, throughout the Saint-Michel Environmental Complex.

***A complete sustainable site and approach***

CESM combines a variety of sectors, including cultural, sports, educational, industrial and commercial.

One such example is the **sports complex**, which includes an indoor/outdoor soccer stadium, a 5 km cycling and skiing path, as well as the [Taz](#), one of the Canada's largest indoor sports centres dedicated to the practice of recreational and alternative wheeled sports including inline skating, freestyle, skateboard and BMX.

The **educational hub** recounts the history of the site, its theme, its transformation

and links with the **cultural centre**, which hosts the *Cité des arts du cirque (Circus Arts District)*, a grouping of four major players within the circus industry. Among them: the *Cirque du Soleil's* international headquarters, a unique world-class creative laboratory where creators from all disciplines and hailing from the four corners of the globe gather to collaborate on various creative projects at the TOHU and within the community.

Both Cirque du Soleil and TOHU are strong illustrations of the **community approach** adopted by all the partners involved in this major project. Both are very much rooted in their community—Saint-Michel, one of the most complex neighbourhoods in Canada. TOHU has been able to develop close ties with local people, businesses and organizations, using sustainable options such as environmental and eco-citizenship awareness activities for school groups and residents, artistic creation workshops open to residents, as well as employment and socio-professional integration programs offered to the local citizens. All this with a very high level of community commitment and co-operation.

**Results to Date**

**General results**

- Making significant improvements to disturbed soils.
- Sound waste management.
- Creating a unique hub including environmental, educational, recreational and cultural activities and facilities.
- Increasing community participation in neighborhood revitalization as well as a sense of belonging.
- Highlighting the history and spectacular scenery of the site.
- Offering a variety of atmospheres, unique activities and memorable experiences to visitors.
- Promoting biodiversity and creating sustainable ecosystems.
- Celebrating of talent and wealth of cultural diversity that characterizes both the local and metropolitan communities.
- Building more bridges between Montrealers of all origins.
- Contributing to Montréal's international renown.

**Facts and figures**

- 180 M\$ invested in the design and planning of the CESM site since 1995, 80 M\$ from the public sector, 100 M\$ from the private sector
- More than 2400 jobs created in the area in connection with the project since 1988
- 12 000 visitors annually
- Capturing some 10 billion tonnes of CO2 at the site since 2000, preventing its release into the atmosphere
- 160 000 tonnes per annum of recycled material, sorted and shipped to recycling centers
- More than 13.5 million spectators/participants, since 2004
- 72 circus performances.
- 71 exhibitions.
- 353 free shows and events.
- 173 creative residencies.

**International recognition**

In recent years, the Saint-Michel Environmental Complex has received several awards and distinctions recognizing the excellence of this ambitious project:

- Gold Medal—Environmentally Sustainable Projects Award.
- Merit—The International Award for Liveable Communities 2004.



- Special Mention—Communities in Bloom 2004.
- Espace Montréal at Expo 2010—Shanghai.

**More to come**

To mark the 375 anniversary celebrations of Montréal, in 2017, \$33.7 billion will be invested by the city to make 17.7 hectares of the park accessible to the public. . Currently closed to the public, these two sections include crown land surrounding the park as well as a central site, adjacent to the new stadium and indoor soccer complex. These facilities will be improved and will become part of a new experience designed as part of a Smart & Regenerating City initiative.

**Indicator #6  
Advocacy**

It is a natural tendency to resist change. A community's leaders and citizens can be a barrier to progress or can become its most powerful advocates for a better future. Intelligent Communities work to engage leaders, citizens and organizations as champions of change. They are also effective marketers of their advantages, shaped by their digital policies and cultural strengths, for economic development.

21. In what ways does local government seek to educate and involve citizens and leader in building a better future for the community? (check all that apply)

- Citizen surveys on civic, planning and related issues
- Open government meetings on civil, planning and related issues
- Online engagement through email broadcast and/or access to streaming media
- Online interaction through social media (Facebook, Twitter, LinkedIn, etc.) and/or specialized collaboration systems
- Development and publication of formal strategies or charters through government-organization-citizen collaboration
- Creation of a government-citizen-organizational task force responsible for future planning and implementation
- Progress reporting to the public on the result of formal strategies or charters
- Other:

Montréal can count on both official and informal paths to enable citizens to express their needs and take part in the city's evolution and transformation. The City itself was one of the first in North America to open its data, with an official [portal](#), a specific policy and hackathons. All have been developed with citizens and community leaders.

- [The Office de consultation publique de Montréal](#) (OCPM) is an official and independent body which holds public consultations, Its members are neither elected nor municipal employees. Active since September 2002, the OCPM carries out public consultation mandates for various City of Montréal departments, particularly on proposed urban planning and land use. It receives its mandates from the city council or executive committee. In addition to traditional tools offered to residents to help them prepare for its consultations, OCPM developed a portal called [Wikicité 101](#), in the wake of the Wikicité event organized by the OCPM in partnership with the Office of Public Hearings on the Environment (BAPE) in 2014. Wikicité was an opportunity to reflect upon the added value of using digital public consultation and on the opportunities and challenges it entails. It was also a place to share experiences about how to facilitate citizen participation in the digital age. OCPM created Wikicité 101, an educational tool, with the aim of continuing the reflection and discussions initiated at the event.

- **Pied carré (pi<sup>2</sup>) / Square Feet (ft<sup>2</sup>)**. Square Feet is a non-profit organization, bringing together artists, artisans and cultural workers from the Mile End district in Montréal. Since 2008, Square Feet has worked on the maintenance, preservation and enhancement of creative spaces in Montréal. Established in a former working-class enclave abandoned by industry in the 80's, then reclaimed by artists, Square Feet has been an important leader in the counter-gentrification process that has taken place in this unique area. Because of the presence of many artists, companies from the film and IT industries soon established themselves there, including the large multinational video game company Ubisoft Entertainment.

But as growing media hype about the neighbourhood attracted newcomers and increased rents, taxes, foot traffic, and the flow of money to Mile End its existing residents and artistic community felt increasingly threatened. They mobilized. Through 2008 and 2009, the Mile End Citizen's Committee organized a slew of "Café Citoyens," open community brainstorming sessions to discuss topics of concern to residents. At the table were artists, community members, politicians and representatives from local businesses including Ubisoft. Emerging from these meetings came a comprehensive report and the birth of a variety of community-based organizations mandated to address different issues. The neighbourhood's artists achieved another victory in April 2013 when a ground-breaking deal was struck between Allied Properties and the Square Feet artist collective. The long-term lease agreement promised to protect 208 000 square feet of gallery and studio space in the de Gaspé megastructures from real estate speculation for a 30-year term. That deal came courtesy of efforts from a variety of players from both the government and the community itself, and included an endorsement from Ubisoft.

22. How do you communicate your economic and community development story to the outside world? (check all that apply)

- Online marketing including a Web site and email broadcasting
- Social media interaction (Facebook, Twitter, LinkedIn, Instagram, etc.)
- Print and/or digital advertising in site selection and other publications
- Public relations targeting site selection and other publications
- Participation in trade shows and conventions of target industries
- Participation in state, provincial, national or multinational development projects
- Trade missions to other cities and countries
- Other:

Montréal International (MI) acts as an **economic driver for Greater Montréal** to attract foreign wealth while reinforcing the success of its partners and clients. MI has a thriving program dedicated to the promotion of Montréal abroad:

- Ambassador Montréal—Contact MTL

Montréal International has launched a program to promote Montréal as a vibrant and smart city worldwide. This program called Ambassador Montréal—Contact MTL brings together dedicated Greater Montrealers of all backgrounds who are doing everything they can to shine a global spotlight on the region. The ambassadors are people who simply love Greater Montréal, want it to thrive and are ready to actively promote the region and garner recognition for its strengths and achievements at home and around the world.

23. Describe a project or program that educates citizens and leaders about issues critical to the community's future and engages them in creating needed change.

Project Name Faire Montréal / Making Montréal

	<p>A City of Montréal initiative, in collaboration with more than 180 project leaders from the academic, public, business and community sectors.          Initially supported by Bank of Montreal (BMO), Boston Consultant Group and Board of Trade of Metropolitan Montréal</p>
<p><b>Problem to Solve</b></p>	<p>In recent years, Montréal has undergone a difficult period, specifically with regards to public confidence in its political bodies and economic growth. A call for more transparency and an investment in Montréal's economic recovery had become imperative.</p> <p>The time had come to turn thoughts into actions and spark the involvement of Montréal's community, allying young citizens to lift Montréal, as Quebec's engine of growth, back to the level of success it had once enjoyed. It was also necessary to improve access to participatory democracy and reinforce a culture of transparency and accountability.</p> <p>Two important Initiatives arrived almost simultaneously to meet some of these challenges: the <i>Je vois Montréal (I see Montréal)</i> initiative, a citizen movement composed of leaders from all walks of life who wanted to reinvigorate our city, and the creation of Montréal's Smart and Digital City Bureau, in August 2014, under the leadership of our new Mayor, Denis Coderre.</p> <p>Through a collaborative online platform known as <i>Faire Montréal</i>, instigated by <i>Je vois Montréal</i> and Montreal's Smart and Digital City Bureau as a means of promoting the values of transparency and collaboration, the City of Montreal has taken tangible steps towards leveraging and intensifying community mobilization.</p>
<p><b>Description</b></p>	<p>Launched in June 2015, <i>Faire Montréal</i> is a collaborative online platform built around projects that help improve our city.</p> <p><b>How does it work?</b>  <i>Faire Montréal</i> provides citizens with access to detailed information on projects going on in the city, while providing citizens, project leaders and the City itself with a forum for dynamic and transparent discussion.</p> <p>Through <i>Faire Montréal</i>, Montrealers can discover projects, contribute to their development and monitor their results. Citizens are invited to get involved in several ways:</p> <ul style="list-style-type: none"> <li>• Detailed project factsheets allow citizens to learn more about what is going on in their city</li> <li>• Idea and comment fields allow citizens to express themselves, ask questions and provide feedback on a project or on the initiative in general</li> <li>• Calls for participation invite partners to offer their expertise to a specific project</li> <li>• Solution sharing groups encourage participants to solve problems together</li> <li>• An event calendar promotes community gatherings open to everyone</li> </ul> <p>More than simply a digital platform, <i>Faire Montréal</i> is a project wich reflects the shift taken by the City of Montréal in its relationship with its citizens. This project truly</p>

combines the profound values and methods of its co-initiators: *je fais mtl* and *Montréal, Smart and Digital City*.

***Je vois/fais Montréal (I see/make Montréal)***

Launched by Jacques L. Menard from BMO, in collaboration with the Greater Montréal Chamber of Commerce, *I see Montréal* is a citizen movement composed of leaders from all walks of life who want to reinvigorate our city. The impetus of this movement was a February 2014 study by the Boston Consultant Group comparing Montreal to other metropolises around the world that have managed to turn themselves around after a major challenge. The report's authors developed a ten-point revitalization program that, they posited, would enable Montréal to rank among North American cities known for their economic vitality, prosperity and quality of life within a decade. Citizen engagement was at the heart of this plan.

Inspired by this wake-up call, more than 1500 people gathered at Place des Arts in a spirit of energy and creativity with the aim of relaunching Montréal economically. At the end of the day, participants made commitments to carry out 180 projects in key areas: identity, aspiration, talent, business and environment. *I see Montréal* showed that there is a new mobilization of stakeholders, marking a turning point in the history of Montreal.

Québec Premier Philippe Couillard called *I see Montréal* "A great gathering in the history of contemporary Québec and Montréal." Montréal Mayor Denis Coderre has committed to support and facilitate the 180 commitments by creating a project monitoring bureau. *I see Montréal* became *I make Montréal*.

The role of this bureau is to monitor projects from the *I see Montreal* event, as well as new projects, accompany projects through to realization, maintain and increase the intensity of mobilization within the Montréal community and collaborate closely with the city's Economic Development Service in developing a stimulus program for the city.

***Montréal, Smart and Digital City***

Inspired by global best practices, and stimulated by an ongoing dialogue with Montrealers, the Smart and Digital City Bureau is working to make Montréal a world-renowned leader among smart and digital cities by 2017.

Since its creation in 2014, the Bureau has spearheaded a rigorous initiative aimed at identifying what really matters to Montrealers. The fruit of these ongoing exchanges and dialogue has guided the Bureau and its activities, within governing circles as well as in the community at large. After releasing a [\*Montréal Smart and Digital City Strategy\*](#) for 2014-2017, the Bureau presented the [\*Montréal Smart and Digital City Action Plan 2015-2017 this past May\*](#). This plan introduces 70 projects divided into 6 programs, 26 of which will be completed over the next year, 38 within 1 to 3 years, and 6 in more than 3 years.

As a smart city, Montréal seeks to introduce concrete projects aimed at significantly improving the quality of life of Montrealers. The smart and digital city action plan involves the following actions: the deploying public WiFi and an ultra-high speed network, accelerating the development of the smart city economic cluster, optimizing real-time travel throughout the city, improving access to democratic life,

	<p>and providing public digital services. Montréal's technological profile will change considerably in the long term, and the city will be recognized for its leadership in the field.</p> <p>This new important step involves 6 programs comprising 70 projects largely stemming from 232 ideas of Montréal residents and partners, as well as drawing on international initiatives. This ambitious action plan is the result of ongoing dialogue with the community, who will be asked to participate in the various stages of the projects.</p> <p>Projects were chosen based on their direct impact on the population, the return on investment and production deadline. The <i>Montreal Smart and Digital Bureau</i> promotes, supports or facilitates the implementation of the plan's actions. It is responsible for guiding the vision and management aspects of the projects on a daily basis, managing stakeholder expectations, sharing the best practices and following up on indicators of success for all projects. With an investment budget of \$23 million, Montréal is giving itself the means to achieve its goals.</p> <p>One of those 70 project ambitions was the creation of a collaborative platform. This is now a reality with <i>Faire Montréal</i>.</p> <p><b><i>An ever-evolving project</i></b> Proposing 180 projects from the <i>je fais mtl</i> initiative and 70 projects from <i>Montréal, Smart and Digital City</i>, <i>Faire Montréal</i> is designed to grow. Over time, other major initiatives, such as the Montreal Sustainable development Service, will add their projects to the list in order to benefit from this valuable tool for citizen collaboration and co-creation.</p> <p>Beyond a simple platform, <i>Faire Montréal</i> really is a turning point. It is a culture shift which redefines the ties between the City and its citizens.</p>
<b>Results to Date</b>	<p>While <i>Faire Montreal</i> is a recent initiative, it has already allowed change agents to begin to come together to make Montréal a great and inspiring metropolis.</p> <p><b><i>Fostering the emergence of a collaborative movement</i></b></p> <p>With <i>Faire Montréal</i>, Montréal citizens can now remain informed and up-to-date about important projects taking place in their community. Thus, in the months since the platform was launched, it has <u><i>enabled dynamic and transparent exchanges between the City and its citizens</i></u> and between citizens themselves.</p> <p>With Over 20 000 user sessions, 70 000 page views and 54 projects already completed among the 250, the platform has helped <u><i>foster the emergence of a collaborative movement</i></u> that will make Montréal a better place to live.</p> <p><b><i>Give visibility to projects and accelerate their deployment</i></b></p> <p>With such a great number of innovative projects on the same platform, <i>Faire Montréal</i> gives project leaders the chance to shine and accelerate their project's development. Here are some of the 54 projects already in deployment phase, which can still be discovered and supported by citizens:</p> <ul style="list-style-type: none"><li>● <a href="#">Innocité</a>: InnoCité MTL is the very first smart city accelerator in Canada and</li></ul>

one of the few in the world. Powered by the City of Montréal and specifically by its Smart and Digital Bureau, InnoCité supports top local and foreign entrepreneurs and intrapreneurs passionate about developing a smart city, throughout their project development. Launched by the Mayor of Montréal, M. Denis Coderre in June 2015, its [first cohort](#) was formed on September 1st. With a complete ecosystem of mentors, partners, financial partners and customers, InnoCité MTL offers a seed investment of \$50,000 for the 12-week acceleration phase and an additional support for projects which pass to the prototyping stage.

InnoCité MTL is one of the 70 projects of the [Montréal Smart and Digital City Action Plan 2015-2017](#) and has its offices at [Notman House](#) alongside [FounderFuel](#), Canada's largest accelerator. Notman House is known as Montreal's "Home of the Web" and is fast becoming the most important start-up hub in Canada.

- [Potloc](#) allows citizens to select the business they wish to have fill empty store locations in their neighbourhood. The project provides entrepreneurs with information that will help them choose their store location while allowing residents to contribute to the evolution of their local economy.
- [La Remise tool library](#). La Remise is a solidarity cooperative that offers a tool lending program, an autonomous workspace equipped with specialized tools and various training courses. Citizens, designers and entrepreneurs looking for a workspace or hoping to reduce their ecological footprint can be found at La Remise, where they are able to work on various projects and become involved in their communities. Knowledge and skills are exchanged through intergenerational and intercultural encounters. In this way, La Remise also strengthens social bonds, counters resource-wasting and creates community wealth.
- [L'Esplanade](#). The first collaborative space dedicated to entrepreneurs and social innovators in Quebec, L'Esplanade is located in Mile-Ex, a former manufacturing district undergoing rapid transformation and already offering a wide range of unique experiences. The Esplanade's mission is to nurture, collect and propel an ambitious community of entrepreneurs and citizens dedicated to social innovation. More than a simple co-working space, l'Esplanade also offers scholarships, an incubator (À go) and an accelerator (Impact8—powered by The Mars Foundation), in addition to being a public space where citizens can participate in the creative process.
- ["Vue sur les contrats"](#) ("A View on the Contracts"). A searchable online database which allows citizens to peruse contracts and subsidies awarded by the City of Montreal since 2012. More than 39 000 contracts ranging from infrastructure to sports to public security can be found on the platform. A View on the Contracts is one of the 70 Montreal, [Montréal Smart and Digital City Action Plan 2015-2017](#).
- [Lande](#) allows the tracking of Montreal's vacant land and facilitates their appropriation by citizens. Lande offers an interactive map which identifies vacant land and allows citizens to demonstrate their interest in participating in their transformation into collective gardens, green spaces, and recreational areas. Lande forms groups of citizens and accompanies them in the process of transforming through mobilization, project management and negotiation. Lande is a way to create communities that are more livable and inclusive.

- [Parallèle 40](#). The Parallèle 40 team, made up of volunteers and members of the Forum des jeunes professionnels de l'Association des firmes de génie-conseil – Québec (AFG) chose to improve the aesthetics of a prominent urban structure, the columns lining Highway 40. This highway creates a barrier which divides Montreal and is a space defined by car traffic and therefore not known for its pleasing aesthetics. Parallèle 40 seeks to break up these silos and allow citizens to reclaim this space. The project is divided into two main phases: one will have youth from different communities contribute to the project and develop a mentoring partnership with the team; the other will develop a design project with different contributors from the artistic community to promote local creative talent.

**More to come**  
 An analysis of the impact of the *Faire Montréal* platform and its associated projects will be further refined in the coming months. In fact, both *je fais mtl* and *Montréal Smart and Digital City* will develop performance indicators.

What's more, this platform will serve as a virtual space for the organisation of major events which will soon take place in the region, including: the 1st anniversary of *je fais mtl* on November 17th 2015, an event which is expected to attract more than 1000 guests, as well as a series of Montreal Innovation Challenges organized by the Smart and Digital City Bureau. The first innovation challenge will centre on the bicycle as a tool of urban fluidity.

If your community is named to the Smart21, you will be invited to complete the Top7 questionnaire. In addition to the six Intelligent Community Indicators, that questionnaire will address the theme, *From Revolution to Renaissance*. It will offer ample opportunity for you to explain your community's planning priorities and process, and how it prepares your community for continuing progress. You can learn more about the theme from our online white paper at [www.RevolutionToRenaissance.com](http://www.RevolutionToRenaissance.com).

### Key Contacts

24. Please provide contact information for a key public-sector, private-sector and nonprofit leader involved in your community's Intelligent Community programs.

Public-Sector  
 Official

Name:	M. Denis Coderre
Title:	Mayor of Montreal, President of the Montreal metropolitan community
Organization:	City of Montreal
Contribution to the Community:	<p>For 16 years, Denis Coderre represented voters in the federal district of Bourassa, who re-elected him six times to be their voice in the House of Commons.</p> <p>Active in his community from a young age, Denis Coderre has been an active member of numerous organizations, including the Montréal-Nord Optimist Club, his alma mater student association, the Richelieu Club, the Montréal-Nord History and Genealogy Society, the Bourassa Young Liberal Committee and the Bourassa Federal Liberal Electoral District Association.</p>



He has served as Secretary of State for Amateur Sport, Minister of Citizenship and Immigration, President of the Queen's Privy Council, Federal Interlocutor for Métis and Non-Status Indians, Minister responsible for La Francophonie, and Minister responsible for the Office of Indian Residential Schools Resolution. Denis Coderre has also been a Special Advisor to the Prime Minister for Haiti and took part in the 2004 Montréal Haitian Diaspora Conference.

Mayor Coderre has played an influential role in many projects, including the establishment of the World Anti-Doping Agency's headquarters in Montréal (while Secretary of State for Amateur Sport), the adoption of the Immigration and Refugee Protection Act, the implementation of measures designed to regulate immigration consultants, and the signing of a Safe Third Country agreement with the United States, which enabled both countries to better manage their refugee programs.

Mayor of Montreal since November 2013, he believes that the rigid discipline of political parties has no place in Montréal's city council. As he says: "I believe that elected officials must use their energy to serve their fellow citizens and not to debate political issues. It is important to get Montréal back on track. Together, we must stand up for our city's growth and revive our pride in living in Montréal. Together, we can rise to the enormous challenge of rebuilding and reimagining Montréal."

Private-Sector  
Executive

Name: **L. Jacques Ménard, C.C., O.Q., LLD.**

Title: Chairman, BMO Nesbitt Burns and President, BMO Financial Group, Quebec, Also Chairman of Montreal International and Youth Fusion.

Organization: Bank of Montreal (BMO)

Contribution to the Community: The list of community engagements, awards and organizations that have drawn on Mr. Ménard's abilities as an administrator or director is [impressive](#). He is currently a director of WestJet, Claridge Inc., Stingray Digital, the Montreal Symphony Orchestra, the Montreal Alouettes, the Macdonald Stewart Foundation, the Mobilys Foundation and FIRST Robotics Québec. He is also Chairman of Montreal International and Youth Fusion.

Engaged in his community, and particularly concerned about education, he published his first book, "*Si on s'y mettait...*" in 2008. In the wake of this book, he established the *Groupe d'action sur la persévérance et la réussite scolaires*. Mr. Ménard subsequently published a book on the topic of high school perseverance, "*Beyond the Numbers... a Matter of the Heart*" as well as the book "*Réussir: Aller au bout de ses rêves*." These actions had a significant impact on the collective awareness about the crucial issue of dropout rates.

Mr. Menard has embraced another cause recently: the cause of Montreal itself. Seeking to make a positive and non-partisan contribution to the thought process aimed at restoring the strengths of Montreal, which is Quebec's chief standard-bearer on the international stage and which alone accounts for half of Quebec's economy, M. Ménard first mandated The Boston Consulting Group (BCG) to conduct a study, and then, instigated the citizen-driven *je vois mtl* movement.



Nonprofit  
 Executive

Name:	Damien Siles
Title:	Executive Director
Organization:	Quartier de l'innovation
Contribution to the Community:	With a solid background in international trade, Damien Silès founded the Société de développement social de Ville-Marie in 2008 and served as its General Manager until 2014. From 2002 to 2008, he served as membership and sales director for the Board of Trade of Metropolitan Montreal. He has had an excellent reputation in the Montreal community for many years, most notably in the field of social innovation.

25. Please provide the name and contact information for the person to be contacted by ICF in connection with this application.

Name:	Stéphane Goyette		
Title:	Managing Director, Smart and Digital City Office		
Organization:	City of Montreal		
Telephone:	(514) 872-1811	Fax:	(514)872-2896
Email:	<a href="mailto:sg.goyette@ville.montreal.qc.ca">sg.goyette@ville.montreal.qc.ca</a>		

26. Please provide from your own press list up to 10 local and regional media (print, broadcast or online), including the publication's name, the name and title of an editor or reporter, and an email address.

Publication	Editor/Reporter	Email Address
La Presse	Pierre-André Normandin	<a href="mailto:pnormandin@lapresse.ca">pnormandin@lapresse.ca</a>
La Presse Affaires	Maxime Bergeron	<a href="mailto:mbergeron@lapresse.ca">mbergeron@lapresse.ca</a>
Le Devoir	Jeanne Corriveau	<a href="mailto:jcorriveau@ledevoir.com">jcorriveau@ledevoir.com</a>
Québecor média	Ameli Pineda	<a href="mailto:ameli.pineda@quebecormedia.com">ameli.pineda@quebecormedia.com</a>
Journal Métro	Mathias Marchal	<a href="mailto:Mathias.Marchal@Journalmetro.com">Mathias.Marchal@Journalmetro.com</a>
The Gazette	Rene Bruemmer	<a href="mailto:rbruemmer@montrealgazette.com">rbruemmer@montrealgazette.com</a>
Les Affaires	Julien Brault	<a href="mailto:julien.brault@tc.tc">julien.brault@tc.tc</a>
Radio-Canada (television)	François Cormier	<a href="mailto:francois.cormier@radio-canada.ca">francois.cormier@radio-canada.ca</a>
Radio-Canada (radio)	Pasquale Harrison-Tremblay	<a href="mailto:pasquale.harrison-julien@radio-canada.ca">pasquale.harrison-julien@radio-canada.ca</a>
TVA	Marie-Pier Cornellier	<a href="mailto:marie-pier.cornellier@tva.ca">marie-pier.cornellier@tva.ca</a>

### Ownership of Information

By submitting this information, the above-named community attests and acknowledges that:

- All information provided is accurate and fairly represents the past and current condition of the community to the best knowledge of the individual submitting the information.
- All information submitted to the ICF in connection with its international awards program becomes the property of the Intelligent Community Forum and will be used for the purposes of research, analysis and publication in pursuit of its global mission.

## Intelligent Community Indicators

For a complete description of the Intelligent Community Indicators, visit [www.intelligentcommunity.org](http://www.intelligentcommunity.org) and select "IC Indicators" on the Intelligent Communities menu.

1. **Broadband Connectivity.** Broadband is the next essential utility, as vital to economic growth as clean water and good roads. Whatever the speed, the power of broadband is simple enough to express. It connects your computer, laptop or mobile device 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 and entertain ourselves, govern our citizens and relate to the world.
2. **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 what they do to justify the cost of employing them. In the future, any employee whose "value-added" does not exceed his or her salary cost can expect to 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.
3. **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.
4. **Digital Inclusion.** 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, disability, or simply where they live. It has disrupted industries from manufacturing to retail services, enlarging the number of people for whom the digital revolution is a burden rather than a blessing.
5. **Sustainability.** Improving current living standards, while maintaining the ability of future generations to do the same, is at the core of sustainability. Throughout human history, economic growth has always involved the consumption of more resources and the production of more waste. 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.
6. **Advocacy.** It is all too common for a community's leaders or groups of citizens 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, through advocacy.

## Success Factors

In evaluating nominations, ICF looks for trends that characterize successful Intelligent Communities. We suggest that, where appropriate, your nomination refer to the following success factors in describing your strategy and results.

**Collaboration.** The development of an Intelligent Community typically requires intense collaboration among government, businesses, universities and institutions. Few organizations have enough resources, political capital or public backing to drive a community-wide transformation. But collaboration is challenging. It demands vision,

flexibility, and a high degree of trust among the partners. Intelligent Communities develop the vision, find the flexibility and create trusting relationships among key constituencies. Effective collaboration is typically the result of the working environment created by effective leaders.

**Leadership.** It is fair to say that no Intelligent Community has succeeded without strong leadership. Effective leaders identify challenges, set priorities, communicate a compelling vision and foster a sense of urgency in achieving it. They establish a collaborative environment that encourages risk-taking and creates win-win relationships with partners in government, businesses and institutions. It matters little where leadership comes from. In the Intelligent Communities that ICF has studied, leadership has emerged from elected officials, government employees, business executives, universities and nonprofit organizations. What matters is the character, motivation and talents of the individuals who commit themselves to improving the economic and social wellbeing of the community.